



STATE OF VERMONT  
**WORKFORCE REPORT**  
FISCAL YEAR 2025

2025

Philip B. Scott, Governor  
Beth Fastiggi, Commissioner

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*Agency of Administration*

January 13, 2026

Governor Scott and Members of the General Assembly:

It is my pleasure to present the State's Workforce Report for Fiscal Year 2025. It is an essential tool to identify our priorities for managing the state workforce and ensuring that the state maintains a skilled workforce that continues to deliver high quality services to Vermonters.

The Workforce Report, called for by 3 V.S.A. § 309, is an in-depth look at the Executive Branch workforce. It includes information about employee demographics, talent acquisition, turnover, retirement eligibility, benefits, compensation, and diversity, as well as reports required by the General Assembly. It is my hope that you and leaders at all levels of state government find the data useful.

Sincerely,

A handwritten signature in blue ink that reads "Beth Fastiggi".

Beth Fastiggi  
Commissioner

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# State of Vermont Workforce Report Fiscal Year 2025

Presented to  
Governor Philip B. Scott  
and  
The Vermont General Assembly

Prepared by:

Vermont Department of Human Resources

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## Introduction

The Vermont Department of Human Resources publishes the Workforce Report annually, pursuant to 3 V.S.A. § 309 (a)(19), to provide data to better understand and therefore more effectively manage the workforce of the State of Vermont. The report contains information about the Executive Branch workforce.

The State of Vermont's ability to meet its vision, mission, and goals depends upon the quality of its workforce. The principal goal of Department of Human Resources (DHR) is to support State Government as it attracts, retains, and rewards a talented and diverse workforce with the skills necessary for Agencies and Departments to meet their organizations' objectives in an efficient and cost-effective manner.

This report is an in-depth look at the Executive Branch workforce. It includes information about employee demographics, talent acquisition, turnover, retirement eligibility, benefits, compensation, and diversity, as well as reports required by the General Assembly.

### Workforce Dashboard

Several of the tables contained in this Workforce Report, as well as the Statewide Recruitment and Vacancies Dashboard, can be found on the DHR web site's [Workforce Dashboard](#) page.

# Executive Branch at a Glance – Fiscal Year 2025

<b>Workforce Characteristics</b>	<b>Classified</b>	<b>Exempt</b>	<b>Total</b>
Number of Employees	7,941	720	8,661
FTEs (Full-Time Equivalents)	7,904.2	712.9	8617.1
Full-Time Employees (FTE = 1)	7,827	698	8,525
Part-Time Employees (FTE <1)	114	22	136
Average Age	45.0	48.1	45.3
Percent Pre-Baby Boom	0.01%	0.0%	0.01%
Percent Baby Boom	11.7%	15.7%	12.0%
Percent Generation X	38.4%	44.4%	38.9%
Percent Millennial	40.9%	36.9%	40.6%
Percent Generation Z	9.0%	2.9%	8.5%
Average Years of Service	10.1	8.6	10.0
Percent Represented by a Bargaining Unit	92.5%	4.3%	85.3%
<b>Talent Acquisition</b>			
Number of Hires	1,058	93	1,151
Percent of Hires Female	49.7%	49.5%	49.7%
Percent of Hires Underrepresented Racial & Ethnic Groups (UREG)	16.2%	5.4%	15.3%
Average Age of Hires	36.5	44.0	37.1
Percent Pre-Baby Boom	0.0%	0.0%	0.0%
Percent Baby Boom	4.6%	8.6%	5.0%
Percent Generation X	21.3%	41.9%	22.9%
Percent Millennial	41.3%	38.7%	41.1%
Percent Generation Z	32.8%	10.8%	31.0%
<b>Turnover</b>			
Turnover Rate	12.0%	13.7%	12.1%
Number of Employees Separated	950	96	1,046
Percent Voluntary Terminations	66.0%	73.9%	66.7%
Percent Retirements	21.5%	18.8%	21.2%
Percent Involuntary Terminations	11.7%	0.06%	11.2%
<b>Retirement Eligibility</b>			
Percent Eligible End of Fiscal Year 2025	9.0%	n/a	n/a
Number Eligible End of Fiscal Year 2025	714	n/a	n/a
Percent Eligible within Five Years (End of Fiscal Year 2030)	21.2%	n/a	n/a
Number Eligible within Five Years (End of Fiscal Year 2030)	1,687	n/a	n/a
<b>Compensation</b>			
Average Annual Salary (Full-time, base rate only)	\$76,668	\$108,907	\$79,308
Total Cash Overtime Costs	\$36,005,409	\$93,213	\$36,098,623
Total Compensatory Hours Earned for Overtime	132,926	1,863	134,789
Average Total Compensation (Total Pay Plus Benefits) per Employee	\$134,121	\$167,667	\$136,841
Average Benefits Paid as a Percent of Total Compensation	38.7%	35.8%	38.4%
<b>Equal Employment Opportunity</b>			
Underrepresented Racial & Ethnic Groups (UREG)	7.1%	5.6%	7.0%
Female Representation	52.5%	54.9%	52.7%

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2025. See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report.



## 1. Executive Branch Workforce Profile

Section One of this Workforce Report provides general descriptive statistics for the Executive Branch workforce for Fiscal Year 2025. The data presented include all Executive Branch employees (exempt and classified). It does not include temporary employees, or Legislative or Judicial Branch employees.

**Table 1 Number of Executive Branch Employees and FTEs by Department**

Department	Classified		Exempt		Total	
	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration	22	22.0	18	18.0	40	40.0
Agriculture	143	142.8	5	5.0	148	147.8
Attorney General	34	34.0	51	50.2	85	84.2
Auditor of Accounts	12	12.0	2	2.0	14	14.0
Buildings & General Services	316	315.8	6	6.0	322	321.8
Cannabis Control Board	20	19.8	5	5.0	25	24.8
Children & Families	940	933.3	26	26.0	966	959.3
Commerce & Community Development	77	77.0	18	17.6	95	94.6
Corrections	905	905.0	19	19.0	924	924.0
Criminal Justice Training Council	12	12.0	2	2.0	14	14.0
Defender General			78	77.6	78	77.6
Digital Services	346	345.8	17	17.0	363	362.8
Disabilities, Aging & Independent Living	306	298.4	5	5.0	311	303.4
Education	156	155.3	5	5.0	161	160.3
Enhanced 911	10	9.9	1	1.0	11	10.9
Environmental Conservation	331	327.8	3	3.0	334	330.8
Finance & Management	25	25.0	4	4.0	29	29.0
Financial Regulation	86	84.9	15	15.0	101	99.9
Fish & Wildlife	139	138.8	2	2.0	141	140.8
Forests, Parks & Recreation	129	127.6	2	2.0	131	129.6
Governor's Office			10	10.0	10	10.0
Green Mountain Care Board	20	20.0	10	10.0	30	30.0
Health	585	580.0	8	8.0	593	588.0
Human Resources	98	96.8	7	7.0	105	103.8
Human Services	61	61.0	17	17.0	78	78.0
Labor	220	220.0	14	14.0	234	234.0
Land Use Review Board	22	21.8	10	10.0	32	31.8
Libraries	16	16.0	2	2.0	18	18.0
Lieutenant Governor			2	2.0	2	2.0
Liquor & Lottery	64	63.8	5	5.0	69	68.8
Mental Health	207	205.8	11	11.0	218	216.8
Military	140	138.3	4	4.0	144	142.3
Natural Resources	23	23.0	18	17.9	41	40.9
Office of the Child, Youth			2	2.0	2	2.0
Public Safety - Civilian	221	220.6	9	8.5	230	229.1
Public Safety - Sworn	308	307.0	9	9.0	317	316.0
Public Service	51	51.0	20	19.6	71	70.6
Public Utility Commission	4	4.0	23	23.0	27	27.0
Secretary of State	72	72.0	12	12.0	84	84.0
State Ethics Commission			2	1.0	2	1.0
State Treasurer	35	35.0	6	6.0	41	41.0
State's Attorneys & Sheriffs			173	170.4	173	170.4
Taxes	132	132.0	14	14.0	146	146.0
Transportation*	1,176	1,175.1	17	16.8	1,193	1,191.9
Vermont Commission on Women	2	2.0	1	1.0	3	3.0
Vermont Health Access	345	343.2	14	14.0	359	357.2
Vermont Human Rights Commission			6	6.0	6	6.0
Vermont Labor Relations Board			1	1.0	1	1.0
Vermont Pension Investment Com	3	3.0	1	1.0	4	4.0
Vermont Veterans' Home	127	125.8	7	7.0	134	132.8
VOSHA Review Board			1	0.5	1	0.5
<b>Total</b>	<b>7,941</b>	<b>7,904.2</b>	<b>720</b>	<b>712.9</b>	<b>8,661</b>	<b>8,617.1</b>

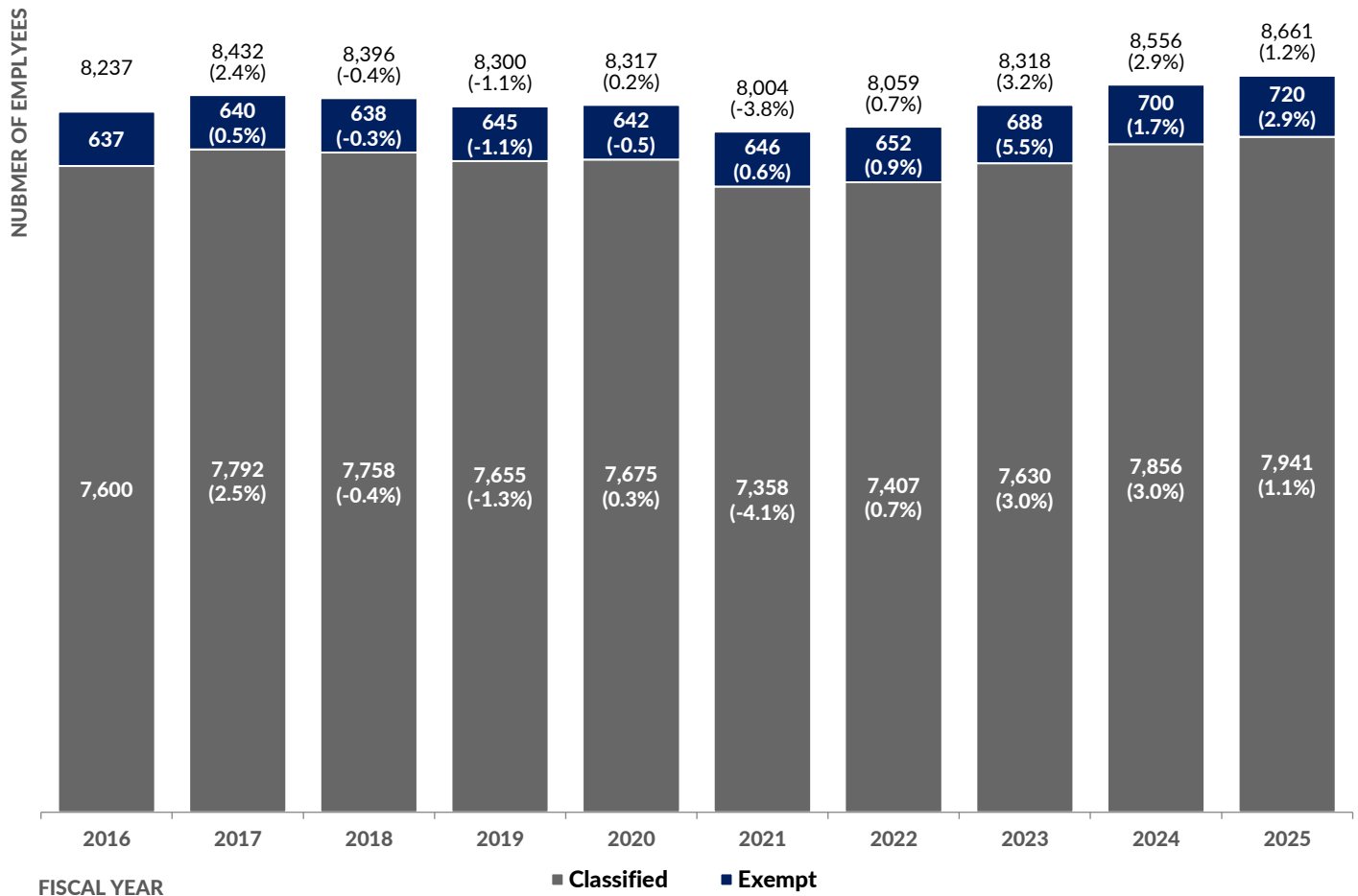
NOTE: FTEs are "Full-Time Equivalents". One FTE is based on a full-time employee's standard hours, which for most employees is 2,080 hours per year (some protective service employees have standard hours greater than 2,080). To calculate the FTE for a part-time employee, total authorized hours are divided by 2,080. Thus, a half-time employee (20 hours per week/1040 hours per year) would equal .5 FTE.

NOTE: For this report, all employees of the Department of States Attorneys and Sheriffs are included. Employees in the respective county offices, such as States Attorneys, Sheriffs and Deputy States Attorneys are County employees not State employees.

\* Includes 210 employees of the Department of Motor Vehicles.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for FY 2025.

**Table 2** Number of Executive Branch Employees by Fiscal Year



Source: The State’s Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2016 to 2025. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

Table 1 shows that at the end of Fiscal Year 2025 there were 8,661 Executive Branch employees, or 8,617.1 FTE’s.

Table 2 displays the number of Executive Branch employees from 2016 to 2025.

Fiscal Year 2025 total headcount increased from Fiscal Year 2024 by 1.2%. Total head count is at a 25 year high.

Comparing Fiscal Year 2016 to Fiscal Year 2025, the overall number of Executive Branch employees has increased by 5.1%, with classified employees increasing by 4.5% and exempt employees increasing by 13.0%.

It should be noted that in Fiscal Year 2025 the classified employee headcount includes nearly 200 limited service positions above the typical “baseline” for this type of position that was seen in Fiscal Year 2021 and earlier (See Table 66).

**From Fiscal Year 2024 to Fiscal Year 2025 the number of Executive Branch Employees increased by 1.2%. Total headcount is at a 25 year high.**

**In Fiscal Year 2025 the classified employee headcount includes nearly 200 more limited service positions than was seen in seen in Fiscal Year 2021.**

**Table 3 Executive Branch Positions by Department as of June 30, 2025**

Department	Positions			Vacancy Rate %	Position Type		
	Filled	Vacant	Total		Perm.	Limited	Exempt
Administration	39	1	40	3%	16	6	18
Agriculture, Food & Mrkts	148	6	154	4%	116	32	6
Attorney General	86	8	94	9%	35	2	57
Auditor of Accounts	14	2	16	13%	12	0	4
Buildings & General Services	322	29	351	8%	335	10	6
Cannabis Control Board	25	1	26	4%	21	0	5
Children and Families	961	54	1,015	5%	912	73	30
Commerce & Community Development	95	8	103	8%	63	20	20
Corrections	927	125	1,052	12%	1,028	3	21
Defender General	79	6	85	7%	0	0	85
Digital Services	368	22	390	6%	321	51	18
Disabilities Aging Ind. Living	310	23	333	7%	268	59	6
Education	161	16	177	9%	164	6	7
Enhanced 911 Board	11	0	11	0%	10	0	1
Environmental Conservation	336	40	376	11%	260	113	3
Executive Office	10	4	14	29%	0	0	14
Finance & Management	30	3	33	9%	25	4	4
Financial Regulation	101	8	109	7%	92	1	16
Fish & Wildlife	138	6	144	4%	127	15	2
Forests, Parks & Recreation	131	15	146	10%	117	27	2
Green Mountain Care Board	30	5	35	14%	24	0	11
Health	587	47	634	7%	389	234	11
Human Resources	104	5	109	5%	102	0	7
Human Rights Commission	6	3	9	33%	0	0	9
Human Services	76	6	82	7%	45	21	16
Labor	235	28	263	11%	213	35	15
Labor Relations Board	2	0	2	0%	0	0	2
Land Use Review Board	32	1	33	3%	22	0	11
Libraries	18	2	20	10%	16	2	2
Lieutenant Governor	2	0	2	0%	0	0	2
Liquor and Lottery	71	3	74	4%	69	0	5
Mental Health	218	80	298	27%	280	8	10
Military	143	26	169	15%	86	79	4
Natural Resources	41	3	44	7%	17	8	19
Office of the Child, Youth	2	0	2	0%	0	0	2
Public Safety - Civilian	280	22	302	7%	250	42	10
Public Safety - Sworn	260	57	317	18%	304	6	7
Public Service Department	71	8	79	10%	29	29	21
Public Utility Commission	27	3	30	10%	5	0	25
Secretary of State	84	1	85	1%	73	0	12
State Ethics Commission	2	0	2	0%	0	0	2
State Treasurer	41	4	45	9%	38	1	6
State's Attorneys and Sheriffs	170	23	193	12%	0	0	193
Taxes	148	19	167	11%	153	0	14
Transportation	1,195	116	1,311	9%	1,252	41	18
Vermont Commission on Women	3	0	3	0%	2	0	1
Vermont Criminal Justice Council	14	2	16	13%	13	1	2
Vermont Health Access	356	15	371	4%	354	3	14
Vermont Pension Investment Commission	4	1	5	20%	3	0	2
Vermont Veterans' Home	137	55	192	29%	179	6	7
VOSHA Review Board	1	0	1	0%	0	0	1
<b>Total</b>	<b>8,652</b>	<b>912</b>	<b>9,564</b>	<b>9.5%</b>	<b>7,840</b>	<b>938</b>	<b>786</b>

**Fiscal Year 2025 ended with an overall vacancy rate of 9.5% or 912 vacant positions, down significantly from the previous Fiscal Year.**

**This compares to an overall vacancy rate of 11.3% at the end of Fiscal Year 2024. The vacancy rate peaked in Fiscal Year 2022 at 12.9% or 1,188 vacant positions.**

NOTE: A limited service position is a time-limited classified position authorized for a period of three or fewer years, but which may be extended based on continued funding.

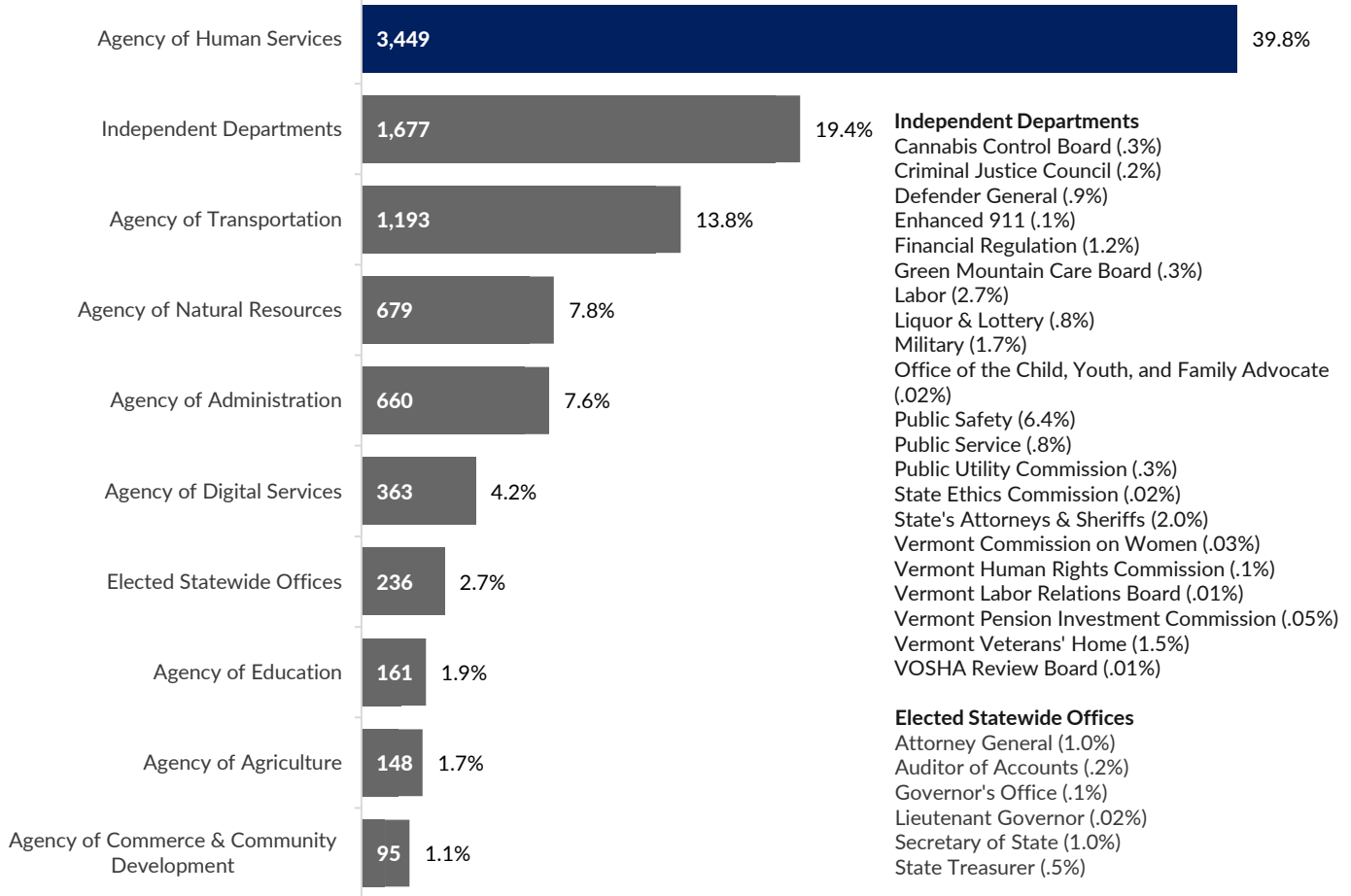
NOTE: A position may be double filled in job share situations, a short-term need to train a new employee by the vacating employee, and in the case of a long-term leave of an employee.

NOTE: For this report, all employees of the Department of States Attorneys and Sheriffs are included. Employees in the respective county offices, such as States Attorneys, Sheriffs and Deputy States Attorneys are County employees not State employees.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for FY 2025.

**Table 4 Executive Branch Employee Distribution by Agency/Department**

The Agency of Human Services has the largest single concentration of employees



Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for FY 2025.

**Note:** See Appendix A for an organizational chart of Vermont state government.

As shown in Table 3, as of June 30, 2025, there were 9,564 authorized Executive Branch positions – 7,840 permanent classified, 938 limited classified, and 786 exempt. The number of filled positions may not equal the number of employees (See Table 1) because in certain situations a position can be double filled.

There were 915 vacant positions for an overall vacancy rate of 9.5%, down significantly from the previous fiscal year. This compares to an overall vacancy rate of 11.9% at the end of Fiscal Year 2023 and 11.3% at end of Fiscal Year 2024. Prior to Fiscal Year 2021 vacancy rates were typically around 7%.

Table 4 shows the distribution of Executive Branch employees by agency/department.

The eight “super” agencies account for nearly 80% of all Executive Branch employees.

The Agency of Human Services has the largest single concentration of employees (39.8%).

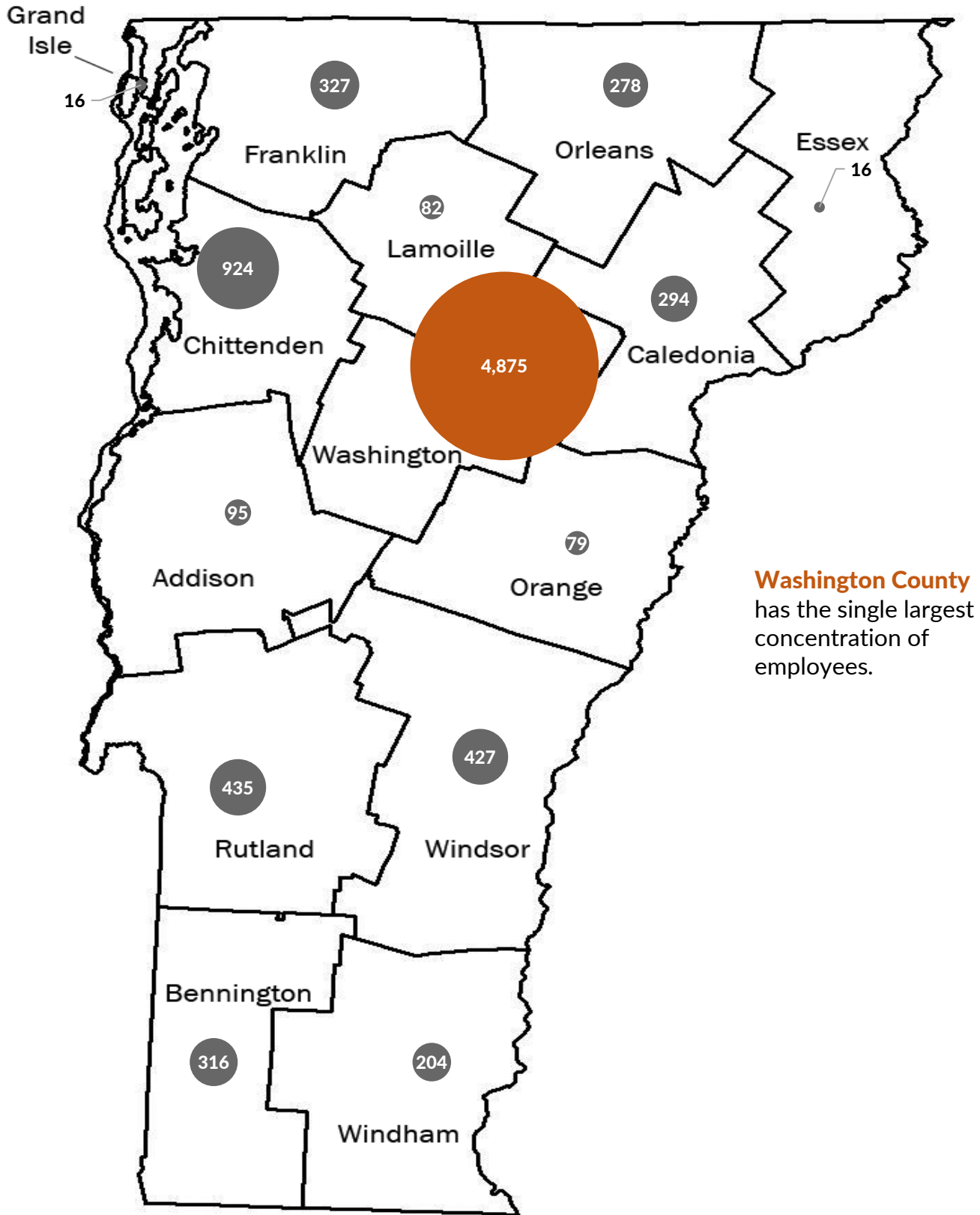
Independent departments (those not under an agency structure) make up 19.4% of employees, with the Department of Public Safety being the largest independent department (6.4%).

Elected Statewide Offices account for 2.7% of Executive Branch employees.

**Fiscal Year 2025 saw a vacancy rate of 9.5% down significantly from the high vacancy rates that we've seen since Fiscal Year 2021. Prior to Fiscal Year 2021 vacancy rates were typically around 7%.**

**The eight “super” agencies account for nearly 80% of all Executive Branch employees.**

**Table 5 Executive Branch Employees by County of Work Location**



**Washington County** has the single largest concentration of employees.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2025. A small number of employees (293) are "home-based" and their work location of record is their home county, although they may travel to other areas in the state to perform their job duties. They are not included in this analysis.

**Table 6 Employee Demographics by County**

County	Num.	Percent	Ave. Salary	Percent Female	Percent Male	Percent UREG
Addison	95	1.1%	\$76,434	52%	48%	3.2%
Bennington	316	3.8%	\$72,859	60%	40%	8.9%
Caledonia	294	3.5%	\$73,929	36%	64%	7.5%
Chittenden	924	11.0%	\$76,003	49%	51%	9.7%
Essex	16	0.2%	\$67,315	6%	94%	6.3%
Franklin	327	3.9%	\$71,194	39%	61%	10.4%
Grand Isle	16	0.2%	\$68,699	25%	75%	6.3%
Lamoille	82	1.0%	\$75,125	60%	40%	4.9%
Orange	79	0.9%	\$67,844	27%	73%	3.8%
Orleans	278	3.3%	\$71,945	40%	60%	7.9%
Rutland	435	5.2%	\$74,127	41%	59%	4.6%
Washington	4,875	58.3%	\$83,038	59%	41%	6.4%
Windham	204	2.4%	\$76,306	49%	51%	4.9%
Windsor	427	5.1%	\$72,512	40%	60%	8.9%
<b>Total</b>	<b>8,368</b>	<b>100.0%</b>	<b>\$79,194</b>	<b>53%</b>	<b>47%</b>	<b>7.0%</b>

Most Executive Branch employees (69%) worked in Washington and Chittenden counties.

Nearly 60% of all Executive Branch employees now work in Washington County.

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Year 2025. A small number of employees (293) are "home-based" and their work location of record is their home county, although they may travel to other areas in the state to perform their job duties. They are not included in this analysis. Ave. Salary is annual base salary of full-time employees and does not include benefits or overtime. UREG is Underrepresented Racial and Ethnic Groups. See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report.

As of the end of Fiscal Year 2025 Executive Branch employees worked in every county in the state.

Most Executive Branch employees (69.3%) worked in Washington and Chittenden counties. Nearly 60% (58.3%) of all state employees now work in Washington County.

Table 7 Executive Branch Employee Profile

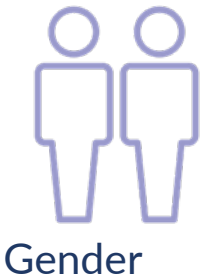


**Classified**

**7,941**  
(91.8%)

**Exempt**

**720**  
(8.2%)



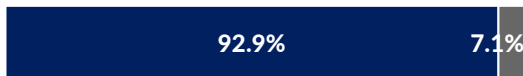
**Female | Male | Non-Binary**



**Female | Male | Non-Binary**



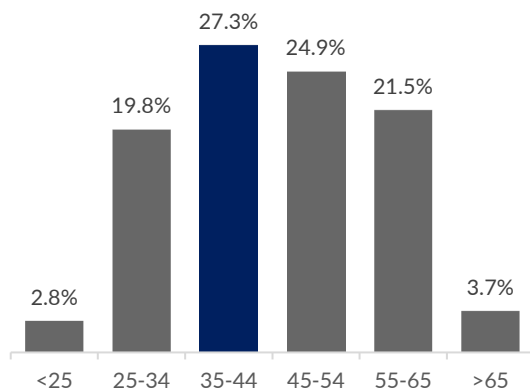
**White | Underrepresented Groups**



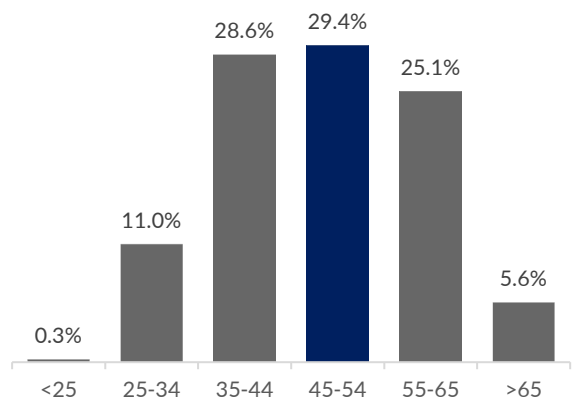
**White | Underrepresented Groups**



**Average Age = 45.0**



**Average Age = 48.1**

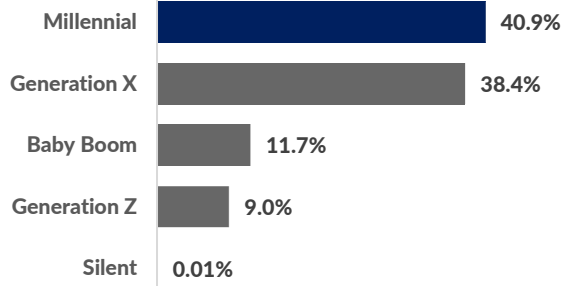


**Table 7 Executive Branch Employee Profile (Continued)**

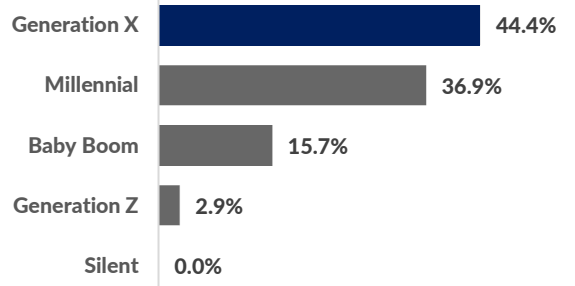


**Generation**

**Classified**

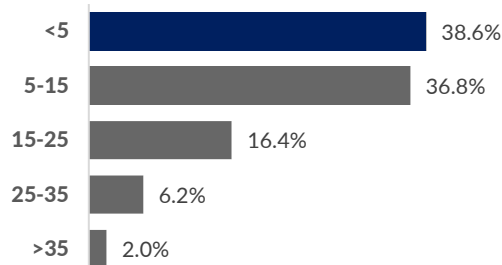


**Exempt**

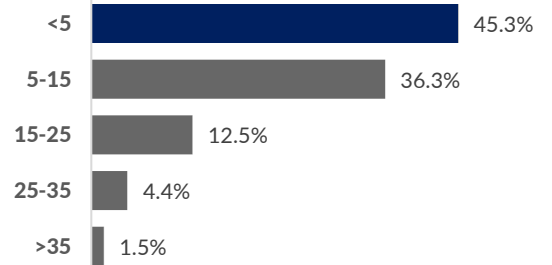


**Service**

**Average Length of Service = 10.1**

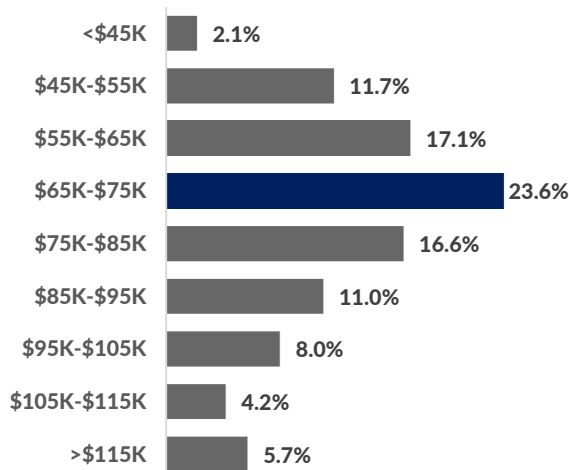


**Average Length of Service = 8.6**

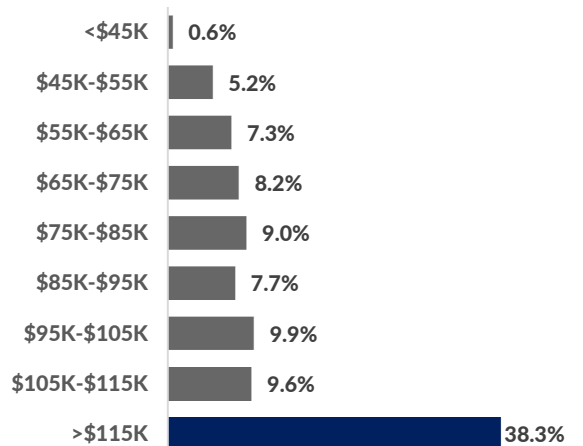


**Salary**

**Average Annual Salary = \$76,668**



**Average Annual Salary = \$108,906**



Source: The State's Human Resource Information System (VTHR). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2025. Annual salary is the base rate and does not include benefits or overtime. Years of (continuous) Service is the time of uninterrupted services by an employee. See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report. See Note on Table 15b for definitions of Generations. NOTE: Fiscal Year 2025 was the first year in which the State offered a non-binary option for the collection of data on gender.

**Fiscal Year 2025 was the first year in which the State offered a non-binary option for the collection of data on gender. Approximately 0.2% of classified employees and 0.0% of exempt identified as non-binary.**

**The percentage of Underrepresented Racial and Ethnic Groups (UREG) is higher in the classified workforce (7.1%) than the exempt (5.6%).**

**A total of 7,374 or 85% of Executive Branch employees are covered by one of the five collective bargaining units - State Police, Supervisory, Corrections, Defender General, or the largest unit, Non-Management.**

Comparing classified and exempt employees, there is a higher percentage of female exempt employees (54.9%) compared to classified (52.5%). Fiscal Year 2025 was the first year in which the State offered a non-binary option for the collection of data on gender. Approximately 0.2% of classified employees and 0.0% of exempt identified as non-binary.

The percentage of Underrepresented Racial and Ethnic Groups (UREG) is higher in the classified workforce (7.1%) than the exempt (5.6%).

The average age of classified employees was 45.0 years with the largest percentage (27.3%) being between 35 and 44. This is compared to the exempt workforce where the average age is slightly higher at 48.1 years, and the largest percent (29.4%) is 45 to 54.

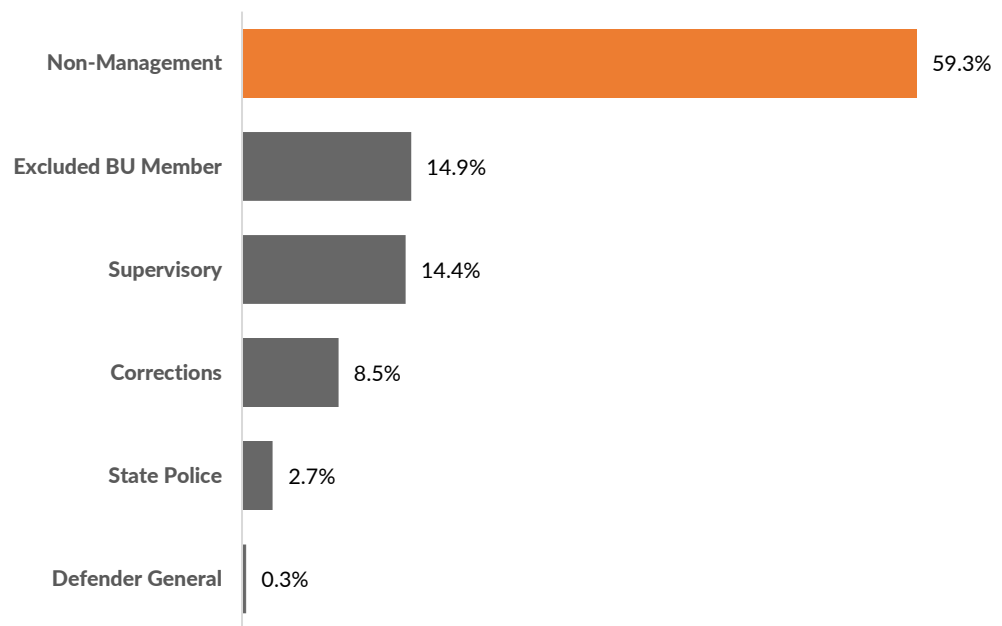
The largest percentage of classified employees were Millennials (40.9%). The largest percentage of exempt employees were Generation X (44.4%).

The average length of service for classified employees is 10.1 years compared to 8.6 years in the exempt workforce. Typically, the largest number of employees have five or fewer years of service. This is the case in Fiscal Year 2025; however, for classified employees there is only a slight difference with those with five or fewer years at 38.6% and 36.8% for employees with five to 15 years of experience. We continue to see this anomaly which was a result of high turnover during Fiscal Years 2022 to 2024, meaning more employees were hired and more left (the highest rates of turnover are for those individuals with five or fewer years of experience). See [Table 35](#).

The average annual base salary for full-time classified employees was \$76,668 with the largest percentage earning between \$65,000 and \$75,000. This is compared to exempt employees where the average base salary for full-time employees was \$108,906 with the largest percentage (38.3%) earning greater than \$115,000 a year.

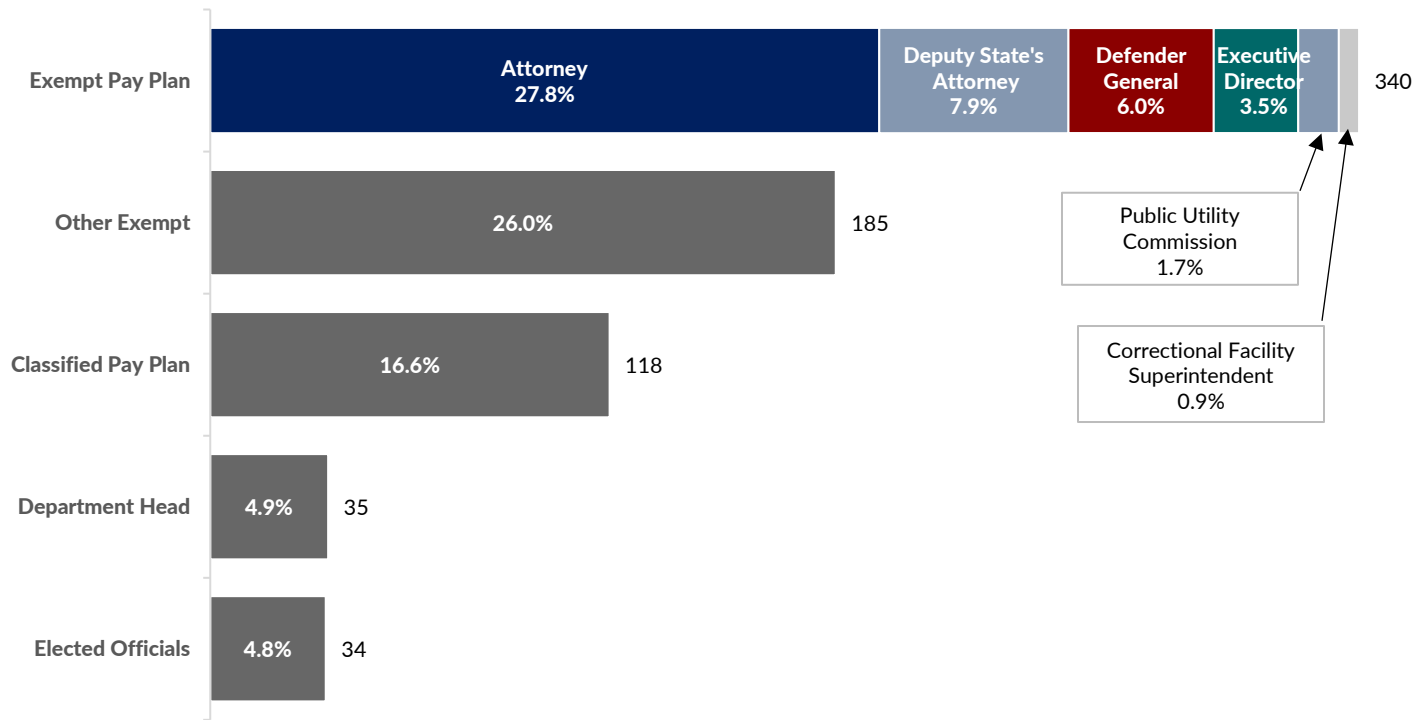
A total of 7,374 or 85% of Executive Branch employees are covered by one of the five collective bargaining units - State Police, Supervisory, Corrections, Defender General and, the largest, Non-Management.

**Table 8 Executive Branch Employees by Bargaining Unit**



Source: The State's Human Resource Information System (VTHR). Data include all full-time Executive Branch employees (classified and exempt) for Fiscal Year 2025.

**Table 9 Executive Branch Exempt Employees by Category**



Exempt Category	Definition
<b>Elected Officials</b>	32 V.S.A. § 1003(a). State Officers (Governor, Lieutenant Governor, Secretary of State, State Treasurer, Auditor of Accounts, and Attorney General); 32 V.S.A. § 1183(a). State's Attorneys; 32 V.S.A. § 1182(a) Sheriffs.
<b>Department Heads</b>	32 V.S.A. § 1003(b). (Agency Secretaries, Commissioners and heads of certain other free-standing organizations).
<b>Exempts in the Classified Pay Plan</b>	Certain positions are exempted by statute from the classified service but assigned to the classified pay plan for purposes of salary administration. Of the 118 employees in this category the majority were in the following job titles: Victims Advocate (19.5%), Deputy Sheriff (16.9%), Secretary IV (14.4%), Administrative Secretary (11.0%).
<b>Other Exempts/Non-Pay Plan</b>	Other positions are exempted by statute from classified service. Of the 185 employees in this category the majority were in the following job titles: Deputy Commissioner (13.5%), Private Secretary (11.4%), Principal Assistant (10.3%), Executive Director (7.0%), Executive Assistant (3.2%), Deputy Secretary (3.8%) and Agency Director of Digital Services (3.2%).
<b>Exempt Pay Plans</b>	As authorized in 32 § V.S.A.1020(c).
Attorney	General Counsel, Staff Attorneys, and other attorneys
State's Attorneys	Deputy State's Attorneys
Defender General	Attorneys in the Office of the Defender General
Correctional Facility Superintendent	Correctional Facility Superintendent
Executive Director	Executive Directors of certain boards, commissions and councils
Public Utility Commission	Certain employees of the Public Utility Commission

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch exempt employees for Fiscal Year 2025. For this report, all employees of the Department of States Attorneys and Sheriffs are included. Employees in the respective county offices, such as States Attorneys, Sheriffs and Deputy States Attorneys are County employees not State employees.

Of the 720 exempt employees almost half (45.8%) are in one of the seven exempt pay plans. The largest group was attorneys (41.2%) covered by the Attorney, State's Attorneys and Defender General exempt pay plans.

**Over 40% of exempt employees are attorneys in an exempt pay plan.**



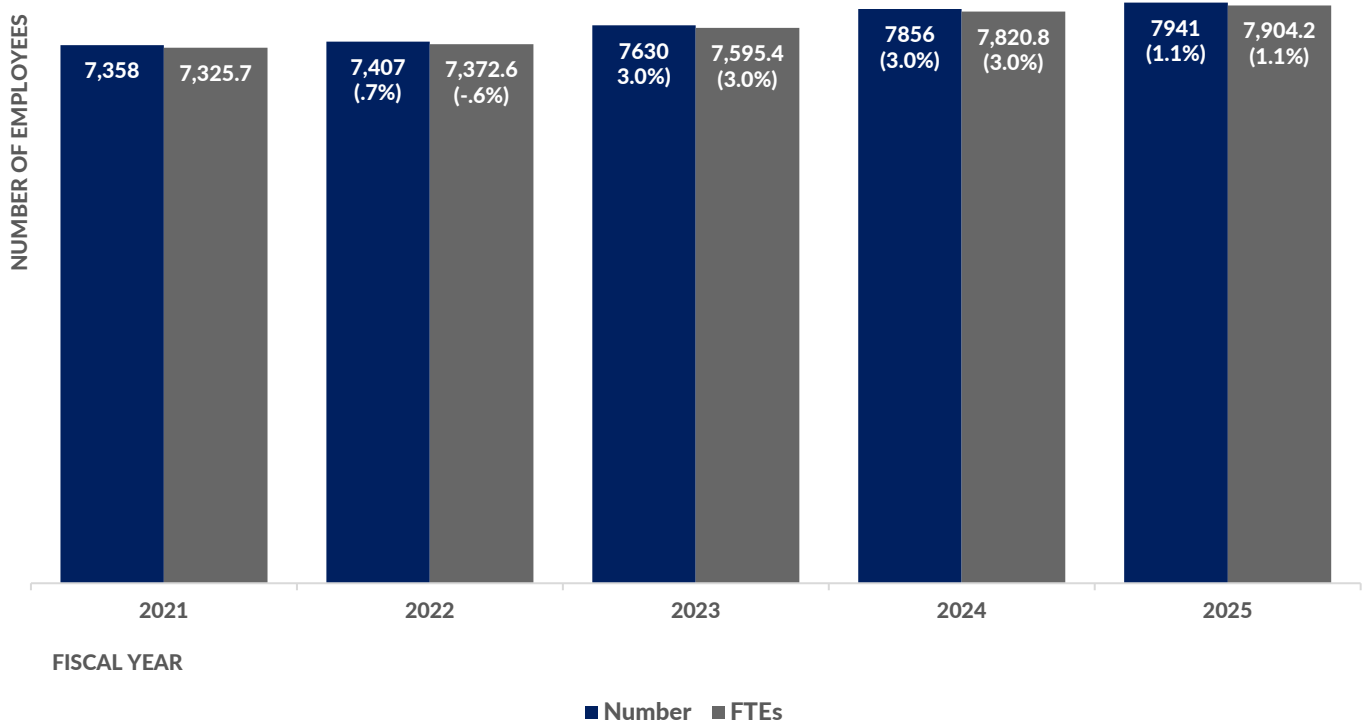
## 2. Classified Service Statistics

Section Two of this Workforce Report provides statistics that represent only classified employees of the Executive Branch of the State of Vermont.

- Workforce Characteristics
- Talent Acquisition
- Turnover
- Retirement Eligibility
- Compensation
- Equal Employment Opportunity
- Department Statistics

# Workforce Characteristics

**Table 10** Number of Classified Employees and FTEs by Fiscal Year



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025. FTEs are “Full-Time Equivalents” (see Note on Table 1 for the definition of FTEs). The percentages noted in parentheses reflect the percent change from the previous fiscal year.

At the end of Fiscal Year 2025 there were a total of 7,941 classified employees and 7,904.2 FTEs. Fiscal Year 2025’s classified staffing level increased slightly from Fiscal Year 2024 in both number of employees 1.1% (85) and FTEs 1.1% (83.4).

Comparing Fiscal Year 2021 to Fiscal Year 2025, both the number of classified employees and FTEs increased, with the number of employees 7.9% more (583) and FTEs 7.9% more (578.5). It should be noted that Fiscal Year 2021, the comparison year, had the lowest head count since 2012 due to the pandemic.

The number of classified employees has increased steadily since the low reached in 2021 due to the pandemic and now is at a 25 year high. However, it should be noted that in last three fiscal years the classified employee headcount includes nearly 200 more limited service positions than pre-pandemic “baseline” years (See Table 66).

**The number of classified employees has increased steadily since the low reached in 2021 due to the pandemic and is now at a 25 year high.**

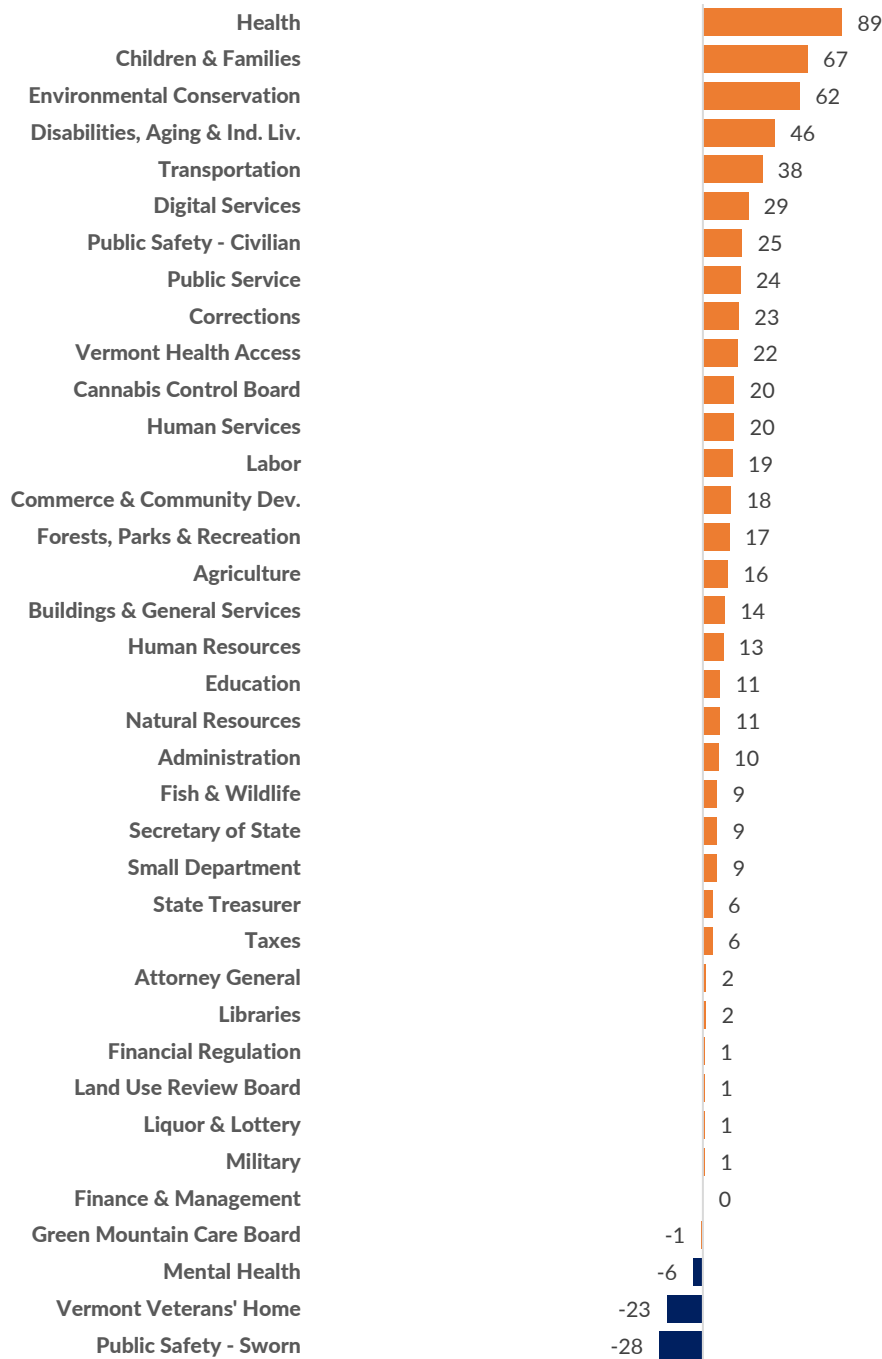
**In Fiscal Year 2025 the classified employee headcount includes nearly 200 more limited service positions than was seen in pre-pandemic “baseline” years.**

**Table 11 Number of Classified Employees and FTEs by Department by Fiscal Year**

Department	2021		2022		2023		2024		2025		% Change FY '21 to FY '25	
	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs	Num.	FTEs
Administration	12	12.0	16	16.0	18	18.0	18	18.0	22	22.0	83.3%	83.3%
Agriculture	127	127.0	129	128.3	136	135.3	144	144.0	143	142.8	12.6%	12.4%
Attorney General	32	32.0	32	32.0	33	33.0	35	35.0	34	34.0	6.3%	6.3%
Buildings & General Services	302	302.0	305	305.0	307	307.0	311	311.0	316	315.8	4.6%	4.6%
Cannabis Control Board			5	5.0	16	16.0	17	17.0	20	19.8	n/a	n/a
Children & Families	873	870.3	900	896.7	892	887.4	921	915.6	940	933.3	7.7%	7.2%
Commerce & Community Dev.	59	59.0	72	72.0	72	72.0	74	74.0	77	77.0	30.5%	30.5%
Corrections	882	882.0	819	819.0	875	875.0	925	925.0	905	905.0	2.6%	2.6%
Digital Services	317	316.1	319	318.6	334	333.8	338	337.8	346	345.8	9.1%	9.4%
Disabilities, Aging & Ind. Liv.	260	256.1	283	278.7	303	295.2	312	303.7	306	298.4	17.7%	16.5%
Education	145	144.7	144	143.8	142	141.8	156	155.8	156	155.3	7.6%	7.3%
Environmental Conservation	269	266.2	284	279.8	320	316.2	330	326.4	331	327.8	23.0%	23.1%
Finance & Management	25	25.0	21	21.0	26	26.0	27	27.0	25	25.0	0.0%	0.0%
Financial Regulation	85	84.7	76	75.7	77	76.5	84	83.4	86	84.9	1.2%	0.2%
Fish & Wildlife	130	129.8	136	136.0	137	137.0	140	140.0	139	138.8	6.9%	6.9%
Forests, Parks & Recreation	112	111.6	114	113.6	114	113.6	128	126.4	129	127.6	15.2%	14.3%
Green Mountain Care Board	21	20.8	18	18.0	21	21.0	17	17.0	20	20.0	-4.8%	-3.8%
Health	496	487.5	564	555.5	587	580.6	587	580.8	585	580.0	17.9%	19.0%
Human Resources	85	85.0	91	90.0	92	91.0	95	94.0	98	96.8	15.3%	13.8%
Human Services	41	41.0	44	44.0	47	46.8	55	55.0	61	61.0	48.8%	48.8%
Labor	201	201.0	206	206.0	207	207.0	208	207.9	220	220.0	9.5%	9.5%
Land Use Review Board	21	20.8	20	19.8	20	20.0	22	21.8	22	21.8	4.8%	4.8%
Libraries	14	14.0	15	15.0	16	16.0	16	16.0	16	16.0	14.3%	14.3%
Liquor & Lottery	63	62.8	58	57.8	63	62.8	65	64.8	64	63.8	1.6%	1.6%
Mental Health	213	211.1	187	184.8	173	171.8	188	187.4	207	205.8	-2.8%	-2.5%
Military	139	137.8	140	139.2	140	139.4	140	138.7	140	138.3	0.7%	0.4%
Natural Resources	12	11.8	13	12.3	18	18.0	21	20.9	23	23.0	91.7%	94.4%
Public Safety - Civilian	196	196.0	200	200.0	194	194.0	212	211.6	221	220.6	12.8%	12.6%
Public Safety - Sworn	336	336.0	322	322.0	311	310.0	313	312.0	308	307.0	-8.3%	-8.6%
Public Service	27	27.0	36	35.5	40	40.0	46	46.0	51	51.0	88.9%	88.9%
Secretary of State	63	63.0	67	67.0	67	67.0	69	69.0	72	72.0	14.3%	14.3%
Small Department	34	33.8	36	36.0	38	38.0	40	39.9	43	42.9	26.5%	27.1%
State Treasurer	29	29.0	29	29.0	33	33.0	34	34.0	35	35.0	20.7%	20.7%
Taxes	126	126.0	124	123.8	125	124.8	130	130.0	132	132.0	4.8%	4.8%
Transportation	1138	1133.9	1145	1142.5	1170	1168.9	1175	1174.3	1176	1175.1	3.3%	3.6%
Vermont Health Access	323	320.8	309	306.2	340	337.7	342	340.0	345	343.2	6.8%	7.0%
Vermont Veterans' Home	150	148.0	128	127.2	126	124.0	121	119.8	127	125.8	-15.3%	-15.0%
<b>Total</b>	<b>7358</b>	<b>7325.7</b>	<b>7407</b>	<b>7372.6</b>	<b>7630</b>	<b>7595.4</b>	<b>7856</b>	<b>7820.8</b>	<b>7941</b>	<b>7904.2</b>	<b>7.9%</b>	<b>7.9%</b>
<b>% Change from Prev. FY</b>			<b>0.7%</b>	<b>0.6%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>3.0%</b>	<b>1.1%</b>	<b>1.1%</b>		

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025. "Small Departments" have 15 or fewer employees (See Appendices C & E). "FTEs are "Full-Time Equivalents" See Table 1 for the definition of FTEs.

**Table 12 Increase/Decrease in Headcount by Department – Fiscal Year 2021 vs. Fiscal Year 2025**



Source: The State's Human Resource Information System (VTHR).

As illustrated in Table 12, from Fiscal Year 2021 to Fiscal Year 2025 most departments saw an increase in the number of employees. During this time there was an overall increase of 583 employees. The number of classified employees has increased steadily since the low reached in 2021 due to the pandemic. In Fiscal Year 2025 the turnover rate dropped as did the vacancy rate both contributing to the growth in the number of employees.

Those departments showing a decrease have stubbornly high vacancy rates due to positions that are historically difficult to fill.

The increase seen in the Department of Health was driven by a sharp increase in the number of filled limited service positions (See Table 66).

The number of classified employees in Fiscal Year 2025 was up significantly after reaching a low in 2021 due to the pandemic.

In Fiscal Year 2025 the turnover rate dropped as did the vacancy rate both contributing to the growth in the number of employees

The increase seen in the Department of Health was driven by a sharp increase in the number of filled limited service positions.

Those departments showing a decrease have stubbornly high vacancy rates due to positions that are historically difficult to fill.

**Table 13 Most Populous Classified Job Titles – Fiscal Year 2025**

<b>Job Title</b>	<b>Number of Employees</b>
Correctional Officer I	272
Trooper	153
Transportation Operations Technician II	138
District Family Services Worker	137
Correctional Officer II	107
Benefits Programs Specialist	100
Probation & Parole Officer II	90
Transportation Operations Technician III	84
Administrative Services Coordinator II	73
Sergeant	73
Administrative Services Coordinator I	69
Environmental Analyst V - General	69
Program Technician II	55
Reach Up Case Manager II	53
BGS Custodian II	52
Environmental Analyst VI	46
Family Services Supervisor	46
Financial Manager I	45
MV Direct Client Services Specialist I	45
Licensed Nursing Assistant	43
Transportation Operations Technician I	43
Administrative Services Technician IV	42
AOT Area Maintenance Supervisor II	41
Correctional Facility Shift Supervisor	41
Environmental Analyst VII - General	39
Administrative Services Coordinator IV	38
Transportation Senior Operations Technician	38
Administrative Services Coordinator III	37
Financial Administrator III	37
Financial Manager III	35

Source: The State’s Human Resource Information System (VTHR). Data only include classified employees of the Executive Branch for Fiscal Year 2025.

**At the end of Fiscal Year 2025 there were 1,917 active classified job titles. This is a ratio of one job class for every 4.2 employees.**

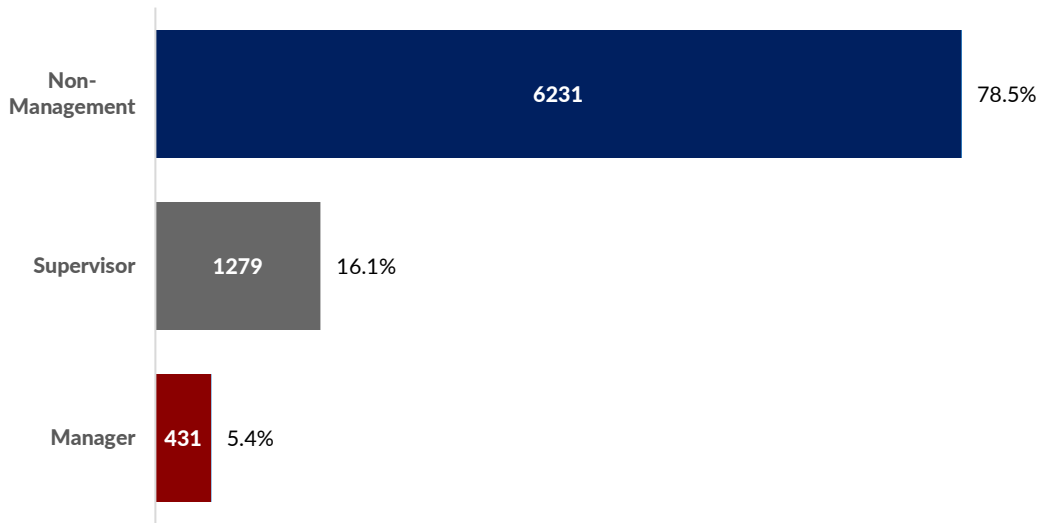
**Nearly 60% of all classified job titles had a single incumbent.**

At the end of Fiscal Year 2025 there were 1,917 active classified job titles on record. The most populous was Correctional Officer I (272 employees).

Most classified job titles 1,112 (58.0%) had a single incumbent. Over 85% (1,636) had five or fewer incumbents.

Just 15.5% (1,227) of the classified workforce were employed in the ten most populous job titles.

**Table 14 Management Profile – Fiscal Year 2025**



The Manager/ Supervisor-to-staff ratio was 1 to 4.6.

The representation of individuals who identify as from Underrepresented Racial and Ethnic Groups (UREG) among managers and supervisors was lower than the average in the workforce. In fact, among managers only 3.5% or 15 employees out of 431 identified as a UREG.

	Num	Percent	Average Salary	Average Age	Average LOS	Percent Female	Percent Male	UREG*
Manager	431	5.4%	\$114,880	50.7	16.6	47.3%	52.2%	3.5%
Supervisor	1,279	16.1%	\$91,959	47.7	13.9	54.6%	45.4%	4.3%
Non-Management	6,231	78.5%	\$70,834	44.1	8.9	52.4%	47.4%	8.0%
<b>Total</b>	<b>7,941</b>	<b>100.0%</b>	<b>\$76,668</b>	<b>45.0</b>	<b>10.1</b>	<b>52.5%</b>	<b>47.3%</b>	<b>7.1%</b>

\*Hispanic or Latino; Black or African American; Native Hawaiian or Other Pacific Islander; Asian or Pacific Islander; American Indian or Alaska Native; or Two or More Races.

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2025. Average Salary is annual base salary of full-time employees and does not include benefits or overtime. Average YOS is average length (years) of service. UREG is underrepresented racial and ethnic groups. See Appendix D for the definition of UREG as used in this report.

Note: A managerial employee is defined in 3 VSA § 902(18) and a supervisory employee in 3 VSA § 902(16). Per Personnel Policy 6.3 the criteria used to determine a managerial designation include: the extent to which a position has influence or makes decisions regarding policy, budget, and personnel; and the organizational structure of an agency or department into divisions or major sections. The criteria used to determine a supervisory unit designation include: the number of employees supervised; the degree and type of supervisory discretion exercised; and the extent to which supervision is a significant component of the individual's job duties.

At the end of Fiscal Year 2025, 5.4% of the workforce were designated managers and 16.1% designated supervisors, with the remaining 78.5% non-management.

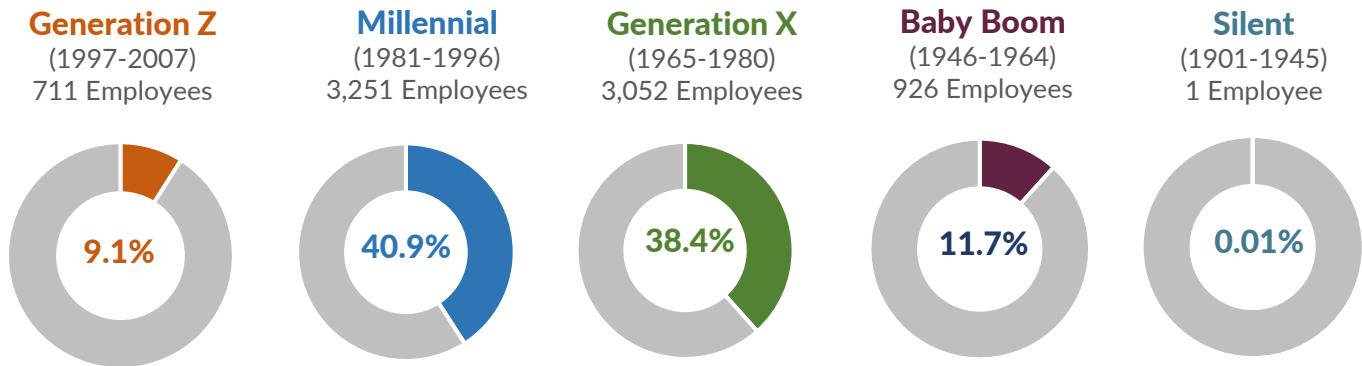
The Manager/Supervisor-to-staff ratio was 1 to 4.6<sup>1</sup>.

There was a slightly higher percent of male managers (52.2%) than female managers (47.3%); however, there was a higher percentage of female supervisors (54.6% female, 45.4% male).

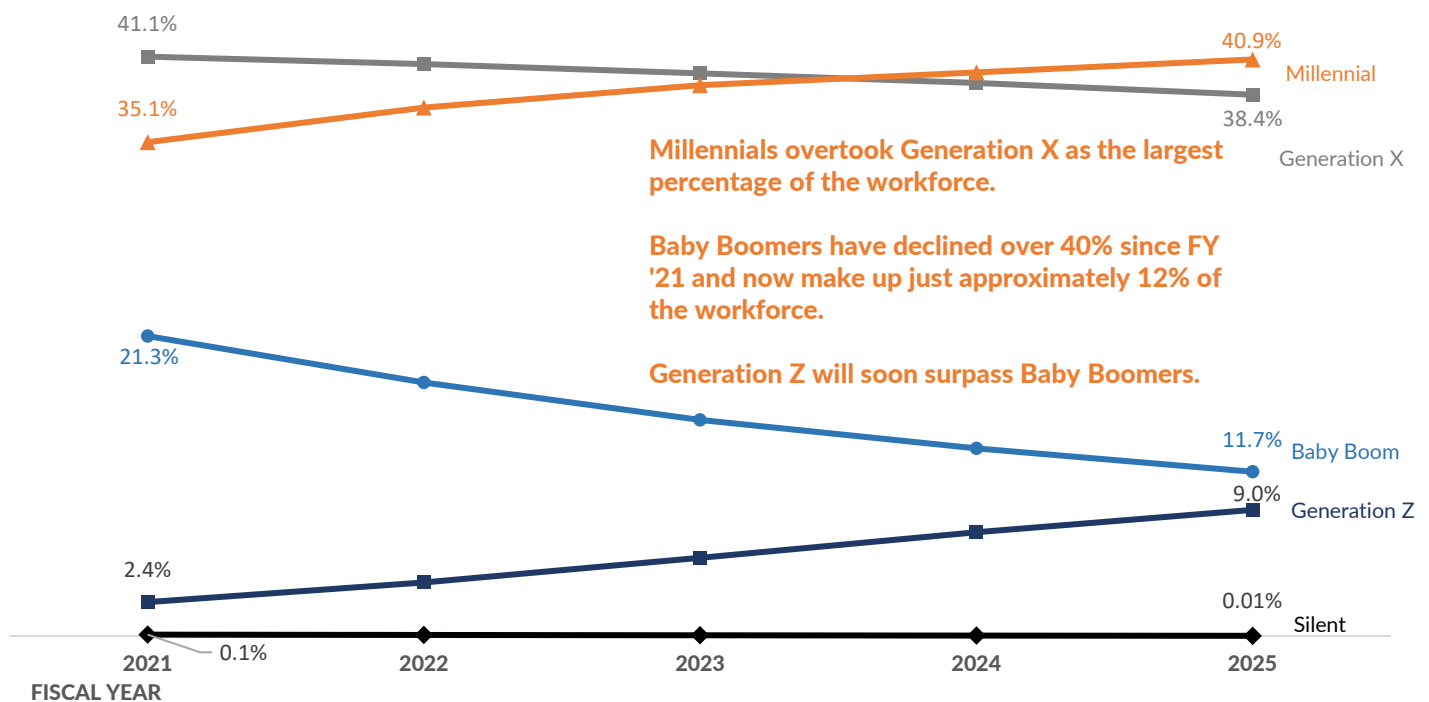
Representation of individuals who identify as from Underrepresented Racial and Ethnic Groups (UREG) among managers and supervisors was the lower than the average in the workforce. In fact, among managers, only 3.5% or 15 employees out of 431 identified as a UREG.

<sup>1</sup> Management-to-Staff Ratio = (N+(S-1))/S, where: N=Number of non-managerial employees, S=Combined number of managers and supervisors.

**Table 15a Employee Distribution by Generation – Fiscal Year 2025**



**Table 15b Employee Distribution by Generation – Fiscal Year 2021 vs. Fiscal Year 2025**



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025. Note: Generation Z are those born 1997 and later (age 28 or younger in 2025); Millennials are those born from 1981 to 1996 (age 29 to 44 in 2025); Generation X are those born from 1965 to 1980 (age 45 to 60 in 2025); the Baby Boom are those born from 1946 to 1964 (age 61 to 79 in 2025); and The Silent Generation are those born from 1945 or earlier (age 80 or older in 2025). <http://www.pewresearch.org/fact-tank/>

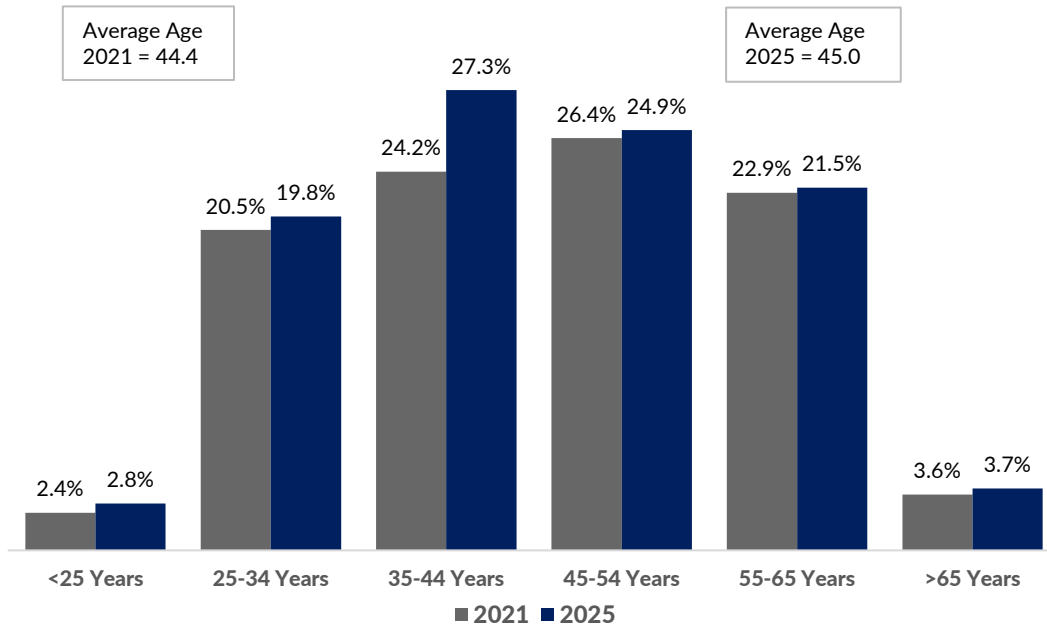
**Generation X is starting to decrease as a percentage of the workforce as this cohort approaches traditional retirement age.**

The State's workforce has continued to see a generational shift over the last five fiscal years. Generation X is starting to decrease as a percentage of the workforce, now under 40% as this cohort approaches traditional retirement age. In Fiscal Year 2025 Millennials became the generation with the largest percentage of the workforce (40.9%).

The Baby Boom generation continues to decline rapidly as a percentage of the workforce (-42.4% from 2021 to 2025) now (Fiscal Year 2025) only making up 11.7% of the workforce.

Generation Z began entering the state's workforce around 2017 and now stands at 9.0% of the workforce. It is the most rapidly increasing generation - up more than 3-fold from 2021. Generation Z will soon surpass Baby Boomers.

**Table 16 Age Distribution for Classified Employees – Fiscal Year 2021 vs. Fiscal Year 2025**



**In Fiscal Year 2025 the average age was 45.**

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 and 2025.

The age distribution as shown in Table 16 reflects only minor changes compared to Fiscal Year 2021 and Fiscal Year 2025. There was a significant increase in those employees in the 35-44 year age group (21.6%) and in the <25-year age group (24.9%).

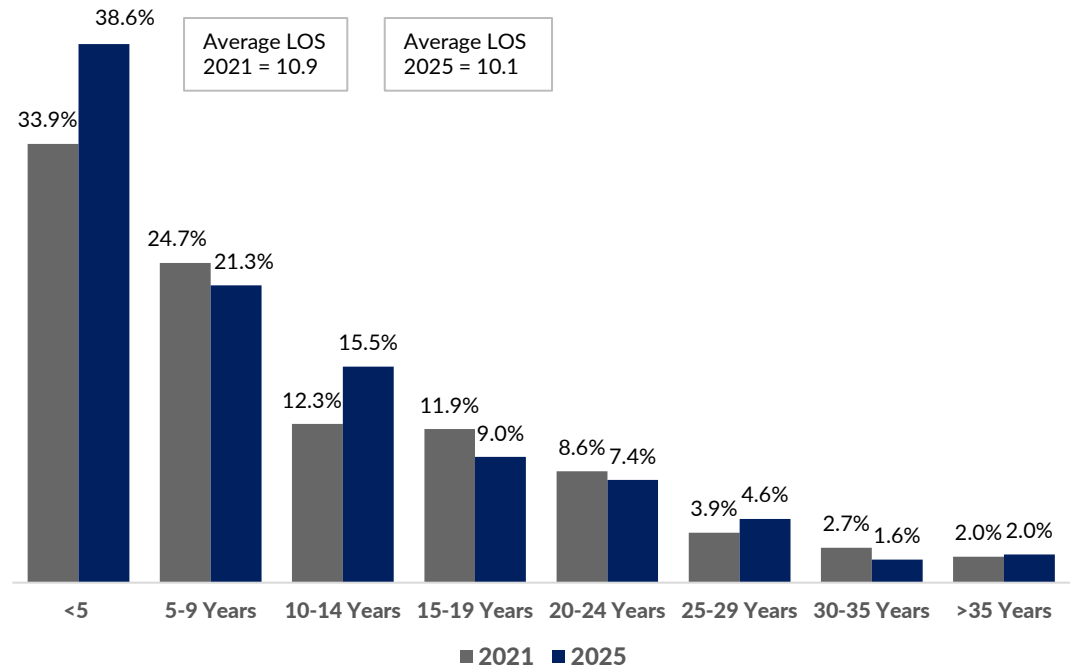
The average age of classified employees at the end of Fiscal Year 2025 was 45.0 compared to 44.4 in Fiscal Year 2021.

**Distribution for Classified Employees – Data Table**

Age Group	2021	2022	2023	2024	2025
<25 Years	177	185	212	193	221
25-34 Years	1,509	1,541	1,614	1,649	1,573
35-44 Years	1,783	1,870	1,953	2,061	2,168
45-54 Years	1,942	1,949	1,973	2,021	1,979
55-65 Years	1,684	1,618	1,625	1,670	1,709
>65 Years	263	244	253	262	291
<b>Total</b>	<b>7,358</b>	<b>7,407</b>	<b>7,630</b>	<b>7,856</b>	<b>7,941</b>

**Table 17** Years of Service Distribution for Classified Employees – Fiscal Year 2021 vs. Fiscal Year 2025

There has been a significant increase in those employees with fewer years of service as turnover rates have dropped and hiring increased over the past couple of fiscal years.



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 and 2025. Years of (continuous) Service is the time of uninterrupted service by an employee. Authorized leaves of absence are not counted as an interruption of service.

Table 17 compares the years of service distribution in Fiscal Year 2021 to Fiscal Year 2025. There has been a significant increase in those employees with five or fewer years of service. This is a result of the increases in hiring over the past couple of fiscal years as well as the drop in turnover rates starting in Fiscal Year 2023. Since nearly 80% of voluntary terminations occur in the first five years of service (See Table 36) with fewer employees separating that increases the number of employees in the 0-5 years of service group.

The less than five-year service group and 10-14 year service group both saw significant increases 22.7% and 36.2% respectively.

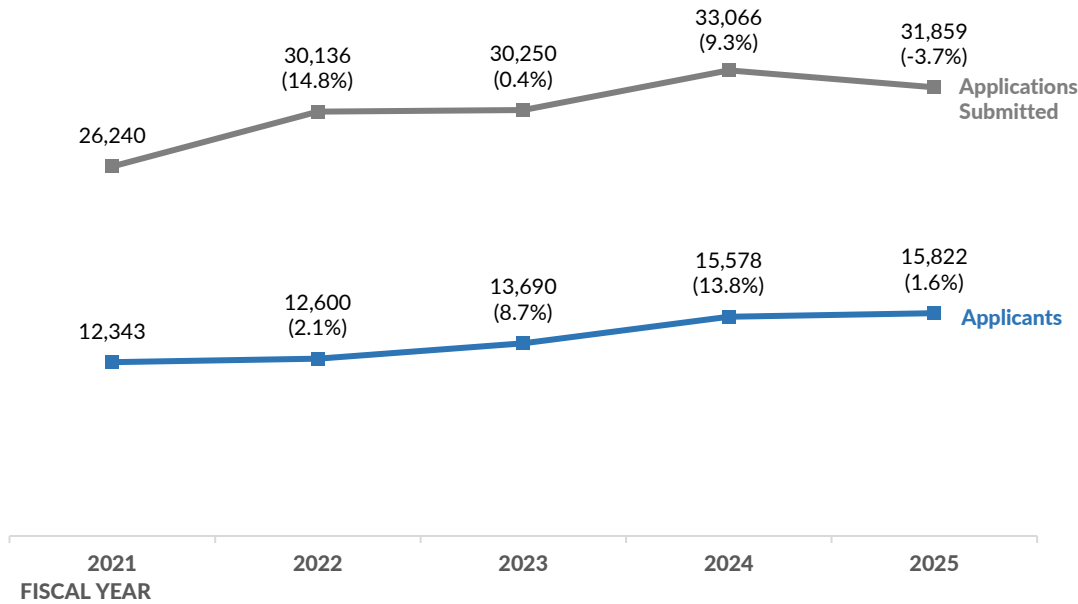
The 30-35 years of service group saw a significant drop of over 34%.

**Years of Service Distribution for Classified Employees – Data Table**

Years of Service	2021	2022	2023	2024	2025
<5 Years	2,497	2,596	2,813	3,012	3,065
5-9 Years	1,820	1,840	1,761	1,733	1,692
10-14 Years	903	897	976	1,094	1,230
15-19 Years	874	878	890	788	715
20-24 Years	634	621	587	614	584
25-29 Years	284	271	312	331	363
30-35 Years	199	165	142	122	131
>35 Years	147	139	149	162	161
<b>Total</b>	<b>7,358</b>	<b>7,407</b>	<b>7,630</b>	<b>7,856</b>	<b>7,941</b>

# Talent Acquisition

**Table 18a** Number of Job Applications and Applicants by Fiscal Year



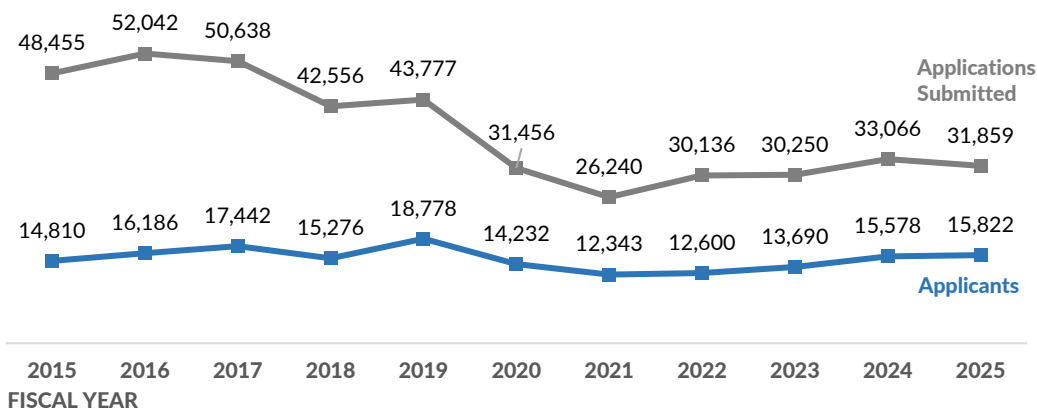
The number of applications submitted decreased for the first time in this five fiscal year period, while the number of unique applicants was level.

Source: SuccessFactors Recruiting. Data include both internal and external applicants who applied through the Department of Human Resources online application system for Fiscal Years 2021 to 2025. This includes all classified job postings, and some temporary and exempt job postings. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

In Fiscal Year 2025, 15,822 applicants submitted 31,859 applications for jobs with the State of Vermont.

The number of applications submitted was down (-3.7%) for the first time in this five fiscal year period. Unique applicants remained stable compared to FY '24. Applicant numbers are consistent with those seen pre-pandemic where it was routine to see 15k to 17k applicants annually.

**Table 18b** Historical View of Number of Job Applications and Applicants by FY



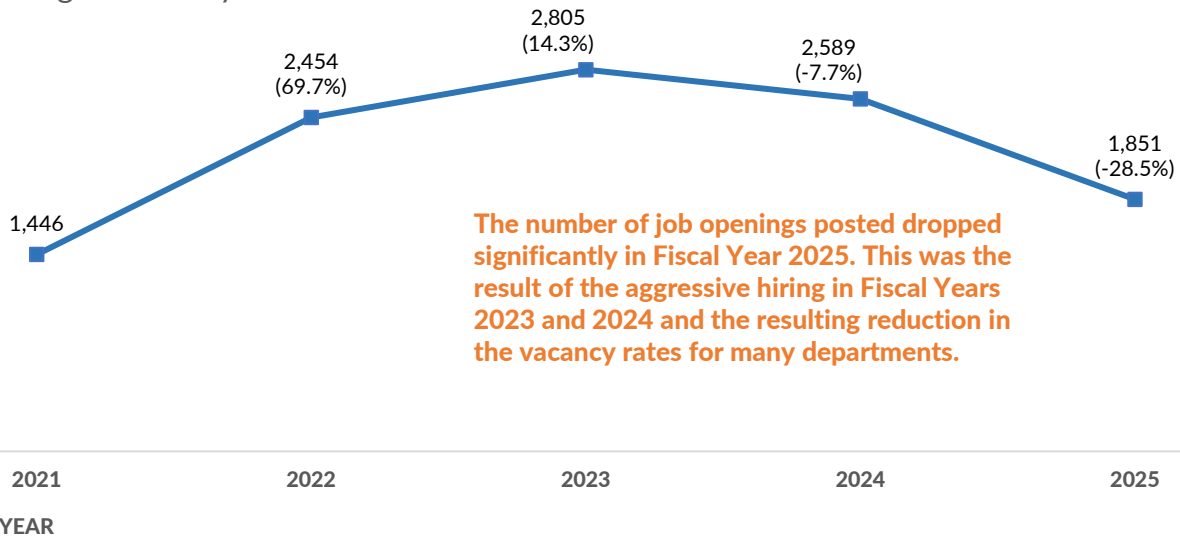
Pre pandemic the state averaged about 45k applications submitted per year compared to around 30k per year post pandemic – a decline of 30%.

Source: SuccessFactors Recruiting, FY '18- '25; State's Human Resource Information System (VTHR), FY'14-FY '19.

Now that we have entered the post pandemic era it is instructive to take a historical view. Table 18b shows the number of applications submitted and the number of unique applicants. Before the pandemic (FY '19 and before) the average number of applications submitted was about 45k per year compared to about 30k per year post pandemic (FY '22 and after) - a decline of 30%. However, after a drop from Fiscal Year 2020 through 2022 unique applicant numbers have rebounded to nearly 16k in FY '25 consistent with pre pandemic levels.

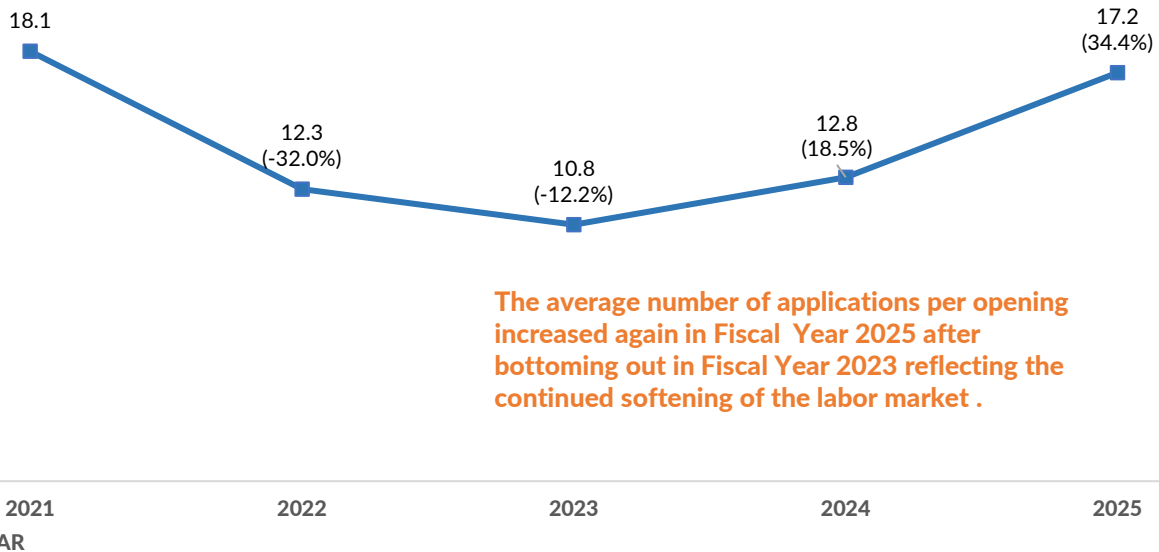
**Table 19 Job Application Activity by Fiscal Year**

Job Openings Posted by Fiscal Year



The number of job openings posted dropped significantly in Fiscal Year 2025. This was the result of the aggressive hiring in Fiscal Years 2023 and 2024 and the resulting reduction in the vacancy rates for many departments.

Average Number of Applications per Job Opening



The average number of applications per opening increased again in Fiscal Year 2025 after bottoming out in Fiscal Year 2023 reflecting the continued softening of the labor market .

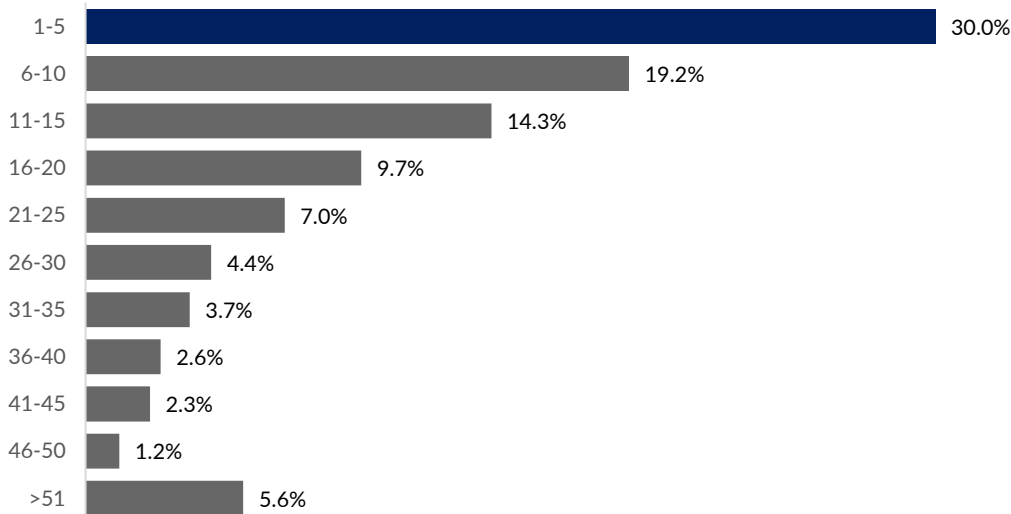
Source: SuccessFactors Recruiting. Data include both internal and external applicants who applied through the Department of Human Resources online application system during Fiscal Year 2021 to Fiscal Year 2025.

**The number of job openings posted was down significantly.**

In Fiscal Year 2025 the number of job openings posted (1,851) was down significantly (-28.5%) from Fiscal Year 2024. This was the result of the aggressive hiring in Fiscal Years 2023 and 2024 and the resulting reduction in the vacancy rates for many departments.

The average number of applications per job opening increased significantly (34.4%) in Fiscal Year 2025 but remained below pre pandemic levels.

**Table 20a Number of Applicants per Requisition – Fiscal Year 2025**



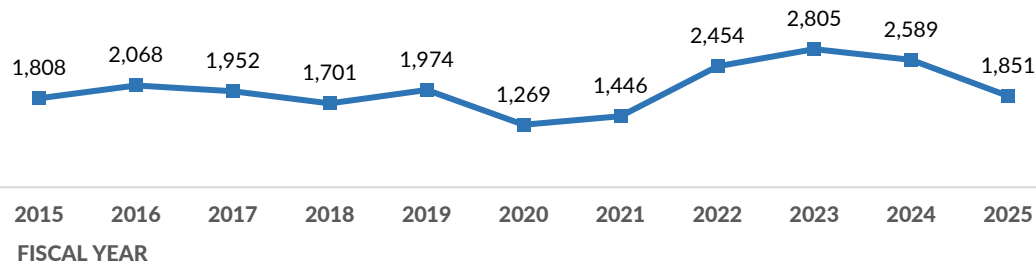
Source: SuccessFactors Recruiting, Fiscal Year 2025.

The average number of applications per job opening shown in Table 19 was 17.2. However, the average masks the true picture because we had a small number of job openings with high numbers of applicants thus making the average skewed.

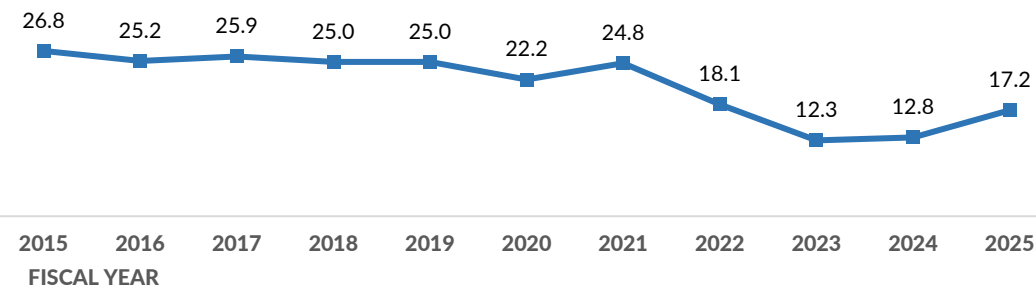
As shown in Table 20a, 30% of job openings had five or fewer applicants and nearly 50% had ten or fewer applicants. However, this is a significant improvement over Fiscal Year 2023 where nearly 70% of all job openings posted had 10 or fewer applicants (And Fiscal Year 2024 where nearly 60% had ten or fewer).

**Table 20b Historical View of Job Application Activity by Fiscal Year**

Job Openings Posted by Fiscal Year



Average Number of Applications per Job Opening



Source: SuccessFactors Recruiting, FY '18- 25; State's Human Resource Information System (VTHR), FY'14-FY '19.

Now that we have entered the post pandemic era it is instructive to take a historical view. Before the pandemic (FY '19 and before) the average number of job openings posted per year was about 1,900 compared to about 2,600 per year post pandemic (FY '22 and after) - an increase of 37%. However, the number of applications per opening averaged about 26 pre pandemic (FY '19 and before) and 14 post pandemic (FY '22 and after) – a decline of 46%.

**30% of job openings had five or fewer applicants.**

**In Fiscal Year 2025 nearly 50% of all job openings posted had 10 or fewer applicants. However, this is a significant improvement over Fiscal Year 2023 where nearly 70% of all job openings posted had 10 or fewer applicants.**

**The current labor market remains extremely competitive but has eased somewhat from the last several fiscal years.**

**Pre pandemic (FY '19 and before) the State averaged about 26 applications per job opening compared to around 14 post pandemic (FY '22 and after) – a decline of 46%.**

**Table 21a Vacancy Rate by Department by Fiscal Year**

Department	Fiscal Year				
	2021 Vacancy Rate %	2022 Vacancy Rate %	2023 Vacancy Rate %	2024 Vacancy Rate %	2025 Vacancy Rate %
Administration	0%	12%	17%	18%	3%
Agriculture, Food & Markets	4%	7%	7%	4%	4%
Attorney General	7%	10%	7%	8%	9%
Buildings & General Services	12%	11%	12%	11%	8%
Cannabis Control Board		50%	9%	12%	4%
Children & Families	8%	7%	8%	8%	5%
Commerce & Comm. Dev.	15%	7%	13%	16%	8%
Corrections	15%	20%	15%	11%	12%
Digital Services	14%	14%	11%	9%	6%
Disabilities, Aging & Ind. Liv.	10%	7%	5%	6%	7%
Education	7%	9%	9%	8%	9%
Environmental Conservation	10%	12%	10%	9%	11%
Finance & Management	7%	11%	0%	9%	9%
Financial Regulation	3%	13%	10%	7%	7%
Fish & Wildlife	8%	5%	4%	3%	4%
Forests, Parks & Recreation	10%	8%	14%	6%	10%
Green Mountain Care Board	9%	16%	3%	21%	14%
Health	17%	12%	9%	8%	7%
Human Resources	9%	3%	2%	8%	5%
Human Services	16%	8%	9%	7%	7%
Labor	15%	17%	16%	16%	11%
Land Use Review Board	8%	18%	7%	0%	3%
Libraries	11%	6%	5%	10%	10%
Liquor & Lottery	8%	13%	4%	5%	4%
Mental Health	17%	32%	39%	36%	27%
Military	10%	16%	13%	13%	15%
Natural Resources	33%	11%	16%	18%	7%
Public Safety - Civilian	15%	12%	14%	12%	7%
Public Safety - Sworn	11%	16%	20%	20%	18%
Public Service	16%	9%	17%	11%	10%
Secretary of State	9%	7%	6%	5%	1%
Small Departments	11%	10%	6%	11%	9%
State Treasurer	8%	10%	0%	7%	9%
Taxes	8%	11%	9%	16%	11%
Transportation	10%	10%	9%	9%	9%
Vermont Health Access	11%	14%	6%	6%	4%
Vermont Veterans' Home	19%	32%	33%	33%	29%
<b>Total</b>	<b>12.0%</b>	<b>12.9%</b>	<b>11.9%</b>	<b>11.3%</b>	<b>9.5%</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025.

The vacancy rate peaked in Fiscal Year 2022 at 12.9% or 1,188 vacant positions. This was the result of a hiring freeze for a good part of Fiscal Year 2021 and the difficult and extremely competitive pandemic and post pandemic labor market.

The vacancy rate eased somewhat in Fiscal Year 2024 at 11.3% and came down further in Fiscal Year 2025 to 9.5% with 912 vacant positions. This is still higher than the historical average vacancy rate of 6% to 7%.

Departments with high vacancy rates typically have positions that are difficult to fill.

The vacancy rate peaked in Fiscal Year 2022 at 12.9% or 1,188 vacant positions and eased somewhat in Fiscal Year 2024 at 11.3% and came down further in Fiscal Year 2025 to 9.5%.

We are approaching the historical average vacancy rate of 6% to 7%.

**Table 21b Vacancy Rates for Classified Job Titles – Fiscal Year 2025**

Vacancy Rate of Most Populous Job Titles FY '25			Job Titles with the Highest Vacancy Rate FY '25		
Title	Number	Vacancy Rate %	Title	Number	Vacancy Rate %
Correctional Officer I	344	20.9%	Associate Mental Health Specialist	25	64.0%
Trooper	161	5.0%	Mental Health Specialist	28	60.7%
Transportation Operations Tech II	152	9.2%	Registered Nurse II - CSN	52	44.2%
District Family Services Worker	147	6.1%	Licensed Nursing Assistant	73	41.1%
Correctional Officer II	123	13.0%	PSAP Emergency Comm Dispatcher I	32	31.3%
Benefits Programs Specialist	107	6.5%	MV Direct Client Services Specialist I	56	26.8%
Probation & Parole Officer II	95	5.3%	Environmental Analyst III - General	16	25.0%
Transportation Operations Tech III	85	1.2%	Senior Mental Health Specialist	16	25.0%
Environmental Analyst V - General	78	9.0%	Transportation Operations Tech I	57	24.6%
Administrative Services Coordinator II	76	3.9%	Civil Engineer I	32	21.9%
Sergeant	75	2.7%	Public Health Nurse II	28	21.4%
Licensed Nursing Assistant	73	41.1%	Family Services Worker Trainee	19	21.1%
Administrative Services Coordinator I	71	4.2%	Correctional Officer I	344	20.9%
Program Technician II	62	9.7%	Community Correctional Officer	39	20.5%
BGS Custodian II	57	8.8%	Airport Fire Fighter	20	20.0%
Transportation Operations Tech I	57	24.6%	Civil Engineer III	15	20.0%
MV Direct Client Services Specialist I	56	26.8%	Public Health Analyst II	16	18.8%
Reach Up Case Manager II	55	3.6%	DOC Central Operations Special	17	17.6%
Registered Nurse II - CSN	52	44.2%	Insurance Examiner III	17	17.6%
Financial Manager I	49	8.2%	Correctional Educator	23	17.4%
Environmental Analyst VI	48	6.3%	MV Direct Client Services Specialist I	29	17.2%
Family Services Supervisor	46	0.0%	Force Protection Officer	26	15.4%
Administrative Services Tech IV	45	8.9%	Probation & Parole Officer I	20	15.0%
AOT Area Maintenance Supervisor II	45	8.9%	Family Services Worker	21	14.3%
Environmental Analyst VII - General	44	9.1%	IT Systems Developer I	21	14.3%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025.

Correctional Officer I was the most populous job title and had a higher than average vacancy rate at 20.9%.

Populous job titles with high vacancy rates include Registered Nurse II – CSN (44.2%), Licensed Nursing Assistant (41.1%), Motor Vehicle Direct Client Services Specialist I (26.8%), Transportation Operations Technician I (24.6%), and Correctional Officer I (20.9%).

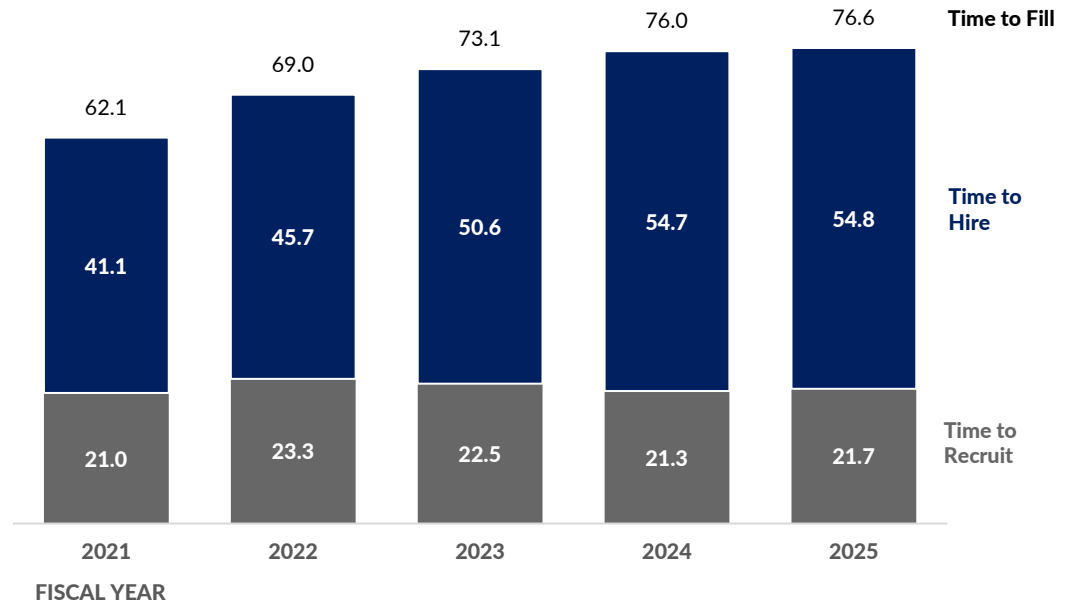
Job titles among those with the highest vacancy rates in Fiscal Year 2025 include Associate Mental Health Specialist (64.0%), Mental Health Specialist (60.7%), Registered Nurse II – CSN (44.2%), Licensed Nursing Assistant (41.1%), and PSAP Emergency Communication Dispatcher I (31.3%).

**Vacancy rates are highest in occupational areas that are typically hard to recruit and/or are highly competitive in terms of compensation in the labor market, such as protective services, healthcare, and 24/7 facilities or operations.**

**Table 22 Time to Fill by Fiscal Year**

**71.4**  
The five-year average calendar days to fill.

**Underlying the increase in time to fill is the time to hire. What this reflects is overall small applicant pools giving hiring managers fewer applicants to consider and resulting in extended searches to find suitable candidates.**



Source: SuccessFactors Recruiting. Data includes only classified job openings and excludes continuous recruitments and recruitments with a multiple headcount. **Time to Recruit** – the time (calendar days) from the creation of the requisition to the point that candidates are presented to the hiring manager. Time to recruit contains the contractually mandated 10 working days posting period. **Time to Hire** – the time from when the hiring manager has candidates to consider to the date of hire - it is the point at which they are “hired” but not their start date. **Time to Fill** – is the total of Time to Recruit and Time to Hire. All measures are in calendar days.

From Fiscal Year 2021 to Fiscal Year 2025 the overall time to fill increased by 23.3%. The five-year average time to fill was 71.4 calendar days – well over two months.

The time to fill for Fiscal Year 2025 was 76.6 calendar days, a slight increase over Fiscal Year 2024. As far as can be determined this is the highest time to fill for any fiscal year.

The time to fill has been increasing each fiscal year since Fiscal Year 2021 – an over 23% increase.

The time to recruit, which reflects the period from the creation of the requisition to the point that candidates are presented to the hiring manager, has remained flat over this time.

Underlying the increase in time to fill is the time to hire – a 33% increase from Fiscal Year 2021 to Fiscal Year 2025. This is the time from when the hiring manager has candidates to consider to the date of hire. This was over 54 calendar days or nearly 70% of the overall time to fill. What this reflects is overall small applicant pools (See Table 20a), giving hiring managers fewer people to consider and resulting in extended searches to find suitable candidates. This is especially true in departments that have hard to fill positions and have higher than average time to fill. See Table 23.

**Table 23 Time to Fill by Department – Fiscal Year 2025**

Department	Average Time to Recruit	Average Time to Hire	Average Time to Fill	Number of Job Requisitions
Administration	10.8	60.8	71.6	3
Agriculture, Food & Markets	17.2	39.1	56.3	9
Attorney General	19.0	61.5	80.5	3
Auditor of Accounts	28.4	181.9	210.4	1
Buildings & General Services	20.4	55.1	75.5	63
Cannabis Control Board	16.4	43.1	59.5	6
Children and Families	22.3	43.5	65.8	123
Commerce & Community Development	17.3	49.8	67.1	16
Corrections	18.4	39.1	57.5	102
Digital Services	18.8	65.6	84.4	41
Disabilities Aging & Independent Living	22.1	34.9	57.0	36
Education	22.7	64.7	87.4	27
Enhanced 911 Board	36.4	98.3	134.7	1
Environmental Conservation	18.4	74.5	93.0	56
Finance & Management	17.2	25.1	42.3	6
Financial Regulation	24.9	46.8	71.6	11
Fish & Wildlife	27.0	46.5	73.4	10
Forests Parks & Recreation	26.8	54.1	80.9	22
Green Mountain Care Board	19.9	45.7	65.5	8
Health	24.5	58.0	82.5	57
Human Resources	22.1	49.7	71.8	8
Human Services	20.1	48.0	68.2	9
Labor	29.9	78.7	108.7	38
Land Use Review Board	33.9	63.2	97.0	2
Libraries	19.0	67.8	86.9	3
Liquor & Lottery	21.8	53.1	74.9	12
Mental Health	24.0	47.0	70.9	29
Military	21.6	62.4	84.1	20
Natural Resources	24.4	47.7	72.1	3
Public Safety	20.4	79.4	99.8	30
Public Service Department	22.2	43.0	65.2	16
Secretary of State	20.1	40.7	60.8	8
State Treasurer	19.9	67.0	86.9	4
Taxes	16.5	75.2	91.7	15
Transportation	23.7	62.4	86.0	145
Vermont Criminal Justice Council	21.4	90.5	111.9	6
Vermont Health Access	20.6	33.0	53.6	36
Vermont Veterans' Home	18.3	73.2	91.5	10
<b>Total</b>	<b>21.7</b>	<b>54.8</b>	<b>76.6</b>	<b>995</b>

Departments with a substantial number of job requisitions whose time to fill was BELOW average include Vermont Health Access, Disabilities, Aging and Independent Living, and Corrections.

Departments with a substantial number of job requisitions whose time to fill was ABOVE average include Labor, Public Safety and Environmental Conservation.

Source: SuccessFactors Recruiting. Data includes only classified job openings and excludes continuous recruitments and recruitments with a multiple headcount. See Table 22 for definitions of Time to Recruit, Time to Hire and Time to Fill.

Heat Map Legend  
Above Average

Overall time to fill varies considerably across departments. The heat map shows those departments who were above the average time to fill.

Table 24 Profile of Applicants and Hires – Fiscal Year 2025



### Applicants

15,822

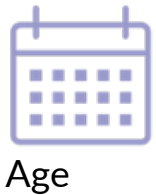


Female | Male | Non-Binary

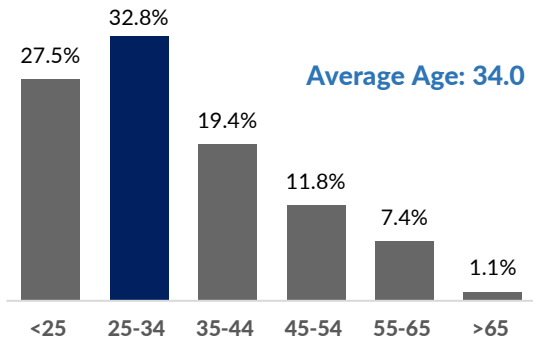


**UREG**  
Underrepresented  
Racial and Ethnic  
Groups\*

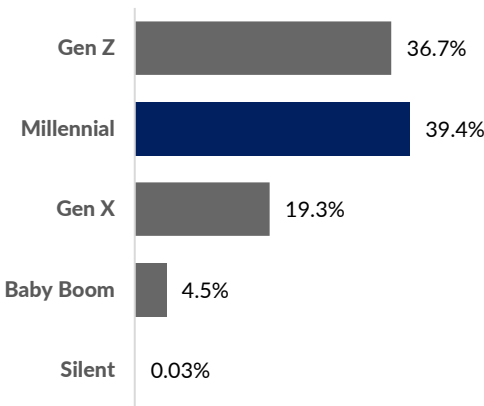
White | UREG



Age



Generation



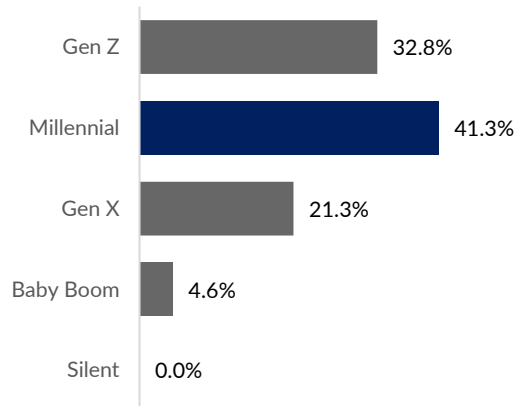
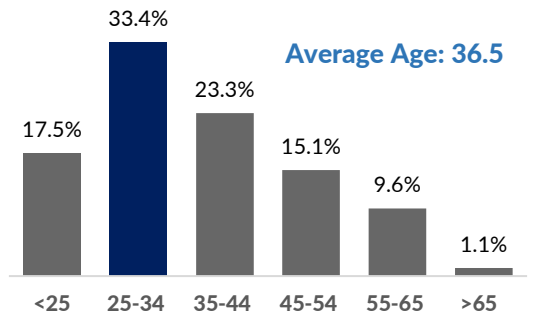
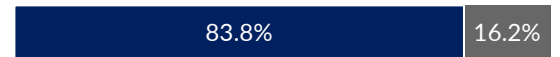
### Hires

1,058

Female | Male | Non-Binary



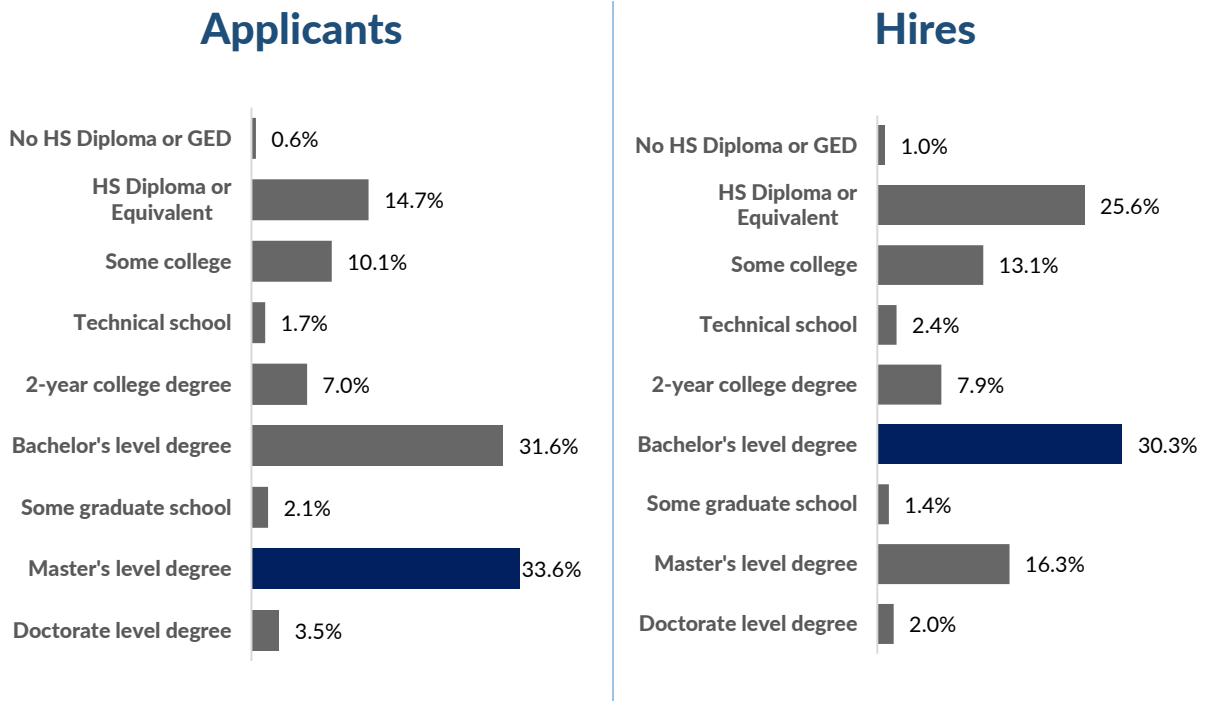
White | UREG



**Table 24 Profile of Applicants and Hires – Fiscal Year 2025 (Cont.)**



**Education**



Source: The State's Human Resource Information System (VTHR) and SuccessFactors Recruiting. \*UREG is underrepresented racial and ethnic groups. See Appendix D for the definition of UREG as used in this report. See Note on Table 15b for definitions of Generations. Fiscal Year 2025 was the first year in which the State offered a non-binary option for the collection of data on gender.

Table 24 compares various characteristics of the Fiscal Year 2025 applicant pool and hires.

In Fiscal Year 2025 there were slightly more female applicants (50.0%) than male (49.3%) and the percentage of female hires was slightly higher than males (49.7% and 49.2% respectively). NOTE: Fiscal Year 2025 was the first year in which the State offered a non-binary option for the collection of data on gender. Approximately 0.8% of applicants and 1.0% of hires identified as non-binary.

Applicants who identify as from Underrepresented Racial and Ethnic Groups (UREG) made up 33.9% of the applicant pool in Fiscal Year 2025. This is the highest percentage of UREG applicants the State has seen (following last fiscal year's then highest percentage of 24.5%).

The number of UREG hires was 16.2%, the highest ever for a fiscal year although 17.7% less than what we found in the applicant pool.

While the average age of the applicant pool was 34.0, the highest percentage of applicants (32.8%) were 25-34 years. This compares to the average age of new hires of 36.5, which is slightly higher than in the applicant pool.

Most applicants and hires were Millennials (39.4% and 41.3% respectively).

Noteworthy for Fiscal Year 2025, for the first time, the largest percentage of applicants indicated they had a master's degree (33.6%). Half of all hires (50.0%) had a bachelor's degree or higher.

**In Fiscal Year 2025 the percentage of applicants identifying as from an Underrepresented Racial or Ethnic group (UREG) was the highest the State has ever seen.**

**Millennials make up the largest percentage of both applicants and hires.**

**Half of all hires had a bachelor's degree or higher.**

**Noteworthy for Fiscal Year 2025, for the first time, the largest percentage of applicants indicated they had a master's degree (33.6%).**

**Fiscal Year 2025 was the first year in which the State offered a non-binary option for the collection of data on gender. Approximately 0.8% of applicants and 1.0% of hires identified as non-binary.**

**Table 25 Hires by Department by Fiscal Year**

Department	Fiscal Year									
	2021		2022		2023		2024		2025	
	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate	Hires	Rate
Administration	0	0.0%	2	14.3%	3	17.6%		0.0%	2	10.8%
Agriculture	13	10.3%	13	10.2%	22	16.4%	13	9.7%	7	4.9%
Attorney General	4	12.9%	5	15.6%	3	9.5%	3	9.5%	1	2.9%
Buildings & General Services	23	7.3%	47	15.5%	47	15.3%	34	11.1%	52	16.6%
Cannabis Control Board					6	80.0%	5	30.3%	3	17.6%
Children & Families	61	6.8%	140	15.7%	107	11.8%	119	13.2%	113	12.1%
Commerce & Comm. Dev.	2	3.4%	14	21.9%	11	14.9%	10	13.5%	11	14.7%
Corrections	119	12.7%	170	19.8%	267	31.3%	228	26.8%	211	23.1%
Digital Services	19	5.9%	47	14.9%	44	13.4%	29	8.9%	33	9.6%
Disabilities, Aging & Ind. Liv.	22	8.3%	44	16.8%	39	13.5%	41	14.2%	25	8.1%
Education	5	3.5%	17	11.6%	20	13.9%	22	15.3%	18	11.5%
Environmental Conservation	6	2.2%	44	15.8%	54	18.0%	42	14.0%	32	9.7%
Finance & Management	1	3.9%	3	12.5%		0.0%		0.0%	1	3.8%
Financial Regulation	4	4.8%	6	7.3%	8	10.5%	12	15.7%	10	11.6%
Fish & Wildlife	4	3.0%	17	12.9%	12	8.8%	7	5.1%	6	4.3%
Forest, Parks & Recreation	6	5.4%	12	10.6%	10	8.8%	18	15.9%	12	9.3%
Green Mountain Care Board	1	5.1%	3	15.4%	5	25.6%	2	10.3%	7	38.9%
Health	50	10.2%	129	24.6%	97	16.6%	69	11.8%	61	10.3%
Human Resources	2	2.3%	11	12.6%	5	5.5%	11	12.1%	9	9.4%
Human Services	1	2.3%	5	12.5%	5	11.1%	7	15.6%	6	10.5%
Labor	28	14.2%	47	22.8%	57	27.0%	37	17.5%	32	14.9%
Land Use Review Board	1	4.8%	2	9.3%		0.0%	2	10.0%	1	4.7%
Libraries	0	0.0%	3	20.7%	1	6.7%		0.0%	2	12.5%
Liquor & Lottery	6	9.6%	9	15.5%	10	16.3%	9	14.6%	9	14.3%
Mental Health	34	16.0%	25	12.3%	29	16.4%	59	33.3%	71	35.9%
Military	9	6.5%	32	23.0%	18	13.2%	13	9.5%	16	11.5%
Natural Resources	0	0.0%	2	16.7%	3	21.4%	5	35.7%	3	13.6%
Public Safety - Civilian	24	11.6%	40	19.8%	32	16.2%	36	18.3%	33	15.3%
Public Safety - Sworn	30	8.6%	30	9.1%	30	9.4%	33	10.4%	43	13.6%
Public Service	0	0.0%	6	20.0%	4	10.7%	11	29.3%	8	16.5%
Secretary of State	2	3.1%	10	15.0%	4	6.1%	7	10.6%	7	9.9%
Small Department	4	11.3%	5	14.3%	10	22.0%	11	24.2%	7	16.7%
State Treasurer	0	0.0%	4	13.8%	4	12.9%	8	25.8%	1	3.0%
Taxes	7	5.4%	17	13.7%	26	20.6%	22	17.4%	16	12.3%
Transportation	88	7.6%	156	13.7%	152	13.1%	167	14.4%	131	11.1%
Vermont Health Access	17	5.3%	46	14.3%	54	16.8%	19	5.9%	22	6.4%
Vermont Veterans' Home	22	13.8%	25	17.9%	22	17.3%	20	15.7%	36	28.7%
<b>Total</b>	<b>615</b>	<b>8.2%</b>	<b>1,188</b>	<b>16.1%</b>	<b>1,215</b>	<b>16.1%</b>	<b>1,126</b>	<b>15.0%</b>	<b>1,058</b>	<b>13.4%</b>
<b>% Change from Previous FY</b>			<b>93%</b>	<b>97%</b>	<b>2%</b>	<b>0.4%</b>	<b>-7%</b>	<b>-7%</b>	<b>-6%</b>	<b>-11%</b>

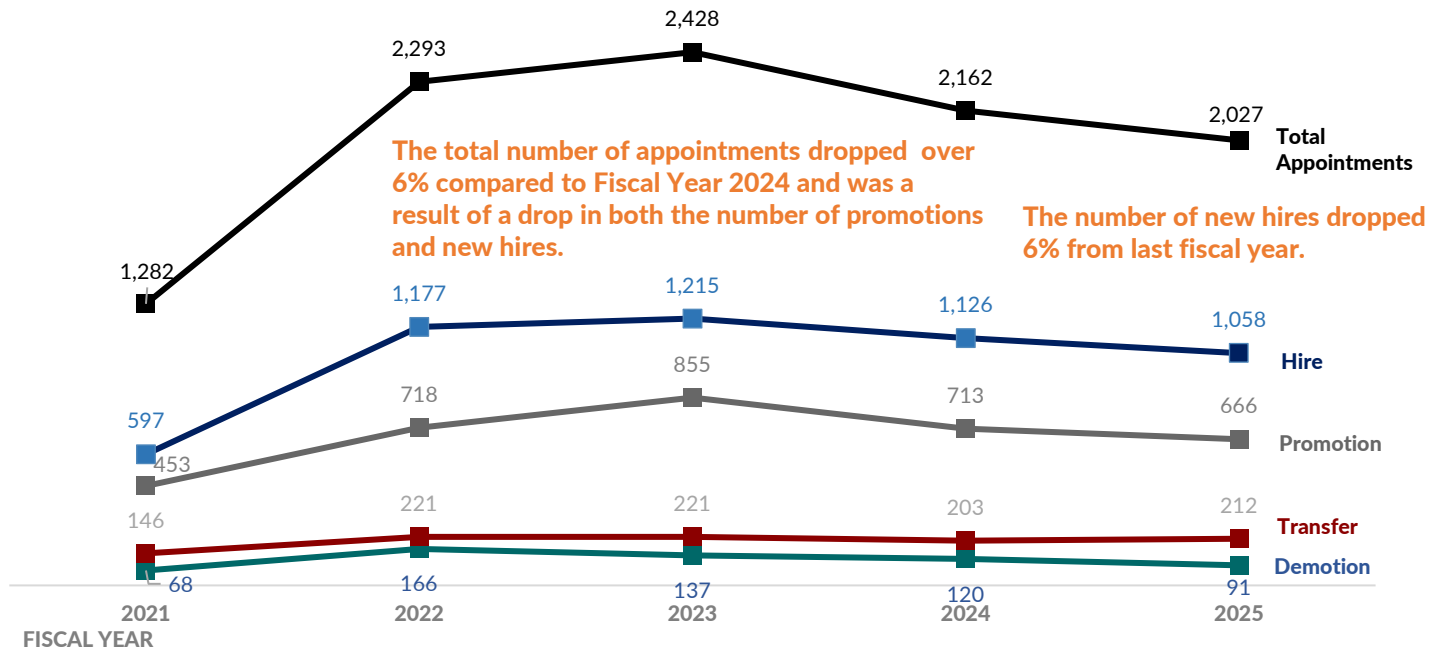
Source: The State's Human Resource Information System (VTHR). "Small Departments" have 15 or fewer employees (See Appendices C & E). Data include new hires, rehires and transfers to classified for classified positions in the Executive Branch for Fiscal Years 2021 to 2025. Does not include internal promotions or transfers. NOTE: The **hire rate** is the number of hires as a percentage of the average number of employees for the fiscal year. It is a measure of the average inflow of employees which can be compared to the turnover rate, which is a measure of the average outflow of employees.

In Fiscal Year 2025 there were 1,058 hires, for a hire rate of 13.4% of the overall workforce. This is the second fiscal year in a row with a decrease from Fiscal Year 2023's record high number of hires.

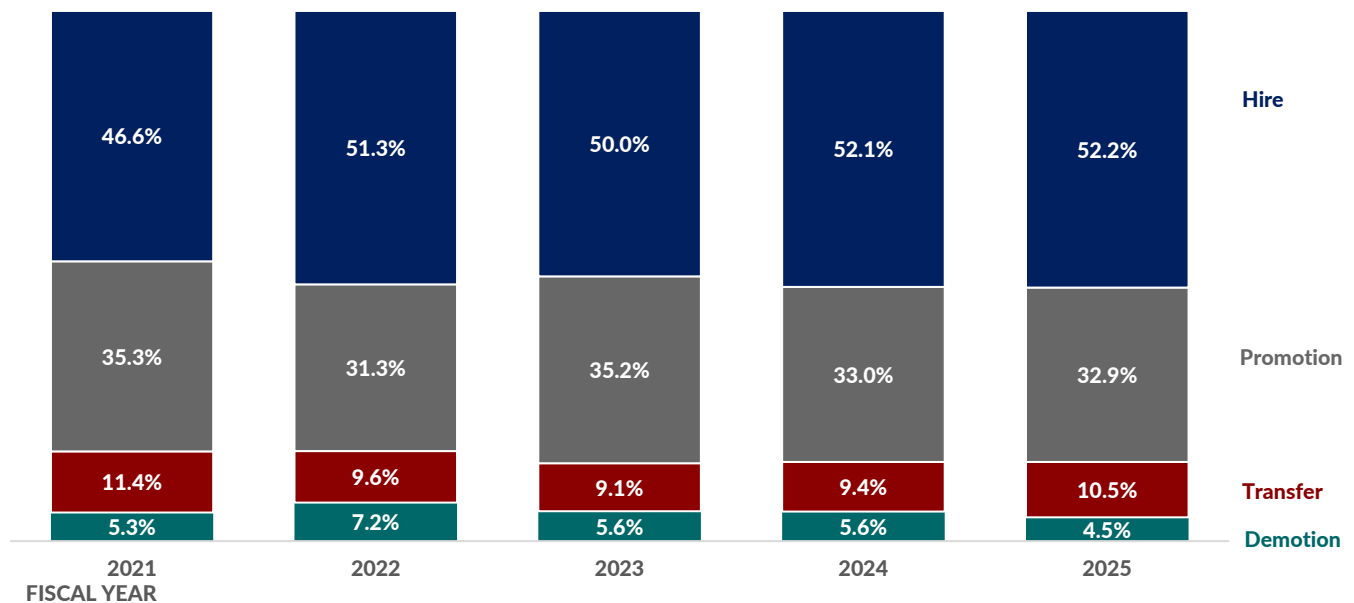
Just four departments - Corrections (211), Transportation (131), Children & Families (113), and Health (61) - accounted for over 50% of all hires in Fiscal Year 2025.

**Table 26 Total Appointments by Type by Fiscal Year**

Number of Appointments



Percent Type of Appointments



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025. **Hire** includes new hires, rehires and transfer to classified. **Promotion** is the movement of an employee from a position of one class to a different position of another class at a higher pay grade. **Transfer** is the movement of an employee from one position to a different position at the same pay grade, and **demotion** is the movement of an employee from one pay grade to another pay grade at a lower rate of pay. **RIF rehire** is the reemployment of an employee following Reduction in Force.

In Fiscal Year 2025 there were 2,027 appointments, 52.2% were hires, 32.9% were promotions, 10.5% were transfers, and 4.5% demotions.

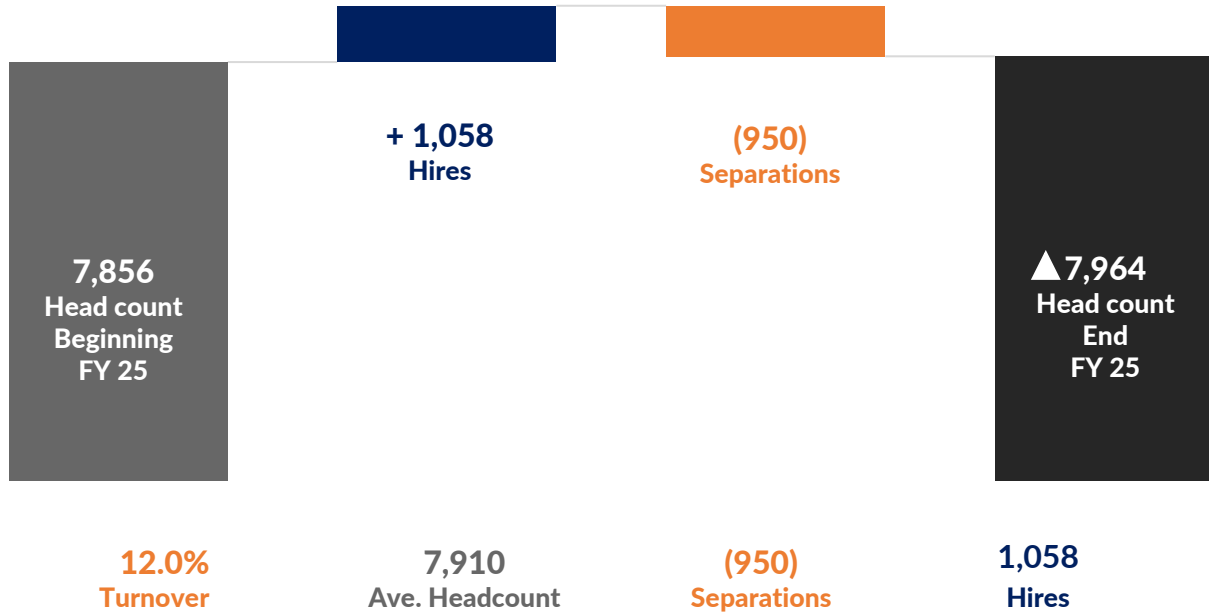
The total number of appointments dropped (-6.2%). This was primarily driven by a decrease in both the number of promotions (-6.6%) and new hires (-6.0%).

The number of new hires dropped compared to the last three fiscal years.

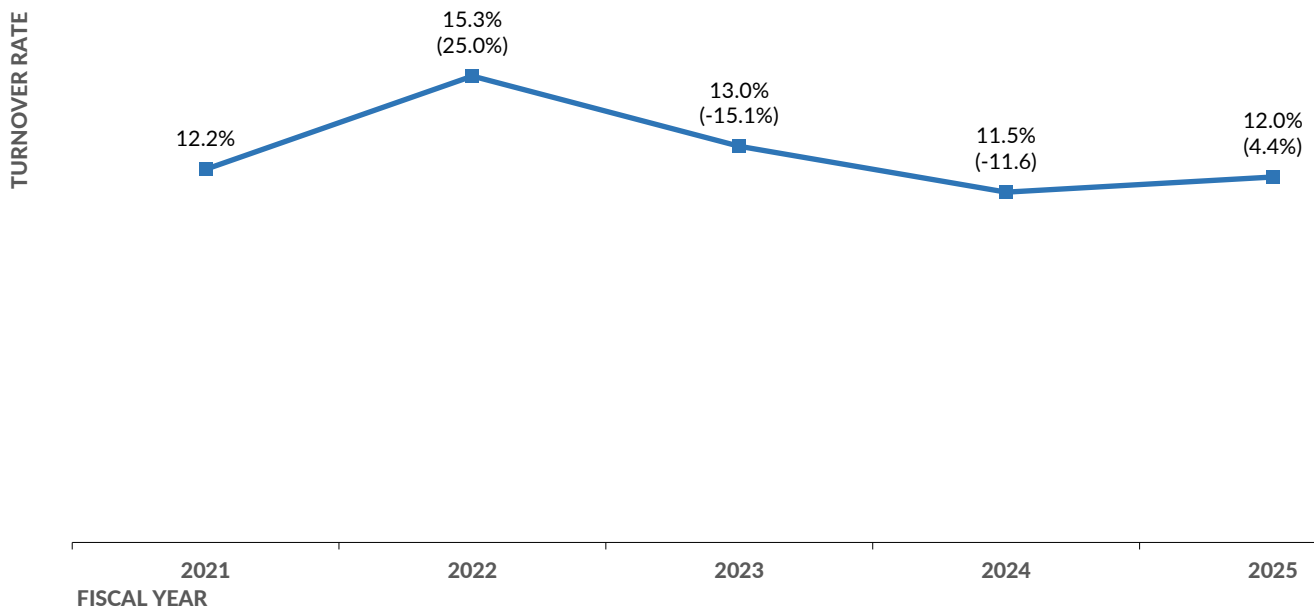
# Turnover

**Table 27 Employee Churn Fiscal Year 2025**

What was our Employee churn in Fiscal Year 2025?

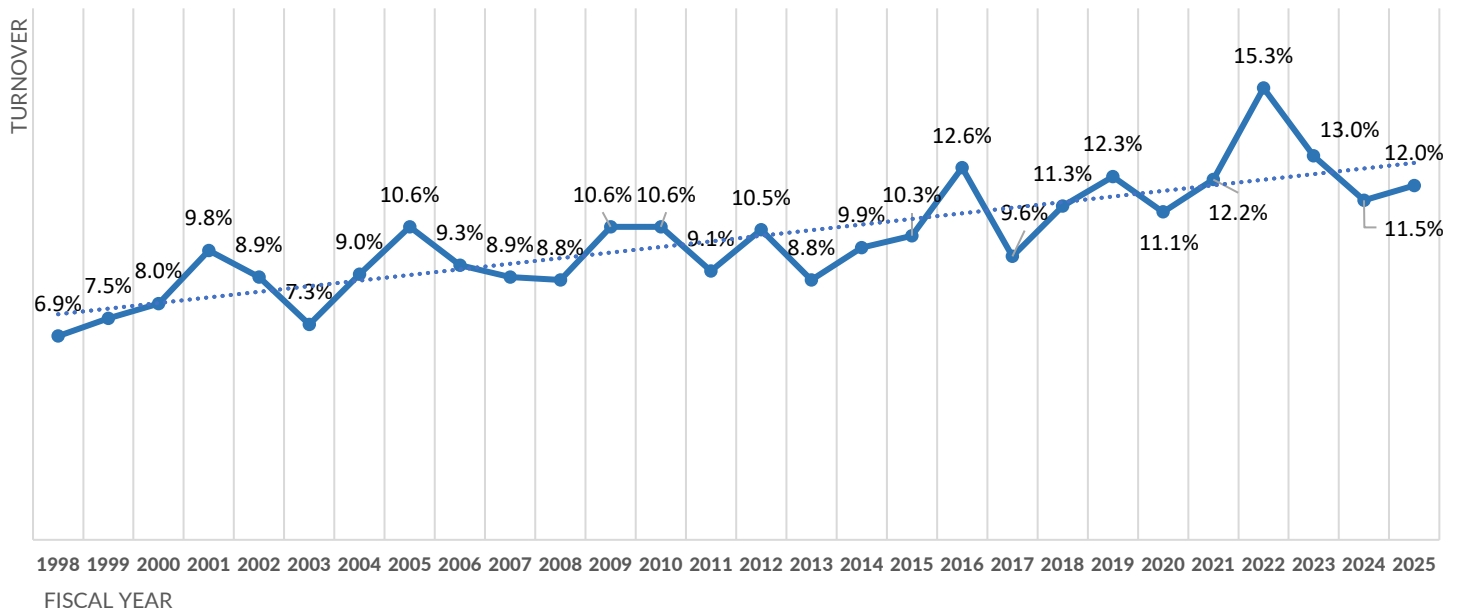


**Table 28 Turnover Rate by Fiscal Year**



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

**Table 29 Historical View of Turnover – Fiscal Years 1998 to 2025**



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 1998 to 2025. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year.

Table 27 illustrates “employee churn” for Fiscal Year 2025. Employee churn is defined as the total movement of employees out of an organization over a specific period, encompassing all departures. We began Fiscal Year 2025 with a classified total headcount of 7,856. There were a total of 1,058 hires and 950 separations resulting in a fiscal year end headcount of 7,964, a gain of 108 employees or a 1.4% increase.

Table 28 shows the turnover rate for Fiscal Year 2025 was 12.0%, a slight increase (4.4%) from Fiscal Year 2024.

Fiscal Year 2025’s overall turnover rate dropped again from the record high of 15.3% in Fiscal Year 2022.

The five-year average for turnover now stands at 12.6%.

Table 28 shows a historical view of turnover from 1998 to 2025. Note: 1998 was as early as we have reliable turnover data.

Prior to Fiscal Year 2009 the average turnover rate was about 8.6% per fiscal year and in only one year did it exceed 10%. From 2009 to 2017 it averaged 10.2%. From 2018 forward the average turnover rate has been about 12.3%.

In Fiscal Years 2019 and 2021 the high turnover rate was largely fueled by an increase in retirements. However, the high turnover in Fiscal Year 2022 was due to an unprecedented spike in voluntary turnover.

The drop in turnover from Fiscal Year 2023 to Fiscal Year 2025 was largely the result a record low number of retirements (See Table 32 and Table 33).

**Prior to Fiscal Year 2009 the average turnover rate was about 8.6% per fiscal year. From 2009 to 2017 it averaged 10.2%. From 2018 forward the average turnover rate has been about 12.3%.**

**Table 30 Turnover by Department by Fiscal Year**

Department	Fiscal Year					Five Year
	2021	2022	2023	2024	2025	Average
Administration	0.0%	0.0%	5.9%	11.8%	5.4%	4.6%
Agriculture, Food & Markets	7.1%	8.6%	9.0%	3.6%	4.9%	6.6%
Attorney General	6.5%	9.4%	12.7%	6.0%	2.9%	7.5%
Buildings & General Services	12.8%	14.1%	14.0%	10.4%	14.6%	13.2%
Cannabis Control Board			13.3%	12.1%	17.6%	n/a
Children & Families	12.3%	11.8%	10.8%	9.6%	9.8%	10.9%
Commerce & Community Development	3.4%	9.4%	12.2%	8.1%	9.3%	8.5%
Corrections	23.0%	25.3%	23.4%	19.8%	25.0%	23.3%
Digital Services	8.0%	15.8%	8.2%	7.4%	7.0%	9.3%
Disabilities, Aging & Independent Living	11.4%	14.9%	9.7%	10.4%	9.7%	11.2%
Education	2.1%	8.9%	14.6%	7.5%	10.2%	8.7%
Environmental Conservation	6.5%	10.1%	7.7%	9.2%	9.1%	8.5%
Finance & Management	0.0%	12.5%	9.5%	0.0%	7.5%	5.9%
Financial Regulation	3.6%	13.3%	9.2%	8.8%	7.0%	8.4%
Fish & Wildlife	4.5%	9.8%	8.8%	3.6%	2.8%	5.9%
Forests, Parks & Recreation	5.4%	7.9%	10.6%	8.5%	10.1%	8.5%
Green Mountain Care Board	0.0%	30.8%	10.3%	25.6%	27.8%	18.9%
Health	9.4%	13.1%	10.3%	11.0%	8.8%	10.5%
Human Resources	6.9%	6.9%	5.5%	8.6%	7.3%	7.0%
Human Services	11.6%	17.5%	11.1%	6.1%	3.5%	10.0%
Labor	8.6%	17.4%	21.3%	13.2%	8.9%	13.9%
Land Use Review Board	4.8%	4.7%	0.0%	0.0%	9.3%	3.7%
Libraries	6.9%	13.8%	6.7%	0.0%	12.5%	8.0%
Liquor & Lottery	8.0%	29.3%	8.1%	12.6%	20.6%	15.7%
Mental Health	18.8%	20.6%	25.4%	21.4%	25.8%	22.4%
Military	10.9%	21.6%	18.3%	10.0%	12.9%	14.8%
Natural Resources	0.0%	16.7%	7.1%	15.8%	4.5%	8.8%
Public Safety - Civilian	18.4%	14.3%	20.3%	8.8%	12.1%	14.8%
Public Safety - Sworn	13.3%	14.0%	11.0%	11.0%	12.0%	12.3%
Public Service	10.2%	6.7%	2.7%	7.0%	6.2%	6.5%
Secretary of State	10.9%	7.5%	9.1%	5.8%	5.7%	7.8%
Small Departments	14.1%	14.3%	6.6%	12.5%	7.1%	10.9%
State Treasurer	6.7%	13.8%	6.5%	12.1%	9.1%	9.6%
Taxes	10.8%	16.9%	16.6%	13.3%	10.8%	13.7%
Transportation	11.9%	13.6%	11.1%	13.1%	11.0%	12.1%
Vermont Health Access	6.2%	14.6%	8.1%	6.5%	5.5%	8.2%
Vermont Veterans' Home	25.0%	34.4%	19.6%	18.5%	23.1%	24.1%
<b>Total</b>	12.2%	15.3%	13.0%	11.5%	12.0%	12.8%

Over this five-fiscal-year timeframe departments with consistently higher than average yearly turnover include Vermont Veterans' Home (24.1%), Corrections (23.3%), and Mental Health (22.4%).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025. "Small Departments" have 15 or fewer employees (See Appendices C & E). Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year.

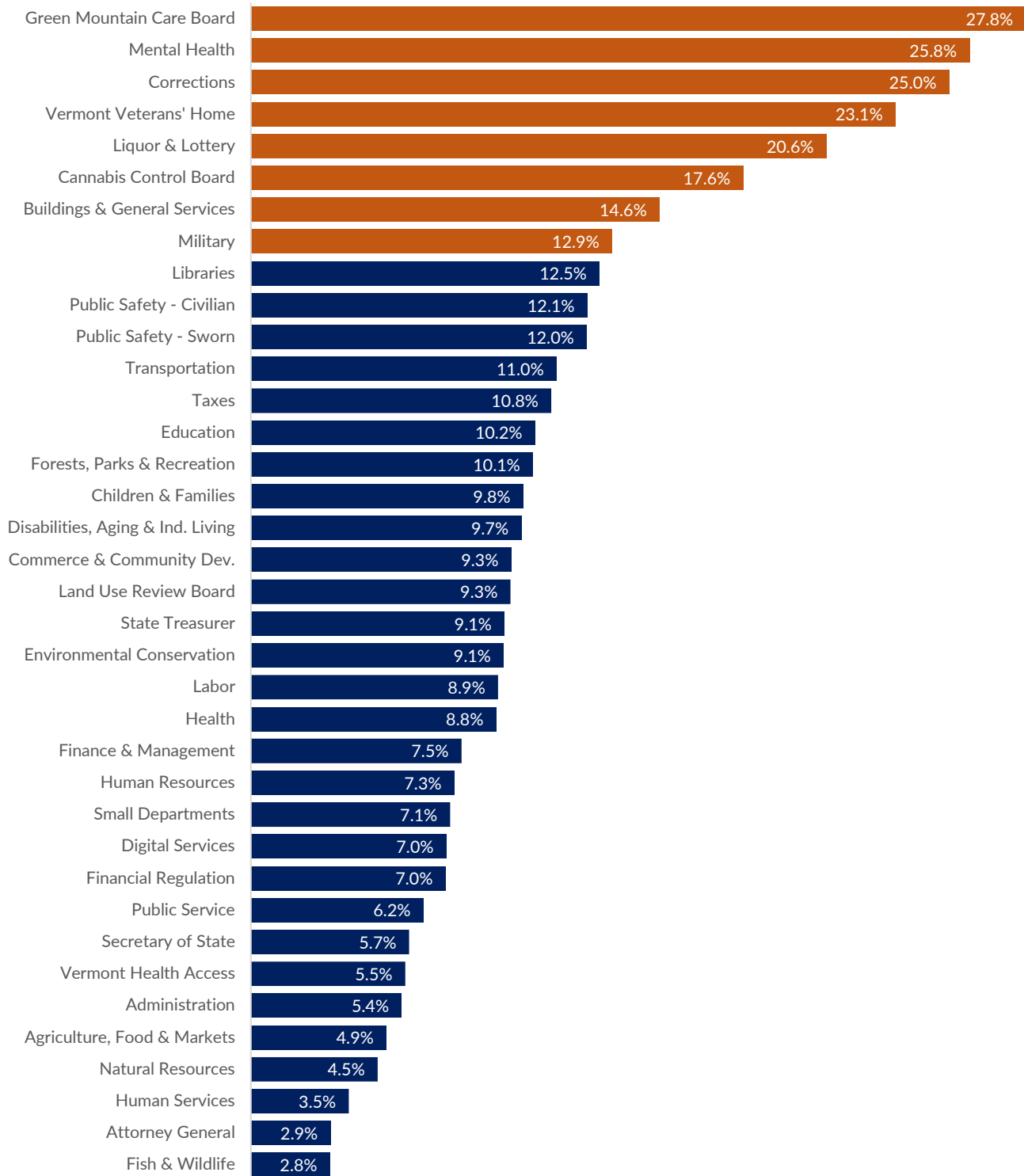
A heat map is used to show those departments who had turnover rates above the average for that fiscal year, as well as those whose five-year average is above the overall five-year average.

Heat Map Legend  
Above Average

**Table 31**      **Departments with Above and Below Average Turnover – Fiscal Year 2025**

Departments Ranked: **Above** and **Below** Average Turnover FY '25

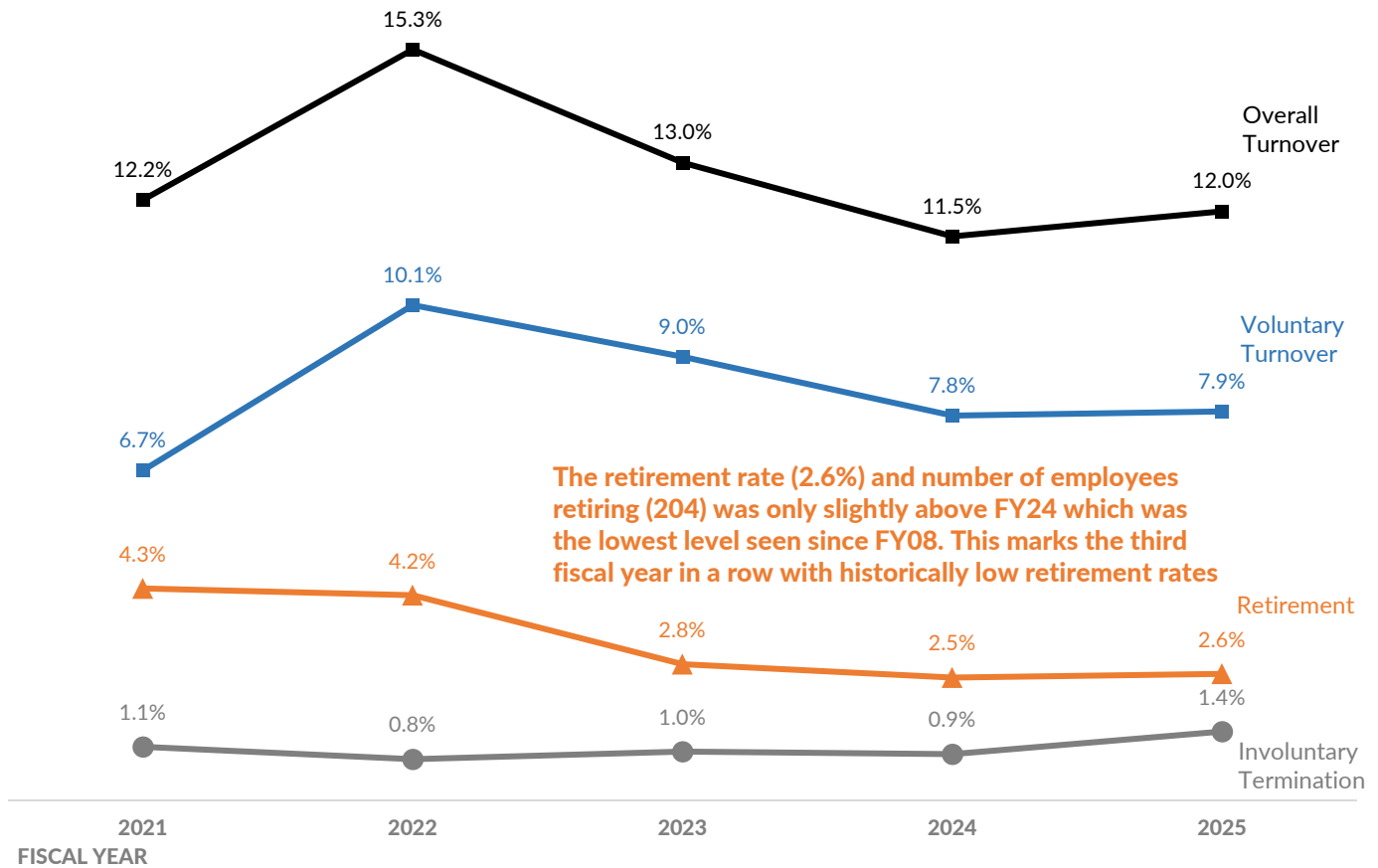
Above | Below



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2025. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year.

Table 31 ranks departments based on Fiscal Year 2025 turnover and visually shows those **Above** and **Below** the average of 12.0%.

**Table 32 Turnover Rate by Reason by Fiscal Year**



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. **Retirement** – Includes early, normal, disability and mandatory retirement; **Voluntary Termination** – Includes voluntary resignations and end of limited term or interim appointments; **Involuntary Termination** – Includes Reduction in Force layoffs and dismissals related to misconduct or unsatisfactory work performance.

**Fiscal Year 2025 saw the third Fiscal Year in a row with historically low retirement rates.**

The overall turnover rate was 12.0% for Fiscal Year 2025. This was slightly up after two fiscal years of decelerating turnover. See Table 28.

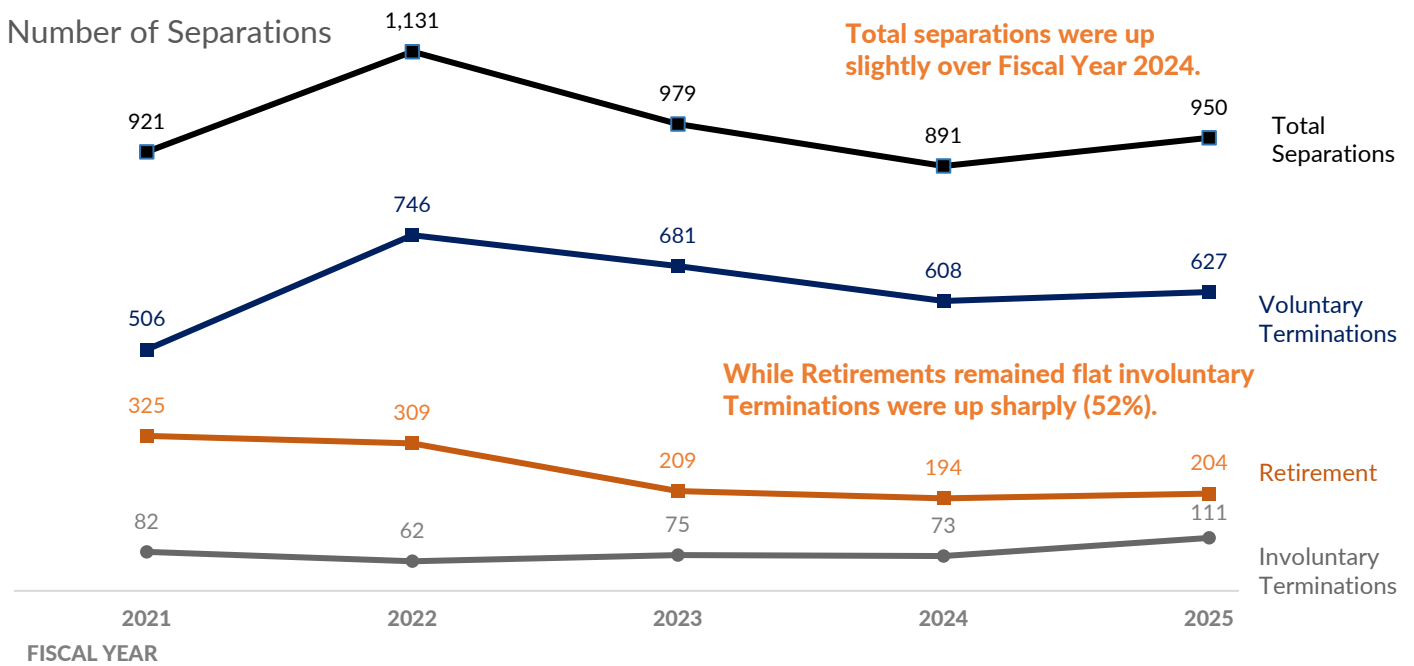
**Involuntary terminations were up sharply. This was likely the result of the issuance of new policy that placed greater accountability for the reporting of misconduct.**

Voluntary terminations made up the largest percentage of overall turnover. In Fiscal Year 2025 the rate was 7.9% of overall turnover. This was a slight increase from Fiscal Year 2024. While over the past three fiscal years voluntary terminations are down from the record high of 10.1% in Fiscal Year 2022 it remains higher than the historical average.

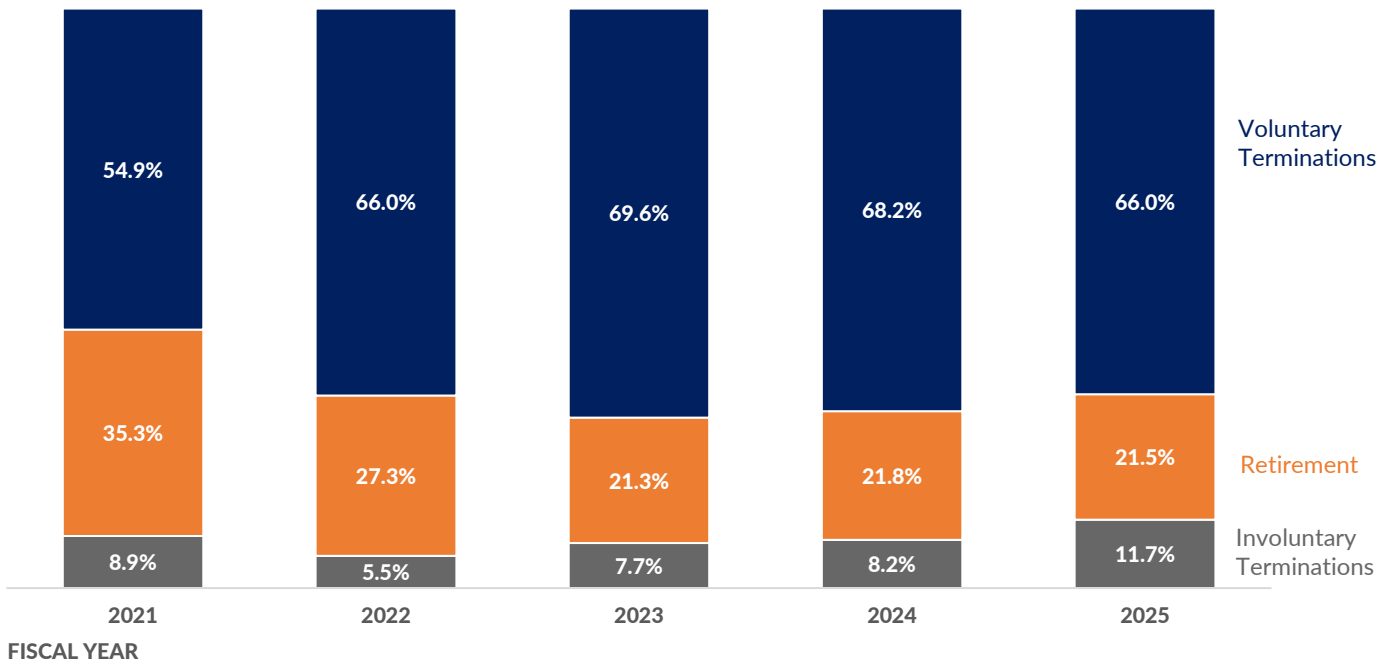
With both voluntary terminations and retirements remain flat from Fiscal Year 2024. The slight increase in Fiscal Year 2025 can be attributed to the jump in involuntary terminations.

Involuntary terminations were at the highest number and rate since Fiscal Year 2012 when we saw a spike largely due to Reduction-in-Force (RIFs) layoffs with the closure of the Vermont State Hospital. While there was a slight increase in the number of RIFs, the majority (90%) of the involuntary terminations were dismissals. This can be traced to the June 2023 issuance of Personnel Policy 17.0 which places greater accountability on supervisors/managers and Human Resources’ staff regarding the reporting of misconduct. Most of the dismissals in FY ’25 were in Corrections (46%), followed by Mental Health (13%) and Transportation (10%).

**Table 33 Separations by Reason by Fiscal Year**



**Percent Type of Separations**



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025. **Retirement** – Includes early, normal, disability and mandatory retirement; **Voluntary Termination** – Includes voluntary resignations and end of limited term or interim appointments; **Involuntary Termination** – Includes Reduction in Force layoffs and dismissals related to misconduct or unsatisfactory work performance; **Other** – Includes death of the employee.

The largest number of separations in Fiscal Year 2025 were voluntary terminations at 627. This was a slight increase of 3.1% from Fiscal Year 2024. However, it remained at an elevated level, accounting for 66.0% of all separations. The second largest number of separations were retirements at 204, up slightly and remaining historically low for the third fiscal year in a row. Involuntary terminations were up sharply (52.1%).

A total of 891 employees separated during Fiscal Year 2025. Of the turnover in Fiscal Year 2025, 66.0% were voluntary terminations, 21.5% were retirements, 11.7% involuntary terminations, and 0.8% were “other.”

**Table 34 Turnover Rates for Classified Job Titles – Fiscal Year 2025**

Turnover of Most Populous Job Titles FY '25			Job Titles with the Highest Turnover Rate FY '25		
Job Title	Ave. Num.	Turnover	Job Title	Ave. Num.	Turnover
Correctional Officer I	317	51.4%	Correctional Officer I	317	51.4%
Family Services Worker	164	1.2%	Transportation Operations Technician I	51	49.5%
Trooper	162	13.6%	PSAP Emergency Communication Dispatcher I	26	46.2%
Transportation Operations Technician II	142	18.4%	VVH Institutional Custodian	13	46.2%
Benefits Programs Specialist	110	12.8%	Family Services Worker Trainee	20	45.0%
Correctional Officer II	94	21.4%	BGS Maintenance Specialist	12	41.7%
Transportation Operations Technician III	80	1.3%	Parks Maintenance Technician	12	34.8%
Sergeant	77	7.8%	Licensed Nursing Assistant	41	32.1%
Administrative Services Coordinator I	70	5.8%	BGS Custodian II	54	26.2%
Environmental Analyst V - General	65	7.8%	Public Health Nurse II	23	26.1%
Administrative Services Coordinator II	64	6.3%	Education Programs Coordinator I	17	23.5%
Program Technician II	60	3.3%	PH Nutritionist I	13	23.1%
BGS Custodian II	54	26.2%	IT Systems Developer I	18	22.9%
Reach Up Case Manager II	53	7.5%	Registered Nurse II - CSN	27	22.2%
Transportation Operations Technician I	51	49.5%	Correctional Officer II	94	21.4%
MV Direct Client Services Specialist I	50	20.0%	Administrative Services Manager I	24	21.3%
Probation & Parole Officer	47	0.0%	MV Direct Client Services Specialist I	50	20.0%
Family Services Supervisor	45	11.2%	Public Health Specialist II	41	19.5%
Environmental Analyst VI	44	0.0%	Public Health Analyst II	16	19.4%
Administrative Services Technician IV	42	14.5%	Force Protection Officer	21	19.0%
Public Health Specialist II	41	19.5%	Civil Engineer I	27	18.5%
Licensed Nursing Assistant	41	32.1%	Transportation Operations Technician II	142	18.4%
AOT Area Maintenance Supervisor II	41	12.3%	Public Guardian	22	18.2%
Environmental Analyst VII - General	41	0.0%	Administrative Services Manager III	17	17.6%
Financial Administrator II	40	2.5%	AOT Fleet Service Technician V	12	17.4%

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2025. Movement between State departments is not considered as turnover for purposes of this analysis. Turnover is calculated by using the actual number of separations divided by the average number of employees for the fiscal year. This table shows the turnover rates for classified employees in the 25 most populous job titles, as well as the 25 classified job titles (with greater than 10 employees) with the highest turnover.

**Correctional Officer I was the job class with the highest turnover rate in Fiscal Year 2024 (51.4%).**

After one fiscal year of lower turnover (FY '24) Correctional Officer I was back above 50% (51.4%) turnover as the most populous class and the class with the highest turnover rate.

Other populous job titles with high turnover include Transportation Operations Technician I (49.5%), Licensed Nursing Assistant (32.1%), BGS Custodian II (26.2%), and Correctional Officer II (21.4%).

Job titles among those with the highest rates of turnover in Fiscal Year 2025 include Correctional Officer I (51.4%), Transportation Operations Technician I (49.5%), PSAP Emergency Communication Dispatcher I (46.2%), VVH Institutional Custodian (46.2%), and Family Services Worker Trainee (45.0%).

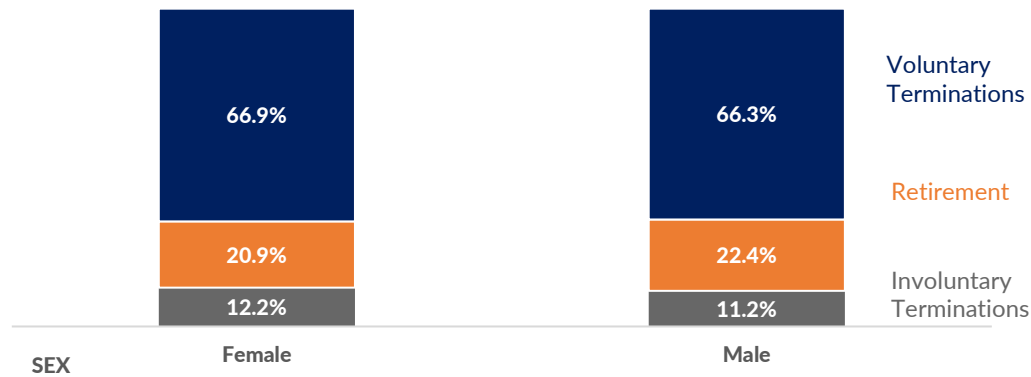
**Table 35 Turnover Rate and Type of Separation by Employee Demographic – FY 2025**

Turnover Rate by Sex



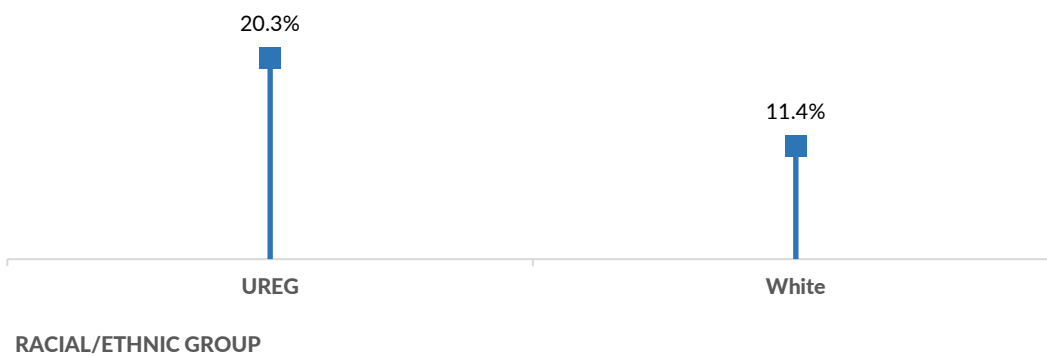
Male employees had a slightly higher rate of turnover than female employees.

Type of Separation by Sex



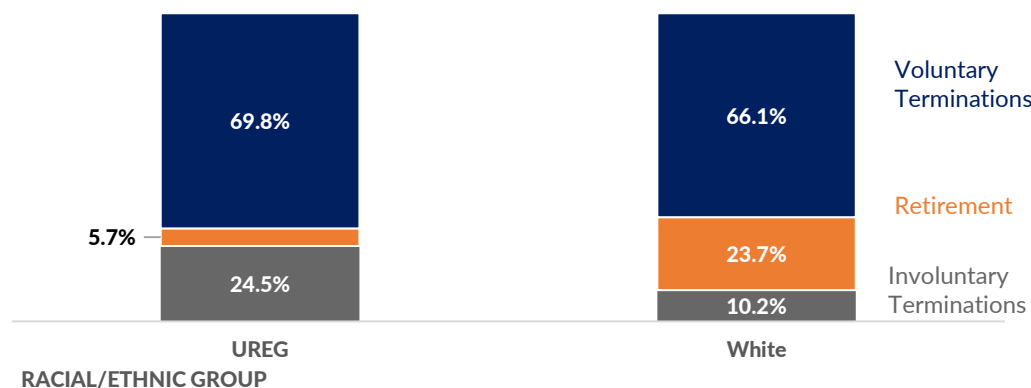
There is little difference in any of the separation rates between male and female employees.

Turnover Rate by Racial/Ethnic Group



Underrepresented Racial and Ethnic Groups (UREG) had a significantly higher turnover rate (20.3%) than white employees (11.4%).

Type of Separation by Racial/Ethnic Group

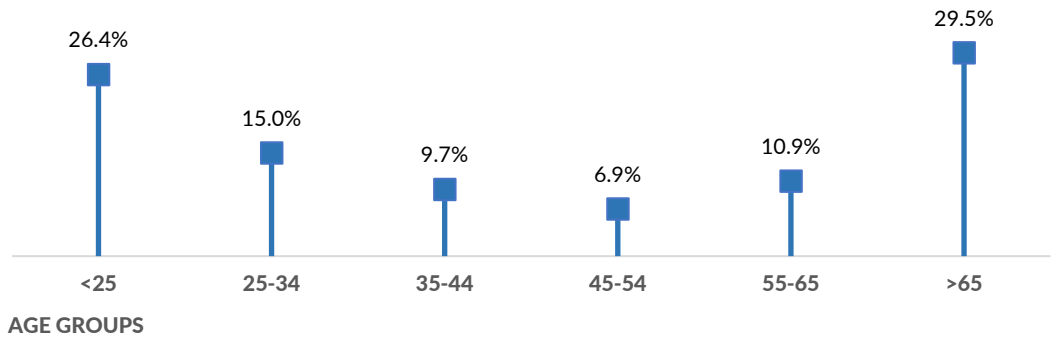


The rate of involuntary termination for UREGs employees was over twice that of white employees.

**Table 35 Turnover Rate and Type of Separation by Employee Demographic – FY 2025 (Cont.)**

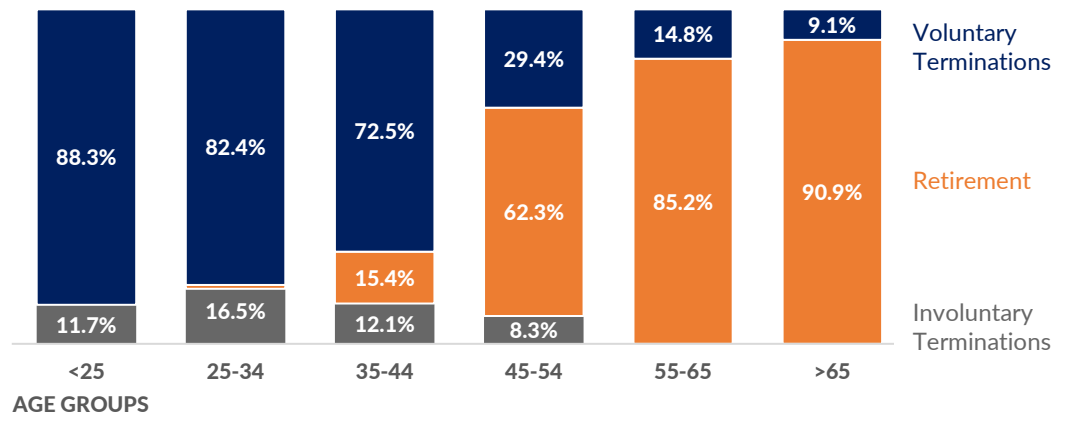
Turnover Rate by Age Group

Turnover rates are highest for the youngest and oldest age groups.



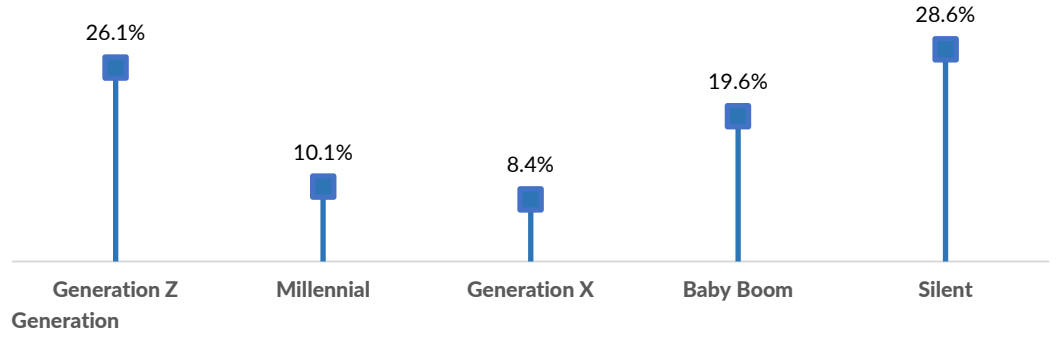
However, the type of separation is significantly different for the younger and older age groups. Voluntary terminations are highest among the younger age groups while retirement is the primary reason for separations among the older age groups.

Percent Type of Separation by Age Group



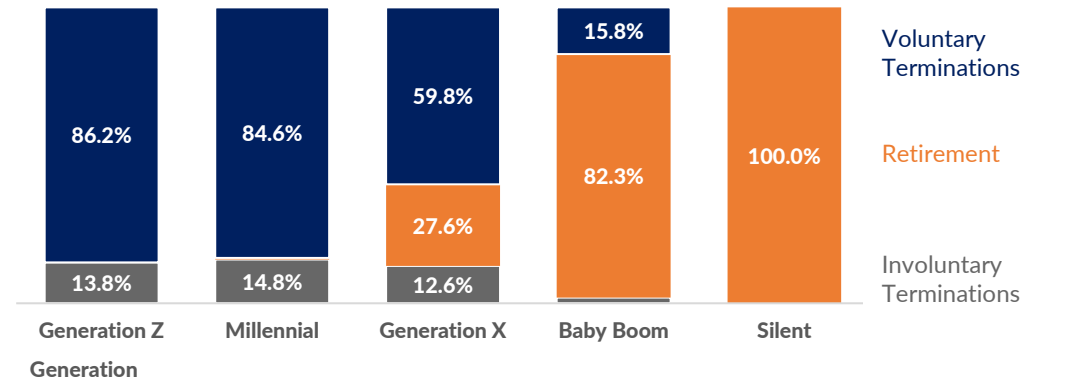
Turnover rates are highest among Generation Z, Silent and Baby Boom generations.

Turnover Rate by Generation



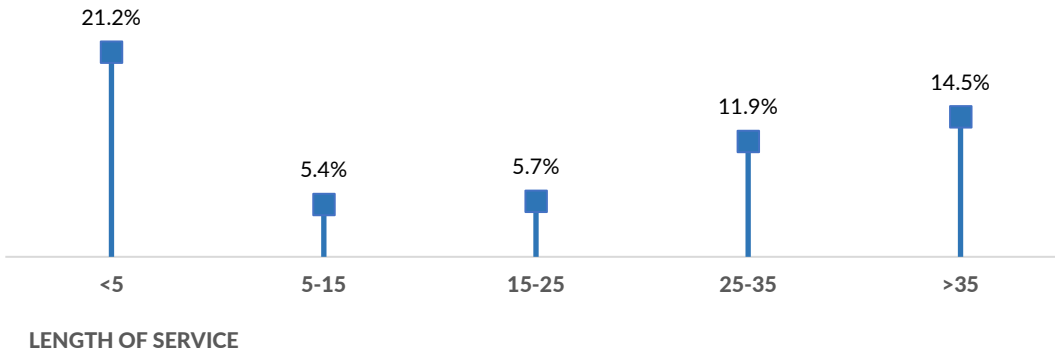
Separations for Generation Z, Millennials and Generation X are almost entirely voluntary separations. For Baby Boom and Silent generations, they are almost entirely retirements.

Type of Separation by Generation



**Table 35 Turnover Rate and Type of Separation by Employee Demographics – FY 2025 (Cont.)**

Turnover Rate by Length of Service



The turnover rate is highest among those with fewer than five years of service.

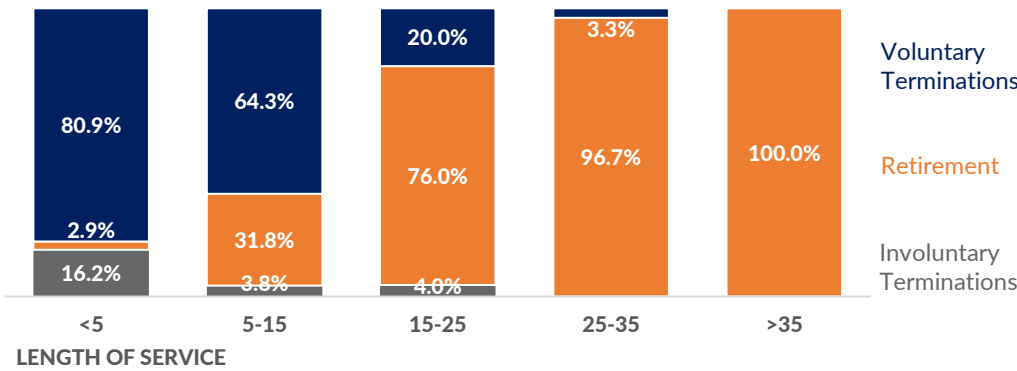
Voluntary separation and length of service has an inverse relationship – the percent of voluntary separation goes down as length of service increases.

In FY '25 the turnover rate for supervisory employees was highest.

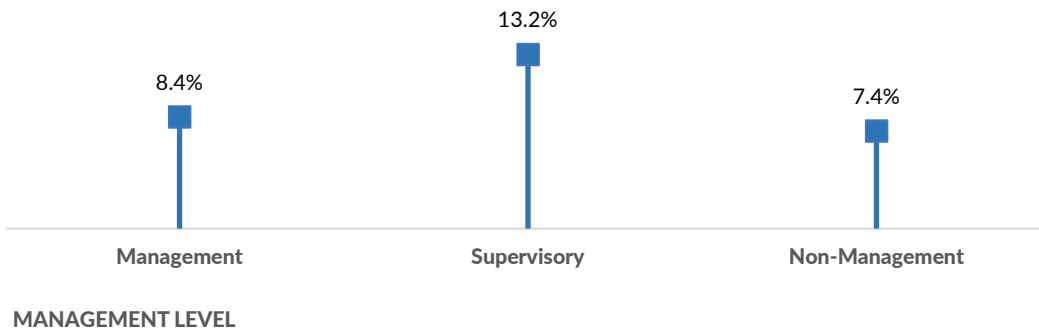
The predominant type of separation for management was retirement, for supervisory level it was voluntary terminations, while non-management was evenly divided between voluntary termination and retirement.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2025. See Table 33 for a definition of turnover and turnover types. See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report. See Note on Table 15b for definitions of Generations.

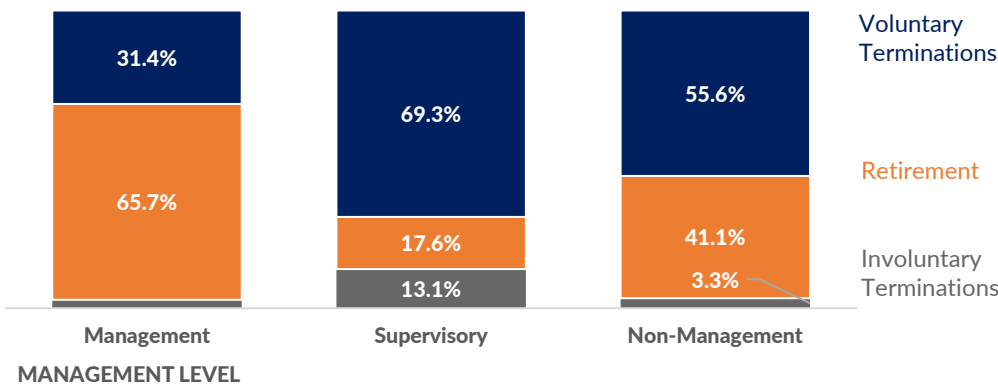
Type of Separation by Length of Service



Turnover Rate by Management Level

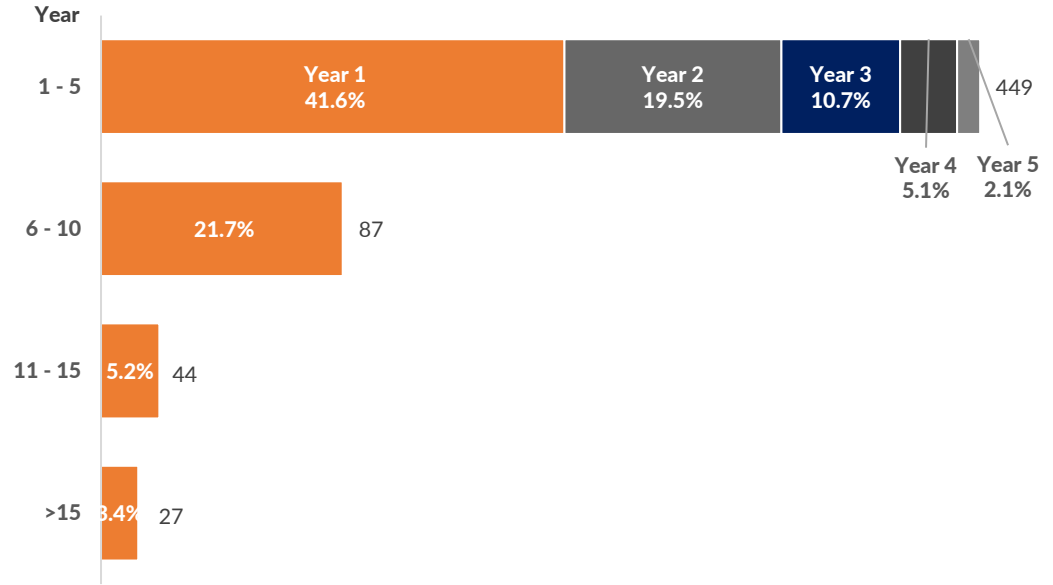


Type of Separation by Management Level

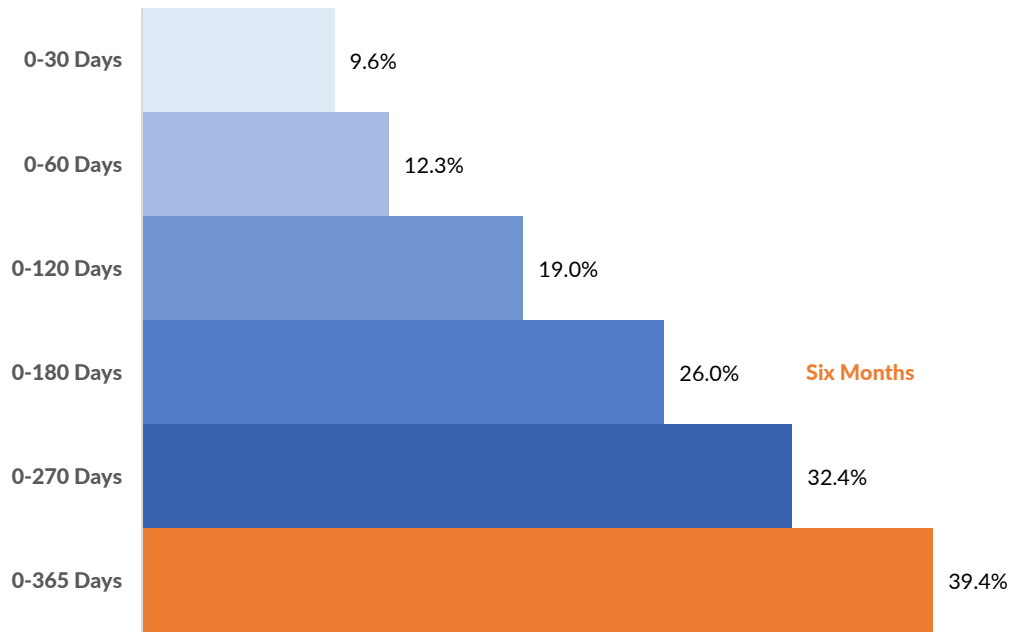


**Table 36 Length of Services before Voluntary Termination - Fiscal Year 2025**

For Fiscal Year 2025 nearly 80% of voluntary terminations occurred in the first five years of service. Over 40% occurred in the first year of employment.



A startling nearly 10% of hires didn't make it beyond 30 days. Nearly 26% did not complete six months.



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2025. See Table 33 for a definition of turnover and turnover types.

For Fiscal Year 2025 nearly 80% of voluntary terminations occurred in the first five years of service. Over 40% occurred in the first year of employment.

In looking at the detail of voluntary terminations in the first year, a startling nearly 10% didn't make it beyond 30 days. And nearly 26% did not complete six months (which is normally the initial probationary period).

**Table 37 Turnover by Reason, including Employee Movement, by Department – Fiscal Year 2025**

Department	Voluntary	Involuntary	Retire	Total Turnover	Employee Movement	Total Department Outflow
Administration	5.4%	0.0%	0.0%	5.4%	0.0%	5.4%
Agriculture	4.2%	0.0%	0.7%	4.9%	0.7%	5.5%
Attorney General	2.9%	0.0%	0.0%	2.9%	12.1%	15.2%
Buildings & General Services	8.0%	1.0%	5.4%	14.6%	1.5%	15.5%
Cannabis Control Board	11.8%	5.9%	0.0%	17.6%	0.0%	17.6%
Children & Families	8.0%	0.4%	1.3%	9.8%	1.7%	11.4%
Commerce & Community Dev.	6.7%	0.0%	2.7%	9.3%	4.0%	13.2%
Corrections	17.0%	5.0%	2.6%	25.0%	1.1%	25.6%
Digital Services	3.8%	0.3%	2.6%	7.0%	1.4%	8.3%
Disabilities, Aging & Ind. Living	4.8%	1.0%	3.9%	9.7%	1.9%	11.3%
Education	7.6%	0.0%	2.5%	10.2%	1.3%	11.3%
Environmental Conservation	6.6%	0.0%	2.4%	9.1%	0.9%	9.8%
Finance & Management	3.8%	0.0%	3.8%	7.5%	7.5%	15.1%
Financial Regulation	4.7%	1.2%	1.2%	7.0%	1.2%	8.1%
Fish & Wildlife	1.4%	0.0%	1.4%	2.8%	1.4%	4.2%
Forest, Parks & Recreation	6.2%	0.0%	3.9%	10.1%	0.8%	10.5%
Green Mountain Care Board	22.2%	0.0%	5.6%	27.8%	5.4%	32.4%
Health	5.7%	1.9%	1.2%	8.8%	2.4%	11.2%
Human Resources	3.1%	0.0%	3.1%	7.3%	0.0%	7.1%
Human Services	3.5%	0.0%	0.0%	3.5%	7.3%	10.9%
Labor	5.6%	0.9%	2.3%	8.9%	2.8%	11.5%
Land Use Review Board	4.7%	0.0%	4.7%	9.3%	0.0%	8.9%
Libraries	6.3%	0.0%	6.3%	12.5%	19.4%	32.3%
Liquor & Lottery	9.5%	6.3%	4.8%	20.6%	3.1%	23.1%
Mental Health	15.7%	6.6%	3.5%	25.8%	2.5%	27.7%
Military	8.6%	1.4%	2.2%	12.9%	0.0%	12.7%
Natural Resources	4.5%	0.0%	0.0%	4.5%	9.5%	14.3%
Public Safety - Civilian	9.3%	0.9%	1.9%	12.1%	0.9%	12.8%
Public Safety - Sworn	7.3%	0.0%	4.8%	12.0%	0.9%	12.5%
Public Service	4.1%	0.0%	2.1%	6.2%	0.0%	6.1%
Secretary of State	5.7%	0.0%	0.0%	5.7%	1.4%	7.1%
Small Department	4.8%	0.0%	2.4%	7.1%	2.4%	9.4%
State Treasurer	6.1%	0.0%	3.0%	9.1%	0.0%	8.8%
Taxes	4.6%	1.5%	4.6%	10.8%	3.0%	13.4%
Transportation	7.0%	0.9%	3.0%	11.0%	1.2%	12.0%
Vermont Health Access	3.2%	0.3%	2.0%	5.5%	2.0%	7.5%
Vermont Veterans' Home	15.9%	3.2%	4.0%	23.1%	0.0%	22.2%
<b>Total</b>	<b>7.9%</b>	<b>1.4%</b>	<b>2.6%</b>	<b>12.0%</b>	<b>1.6%</b>	<b>13.4%</b>

Employee movement – the promotion, demotion, or transfer of the employee out of one department to another – can substantially increase the total department outflow or “turnover” for that department.

Voluntary termination rates were highest in those departments operating 24/7 institutional facilities such as Mental Health (15.7%), Corrections (17.0%), and Vermont Veterans Home (15.9%).

Heat Map Legend  
Above Average

Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2025. See Table 33 for a definition of turnover and turnover types.

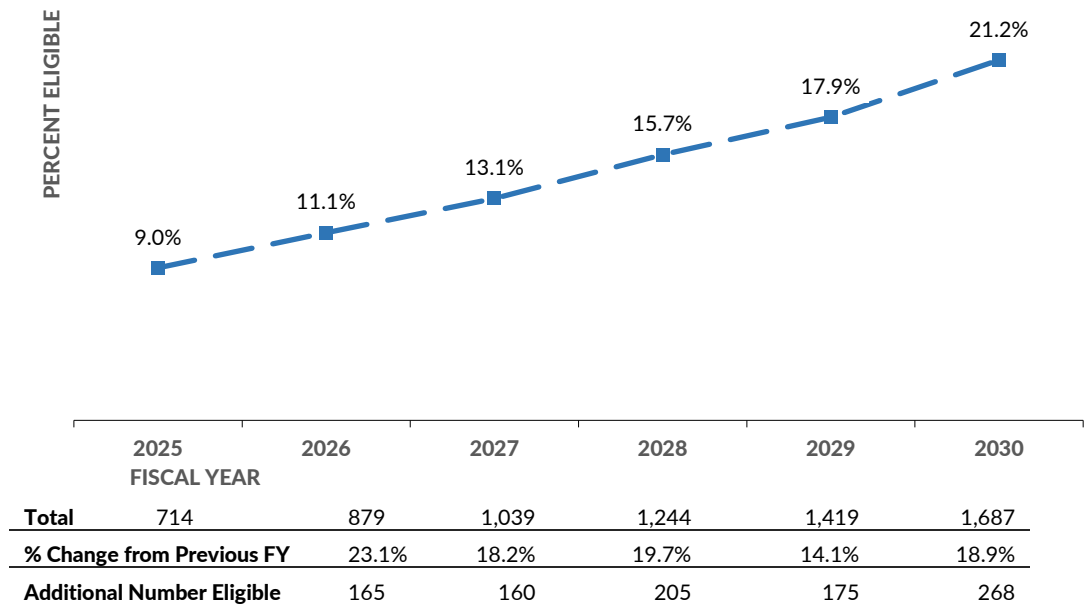
Table 37 shows turnover reasons by Department. A heat map is used to show those departments who had turnover rates above the average for that turnover reason.

In addition, Table 37 shows employee movement, which is the promotion, demotion or transfer of the employee out of the department to another. Total Department Outflow is the combination of turnover (separations from state government) and employee movement.

# Retirement Eligibility

In five years (Fiscal Year 2030) 21.2% of current employees are projected to be eligible for retirement.

**Table 38a Projected Retirement Eligibility by Fiscal Year**

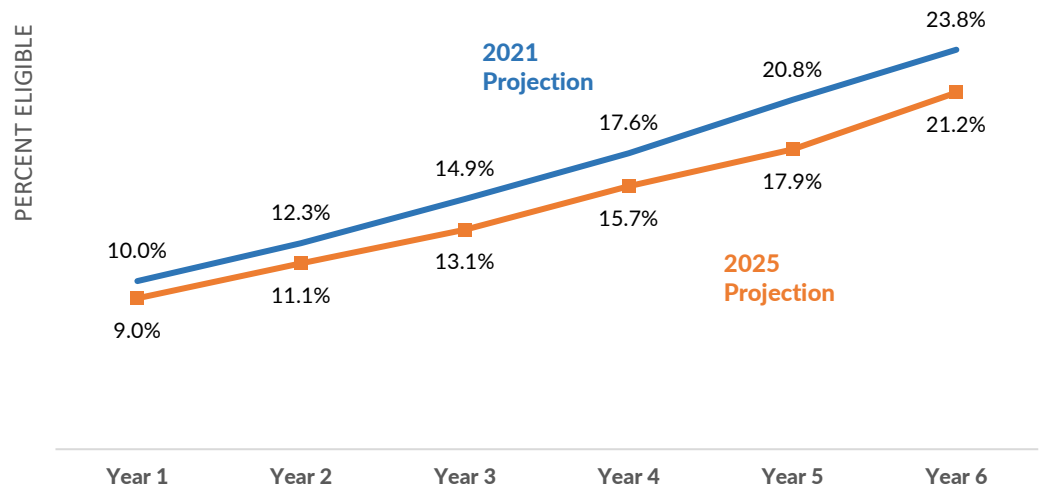


Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Data include only classified employees of the Executive Branch. Projections are based on employee's age and length of creditable service at Fiscal 2025 year-end for normal retirement (does not include those eligible for early retirement. See Appendix C for a description of the method used to produce the retirement projections. Note: The projections of percent eligible are cumulative and do not account for retirements that will occur each fiscal year.

The lower percentage of retirement eligible employees that we saw because of the high number of retirements in Fiscal Years 2021 and 2022 has narrowed because of historically low numbers of retirements over the last three fiscal years. Going forward unless there are significant policy or macroeconomic changes, our retirement rate would be expected to accelerate or revert to an average level.

At the end of Fiscal Year 2025, 714 employees (9.0%) of the classified workforce were eligible for retirement. An additional 165 employees are projected to be eligible by the end of Fiscal Year 2026. In five years (Fiscal Year 2030) 21.2% or 1,687 current employees are projected to be eligible for retirement.

**Table 38b 2021 vs. 2025 Projected Retirement Eligibility**



In the Fiscal Years 2021 and 2022 we saw a high number of retirements (See Table 33) and a high percentage of those eligible did retire (See Table 41). That resulted in a lower percentage of employees eligible for retirement over the past several fiscal years. That gap has narrowed, as shown in Table 38b, as we've seen historically low numbers of retirements over the last three fiscal years (See Table 33), increasing the percentage of those eligible. Going forward unless there are significant policy or macroeconomic changes our retirement rate would be expected to accelerate or revert to a more average level.

**Table 39 Projected Retirement Eligibility by Department**

Department	Current Eligible				Projected Eligible			
	FY 2025		1 year (FY 2026)		3 Year (FY 2028)		5 Year (FY 2030)	
	Num.	Percent	Num.	Percent	Num.	Percent	Num.	Percent
Administration	2	9.1%	3	13.6%	5	22.7%	7	31.8%
Agriculture	14	9.8%	15	10.5%	20	14.0%	24	16.8%
Attorney General	7	20.6%	9	26.5%	12	35.3%	15	44.1%
Buildings & General Services	47	14.9%	54	17.1%	74	23.4%	105	33.2%
Cannabis Control Board		0.0%		0.0%	1	5.0%	1	5.0%
Children & Families	59	6.3%	75	8.0%	115	12.2%	167	17.8%
Commerce & Community Development	10	13.0%	10	13.0%	13	16.9%	20	26.0%
Corrections	73	8.1%	89	9.8%	121	13.4%	165	18.2%
Digital Services	31	9.0%	38	11.0%	51	14.7%	67	19.4%
Disabilities, Aging & Independent Living	26	8.5%	33	10.8%	52	17.0%	81	26.5%
Education	18	11.5%	22	14.1%	35	22.4%	45	28.8%
Environmental Conservation	29	8.8%	33	10.0%	47	14.2%	61	18.4%
Finance & Management	2	8.0%	4	16.0%	5	20.0%	6	24.0%
Financial Regulation	6	7.0%	10	11.6%	14	16.3%	17	19.8%
Fish & Wildlife	22	15.8%	27	19.4%	30	21.6%	33	23.7%
Forests, Parks & Recreation	11	8.5%	15	11.6%	19	14.7%	24	18.6%
Green Mountain Care Board		0.0%		0.0%	1	5.0%	1	5.0%
Health	45	7.7%	57	9.7%	83	14.2%	109	18.6%
Human Resources	16	16.3%	17	17.3%	19	19.4%	25	25.5%
Human Services	6	9.8%	7	11.5%	8	13.1%	9	14.8%
Labor	25	11.4%	29	13.2%	37	16.8%	54	24.5%
Libraries	3	18.8%	3	18.8%	6	37.5%	6	37.5%
Liquor & Lottery	8	12.5%	11	17.2%	12	18.8%	15	23.4%
Mental Health	13	6.3%	13	6.3%	25	12.1%	37	17.9%
Military	12	8.6%	16	11.4%	22	15.7%	31	22.1%
Natural Resources	4	17.4%	4	17.4%	5	21.7%	6	26.1%
Natural Resources Board	5	22.7%	5	22.7%	5	22.7%	6	27.3%
Public Safety - Civilian	21	9.5%	24	10.9%	31	14.0%	43	19.5%
Public Safety - Sworn	15	4.9%	26	8.4%	41	13.3%	66	21.4%
Public Service	1	2.0%	1	2.0%	4	7.8%	5	9.8%
Secretary of State	4	5.6%	7	9.7%	11	15.3%	18	25.0%
Small Department	5	11.6%	6	14.0%	8	18.6%	11	25.6%
State Treasurer		0.0%		0.0%	7	20.0%	10	28.6%
Taxes	18	13.6%	20	15.2%	32	24.2%	44	33.3%
Transportation	119	10.1%	149	12.7%	206	17.5%	262	22.3%
Vermont Health Access	24	7.0%	29	8.4%	43	12.5%	55	15.9%
Vermont Veterans' Home	13	10.2%	18	14.2%	24	18.9%	36	28.3%
<b>Total</b>	<b>714</b>	<b>9.0%</b>	<b>879</b>	<b>11.1%</b>	<b>1,244</b>	<b>15.7%</b>	<b>1,687</b>	<b>21.2%</b>

Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Data include only classified employees of the Executive Branch. Projections are based on employee's age and length of creditable service at Fiscal 2025 year-end. Please see Appendix D for a description of the method used to produce the retirement projections. "Small Departments" have 15 or fewer employees (See Appendix B.).

In terms of actual numbers, five departments account for nearly 50% of the employees who will be eligible for retirement in five years (Fiscal Year 2030) – Transportation (262), Children & Families (167), Corrections (165), Health (109) and Buildings & General Services (105).

**Table 40 Projected Retirement Eligibility for Classified Job Titles – Fiscal Year 2025**

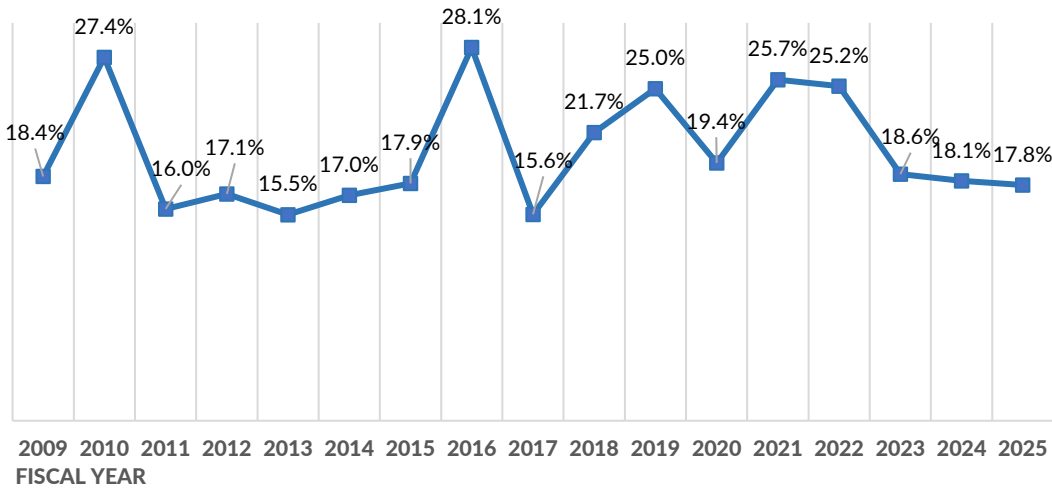
Projected Retirement Eligibility of Most Populous Job Titles				Job Titles with the Highest Projected Retirement Eligibility			
Job Title	Num.	Eligible FY '25	Five Year Percent Projected Eligible	Job Title	Num.	Eligible FY '25	Five Year Percent Projected Eligible
Correctional Officer I	272	1.3%	4.8%	Lieutenant	22	22.7%	54.5%
Trooper	153	2.5%	7.4%	AOT Senior Manager III	19	26.3%	47.4%
Transportation Operations Tech II	138	1.9%	3.8%	Information Center Representative II	17	17.6%	41.2%
District Family Services Worker	137	3.4%	14.4%	Financial Director IV	15	13.3%	40.0%
Correctional Officer II	107	5.6%	14.0%	VR Senior Counselor I	18	22.2%	38.9%
Benefits Programs Specialist	100	6.6%	20.9%	Financial Specialist III	31	22.6%	35.5%
Probation & Parole Officer II	90	13.8%	36.3%	Administrative Services Manager III	18	22.2%	33.3%
Transportation Operations Tech III	84	5.1%	35.4%	Administrative Services Coordinator I	69	17.4%	31.9%
Administrative Services Coordinator II	73	14.7%	33.8%	Transportation Operations Tech III	84	16.7%	31.0%
Sergeant	73	10.6%	25.8%	Financial Director I	20	20.0%	30.0%
Administrative Services Coordinator I	69	3.2%	4.8%	Probation & Parole Supervisor	24	16.7%	29.2%
Environmental Analyst V - General	69	3.7%	13.0%	AOT Technician V	25	20.0%	28.0%
Program Technician II	55	17.0%	28.3%	Administrative Services Coordinator II	73	16.4%	27.4%
Reach Up Case Manager II	53	15.4%	26.9%	Program Technician II	55	16.4%	27.3%
BGS Custodian II	52	6.3%	22.9%	Public Health Nurse II	22	13.6%	27.3%
Environmental Analyst VI	46	21.3%	36.2%	Administrative Services Coordinator III	37	13.5%	27.0%
Family Services Supervisor	46	0.0%	0.0%	Education Programs Manager	15	13.3%	26.7%
Financial Manager I	45	6.5%	6.5%	Senior Game Warden	15	13.3%	26.7%
Motor Vehicle Direct Client Serv Spec I	45	18.6%	27.9%	Administrative Services Technician IV	42	14.3%	26.2%
Licensed Nursing Assistant	43	14.0%	20.9%	Sergeant	73	1.4%	26.0%
Transportation Operations Tech I	43	0.0%	14.3%	IT Systems Developer III	31	19.4%	25.8%
Administrative Services Tech IV	42	2.4%	17.1%	Economic Services Supervisor	32	9.4%	25.0%
AOT Area Maintenance Supervisor II	41	15.0%	30.0%	IT Specialist III	16	6.3%	25.0%
Correctional Facility Shift Supervisor	41	12.5%	20.0%	Financial Manager I	45	6.7%	24.4%
Environmental Analyst VII - General	39	10.0%	20.0%	AOT Technician VI	25	12.0%	24.0%

Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Projections are based on employee's age and length of creditable service at Fiscal 2025 year-end. Please see Appendix C for a description of the method used to produce the retirement projections. This table shows projected retirement eligibility for classified employees in the 25 most populous job titles, as well as the 25 classified job titles (with 15 or more employees) with the highest projected retirement eligibility rates.

The most populous job titles with a high percentage of employees projected to be eligible for retirement in five years include Probation & Parole Officer II (36.3%), Environmental Analyst VI (36.2%), Transportation Operations Technician III (35.4%), Administrative Services Coordinator II (33.8%), and AOT Area Maintenance Supervisor II (30.0%).

The top five job titles with the highest percentage of employees projected to be eligible for retirement in five years are Lieutenant (54.5%), AOT Senior Manager III (47.4%), Information Center Representative II (41.2%), Financial Director IV (40.0%), VR Senior Counselor I (38.9%).

**Table 41a Percent of Retirement Eligible Classified Employees Who Actually Retire by Fiscal Year**



Source: The State's Human Resource Information System (VTHR) and Office of the State Treasurer, Retirement Division. Data include only classified employees of the Executive Branch. Projections are based on employee's age and length of creditable service at the end of each fiscal year. Includes all classified employees eligible for normal retirement during each fiscal year. Does not include early retirements or disability retirements. Please see Appendix C for a description of the method used to produce the retirement projections.

In any given fiscal year, the percentage of employees eligible to retire who do retire is relatively small. Before 2019 in years without a retirement incentive on average 17% of those eligible to retire do retire. In years with retirement incentives the percentage increases to an average of nearly 28%. What is noteworthy in Fiscal Years 2019, 2021 and 2022 is that 25% or more of those employees eligible to retire did retire. During those fiscal years we had historically high levels of retirement (See Table 32). In Fiscal Years 2023 – 2025 we have seen the percentage of employees eligible to retire who did retire drop down to an average of about 18%. This is consistent with the low rates of retirement seen in the last three consecutive fiscal years.

Table 41b shows the profile of Fiscal Year 2025 retirees. The average age at retirement was 61.7 years with 20.6 years of service. Most retirees were age 60 to 70 (63.7%). Interestingly, the highest percentage of retirees in Fiscal Year 2025 had fewer than 15 years of service (25.5%). The decision to retire is a complex one that is influenced by multiple factors. The fact that the average age of retirees was nearly 62, which is the earliest age that individual can qualify for Social Security, suggests that is a factor.

**Table 41b Profile of Fiscal Year 2025 Retirees**

Fiscal Year 2025 Retiree Profile		
	Female	Male
Sex	45.1%	54.9%
	UREG	White
Race/Ethnic Status	2.9%	97.1%
	Average Age	
	61.7	
	Age Group	
	<50 1.5%	
	50-59 29.4%	
	60-70 63.7%	
	>70 5.4%	
	Ave. Years of Service	
	20.6	
	YOS Group	
	<15 25.5%	
	15-20 15.7%	
	20-25 18.1%	
	25-30 18.1%	
	>30 22.5%	

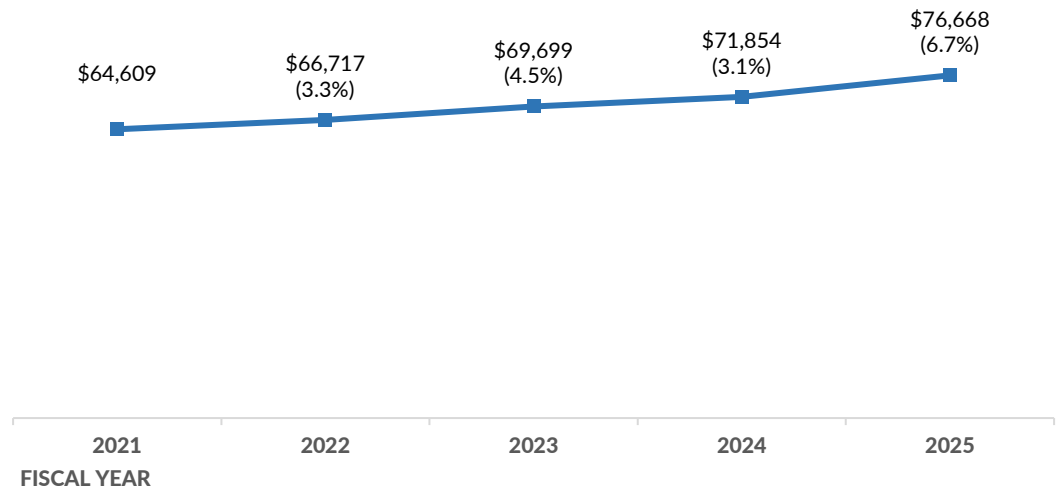
In Fiscal Years 2023 – 2025 we have seen the percentage of employees eligible to retire who did retire drop down to an average of about 18%. This is consistent with the low rates of retirement seen in the last three consecutive fiscal years.

A profile of fiscal year 2025 retirees shows that the average age at retirement was 61.7 years with 20.6 years of service. The fact that the average age of retirees was nearly 62 which is the earliest age that an individual can qualify for Social Security suggests that is a factor.

# Compensation

**Table 42** Average Salary for Full-Time Classified Employees by Fiscal Year

The percent increase in Average Salary in Fiscal Year 2025 was 6.7%.



Source: The State’s Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Years 2021 to 2025. Annual salary is base rate and does not include benefits or overtime. The percentages noted in parentheses reflect the percent change from the previous fiscal year.

At the end of Fiscal Year 2025 the average base rate salary for full-time classified employees was \$76,668, a 6.7% increase from Fiscal Year 2024.

Several factors contribute to change in average annual salary – salary adjustments negotiated as part of the current collective bargaining agreements, step advancement, classification actions, promotions, higher paid employees retiring and newly hired employees coming in lower on the pay scale all affect average salary.

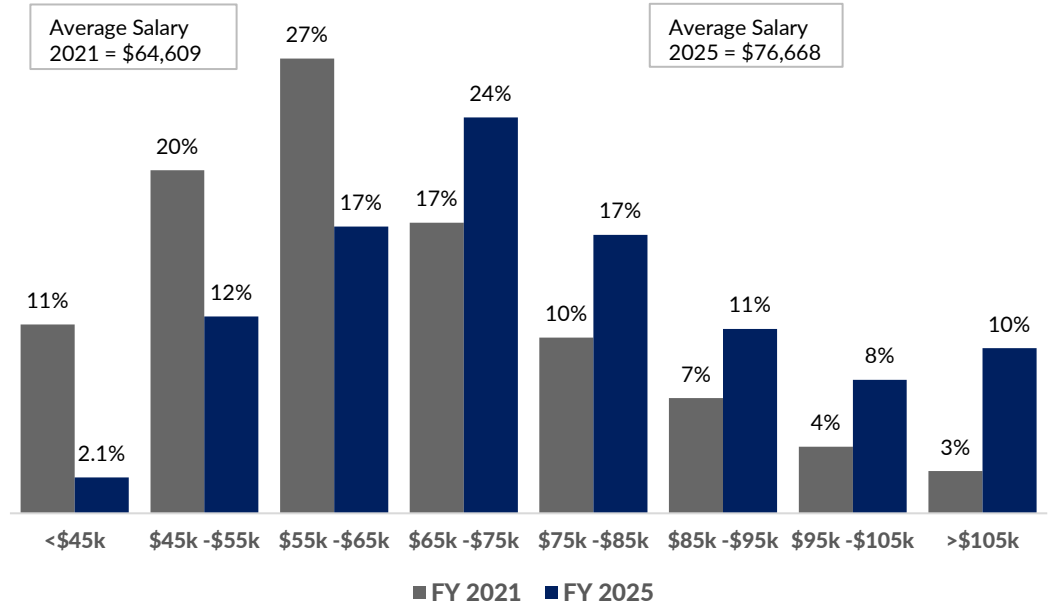
**Table 43 State of Vermont Negotiated Salary Adjustments for Classified Employees**

Fiscal Year	Total Avg. Salary Adjust.	Est. Value Steps %	Across Board Increase	Notes
1986	4.00%	0.00%	4.00%	
1987	8.00%	5.00%	3.00%	
1988	4.60%	1.60%	3.00%	
1989	6.10%	1.60%	4.50%	
1990	7.90%	2.40%	5.50%	
1991	5.90%	1.90%	4.00%	
1992	6.40%	1.90%	4.50%	
1993	1.90%	1.90%	0.00%	
1994	4.40%	1.90%	2.50%	
1995	3.30%	1.30%	2.00%	Steps delayed 3 months
1996	4.80%	1.80%	3.00%	
1997	3.80%	1.80%	2.00%	
1998	4.05%	1.80%	2.25%	
1999	4.80%	1.80%	3.00%	
2000	4.80%	1.80%	3.00%	
2001	4.80%	1.80%	3.00%	
2002	6.48%	1.98%	4.50%	ABI \$0.50/hr. (7/1/2001) and \$0.25/hr. (1/13/2002) = 4.50%
2003	4.98%	1.98%	3.00%	
2004	3.48%	1.98%	1.50%	
2005	4.48%	1.98%	2.50%	
2006	3.98%	1.98%	2.00%	
2007	3.98%	1.98%	2.00%	
2008	4.23%	1.98%	2.25%	
2009	3.50%	1.70%	1.80%	Classified managerial and confidential employees earning =/> \$60,000 a year did NOT receive the 1.8% across the board increase. (See Section 2(b) of Act 206 of the 2008 Legislative Session).
2010	3.50%	1.70%	1.80%	Classified managerial and confidential employees earning =/> \$60,000 a year also received the 1.8% across the board increase that was withheld during FY 2009. (See Section 2(b) of Act 206 of the 2008 Legislative Session)
2011	-3.00%	0.00%	-3.00%	3% salary decrease, steps frozen for two years.
2012	0.00%	0.00%	0.00%	No change in salary or step.
2013	5.94%	0.85%	2.00%	3.09% increase due to restoration from 3% pay decrease
2014	3.70%	1.70%	2.00%	
2015	4.20%	1.70%	2.50%	\$12.48 minimum wage
2016	4.20%	1.70%	2.50%	
2017	3.70%	1.70%	2.00%	
2018	4.15%	1.90%	2.25%	
2019	3.25%	1.90%	1.35%	
2020	3.25%	1.90%	1.35%	
2021	1.90%	1.90%	0.00%	One-Time \$1,400 payment, July 2020
2022	4.15%	1.90%	2.25%	
2023	4.90%	1.90%	3.00%	\$1,500 lump sum payment, January 2023
2024	3.90%	1.90%	2.00%	\$1,000 lump sum payment, January 2024
2025	6.40%	1.90%	4.50%	

State of Vermont and Vermont Troopers' Association, Inc. (VTA)				
Fiscal Year	Total Avg. Salary Adjust.	Steps %	Across Board Increase	Notes
2011	0.00%	0.00%	0.00%	3% decrease through benefit concessions. Steps frozen one year
2012	0.00%	0.00%	0.00%	Benefit concessions continued, steps frozen for one year
2013	8.60%	1.30%	0.00%	New pay chart established. Estimated value = +7.3%
2014	2.60%	2.60%	0.00%	
2015	2.60%	2.60%	0.00%	
2015	4.60%	2.60%	2.00%	
2016	4.50%	2.50%	2.00%	
2017	4.50%	2.50%	2.00%	
2018	4.75%	2.50%	2.25%	
2019	3.95%	2.70%	1.25%	
2020	4.95%	2.70%	2.25%	
2021	2.60%	2.60%	0.00%	One-Time \$1,400 payment, July 2020.
2022	4.95%	2.60%	2.25%	
2023	10.60%	2.60%	8.00%	
2024	5.60%	2.60%	3.00%	
2025	7.10%	2.60%	4.50%	

Source: Department of Human Resources.

**Table 44 Annual Salary Distribution for Full-Time Classified Employees – Fiscal Year 2021 vs. Fiscal Year 2025**



The salary distribution naturally shifts over time. The number of employees decreased in the lower pay ranges and increased in the higher pay ranges.

This shift is a natural byproduct of negotiated across the board increases and step movement. However, another significant driver is the State’s job classification process.

Source: The State’s Human Resource Information System (VTHR). Data include only full-time classified employees of the Executive Branch for Fiscal Year 2021 and 2025. Annual salary is base rate and does not include benefits or overtime.

In Fiscal Year 2025 the largest number of full-time classified employees earned between \$55,000 and \$65,000 in base rate annual salary.

The salary distribution naturally shifts over time. The number of employees decreased in the lower pay ranges and increased in the higher pay ranges. Part of this is the byproduct of negotiated across the board increases and step movement. In Fiscal Year 2025 classified employees saw an across-the-board increase of 4.5% (See Table 43).

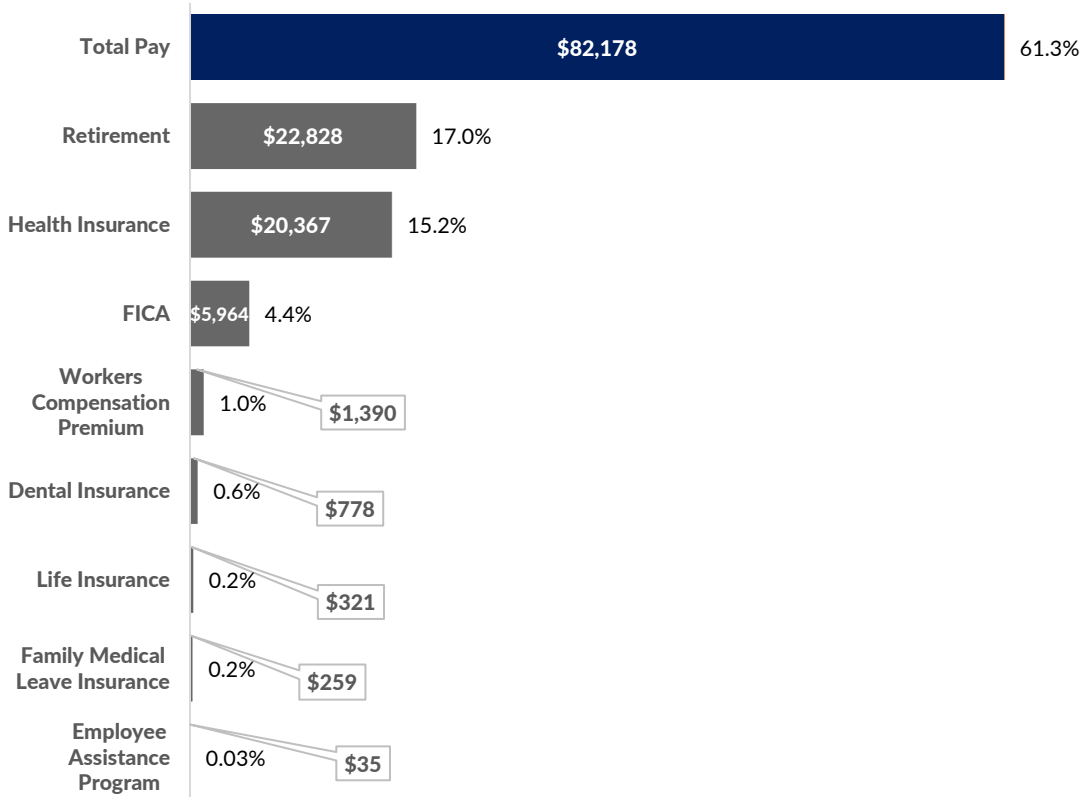
However, another significant driver of the significant decrease in both the number of employees and job classes at lower pay grades and an increase in the number of employees and job classes at higher pay grades is the result of the State’s classification system. (See Tables 50 & 51).

From Fiscal Year 2021 to Fiscal Year 2025, the largest decrease was seen in the less than \$45,000 range (-79%), which was largely due to a significant drop from Fiscal Year 2024 to 2025 due to the movement of many Correctional Officer I employees up to the next salary range due to a move to a different pay chart resulting in a higher increase than the 4.5% across the board increase seen by other classified employee. The greater than \$105,000 range saw the highest increase (321%) and now makes up 10% of the classified workforce.

**Annual Salary Distribution for Full-Time Classified Employees – Data Table**

Salary Range	2021	2022	2023	2024	2025
<\$45,000	817	636	475	482	168
\$45,000-\$55,000	1,483	1,321	1,281	990	918
\$55,000-\$65,000	1,966	1,922	1,746	1,798	1,338
\$65,000-\$75,000	1,256	1,507	1,612	1,562	1,848
\$75,000-\$85,000	760	841	1018	1,182	1,300
\$85,000-\$95,000	498	506	595	784	861
\$95,000-\$105,000	288	276	399	448	623
>\$105,000	183	290	399	500	771
<b>Total</b>	<b>7,251</b>	<b>7,299</b>	<b>7,525</b>	<b>7,746</b>	<b>7,827</b>

**Table 45 Total Compensation for Classified Executive Branch Employees – Fiscal Year 2025**



Average total compensation for classified Executive Branch employees for Fiscal Year 2025 was \$134,121.

On average, employer-paid benefits represent 38.7% of total compensation.

**Detail of Total Compensation - Executive Branch Classified <sup>1</sup> Employees Fiscal Year 2025**

Pay	Total	Cost per Employee <sup>3</sup>	% of Total Compensation
Total Pay <sup>2</sup>	\$644,436,134	\$82,178	61.3%
<b>Subtotal</b>	<b>\$644,436,134</b>	<b>\$82,178</b>	<b>61.3%</b>
<b>Employer Paid Benefits</b>			
FICA (Social Security and Medicare Deductions)	\$46,767,450	\$5,964	4.4%
Workers Compensation Premium <sup>4</sup>	\$10,902,201	\$1,390	1.0%
Retirement (State share of retirement contribution)	\$179,015,452	\$22,828	17.0%
Health Insurance (State 80% share)	\$159,721,807	\$20,367	15.2%
Dental Insurance (State 100% share)	\$6,101,008	\$778	0.6%
Life Insurance (State 75% share)	\$2,518,993	\$321	0.2%
Family Medical Leave Insurance	\$2,033,842	\$259	0.2%
Employee Assistance Program	\$277,866	\$35	0.03%
<b>Subtotal</b>	<b>\$407,338,618</b>	<b>\$51,943</b>	<b>38.7%</b>
<b>Total Compensation (Pay + Benefits)</b>	<b>\$1,051,774,752</b>	<b>\$134,121</b>	<b>100.0%</b>

<sup>1</sup> Includes bargaining unit and non-bargaining unit employees.

<sup>2</sup> Includes all categories in which employees were paid: salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage.

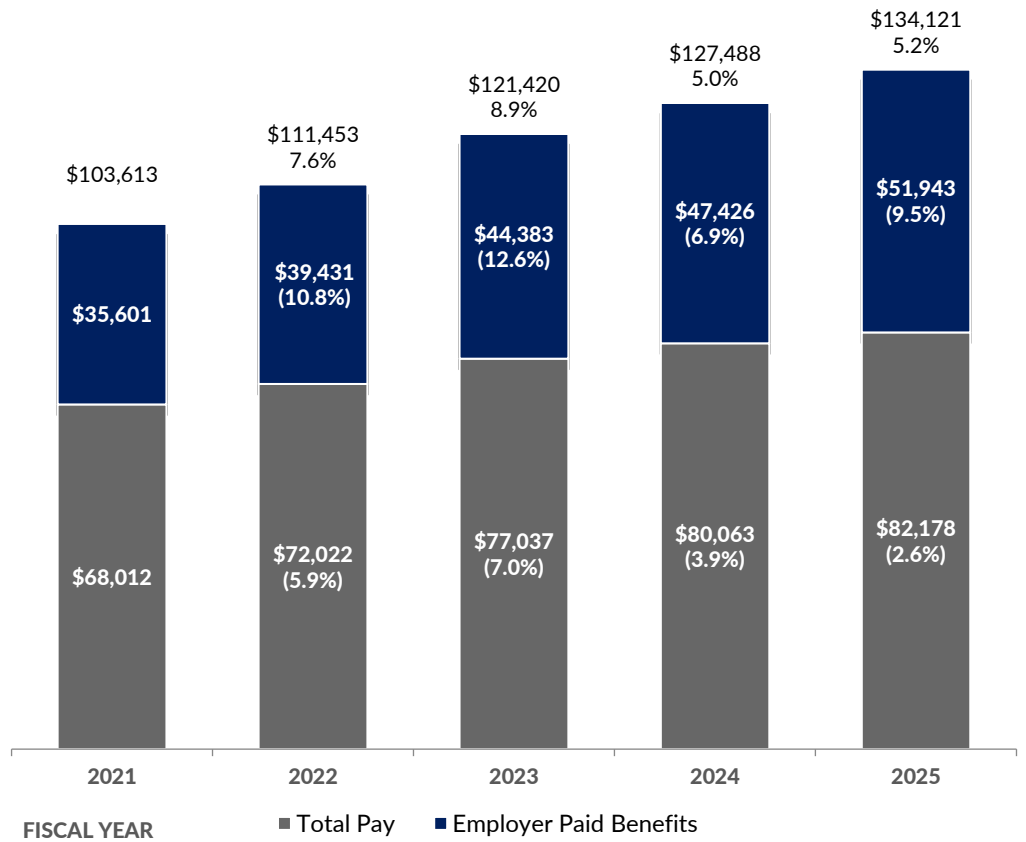
<sup>3</sup> Based on the average number of classified employees during FY '25 (7,842).

<sup>4</sup> Premium allocation estimated based on data from the Department of Finance & Management, the Risk Management division of the Department of Buildings & General Services, and the State's Human Resource Information (VTHR).

Note: "Employer Paid Benefits" includes major benefits, but not all.

**Table 46 Total Pay, Employer Paid Benefits and Total Compensation by Fiscal Year**

The significant increase in employer paid benefits was primarily driven by an increase in health insurance (+16.7%) and employer retirement (+7.0%) health insurance contributions.



Source: The State’s Human Resource Information System (VTHR). Data include classified employees of the Executive Branch for Fiscal Years 2021 to 2025. Total Pay includes all categories in which employees were paid salary, leave, overtime, shift differential, etc. Does not include expense reimbursements, such as for mileage. See Table 45 for a listing of major employer paid benefits. Total compensation is Total Pay plus Employer Paid Benefits.

Average Total Pay was \$82,178 for Fiscal Year 2025, up 2.6% from Fiscal Year 2024.

Average Employer Paid Benefits increased significantly (9.5%) from Fiscal Year 2024 to \$51,943 for Fiscal Year 2025.

Average Total Compensation for Fiscal Year 2025 was \$134,121, up 5.2% from Fiscal Year 2024.

The significant increase in employer paid benefits was primarily driven by an increase in health insurance (+16.7%) and employer retirement (+7.0%) health insurance contributions.

**Table 47 Benefit Plan Enrollment for Active Classified Employees by Fiscal Year**

Plan Type	Fiscal Year				
	2021	2022	2023	2024	2025
<b>Medical</b>					
SelectCare	6,261	6,141	6,128	6,314	6,394
TotalChoice	305	322	368	431	464
TOTAL All Plans	6,566	6,463	6,496	6,745	6,858
% of Classified Employees	85.1%	85.0%	87.2%	87.8%	87.5%
% Change from Previous FY	-1.6%	-1.6%	0.5%	3.7%	1.6%
SelectCare (Percent of Total)	95.4%	95.0%	94.3%	93.6%	93.2%
TotalChoice (Percent of Total)	4.6%	5.0%	5.7%	6.4%	6.8%
<b>Dental</b>					
Dental Enrollment	6,701	6,401	6,492	6,755	6,868
% of Classified Employees	86.9%	84.1%	85.9%	83.3%	81.6%
% Change from Previous FY	-1.7%	-4.7%	1.4%	3.9%	1.6%
<b>Life Insurance</b>					
Life Enrollment	6,415	6,368	6,580	6,891	7,079
% of Classified Employees	83.2%	83.7%	88.3%	89.7%	90.3%
% Change from Previous FY	-1.9%	-0.7%	3.2%	4.5%	2.7%
<b>Flexible Spending Accounts</b>					
Health Care	945	979	1,017	1,084	1,148
% of Classified Employees	12.3%	12.4%	12.7%	12.3%	12.1%
% Change from Previous FY	1.7%	3.5%	3.7%	6.1%	5.6%
Dependent Care	155	167	183	189	185
% of Classified Employees	2.0%	2.0%	2.1%	2.0%	2.0%
% Change from Previous FY	-8.4%	7.2%	8.7%	3.3%	-2.3%

**87% of active classified employees were enrolled in a medical plan.**

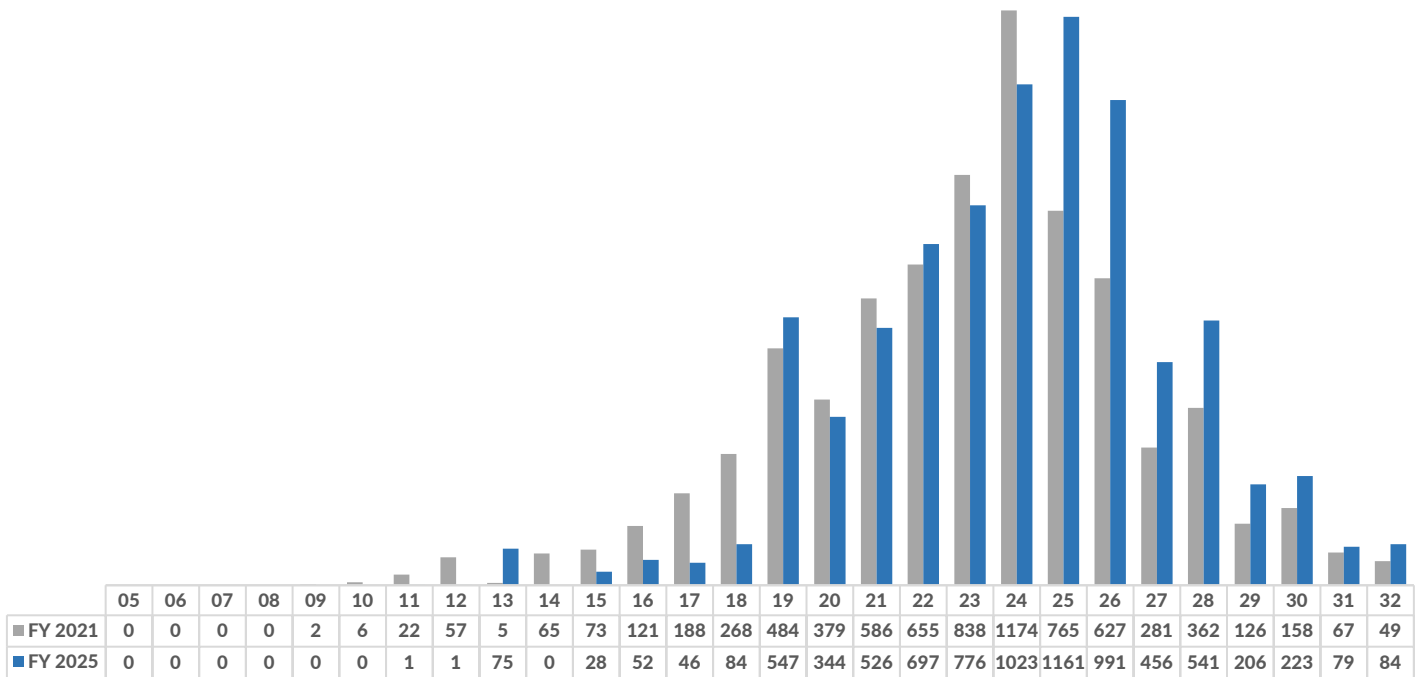
**Over 90% of active classified employees were enrolled in the life insurance benefit.**

**Enrollment in Health Care flexible spending accounts was up nearly 6%.**

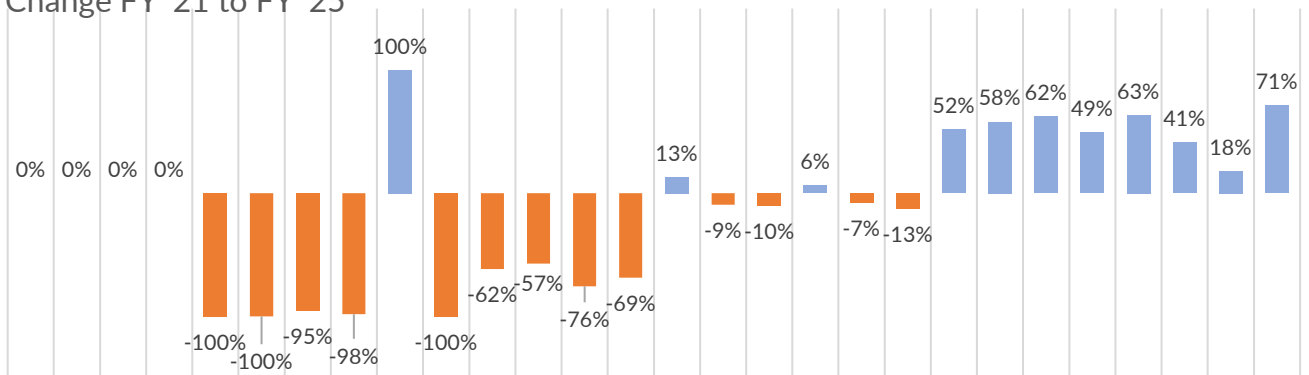
**Dependent Care flexible spending account enrollment was down slightly.**

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025. "SelectCare" is a "Point of Service" (POS) Plan in which enrollees decide whether to use a network doctor or hospital at the "point of service" each time they use a medical service. "TotalChoice" is an "indemnity" plan in which enrollees can see any provider nationwide for medical services.

**Table 48 Number of Classified Employees by Pay Grade – Fiscal Year 2021 vs. Fiscal Year 2025**



**Percent Change FY '21 to FY '25**



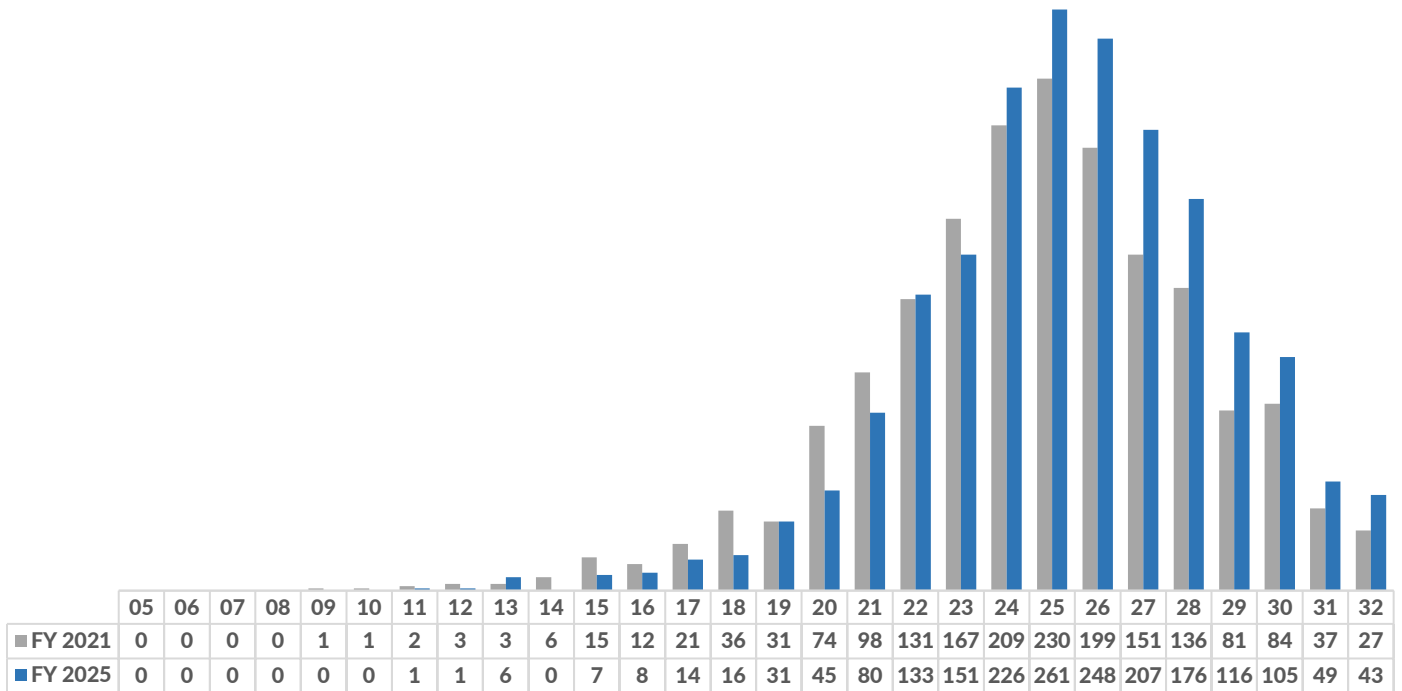
Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2021 and 2025.

**Over 96% of employees are assigned to just 14 of the 28 pay grades (pay grade 19 to 32).**

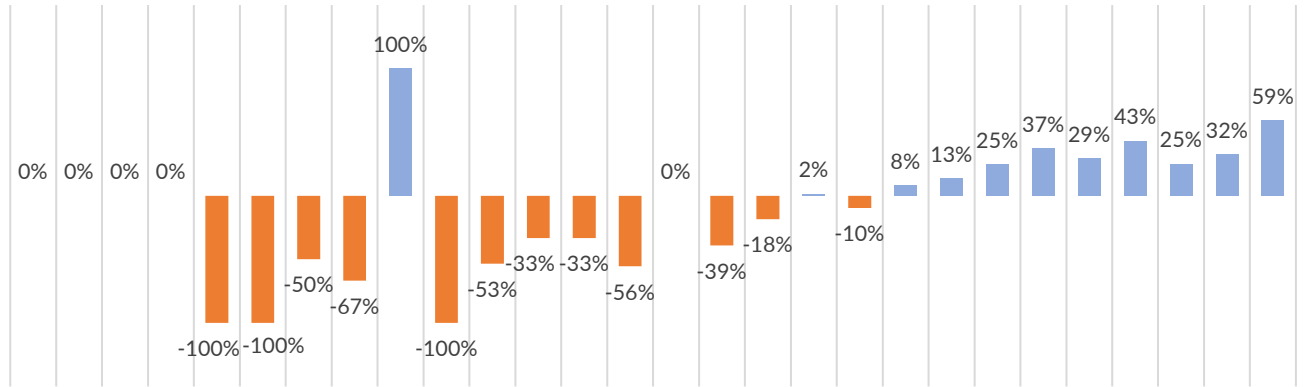
In Fiscal Year 2025 the largest number of employees were assigned to pay grade 25 (1,161 or 14.6%).

In Fiscal Year 2025 there were no employees assigned to pay grade 5 through 10. There was a total of 287 or 3.6% of employees assigned to pay grade 11 through 18. For all intents and purposes, the number of pay grades has been compressed from 28 (5 to 32) to only 14 (19 to 32), where over 96% of employees are assigned.

**Table 49** Number of Job Classes by Pay Grade – Fiscal Year 2021 vs. Fiscal Year 2025



Percent Change FY '21 to FY '25



Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2021 and 2025. Job classes are assigned to a pay grade in the salary plan.

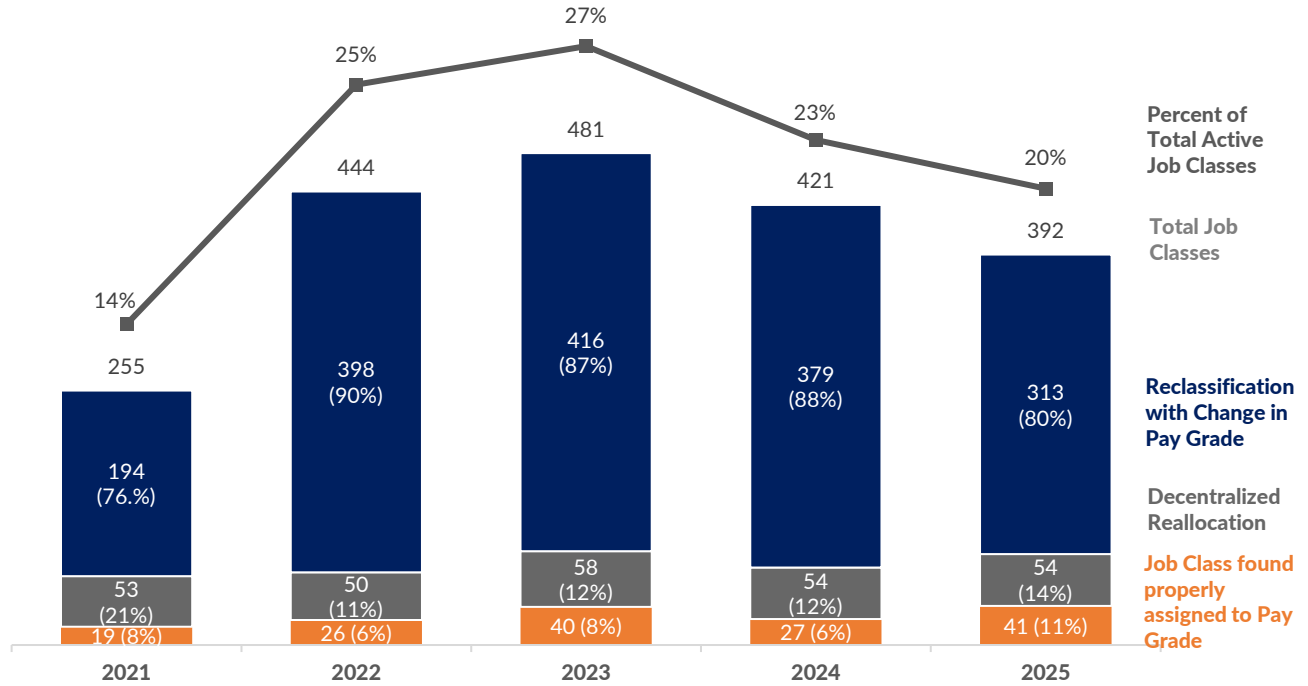
From Fiscal Year 2021 to Fiscal Year 2025 the number of job classes assigned to pay grade 23 and lower declined by 18% while those at pay grade 24 and higher increased 24%.

Nearly 90% of job classes are assigned to just 10 of the 28 pay grades (pay grade 21 to 30), which indicates a severe level of compression in range. (See also Table 48).

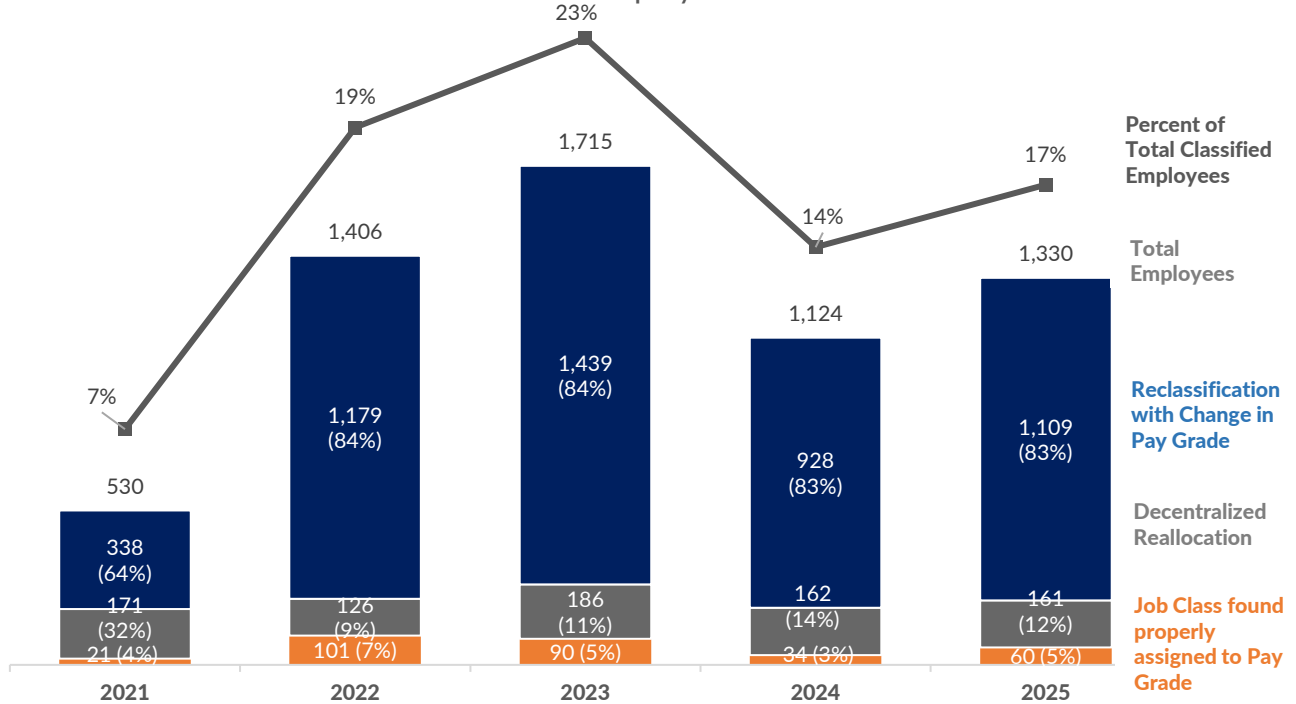
**Nearly 90% of job classes are assigned to just 10 of the 28 pay grades, which indicates a severe level of compression in range.**

**Table 50 Classification Reviews – Fiscal Year 2021 to Fiscal Year 2025**

Classification Reviews - Number of Job Classes



Classification Reviews - Number of Positions/Employees



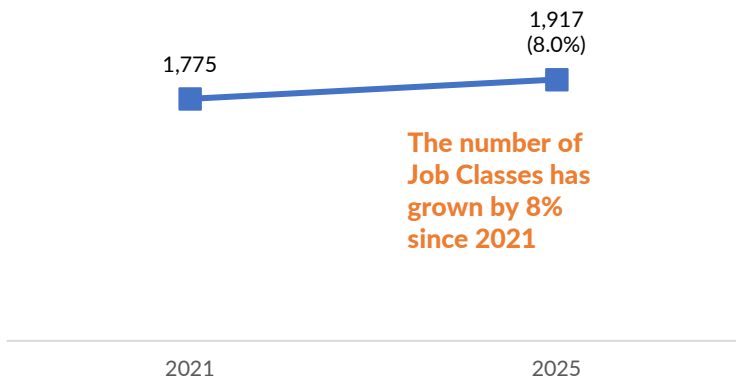
Year	2021	2022	2023	2024	2025
Estimated Annualized Cost	\$2,114,259	\$6,279,988	\$7,127,169	\$5,399,616	\$8,225,788

Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2021 and 2025. Decentralized reallocation is the process which allows an Agency or Department to reallocate a position from one designated job class to another without submitting a formal Request for Review.

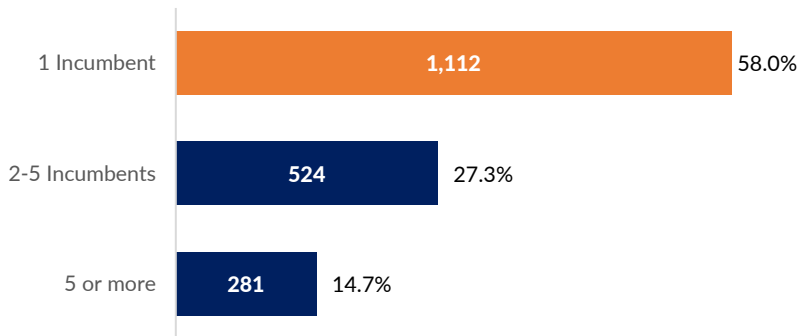
In Fiscal Year 2025 requests for review were received for 392 job classes or 20% of all active job classes. This impacted 1,330 or 17% of all classified employees.

**Table 51 Job Classes – Fiscal Year 2021 to Fiscal Year 2025**

Number of Job Classes FY '21 vs. FY '25



Number of Incumbents per Job Class



As shown in Table 50 in Fiscal Year 2025 requests for review were received for 392 job classes or 20% of all active job classes. This impacted 1,330 or 17% of all classified employees.

Excluding the pandemic influenced Fiscal Year 2021 each fiscal year anywhere from 20% to 27% of all job classes are reviewed and 80% to 90% of those reviews result in a reclassification to a higher pay grade. Similarly, the requests for review impacted 1,330 employees or 17% of all classified employees and over 80% of those requests resulted in a higher pay grade at an annualized cost of over \$8 million in Fiscal Year 2025.

As shown in Table 51 the number of job classes has grown by 8% since 2021 totaling 1,917 at the end of Fiscal Year 2025,

Nearly 60% of all job classes have only one incumbent. And less than 15% of job classes have 5 or more incumbents. There is a ratio of one job class for every 4.2 employees.

In Fiscal Year 2025 requests for review were received for 392 job classes or 20% of all active job classes. This impacted 1,330 or 17% of all classified employees.

Over 80% of requests for classification review resulted in a higher pay grade at an annualized cost of over \$8 Mil.

The number of job classes has grown by 8% since 2021 totaling 1,917 at the end of Fiscal Year 2025.

There is a ratio of one job class for every 4.2 employees

**Table 52 Lump Sum Merit Awards by Department by Fiscal Year**

Department	Fiscal Year				
	2021 Num.	2022 Num.	2023 Num.	2024 Num.	2025 Num.
Administration			1		
Agriculture, Food & Markets	30	22	43	39	20
Attorney General		1	3	1	1
Buildings & General Services	18	23	27	46	32
Children & Families	25	56	56	91	161
Commerce & Comm. Dev.	19	1	2	3	5
Corrections	88	133	79	155	115
Digital Services	1	1	8	4	6
Disabilities, Aging & Ind. Liv.	41	45	81	76	64
Education		50	1	3	1
Environmental Conservation	35	22	16	80	68
Finance & Management			1		
Financial Regulation	2	2	2	1	
Fish & Wildlife	16	13	14	30	21
Forests, Parks & Recreation	23	23	23	68	47
Green Mountain Care Board			1	1	1
Health	29	118	71	67	115
Human Resources	46	10	22	41	9
Human Services	2	2	2	6	4
Labor	3	37	13	6	1
Land Use Review Board		1			11
Libraries		7			
Liquor & Lottery	18	14	4	9	4
Mental Health	5	19	13	11	17
Military					1
Natural Resources	5	5	3	3	6
Public Safety	2	2	5	3	2
Public Service					
Secretary of State	16	10	10	14	17
Small Departments		6	4		4
State Treasurer				1	
Taxes	37	10	15	11	19
Transportation	39	30	424	40	23
Vermont Health Access	3	6	21	9	15
Vermont Veterans' Home			1	7	26
<b>Total Number</b>	<b>503</b>	<b>669</b>	<b>966</b>	<b>826</b>	<b>816</b>
<b>Total Amount</b>	<b>\$313,524</b>	<b>\$536,315</b>	<b>\$803,110</b>	<b>\$524,139</b>	<b>\$537,351</b>
<b>Average per Award</b>	<b>\$623</b>	<b>\$802</b>	<b>\$831</b>	<b>\$635</b>	<b>\$659</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified Executive Branch employees for Fiscal Years 2021 to 2025. See Personnel Policy Number 7.1 - Employee Recognition and Merit Bonus Awards). **Non-Recurring Bonus** - These are lump sum or cash-equivalent awards granted on a one-time basis that do not alter the current hourly rates of employees.

The use of merit bonus awards is a compensation tool to inspire excellence in performance and reward employees who contribute beyond expectations. It is also a retention tool.

In most fiscal years less than 10% of the workforce received a lump sum bonus with the average amount being less than \$700.

**Table 53 Step Increase Merit Awards by Department by Fiscal Year**

Department	Fiscal Year				
	2021 Num.	2022 Num.	2023 Num.	2024 Num.	2025 Num.
Administration				1	2
Agriculture, Food & Markets		4	6	3	9
Attorney General			5		
Buildings & General Services	5	3	1	3	4
Children & Families		1	5	3	4
Commerce & Comm. Dev.	5	6	2	1	5
Corrections		1	2	4	6
Digital Services		2	2	6	4
Disabilities, Aging & Ind. Liv.	2			1	1
Education		1		2	3
Environmental Conservation	2		4	5	1
Finance & Management					
Financial Regulation	1	6	5	3	7
Fish & Wildlife	1			1	1
Forests, Parks & Recreation			1		1
Green Mountain Care Board				1	
Health	1		3	5	6
Human Resources		2	9	3	1
Human Services		1	2	2	
Labor				2	3
Land Use Review Board		1			
Libraries					
Liquor & Lottery	3		4	11	4
Mental Health		1	1		2
Military			3	1	2
Natural Resources					
Public Safety		3	3	3	3
Public Service					
Secretary of State	1	7	2	10	2
Small Departments			2	1	3
State Treasurer	1	1	1	3	4
Taxes	7	3	1	4	5
Transportation	14	25	27	35	32
Vermont Health Access	1	1	6	4	2
Vermont Veterans' Home					2
<b>Total</b>	<b>44</b>	<b>68</b>	<b>97</b>	<b>118</b>	<b>119</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified Executive Branch employees for Fiscal Years 2021 and 2025. See Personnel Policy Number 7.1 - Employee Recognition and Merit Bonus Awards. **Merit Step Increase** - These increases are permanent adjustments to salary that advance the step level of the employee by one or two steps. Step increases may be appropriate when faster than normal salary advancement is warranted due to sustained, long-term (i.e., 12 months or more) performance that significantly exceeds all standards.

The use of merit bonus awards is a compensation tool to inspire excellence in performance and reward employees who contribute beyond expectations. It is also a retention tool.

On average about 1% of employees receive a merit step increase.

**Table 54 Cash Overtime Costs by Department and Fiscal Year**

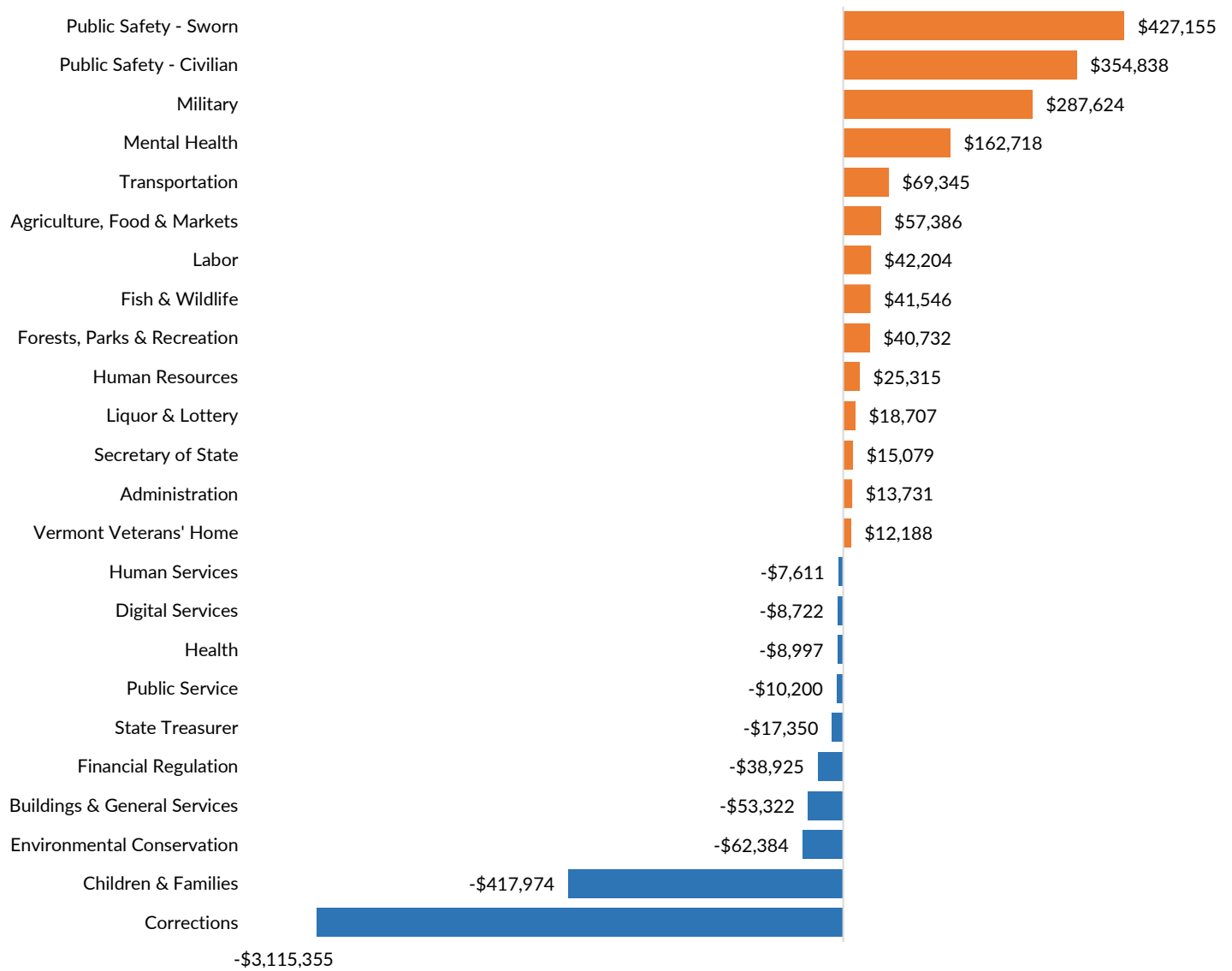
Department	Fiscal Year					% Change FY '24 to FY '25
	2021	2022	2023	2024	2025	
Administration	\$17,828	\$9,302	\$10,351	\$4,355	\$18,087	315.3%
Agriculture, Food & Markets	\$72,328	\$50,255	\$48,463	\$54,416	\$111,802	105.5%
Attorney General	\$43,441	\$48,247	\$46,825	\$53,099	\$59,053	11.2%
Buildings & General Services	\$277,546	\$315,563	\$354,167	\$466,511	\$413,189	-11.4%
Children & Families	\$1,150,301	\$1,229,061	\$1,584,073	\$2,070,008	\$1,652,034	-20.2%
Commerce & Community Development	\$33,603	\$32,040	\$29,912	\$57,178	\$50,670	-11.4%
Corrections	\$8,956,508	\$10,895,926	\$16,121,596	\$17,875,642	\$14,760,287	-17.4%
Digital Services	\$326,046	\$117,798	\$30,735	\$68,814	\$60,092	-12.7%
Disabilities, Aging & Independent Living	\$94,927	\$138,892	\$170,848	\$162,349	\$157,375	-3.1%
Education	\$73,009	\$81,855	\$73,793	\$67,647	\$72,420	7.1%
Environmental Conservation	\$185,015	\$198,305	\$207,599	\$319,390	\$257,006	-19.5%
Finance & Management	\$7,021	\$8,233	\$29,986	\$9,699	\$3,381	-65.1%
Financial Regulation	\$158,218	\$40,351	\$28,825	\$56,354	\$17,429	-69.1%
Fish & Wildlife	\$369,096	\$450,761	\$515,233	\$523,009	\$564,555	7.9%
Forests, Parks & Recreation	\$50,658	\$85,923	\$123,249	\$142,712	\$183,444	28.5%
Green Mountain Care Board	\$767	\$2,131	\$1,465	\$1,796	\$5,408	201.1%
Health	\$2,539,065	\$1,223,885	\$320,109	\$328,884	\$319,887	-2.7%
Human Resources	\$108,394	\$52,139	\$21,467	\$23,930	\$49,245	105.8%
Human Services	\$20,571	\$15,505	\$24,528	\$28,479	\$20,868	-26.7%
Labor	\$892,229	\$210,798	\$129,901	\$227,389	\$269,593	18.6%
Land Use Control Board	\$0	\$323	\$4,878	\$8,908	\$8,002	-10.2%
Libraries	\$479	\$1,101	\$1,282	\$1,319	\$383	-71.0%
Liquor & Lottery	\$126,009	\$188,571	\$179,059	\$93,988	\$112,695	19.9%
Mental Health	\$2,565,803	\$1,234,368	\$999,477	\$1,070,283	\$1,233,001	15.2%
Military	\$495,800	\$539,367	\$493,473	\$627,211	\$914,835	45.9%
Natural Resources	\$902	\$4,153	\$9,251	\$7,051	\$3,076	-56.4%
Public Safety - Civilian	\$1,029,146	\$1,173,306	\$1,603,485	\$2,738,095	\$3,092,933	13.0%
Public Safety - Sworn	\$2,723,742	\$4,112,079	\$4,445,516	\$5,526,361	\$5,953,517	7.7%
Public Service	\$1,895	\$7,860	\$25,724	\$24,161	\$13,961	-42.2%
Secretary of State	\$10,731	\$9,822	\$19,707	\$9,184	\$24,263	164.2%
Small Departments	\$141,833	\$148,082	\$148,914	\$129,532	\$136,002	5.0%
State Treasurer	\$11,029	\$35,831	\$42,595	\$56,224	\$38,874	-30.9%
State's Attorney's & Sheriffs	\$171,783	\$211,257	\$210,055	\$360,742	\$369,826	2.5%
Taxes	\$45,614	\$38,320	\$25,884	\$27,723	\$31,554	13.8%
Transportation	\$3,128,167	\$3,812,271	\$3,437,727	\$5,255,065	\$5,324,410	1.3%
Vermont Health Access	\$172,958	\$156,244	\$174,903	\$413,755	\$408,051	-1.4%
Vermont Veterans' Home	\$691,503	\$627,503	\$510,648	\$569,395	\$581,583	2.1%
<b>Total</b>	<b>\$26,693,962</b>	<b>\$27,507,428</b>	<b>\$32,205,706</b>	<b>\$39,460,661</b>	<b>\$37,292,792</b>	
	<b>% Change from Previous FY</b>	<b>3.0%</b>	<b>17.1%</b>	<b>22.5%</b>	<b>-5.5%</b>	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified, exempt and temporary) for Fiscal Years 2021 to 2025. Overtime compensation in the form of cash reported in this Table primarily consists of: (1) hours worked in excess of defined workday and/or workweek at either straight-time and time and one-half rates; (2) call-in pay at straight-time and time and one-half rates; and (3) cash "retainer" in lieu of overtime pay at 20% or 25% of base salary, (4) overtime pay on holidays.

**Corrections accounted for over 40% of the State's total overtime costs**

Overtime costs decreased 5.5% from Fiscal Year 2024 to Fiscal Year 2025. Corrections accounted for nearly 40% of the State's total overtime costs and together just three departments accounted for nearly 80% of the total cash overtime costs – Corrections, Public Safety, and Transportation.

**Table 55** Departments with the Greatest Dollar Increase/Decrease in Cash Overtime – Fiscal Year 2024 vs. Fiscal Year 2025



Source: The State's Human Resource Information System (VTHR). NOTE: graph is not to scale as Corrections \$3 Mil. overtime reduction could not be represented properly.

Corrections saw an over \$3 million reduction in cash overtime from Fiscal Year 2024 to Fiscal Year 2025 which was related to the implementation of a 12-hour “2-2-3” scheduling model and the establishment of dedicated positions to staff during hospitalizations rather than covering with field staff at overtime rates.

Departments that saw significant increases in cash overtime include Public Safety, Military and Mental Health.

**Corrections saw an over \$3 million reduction in cash overtime from Fiscal Year 2024 to Fiscal Year, which was a result of changes in their staffing approach.**

**Table 56 Compensatory Hours Earned for Overtime by Department and Fiscal Year**

Department	Fiscal Year					% Change FY '24 to FY '25
	2021	2022	2023	2024	2025	
Administration	605	382	529	838	483	-42.4%
Agriculture, Food & Markets	3,577	4,257	4,527	5,222	3,993	-23.5%
Attorney General	20	83	207	230	204	-11.2%
Buildings & General Services	4,052	5,380	6,260	5,185	4,377	-15.6%
Children & Families	11,251	11,131	13,600	10,176	8,826	-13.3%
Commerce & Community Development	1,620	1,323	1,917	1,799	1,482	-17.6%
Corrections	31,528	37,346	26,656	19,921	15,146	-24.0%
Digital Services	5,287	4,162	3,179	2,760	2,677	-3.0%
Disabilities, Aging & Independent Living	2,328	3,042	3,916	4,538	4,570	0.7%
Education	1,531	1,805	2,351	3,079	3,198	3.8%
Environmental Conservation	2,228	3,079	3,305	3,334	2,849	-14.5%
Finance & Management	1,370	1,784	1,576	1,233	1,058	-14.2%
Financial Regulation	902	688	1,403	2,284	1,458	-36.1%
Fish & Wildlife	1,994	3,007	3,867	3,485	3,191	-8.5%
Forests, Parks & Recreation	2,365	2,711	2,484	2,665	3,021	13.4%
Green Mountain Care Board	322	137	297	256	204	-20.6%
Health	11,633	5,662	7,409	9,032	8,011	-11.3%
Human Resources	204	285	746	374	195	-47.8%
Human Services	387	597	1,183	964	543	-43.7%
Labor	2,769	649	1,139	2,971	2,436	-18.0%
Libraries	8	118	175	138	73	-47.6%
Liquor & Lottery	941	888	1,544	1,254	914	-27.1%
Mental Health	5,814	3,657	1,876	2,293	2,393	4.3%
Military	2,342	3,139	3,773	3,715	4,763	28.2%
Natural Resources	57	105	54	230	145	-37.1%
Public Safety - Civilian	3,784	3,014	2,473	2,707	2,483	-8.3%
Public Safety - Sworn	3,112	4,811	5,660	4,606	5,344	16.0%
Public Service	469	467	311	192	181	-5.6%
Secretary of State	655	639	544	448	932	108.0%
Small Department	306	715	736	1,237	1,714	38.6%
State Treasurer	227	309	1,217	921	759	-17.6%
Taxes	2,361	1,119	670	1,014	1,152	13.6%
Transportation	27,654	29,496	33,721	41,438	38,248	-7.7%
Vermont Health Access	3,083	3,942	4,477	6,627	6,195	-6.5%
Vermont Veterans' Home	1,607	1,668	1,746	1,682	1,576	-6.3%
<b>Total</b>	<b>138,396</b>	<b>141,611</b>	<b>145,535</b>	<b>148,849</b>	<b>134,790</b>	
<b>% Change from Previous FY</b>		<b>2.3%</b>	<b>2.8%</b>	<b>2.3%</b>	<b>-9.4%</b>	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2021 to 2025. "Small Departments" have 15 or fewer employees (See Appendix B). Overtime reported in this Table includes compensatory time off earned for hours worked in excess of defined workday and/or workweek at either straight-time or time and time and one-half rates.

**Compensatory time off earned for overtime dropped by over 9%.**

Compensatory time off earned for overtime was 134,790 hours in Fiscal Year 2025, a 9.4% decrease from Fiscal Year 2024.

**Table 57 Compensatory Time Costs by Department and Fiscal Year**

Department	Fiscal Year					% Change FY '24 to FY '25
	2021	2022	2023	2024	2025	
Administration	\$4,766	\$22,194	\$18,181	\$25,226	\$18,513	-26.6%
Agriculture, Food & Markets	\$120,691	\$168,384	\$164,778	\$192,658	\$186,915	-3.0%
Attorney General	\$996	\$3,818	\$4,432	\$10,031	\$12,500	24.6%
Buildings & General Services	\$167,904	\$219,109	\$259,276	\$266,258	\$259,976	-2.4%
Children & Families	\$626,760	\$465,290	\$502,049	\$594,087	\$517,970	-12.8%
Commerce & Community Development	\$65,775	\$45,288	\$64,702	\$81,163	\$67,949	-16.3%
Corrections	\$1,346,066	\$1,724,926	\$1,414,761	\$1,262,128	\$1,098,253	-13.0%
Digital Services	\$208,896	\$282,130	\$133,611	\$177,906	\$148,090	-16.8%
Disabilities, Aging & Independent Living	\$100,237	\$144,050	\$142,778	\$174,201	\$188,685	8.3%
Education	\$92,161	\$56,069	\$93,420	\$103,902	\$137,657	32.5%
Environmental Conservation	\$94,042	\$113,902	\$132,746	\$170,729	\$131,958	-22.7%
Finance & Management	\$46,138	\$69,802	\$77,072	\$52,405	\$74,612	42.4%
Financial Regulation	\$34,290	\$35,181	\$62,415	\$98,780	\$103,741	5.0%
Fish & Wildlife	\$106,803	\$145,005	\$147,676	\$186,349	\$194,677	4.5%
Forests, Parks & Recreation	\$71,474	\$113,468	\$94,171	\$126,522	\$156,858	24.0%
Green Mountain Care Board	\$15,155	\$8,554	\$9,739	\$9,801	\$16,069	64.0%
Health	\$531,356	\$475,332	\$362,489	\$368,151	\$410,436	11.5%
Human Resources	\$12,128	\$12,685	\$20,203	\$31,073	\$11,510	-63.0%
Human Services	\$34,205	\$25,407	\$47,469	\$43,680	\$51,517	17.9%
Labor	\$107,738	\$41,568	\$53,785	\$60,318	\$88,398	46.6%
Natural Resources Board	\$301	\$316	\$571	\$0	\$77	n/a
Libraries	\$3,054	\$3,004	\$7,246	\$3,558	\$3,697	3.9%
Liquor & Lottery	\$27,686	\$30,724	\$57,215	\$60,687	\$54,497	-10.2%
Mental Health	\$333,972	\$327,140	\$281,812	\$317,244	\$333,148	5.0%
Military	\$138,078	\$176,919	\$195,756	\$230,411	\$297,639	29.2%
Natural Resources	\$3,408	\$5,246	\$3,457	\$6,116	\$3,359	-45.1%
Public Safety - Civilian	\$190,073	\$142,636	\$126,101	\$128,106	\$137,895	7.6%
Public Safety - Sworn	\$450,084	\$545,391	\$561,952	\$633,442	\$669,762	5.7%
Public Service	\$10,804	\$21,956	\$17,173	\$15,117	\$13,225	-12.5%
Secretary of State	\$31,604	\$43,086	\$27,410	\$27,384	\$37,960	38.6%
Small Departments	\$9,967	\$25,701	\$17,867	\$13,978	\$12,220	-12.6%
State Treasurer	\$4,060	\$12,958	\$11,771	\$16,284	\$22,392	37.5%
State's Attorney's & Sheriffs	\$2,569	\$11,000	\$8,959	\$33,251	\$50,640	52.3%
Taxes	\$45,488	\$69,349	\$41,067	\$25,386	\$45,433	79.0%
Transportation	\$1,213,800	\$1,431,062	\$1,418,842	\$1,787,499	\$1,941,792	8.6%
Vermont Health Access	\$181,154	\$136,513	\$145,681	\$221,299	\$249,999	13.0%
Vermont Veterans' Home	\$126,775	\$132,789	\$128,508	\$168,854	\$180,401	6.8%
<b>Total</b>	<b>\$6,560,455</b>	<b>\$7,287,954</b>	<b>\$6,857,141</b>	<b>\$7,723,984</b>	<b>\$7,930,421</b>	<b>2.7%</b>
<b>% Change from Previous FY</b>		<b>11.1%</b>	<b>-5.9%</b>	<b>12.6%</b>	<b>2.7%</b>	

Source: The State's Human Resource Information System (VTHR). Data include all Executive Branch employees (classified and exempt) for Fiscal Years 2021 to 2025. "Small Departments" have 15 or fewer employees (See Appendix B). Payment for compensatory time off as reported in this Table includes: (1) compensatory time used; and (2) payment of unused accrued compensatory time upon separation or as specified in the Labor Agreements.

Compensatory time costs increased 2.7% from Fiscal Year 2024 to Fiscal Year 2025.

**Table 58 Employees Hired into Range by Department by Fiscal Year**

Department	Fiscal Year				
	2021 Num.	2022 Num.	2023 Num.	2024 Num.	2025 Num.
Administration		1	2		
Agriculture, Food & Markets	3	4	3	1	3
Attorney General	2		2		
Buildings & General Services	1	5	4	6	10
Children & Families	3	4	6	14	9
Commerce & Comm. Dev.	2	7	4	2	2
Corrections	1	4	4	2	7
Digital Services	6	6	5	4	7
Disabilities, Aging & Ind. Liv.	2	9	9	13	9
Education	2	4	10	8	9
Environmental Conservation	1	5	6	6	5
Finance & Management	1				1
Financial Regulation	2	3	2	3	6
Fish & Wildlife		1		2	1
Forests, Parks & Recreation		2	3	3	4
Green Mountain Care Board		3	3	1	6
Health	10	30	28	23	24
Human Resources		3	2	4	1
Human Services	1	1	2		3
Labor		4	10	7	2
Land Use Review Board				1	1
Libraries		1	1		1
Liquor & Lottery	2	2	1	3	
Mental Health	1	3	8	33	26
Military			1	1	
Natural Resources		1		1	2
Public Safety	2	6	4	7	14
Public Service		2	4	5	2
Secretary of State	1	1	1	4	
Small Departments	3		1		
State Treasurer			1	1	
Taxes	1	2	3	2	6
Transportation	3	7	9	9	7
Vermont Health Access	3	3	11	4	4
Vermont Veterans' Home	3	3	8	10	5
<b>Total</b>	<b>56</b>	<b>131</b>	<b>158</b>	<b>185</b>	<b>180</b>

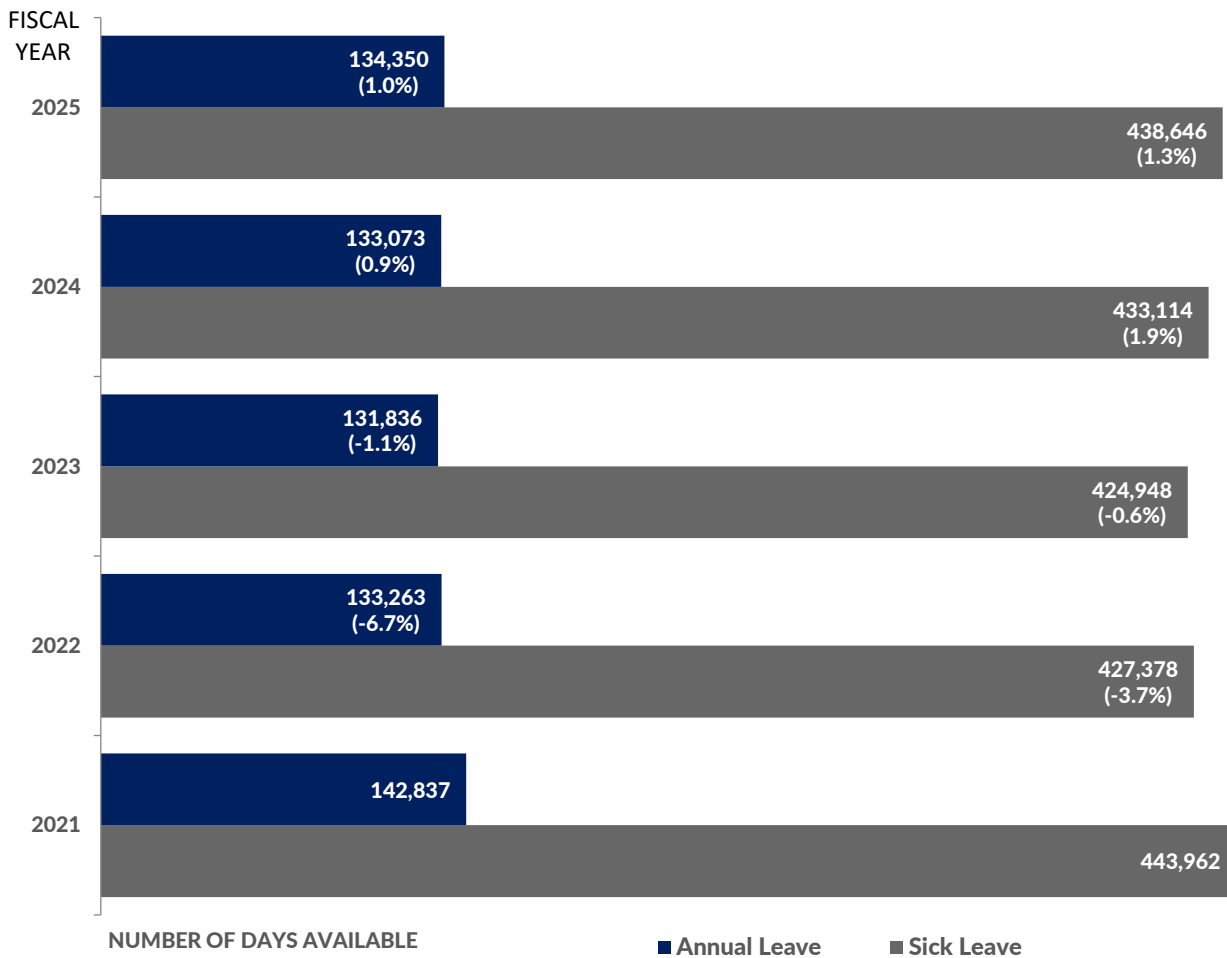
Source: The State's Human Resource Information System (VTHR). Data include all classified Executive Branch employees for Fiscal Years 2021 to 2025. "Small Departments" have 15 or fewer employees (See Appendix B). See Personnel Policy Number 12.2 - Hire-Into-Range.

Hire into range is a compensation tool to provide for the initial hiring above the entry rate in cases where there's a shortage of qualified applicants, when entry rates lag the relevant labor market and/or when a candidate possesses exceptional and outstanding qualifications. On average about 10% of initial classified hires are hired above the minimum of the pay range.

The number of hires into range has increased over the period shown. This is a function of the increased number of hires, especially in Fiscal Years 2022 and 2023 (See Table 25). In addition, the percentage of initial hires who are hired into range has increased from 9% of hires in Fiscal Year 2021 to 17% of hires in Fiscal Year 2025. This reflects the highly competitive labor market that the State has faced for the last several fiscal years (See Table 20).

The percentage of initial hires who are hired into range has increased from 9% of hires in Fiscal Year 2021 to 17% of hires in Fiscal Year 2025.

**Table 59 Total Sick and Annual Leave Balances for Classified Employees by Fiscal Year**



Source: The State’s Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Years 2021 to 2025. The percentages noted in parentheses reflect the percent change from the previous fiscal year. Sick and annual leave accrue each pay period at a rate based on an employee’s years of service. There is no limit placed on the total accumulation of earned sick leave hours. Accumulation of annual leave is capped at different levels based on an employee’s years of service, and is paid off, in whole or in part, upon separation from employment. For purposes of this Table the number of days is based on an 8-hour day and is rounded to the nearest day. (Some protective services employees have a “standard day” that is greater than eight hours). Leave balances as reported here are as of the end of each fiscal year.

Total annual leave balances increased slightly (1.0%) in Fiscal Year 2025. Accumulated annual leave is paid off, in whole or in part, upon separation from employment.

Total sick leave balances increased 1.3% in Fiscal Year 2025.

Annual leave balances grew dramatically starting in February 2020 as Stay Home, Stay Safe orders and travel restrictions took hold due to the COVID-19 pandemic. The increase in annual leave balances continued into Fiscal Year 2021. Annual leave balances as of the end of Fiscal Year 2021 were at a multiyear high. In Fiscal Year 2022 as immunization for COVID-19 became more widespread and as travel and other restrictions lessened, annual leave use increased so overall balances decreased for the first time in two fiscal years. Fiscal Year 2023 saw further decreases. Annual leave balances seem to have stabilized in Fiscal Year 2024 in the first fully post pandemic fiscal year, and that has continued into Fiscal Year 2025.

**17**  
Average number of accumulated annual leave days per employee.

**55**  
Average number of accumulated sick leave days per employee.

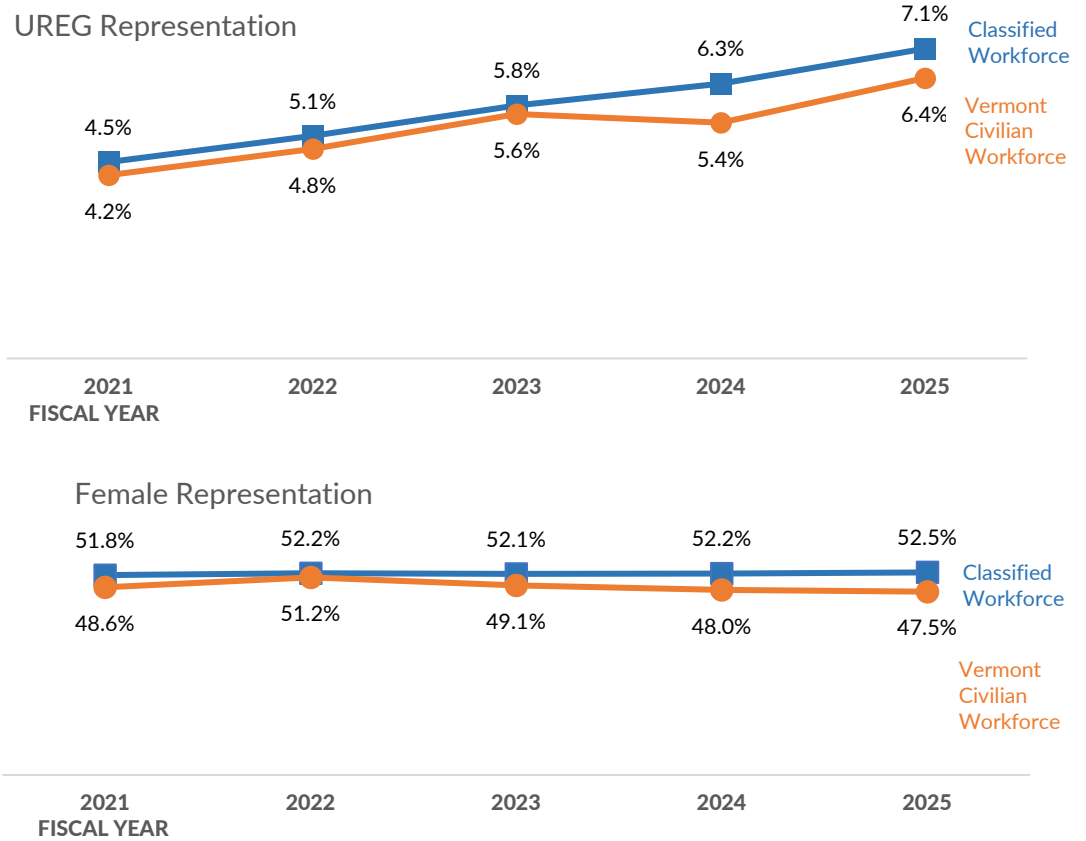
# Equal Employment Opportunity

For Fiscal Year 2025, representation of Underrepresented Racial and Ethnic Groups (UREG) in the classified workforce was 7.1%.

UREG representation in the classified workforce is at its highest rate ever, an over 70% increase in numbers since Fiscal Year 2021.

Female representation in the classified workforce has consistently been higher than in the Vermont civilian workforce.

**Table 60 Underrepresented Racial and Ethnic Groups (UREG) and Sex Composition of Classified Workforce Compared to Vermont Civilian Workforce**



Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021 to Fiscal Year 2025. See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report. NOTE: Labor Market and VT Population data from U.S. Department of Labor, Bureau of Labor Statistics (BLS) Local Unemployment Statistics (LAUS) program (<https://www.bls.gov/lau/ex14tables.htm>). Civilian Labor Force population estimates presented here are obtained from the annual averages published in the table "Employment status of the civilian noninstitutional population in states by sex, race, Hispanic or Latino ethnicity, marital status, and detailed age." LAUS data come from the Current Population Survey (CPS), the household survey that is the official measure of the labor force for the nation. This survey data is subject to sampling variability, and this is especially true when working with small sample sizes. Vermont's total labor force and population estimates are subject to such fluctuations and should be interpreted carefully.

For Fiscal Year 2025, representation of Underrepresented Racial and Ethnic Groups (UREG) in the classified workforce was 7.1%. Since 2021 the number of UREG in the State of Vermont classified workforce has accelerated rapidly with an over 70% increase.

The U.S. Bureau of Labor Statistics estimates a 6.4% UREG representation in the civilian workforce. However, this estimate can be highly variable because of sampling.

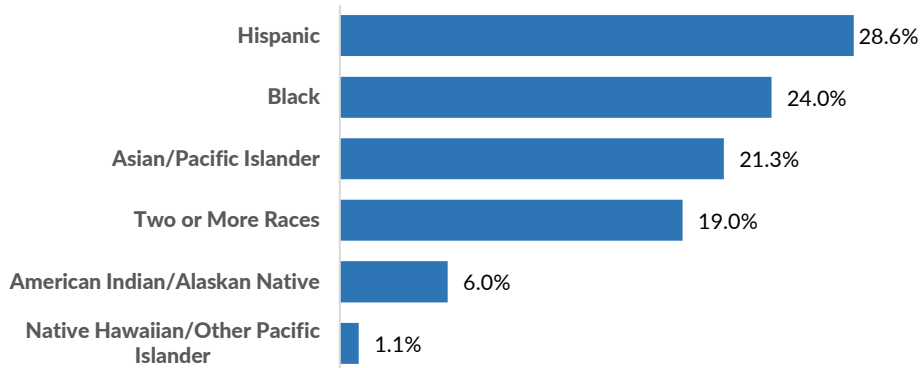
For Fiscal Year 2025, female representation in the classified workforce was 52.5%. The U.S. Bureau of Labor Statistics estimates a 47.5% female representation in the civilian workforce.

**Table 61 Underrepresented Racial and Ethnic Groups (UREG) and Sex Profile - Fiscal Year 2025**

	Gender*			Race/Ethnic Status		
	Female	Male	Total	UREG	White	Total
<b>Number</b>	4,168	3,759	7,941	<b>Number</b>	567**	7,374
<b>Percent</b>	52.5%	47.3%	99.8%	<b>Percent</b>	7.1%	92.9%
<b>Average Salary</b>	\$76,357	\$77,048	\$76,668	<b>Average Salary</b>	\$68,927	\$77,268
<b>Turnover</b>	10.7%	13.4%	12.0%	<b>Turnover</b>	20.3%	11.4%
<b>Average Age</b>	45.6	44.4	45.0	<b>Average Age</b>	41.3	45.3
<b>Generation</b>				<b>Generation</b>		
<b>Pre-Baby Boom</b>	0.0%	0.03%	0.01%	<b>Pre-Baby Boom</b>	0.0%	0.01%
<b>Baby Boom</b>	11.9%	11.4%	11.7%	<b>Baby Boom</b>	6.3%	12.1%
<b>Generation X</b>	40.1%	36.6%	38.4%	<b>Generation X</b>	29.8%	39.1%
<b>Millennial</b>	40.3%	41.6%	40.9%	<b>Millennial</b>	51.3%	40.1%
<b>Gen Z</b>	7.6%	10.4%	9.0%	<b>Gen Z</b>	12.5%	8.7%
<b>Ave. Years of Service</b>	9.9	10.4	10.1	<b>Ave. Years of Service</b>	6.0	10.4

**Underrepresented Racial and Ethnic Groups (UREG) employees had a lower average salary and a higher turnover rate compared to white employees.**

\*\* Detail on UREG Representation



**Male and female employees have nearly identical average annual salaries.**

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2025. See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report. See Note on Table 15b for definitions of Generations. \*Fiscal Year 2025 was the first year in which the state offered a non-binary option for the collection of data on gender. However, the number reporting non binary is so small as to make the statistics unreliable, so they are not reported in this table.

For Fiscal Year 2025, Underrepresented Racial and Ethnic Groups (UREG) employees had a lower average age (41.3 vs. 45.3), a lower average years of service (6.0 vs. 10.4), and nearly double the turnover rate (20.3% vs. 11.4%) compared to white employees.

Male and female employees have nearly identical average annual salaries. A pay gap analysis finds that there is a slight (less than 2%) difference between the median salary for full time male employees versus female employees (\$74,110 and \$72,675). However, there is a 10.9% difference (gap) between the median salary for full time employees who identify as UREG versus white employees (\$66,061 and \$74,110).

A pay gap analysis<sup>2</sup> does not in itself indicate a lack of pay equity. Job related factors likely account for this gap, especially the difference in median step (UREG median step = 4 vs. white median step = 7). This is consistent with the already noted difference in the average years of service between UREG employees and white employees (6.0 vs. 10.4).

<sup>2</sup> A pay gap analysis provides a high-level view of any differences in pay between groups without accounting for job related factors, such as occupational differences, tenure and so on. A more detailed pay equity analysis would be required to identify if there is a difference between similarly situated individuals. [Managing Pay Equity](#), Society for Human Resource Management, March 13, 2023.

**Table 62 Underrepresented Racial and Ethnic Groups (UREG) Representation for Classified Job Titles – Fiscal Year 2025**

UREG Representation of Most Populous Job Titles FY '25			Job Titles with the Highest UREG Representation FY '25		
Job Title	Total Num.	% UREG	Job Title	Total Num.	% UREG
Correctional Officer I	272	22.8%	Corrections Services Specialist II	25	28.0%
Trooper	153	11.8%	Correctional Officer I	272	22.8%
Transportation Operations Technician II	138	4.3%	MV Direct Client Services Specialist I	45	22.2%
District Family Services Worker	137	11.7%	Registered Nurse II - CSN	29	20.7%
Correctional Officer II	107	15.9%	IT Systems Developer III	31	19.4%
Benefits Programs Specialist	100	7.0%	Family Services Worker Trainee	16	18.8%
Probation & Parole Officer II	90	6.7%	Family Services Supervisor	46	17.4%
Transportation Operations Technician III	84	1.2%	Civil Engineer II	30	16.7%
Administrative Services Coordinator II	73	5.5%	Civil Engineer I	25	16.0%
Sergeant	73	1.4%	Correctional Officer II	107	15.9%
Administrative Services Coordinator I	69	4.3%	Correctional Educator	19	15.8%
Environmental Analyst V - General	69	4.3%	Education Programs Coordinator I	19	15.8%
Program Technician II	55	12.7%	Public Health Analyst III	20	15.0%
Reach Up Case Manager II	53	1.9%	Administrative Services Manager I	28	14.3%
BGS Custodian II	52	7.7%	Licensed Nursing Assistant	43	14.0%
Family Services Supervisor	46	17.4%	VVH Institutional Custodian	15	13.3%
Environmental Analyst VI	46	4.3%	PH Nutritionist I	15	13.3%
MV Direct Client Services Specialist I	45	22.2%	Community Correctional Officer	31	12.9%
Financial Manager I	45	4.4%	Environmental Analyst IV - General	31	12.9%
Licensed Nursing Assistant	43	14.0%	Job Center Specialist II	31	12.9%
Transportation Operations Technician I	43	7.0%	Program Technician II	55	12.7%
Administrative Services Technician IV	42	11.9%	Administrative Services Technician IV	42	11.9%
AOT Area Maintenance Supervisor II	41	4.9%	Trooper	153	11.8%
Correctional Facility Shift Supervisor	41	4.9%	Motor Vehicle Inspector	17	11.8%
Environmental Analyst VII - General	39	5.1%	District Family Services Worker	137	11.7%

Source: The State's Human Resource Information System (VTHR). This table shows UREG representation for classified employees in the 25 most populous job titles, as well as the 25 classified job titles (with 15 or more employees) with the highest UREG representation for Fiscal Year 2025. See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report.

The most populous job title, Correctional Officer I with 22.8% representation of Underrepresented Racial and Ethnic Groups (UREG), was above the classified workforce average for UREG representation of 7.1%.

Other most populous job titles with above average UREG representation include Motor Vehicle Direct Client Services Specialist I (22.2%), Family Services Supervisor (17.4%), Correctional Officer II (15.9%), and Licensed Nursing Assistant (14.0%).

The top job titles with the highest UREG representation include Corrections Services Specialist II (28.0%), Correctional Officer I (22.8%), MV Direct Client Services Specialist I (22.2%), Registered Nurse II – CSN (20.7%), and IT Systems Developer III (19.4%).

# Department Statistics

**Table 63 Key Metrics by Department – Fiscal Year 2025**

Department	Num.	FTEs	Ave. Age	Ave. LOS	Generation							
					Silent	Baby Boom	Gen X	Millennial	Gen Z	Female	Male	UREG
Administration	22	22.0	46.7	11.4	0.0%	14%	45%	27%	14%	77.3%	22.7%	18.2%
Agriculture	143	142.8	43.4	9.4	0.0%	12%	27%	54%	8%	54.5%	44.8%	2.1%
Attorney General	34	34.0	49.7	12.4	0.0%	24%	50%	26%	0%	67.6%	32.4%	5.9%
Buildings & General Services	316	315.8	48.8	10.5	0.0%	21%	41%	32%	7%	25.9%	74.1%	6.0%
Cannabis Control Board	20	19.8	44.4	7.5	0.0%	5%	40%	55%	0%	70.0%	30.0%	10.0%
Children & Families	940	933.3	45.6	10.4	0.0%	9%	45%	39%	7%	81.5%	18.5%	6.6%
Commerce & Comm. Dev.	77	77.0	47.5	9.9	0.0%	16%	38%	42%	5%	63.6%	36.4%	3.9%
Corrections	905	905.0	41.1	10.4	0.0%	6%	33%	43%	18%	30.5%	69.5%	13.1%
Digital Services	346	345.8	45.4	9.8	0.0%	11%	36%	45%	8%	30.3%	69.1%	8.1%
Disabilities, Aging & Ind. Liv.	306	298.4	48.5	9.3	0.0%	17%	45%	36%	2%	75.8%	23.5%	4.2%
Education	156	155.3	48.1	9.3	0.0%	17%	41%	38%	4%	73.7%	25.6%	4.5%
Environmental Conservation	331	327.8	44.3	9.8	0.0%	12%	36%	43%	9%	55.0%	45.0%	6.0%
Finance & Management	25	25.0	49.6	12.9	0.0%	24%	44%	28%	4%	52.0%	48.0%	0.0%
Financial Regulation	86	84.9	49.2	9.8	0.0%	17%	48%	34%	1%	68.6%	31.4%	8.1%
Fish & Wildlife	139	138.8	43.7	13.4	0.0%	6%	37%	51%	6%	28.1%	71.9%	1.4%
Forests, Parks & Recreation	129	127.6	45.2	9.6	0.0%	10%	40%	47%	4%	39.5%	60.5%	7.0%
Green Mountain Care Board	20	20.0	39.7	4.9	0.0%	0%	25%	60%	15%	75.0%	25.0%	10.0%
Health	585	580.0	44.5	9.2	0.0%	12%	35%	45%	8%	78.8%	20.9%	7.2%
Human Resources	98	96.8	47.0	11.7	0.0%	15%	39%	40%	6%	76.5%	23.5%	4.1%
Human Services	61	61.0	45.9	9.1	0.0%	10%	38%	46%	7%	68.9%	31.1%	13.1%
Labor	220	220.0	48.6	9.5	0.0%	17%	44%	35%	5%	64.1%	35.9%	9.1%
Land Use Review Board	22	21.8	50.0	14.2	0.0%	14%	55%	32%	0%	77.3%	22.7%	0.0%
Libraries	16	16.0	49.1	13.2	0.0%	31%	31%	31%	6%	56.3%	43.8%	6.3%
Liquor & Lottery	64	63.8	44.6	9.7	0.0%	13%	38%	36%	14%	39.1%	60.9%	6.3%
Mental Health	207	205.8	45.4	8.0	0.0%	13%	38%	43%	6%	64.3%	34.8%	10.6%
Military	140	138.3	44.6	9.7	0.0%	14%	34%	40%	13%	22.1%	77.9%	3.6%
Natural Resources	23	23.0	44.4	12.3	0.0%	17%	26%	48%	9%	78.3%	21.7%	8.7%
Public Safety - Civilian	221	220.6	45.3	9.4	0.0%	13%	41%	34%	12%	51.1%	48.9%	3.6%
Public Safety - Sworn	308	307.0	37.7	10.2	0.0%	1%	28%	53%	18%	20.1%	79.9%	7.8%
Public Service	51	51.0	46.6	7.9	0.0%	8%	55%	35%	2%	51.0%	49.0%	7.8%
Secretary of State	72	72.0	47.2	10.8	0.0%	13%	46%	39%	3%	65.3%	33.3%	5.6%
Small Department	43	42.9	47.8	10.3	0.0%	16%	35%	44%	5%	58.1%	41.9%	7.0%
State Treasurer	35	35.0	46.1	9.8	0.0%	11%	40%	43%	6%	51.4%	48.6%	11.4%
Taxes	132	132.0	46.8	9.4	0.0%	22%	30%	38%	10%	67.4%	32.6%	3.0%
Transportation	1176	1175.1	45.0	11.4	0.1%	11%	40%	38%	11%	30.1%	69.6%	6.1%
Vermont Health Access	345	343.2	45.3	9.2	0.0%	11%	37%	48%	4%	78.0%	22.0%	4.6%
Vermont Veterans' Home	127	125.8	48.3	8.0	0.00%	19%	43%	31%	7%	76.4%	23.6%	14.2%
<b>Total</b>	<b>7941</b>	<b>7904.2</b>	<b>45.0</b>	<b>10.1</b>	<b>0.01%</b>	<b>12%</b>	<b>38%</b>	<b>41%</b>	<b>9%</b>	<b>52.5%</b>	<b>47.3%</b>	<b>7.1%</b>

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2025.

Note: Num. – Number of employees. FTEs – Full-Time Equivalents (See Note on Table 1). Ave. Los = Average Length of Service. Generation (See Note on Table 15a for definitions). See Appendix D for the definition of Underrepresented Racial and Ethnic Groups (UREG) as used in this report.

**Table 63 Key Metrics by Department – Fiscal Year 2025 (Continued)**

Department	Hires		Internal Move			Turnover				Total Move.	Total Outflow	Retirement Elig.	
	Num.	Rate	Pro.	Dem.	Xfer.	Vol.	Invol.	Retire	Total			Current FY '25	5 year FY '30
Administration	2	10.8%			2	5.4%	0.0%	0.0%	5.4%	0.0%	5.4%	9.1%	31.8%
Agriculture	7	4.9%	2		3	4.2%	0.0%	0.7%	4.9%	0.7%	5.5%	9.8%	16.8%
Attorney General	1	2.9%	4		3	2.9%	0.0%	0.0%	2.9%	12.1%	15.2%	20.6%	44.1%
Buildings & General Services	52	16.6%	24	6	6	8.0%	1.0%	5.4%	14.6%	1.5%	15.5%	14.9%	33.2%
Cannabis Control Board	3	17.6%	2			11.8%	5.9%	0.0%	17.6%	0.0%	17.6%	0.0%	5.0%
Children & Families	113	12.1%	64	16	31	8.0%	0.4%	1.3%	9.8%	1.7%	11.4%	6.3%	17.8%
Commerce & Comm. Dev.	11	14.7%	7		3	6.7%	0.0%	2.7%	9.3%	4.0%	13.2%	13.0%	26.0%
Corrections	211	23.1%	121	15	17	17.0%	5.0%	2.6%	25.0%	1.1%	25.6%	8.1%	18.2%
Digital Services	33	9.6%	12	3	2	3.8%	0.3%	2.6%	7.0%	1.4%	8.3%	9.0%	19.4%
Disabilities, Aging & Ind. Liv.	25	8.1%	18	4	14	4.8%	1.0%	3.9%	9.7%	1.9%	11.3%	8.5%	26.5%
Education	18	11.5%	7	1	6	7.6%	0.0%	2.5%	10.2%	1.3%	11.3%	11.5%	28.8%
Environmental Conservation	32	9.7%	27	4	4	6.6%	0.0%	2.4%	9.1%	0.9%	9.8%	8.8%	18.4%
Finance & Management	1	3.8%	3		1	3.8%	0.0%	3.8%	7.5%	7.5%	15.1%	8.0%	24.0%
Financial Regulation	10	11.6%	7		1	4.7%	1.2%	1.2%	7.0%	1.2%	8.1%	7.0%	19.8%
Fish & Wildlife	6	4.3%	7		2	1.4%	0.0%	1.4%	2.8%	1.4%	4.2%	15.8%	23.7%
Forests, Parks & Recreation	12	9.3%	16	1	4	6.2%	0.0%	3.9%	10.1%	0.8%	10.5%	8.5%	18.6%
Green Mountain Care Board	7	38.9%		1	1	22.2%	0.0%	5.6%	27.8%	5.4%	32.4%	0.0%	5.0%
Health	61	10.3%	31	6	9	5.7%	1.9%	1.2%	8.8%	2.4%	11.2%	7.7%	18.6%
Human Resources	9	9.4%	1	1	2	3.1%	0.0%	3.1%	7.3%	0.0%	7.1%	16.3%	25.5%
Human Services	6	10.5%	4	1	1	3.5%	0.0%	0.0%	3.5%	7.3%	10.9%	9.8%	14.8%
Labor	32	14.9%	14	4	4	5.6%	0.9%	2.3%	8.9%	2.8%	11.5%	11.4%	24.5%
Land Use Review Board	1	4.7%				4.7%	0.0%	4.7%	9.3%	0.0%	8.9%	18.8%	37.5%
Libraries	2	12.5%		1	2	6.3%	0.0%	6.3%	12.5%	19.4%	32.3%	12.5%	23.4%
Liquor & Lottery	9	14.3%	5			9.5%	6.3%	4.8%	20.6%	3.1%	23.1%	6.3%	17.9%
Mental Health	71	35.9%	20	3	4	15.7%	6.6%	3.5%	25.8%	2.5%	27.7%	8.6%	22.1%
Military	16	11.5%	10	1		8.6%	1.4%	2.2%	12.9%	0.0%	12.7%	17.4%	26.1%
Natural Resources	3	13.6%	4			4.5%	0.0%	0.0%	4.5%	9.5%	14.3%	22.7%	27.3%
Public Safety - Civilian	33	15.3%	18		1	9.3%	0.9%	1.9%	12.1%	0.9%	12.8%	9.5%	19.5%
Public Safety - Sworn	43	13.6%	20		40	7.3%	0.0%	4.8%	12.0%	0.9%	12.5%	4.9%	21.4%
Public Service	8	16.5%	4	1	1	4.1%	0.0%	2.1%	6.2%	0.0%	6.1%	2.0%	9.8%
Secretary of State	7	9.9%	1		1	5.7%	0.0%	0.0%	5.7%	1.4%	7.1%	5.6%	25.0%
Small Department	7	16.7%	11		7	4.8%	0.0%	2.4%	7.1%	2.4%	9.4%	11.6%	25.6%
State Treasurer	1	3.0%	1		1	6.1%	0.0%	3.0%	9.1%	0.0%	8.8%	0.0%	28.6%
Taxes	16	12.3%	22	2	2	4.6%	1.5%	4.6%	10.8%	3.0%	13.4%	13.6%	33.3%
Transportation	131	11.1%	154	12	30	7.0%	0.9%	3.0%	11.0%	1.2%	12.0%	10.1%	22.3%
Vermont Health Access	22	6.4%	20	6	4	3.2%	0.3%	2.0%	5.5%	2.0%	7.5%	7.0%	15.9%
Vermont Veterans' Home	36	28.7%	5	2	3	15.9%	3.2%	4.0%	23.1%	0.0%	22.2%	10.2%	28.3%
<b>Total</b>	<b>1058</b>	<b>13.4%</b>	<b>666</b>	<b>91</b>	<b>212</b>	<b>7.9%</b>	<b>1.4%</b>	<b>2.6%</b>	<b>12.0%</b>	<b>1.6%</b>	<b>13.4%</b>	<b>9.0%</b>	<b>21.2%</b>

Note: Hires – number of hires and hiring rate (See Note on Table 25). Turnover – Vol. = Voluntary, Invol. = Involuntary, Retire = Retirement (See Table 32). Internal Move = the promotion, demotion, or transfer of the employee within the Department. Move = movement - the promotion, demotion, or transfer of the employee out of the Department to another. Total outflow is a combination of turnover (separations from state government) and employee movement (See Table 37). Retirement Eligibility (See Table 38).

**Table 63 Key Metrics by Department – Fiscal Year 2025 (Continued)**

Department	Ave. Salary	Ave. per Employee				Temporary Usage		
		Cash OT Wages	Comp OT Hrs.	Sick Lve. Use	Ann. Lve. Use	Num.	Hours	Gross Wages
Administration	\$87,490	\$976	26.1	11.0	13.6	12	3,460	\$92,022
Agriculture	\$79,063	\$736	27.7	9.2	13.7	26	10,369	\$240,517
Attorney General	\$80,114	\$1,687	5.8	9.6	16.2	2	1,276	\$63,306
Buildings & General Services	\$60,271	\$1,312	13.9	12.0	13.9	53	24,931	\$460,822
Cannabis Control Board	\$76,420	\$11	0.1	14.6	13.0			
Children & Families	\$74,392	\$1,742	9.5	12.1	14.5	134	77,452	\$2,811,986
Commerce & Comm. Dev.	\$77,439	\$649	19.8	12.0	14.2	76	23,846	\$475,617
Corrections	\$71,289	\$15,944	16.6	12.6	14.5	41	24,058	\$784,542
Digital Services	\$86,531	\$173	7.8	10.3	14.3	7	3,984	\$133,187
Disabilities, Aging & Ind. Liv.	\$81,576	\$473	14.8	9.7	13.4	52	32,557	\$1,003,911
Education	\$78,271	\$455	20.4	9.7	12.3	7	3,690	\$105,428
Environmental Conservation	\$76,620	\$762	8.6	9.2	14.3	60	24,241	\$588,620
Finance & Management	\$95,310	\$128	39.9	13.0	15.2			
Financial Regulation	\$94,656	\$200	17.0	10.0	13.6	7	1,145	\$23,147
Fish & Wildlife	\$84,012	\$3,957	22.6	9.4	15.2	74	32,327	\$674,816
Forests, Parks & Recreation	\$72,830	\$1,365	23.5	7.2	14.0	577	283,661	\$5,685,967
Green Mountain Care Board	\$82,601	\$195	11.3	10.9	11.1	4	1,820	\$51,228
Health	\$79,722	\$535	13.5	9.2	13.5	51	16,489	\$403,590
Human Resources	\$82,430	\$513	2.0	8.8	14.7	1	404	\$10,102
Human Services	\$90,099	\$366	9.5	7.9	15.3	3	1,242	\$42,008
Labor	\$66,539	\$1,246	11.4	11.9	13.0	17	6,575	\$141,679
Land Use Review Board	\$81,531	\$372	0.0	9.5	16.9	1	145	\$3,331
Libraries	\$74,088	\$24	4.5	6.1	15.3			
Liquor & Lottery	\$72,055	\$1,786	14.5	9.1	14.9	20	1,161	\$21,879
Mental Health	\$80,933	\$6,067	12.1	11.9	13.4	18	6,135	\$222,902
Military	\$65,801	\$6,452	34.3	10.6	14.2	39	20,536	\$432,464
Natural Resources	\$78,910	\$140	6.6	12.4	14.7	1	353	\$7,928
Public Safety - Civilian	\$75,593	\$12,455	11.5	10.3	13.6	190	52,636	\$1,460,525
Public Safety - Sworn	\$102,322	\$18,833	16.9	8.3	14.9	22	7,037	\$160,591
Public Service	\$85,812	\$288	3.7	11.6	13.2	1	823	\$27,695
Secretary of State	\$81,609	\$338	13.2	10.0	13.7	7	1,105	\$26,893
Small Department	\$89,631	\$3,234	40.8	8.0	13.2			
State Treasurer	\$85,089	\$1,172	23.0	7.1	13.0	8	3,594	\$76,781
Taxes	\$71,877	\$243	8.9	10.3	13.4	25	8,747	\$221,465
Transportation	\$72,941	\$4,440	32.5	11.7	14.5	158	49,141	\$1,293,364
Vermont Health Access	\$78,298	\$1,187	18.0	11.7	14.4	7	5,142	\$189,558
Vermont Veterans' Home	\$67,261	\$4,592	12.6	13.4	12.7	73	29,761	\$686,102
<b>Total</b>	<b>\$76,668</b>	<b>\$4,564</b>	<b>17.0</b>	<b>10.9</b>	<b>14.1</b>	<b>1,790</b>	<b>767,135</b>	<b>\$18,862,351</b>

Note: Ave. Salary = Average Base Salary for Full-Time Classified employees. Ave. per Employee – Cash OT (Cash Overtime -See Table 54), Comp. OT Hrs. = Compensatory Time earned for overtime (See Table 56), Sick Lve. Use. = Sick Leave Used, Ann. Lve. Use = Annual leave Used. Temporary usage (See Table 67a & 67b).

### 3. Limited Service Positions



Section Three of this Workforce Report provides statistics on Limited Service positions in the Executive Branch of the State of Vermont.

A limited service position is a time-limited position in the classified service which, when initially established, is reasonably expected to exist for a limited duration of less than three (3) years but more than one (1) year, but which may be extended based on continued funding. Such positions are usually associated with a specially funded project or program.

**Table 64 Limited Service Positions Authorized – Fiscal Year 2025**

<b>Department</b>	<b>New Pool</b>	<b>JFO</b>	<b>Legislature</b>	<b>Total</b>
Children & Families	0	1	0	1
Digital Services	0	1	0	1
Disabilities, Aging & Independent Living	0	1	0	1
Education	0	1	0	1
Environmental Conservation	0	1	0	1
Forests, Parks & Recreation	0	5	0	5
Human Services	0	4	0	4
Military	0	4	0	4
Natural Resources	0	1	0	1
Public Safety	0	2	0	2
Public Service	0	4	0	4
<b>Total</b>	0	25	0	25

Source: The Department of Human Resources.

A limited service position is a time-limited position in the classified service which, when initially established, is reasonably expected to exist for a limited duration of less than three (3) years but more than one (1) year, but which may be extended based on continued funding. Such positions are usually associated with a specially funded project or program.

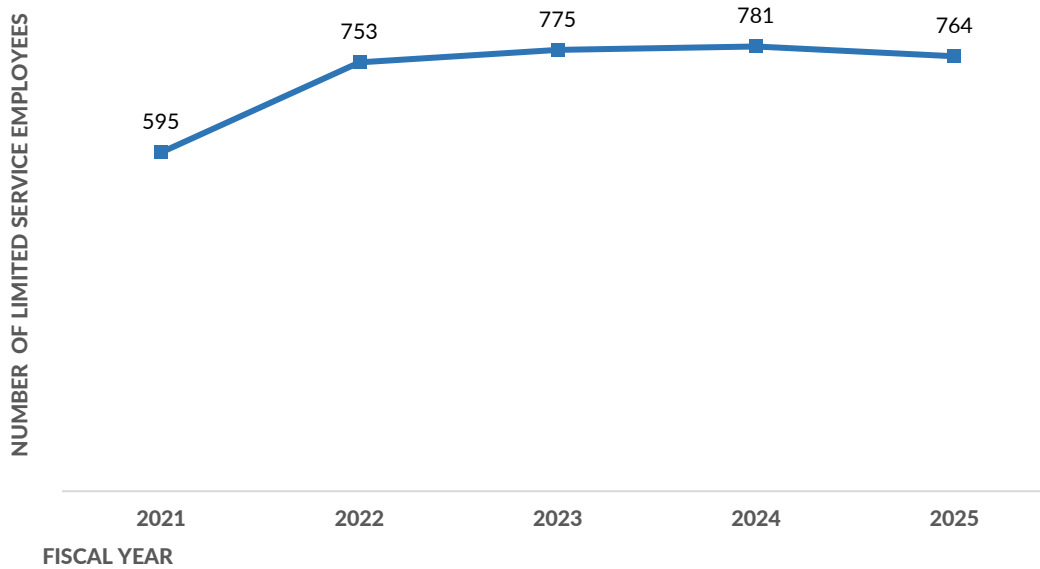
**Table 65 Number of Limited Service Employees by Department by Fiscal Year**

Department	Fiscal Year					Num. Change FY '21 - FY '25	Num. Change FY '24 - FY '25
	2021 Num.	2022 Num.	2023 Num.	2024 Num.	2025 Num.		
Administration	0	1	2	2	6	6	4
Agriculture, Food & Markets	23	24	31	31	30	7	-1
Attorney General	0	0	0	1	1	1	0
Buildings & General Services	2	4	6	7	6	4	-1
Children & Families	28	47	51	61	64	36	3
Commerce & Comm. Dev.	1	13	13	12	17	16	5
Corrections	1	1	1	1	3	2	2
Digital Services	39	43	45	42	45	6	3
Disabilities, Aging & Ind. Liv.	23	35	52	55	43	20	-12
Education	2	1	2	5	5	3	0
Environmental Conservation	46	62	90	97	91	45	-6
Finance & Management	0	0	1	1	2	2	1
Financial Regulation	0	0	1	1	1	1	0
Fish & Wildlife	11	16	15	17	13	2	-4
Forests, Parks & Recreation	11	10	10	20	21	10	1
Green Mountain Care Board	0	0	0	0	0	0	0
Health	138	213	227	222	205	67	-17
Human Resources	0	0	0	0	0	0	0
Human Services	6	9	8	14	18	12	4
Labor	26	30	30	27	22	-4	-5
Natural Resources Board	0	0	0	0	0	0	0
Libraries	0	0	0	0	2	2	2
Liquor & Lottery	1	1	0	0	0	-1	0
Mental Health	3	4	4	5	5	2	0
Military	58	59	61	65	65	7	0
Natural Resources	2	5	8	6	6	4	0
Public Safety - Civilian	34	39	38	25	27	-7	2
Public Safety - Sworn	0	0	0	16	17	17	1
Public Service	6	9	13	17	25	19	8
Secretary of State	1	0	0	0	0	0-1	0
Small Departments	1	1	1	1	1	0	0
State Treasurer	0	1	0	0	0	0	0
Taxes	0	0	0	0	0	0	0
Transportation	14	15	28	26	19	5	-7
Vermont Health Access	114	109	34	3	2	-112	-1
Vermont Veterans' Home	4	1	3	1	2	-2	1
<b>Total</b>	<b>595</b>	<b>753</b>	<b>775</b>	<b>781</b>	<b>764</b>	<b>169</b>	<b>-17</b>
<b>% Change from Prev. FY</b>		<b>26.6%</b>	<b>2.9%</b>	<b>0.8%</b>	<b>-2.2%</b>		

In FY 2025 nearly 40% of the filled limited service positions were found in two departments - Health (26.8%) and Environmental Conservation (11.9%).

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021 to Fiscal Year 2025.

**Table 66**      **Number of Limited Service Employees by Fiscal Year**



After several years of increases there was a slight decline in the number of filled limited service positions in Fiscal Year 2025.

Source: The State's Human Resource Information System (VTHR). Data include only classified employees of the Executive Branch for Fiscal Year 2021 to Fiscal Year 2025.

In Fiscal Year 2022 to Fiscal Year 2024 there was a sharp increase in the number of filled limited service positions. This amounted to a little bit over 200 more limited service positions filled than the previous “baseline” fiscal years.

The rapid growth of limited service positions can be traced in large part to the funding from the American Rescue Plan Act of 2021 (ARPA).

After several years of increases there was a slight decline in the number of filled limited service positions in Fiscal Year 2025 (-.02%).



## 4. Temporary Positions

Section Four of this Workforce Report provides statistics on temporary positions in the Executive Branch of the State of Vermont.

**Table 67a Use of Temporary Employees – Fiscal Year 2025**

Department	Temporary Categories							Total for Department		
	Bona Fide Emergency	Fill Ins	Intermittent	Part-Time On-Going	Seasonal	Sporadic	Other	Num.	Hours	Gross Wages
Administration		1		11				12	3,460	\$92,022
Agriculture			1	3	14	8		26	10,369	\$240,517
Attorney General		1		1				2	1,276	\$63,306
Buildings & General Services		32		2	8	11		53	24,931	\$460,822
Children & Families		20	1	104		9		134	77,452	\$2,811,986
Commerce & Community Dev.		2	1	4	67	2		76	23,846	\$475,617
Corrections		39		1		1		41	24,058	\$784,542
Defender General		2						2	942	\$44,596
Digital Services				2	4	1		7	3,984	\$133,187
Disabilities, Aging & Ind. Living		3	3	32		14		52	32,557	\$1,003,911
Education		2	1	1	1	2		7	3,690	\$105,428
Environmental Conservation		1	5	7	16	31		60	24,241	\$588,620
Financial Regulation					6	1		7	1,145	\$23,147
Fish & Wildlife		1	1	37	34	1		74	32,327	\$674,816
Forest, Parks & Recreation				33	540	3	1	577	283,661	\$5,685,967
Green Mountain Care Board		1	2			1		4	1,820	\$51,228
Health	1	5		33		11	1	51	16,489	\$403,590
Human Resources		1						1	404	\$10,102
Human Services			1			2		3	1,242	\$42,008
Labor	3		6		1	7		17	6,575	\$141,679
Liquor & Lottery			1			19		20	1,161	\$21,879
Mental Health		16		2				18	6,135	\$222,902
Military	1	4		25	6	3		39	20,536	\$432,464
Natural Resources						1		1	353	\$7,928
Natural Resources Board						1		1	145	\$3,331
Public Safety - Civilian	1	13	15	87		72	2	190	52,636	\$1,460,525
Public Safety - Sworn		2	3	6		1	10	22	7,037	\$160,591
Public Service						1		1	823	\$27,695
Secretary of State			1	1	1	4		7	1,105	\$26,893
State Treasurer		1	2	4		1		8	3,594	\$76,781
State's Attorneys & Sheriffs			6	4		2	1	13	5,312	\$147,781
Taxes		2		9	12	2		25	8,747	\$221,465
Transportation	1	5	5	21	115	11		158	49,141	\$1,293,364
Vermont Health Access		1	1	5				7	5,142	\$189,558
Vermont Pension Investment Com				1				1	1,040	\$46,002
Vermont Veterans' Home		32	5	21			15	73	29,761	\$686,102
<b>Total</b>	<b>7</b>	<b>187</b>	<b>61</b>	<b>457</b>	<b>825</b>	<b>223</b>	<b>30</b>	<b>1,790</b>	<b>767,135</b>	<b>\$18,862,351</b>

Source: The State's Human Resource Information System (VTHR). Please see Table 67b for additional source information and Special Note.

**Table 67b Summary of Use of Temporary Employees by Fiscal Year**

**Summary of Temporary Usage FY 2021 to FY 2025**

State Totals	Fiscal Year				
	2021	2022	2023	2024	2025
<b>Number</b>	1,435	1,656	1,767	1,751	1,743
% Change from Previous FY	-17.2%	15.4%	6.7%	-0.9%	-0.5%
<b>Hours</b>	671,927	783,096	759,298	770,742	767,135
% Change from Previous FY	-13.4%	16.5%	-3.0%	1.5%	-0.5%
<b>Wages</b>	\$13,504,766	\$16,213,116	\$17,587,642	\$18,328,502	\$18,862,351
% Change from Previous FY	-6.7%	20.1%	8.5%	4.2%	2.9%

Source: The State’s Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Years 2021 to 2025.

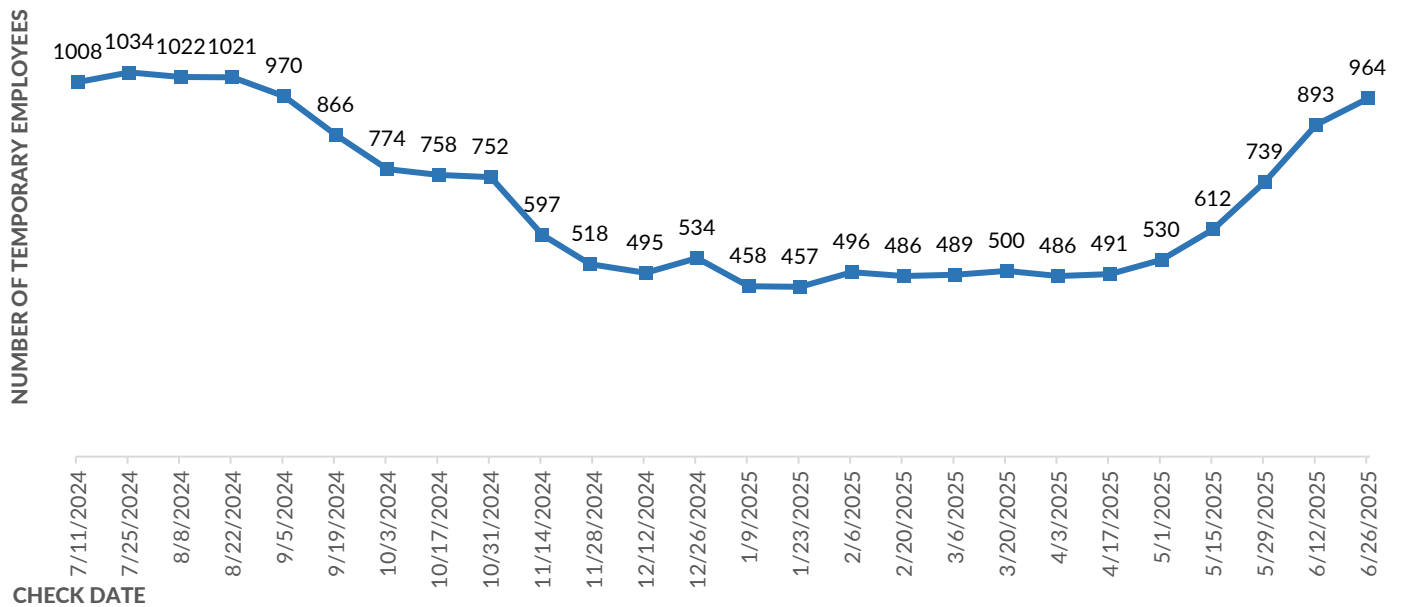
SPECIAL NOTE: Providing an exact count of temporary employees is troublesome. Temporary employees can work more than one-time period, in more than one category, and for more than one department in a fiscal year. In the Table 67a under “Total for Department” the number for each individual department is accurate but adding across the temporary categories for a particular department may not always sum to the department total since one individual may have worked in more than one category. The “Grand Total” row on the bottom of Table 67a accurately shows the number of individuals who worked as temporary employees within each category. The “Grand Total” under “Total for Department” shows the sum across all departments (1,790) but the actual total of unique temporary employees (shown in Table 67a) was 1,743 because 47 individuals worked in more than one department.

In Fiscal Year 2025, 1,743 individuals worked as temporary employees for 767,135 hours and were paid a total of \$18,862,351 in gross wages.

Table 67b above compares the use of temporary employees for Fiscal Years 2021 to 2025. Fiscal Year 2025 saw a slight decrease from Fiscal Year 2024 in the number of unique temporary employees (-0.5%) and total hours (-0.5%). Total gross wages were up 2.9%.

**Comment:** In accordance with 3 V.S.A. § 331, temporary positions are created when there is a short-term need for additional employees. There are six categories of temporary employees: (1) **SEASONAL:** Seasonal employment is defined within each department and may vary by program. Each season has a defined beginning and end, and the season repeats on a yearly basis; (2) **BONA FIDE EMERGENCY:** This category is usually limited to an unforeseen situation that requires a short-term staffing increase to avoid a serious threat to critical services that would otherwise jeopardize public safety. Employment may be full-time during the emergency; (3) **FILL-INS:** A fill-in is a one-for-one replacement of an existing employee who may be on a leave of absence for illness, military, educational, or family reasons. This category may also be used to fill in for a vacant position that is actively under recruitment. Employment may be full-time during the fill-in period; (4) **INTERMITTENT:** This category is reserved for situations where there are fluctuations in the workload that are not seasonal. Occasionally the employee may work 40 hours, but not on a regular basis; (5) **SPORADIC:** These situations have no pattern or order. They may include projects, special caseloads, and other situations where an employee is needed for a short period of time or on an occasional basis over a period of time; and (6) **PART-TIME ON-GOING:** This category covers regular, on-going part-time employment.

**Table 68** Number of Temporary Employees by Pay Date Fiscal Year 2025

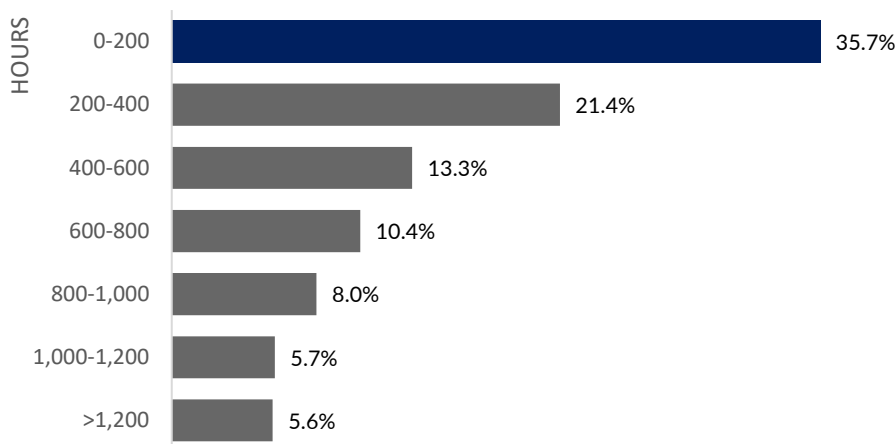


Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Year 2025.

As illustrated in Table 68 the number of temporary employees on payroll at each pay date varies considerably over the span of the fiscal year. While the number of temporary employees' peaks during the summer months at over 1,000 employees per pay date, from late November to early May the number of temporary employees drops to 500 or fewer.

Table 69 shows the largest percentage of temporary employees worked 200 or fewer hours in Fiscal Year 2025. Over 57% worked 400 or fewer hours.

**Table 69** Hours Worked by Temporary Employees during Fiscal Year 2025



Source: The State's Human Resource Information System (VTHR). Data include only temporary employees of the Executive Branch for Fiscal Year 2025.

Table 70 shows the profile of temporary employees compared to classified employees. In Fiscal Year 2025 the temporary employee population had a lower percentage of female employees (47.4%) than in classified (52.5%), there was a lower percentage of individuals identifying as from an Underrepresented Racial and Ethnic Group (UREG) than classified employees (6.2% vs. 7.1%), and while the average age of temporary employees was similar to classified (44.3 and 45.0 respectively), the distribution was considerably different.

The largest percentage of temporary employees were aged 25 or less, which is due to summer seasonal employees. The age distribution of temporary employees has greater percentages at the younger age levels and older age levels rather than the peak working years (age 25 - 54), where we see a greater percentage of classified employees, which again makes sense given the nature of temporary employment.

Table 70 Classified and Temporary Employee Profile Fiscal Year 2025

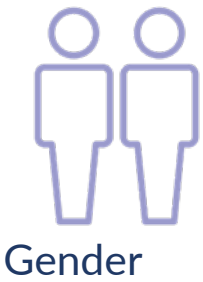


**Classified**

**7,941**

**Temporary**

**1,863**



**Female | Male**



**Female | Male**



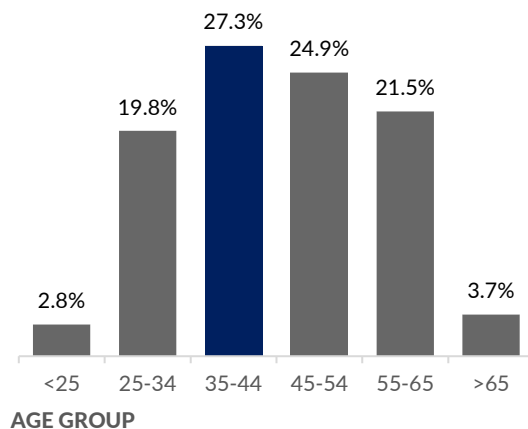
**White | Underrepresented Groups**



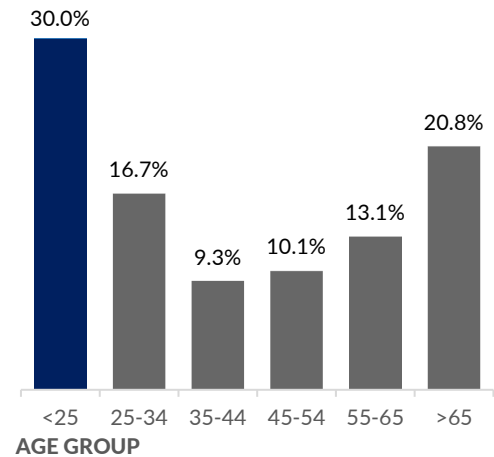
**White | Underrepresented Groups**



**Average Age = 45.0**



**Average Age = 44.3**





## 5. Other Reports Required by The General Assembly

**Table 71 Executive Branch Contracts for Services Created in Fiscal Year 2025**

Department	Number of Contracts	Amount Expended	Maximum Amount
Administration	9	\$394,701	\$2,661,409
Agriculture	27	\$553,291	\$1,622,149
Attorney General	22	\$109,373	\$519,628
Auditor of Accounts	3	\$150,063	\$350,938
Buildings & General Services	69	\$2,053,085	\$49,092,903
Cannabis Control Board	5	\$27,252	\$907,613
Children and Families	98	\$5,665,570	\$95,481,194
Commerce & Community Development	50	\$1,371,303	\$9,481,240
Corrections	23	\$475,964	\$5,701,036
Crime Victims' Services Center	10	\$192,525	\$372,941
Criminal Justice Council	11	\$437,889	\$600,284
Defender General	116	\$7,239,019	\$221,545
Digital Services	152	\$14,401,497	\$316,025,984
Disabilities, Aging, and Independent Living	36	\$2,561,402	\$347,699,322
Education	235	\$977,116	\$2,547,904
Enhanced 911 Board	1	\$55,000	\$0
Environmental Conservation	64	\$2,186,756	\$40,593,248
Financial Regulation	16	\$236,000	\$1,514,000
Fish & Wildlife	50	\$1,314,901	\$4,521,016
Forests, Parks & Recreation	98	\$2,423,600	\$34,034,283
Green Mountain Care Board	9	\$1,044,989	\$9,883,211
Health	46	\$3,033,472	\$14,429,203
Human Resources	1	\$3,000	\$12,000
Human Services	21	\$659,226	\$2,805,690
Labor	6	\$152,024	\$912,656
Libraries	9	\$22,686	\$87,714
Liquor & Lottery	5	\$1,682,842	\$16,577,298
Mental Health	42	\$3,602,269	\$165,381,603
Military	144	\$3,989,168	\$16,218,052
Natural Resources	4	\$146,108	\$562,741
Office of the Child, Youth	3	\$16,438	\$58,562
Office of Vermont Health Access	11	\$6,735,024	\$139,669,069
Public Safety	47	\$1,289,656	\$12,474,622
Public Service	23	\$1,226,317	\$4,463,897
Secretary of State	3	\$85,636	\$310,044
State Ethics Commission	1	\$846	\$19,154
State Treasurer	8	\$458,467	\$61,033
Taxes	16	\$70,342	\$7,801,752
Transportation	46	\$1,541,147	\$23,981,091
Vermont Commission on Women	1	\$13,500	\$0
Vermont Pension Investment Commission	1	\$7,686	\$62,314
Vermont Veterans' Home	12	\$1,187,719	\$13,835,281
VOSHA Review Board	6	\$14,396	\$345,600
<b>Total</b>	<b>1,560</b>	<b>\$69,809,266</b>	<b>\$1,343,901,224</b>

According to 3 V.S.A. §341(2) "Contract for services" means an agreement or combination or series of agreements by which an entity or individual agrees with an agency to provide services as a contractor, rather than as an employee. "

Source: VISION/Department of Finance & Management The detailed contract for service report can be found at: <http://spotlight.vermont.gov/contracts-and-grants>.

Table 71 contains information on contracts newly issued during Fiscal Year 2025 (7/1/24 - 6/30/25).

## **Table 72      Executive Branch Privatization Contracts – Fiscal Year 2025**

In Fiscal Year 2025 there were no executive branch privatization contracts.

Source: Department of Human Resources/Department of Finance & Management

NOTE: According to 3 V.S.A. § 341(3) "Privatization contract" means a contract for services valued at \$25,000.00 or more per year, which is the same or substantially similar to and in lieu of services previously provided, in whole or in part, by permanent, classified State employees, and which results in a reduction in force of at least one permanent, classified employee, or the elimination of a vacant position of an employee covered by a collective bargaining agreement."

## **Table 73      Contractors Paid Through Payroll – Fiscal Year 2025**

In Fiscal Year 2025 there were no contractors who were paid through the state's payroll system.

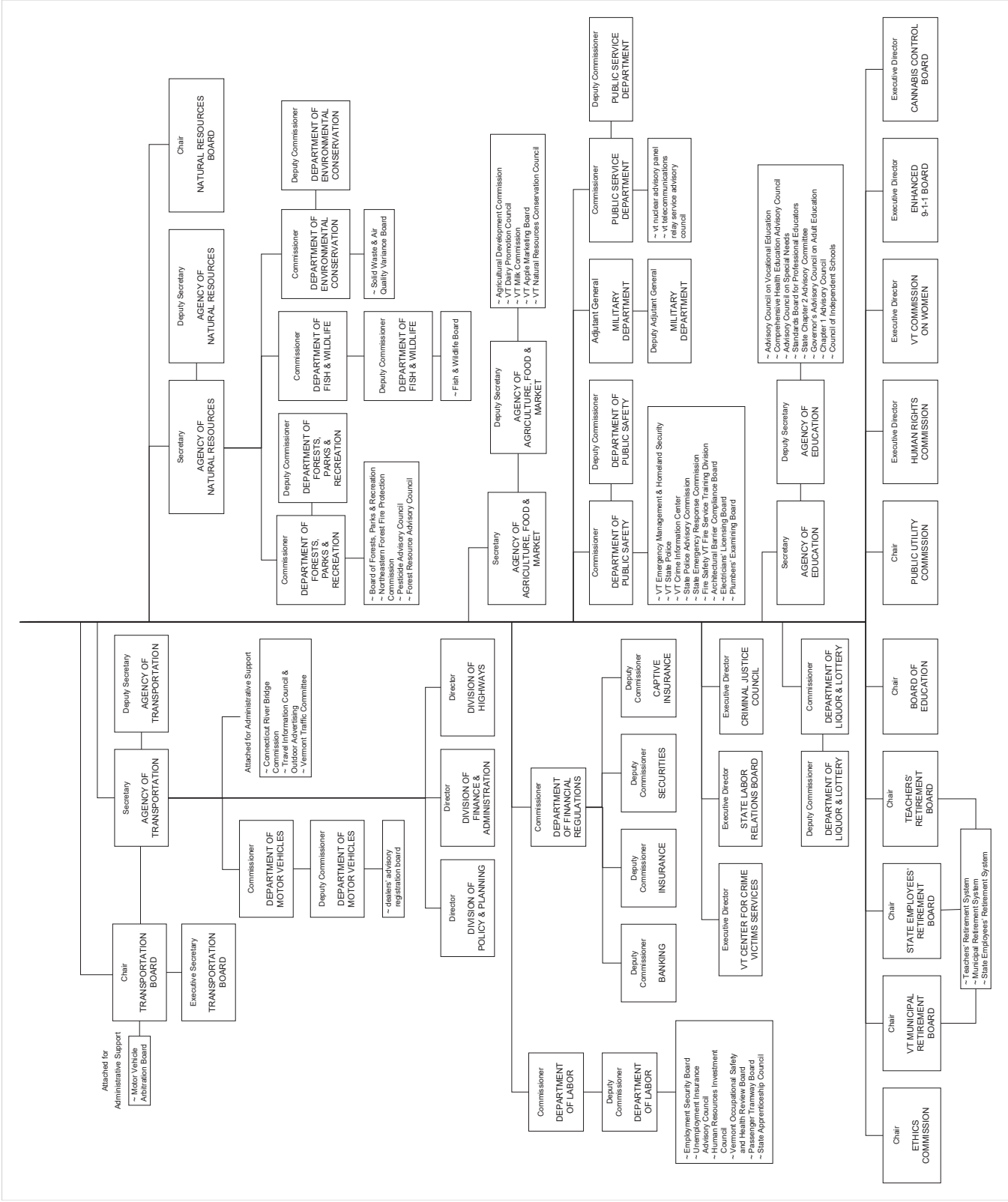
Source: The State's Human Resource Information System (VTHR).

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## Appendix A – State of Vermont Organizational Chart

Source: Department of Human Resources





## Appendix B – Department Listing

Department, Full Name	Department, Used in Report	Small Department
Adjutant General, Office of	Military	
Agency of Administration	Administration	
Agriculture, Food & Markets, Agency of	Agriculture, Food & Markets	
Attorney General, Office of	Attorney General	
Auditor of Accounts	Auditor of Accounts	Yes
Buildings & General Services, Department of	Buildings & General Services	
Children & Families, Department for	Children & Families	
Cannabis Control Board	Cannabis Control Board	
Commerce & Community Development, Agency	Commerce & Community Development	
Corrections, Department of	Corrections	
Defender General, Office of	Defender General	
Digital Services, Agency of	Digital Services	
Disabilities, Aging & Independent Living, Department of	Disabilities, Aging & Independent Living	
Enhanced 911 Board	Enhanced 911 Board	Yes
Education, Agency of	Education	
Environmental Conservation, Department of	Environmental Conservation	
Finance & Management, Department of	Finance & Management	
Financial Regulation, Department of	Financial Regulation	
Fish & Wildlife, Department of	Fish & Wildlife	
Forest, Parks & Recreation, Department of	Forest, Parks & Recreation	
Green Mountain Care Board	Green Mountain Care Board	
Governor's, Office of the	Governor's Office	Yes
Health, Department	Health	
Human Resources, Department of	Human Resources	
Human Services, Agency of	Human Services	
Labor, Department of	Labor	
Libraries, Department of	Libraries	
Lieutenant Governor	Lieutenant Governor	Yes
Liquor Control, Department of	Liquor Control	
Lottery Commission, Vermont	Vermont Lottery Commission	
Natural Resources Board	Natural Resources Board	
Natural Resources, Agency of	Natural Resources	
Office of the Child, Youth, & Family Advocate	Office of the Child, Youth, & Family Advocate	Yes
Public Safety, Department of	Public Safety	
Public Utility Commission	Public Utility Commission	Yes
Public Service, Department of	Public Service	
Secretary of State	Secretary of State	
State's Attorneys & Sheriffs, Department of	State's Attorneys & Sheriffs	
Taxes, Department of	Taxes	
Transportation, Agency of	Transportation	
Treasurer, Office of State	State Treasurer	
Vermont Commission on Women	Vermont Commission on Women	Yes
Vermont Criminal Justice Council	Criminal Justice Council	Yes
Vermont Health Access, Department of	Vermont Health Access	
Vermont Human Rights Commission	Vermont Human Rights Commission	Yes
Vermont Labor Relations Board	Vermont Labor Relations Board	Yes
Vermont Pension Investment Commission	Vermont Pension Investment Commission	Yes
Vermont Veterans' Home	Vermont Veterans' Home	
VOSHA Review Board	VOSHA Review Board	Yes

Note: "Small Departments" have 15 or fewer classified employees.

## Appendix C – Calculation of Retirement Eligibility

Retirement eligibility was determined if at the end of Fiscal Year 2025 the employee met one of the following conditions for normal retirement:

- (1) Five or more years of service (vested) and age 62; or 30 years of service. These are the criteria for “Group F” retirement members hired before 7/1/08.
- (2) Some law enforcement employees have different eligibility criteria (“Group C”) and for these employee’s eligibility was based on five or more years of service (vested) and age 55; or age 50 and 20 years of service.
- (3) There are a small number of employees who are in “Group A”. For these employees, eligibility was based on age 65 or age 62 with 20 years of service.
- (4) For all new Group F hires as of 7/1/08 eligibility will be 87 (combination of age and service) points or 65 years of age.
- (5) Group G is a new retirement Group, effective July 1, 2023. Group G members are those employees who are first employed in the positions listed below on or after July 1, 2022, or who are members of the System as of June 30, 2022 and make an irrevocable election to join Group G: (1) facility employees of the Department of Corrections, (2) as Department of Corrections employees who provide direct security and treatment services to offenders under supervision in the community, (3) as employees of a facility for justice-involved youth, or (4) as Vermont State Hospital employees or as employees of its successor in interest, who provide direct patient care.

Normal Retirement Age for Group G members varies based on whether the individual was an employee prior to July 1, 2023, and any prior group membership.

If the employee was in Group F and elected to join Group G on July 1, 2023, they are eligible to receive a normal retirement benefit at the earliest of the following:

- Age 62 with 5 years of service,
- 30 years of service (at any age), or
- Age 55 with 20 years of service.

If the employee was in Group F\* and elected to join Group G on July 1, 2023, they are eligible to receive a normal retirement benefit at the earliest of the following:

- Age 65 with 5 years of service,
- Rule of 87 (attainment of 87 when combining years of service and age of member), or
- Age 55 with 20 years of service.

If the individual was not an employee prior to July 1, 2023, and have only ever been in Group G, they are eligible to receive a normal retirement benefit at the earliest of the following:

- Age 65 with 5 years of service, or
- Age 55 with 20 years of service.

Projections are based on employee’s age and length of creditable service at Fiscal 2025 year-end. One year is added to age and creditable service to determine eligibility in the next fiscal year. This process is repeated for each subsequent fiscal year.

Data on employee age was obtained from the State’s Human Resource Information System (VTHR). Data on years of creditable service was obtained from the Office of the State Treasurer, Retirement Division. Creditable service includes time spent as an active employee, as well as credit for prior service, military duty and purchased service.

## Appendix D – Definition of Underrepresented Racial and Ethnic Groups as used in this Report

The State and Local Government Information Report (EEO-4), EEOC Form 164, also referred to as the EEO-4 Report, is a mandatory biennial data collection that requires all State and local governments with 100 or more employees to submit demographic workforce data, including data by race/ethnicity, sex, job category, and salary band. The filing by eligible State and local governments is required under section 709(c) of Title VII of the Civil Rights Act of 1964, as amended, 42 U.S.C. 2000e-8(c), 29 CFR 1602.30 and .32-.37. See <https://www.eeocdata.org/EEO4/home/index>

The State of Vermont, as required, files the EEO-4 report and uses the race/ethnicity categories as defined by the EEOC.

Below are definitions of the EEO-4 race and ethnicity categories. Because in most cases sample sizes for most EEO-4 race/ethnicity categories are too small to report individually, in this report they are aggregated under the term “Underrepresented Racial and Ethnic Groups” (UREG).

The following categories are aggregated under the term UREG in this report: Hispanic or Latino; Black or African American; Native Hawaiian or other Pacific Islander; Asian or Pacific Islander; American Indian or Alaska Native; and Two or More Races.

Definitions of the EEO-4 race and ethnicity categories are as follows:

**Hispanic or Latino** - A person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.

**White** (Not Hispanic or Latino) - A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

**Black or African American** (Not Hispanic or Latino) - A person having origins in any of the black racial groups of Africa.

**Native Hawaiian or Other Pacific Islander** (Not Hispanic or Latino) - A person having origins in any of the peoples of Hawaii, Guam, Samoa, or other Pacific Islands.

**Asian** (Not Hispanic or Latino) - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian Subcontinent, including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.

**American Indian or Alaska Native** (Not Hispanic or Latino) - A person having origins in any of the original peoples of North and South America (including Central America), and who maintain tribal affiliation or community attachment.

**Two or More Races** (Not Hispanic or Latino) - All persons who identify with more than one of the above five races (White, Black or African American, Native Hawaiian or Other Pacific Islander, Asian, American Indian or Alaska Native).