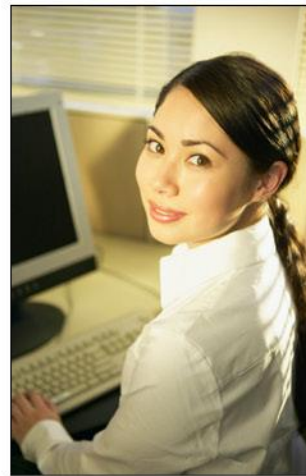
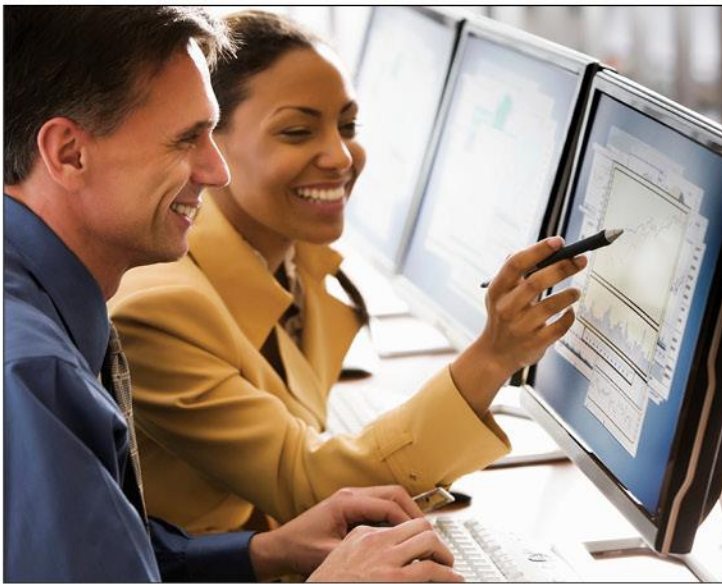


Fiscal Year  
**2012-2013**

# State Personnel System Annual Workforce Report



Rick Scott, Governor  
Craig J. Nichols, Agency Secretary



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(Report Reissued January 22, 2014)

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## *Introduction*

The Department of Management Services' Division of Human Resource Management presents the twentieth State Personnel System (SPS) Annual Workforce Report.

This report complies with section 110.201(5), Florida Statutes, requiring the Department of Management Services to develop a workforce report that contains data representative of the SPS human resources and identifies trends for planning and improving the management of these resources. Rule 60L-29.002(5), Florida Administrative Code, defines the State Personnel System as the employment system comprised of positions within the Career Service, Selected Exempt Service, or Senior Management Service, and within all agencies except those in the State University System, the Florida Lottery, the Florida Legislature, the Justice Administration System or the State Courts System.

The Annual Workforce Report also contains other statutorily required reports concerning the State Personnel System. These include the:

- Equal Employment Opportunity/Affirmative Action Report, section 110.112(2)(d), Florida Statutes;
- Savings Sharing Program Report, section 110.1245(1)(d), Florida Statutes;
- Pay Additives Report, section 110.2035(7)(e), Florida Statutes; and
- Classification Plans for Senior Management and Selected Exempt Services, sections 110.406(1) and 110.606(1), Florida Statutes, respectively.

The Department of Management Services issues the Annual Workforce Report on a fiscal-year basis. Unless otherwise noted, the data contained in this report was generated from the People First Data Warehouse.

Notes:

1. The Department of Community Affairs was abolished effective Oct. 1, 2011.
2. The Division of Emergency Management, formerly within the Department of Community Affairs, was moved to the Executive Office of the Governor effective Oct. 1, 2011.
3. Other programs and divisions within the Department of Community Affairs were transferred to various state agencies including the departments of Economic Opportunity, Environmental Protection, and Business and Professional Regulation.
4. The Agency for Workforce Innovation was renamed as the Department of Economic Opportunity effective Nov. 1, 2011.
5. The Division of Emergency Management, the Northwood Shared Resource Center and the Southwood Shared Resource Center are reflected as separate entities.
6. The Agency for Enterprise Information Technology was not allocated positions and not funded for fiscal year 2012-13.
7. Percentages are rounded to the tenth decimal place; therefore some total percentages may not reflect exactly 100 percent.



# *General Workforce Trends*

- *General Workforce Trends and Comparisons Overview*
- *State Government Employees to State Population*
- *State Government Full-Time Equivalent Employment to State Population*
- *State Government Employee Payroll Expenditures per State Resident*
- *Workforce Demographics*





## *General Workforce Trends and Comparisons Overview*

The following observations regarding general workforce trends and comparisons can be made from an analysis of the information in this section:

- In 2012, for the one month period of March (31 days), state governments nationwide had an average of 211 state workers per 10,000 in population. Florida had 111 workers per 10,000 in population, or 47.4 percent less than the national average.
- In 2012, for the one month period of March (31 days), the state government national average was \$75 in payroll expenditures per state resident. Florida's payroll expenditure was \$37 per state resident, or 51.0 percent less than the national average.
- In the next two decades, the projected workforce will span four distinct generations: Baby Boomers, those born between 1946 and 1964; Generation X, those born between 1964 and 1980; Generation Y or Millennials, those born between 1981 and 1995; and the New Silent Generation, those born after 1996. Employers will need to adjust to the workforce's changing demographics and the projected reduction in the availability of workers:

According to the United States Census Bureau:

- Nationwide, between 2000 and 2030, the percentage of Americans in the:
  - 20-44 age group will decline by 5.3 percentage points from 36.9 percent to 31.6 percent.
  - 45-64 age group will increase by 0.5 percentage points from 22.1 percent to 22.6 percent.
  - 65-84 age group will increase by 6.1 percentage points from 10.9 percent to 17.0 percent.
- The State of Florida's age distribution from 2000 to 2030 shows a decline in the percentage of 25-44 year olds by 6.9 percentage points from 28.6 percent to 21.7 percent while the percentage of 45-64 year olds is expected to increase by 0.7 percentage points from 22.7 percent to 23.4 percent.

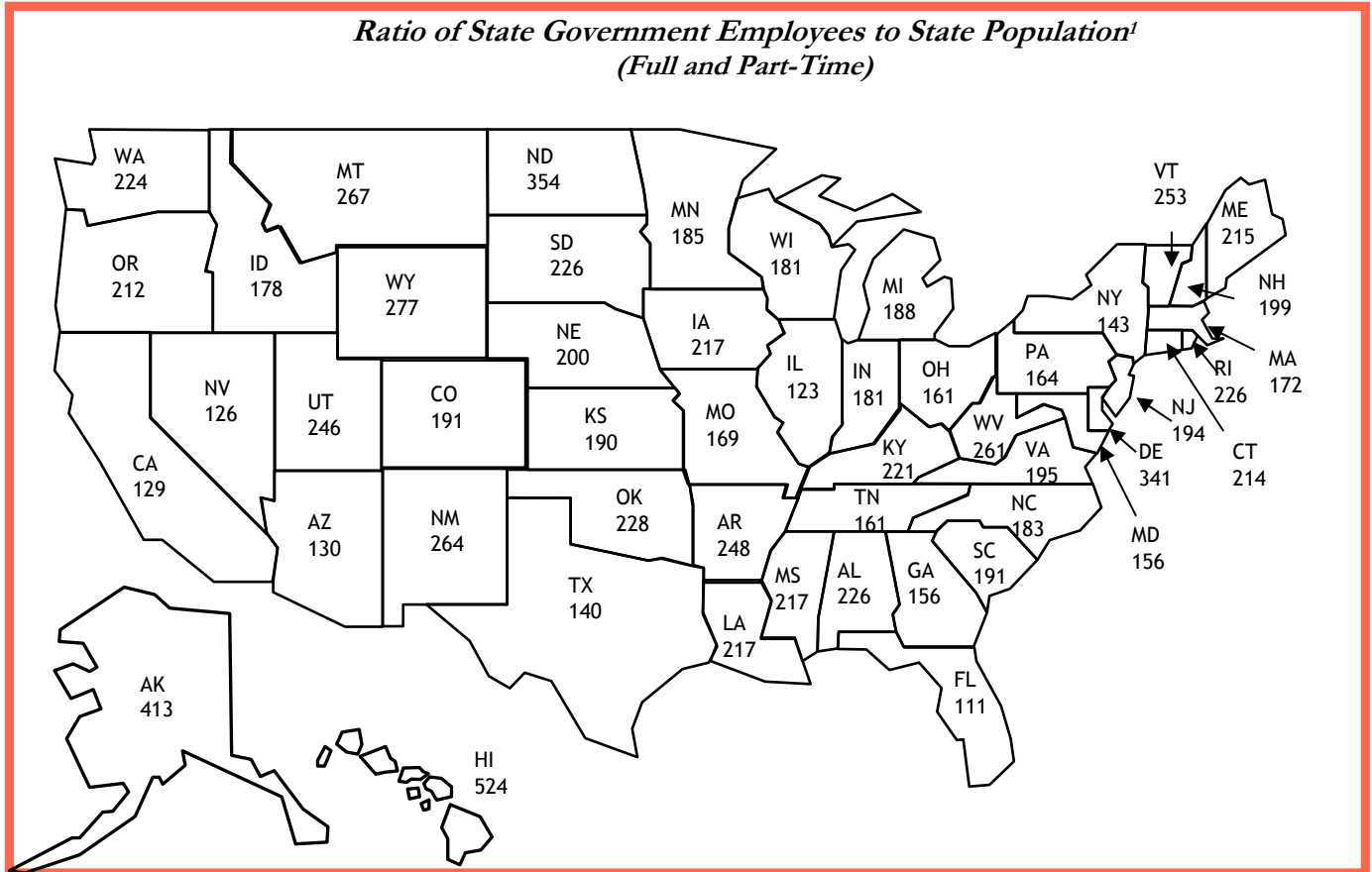
According to the United States Bureau of Labor Statistics:

- The number of persons age 55 years and older in the United States labor force is expected to increase by 12.0 million, or 43.0 percent, during the 2008-18 period. Persons in the 55 years and older age group are projected to make up nearly one-quarter of the labor force in 2018.
- For persons 55 years and older, the labor force participation rate increased from 29.2 percent in 1993 to 40.0 percent in February 2010.
- The Bureau of Labor Statistics estimates that the median age of the labor force for the United States and for Florida will be 41.9 and 45.4, respectively, in 2030.

The average age of a State Personnel System employee was 43.85 as of June 30, 2013.

## State Government Employees to State Population (Full- and Part-Time)

The United States Census Bureau requires each state to report the total number of state government employees, full-time and part-time, for the one month period of March (31 days) of each year. This number is compared to each state's population estimate as of July of each year. The ratio of employees to 10,000 in population is a useful indicator to gauge the efficiency of a state's public workforce in comparison to other states.



**10 States with the Lowest Ratios**

- |               |     |
|---------------|-----|
| 1. Florida    | 111 |
| 2. Illinois   | 123 |
| 3. Nevada     | 126 |
| 4. California | 129 |
| 5. Arizona    | 130 |
| 6. Texas      | 140 |
| 7. New York   | 143 |
| 8. Georgia    | 156 |
| 9. Maryland   | 156 |
| 10. Tennessee | 161 |

**2012 National Average      211**

**10 States with the Fastest  
Growing Population Changes  
July 2011 – July 2012<sup>2</sup>**

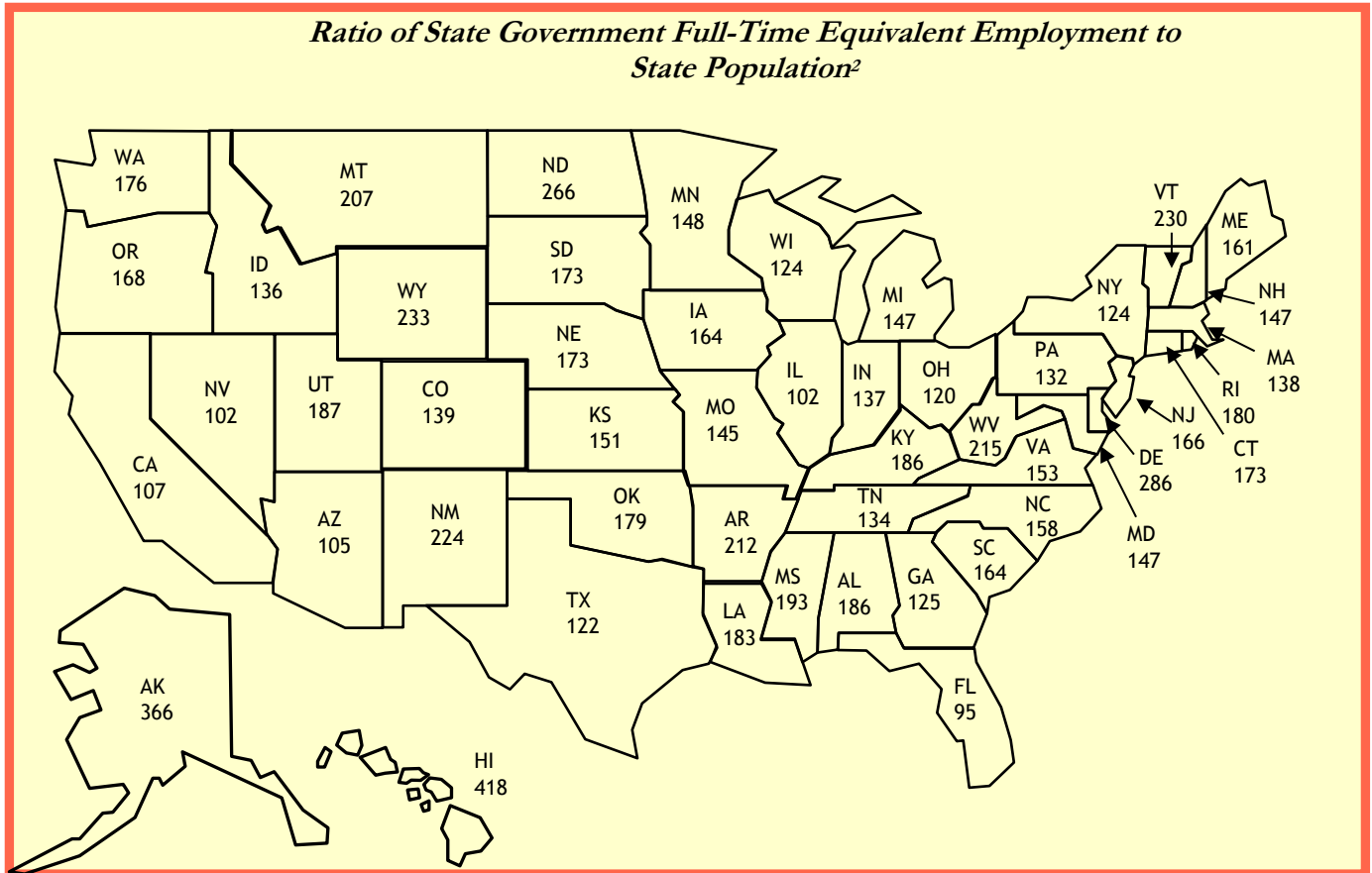
- |                   |             |
|-------------------|-------------|
| 1. North Dakota   | 2.2%        |
| 2. Texas          | 1.7%        |
| 3. Wyoming        | 1.6%        |
| 4. Utah           | 1.5%        |
| 5. Nevada         | 1.4%        |
| 6. Colorado       | 1.4%        |
| 7. Arizona        | 1.3%        |
| <b>8. Florida</b> | <b>1.2%</b> |
| 9. South Dakota   | 1.2%        |
| 10. Georgia       | 1.1%        |

<sup>1</sup> United States Census Bureau – [www.census.gov](http://www.census.gov). March 2011 U.S. Census Data that was revised in May 2013 for total state employees (full-time and part-time) and July 2012 U.S. Census Data for state population. March 2012 state government employees' data was not available.

<sup>2</sup> Department of Economic Opportunity, Labor Market Statistics Center, June 2012.

## State Government Full-Time Equivalent Employment to State Population

The United States Census Bureau requires each state to report the total number of state government full-time equivalent<sup>1</sup> employment for the one month period of March (31 days) of each year. This number is compared to each state's population estimate as of July of each year. The ratio of full-time equivalent employment to 10,000 in population is a useful indicator to gauge the efficiency of a state's public workforce in comparison to other states.



### 10 States with the Lowest Ratios

1. Florida	95
2. Illinois	102
3. Nevada	102
4. Arizona	105
5. California	107
6. Ohio	120
7. Texas	122
8. Wisconsin	124
9. New York	124
10. Georgia	125

**2012 National Average 172**

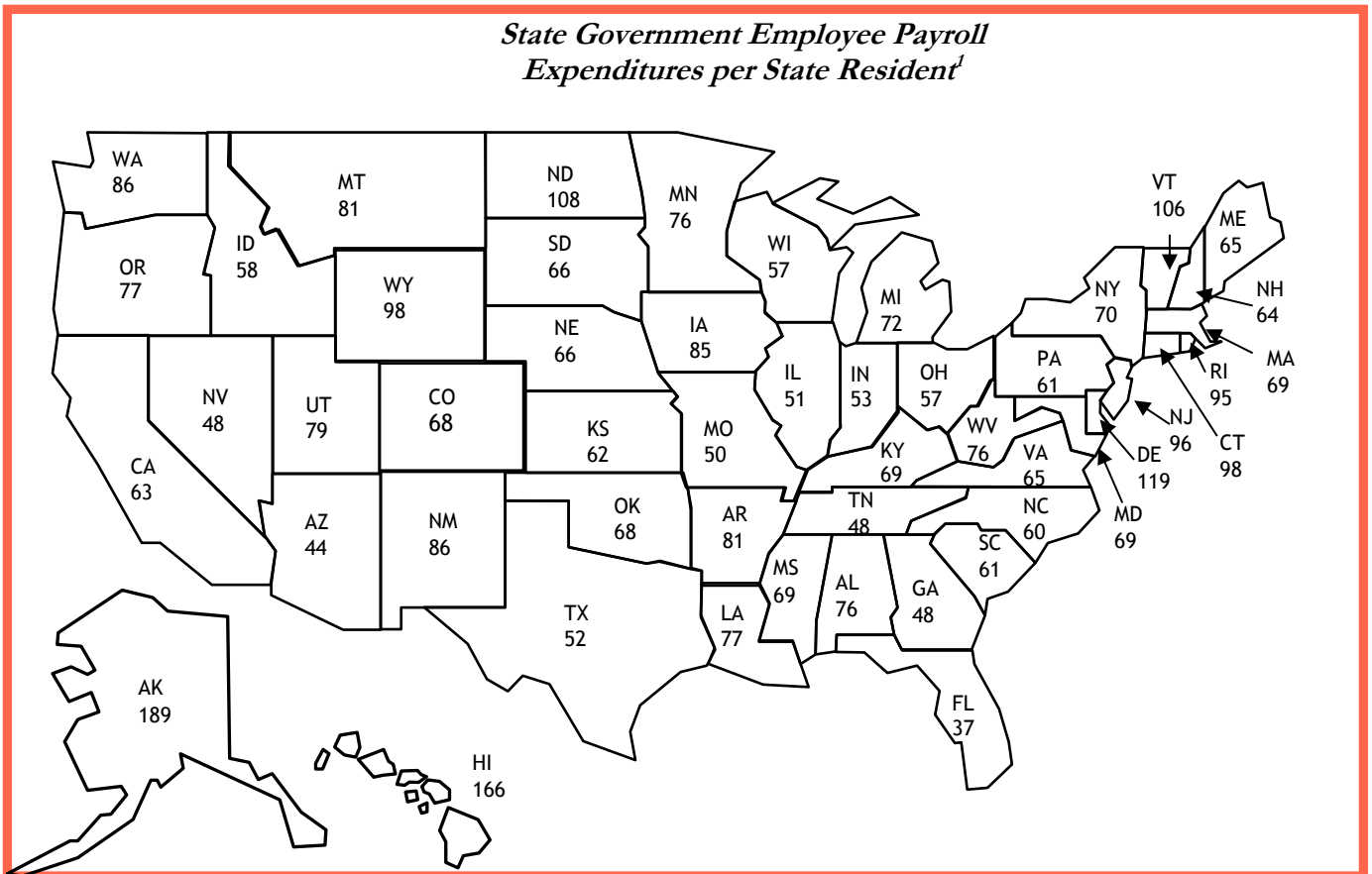
<sup>1</sup> As defined by the United States Census Bureau, a full time equivalent (FTE) is a computed statistic representing the number of full-time employees that could have been employed if the reported number of hours worked by part-time employees had been worked by full-time employees.

<sup>2</sup> United States Census Bureau – [www.census.gov](http://www.census.gov). March 2011 U.S. Census Data that was revised in May 2013 for full-time equivalent state employment and July 2012 U.S. Census Data for state population. March 2012 state government full-time equivalent employment data was not available.

## State Government Employee Payroll Expenditures per State Resident

The United States Census Bureau requires each state to report the total state public payroll expenditures for the one month period of March (31 days) of each year. This number is then compared to each state's population estimate as of July of each year. This ratio provides the labor costs for state public services per resident.

The figures indicate that Florida's state government workforce has the lowest payroll cost per state resident as compared to other states based upon the one month period of data.



**Lowest Public Payroll Ratios**

1. Florida	\$37
2. Arizona	\$44
3. Nevada	\$48
4. Georgia	\$48
5. Tennessee	\$48
6. Missouri	\$50
7. Illinois	\$51
8. Texas	\$52
9. Indiana	\$53
10. Ohio	\$57
11. Wisconsin	\$57
<b>2012 National Average</b>	<b>\$75</b>

<sup>1</sup>United States Census Bureau – [www.census.gov](http://www.census.gov). March 2011 U.S. Census Data that was revised in May 2013 for state government employee payroll expenditures and July 2012 U.S. Census Data for state population. March 2012 state government employee payroll expenditures data was not available.

## Workforce Demographics

Demographic shortages relate specifically to the generational effect taking place in the labor market. In the next two decades, the viable workforce will span four distinct generations: Baby Boomers, Generation X, Generation Y or Millennials, and the New Silent Generation. The size of the Baby Boomer generation ensures that retirement decisions (either choosing to retire or choosing to work longer) will have a profound effect on the workforce. As seen below for the United States, the percentage of those in the 20-44 age group will decline between 2000 and 2020 by 4.6 percentage points, the 45-64 age group will increase by 2.8 percentage points, and the 65-84 age group will increase by 3.2 percentage points.

### PROJECTED UNITED STATES POPULATION DISTRIBUTION BY AGE

Age Group	Percent of Population					
	2000	2010	2020	2030	2040	2050
0-4	6.8%	6.9%	6.8%	6.7%	6.7%	6.7%
5-19	21.7%	20.0%	19.6%	19.5%	19.2%	19.3%
20-44	36.9%	33.8%	32.3%	31.6%	31.0%	31.2%
45-64	22.1%	26.2%	24.9%	22.6%	22.6%	22.2%
65-84	10.9%	11.0%	14.1%	17.0%	16.5%	15.7%
85+	1.5%	2.0%	2.2%	2.6%	3.9%	5.0%

Source: United States Census Bureau – Table 2a. Projected Population of the United States, by age and sex: 2000 to 2050 - <http://www.census.gov>

The State of Florida's age distribution from 2000 projected through 2030 is shown below. This data illustrates an expected rise between 2000 and 2020 in the population age 65 and older from 17.6 percent to 21.8 percent. Age group 45-64 is also expected to change substantially from 22.7 percent to 27.2 percent.

### PROJECTED STATE OF FLORIDA AGE DISTRIBUTION 2000 TO 2030

Age Group	Census 2000		Projected 2010		Projected 2020		Projected 2030		2000 - 2030 Change	
	Number	%	Number	%	Number	%	Number	%	Number	%
5-17	2,700,517	16.9%	2,890,955	15.0%	3,512,166	15.0%	4,139,052	14.4%	1,438,535	53.3%
18-24	1,330,602	8.3%	1,679,459	8.7%	1,717,358	7.3%	2,203,178	7.7%	872,576	65.6%
25-44	4,569,347	28.6%	4,635,955	24.1%	5,324,834	22.7%	6,232,372	21.7%	1,663,025	36.4%
45-64	3,628,492	22.7%	5,431,457	28.2%	6,369,865	27.2%	6,710,685	23.4%	3,082,193	84.9%
65+	2,807,597	17.6%	3,418,697	17.8%	5,106,857	21.8%	7,769,452	27.1%	4,961,855	176.7%

Source: United States Census Bureau – Interim State Population Projections, 2005 - [www.census.gov](http://www.census.gov)

The United States labor force age distribution is expected to change similarly to the trend in the United States population distribution by age.

### PROJECTED UNITED STATES LABOR FORCE AGE DISTRIBUTION 2000 TO 2030

Age Group	Distribution Prediction of Labor Force by Age				
	2000	2005	2010	2020	2030
16-24	15.8%	14.9%	14.4%	12.5%	13.3%
25-34	23.0%	21.7%	21.9%	22.5%	21.5%
35-44	26.3%	24.1%	21.5%	20.9%	21.9%
45-54	21.8%	23.0%	23.2%	20.2%	20.3%
55-64	10.1%	12.7%	14.7%	17.1%	15.0%
65-74	2.5%	2.8%	3.4%	5.4%	6.0%
75+	.6%	.7%	.9%	1.3%	1.9%

Source: United States Bureau of Labor Statistics – Labor Force Projections - <http://bls.gov/opub/mlr/2006/11/art3full.pdf>

The U.S. Bureau of Labor Statistics reports that the overall median age of the labor force is projected to continue to increase in the future. In addition, “the projection for the median age of the labor force will increase to 42.8 years in 2020, at which point the Baby Boomers will be between 56 and 74 years old.” For 2010, the median age was projected to be 41.7 years. The table below illustrates the median age of the labor force in each category for a 30-year period.

**PROJECTED UNITED STATES MEDIAN AGES OF THE LABOR FORCE  
BY SEX, RACE, AND ETHNIC ORIGIN**

Group	2000	2005	2010	2020	2030
<b>Total</b>	39.3	40.8	41.5	42.0	41.9
Men	39.2	40.6	41.1	41.4	41.6
Women	39.4	41.0	41.9	42.7	42.4
White	39.7	41.2	42.0	42.6	42.3
African American	37.4	38.8	38.8	39.5	39.8
Asian	37.9	39.5	41.4	43.8	44.0
Hispanic Origin	34.0	35.2	36.8	38.6	38.7
White non-Hispanic	40.6	42.3	43.2	43.8	43.5

Source: United States Bureau of Labor Statistics - Labor Force Projections - <http://www.bls.gov/opub/mlr/2006/11/art3full.pdf>, January 2012  
Monthly Labor Review: <http://www.bls.gov/opub/mlr/2012/01/art3full.pdf>.

As the Baby Boomer generation continues to reach retirement age, organizations will face two major concerns: retaining both institutional knowledge and sufficient, high quality employees. The table below captures the anticipated need for new employees. It is predicted that between 2012 and 2020, Florida (both public and private sector) will need to add approximately 1.55 percent to its workforce each year or a total of 1,005,221 new workers to compensate for the retirement of the Baby Boomers’ generation.

**PROJECTED STATE OF FLORIDA WORKFORCE NEEDS  
(PUBLIC AND PRIVATE)**

Occupational Title	2012 Estimated Employment	2020 Projected Employment	Total 2012-2020 Employment Change	Annual Percent Change	Total Percent Change
<b>Total, All Occupations</b>	<b>8,087,670</b>	<b>9,092,891</b>	<b>1,005,221</b>	<b>1.55%</b>	<b>12.43%</b>

Source: Florida Department of Economic Opportunity, Labor Market Statistics Center, October 2012 - <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections>

# *Workforce Design*

- *Workforce Design Overview*
- *State of Florida's Personnel Systems*
- *Established Positions by Personnel System and Pay Plan*
- *State Personnel System Entities*
- *State Personnel System Positions and Employees*
- *Workforce Profile*
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- *Employee Initiated Career Service Separations by Agency*
- *Retirement Count by Pay Plan*
- *Retirement Projections*
- *Other Personal Services Employment*





## *Workforce Design Overview*

Workforce design is defined as the structure, systems, and staffing of Florida’s State Personnel System (SPS). This section of the report presents information such as employment trends, profiles of SPS employees, average number of Other Personal Services employees, and Career Service employee separations.

The following analyses regarding the SPS Workforce Design can be made from information in this section:

- There were 161,405 total established positions in all state employment systems at the end of fiscal year 2012-13. The State Personnel System accounted for 101,392 or 62.8 percent of those positions.
- Of the 91,503 employees in the SPS, 81.6 percent or 74,633 were in the Career Service, 17.8 percent or 16,326 were in the Selected Exempt Service and 0.6 percent or 544 were in the Senior Management Service.
- As of June 30, 2013, 6.7 percent or 6,158 employees in the SPS had 30 or more years of service; 18.8 percent or 17,190 had between 20 and 29; 25.9 percent or 23,737 had between 10 and 19; 22.4 percent or 20,459 had between 5 and 9; and 26.2 percent or 23,959 of the employees had less than 5 years of service.
- The age group with the largest number of employees within the SPS was age group 50-59 with 29.4 percent or 26,928 employees, followed by age group 40-49 with 25.7 percent or 23,478 employees, as of June 30, 2013.
- As of June 30, 2013, the 84,430 established positions covered by a collective bargaining unit represented 83.3 percent of the 101,392 total number of established positions.
- In comparing 2012 to 2013, the number of established positions represented by a collective bargaining unit decreased by 2.5 percent, from 86,586 to 84,430.
- As of June 30, 2013, 9.5 percent or 7,230 of the 75,857 employees represented by a labor organization paid dues.
- There was a 12.2 percent decrease in the number of Career Service separations from fiscal year 2011-12 (13,435) to fiscal year 2012-13 (11,790).
- For fiscal year 2012-13, employee-initiated separations accounted for 83.9 percent of all Career Service separations.
- As of June 30, 2013, Dismissals and Failed to Complete Probationary Period were the top two separation reasons for the employer initiated Career Service separations at 51.5 percent and 23.0 percent, respectively. For the same time period, Separation Reason Unknown led the employee initiated separation reasons at 63.0 percent followed by Retirement at 23.0 percent.
- The average number of Other Personal Services employees increased by .1 percent since fiscal year 2011-12 from 9,089 to 9,099.

### **TURNOVER**

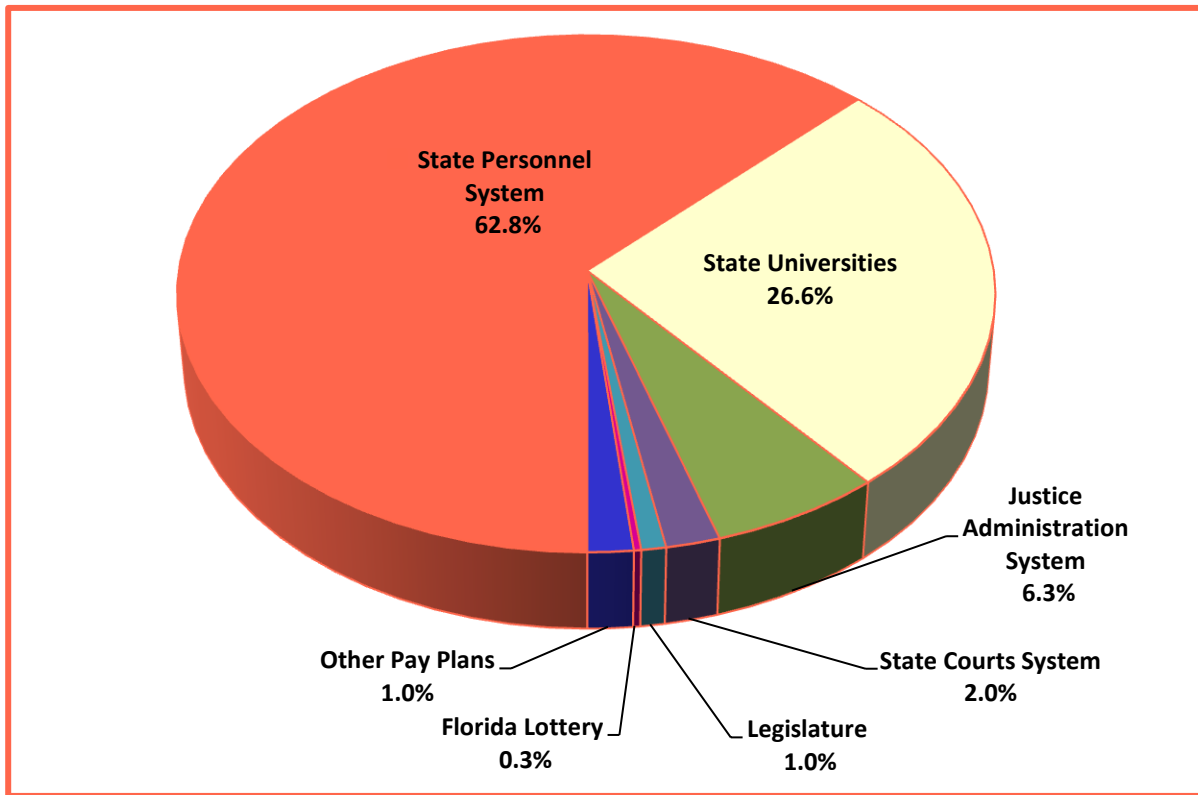
Pay Plan	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Career Service	7.4%	7.3%	7.2%	8.4%	8.3%
Selected Exempt Service	4.6%	4.4%	4.2%	5.0%	4.7%
Senior Management Service	6.0%	9.3%	15.6%	7.9%	8.2%
<b>State Personnel System</b>	<b>6.9%</b>	<b>6.8%</b>	<b>6.8%</b>	<b>8.3%</b>	<b>7.7%</b>

## State of Florida's Personnel Systems

State of Florida employees fall into a variety of different and autonomous personnel systems, each with its own rules and regulations, collective bargaining agreements and wage and benefit packages. There are six primary state government employers. These include the State Personnel System (SPS), the State Universities, the Justice Administration System, the State Courts System, the Legislature and the Florida Lottery. The SPS is comprised of state employees in the Career Service, Selected Exempt Service and Senior Management Service pay plans and is the largest personnel system in state government. In addition, State Universities are comprised of 12 separate personnel systems representing one personnel system for each public university.

There were 161,405 total established positions in all state systems at the end of fiscal year 2012-13. The SPS accounted for 101,392 or 62.8 percent of those positions. A breakdown of the different personnel systems, pay plans and the number of established positions in each is presented on Page 15.

**ESTABLISHED POSITIONS BY PERSONNEL SYSTEM**



Personnel System	Established Positions As of June 30				
	2009	2010	2011	2012	2013
State Personnel System	64.9%	65.0%	64.8%	64.4%	62.8%
State Universities	25.2%	25.2%	25.2%	25.9%	26.6%
Justice Administration System	5.8%	5.8%	5.9%	5.6%	6.3%
State Courts System	1.9%	1.8%	1.9%	1.9%	2.0%
Legislature	1.0%	1.0%	1.0%	0.9%	1.0%
Florida Lottery	0.3%	0.3%	0.3%	0.3%	0.3%
Other Pay Plans	1.0%	0.9%	0.9%	1.0%	1.0%

***Established Positions by Personnel System and Pay Plan  
As of June 30, 2013***

Personnel System	Pay Plan	Established Positions <sup>1</sup> As of June 30				
		2009	2010	2011	2012	2013
State Personnel System	Career Service	89,187	88,999	89,029	85,390	83,179
	Selected Exempt Service	19,679	19,420	19,132	18,152	17,631
	Senior Management Service	610	601	600	592	582
	<b>Total</b>	<b>109,476</b>	<b>109,020</b>	<b>108,761</b>	<b>104,134</b>	<b>101,392</b>
State Universities <sup>2</sup>	General Faculty and Other	42,469	42,311	42,310	41,848	42,993
Justice Administration System	State Attorneys	3,695	3,608	3,718	3,361	3,705
	Public Defenders	1,176	1,122	1,213	1,066	1,230
	State Attorneys with Paid Insurance	2,137	2,078	2,205	2,055	2,354
	Public Defenders with Paid Insurance	1,659	1,747	1,707	1,600	1,744
	Capital Collateral Regional Counsel	68	64	71	54	76
	Justice Administrative Commission	1,090	1,037	1,054	969	1,050
<b>Total</b>	<b>9,825</b>	<b>9,656</b>	<b>9,968</b>	<b>9,105</b>	<b>10,159</b>	
State Courts System	Courts	2,071	2,039	2,071	1,992	2,133
	Courts with Paid Insurance	1,072	1,057	1,070	1,053	1,075
	<b>Total</b>	<b>3,143</b>	<b>3,096</b>	<b>3,141</b>	<b>3,045</b>	<b>3,208</b>
Legislature <sup>3</sup>	Legislative Pay Plan	1,699	1,704	1,598	1,503	1,554
Florida Lottery	Non-Managerial	405	401	404	376	389
	Managerial	31	31	32	32	35
	<b>Total</b>	<b>436</b>	<b>432</b>	<b>436</b>	<b>408</b>	<b>424</b>
Other Pay Plans	Other Exempt-Fixed Annual Salary <sup>4</sup>	1,108	1,090	1,106	1,100	1,106
	Exempt (Governor's Office) <sup>5</sup>	203	197	187	234	285
	School for the Deaf and the Blind <sup>6</sup>	248	245	232	225	237
	Florida National Guard	47	46	48	46	47
	<b>Total</b>	<b>1,606</b>	<b>1,578</b>	<b>1,573</b>	<b>1,605</b>	<b>1,675</b>
<b>Total</b>	<b>Total</b>	<b>168,654</b>	<b>167,797</b>	<b>167,787</b>	<b>161,648</b>	<b>161,405</b>

<sup>1</sup> An established position is an authorized position which has been classified in accordance with a classification plan and pay plan as provided by law. An established position does not include Other Personal Services employment nor indicate the position is filled.

<sup>2</sup> Numbers depict employee count for mid-Fall 2012 as reported by the Institutional Research Department at the Florida Board of Governors.

<sup>3</sup> Data does not include interns and legislators. Data obtained from the Florida Legislature's Office of Human Resources.

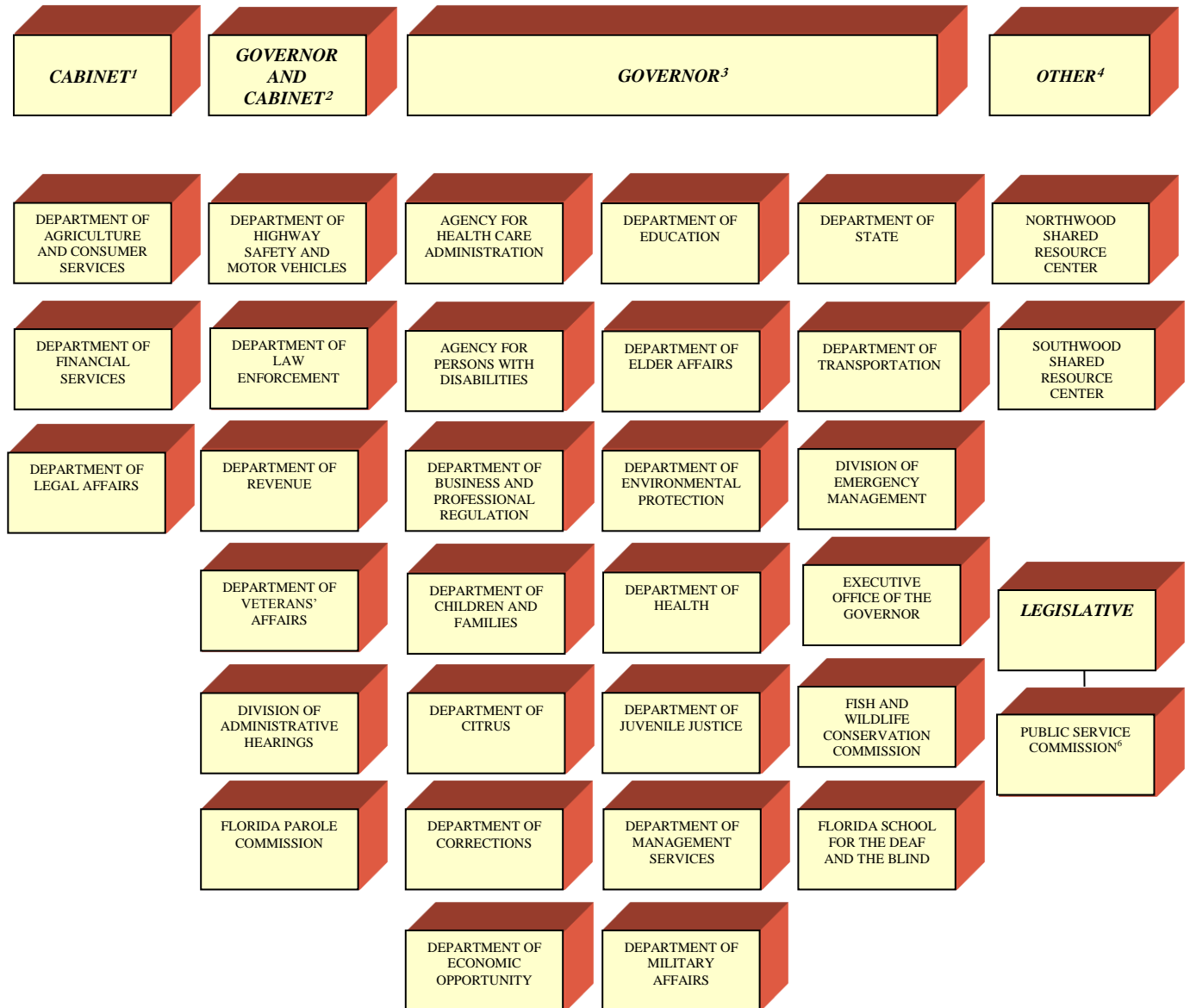
<sup>4</sup> Includes pay plans: Fixed Salary – Elected or Appointed (pay plan 05), Fixed Salary – Senior Management Service Benefits (pay plan 15), and Fixed Salary – Senior Management Service Leave Benefits (pay plan 16).

<sup>5</sup> The increase in Established Positions from 2011 to 2012 is attributable to the Governor's Office absorbing the Division of Emergency Management.

<sup>6</sup> Represents employees in pay plan 04. In addition, the Florida School for the Deaf and the Blind has employees that are considered part of the State Personnel System.

## State Personnel System Entities

There are 32 departments and other autonomous entities within the executive branch of Florida government covered under the provisions of Chapter 110, State Employment, of the Florida Statutes. Each entity operates within the same state and federal laws but with managerial decentralization. The following chart depicts the entities governed by the State Personnel System.



<sup>1</sup> Cabinet: entities are headed by an independently elected official.

<sup>2</sup> Governor and Cabinet: entities are headed by the Governor and Cabinet.

<sup>3</sup> Governor: entities are headed by an appointee of the Governor.

<sup>4</sup> Other: entities are headed by their respective Board of Trustees.

<sup>5</sup> The Agency for Enterprise Information Technology (AEIT) was created within the Executive Office of the Governor in July 2007, with the Governor and Cabinet as the head of the agency. As of June 30, 2012, the agency was not fully independent and established; and therefore, its data is combined with the data for the Executive Office of the Governor in this report. Note: the 2012 Florida Legislature did not allocate funding or positions to AEIT for fiscal year 2012-13.

<sup>6</sup> Although the Florida Legislature is not a part of the State Personnel System, most of the employees of the Public Service Commission are considered part of the SPS per section 110.205(2)(b), Florida Statutes.

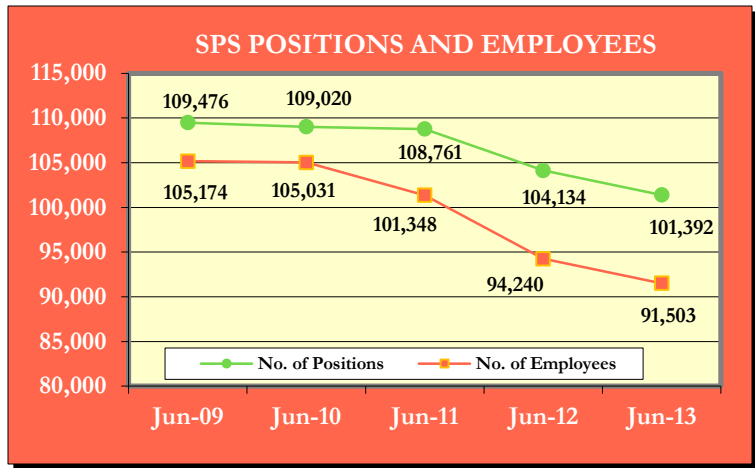
Source: Chapters 20 and 110, Florida Statutes.

## State Personnel System Positions and Employees As of June 30, 2013

The state of Florida's population is growing and its workforce is changing. Trends such as technological changes and changes in the overall size of the workforce may influence how work is performed.

The following information summarizes the general employment data regarding the makeup of the SPS:

- The total number of established positions in the SPS decreased over the past five years, from 2009 to 2013, by 8,084 positions, or 7.4 percent. Similarly, the number of employees decreased by 13 percent.
  - In addition, the number of established positions decreased by 2.6 percent from 2012 to 2013. Correspondingly, the number of employees decreased 2.9 percent for the same time period.

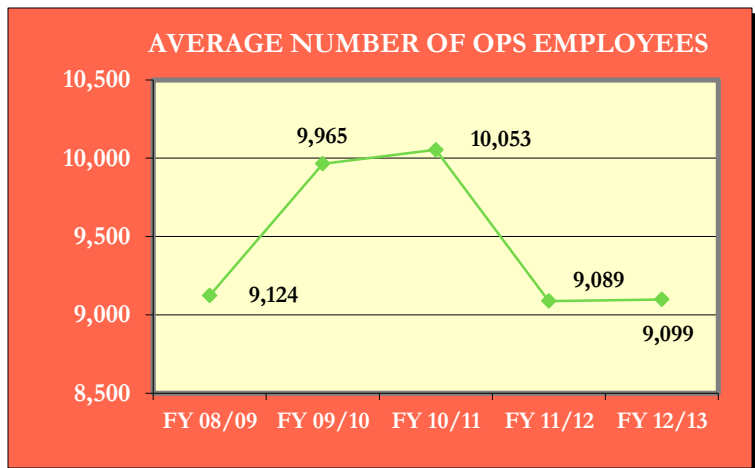


- The majority of positions (83,179) and employees (74,633) in the SPS are in the Career Service pay plan. Since 2009, the number of positions in the Career Service decreased by 6,008 or 6.7 percent.
  - In comparing 2012 to 2013, the number of positions decreased by 2.6 percent.

- Managers, supervisors, confidential<sup>1</sup> employees and certain professional positions, such as doctors and lawyers, are in the Selected Exempt Service pay plan. A total of 17,631 positions and 16,326 employees were in this pay plan at the end of fiscal year 2012-13.
  - Since 2009, the number of positions in the Selected Exempt Service decreased by 2,048 or 10.4 percent. It should be mentioned that since 2012, the number of positions decreased by 521 or by 2.9 percent.

- Policy-making positions in upper management are in the Senior Management Service pay plan, which accounted for 582 positions and 544 employees at the end of fiscal year 2012-13.
  - Since 2009, the number of positions in the Senior Management Service decreased by 28 or 4.6 percent. This number decreased by 10 or 1.7 percent since 2012.

- Other Personal Services (OPS) employment is temporary. Individuals employed as OPS are paid on an hourly basis; and participate in Medicare and a 401(a) FICA Alternative Retirement Plan in lieu of social security. During fiscal year 2012-13, there was a monthly average of 9,099 individuals employed as Other Personal Services in agencies governed by the SPS.
  - The monthly average for fiscal year 2012-13 was .3 percent less than the average for fiscal year 2008-09 and .1 percent more than fiscal year 2011-12.



<sup>1</sup> As defined in section 447.203(5), Florida Statutes.  
Source: Previous years' Annual Workforce Reports.

## Workforce Profile

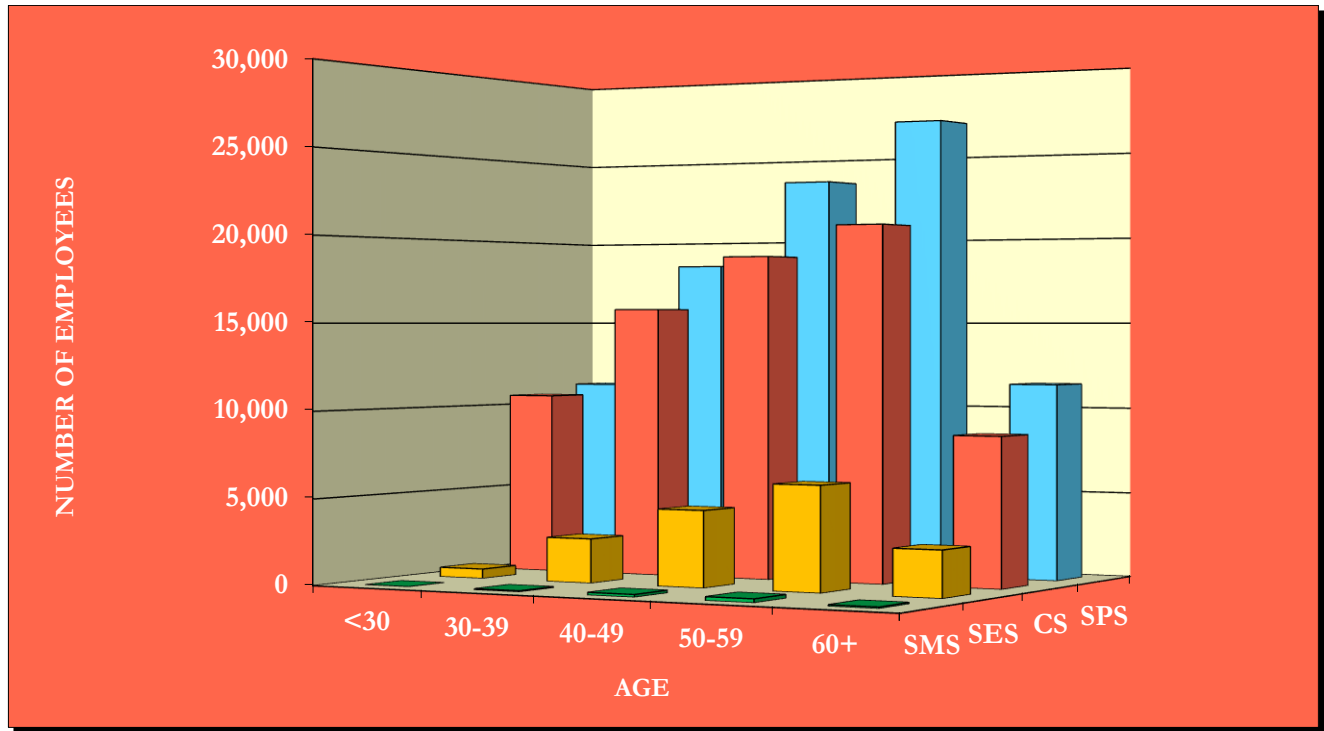
### As of June 30, 2013

	State Personnel System	Career Service	Selected Exempt Service	Senior Management Service
<b>Positions</b>	101,392	83,179	17,631	582
<b>Employees</b>	91,503	74,633	16,326	544
% Female	57.0%	56.8%	58.1%	40.1%
% Minorities <sup>1</sup>	39.4%	41.3%	31.5%	15.4%
Average Age	43.85	43.63	48.29	49.13
Average Salary	\$38,299	\$34,384	\$53,826	\$108,776
Average Length of Service	11.64	10.67	15.97	16.01
<b>GENDER</b>				
Male	39,388	32,221	6,841	326
Female	52,115	42,412	9,485	218
<b>AVERAGE SALARY BY GENDER</b>				
Male	\$40,661	\$35,981	\$59,351	\$111,256
Female	\$36,509	\$33,166	\$49,842	\$105,066
<b>RACE/ETHNICITY</b>				
White	55,097	43,481	11,160	456
Black or African-American	24,895	21,475	3,381	39
Hispanic or Latino	8,772	7,477	1,262	33
Other <sup>2</sup>	2,371	1,864	495	12
Unknown	368	336	28	4
<b>AVERAGE SALARY BY RACE/ETHNICITY</b>				
White	\$40,463	\$35,771	\$55,919	\$108,930
Black or African-American	\$33,585	\$31,740	\$44,418	\$108,431
Hispanic or Latino	\$36,308	\$33,004	\$53,961	\$109,032
Other <sup>2</sup>	\$45,787	\$38,686	\$70,911	\$108,765
Unknown	\$32,708	\$30,761	\$47,791	\$92,504
<b>LENGTH OF SERVICE</b>				
0 - 4.99 years	23,959	21,768	2,086	105
5.00 - 9.99 years	20,459	17,668	2,717	74
10.00 - 19.99 years	23,737	18,704	4,918	115
20.00 - 29.99 years	17,190	12,487	4,524	179
30+ years	6,158	4,006	2,081	71

<sup>1</sup> Minorities include employees having identified themselves as Black or African-American, Hispanic or Latino, Asian, American Indian/Alaskan Native, Native Hawaiian/Other Pacific Islander, or Some Other Race or two or more races.

<sup>2</sup> "Other" includes Asian, American Indian/Alaskan Native, Native Hawaiian/Other Pacific Islander, or Some Other Race or two or more races.

## *Employees by Age and Pay Plan As of June 30, 2013*



Pay Plan	Age					Total Employees
	<30	30-39	40-49	50-59	60+	
Career Service (CS)	10,625	15,808	18,878	20,648	8,674	74,633
Selected Exempt Service (SES)	559	2,582	4,443	6,061	2,681	16,326
Senior Management Service (SMS)	10	71	157	219	87	544
State Personnel System (SPS)	11,194	18,461	23,478	26,928	11,442	91,503
<b>Percent of Total Employees as of June 2013</b>	<b>12.2%</b>	<b>20.2%</b>	<b>25.7%</b>	<b>29.4%</b>	<b>12.5%</b>	<b>91,503</b>
<b>Percent of Total Employees as of June 2012</b>	<b>18.1%</b>	<b>21.3%</b>	<b>28.1%</b>	<b>26.5%</b>	<b>6.0%</b>	<b>94,240</b>
<b>Percent of Total Employees as of June 2011</b>	<b>17.2%</b>	<b>21.0%</b>	<b>27.4%</b>	<b>27.2%</b>	<b>7.3%</b>	<b>101,348</b>
<b>Percent of Total Employees as of June 2010</b>	<b>15.8%</b>	<b>20.8%</b>	<b>26.9%</b>	<b>27.7%</b>	<b>8.9%</b>	<b>105,031</b>
<b>Percent of Total Employees as of June 2009</b>	<b>14.0%</b>	<b>20.5%</b>	<b>26.7%</b>	<b>28.3%</b>	<b>10.5%</b>	<b>105,174</b>

### **FLORIDA POPULATION TRENDS**

The Florida Legislature, Office of Economic and Demographic Research, Econographic News article provided the following statistics<sup>1</sup>:

- In 2000, Florida's prime working age population (ages 25-54) accounted for 41.5 percent of the total population. With the aging Baby Boomer generation, this percentage now represents 39.7 percent of Florida's total population and is expected to represent 36.0 in 2030.
- In 2010, 17.3 percent of Florida's population was age 65 and older. This age group is forecast to represent 24.1 percent of Florida's population in 2030. Over the next two decades, Florida's older population (age 60 and older) will account for most of Florida's population growth, representing 55.2 percent of the gains.

<sup>1</sup> Florida Legislature, Office of Economic and Demographic Research, Econographic News, 2013 Volume 1; located at: <http://edr.state.fl.us/Content/population-demographics/reports/econographicnews-2013v1.pdf>



## *Established Position Count by Agency As of June 30, 2013*

An established position is a position authorized by the Legislature and is in a classification plan and pay plan as provided by law. The table below represents a snapshot of the number of established positions within each agency as of June 30, 2013; however, may not represent the total number of positions authorized by the Legislature. This table also shows the five-year trend in the number of established positions by agency.

Agency	Established Position Count						
	As of June 30					2009-2013 % Change	2012-2013 % Change
	2009	2010	2011	2012	2013		
Agency for Health Care Administration	1,669	1,625	1,640	1,661	1,661	-0.5%	0.0%
Agency for Persons with Disabilities	3,405	3,245	2,929	2,980	2,914	-14.4%	-2.2%
Agency for Workforce Innovation	1,361	1,493	1,564	-	-	-100%	-
Agriculture and Consumer Services	3,585	3,518	3,605	3,603	3,554	-0.9%	-1.4%
Business and Professional Regulation	1,571	1,545	1,569	1,605	1,594	1.5%	-0.7%
Children and Families	12,941	12,951	12,833	12,143	11,564	-10.6%	-4.8%
Citrus	76	67	60	60	57	-25.0%	-5.0%
Community Affairs	342	294	344	-	-	-100%	-
Corrections	27,806	28,921	28,371	26,153	25,402	-8.6%	-2.9%
Division of Administrative Hearings	200	197	200	184	182	-9.0%	-1.1%
Division of Emergency Management <sup>1</sup>	-	-	-	54	46	-	-14.8%
Economic Opportunity	-	-	-	1,676	1,625	-	-3.0%
Education	2,516	2,394	2,458	2,433	2,414	-4.1%	-0.8%
Elder Affairs	416	418	454	454	456	9.6%	0.4%
Environmental Protection	3,534	3,490	3,519	3,454	3,231	-8.6%	-6.5%
Financial Services	2,820	2,693	2,763	2,703	2,594	-8.0%	-4.0%
Fish and Wildlife Conservation Commission	1,932	1,919	1,945	1,955	2,108	9.1%	7.8%
Health	16,744	16,457	16,511	16,000	15,066	-10.0%	-5.8%
Highway Safety and Motor Vehicles	4,613	4,361	4,355	4,546	4,503	-2.4%	-0.9%
Juvenile Justice	4,695	4,501	4,399	3,580	3,504	-25.4%	-2.1%
Law Enforcement	1,830	1,747	1,667	1,683	1,686	-7.9%	0.2%
Legal Affairs	1,272	1,266	1,271	1,250	1,245	-2.1%	-0.4%
Management Services	989	1,002	1,000	868	864	-12.6%	-0.5%
Military Affairs <sup>1</sup>	286	292	302	324	350	22.4%	8.0%
Northwood Shared Resource Center	-	-	-	94	99	-	5.3%
Office of the Governor <sup>1,2</sup>	125	121	126	111	97	-22.4%	-12.6%
Parole Commission	125	120	123	118	119	-4.8%	0.8%
Public Service Commission	325	319	316	291	288	-11.4%	-1.0%
Revenue	5,147	5,065	5,165	5,143	5,162	0.3%	0.4%
School for the Deaf and the Blind <sup>1</sup>	437	440	428	444	447	2.3%	0.7%
Southwood Shared Resource Center	-	-	-	128	123	-	-3.9%
State	455	433	431	417	408	-10.3%	-2.2%
Transportation	7,359	7,212	7,347	6,935	6,940	-5.7%	0.1%
Veterans' Affairs	900	914	1,066	1,084	1,089	21.0%	0.5%
<b>Total Established Positions</b>	<b>109,476</b>	<b>109,020</b>	<b>108,761</b>	<b>104,134</b>	<b>101,392</b>	<b>-7.4%</b>	<b>-2.6%</b>

<sup>1</sup> These entities have positions in other pay plans that are not represented in this report. As these numbers only reflect part of the overall positions of these entities, caution should be used when drawing any conclusions regarding position changes as they would have to be based upon a separate analysis.

<sup>2</sup> Includes data for the Agency for Enterprise Information Technology.



## *Employee Count by Agency As of June 30, 2013*

Employee count is the total number of actual employees within an agency excluding Other Personal Services employees. The table below represents a snapshot of the number of employees within each agency as of June 30, 2013 and shows the five-year trend.

Agency	Employee Count <sup>1</sup>						
	As of June 30					2009/2013 % Change	2012/2013 % Change
	2009	2010	2011	2012	2013		
Agency for Health Care Administration	1,604	1,589	1,532	1,544	1,551	-3.3%	0.5%
Agency for Persons with Disabilities	2,995	2,822	2,806	2,781	2,678	-10.6%	-3.7%
Agency for Workforce Innovation	1,278	1,443	1,485	-	-	-100%	-
Agriculture and Consumer Services	3,400	3,380	3,237	3,295	3,341	-1.7%	1.4%
Business and Professional Regulation	1,528	1,534	1,506	1,538	1,514	-0.9%	-1.6%
Children and Families	12,602	12,797	12,345	11,366	11,105	-11.9%	-2.3%
Citrus	62	56	53	49	48	-22.6%	-2.0%
Community Affairs	319	284	309	-	-	-100%	-
Corrections	27,030	27,733	26,434	23,522	22,398	-17.1%	-4.8%
Division of Administrative Hearings	199	192	186	174	175	-12.1%	0.6%
Division of Emergency Management <sup>1</sup>	-	-	-	53	44	-	-17.0%
Economic Opportunity	-	-	-	1,540	1,528	-	-0.8%
Education	2,385	2,266	2,285	2,250	2,183	-8.5%	-3.0%
Elder Affairs	402	406	425	421	425	5.7%	1.0%
Environmental Protection	3,495	3,432	3,326	3,225	2,930	-16.2%	-9.1%
Financial Services	2,589	2,528	2,528	2,329	2,328	-10.1%	0.0%
Fish and Wildlife Conservation Commission	1,889	1,882	1,862	1,854	1,991	5.4%	7.4%
Health	16,029	15,809	15,210	13,891	13,404	-16.4%	-3.5%
Highway Safety and Motor Vehicles	4,307	4,158	3,997	4,067	4,065	-5.6%	0.0%
Juvenile Justice	4,500	4,423	4,048	3,200	3,009	-33.1%	-6.0%
Law Enforcement	1,737	1,671	1,591	1,612	1,591	-8.4%	-1.3%
Legal Affairs	1,120	1,114	1,072	1,025	1,020	-8.9%	-0.5%
Management Services	935	974	910	829	814	-12.9%	-1.8%
Military Affairs <sup>2</sup>	286	287	291	311	326	14.0%	4.8%
Northwood Shared Resource Center	-	-	-	84	83	-	-1.2%
Office of the Governor <sup>1,3</sup>	112	104	108	83	84	-25.0%	1.2%
Parole Commission	114	107	111	105	112	-1.8%	6.7%
Public Service Commission	319	313	297	265	264	-17.2%	-0.4%
Revenue	4,970	4,983	4,844	4,777	4,725	-4.9%	-1.1%
School for the Deaf and the Blind <sup>1</sup>	433	429	408	422	419	-3.2%	-0.7%
Southwood Shared Resource Center	-	-	-	109	106	-	-2.8%
State	430	426	402	386	373	-13.3%	-3.4%
Transportation	7,241	7,055	6,757	6,115	5,820	-19.6%	-4.8%
Veterans' Affairs	864	834	983	1,018	1,049	21.4%	3.0%
<b>Total Employees</b>	<b>105,174</b>	<b>105,031</b>	<b>101,348</b>	<b>94,240</b>	<b>91,503</b>	<b>-13.0%</b>	<b>-2.9%</b>

<sup>1</sup> Employee count is determined by counting the number of distinct social security numbers in each agency excluding Other Personal Services employees.

<sup>2</sup> These entities have employees in other pay plans that are not represented in this report. As these numbers only reflect part of the overall employees of these entities, caution should be used when drawing any conclusions regarding employee changes as they would have to be based upon a separate analysis.

<sup>3</sup> Includes data for the Agency for Enterprise Information Technology.

## Full-Time Employee Count by Agency As of June 30, 2013

Full-time employee count is determined by the total number of actual employees within an agency who are contracted to work 2,080 hours during the fiscal year excluding Other Personal Services employees. The table below represents a snapshot of the number of full-time employees within each agency as of June 30, 2013, and includes the five-year trend.

Agency	Full-Time Employee Count						
	As of June 30					2009/2013 % Change	2012/2013 % Change
	2009	2010	2011	2012	2013		
Agency for Health Care Administration	1,588	1,575	1,520	1,530	1,538	-3.1%	0.5%
Agency for Persons with Disabilities	2,964	2,803	2,785	2,759	2,659	-10.3%	-3.6%
Agency for Workforce Innovation	1,267	1,435	1,477	-	-	-100%	-
Agriculture and Consumer Services	3,385	3,365	3,226	3,283	3,329	-1.7%	1.4%
Business and Professional Regulation	1,520	1,524	1,494	1,524	1,498	-1.4%	-1.7%
Children and Families	12,531	12,723	12,278	11,317	11,065	-11.7%	-2.2%
Citrus	59	52	50	45	44	-25.4%	-2.2%
Community Affairs	319	284	309	-	-	-100%	-
Corrections	27,023	27,727	26,428	23,518	22,395	-17.1%	-4.8%
Division of Administrative Hearings	199	192	186	172	172	-13.6%	0.0%
Division of Emergency Management <sup>1</sup>	-	-	-	53	44	-	-17.0%
Economic Opportunity	-	-	-	1,534	1,523	-	-0.7%
Education	2,362	2,251	2,272	2,242	2,174	-8.0%	-3.0%
Elder Affairs	394	399	417	412	415	5.3%	0.7%
Environmental Protection	3,484	3,421	3,316	3,215	2,923	-16.1%	-9.1%
Financial Services	2,583	2,521	2,525	2,323	2,324	-10.0%	0.0%
Fish and Wildlife Conservation Commission	1,872	1,865	1,847	1,838	1,975	5.5%	7.5%
Health	15,522	15,342	14,783	13,497	13,067	-15.8%	-3.2%
Highway Safety and Motor Vehicles	4,262	4,118	3,961	4,034	4,037	-5.3%	0.1%
Juvenile Justice	4,489	4,412	4,038	3,191	3,001	-33.1%	-6.0%
Law Enforcement	1,728	1,662	1,585	1,605	1,586	-8.2%	-1.2%
Legal Affairs	1,114	1,109	1,069	1,021	1,016	-8.8%	-0.5%
Management Services	889	925	865	782	769	-13.5%	-1.7%
Military Affairs <sup>1</sup>	284	287	291	310	323	13.7%	4.2%
Northwood Shared Resource Center	-	-	-	83	82	-	-1.2%
Office of the Governor <sup>1,2</sup>	112	104	108	82	83	-25.9%	1.2%
Parole Commission	111	104	108	101	109	-1.8%	7.9%
Public Service Commission	318	312	296	264	263	-17.3%	-0.4%
Revenue	4,911	4,944	4,814	4,755	4,702	-4.3%	-1.1%
School for the Deaf and the Blind <sup>1</sup>	431	428	406	420	418	-3.0%	-0.5%
Southwood Shared Resource Center	-	-	-	106	103	-	-2.8%
State	423	419	397	380	368	-13.0%	-3.2%
Transportation	7,232	7,048	6,751	6,108	5,814	-19.6%	-4.8%
Veterans' Affairs	858	827	979	1,010	1,041	21.3%	3.1%
<b>Total Full-Time Employees</b>	<b>104,234</b>	<b>104,178</b>	<b>100,581</b>	<b>93,514</b>	<b>90,860</b>	<b>-12.8%</b>	<b>-2.8%</b>

<sup>1</sup> These entities have employees in other pay plans that are not represented in this report. As these numbers only reflect part of the overall employees of these entities, caution should be used when drawing any conclusions regarding employee changes as they would have to be based upon a separate analysis.

<sup>2</sup> Includes data for the Agency for Enterprise Information Technology.

## *Part-Time Employee Count by Agency As of June 30, 2013*

Part-time employee count is determined by the total number of actual employees within an agency who are contracted to work less than 2,080 hours during the fiscal year excluding Other Personal Services employees. The table below represents a snapshot of the number of part-time employees within each agency as of June 30, 2013, and includes the five-year trend.

Agency	Part-Time Employee Count						
	As of June 30					2009/2013 % Change	2012/2013 % Change
	2009	2010	2011	2012	2013		
Agency for Health Care Administration	16	14	12	14	13	-18.8%	-7.1%
Agency for Persons with Disabilities	31	19	21	22	19	-38.7%	-13.6%
Agency for Workforce Innovation	11	8	8	-	-	-100%	-
Agriculture and Consumer Services	15	15	11	12	12	-20.0%	0.0%
Business and Professional Regulation	8	10	12	14	16	100%	14.3%
Children and Families	71	74	67	49	40	-43.7%	-18.4%
Citrus	3	4	3	4	4	33.3%	0.0%
Community Affairs	-	-	-	-	-	-	-
Corrections	7	6	6	4	3	-57.1%	-25.0%
Division of Administrative Hearings	-	-	-	2	3	-	50.0%
Division of Emergency Management <sup>1</sup>	-	-	-	-	-	-	-
Economic Opportunity	-	-	-	6	5	-	-16.7%
Education	23	15	13	8	9	-60.9%	12.5%
Elder Affairs	8	7	8	9	10	25.0%	11.1%
Environmental Protection	11	11	10	10	7	-36.4%	-30.0%
Financial Services	6	7	3	6	4	-33.3%	-33.3%
Fish and Wildlife Conservation Commission	17	17	15	16	16	-5.9%	0.0%
Health	507	467	427	394	337	-33.5%	-14.5%
Highway Safety and Motor Vehicles	45	40	36	33	28	-37.8%	-15.2%
Juvenile Justice	11	11	10	9	8	-27.3%	-11.1%
Law Enforcement	9	9	6	7	5	-44.4%	-28.6%
Legal Affairs	6	5	3	4	4	-33.3%	0.0%
Management Services	46	49	45	47	45	-2.2%	-4.3%
Military Affairs <sup>1</sup>	2	-	-	1	3	50.0%	200%
Northwood Shared Resource Center	-	-	-	1	1	-	0.0%
Office of the Governor <sup>1,2</sup>	-	-	-	1	1	-	0.0%
Parole Commission	3	3	3	4	3	0.0%	-25.0%
Public Service Commission	1	1	1	1	1	0.0%	0.0%
Revenue	59	39	30	22	23	-61.0%	4.5%
School for the Deaf and the Blind <sup>1</sup>	2	1	2	2	1	-50.0%	-50.0%
Southwood Shared Resource Center	-	-	-	3	3	-	0.0%
State	7	7	5	6	5	-28.6%	-16.7%
Transportation	9	7	6	7	6	-33.3%	-14.3%
Veterans' Affairs	6	7	4	8	8	33.3%	0.0%
<b>Total Part-Time Employees</b>	<b>940</b>	<b>853</b>	<b>767</b>	<b>726</b>	<b>643</b>	<b>-31.6%</b>	<b>-11.4%</b>

<sup>1</sup> These entities have employees in other pay plans that are not represented in this report. As these numbers only reflect part of the overall employees of these entities, caution should be used when drawing any conclusions regarding employee changes as they would have to be based upon a separate analysis.

<sup>2</sup> Includes data for the Agency for Enterprise Information Technology.

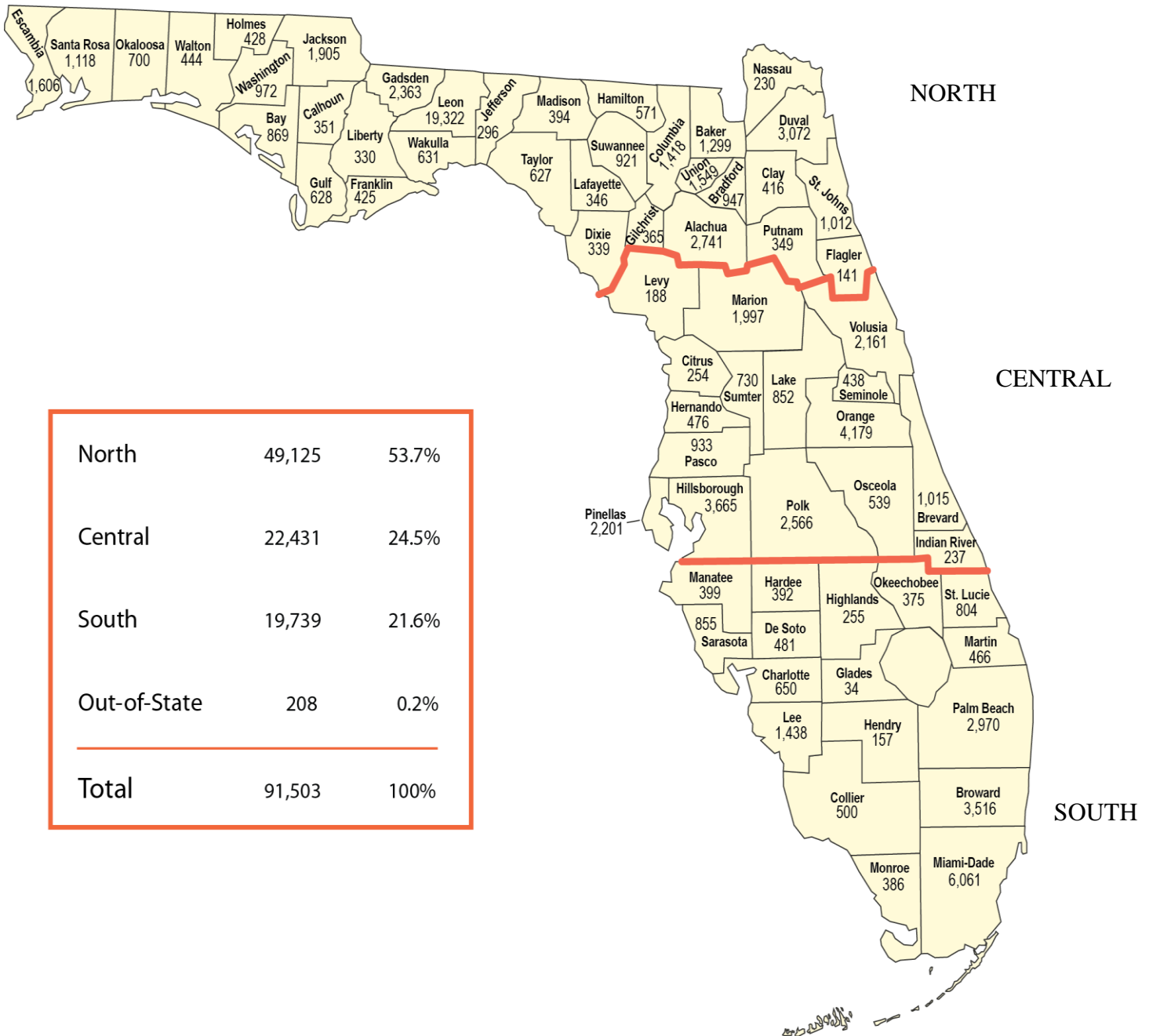
## *Employee Count by Agency and Pay Plan As of June 30, 2013*

Employee count is the total number of actual employees within an agency excluding Other Personal Services employees. The table below represents a snapshot of the number of employees by pay plan within each agency as of June 30, 2013.

Agency	Employees by Pay Plan						Total Count
	Career Service	Percent	Selected Exempt Service	Percent	Senior Management Service	Percent	
Agency for Health Care Administration	1,136	73.2%	407	26.2%	8	0.5%	1,551
Agency for Persons with Disabilities	2,103	78.5%	567	21.2%	8	0.3%	2,678
Agriculture and Consumer Services	2,580	77.2%	735	22.0%	26	0.8%	3,341
Business and Professional Regulation	1,087	71.8%	408	26.9%	19	1.3%	1,514
Children and Families	8,844	79.6%	2,232	20.1%	29	0.3%	11,105
Citrus	19	39.6%	27	56.3%	2	4.2%	48
Corrections	21,134	94.4%	1,242	5.5%	22	0.1%	22,398
Division of Administrative Hearings	110	62.9%	64	36.6%	1	0.6%	175
Division of Emergency Management <sup>1</sup>	-	-	42	95.5%	2	4.5%	44
Economic Opportunity	1,208	79.1%	308	20.2%	12	0.8%	1,528
Education	1,468	67.2%	684	31.3%	31	1.4%	2,183
Elder Affairs	288	67.8%	130	30.6%	7	1.6%	425
Environmental Protection	2,063	70.4%	838	28.6%	29	1.0%	2,930
Financial Services	1,629	70.0%	657	28.2%	42	1.8%	2,328
Fish and Wildlife Conservation Commission	1,648	82.8%	320	16.1%	23	1.2%	1,991
Health	11,034	82.3%	2,306	17.2%	64	0.5%	13,404
Highway Safety and Motor Vehicles	3,624	89.2%	430	10.6%	11	0.3%	4,065
Juvenile Justice	2,300	76.4%	686	22.8%	23	0.8%	3,009
Law Enforcement	1,397	87.8%	174	10.9%	20	1.3%	1,591
Legal Affairs	495	48.5%	507	49.7%	18	1.8%	1,020
Management Services	466	57.2%	333	40.9%	15	1.8%	814
Military Affairs <sup>1</sup>	224	68.7%	96	29.4%	6	1.8%	326
Northwood Shared Resource Center	63	75.9%	20	24.1%	-	-	83
Office of the Governor <sup>1</sup>	-	-	53	63.1%	31	36.9%	84
Parole Commission	80	71.4%	28	25.0%	4	3.6%	112
Public Service Commission	142	53.8%	110	41.7%	12	4.5%	264
Revenue	3,972	84.1%	742	15.7%	11	0.2%	4,725
School for the Deaf and the Blind <sup>1</sup>	324	77.3%	95	22.7%	-	-	419
Southwood Shared Resource Center	75	70.8%	31	29.2%	-	-	106
State	252	67.6%	109	29.2%	12	3.2%	373
Transportation	3,937	67.6%	1,837	31.6%	46	0.8%	5,820
Veterans' Affairs	931	88.8%	108	10.3%	10	1.0%	1,049
<b>Total Employees</b>	<b>74,633</b>	<b>81.6%</b>	<b>16,326</b>	<b>17.8%</b>	<b>544</b>	<b>0.6%</b>	<b>91,503</b>

<sup>1</sup> These entities have employees in other pay plans that are not represented in this report. As these numbers only reflect part of the overall employees of these entities, caution should be used when drawing any conclusions regarding employee changes as they would have to be based upon a separate analysis.

## Employees by County As of June 30, 2013



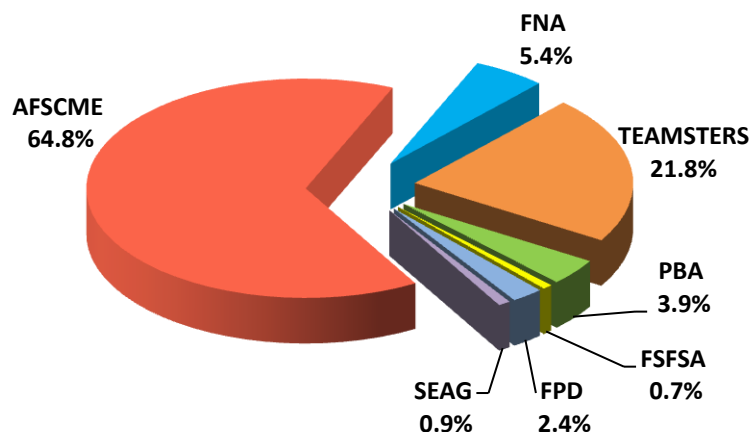
Notes: 1. The orange lines designate the separation among the northern, central and southern regions of the state of Florida to correspond to the information contained in the legend.  
 2. The Florida Keys are a part of Monroe County.

## *Established Positions Represented by Collective Bargaining Unit As of June 30, 2013*

The table below depicts the number of established positions represented by a collective bargaining unit as of June 30, 2013, and includes a five-year trend.

Labor Organization	Collective Bargaining Unit	2009	2010	2011	2012	2013	2009/2013 % Change	2012/2013 % Change
<b>American Federation of State, County and Municipal Employees (AFSCME)</b>	Administrative and Clerical	18,104	17,447	17,481	16,543	15,613	-13.8%	-5.6%
	Operational Services	4,214	4,066	4,088	3,919	3,490	-17.2%	-10.9%
	Human Services	9,519	9,345	9,285	8,502	8,200	-13.9%	-3.6%
	Professional	27,056	26,334	27,180	27,202	27,433	1.4%	0.8%
<b>Florida Nurses Association (FNA)</b>	Professional Health Care	4,944	4,957	4,991	4,781	4,558	-7.8%	-4.7%
<b>Teamsters<sup>1</sup></b>	Security Services	-	-	-	19,006	18,445	-	-3.0%
<b>Police Benevolent Association (PBA)</b>	Law Enforcement	1,605	1,531	1,554	1,318	1,296	-19.3%	-1.7%
	Security Services	22,072	21,447	20,923	-	-	100%	-
	Special Agent	292	274	256	264	264	-9.6%	0.0%
	Highway Patrol	1,477	1,436	1,472	1,738	1,761	19.2%	1.3%
<b>Florida State Fire Service Association (FSFSA)</b>	Fire Service	613	599	605	603	610	-0.5%	1.2%
<b>Federation of Physicians and Dentists (FPD)</b>	SES Physicians	441	433	438	414	371	-15.9%	-10.4%
	SES Supervisory Non-Professional	1,872	1,839	1,807	1,640	1,621	-13.4%	-1.2%
<b>State Employees Attorneys Guild (SEAG)</b>	SES Attorneys	569	608	659	656	768	35.0%	17.1%
<b>Total</b>		<b>92,778</b>	<b>90,316</b>	<b>90,739</b>	<b>86,586</b>	<b>84,430</b>	<b>-9.0%</b>	<b>-2.5%</b>

### 2013 Labor Organization Representation



<sup>1</sup> The Teamsters Local Union No. 2011 was certified as the bargaining agent to represent the Security Services Unit on Dec. 5, 2011.



## *Representation and Membership by Collective Bargaining Unit As of June 30, 2013*

Of the 10 most populous states, Florida had one of the lowest percentages of union membership in 2011 at 6.3 percent and ranked fourth lowest behind Texas (5.2 percent) in the percent of unionized wage and salary workers<sup>1</sup> in both the public and private sectors. New York had the highest percentage at 24.1 percent. Overall, union membership in Florida increased 17.6 percent from 2010 to 2011<sup>2</sup>.

Labor Organization	Collective Bargaining Unit	Employees Represented	Total Dues Paying Employees	Percent	Non – Dues Paying Employees	Percent
<b>American Federation of State, County and Municipal Employees</b>	Administrative and Clerical	13,936				
	Operational Services	2,940				
	Human Services	7,242				
	Professional	24,949				
	<b>Total</b>	<b>49,067</b>	<b>1,610</b>	<b>3.3%</b>	<b>47,457</b>	<b>96.7%</b>
<b>Florida Nurses Association</b>	Professional Health Care	<b>3,820</b>	<b>461</b>	<b>12.1%</b>	<b>3,359</b>	<b>87.9%</b>
<b>Teamsters</b>	Security Services	<b>16,911</b>	<b>3,637</b>	<b>21.5%</b>	<b>13,274</b>	<b>78.5%</b>
<b>Police Benevolent Association</b>	Law Enforcement	1,163				
	Special Agent	245				
	Highway Patrol	1,617				
	<b>Total</b>	<b>3,025</b>	<b>1,202</b>	<b>39.7%</b>	<b>1,823</b>	<b>60.3%</b>
<b>Florida State Fire Service Association</b>	Fire Service	<b>566</b>	<b>244</b>	<b>43.1%</b>	<b>322</b>	<b>56.9%</b>
<b>Federation of Physicians and Dentists</b>	SES Physicians	267				
	SES Supervisory Non-Professional	1,478				
	<b>Total</b>	<b>1,745</b>	<b>69</b>	<b>4.0%</b>	<b>1,676</b>	<b>96.0%</b>
<b>State Employees Attorneys Guild</b>	SES Attorneys	<b>723</b>	<b>7</b>	<b>1.0%</b>	<b>716</b>	<b>99.0%</b>
<b>Total</b>		<b>75,857</b>	<b>7,230</b>	<b>9.5%</b>	<b>68,627</b>	<b>90.5%</b>

### *National Union Membership*

The following statistics were taken from the U. S. Department of Labor, Bureau of Labor Statistics, Economic News Release<sup>3</sup>. The statistics below represent data for both public and private sector employment during 2012:

- The national union membership rate for public sector workers, 35.9 percent or 7.3 million employees, was substantially higher than the rate for private sector workers 6.6 percent or 7.0 million employees.
- Within the public sector, local government workers had the highest union membership rate, 41.7 percent. This group includes several heavily unionized occupations, such as teachers, police officers and firefighters.
- In 2012, 15.9 million wage and salary workers were represented by a union. This group includes both union members (14.4 million) and those not affiliated with a union, but whose jobs are covered by a union contract (1.6 million).

<sup>1</sup> The Bureau of Labor Statistics (BLS) defines wage and salary workers to include those who receive wages, salaries, commissions, tips, payment in kind or piece rates.

<sup>2</sup> Statistical information obtained from the Department of Economic Opportunity publication titled: Florida Facts - Union Membership in Florida and the Nation - 2011, <http://lmsresources.labormarketinfo.com/library/pubs/factsheets/factsheet-union.pdf>.

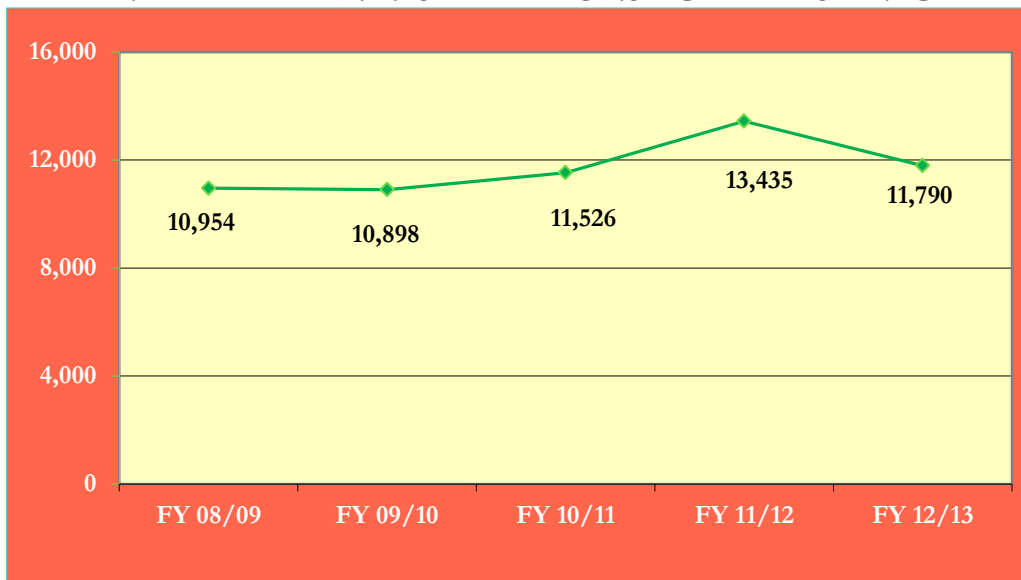
<sup>3</sup> The BLS, Economic News Release, issued Jan. 23, 2013, "Union Members - 2012", <http://www.bls.gov/news.release/pdf/union2.pdf>.

## Separations: Career Service As of June 30, 2013

The following table depicts trends in the number of Career Service employee separations during each fiscal year by separation reason.

Separation	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	2009/2013 % Change	2012/2013 % Change
<b>EMPLOYER INITIATED SEPARATIONS</b>							
Abandonment	15	16	17	6	11	-26.7%	83.3%
Dismissal	1,437	1,340	1,459	1,158	974	-32.2%	-15.9%
End of appointment period	152	170	246	115	59	-61.2%	-48.7%
Failed to complete probationary period	696	620	550	456	435	-37.5%	-4.6%
Layoff	201	337	160	1,191	414	106%	-65.2%
<b>Total</b>	<b>2,501</b>	<b>2,483</b>	<b>2,432</b>	<b>2,926</b>	<b>1,893</b>	<b>-24.3%</b>	<b>-35.3%</b>
<b>EMPLOYEE INITIATED SEPARATIONS</b>							
Moved to Private Sector	1,012	855	725	743	719	-29.0%	-3.2%
Death of employee <sup>1</sup>	123	135	143	131	102	-17.1%	-22.1%
Moved to non-State of Florida Government	-	-	-	516	571	-	10.7%
Retirement	1,747	2,043	2,521	2,613	2,272	30.1%	-13.1%
Termination initiated by employee (Reasons Unknown)	5,571	5,382	5,705	6,506	6,233	11.9%	-4.2%
<b>Total</b>	<b>8,453</b>	<b>8,415</b>	<b>9,094</b>	<b>10,509</b>	<b>9,897</b>	<b>17.1%</b>	<b>-5.8%</b>
<b>Total Separations</b>	<b>10,954</b>	<b>10,898</b>	<b>11,526</b>	<b>13,435</b>	<b>11,790</b>	<b>7.6%</b>	<b>-12.2%</b>
Number of Career Service Employees	85,460	85,588	82,761	76,973	74,633	-12.7%	-3.0%
<b>Percentage of Separations to Number of Career Service Employees</b>	<b>12.8%</b>	<b>12.7%</b>	<b>13.9%</b>	<b>17.5%</b>	<b>15.8%</b>	<b>23.2%</b>	<b>-9.5%</b>

**FIVE-YEAR TREND: SEPARATIONS – CAREER SERVICE**



<sup>1</sup> Separation type “Death of Employee” includes “Death of Employee in the Line of Duty.”



## *Employer-Initiated Career Service Separations by Agency As of June 30, 2013*

The table below depicts the employer initiated separations from the Career Service by agency and by reason during fiscal year 2012-13.

Agency	Abandonment	Dismissal	End of Appointment Period	Failed to Complete Probationary Period	Layoff	Total
Agency for Health Care Administration	-	1	-	11	-	12
Agency for Persons with Disabilities	-	76	-	14	-	90
Agriculture and Consumer Services	-	28	-	-	4	32
Business and Professional Regulation	-	11	-	6	1	18
Children and Families	6	134	35	114	140	429
Citrus	-	-	-	-	-	-
Corrections	-	406	2	9	25	442
Division of Administrative Hearings	-	1	-	7	-	8
Division of Emergency Management	-	-	-	-	-	-
Economic Opportunity	-	4	2	14	-	20
Education	-	11	-	1	-	12
Elder Affairs	-	1	-	1	-	2
Environmental Protection	-	7	1	11	30	49
Financial Services	-	20	-	3	6	29
Fish and Wildlife Conservation Commission	-	8	1	3	-	12
Health	1	81	13	73	189	357
Highway Safety and Motor Vehicles	-	24	3	21	10	58
Juvenile Justice	1	52	1	37	9	100
Law Enforcement	-	-	-	2	-	2
Legal Affairs	-	5	-	2	-	7
Management Services	-	4	-	5	-	9
Military Affairs	-	5	-	1	-	6
Northwood Shared Resource Center	-	-	-	-	-	-
Office of the Governor	-	-	-	-	-	-
Parole Commission	-	-	-	-	-	-
Public Service Commission	-	-	-	-	-	-
Revenue	-	34	-	23	-	57
School for the Deaf and the Blind	2	3	-	11	-	16
Southwood Shared Resource Center	-	1	-	-	-	1
State	-	-	-	-	-	-
Transportation	-	35	-	8	-	43
Veterans' Affairs	1	22	1	58	-	82
<b>Total Employer-Initiated Separations</b>	<b>11</b>	<b>974</b>	<b>59</b>	<b>435</b>	<b>414</b>	<b>1,893</b>
<b>Percent of Total</b>	<b>0.6%</b>	<b>51.5%</b>	<b>3.1%</b>	<b>23.0%</b>	<b>21.9%</b>	<b>100%</b>

## *Employee-Initiated Career Service Separations by Agency As of June 30, 2013*

The table below depicts the employee-initiated separations from the Career Service by agency and by reason during fiscal year 2012-13.

Agency	Moved to Private Sector	Death of Employee	Death of Employee in Line of Duty	Moved to Non-State of Florida Government	Retirement	Separation Reason Unknown	Total
Agency for Health Care Administration	12	1	-	2	42	82	139
Agency for Persons with Disabilities	4	6	-	15	76	225	326
Agriculture and Consumer Services	3	4	-	1	95	159	262
Business and Professional Regulation	11	2	-	6	29	63	111
Children and Families	89	8	-	98	292	775	1,262
Citrus	-	-	-	-	-	1	1
Corrections	118	28	-	27	542	2,434	3,149
Division of Administrative Hearings	-	-	-	-	1	7	8
Division of Emergency Management	-	-	-	-	-	-	-
Economic Opportunity	12	3	-	2	37	97	151
Education	16	4	-	11	48	94	173
Elder Affairs	-	-	-	-	3	42	45
Environmental Protection	38	2	-	22	64	76	202
Financial Services	112	2	-	1	57	-	172
Fish and Wildlife Conservation Commission	11	-	-	3	44	86	144
Health	184	14	-	88	388	865	1,539
Highway Safety and Motor Vehicles	13	2	-	64	101	193	373
Juvenile Justice	45	5	-	29	41	320	440
Law Enforcement	9	1	-	19	39	66	134
Legal Affairs	3	1	-	-	14	61	79
Management Services	5	2	-	4	16	16	43
Military Affairs	4	-	-	3	4	6	17
Northwood Shared Resource Center	1	-	-	1	3	1	6
Office of the Governor	-	-	-	-	-	-	-
Parole Commission	2	-	-	1	4	1	8
Public Service Commission	2	-	-	1	4	4	11
Revenue	17	5	-	1	152	252	427
School for the Deaf and the Blind	-	1	-	-	11	29	41
Southwood Shared Resource Center	1	-	-	3	1	1	6
State	2	2	-	5	7	12	28
Transportation	-	9	-	160	157	77	403
Veterans' Affairs	5	-	-	4	-	188	197
<b>Total Employee-Initiated Separations</b>	<b>719</b>	<b>102</b>	<b>-</b>	<b>571</b>	<b>2,272</b>	<b>6,233</b>	<b>9,897</b>
<b>Percent of Total</b>	<b>7.3%</b>	<b>1.0%</b>	<b>-</b>	<b>5.8%</b>	<b>23.0%</b>	<b>63.0%</b>	<b>100%</b>

## *Retirement Count by Pay Plan As of June 30, 2013*

The following table depicts trends in the number of retirements by fiscal year and by pay plan for the State Personnel System.

Fiscal Year	Retirements by Pay Plan						
	Career Service	Percent	Selected Exempt Service	Percent	Senior Management Service	Percent	State Personnel System
2012-13	2,272	75.9%	692	23.1%	31	1.0%	<b>2,995</b>
2011-12	2,657	76.3%	789	22.7%	36	1.0%	<b>3,482</b>
2010-11	2,521	76.1%	743	22.4%	50	1.5%	<b>3,314</b>
2009-10	2,043	74.6%	665	24.3%	32	1.2%	<b>2,740</b>
2008-09	1,747	72.4%	639	26.5%	27	1.1%	<b>2,413</b>
2007-08	2,012	75.4%	630	23.6%	25	0.9%	<b>2,667</b>
2006-07	2,111	75.0%	670	23.8%	32	1.1%	<b>2,813</b>
2005-06	2,111	75.9%	648	23.3%	21	0.8%	<b>2,780</b>
2004-05	1,823	76.7%	531	22.3%	22	0.9%	<b>2,376</b>
2003-04	2,119	75.9%	636	22.8%	37	1.3%	<b>2,792</b>
<b>Total Retirements</b>	<b>21,416</b>	<b>75.5%</b>	<b>6,643</b>	<b>23.4%</b>	<b>313</b>	<b>1.1%</b>	<b>28,372</b>
<b>10 Year Average - Number of Retirements</b>	<b>2,142</b>	<b>75.5%</b>	<b>664</b>	<b>23.4%</b>	<b>31</b>	<b>1.1%</b>	<b>2,837</b>
<b>Number of Employees as of June 30, 2013</b>	<b>74,633</b>	<b>81.6%</b>	<b>16,326</b>	<b>17.8%</b>	<b>544</b>	<b>0.6%</b>	<b>91,503</b>
<b>Percentage of Average Retirements to Number of Employees as of June 30, 2013</b>	<b>2.9%</b>		<b>4.1%</b>		<b>5.8%</b>		<b>3.1%</b>

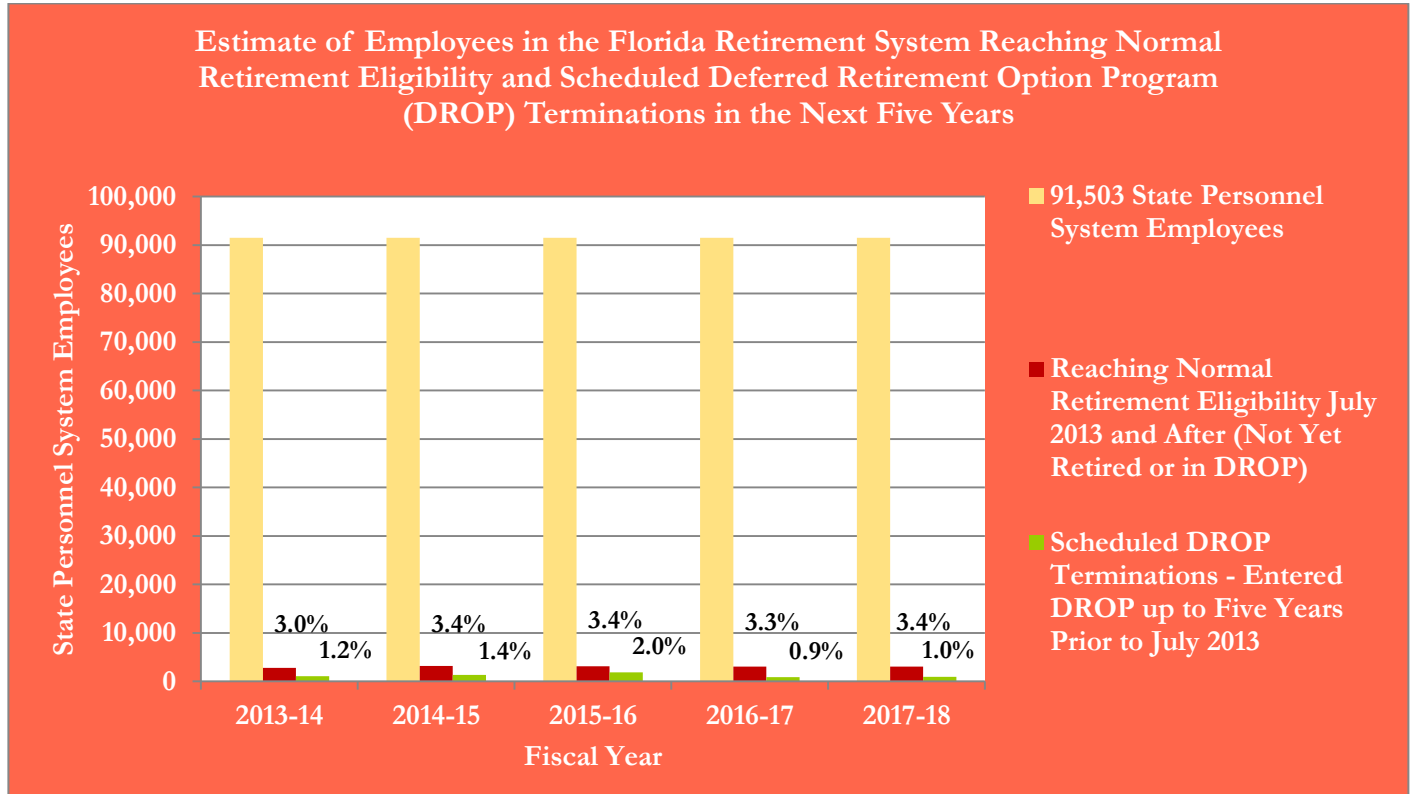
- The Employee Benefit Research Institute<sup>1</sup> states that:
  - “The age at which workers plan to retire, has over time, crept upward. In particular, the percentage of workers who expect to retire after age 65 has increased, from 11 percent in 1991, to 24 percent in 2003, 29 percent in 2008, and to 36 percent in 2013.
  - The percentage of workers expecting to retire before age 65 is now half what it was two decades ago: down from 50 percent in 1991 to 23 percent in 2013.
  - The median (midpoint) age at which workers expect to retire has remained stable at 65 over those years.”
  
- According to the Center for State and Local Government Excellence<sup>2</sup>:
  - “In 1992, the median ages of the state and local workforces were 40 and 41 years of age, respectively. This was at a time when their wage/salary private sector peers had a median age of 35.
  - The state and local workforces have a median age of 44/45 in 2012, relative to 40 in the wage/salary private sector.
  - In 1992, about a quarter of all state and local workers were 50 or older. As of 2012, 37 percent now fit in this age group.”

<sup>1</sup> Employee Benefit Research Institute, “The 2013 Retirement Confidence Survey: Perceived Savings Needs Outpace Reality for Many,” March 2013 – No. 384 – [www.ebri.org/publications/ib/index.cfm?fa=ibDisp&content\\_id=5175](http://www.ebri.org/publications/ib/index.cfm?fa=ibDisp&content_id=5175)

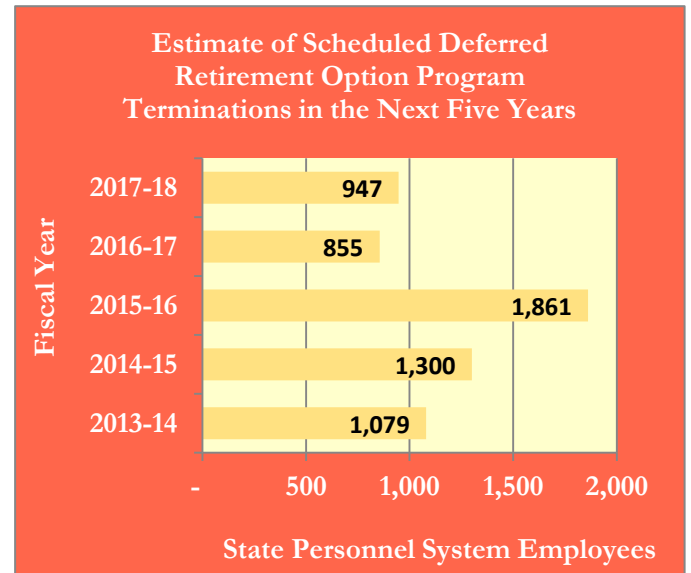
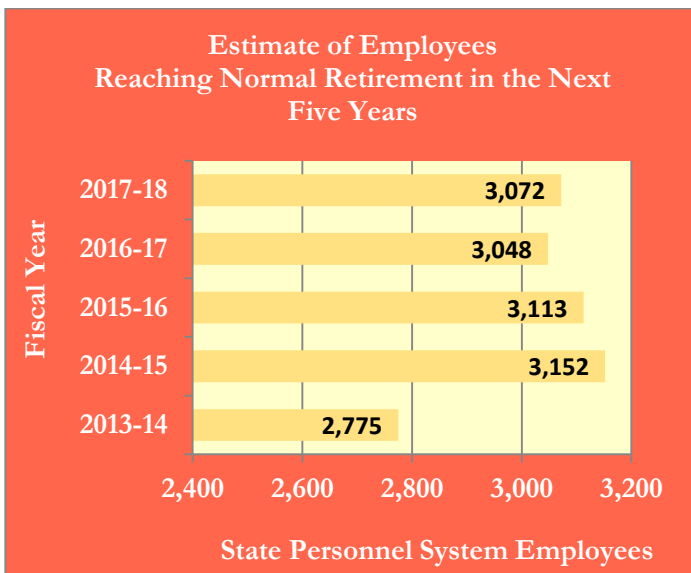
<sup>2</sup> Center for State and Local Government Excellence, “Where Things Stand: The State and Local Workforce Going into 2013” – [www.slge.org](http://www.slge.org).

## Retirement Projections As of June 30, 2013

The following charts depict retirement projections based on normal retirement eligibility and scheduled Deferred Retirement Option Program (DROP) terminations for the next five fiscal years.



Retirement projections as noted in these charts were based on membership in the Florida Retirement System as of June 30, 2013. Normal retirement for Pension Plan members was tied to the membership class and for members of the Investment Plan it was based on age 62.



Source: Department of Management Services' Division of Retirement.

## *Other Personal Services Employment*

### *As of June 30, 2013*

The figures in the table below represent a 12-month average of the number of OPS employees for each agency during the fiscal year.

#### **AVERAGE NUMBER OF OPS EMPLOYEES BY AGENCY**

Agency	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	2009/2013 % Change	2012/2013 % Change
Agency for Health Care Administration	134	145	151	163	171	27.6%	4.9%
Agency for Persons with Disabilities	881	805	815	776	753	-14.5%	-3.0%
Agency for Workforce Innovation	355	740	599	-	-	-100%	-
Agriculture and Consumer Services	487	546	517	516	526	8.0%	1.9%
Business and Professional Regulation	270	227	188	169	178	-34.1%	5.3%
Children and Families	773	942	957	580	571	-26.1%	-1.6%
Citrus	10	10	10	11	10	0.0%	-9.1%
Community Affairs	181	176	147	-	-	-100%	-
Corrections	850	1,000	881	715	708	-16.7%	-1.0%
Division of Administrative Hearings	3	2	3	2	1	-66.7%	-50.0%
Division of Emergency Management	-	-	-	117	92	-	-21.4%
Economic Opportunity	-	-	-	480	498	-	3.8%
Education	166	190	147	132	135	-18.7%	2.3%
Elder Affairs	113	117	113	108	117	3.5%	8.3%
Environmental Protection	1,137	1,110	1,050	917	866	-23.8%	-5.6%
Financial Services	138	135	126	120	122	-11.6%	1.7%
Fish and Wildlife Conservation Commission	637	660	703	680	656	3.0%	-3.5%
Health	1,637	1,852	2,381	2,290	2,392	46.1%	4.5%
Highway Safety and Motor Vehicles	281	224	212	329	273	-2.8%	-17.0%
Juvenile Justice	147	127	117	117	122	-17.0%	4.3%
Law Enforcement	108	82	80	94	101	-6.5%	7.4%
Legal Affairs	77	99	106	101	99	28.6%	-2.0%
Management Services	33	21	13	17	21	-36.4%	23.5%
Military Affairs	9	6	7	9	8	-11.1%	-11.1%
Northwood Shared Resource Center	-	-	-	3	4	-	33.3%
Office of the Governor	39	39	34	17	21	-46.2%	23.5%
Parole Commission	13	9	21	25	43	230.8%	72.0%
Public Service Commission	10	10	8	6	7	-30.0%	16.7%
Revenue	115	113	119	79	91	-20.9%	15.2%
School for the Deaf and the Blind	152	172	193	187	208	36.8%	11.2%
Southwood Shared Resource Center	-	-	-	2	5	-	150%
State	125	136	95	91	105	-16.0%	15.4%
Transportation	126	97	81	23	24	-81.0%	4.3%
Veterans' Affairs	117	173	179	213	171	46.2%	-19.7%
<b>Avg. Number of OPS Employees</b>	<b>9,124</b>	<b>9,965</b>	<b>10,053</b>	<b>9,089</b>	<b>9,099</b>	<b>-0.3%</b>	<b>0.1%</b>
<b>Percentage of OPS Employees to the Number of Total Employees</b>	<b>8.7%</b>	<b>9.5%</b>	<b>9.9%</b>	<b>9.6%</b>	<b>9.9%</b>	<b>-</b>	<b>-</b>



# *Workforce Compensation*

- *Workforce Compensation Overview*
- *Classification and Pay Plans*
- *Annual Legislative Pay Adjustments*
- *Salary Distribution by Gender and Ethnicity by Pay Plan*
- *Average Salary by Agency and Pay Plan*
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- *Employee Retirement Membership*
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- *Savings Sharing Program*





## Workforce Compensation Overview

Total compensation is defined as the total salary and benefits package provided to recruit and retain a high-performance workforce for the State Personnel System (SPS). The elements of the current total compensation package include basic salary, health and life insurance, retirement, Social Security, Medicare and leave benefits. In addition, employees in the Selected Exempt Service and Senior Management Service receive disability insurance.

The following analysis regarding SPS Workforce Compensation can be made from the information in this section and the table below:

The SPS average salary of \$38,299 as of June 30, 2013, represents a 0.4 percent increase from the average salary of \$38,165 as of June 30, 2012.

For 2012, the SPS average salary of \$38,165 was 13.2 percent less than Florida's Annual Average Wage – Total All Industries of \$43,210.

Since June 30, 2009, the average salary for employees in the SPS decreased by 0.6 percent from \$38,517 to \$38,299.

As of June 30, 2013, 58,974 or 79.0 percent of Career Service employees and 4,595 or 28.1 percent of Selected Exempt Service employees earned a salary of less than \$40,000 per year. For the same time period, 183 or 33.6 percent of Senior Management Service employees earned a salary of less than \$100,000.

As of June 30, 2013, the average value of benefits for Career Service employees represented 40.1 percent of the total compensation package while the percentage for the Selected Exempt Service and Senior Management Service was 36.6 percent and 30.9 percent, respectively.

As of June 30, 2013, 49,445 employees, or 54.0 percent, were enrolled in a Health Maintenance Organization; and 31,577 employees, or 34.5 percent, were enrolled in a Preferred Provider Organization for health insurance benefits.

As of June 30, 2013, 62,189 or 68.64 percent of all employees were members of the Regular Class for retirement followed by 23.14 percent in Special Risk, and 7.26 percent in the Deferred Retirement Option Program.

The number of pay additives (i.e., temporary special duty-general, competitive area differential, on-call, etc.) provided to Career Service employees as of June 30, 2013, was 17,025, a 20.6 percent decrease from the 21,447 pay additives provided to employees as of June 30, 2012.

### FIVE-YEAR TREND: AVERAGE SALARIES BY PAY PLAN

Pay Plan	As of June 30					2009/2013 % Change
	2009	2010	2011	2012	2013	
Career Service	\$34,653	\$34,651	\$34,119	\$34,277	\$34,384	-0.8%
Selected Exempt Service	\$54,019	\$54,368	\$53,136	\$53,752	\$53,826	-0.4%
Senior Management Service	\$109,011	\$109,266	\$109,054	\$108,755	\$108,776	-0.2%
State Personnel System	\$38,517	\$38,540	\$37,898	\$38,165	\$38,299	-0.6%
Florida Annual Average Wage -- Total All Industries	\$40,973	\$41,570	\$42,311	\$43,210 <sup>1</sup>	-	5.5% <sup>2</sup>

<sup>1</sup> Department of Economic Opportunity, Labor Market Statistics Center, Quarterly Census of Employment and Wages Program, August 2013.

<sup>2</sup> Percentage change reflects 2009/2012 instead of 2009/2013. (The Department of Economic Opportunity had not published the 2013 figures at the time this report was published).

## *Classification and Pay Plans*

### *As of June 30, 2013*

The Career Service, Selected Exempt Service and Senior Management Service operate under a broadband classification and compensation system. Under the broadband classification system, positions are organized by broad job categories called job families. Positions are further divided into occupational groups and occupations.

Sections 110.406(1) and 110.606(1), Florida Statutes, require the Department of Management Services to compile data regarding the administration of the Senior Management and Selected Exempt Services. The Department of Management Services provides the information below and other information throughout this report to comply with these requirements.

The State Personnel System utilized: 23 job families, 38 occupational groups, 247 occupations and 147 broadband levels.

- Career Service: 195 occupations and 17 pay bands
- Selected Exempt Service: 172 occupations and 22 pay bands
- Senior Management Service: 25 occupations and four pay bands

#### **NUMBER OF ESTABLISHED POSITIONS AND EMPLOYEES BY PAY BAND**

Pay Band	Annual Minimum Salary	Annual Maximum Salary	Number of Established Positions	Number of Employees
001	\$16,751.28	\$43,532.58	3,423	2,894
002	\$18,259.02	\$47,450.26	4,951	4,504
003	\$19,902.48	\$51,721.54	9,092	8,079
004	\$21,692.58	\$56,374.24	4,930	4,463
005	\$23,645.18	\$61,448.66	12,303	11,201
006	\$25,774.06	\$66,980.16	6,679	5,736
007	\$28,093.00	\$73,007.22	21,794	19,628
008	\$30,622.02	\$83,558.28	13,139	12,109
009	\$33,377.24	\$91,076.44	7,343	6,686
010	\$36,381.54	\$99,274.50	6,585	6,013
011	\$39,655.98	\$103,055.68	949	815
012	\$43,225.52	\$117,949.78	1,139	1,051
013	\$47,115.38	\$128,563.50	192	180
014	\$51,355.46	\$133,460.08	1,041	938
015	\$55,978.52	\$145,474.68	-	-
016	\$61,015.50	\$158,564.90	153	142
017	\$66,507.74	\$172,837.60	-	-
018	\$72,493.46	\$188,393.14	585	438
019	\$21,156.72	\$87,969.18	606	549
020	\$26,445.90	\$109,963.62	4,345	4,062
021	\$33,057.44	\$144,326.00	1,342	1,266
022	\$41,320.76	\$180,404.12	160	155
023	\$47,316.36	\$206,580.40	438	399
024	\$56,779.84	\$236,091.96	180	172
025	\$68,135.86	\$283,310.56	23	23
<b>Total Positions and Employees</b>			<b>101,392</b>	<b>91,503</b>

## *Annual Legislative Pay Adjustments*

### ***FISCAL YEAR 2012-13***

- **Effective July 1, 2012:** The Florida Fish and Wildlife Commission was authorized to implement pay parity adjustments in an amount not to exceed \$249,000. Employees in the following job classes, making less than the associated annual base salary, had their salaries increased to that amount: Law Enforcement Officer - \$32,836.18; Law Enforcement Corporal - \$36,119.72; Law Enforcement Investigator II - \$40,746.16; Law Enforcement Lieutenant - \$45,822.40; Law Enforcement Captain - \$60,770.06; and Duty Officer - \$29,640.00. Also, the commission was authorized to adjust current critical market pay additives as necessary to achieve equity among law enforcement officers working in Monroe and Lee Counties.
  - **Effective July 1, 2012:** The Department of Highway Safety and Motor Vehicles was authorized to implement pay parity adjustments, not to exceed \$661,252, to increase the base rate of pay for Office of Motor Carrier Compliance Law Enforcement Officers from \$31,879.92 to \$33,977.04. In addition, the department was authorized to increase the salaries of the Office of Motor Compliance Law Enforcement sergeants, lieutenants and captains by \$2,097.12.
- 

### ***FISCAL YEAR 2011-12***

- Legislative pay adjustments were not authorized for fiscal year 2011-12.
- 

### ***FISCAL YEAR 2010-11***

- Legislative pay adjustments were not authorized for fiscal year 2010-11.
- 

### ***FISCAL YEAR 2009-10***

- Legislative pay adjustments were not authorized for fiscal year 2009-10.
- 

### ***FISCAL YEAR 2008-09***

- **Effective Oct. 1, 2008:** All eligible law enforcement employees of the Florida Highway Patrol (FHP) received a competitive pay adjustment of 5 percent on each employee's Sept. 30, 2008, base rate of pay. This pay adjustment was limited to the FHP employees employed by the Department of Highway Safety and Motor Vehicles in the following class codes: 8515 Law Enforcement Officer, 8519 Law Enforcement Sergeant, 8532 Law Enforcement Airplane Pilot I, 8534 Law Enforcement Airplane Pilot II, 8540 Law Enforcement Investigator I, 8541 Law Enforcement Investigator II, 8522 Law Enforcement Lieutenant, 8525 Law Enforcement Captain, 8626 Law Enforcement Major-FHP, 7650 Law Enforcement Troop Commander-FHP, 7955 Chief of Investigations-FHP, 7980 Chief of Emergency Operations/Domestic Security-FHP, 8945 Law Enforcement Inspection Administrator-FHP, 7932 Deputy Director of South and East Command, and 9762 Director of Florida Highway Patrol-HSMV.

No other Career Service, Selected Exempt Service or Senior Management Service employees received a legislative pay adjustment for fiscal year 2008-09.

Source: Each fiscal year's General Appropriations Act.

## Salary Distribution by Gender and Ethnicity by Pay Plan As of June 30, 2013

Salary Range	Percent						Total	
	White		Minority <sup>1</sup>		Unknown		Employees	Percent
	Male	Female	Male	Female	Male	Female		
<b>CAREER SERVICE</b>								
\$16,751 <sup>2</sup> - \$19,999	10.1%	22.8%	21.0%	45.0%	0.4%	0.7%	1,620	2.2%
\$20,000 - \$29,999	16.1%	30.8%	12.1%	40.2%	0.2%	0.6%	23,858	32.0%
\$30,000 - \$39,999	37.1%	25.3%	14.6%	22.7%	0.1%	0.2%	33,496	44.9%
\$40,000 - \$49,999	34.3%	33.7%	12.0%	19.8%	0.1%	0.2%	10,560	14.1%
\$50,000 - \$59,999	38.2%	34.2%	12.6%	14.8%	-	0.1%	2,986	4.0%
\$60,000 - \$69,999	41.8%	31.4%	12.8%	13.9%	-	-	1,126	1.5%
\$70,000 - \$79,999	41.2%	31.5%	12.9%	14.3%	-	-	495	0.7%
\$80,000 - \$89,999	49.3%	31.6%	9.9%	9.2%	-	-	152	0.2%
\$90,000 - \$99,999	37.7%	29.5%	13.1%	16.4%	1.6%	1.6%	61	0.1%
\$100,000 - Plus	38.4%	24.7%	17.2%	19.7%	-	-	279	0.4%
<b>Percent of Total</b>	<b>29.6%</b>	<b>28.7%</b>	<b>13.5%</b>	<b>27.8%</b>	<b>0.1%</b>	<b>0.3%</b>	<b>74,633</b>	<b>100%</b>
<b>SELECTED EXEMPT SERVICE</b>								
\$16,751 <sup>2</sup> - \$19,999	16.7%	41.7%	16.7%	25.0%	-	-	12	0.1%
\$20,000 - \$29,999	10.8%	35.4%	14.5%	39.0%	0.1%	0.2%	1,289	7.9%
\$30,000 - \$39,999	18.9%	38.6%	10.7%	31.6%	0.1%	0.1%	3,294	20.2%
\$40,000 - \$49,999	26.7%	38.9%	11.2%	22.8%	-	0.3%	3,646	22.3%
\$50,000 - \$59,999	34.7%	41.7%	8.2%	15.3%	0.1%	0.1%	2,989	18.3%
\$60,000 - \$69,999	41.4%	37.6%	9.8%	11.2%	-	-	1,900	11.6%
\$70,000 - \$79,999	46.1%	36.0%	9.4%	8.5%	0.1%	-	1,367	8.4%
\$80,000 - \$89,999	48.9%	33.1%	9.4%	8.5%	-	-	785	4.8%
\$90,000 - \$99,999	53.8%	27.7%	10.3%	8.2%	-	-	429	2.6%
\$100,000 - Plus	41.0%	18.9%	23.7%	16.3%	0.2%	-	615	3.8%
<b>Percent of Total</b>	<b>31.0%</b>	<b>37.4%</b>	<b>10.9%</b>	<b>20.6%</b>	<b>0.1%</b>	<b>0.1%</b>	<b>16,326</b>	<b>100%</b>
<b>SENIOR MANAGEMENT SERVICE</b>								
\$16,751 <sup>2</sup> - \$19,999	-	-	-	-	-	-	-	-
\$20,000 - \$29,999	-	-	-	-	-	-	-	-
\$30,000 - \$39,999	-	-	-	-	-	-	-	-
\$40,000 - \$49,999	-	-	-	-	-	-	-	-
\$50,000 - \$59,999	-	100%	-	-	-	-	1	0.2%
\$60,000 - \$69,999	33.3%	44.4%	11.1%	11.1%	-	-	9	1.7%
\$70,000 - \$79,999	33.3%	37.0%	14.8%	11.1%	3.7%	-	27	5.0%
\$80,000 - \$89,999	53.7%	34.1%	-	9.8%	2.4%	-	41	7.5%
\$90,000 - \$99,999	40.0%	41.0%	9.5%	9.5%	-	-	105	19.3%
\$100,000 - Plus	54.8%	30.5%	9.1%	5.0%	0.6%	-	361	66.4%
<b>Percent of Total</b>	<b>50.4%</b>	<b>33.5%</b>	<b>8.8%</b>	<b>6.6%</b>	<b>0.7%</b>	<b>-</b>	<b>544</b>	<b>100%</b>

<sup>1</sup> "Minority" includes Blacks/African-Americans, Hispanics/Latinos, Asians, Native Americans/Alaskan Natives, Native Hawaiians/Other Pacific Islanders, and Some Other Race or two or more races.

<sup>2</sup> Amount represents the annual minimum salary in the State Personnel System's Broadbanding Classification and Compensation System.

Notes: For the purpose of this table, salaries for employees working less than full time were adjusted to reflect full-time equivalent salaries.

## *Average Salary by Agency and Pay Plan As of June 30, 2013*

The following table depicts the average salary by agency by pay plan as well as the overall average salary for each agency.

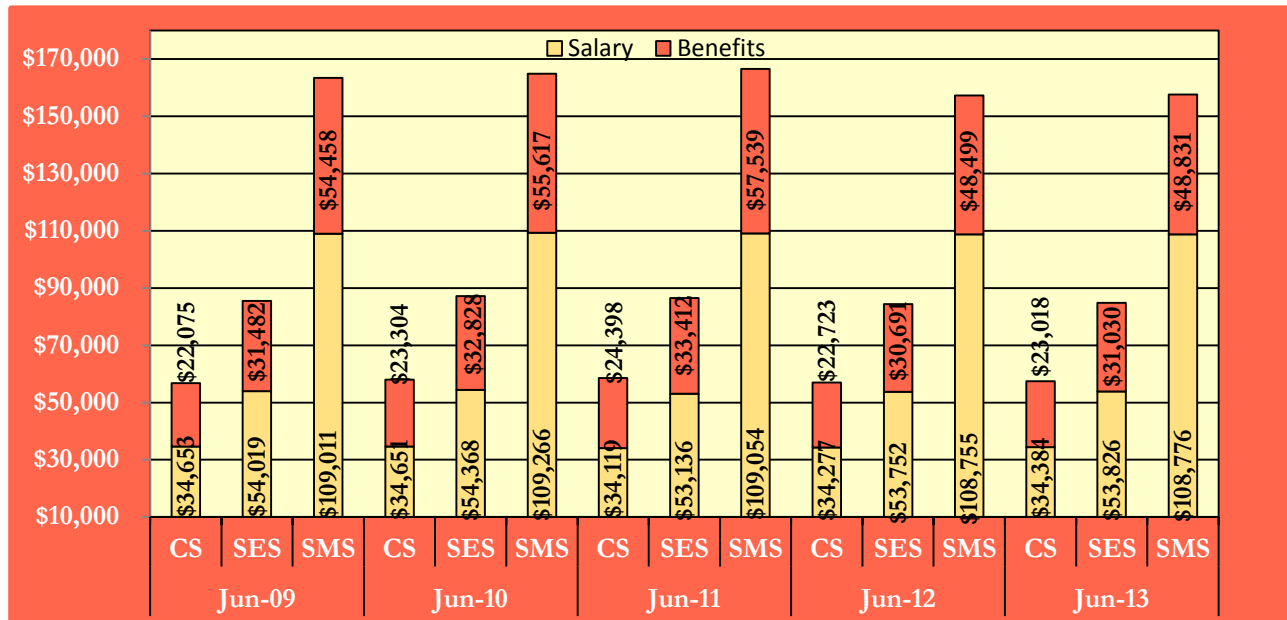
Agency	Career Service	Selected Exempt Service	Senior Management Service	Overall Average
Agency for Health Care Administration	\$38,840	\$53,155	\$117,125	<b>\$43,011</b>
Agency for Persons with Disabilities	\$27,924	\$41,663	\$104,614	<b>\$31,057</b>
Agriculture and Consumer Services	\$32,368	\$50,170	\$101,543	<b>\$36,827</b>
Business and Professional Regulation	\$34,511	\$48,893	\$98,954	<b>\$39,203</b>
Children and Families	\$31,408	\$50,106	\$104,496	<b>\$35,362</b>
Citrus	\$37,040	\$69,290	\$170,525	<b>\$61,376</b>
Corrections	\$34,331	\$56,644	\$113,716	<b>\$35,646</b>
Division of Administrative Hearings	\$51,921	\$37,476	\$129,409	<b>\$47,136</b>
Division of Emergency Management <sup>1</sup>	-	\$55,414	\$125,000	<b>\$58,577</b>
Economic Opportunity	\$34,856	\$57,752	\$112,297	<b>\$40,078</b>
Education	\$35,385	\$55,417	\$129,609	<b>\$42,985</b>
Elder Affairs	\$35,643	\$50,000	\$103,561	<b>\$41,189</b>
Environmental Protection	\$34,851	\$54,353	\$109,329	<b>\$41,173</b>
Financial Services	\$38,581	\$57,994	\$102,979	<b>\$45,225</b>
Fish and Wildlife Conservation Commission	\$38,174	\$53,856	\$96,288	<b>\$41,378</b>
Health	\$35,031	\$54,817	\$112,322	<b>\$38,824</b>
Highway Safety and Motor Vehicles	\$35,607	\$52,369	\$112,898	<b>\$37,593</b>
Juvenile Justice	\$30,051	\$42,155	\$91,711	<b>\$33,286</b>
Law Enforcement	\$43,359	\$61,427	\$111,015	<b>\$46,189</b>
Legal Affairs	\$34,112	\$59,434	\$115,330	<b>\$48,115</b>
Management Services	\$33,583	\$52,154	\$107,015	<b>\$42,653</b>
Military Affairs <sup>1</sup>	\$30,090	\$41,931	\$85,001	<b>\$34,602</b>
Northwood Shared Resource Center	\$47,973	\$67,054	\$110,000	<b>\$52,571</b>
Office of the Governor <sup>1</sup>	-	\$67,020	\$107,650	<b>\$82,014</b>
Parole Commission	\$34,026	\$47,918	\$71,750	<b>\$38,890</b>
Public Service Commission	\$40,372	\$59,273	\$107,141	<b>\$51,282</b>
Revenue	\$32,793	\$52,273	\$106,172	<b>\$36,030</b>
School for the Deaf and the Blind <sup>1</sup>	\$26,950	\$35,875	-	<b>\$28,974</b>
Southwood Shared Resource Center	\$48,096	\$63,257	\$110,000	<b>\$52,324</b>
State	\$32,553	\$49,452	\$96,310	<b>\$39,581</b>
Transportation	\$39,921	\$64,067	\$123,432	<b>\$48,209</b>
Veterans' Affairs	\$28,575	\$43,810	\$96,417	<b>\$30,798</b>
<b>Average Salary by Pay Plan</b>	<b>\$34,384</b>	<b>\$53,826</b>	<b>\$108,776</b>	<b>\$38,299</b>

<sup>1</sup> These entities have employees in other pay plans that are not represented in this report.

## Total Compensation: Salaries and Benefits As of June 30, 2013

Benefits<sup>1</sup>, for purposes of this report, are defined as the quantifiable amount spent on annual and sick leave, paid holidays, retirement and retiree health insurance subsidy, group health and term life insurance as well as Social Security and Medicare matching. In addition, disability insurance is provided for employees in the Selected Exempt and Senior Management Services.

### FIVE-YEAR TREND: TOTAL COMPENSATION BY PAY PLAN



As of June 30, 2013, the average total compensation for each pay plan was as follows:

- **Career Service: \$57,402.** Includes \$34,384 (59.9 percent) in salary plus \$23,018 (40.1 percent) in benefits. The Career Service benefits package had a value equivalent to 66.9 percent of the average salary.
- **Selected Exempt Service: \$84,856.** Includes \$53,826 (63.4 percent) in salary plus \$31,030 (36.6 percent) in benefits. The Selected Exempt Service benefits package had a value equivalent to 57.6 percent of the average salary.
- **Senior Management Service: \$157,607.** Includes \$108,776 (69.1 percent) in salary plus \$48,831 (30.9 percent) in benefits. The Senior Management Service benefits package had a value equivalent to 44.9 percent of the average salary.

### AVERAGE BENEFITS VALUE OF TOTAL COMPENSATION BY PAY PLAN

Benefits	Career Service		Selected Exempt Service		Senior Management Service	
Leave and Holidays	\$5,621	9.8%	\$9,316	11.0%	\$18,827	11.9%
Retirement <sup>2</sup>	\$4,411	7.7%	\$6,906	8.1%	\$15,174	9.6%
Insurance	\$12,986	22.6%	\$14,808	17.5%	\$14,830	9.4%
<b>Average Benefits Value</b>	<b>\$23,018</b>	<b>40.1%</b>	<b>\$31,030</b>	<b>36.6%</b>	<b>\$48,831</b>	<b>30.9%</b>
<b>Average Salary</b>	<b>\$34,384</b>	<b>59.9%</b>	<b>\$53,826</b>	<b>63.4%</b>	<b>\$108,776</b>	<b>69.1%</b>
<b>Total Compensation</b>	<b>\$57,402</b>	<b>100%</b>	<b>\$84,856</b>	<b>100%</b>	<b>\$157,607</b>	<b>100%</b>

<sup>1</sup> Other employer funded benefits were not included because the state's cost is either not pre-funded on a per capita basis or is not an on-going expense for every position, e.g., workers' compensation, paid disability leave, and tuition waivers, etc.

<sup>2</sup> The retirement component is comprised of the Florida Retirement System (FRS) contribution for regular class membership (5.18 percent) and Senior Management Service class of (6.30 percent) and the employer social security and Medicare contributions. Employees in the Special Risk retirement membership class receive higher FRS contributions at a rate of 14.90 percent (Regular) or 5.91 percent (Administrative Support).

Note: The average salaries of the employees depicted in the Workforce Profile on Page 18 were used to calculate the benefits. For the purpose of the health insurance cost calculation, family group insurance premiums were used.

## Comparison of Benefits by Pay Plan As of June 30, 2013

The table below compares the different benefits afforded to full-time employees in the State Personnel System. Benefits afforded to part-time employees are prorated accordingly.

	Career Service	Selected Exempt Service	Senior Management Service
<b>Annual Leave</b>	<p>Ranges from 8.667 to 13 hours accrued per month depending on length of service.</p> <p>Upon termination from the SPS, with a minimum of one continuous year of service, eligible for payment of up to 240 hours. (This is a lifetime payment cap.)</p>	<p>Receives 176 hours upon appointment date and on each anniversary date.</p> <p>Upon termination from the SPS, may be paid up to 480 hours. (The most recent accrual is prorated at time of separation.)</p>	Same as Selected Exempt Service.
<b>Sick Leave</b>	<p>8.667 hours accrued per month (104 hours annually, regardless of length of service.).</p> <p>Upon termination from the SPS, with minimum 10 years of service, terminal payment of sick leave for either ¼ of the balance or 480 hours, whichever is less.</p>	<p>Receives 104 hours upon appointment date and on each anniversary date.</p> <p>Upon termination from the SPS, with minimum 10 years of service, terminal payment of sick leave for either ¼ of the balance or 480 hours, whichever is less.</p>	Same as Selected Exempt Service.
<b>Holidays</b>	<p>Nine paid holidays each calendar year and one paid personal holiday each fiscal year.</p>	Same as Career Service.	Same as Career Service.
<b>Insurance<sup>1</sup></b>	<p><b>Group Health Standard PPO or HMO:</b> Employee pays monthly premium of \$50.00 for individual coverage or \$180.00 for family coverage. The state pays monthly premium of \$537.74 and \$1,149.14, respectively.</p> <p><b>Group Disability Insurance:</b> Only offered as a supplemental policy. Employee pays 100 percent of the premium.</p> <p><b>Life Insurance:</b> Coverage is \$25,000. The state pays 100 percent of the premium.</p>	<p><b>Group Health Standard PPO or HMO:</b> Employee pays monthly premium of \$8.34 for individual coverage or \$30.00 for family coverage. The state pays monthly premium of \$579.40 and \$1,299.14, respectively.</p> <p><b>Group Disability Insurance:</b> 65 percent of income for maximum of 364 days of continuous disability. Must exhaust all leave first (may be offset by certain other benefits). The state pays 100 percent of the premium.</p> <p><b>Life Insurance:</b> Same as Career Service.</p>	<p><b>Group Health Standard PPO or HMO:</b> Same as Selected Exempt Service.</p> <p><b>Group Disability Insurance:</b> Same as Selected Exempt Service.</p> <p><b>Life Insurance:</b> Same as Career Service.</p>

<sup>1</sup> Employees may elect a Health Investor Health Plan with Health Savings Account option in lieu of traditional Preferred Provider (PPO) or Health Maintenance Organizations (HMO).

Source: Chapters 110 and 121, Florida Statutes, and the General Appropriations Act for fiscal year 2012-13.



## Comparison of Benefits by Pay Plan As of June 30, 2013

	Career Service	Selected Exempt Service	Senior Management Service
<b>Retirement (Choice of Plans)</b>	<p><b>FRS Pension Plan (Defined Benefit):</b></p> <p>Effective July 1, 2011 and after, all active FRS Pension Plan and Investment Plan employees contribute 3 percent of their compensation.</p> <p><b>If initially enrolled in the FRS prior to July 1, 2011:</b></p> <p><u>Regular Class:</u> Six-year vesting. Normal retirement at age 62 or 30 years at any age. Retirement benefit based on percentage value<sup>1</sup> of 1.60 percent to 1.68 percent, based on age/length of service.</p> <p><u>Special Risk Class:</u> Six-year vesting. Normal retirement at age 55 or 25 years at any age. Retirement benefit based on percentage value<sup>1</sup> of 3 percent for service on and after Oct. 1, 1974.</p> <p><b>If initially enrolled in the FRS on or after July 1, 2011:</b></p> <p><u>Regular Class:</u> Eight-year vesting. Normal retirement at age 65 or 33 years at any age. Retirement benefit based on percentage value<sup>2</sup> of 1.60 percent to 1.68 percent, based on age/length of service.</p> <p><u>Special Risk:</u> Eight-year vesting. Normal retirement at age 60 or 30 years at any age. Retirement benefit based on percentage value<sup>2</sup> of 3 percent for service on and after Oct. 1, 1974.</p> <p><b>FRS Investment Plan (Defined Contribution):</b> One-year vesting. State contributes 3.3 percent of salary into Regular Class employees' account(s) and 11 percent of salary into Special Risk employees' account(s). Total and permanent disability retirements available.<sup>3</sup></p>	<p><b>FRS Pension Plan (Defined Benefit):</b></p> <p>Same as Career Service.</p> <p><b>If initially enrolled in the FRS prior to July 1, 2011:</b></p> <p><u>Regular Class:</u> Same as Career Service.</p> <p><u>Special Risk Class:</u> Same as Career Service.</p> <p><b>If initially enrolled in the FRS on or after July 1, 2011:</b></p> <p><u>Regular Class:</u> Same as Career Service.</p> <p><u>Special Risk Class:</u> Same as Career Service.</p> <p><b>FRS Investment Plan (Defined Contribution):</b> Same as Career Service.</p>	<p><b>FRS Pension Plan (Defined Benefit):</b></p> <p>Effective July 1, 2011 and after, all active FRS Pension Plan, Investment Plan, and Senior Management Service Optional Annuity Program employees contribute 3 percent of their compensation.</p> <p><b>If initially enrolled in the FRS prior to July 1, 2011:</b></p> <p><u>SMS Class:</u> Six-year vesting. Normal retirement at age 62 or 30 years at any age. Retirement benefit based on percentage value<sup>1</sup> of 2 percent.</p> <p><b>If initially enrolled in the FRS on or after July 1, 2011:</b></p> <p><u>SMS Class:</u> Eight-year vesting. Normal retirement at age 65 or 33 years at any age. Retirement benefit based on percentage value<sup>2</sup> of 2 percent.</p> <p><b>SMS Optional Annuity Program (Defined Contribution):</b> Immediate vesting. State contributes 6.27 percent of salary into SMS employees' account(s).</p> <p><b>FRS Investment Plan (Defined Contribution):</b> One-year vesting. State contributes 4.67 percent into SMS employees' account(s). Total and permanent disability retirements available.<sup>3</sup></p>

<sup>1</sup> The percentage value is the value that employees receive for each year of creditable service. The annual benefit amount at normal retirement is calculated based on the following formula: (Years of Creditable Service) x (Percentage Value) x (Average of the Highest Five Fiscal Years of Compensation) = Annual Benefit Amount. This amount is adjusted for early retirement. Post-retirement cost-of-living adjustment (COLA) is a proportion of 3 percent based on service prior to July 1, 2011, divided by total service credit at retirement.

<sup>2</sup> The percentage value is the value that employees receive for each year of creditable service. The annual benefit amount at normal retirement is calculated based on the following formula: (Years of Creditable Service) x (Percentage Value) x (Average of the Highest Five Fiscal Years of Compensation) = Annual Benefit Amount. This amount is adjusted for early retirement. No post-retirement COLA.

<sup>3</sup> Employee must meet Pension Plan vesting requirements for non-duty or in-line-of-duty disability retirement, have total and permanent disability certified by two physicians at time of separation from employment, and surrender the Investment Plan account balance to receive a lifetime monthly retirement benefit calculated and paid under the Pension Plan.



## Benefit Comparisons to Select States As of June 30, 2013

The following tables provide a comparison of annual and sick leave and paid holidays given to Career Service employees compared to leave benefits offered by selected states.

ANNUAL LEAVE			
Maximum Days Granted Per Year <sup>1</sup>		Maximum Balance Allowed at Year End	
State	Days	State	Days
Texas	31.5	Louisiana	Unlimited
South Carolina	30	Mississippi	Unlimited
Alabama	29.25	California	80
Mississippi	27	Texas	66.5
Virginia	27	Alabama	60
North Carolina	26	Virginia	54
Tennessee	24	Florida	45
West Virginia	24	Georgia	45
Louisiana	24	South Carolina	45
California <sup>2</sup>	21	Tennessee	42
Georgia	21	West Virginia	40
New York	20	North Carolina	30
Florida	19.5	New York <sup>3</sup>	30

SICK LEAVE			
Maximum Days Granted Per Year <sup>1</sup>		Maximum Balance Allowed at Year End	
State	Days	State	Days
Louisiana	24	California	Unlimited
West Virginia	18	Florida	Unlimited
Georgia	15	Louisiana	Unlimited
South Carolina	15	Mississippi	Unlimited
Alabama	13	North Carolina	Unlimited
Florida	13	Tennessee	Unlimited
New York	13	Texas	Unlimited
California <sup>2</sup>	12	West Virginia	Unlimited
North Carolina	12	South Carolina	180
Tennessee	12	Alabama <sup>3</sup>	150
Texas	12	New York <sup>4</sup>	150
Virginia	10	Georgia	90
Mississippi	7.5	Virginia	10

<sup>1</sup> Based on years of service.

<sup>2</sup> Reflects vacation days for employees in all bargaining units except 6 and 8. Employees may also elect to participate in the Annual Leave Program, which combines vacation and sick leave credits into one leave pool.

<sup>3</sup> Employees who attain the 30-day maximum do not earn additional leave until the balance is reduced. Upon separation, employee paid for up to 30 days.

<sup>1</sup> Based on years of service.

<sup>2</sup> Employees enrolled in Annual Leave Program do not receive separate sick leave credits.

<sup>3</sup> Maximum allowed at any time during the year, not just at year end.

<sup>4</sup> Employees who attain the 150-day maximum do not earn additional leave until the balance is reduced.

HOLIDAYS GRANTED					
(Includes Personal Leave Days)					
Texas <sup>1</sup>	17	California	12	Florida	10
New York	17	Georgia	12	Mississippi	10
Alabama <sup>2</sup>	13	Virginia	12	Louisiana <sup>5</sup>	9
South Carolina	13	North Carolina <sup>4</sup>	12		
West Virginia <sup>3</sup>	13	Tennessee	11		

<sup>1</sup> Includes four optional holidays in lieu of other holidays and five partial staffing holidays if the holiday does not fall on the weekend.

<sup>2</sup> Includes a personal leave day except for employees in two counties who are granted an additional holiday for Mardi Gras in lieu of a personal leave day.

<sup>3</sup> Includes one-half day each for Christmas and New Year's Eve when the holiday falls on Tuesday through Saturday.

<sup>4</sup> Observes 11-12 holidays depending on which week day Christmas falls.

<sup>5</sup> Additional holidays given for Inauguration day every four years and Election day every two years.

Source: States' websites and contacts made to their human resource offices.

## *Employee Group Health Insurance Membership*

### *As of June 30, 2013*

Agency	Preferred Provider Organization	Health Maintenance Organization	No Insurance <sup>1</sup>	Total
Agency for Health Care Administration	376	1,009	166	1,551
Agency for Persons with Disabilities	1,208	1,027	443	2,678
Agriculture and Consumer Services	1,348	1,665	328	3,341
Business and Professional Regulation	347	983	184	1,514
Children and Families	3,406	6,398	1,301	11,105
Citrus	19	23	6	48
Corrections	9,406	10,338	2,654	22,398
Division of Administrative Hearings	37	114	24	175
Economic Opportunity	371	904	253	1,528
Education	583	1,409	191	2,183
Elder Affairs	115	257	53	425
Environmental Protection	1,150	1,508	272	2,930
Financial Services	576	1,523	229	2,328
Fish and Wildlife Conservation Commission	1,043	776	172	1,991
Health	4,135	7,674	1,595	13,404
Highway Safety and Motor Vehicles	1,356	2,242	467	4,065
Juvenile Justice	1,066	1,564	379	3,009
Law Enforcement	363	1,064	164	1,591
Legal Affairs	314	594	112	1,020
Management Services	96	602	116	814
Military Affairs <sup>2</sup>	167	88	71	326
Northwood Shared Resource Center	16	59	8	83
Office of the Governor <sup>2</sup>	35	82	11	128
Parole Commission	23	76	13	112
Public Service Commission	48	187	29	264
Revenue	1,256	2,992	477	4,725
School for the Deaf and the Blind <sup>2</sup>	243	110	66	419
Southwood Shared Resource Center	15	84	7	106
State	37	291	45	373
Transportation	2,065	3,330	425	5,820
Veterans' Affairs	357	472	220	1,049
<b>Total Employees</b>	<b>31,577</b>	<b>49,445</b>	<b>10,481</b>	<b>91,503</b>
<b>Percent of Total Employees</b>	<b>34.5%</b>	<b>54.0%</b>	<b>11.5%</b>	<b>100%</b>
Number included in total that are spouses of another state employee	2,275	4,611	-	6,886

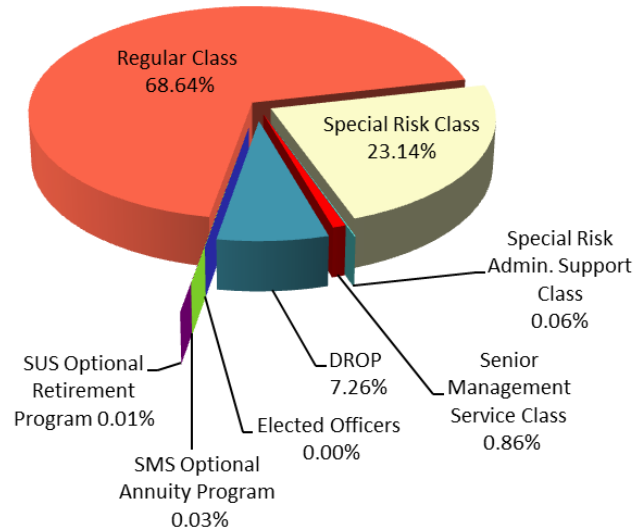
<sup>1</sup> Indicates these employees are not covered by a state plan but they may have coverage elsewhere.

<sup>2</sup> These entities have employees in other pay plans that are not represented in this report. In addition, the amounts for the Office of the Governor include the Division of Emergency Management.

## *Employee Retirement Membership As of June 30, 2013*

State employees participating in the Career Service, Selected Exempt Service and Senior Management Service are automatically enrolled in the state-administered Florida Retirement System (FRS) and covered by Social Security. The FRS provides retirement, total and permanent disability, and survivor benefits to participating state and local government employees. Under the FRS, employees have the option of enrolling in one of two primary retirement plans: a defined benefit plan known as the FRS Pension Plan and a defined contribution plan known as the FRS Investment Plan. There are five membership classes under both primary plans: Regular, Special Risk, Special Risk Administrative Support, Senior Management Service and Elected Officers' Classes.

### RETIREMENT MEMBERSHIP



There were 83,996 SPS employees enrolled in either the FRS Pension Plan or FRS Investment Plan as of June 30, 2013. All FRS Pension Plan or the FRS Investment Plan members fall under the five FRS classes of membership, excluding those employees in the Defined Retirement Option Program:

- **Regular Class:** 62,189 employees - members not assigned to other classes.
- **Special Risk Class:** 20,968 employees - members employed as law enforcement officers, firefighters, correctional officers, paramedics or emergency medical technicians, professional health care workers, youth custody officers, and forensic employees and who meet the legal criteria for this class.
- **Special Risk Administrative Support Class:** 56 employees - former Special Risk Class members who provide administrative support to special risk members within a special risk employing agency.
- **Senior Management Service Class (SMSC):** 781 employees - members who are filling positions authorized to be eligible for this membership class by statute. Note: these members can opt out of both the FRS Pension Plan and the FRS Investment Plan by enrolling in an alternative defined contribution program, known as the Senior Management Service Optional Annuity Program (SMSOAP).
- **Elected Officers' Class:** two employees - members who hold specified elective offices in either state or local government.

The FRS is a contributory retirement system, where both the state and the employees pay required retirement contributions. Pre-tax employee contributions of three percent are required, regardless of whether the employee was enrolled in the FRS Pension Plan, the FRS Investment Plan, the Senior Management Service Optional Annuity Program (SMSOAP), or the State University System Optional Retirement Program (SUSORP). See the next page for a description of each of these plans.

Note: Prior to July 1, 2011, employees in all state-administered retirement plans were not required to contribute.

**DEFERRED RETIREMENT OPTION PROGRAM (DROP) ACTIVE MEMBERSHIP**

Qualified employees in the FRS Pension Plan may retire while continuing employment under the Deferred Retirement Option Program. Eligible state employees enrolled in DROP are retired and accumulate monthly retirement benefits, but remain actively employed for up to 60 months. DROP is strictly for FRS Pension Plan retirees who qualify to draw retirement benefits from the FRS Trust Fund and not for employees in the FRS Investment Plan or SMSOAP who draw retirement benefits from private investment plan providers.

As of June 30, 2013, there were 6,577 SPS participants enrolled in this program.

**FRS PENSION PLAN ACTIVE MEMBERSHIP**

As of June 30, 2013, there were 74,868 SPS employees participating in various FRS membership classes under the FRS Pension Plan. If initially enrolled in the FRS before July 1, 2011, employees in the FRS Pension Plan are vested (have the right to a future retirement benefit) after six years of creditable service. If initially enrolled in the FRS on or after July 1, 2011, employees in the FRS are vested after eight years of creditable service.

**FRS INVESTMENT PLAN ACTIVE MEMBERSHIP**

As of June 30, 2013, there were 15,705 SPS employees participating in the various FRS membership classes under the FRS Investment Plan. The FRS Investment Plan is similar to a traditional 401(k) type plan. All state employees eligible for FRS membership, including participants in the SMSOAP, may opt to participate in this defined contribution plan instead of the defined benefit plan offered (the FRS Pension Plan) or the SMSOAP. Employees in the FRS Investment Plan are vested (have the right to a future retirement benefit) after one year of creditable service regardless of their membership class, or when they enroll.

**SENIOR MANAGEMENT SERVICE OPTIONAL ANNUITY PROGRAM (SMSOAP) ACTIVE MEMBERSHIP**

As of June 30, 2013, there were 23 SPS employees who had opted out of the Senior Management Service Class altogether and enrolled in this program, which is a defined contribution plan that provides for immediate vesting of all employer contributions with no minimum years of service or age requirements.

**STATE UNIVERSITY SYSTEM OPTIONAL RETIREMENT PROGRAM ACTIVE MEMBERSHIP (SUSORP)**

As of June 30, 2013, there were seven SPS employees who enrolled in the SUSORP while employed by the Florida Board of Regents before this agency was abolished and the employees transferred to the Department of Education. The SUSORP is a defined contribution plan that provides for full and immediate vesting of all employer contributions upon signing an investment agreement (no minimum years of service or age requirements). Employees in eligible positions are compulsory SUSORP participants unless they choose membership in another retirement option.

**REEMPLOYED RETIREES WITHOUT RENEWED MEMBERSHIP**

For fiscal year 2012-13, the SPS had reemployed retirees without renewed membership in the FRS. As of June 30, 2013, reemployed retirees without renewed membership were filling positions covered by the following FRS membership classes:

Retirement Class	Reemployed Retiree Count	Percent
Regular Class	575	64.9%
Special Risk Class	293	33.1%
Senior Management Service Class	18	2.0%
Total Employees	886	100%

Source: Department of Management Services' Division of Retirement.

## Pay Additives: Career Service As of June 30, 2013

Section 110.2035(7)(e), Florida Statutes, requires the Department of Management Services to annually provide a summary report of implemented pay additives. Pay additives may be added to and removed from a Career Service employee's base rate of pay depending upon the need or circumstances for which the additive is given. Therefore, it is impossible to provide a cumulative listing of the additives awarded during the year. Listed below is the number of pay additives, by type, provided to Career Service employees as of June 30, 2013.

Agency	Competitive Area Differential	Lead Worker	Shift Differential	Legislatively Approved <sup>1</sup>	Trainer	Hazardous Duty	Temporary Special Duty- General	Temporary Special Duty – Absent Coworker	On-Call	Critical Market Pay	Total
Agency for Health Care Administration	125	-	-	-	-	-	1	-	-	-	126
Agency for Persons with Disabilities	17	1	62	-	-	3	-	-	38	-	121
Agriculture and Consumer Services	160	24	2	-	64	8	3	1	624	-	886
Business and Professional Regulation	146	8	-	-	2	-	-	2	9	-	167
Children and Families	1,302	9	331	6	1	13	88	5	1,487	-	3,242
Citrus	-	-	-	-	-	-	-	-	-	-	-
Corrections	2,557	18	170	52	-	792	3	2	455	-	4,049
Division of Administrative Hearings	22	-	-	-	-	-	-	-	-	-	22
Division of Emergency Management <sup>2</sup>	-	-	-	-	-	-	-	-	-	-	-
Economic Opportunity	24	62	-	-	-	-	9	1	10	-	106
Education	48	1	-	-	-	-	1	-	8	-	58
Elder Affairs	25	-	-	-	-	-	-	-	-	-	25
Environmental Protection	212	1	-	-	-	17	-	-	46	-	276
Financial Services	254	31	4	-	6	7	9	-	132	-	443
Fish and Wildlife Conservation Commission	201	1	-	-	3	-	2	1	49	97	354
Health	1,543	93	-	-	1	-	20	-	279	-	1,936
Highway Safety and Motor Vehicles	926	2	15	-	114	-	222	1	272	71	1,623
Juvenile Justice	287	-	1	-	2	-	-	2	38	-	330
Law Enforcement	80	17	52	7	11	4	5	1	334	-	511
Legal Affairs	112	-	-	-	-	-	-	-	4	-	116
Management Services	17	7	6	-	-	-	-	-	16	-	46
Military Affairs <sup>2</sup>	1	1	-	-	-	-	-	-	-	-	2
Northwood Shared Resource Center	-	-	12	-	-	-	1	-	24	-	37
Office of the Governor <sup>2</sup>	-	-	-	-	-	-	-	-	-	-	-
Parole Commission	17	-	-	-	-	-	1	-	-	-	18
Public Service Commission	11	-	-	-	-	-	-	-	-	-	11
Revenue	877	4	8	-	-	-	-	2	19	-	910
School for the Deaf and the Blind <sup>2</sup>	-	3	15	-	-	-	-	-	6	-	24
Southwood Shared Resource Center	-	3	8	-	-	-	-	-	47	-	58
State	-	-	-	-	-	-	-	-	8	-	8
Transportation	1,049	-	107	-	-	-	-	3	199	-	1,358
Veterans' Affairs	153	-	-	-	-	-	-	-	9	-	162
<b>Total Pay Additives</b>	<b>10,166</b>	<b>286</b>	<b>793</b>	<b>65</b>	<b>204</b>	<b>844</b>	<b>365</b>	<b>21</b>	<b>4,113</b>	<b>168</b>	<b>17,025</b>

<sup>1</sup> Legislatively approved pay additives were authorized by the Legislature in the General Appropriations Act.

<sup>2</sup> These entities have employees in other pay plans that are not represented in this report.

## *Savings Sharing Program*

Employees may participate in the Savings Sharing Program, which is established in accordance with section 110.1245, Florida Statutes, and Chapter 60L-37, Florida Administrative Code. The purpose of the Savings Sharing Program is to provide a process by which agencies can retain a portion of their budget for implementing internally generated program efficiencies and cost reductions and then redirect the savings to employees. This program allows employees the opportunity to submit a written proposal sharing their ideas to increase productivity, eliminate or reduce state expenditures, improve operations or generate additional revenue. If the proposal is adopted and implemented, the agency can recognize the employee or group of employees submitting the proposal with a cash award based on the actual cost savings as approved by the Legislative Budget Commission. The Savings Sharing Program was implemented during fiscal year 2001-02 and has resulted in the following savings as reported by the agencies:

### *FISCAL YEAR 2012-13*

Responses to the Department of Management Services' questionnaire indicated that none of the agencies participated in the program during the fiscal year ending June 30, 2013.

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### *FISCAL YEAR 2011-12*

Responses to the Department of Management Services survey indicated that none of the agencies participated in the program during the fiscal year ending June 30, 2012.

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### *FISCAL YEAR 2010-11*

Responses to the Department of Management Services survey indicated one agency participated in the program: The Department of Transportation received a cost-saving proposal for \$100,000 from one employee. The actual savings realized from this proposal was \$100,000 and the employee received a \$5,000 award. The employee invented and implemented the Dual Action Breakaway Assembly for gates at toll plazas. This assembly saves costs, enhances system safety, and boosts customer satisfaction. The United States Patent and Trademark Office issued a patent for the invention. This invention has saved the salaries and benefits costs of three gate tender positions, which totals \$100,000 annually.

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### *FISCAL YEAR 2009-10*

Responses to the Department of Management Services survey indicated that none of the agencies participated in the program during the fiscal year ending June 30, 2010.

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### *FISCAL YEAR 2008-09*

Responses to the Department of Management Services survey indicated that none of the agencies participated in the program during the fiscal year ending June 30, 2009.

Source: Agency responses to Department of Management Services' Division of Human Resource Management Questionnaire conducted in June 2013.



# *Workforce Training and Development*

- *Workforce Training and Development Overview*
- *Training Expenditures by Agency*





## ***Workforce Training and Development Overview***

Section 110.235, Florida Statutes, requires each agency with Career Service employees to implement training programs that encompass modern management principles, and that provide the framework to develop human resources through empowerment, training and rewards for productivity enhancement; to continuously improve the quality of services; and to satisfy the expectations of the public. This section also requires each of these agencies to annually evaluate and report to the department the training it has implemented and the progress it has made in the area of training. The Department of Management Services annually distributes a training questionnaire to the agencies to gather information on their training that has been implemented and the progress that has been made.

The following narrative focuses on information provided by the agencies in response to the questionnaire, which included such questions as:

- Did your agency have an established training plan?
- Was a needs assessment conducted in order to identify training topics?
- What training goals were identified?
- What training was implemented?
- Overall, what percentage of staff received training?
- What methodology was used to measure the success of the training offered?
- Describe goals achieved and the progress made in the area of training?
- What barriers, if any, prevented your agency from achieving your identified goals?

### **SUMMARY OF AGENCY REPLIES TO THE ANNUAL TRAINING QUESTIONNAIRE FISCAL YEAR 2012-13**

#### **Agencies that had an Established Training Plan:**

For fiscal year 2012-13, 26<sup>1</sup> agencies reported having an established training plan. Those agencies reporting not having an established training plan included: the departments of Citrus, Economic Opportunity, State, and the Division of Administrative Hearings.

#### **Types of Training Goals Identified by the Agencies:**

- Align training at all levels directly or indirectly with the agency mission statement.
- Improve efficiency in managing the online learning management system and in producing training reports.
- Continue to reduce liability through employee education of legal rights and responsibilities with an accurate and timely reporting system to reflect the training compliance.
- Develop leaders who can build and maintain high performing teams and drive department performance; specifically, leaders who can lead through change, focus their team on department results, foster innovation and build the level of employee engagement that leads employees to higher levels of discretionary effort.
- Create additional computer-based training and Web-based training.
- Expand the use of video conference and webinar training.
- Provide comprehensive workshop analysis reports to managers.
- Provide continuous management/supervisory materials to staff throughout the year.
- Maximize resources, reduce costs and improve quality of training opportunities.
- Provide comprehensive performance management training with an emphasis on SMART (specific, measurable, achievable, relevant and time-bound) expectations.

<sup>1</sup> This number excludes the Division of Emergency Management and the Office of the Governor, as these entities do not have Career Service employees.

**Methodologies Used to Measure Success of the Training Offered:**

- Kirkpatrick Evaluation Model<sup>1</sup> to get feedback from the training participants, their supervisors and managers.
- Input from monthly training conference calls and questionnaires from webinars.
- Results from Item Analysis Reports to assess revisions to training materials.
- Staff assessments through oral examinations.
- Training and workshop evaluations.
- Quizzes throughout the course.
- Participant reaction forms and pre/post-tests.
- Annual evaluations of the training program.

**Goals Achieved and Progress Made in the Areas of Training:**

- Leveraged online training to maximize training opportunities, expand offerings, and increase participation.
- Improved ability to measure training impact through Impact Evaluations.
- Upgraded and modernized the training tracking database.
- Increased overall participation in compliance training.
- Established collaborative partnerships with other agencies and private sector entities.
- Implemented metric-based performance measurements including SMART-based performance expectations.

**Barriers that Prevented Agencies from Achieving Identified Goals:**

- Using webinars to connect area offices to training still posed difficulty in attendees' ability to interact during the classes.
- Lack of technology to produce online courses and to develop a learning management system to track courses.
- Budget reductions, staff reductions, travel restrictions, and turnover have limited some activities.
- Departmentwide information technology infrastructure challenges.
- Increased workloads make it increasingly difficult for employees to attend training sessions.
- Video tele-training, webinars and Go To Meeting formats work well for some training but is problematic and less effective for many courses.
- E-Learning format for training classes has been especially challenging for staff with little or no computer experience.

The following analysis regarding the SPS can be made from the information in this section:

- For fiscal year 2012-13, agencies expended \$30,404,586 on training, representing a 9.3 percent increase from the \$27,821,092 expended during fiscal year 2011-12. Some examples of training included: sexual harassment; professional development; ethics; public records; civil rights; professional licensure, certification or registration requirements; leadership; diversity; performance management; customer service; new employee orientation; information security awareness; presentation skills; safety; as well as training for an indeterminable number of non-agency employees including customers and the general public.
- Since fiscal year 2008-09, training expenditures have decreased 9.9 percent from \$33,743,500 to \$30,404,586 in fiscal year 2012-13.

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<sup>1</sup> The American Society for Training and Development recognizes the Kirkpatrick Evaluation Model as an evaluation tool used to assess the effectiveness of training programs.

Notes:

- Differences reflected in agency training expenditures may be the result of a large number of variables such as types of employees, frequency of training, employee turnover, training sources, training provided to the public and cost. Other variables, which may not be reflected in the expenditures, include training provided internally by agency staff or received externally through interagency training.

For fiscal years 2008-09, 2009-10, 2010-11, 2011-12, and 2012-13 proviso language was included in the implementing bill for the General Appropriations Act that limited travel and training to only activities that were/are critical to each state agency's mission.

## Training Expenditures by Agency As of June 30, 2013

Agency	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13
Agency for Health Care Administration	\$267,875	\$157,994	\$134,843	\$172,909	\$169,556
Agency for Persons with Disabilities	\$422,952	\$264,259	\$92,652	\$67,441	\$61,033
Agency for Workforce Innovation	\$150,226	\$210,248	\$318,588	-	-
Agriculture and Consumer Services	\$743,066	\$486,123	\$420,701	\$649,789	\$1,470,636
Business and Professional Regulation	\$112,660	\$65,899	\$33,997	\$314,287	\$177,217
Children and Families	\$4,267,615	\$3,436,526	\$2,713,126	\$2,858,857	\$2,644,750
Citrus	\$8,205	\$1,907	\$2,100	\$1,300	\$1,004
Community Affairs	\$578,501	\$1,584,159	\$1,486,474	\$426,165	-
Corrections	\$3,124,598	\$2,570,029	\$2,856,490	\$1,100,038	\$1,658,081
Division of Administrative Hearings	\$6,136	\$8,075	\$12,212	\$17,454	\$20,666
Division of Emergency Management	-	-	-	\$1,976,173	\$2,141,876 <sup>1</sup>
Economic Opportunity	-	-	-	\$408,424	\$287,356
Education	\$470,787	\$421,455	\$412,932	\$408,013	\$534,200
Elder Affairs	\$154,869	\$103,907	\$127,511	\$78,428	\$80,980
Environmental Protection	\$715,391	\$290,749	\$323,904	\$298,304	\$302,667
Financial Services	\$448,059	\$489,096	\$332,406	\$258,165	\$141,850
Fish and Wildlife Conservation Commission	\$1,161,536	\$1,296,132	\$788,422	\$997,721	\$891,969
Health	\$12,653,806	\$14,880,279	\$11,939,388	\$9,623,698	\$13,671,407
Highway Safety and Motor Vehicles	\$683,749	\$637,957	\$653,206	\$663,908	\$443,505
Juvenile Justice	\$780,383	\$506,079	\$588,687	\$532,292	\$696,121
Law Enforcement	\$1,101,791	\$1,074,512	\$1,286,452	\$908,614	\$986,271
Legal Affairs	\$146,209	\$155,660	\$164,619	\$143,943	\$157,018
Management Services	\$547,332	\$469,916	\$395,793	\$153,378	\$138,836
Military Affairs	\$1,095,734 <sup>2</sup>	\$60,083	\$222,343	\$251,487	\$100,950
Northwood Shared Resource Center	-	-	-	\$29,425	\$14,533
Office of the Governor	\$8,103	\$120,280 <sup>3</sup>	\$24,784	\$20,334	\$10,034
Parole Commission	\$75	\$1,820	\$11,213	\$759	\$7,335
Public Service Commission	\$58,949	\$104,094	\$119,416	\$41,380	\$135,851
Revenue	\$611,779	\$434,750	\$355,136	\$317,731	\$264,246
School for the Deaf and the Blind	\$60,782	\$160,521	\$184,991	\$167,408	\$125,793
Southwood Shared Resource Center	-	-	-	\$5,880	\$30,147
State	\$36,519	\$30,365	\$59,874	\$11,679	\$16,408
Transportation	\$3,286,555	\$2,717,125	\$5,671,428	\$4,838,476	\$2,962,423
Veterans' Affairs	\$39,258	\$47,325	\$72,746	\$77,232	\$59,867
<b>Total Expenditures</b>	<b>\$33,743,500</b>	<b>\$32,787,324</b>	<b>\$31,806,434</b>	<b>\$27,821,092</b>	<b>\$30,404,586</b>

<sup>1</sup> \$1,385,191.61 of the expenditures for the Division of Emergency Management involved training that was provided to local government staff, community leaders, and local technical professionals throughout Florida regarding important emergency management programs and new initiatives/requirements. This training was conducted by private contractors with expertise in the specific technical areas.

<sup>2</sup> Department of Military Affairs' training expenditures for fiscal year 2008-09 included payments of more than \$800,000 for the First Responder/About Face Academy.

<sup>3</sup> Increase was due to Information Technology Security training provided by the Agency for Enterprise Information Technology as funded by the Department of Homeland Security federal awards. Also includes data for the Agency for Enterprise Information Technology.

# *Equal Employment Opportunity*

- *Equal Employment Opportunity Overview*
- *Equal Employment Opportunity/Affirmative Action Report*
- *Employees by Job Category*
- *Minority Representation by Pay Plan*
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- *Race and Gender Demographics: By Agency*
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- *Race and Gender Demographics: Senior Management Service*



## *Equal Employment Opportunity Overview*

As reflected in the table below, minorities exceeded the Available Labor Market (ALM) in the Professionals, Technicians, Para-Professionals, Administrative Support and Service Maintenance job categories for fiscal year 2012-13. The SPS was below the ALM in the following job categories: Officials and Administrators, Protective Service Workers and Skilled Craft Workers by 6.1, 1.9 and 12.8 percentage points, respectively.

### *EMPLOYEES BY RACE AND JOB CATEGORY As of June 30, 2013*

Job Category	Total Employees	White	Black/ African American	Hispanic	Other <sup>1</sup>	Unknown	% Minority by Job Category	% Minority in ALM <sup>2</sup>
Officials and Administrators	2,476	2,073	218	122	57	6	16.0%	22.1%
Professionals	48,898	29,392	12,728	4,989	1,552	237	39.4%	25.1%
Technicians	4,453	2,987	860	352	245	9	32.7%	28.9%
Protective Service Workers	18,923	13,080	4,319	1,266	225	33	30.7%	32.6%
ParaProfessionals	6,749	2,155	3,733	692	105	64	67.1%	43.5%
Administrative Support	6,585	3,197	2,112	1,129	130	17	51.2%	31.9%
Skilled Craft Workers	1,462	1,155	186	96	24	1	20.9%	33.7%
Service Maintenance	1,957	1,058	739	126	33	1	45.9%	45.4%
<b>Total Employees</b>	<b>91,503</b>	<b>55,097</b>	<b>24,895</b>	<b>8,772</b>	<b>2,371</b>	<b>368</b>	<b>36,038</b>	<b>2,434,674</b>
<b>Percent of Total Employees</b>	<b>100%</b>	<b>60.2%</b>	<b>27.2%</b>	<b>9.6%</b>	<b>2.6%</b>	<b>0.4%</b>	<b>39.4%</b>	<b>33.1%</b>

The following analysis regarding the SPS can be made from information within this section:

- Minority representation remained relatively constant in the Career Service at 41.3 percent (30,816 employees), since June 30, 2012. During the same time period, minority representation increased in the Selected Exempt Service to 31.5 percent (5,138 employees); while the Senior Management Service increased by 2.0 percentage points, from 13.4 percent (72 employees) to 15.4 percent (84 employees).
- Female representation increased slightly in the Selected Exempt Service over the past year at 58.1 percent (9,485 employees). However, female representation in the Career Service (56.8 percent or 42,412 employees) and Senior Management Service (40.1 percent or 218 employees) decreased over the past year by 0.2 percentage points, since June 30, 2012.

<sup>1</sup> "Other" includes Asian, American Indian/Alaskan Native, Native Hawaiian/Other Pacific Islander, or Some Other Race or two or more races.

<sup>2</sup> 2000 Available Labor Market Analysis prepared by the Department of Management Services' Division of Human Resource Management in conjunction with Florida State University.

## Equal Employment Opportunity/Affirmative Action Report

The state of Florida has one of the most diverse populations in the country. To create and maintain a diverse workforce in state government takes the commitment of leadership and outreach from each agency. It is the policy of the State Personnel System to fully use the diversity of Florida’s human resources to provide equal employment opportunities through programs of Affirmative Action. Section 110.112(2)(a) and (b), Florida Statutes, requires each executive agency to develop and implement an Affirmative Action (AA) Plan and establish annual goals for ensuring the full utilization of underrepresented groups in its workforce compared to the relevant labor market. For fiscal year 2012-13, 19 agencies reported they implemented a new plan or continued implementation of a multi-year AA Plan in compliance with section 110.112(2)(a), Florida Statutes.

The Department of Management Services is required to report information relating to the implementation, continuance, updating and results of each executive agency’s AA Plan for the previous fiscal year, pursuant to section 110.112(2)(d), Florida Statutes. The following narrative focuses on information provided by the 31 agencies that responded to the questionnaire conducted by the Department of Management Services, which included such questions as:

- What percentage of the agency’s affirmative action goals was met?
- Identify specific challenges your agency experienced in meeting goals for fiscal year 2012-13.
- Give an outline of any successful special programs or innovative ideas your agency used in recruiting minorities and females.
- List any particular occupation(s) or class(es) in which it is traditionally difficult for your agency to recruit minority or female applicants.

### SUMMARY OF AGENCY REPLIES TO THE ANNUAL AFFIRMATIVE ACTION QUESTIONNAIRE Fiscal Year 2012-13

#### Agencies that Implemented a New Plan or Continued Implementation of a Multi-Year Plan Outlining their Affirmative Action Goals and Progress Made Toward Goals:

Agency	Percent of Goals Met	Agency	Percent of Goals Met
Agency for Health Care Administration	33.3%	Law Enforcement	23.8%
Agriculture and Consumer Services	0.0%	Management Services	24.0%
Economic Opportunity	66.6%	Military Affairs	8.9%
Elder Affairs	38.5%	Office of Governor <sup>1</sup>	32.5%
Environmental Protection	3.7%	Parole Commission	66.6%
Financial Services	53.8%	Revenue	14.3%
Fish and Wildlife Conservation Commission	3.1%	School for the Deaf and the Blind	N/A
Health	45.3%	State	15.8%
Highway Safety and Motor Vehicles	0.0%	Transportation	70.2%
Juvenile Justice	29.4%		

<sup>1</sup> Includes data for the Division of Emergency Management.



**Innovative Ideas and Successful Special Programs  
Agencies Reported Using to Recruit Minorities and Females:**

- The Agency for Health Care Administration partners with minority colleges and universities statewide. The agency also developed a comprehensive internship program with Florida Agricultural and Mechanical University as a primary partner.
- The Department of Agriculture and Consumer Services began a three year marketing plan in 2011 to assist in reaching a broader audience and expand recruiting efforts. Although they did not meet all of their goals, they plan to continue their marketing plan after noting positive increases in seven underutilized employment segments where they focused their efforts. The Department of Agriculture and Consumer Services also continued utilization of their Fresh from Florida Careers logo and URL dedicated to serve as a virtual job and career fair website.
- The Department of Economic Opportunity's management and staff serve on various interagency and national councils and committees having membership from the public and private sectors. These opportunities to network have assisted in increasing the pool of qualified applicants for current and projected vacancies in the department.
- The Florida School for the Deaf and the Blind recruits using Teachers-Teachers.com, WorkSource/Employee Florida, local newspapers and national periodicals and websites. As a result, it has seen growth in its applicant pool over the last several years.
- The Fish and Wildlife Conservation Commission is involved with the Minorities in Natural Resources Committee (MINRC) and the Southeast Association of Fish and Wildlife Agencies conference to recruit minorities. This resulted in the successful hiring of some minority students from the MINRC program. Additionally, job announcements for professional positions are forwarded to approximately 100 minority businesses, organizations and Historically Black Colleges and Universities throughout the nation. The Division of Law Enforcement has a dedicated staff located throughout the state seeking minority applicants. The staff created a television series, "Operation Wild," to help educate the public about the agency's conservation efforts. This series helps attract a more diverse workforce throughout the state. The Fish and Wildlife Research Institute maintains contacts with universities having predominately minority populations in an effort to influence students to pursue careers in the sciences, along with encouraging graduating students to apply for available positions. The Fish and Wildlife Research Institute performs community outreach services, such as "Marine Quest," to educate students about research and careers in marine sciences. Youth Conservation Centers are also being established throughout the state as a new initiative to "Create the Next Generation that Cares." The focus will be on educating middle and high school students about agency careers in an effort to prepare and recruit a more diverse workforce for the future. The agency is also working to increase minority student interests through an internship program with local colleges and universities. It has also established a partnership with other state and federal agencies to work collaboratively in seeking ways to attract and retain minorities in the scientific field.
- The Department of Law Enforcement staff attended several recruitment events that included a career fair at a minority university.
- The Department of Revenue specified in certain professional job advertisements that they were seeking Spanish-speaking and/or bilingual employees. They also encourage employee referrals for job vacancies and participated in job fairs at local colleges and universities.

**Some Challenges Agencies Reported Experiencing in Meeting Affirmative Action Goals:**

- Lack of qualified applicants for existing vacancies in which goals were established.
- Budget constraints and low salaries continue to make it difficult to recruit and retain employees. Competition with private and local government entities, which often offer higher salaries with competitive benefits, also hinder recruitment and retention efforts.
- Difficulty in filling jobs has been escalated due to vacancies not being filled and the elimination of positions due to budget deficits.
- The Department of Environmental Protection reports a continued decrease of authorized full-time positions and relatively light recruitment efforts due to placement of internal candidates and anticipation of future reductions.
- Budget reductions and the deletion of positions impacted the Department of Juvenile Justice's ability to meet their established goals.
- The Department of Highway Safety and Motor Vehicles (DHSMV) reports experiencing a number of layoffs due to the transition of the drivers' license function to the local county tax collector's office. Additionally, DHSMV hired 138 fewer employees than during the previous fiscal year, resulting in a decrease of more than 16 percent and the agency has been under a partial hiring freeze since 2007. The agency also finds it challenging to recruit women into protective service positions due to the requirement the applicant must be willing to move anywhere in the state. They have found that some women who are interested in the position have homes and children and find the relocation requirement disruptive or not cost effective.
- Many of the vacant positions within the Department of Military Affairs are technical in nature and/or require membership in the National Guard as a condition of employment. Additionally, they have experienced recruitment challenges in filling their general revenue positions due to low salary offerings.
- The Department of Revenue reports the following challenges in meeting its Affirmative Action goals: competitive private-sector salaries and benefits, budgetary constraints, limited recruitment resources and opportunities. The challenges significantly impacted the Department of Revenue's recruitment efforts, restricting advertisement of vacancies to the People First system. Additionally, travel and training expenditures have been restricted to mission critical categories. Revenue also reports that due to other employers' workforce reductions they receive large numbers of applications for job vacancies, but some applicants explain that they apply simply to comply with Reemployment Assistance requirements for benefits eligibility. Additionally, some applicants who meet minimum qualifications are unable to later demonstrate their knowledge, skills and abilities throughout the selection process.
- The Florida Fish and Wildlife Conservation Commission has biological/scientific positions that require specialized biology degrees (e.g., wildlife, marine, etc.), as well as experience in those specialized fields. Although it makes a concerted effort to recruit minorities in these fields, its ability to recruit minorities is severely hampered by the inability to offer a competitive salary. Specifically, its pay scale, not only in the biological/scientific fields, but also in the law enforcement field, is generally much lower than pay for comparable positions with the federal government, water management districts, the private sector, and sometimes other State of Florida agencies. Its recruiting challenge for minorities in biological/scientific and law enforcement fields is comparable with similar recruiting challenges experienced by the 12 other state fish and wildlife agencies throughout the Southeast.
- The Department of Law Enforcement reports that budget constraints continue to affect their ability to recruit and hire. Additionally, they noted a number of their applicants were unable to pass the required background screening process.

**Occupations Agencies Reported Having Particular Difficulty Recruiting Minority and Female Applicants:**

- Biologists
- Crime Laboratory Analysts
- Developmental Disability Professionals
- Electrician
- Engineers
- Environmental Specialists/Administrator
- Firefighters/Fire Protection Specialist
- Fisheries and Wildlife Biologists
- Forensic Technologists
- Forestry (various occupations)
- Inspectors
- Law Enforcement Officers & Special Agents
- Librarian
- Maintenance/Refrigeration Mechanic
- Military and Security Police
- Nurses
- Park Rangers
- Physicians
- Pilots
- Protective Services

**Agencies That do not Have a Current Plan that Outlines Affirmative Action Goals:**

- Agency for Persons with Disabilities
- Business and Professional Regulation
- Children and Families
- Citrus
- Corrections
- Division of Administrative Hearings
- Education
- Legal Affairs
- Northwood Shared Resource Center
- Southwood Shared Resource Center
- Veterans' Affairs

**Agencies That did not Respond to the Department of Management Services' Questionnaire:**

Public Service Commission<sup>1</sup>

**Agency Comments:**

- The Agency for Persons with Disabilities reports it continues to experience budget restrictions; additionally, the agency has restructured its regions to meet the increasing needs of Florida's developmentally disabled community within existing budget constraints and is currently redesigning its central office.
- The Department of Corrections reports that their staff reduction provided little opportunity to meet agency goals. Additionally, budget constraints hindered the development of special recruitment strategies.
- The Department of Children and Families continues to undergo administrative restructuring and layoffs. It actively seeks interns from colleges and universities throughout the state for hard to fill positions as an encouragement for future employment and participates in job fairs throughout the state.
- The Department of Financial Services reports it continually seeks to improve the representation of minorities and females in all of the job categories.
- The Department of Health reports it has a large number of positions traditionally filled by women (nurses, social workers, and dental assistants). While it continues to make efforts to hire male applicants for those positions, the availability of males is limited and many choose to enter the private sector due to better pay.
- The Department of Transportation reports the reduction of established positions due to outsourcing and low employee turnover were challenges to meeting their goals.

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<sup>1</sup> The Public Service Commission, an entity within the legislative branch, is not subject to the requirements of section 110.112(2)(a) and (b), F.S.  
Source: Agency responses to Department of Management Services' Division of Human Resource Management Questionnaire conducted June 2013.

## *Employees by Job Category As of June 30, 2013*

Agency	Officials/ Administrators	Professionals	Technicians	Protective Service	Para Professionals	Administrative Support	Skilled Craft	Service Maintenance	Total
Agency for Health Care Administration	2.5%	85.4%	4.4%	-	0.6%	7.0%	-	-	1,551
Agency for Persons with Disabilities	1.1%	45.5%	2.7%	2.2%	34.4%	3.5%	4.8%	5.9%	2,678
Agriculture and Consumer Services	3.2%	54.6%	8.9%	22.7%	0.4%	5.0%	2.9%	2.5%	3,341
Business and Professional Regulation	4.4%	83.7%	2.7%	4.5%	2.5%	2.2%	-	-	1,514
Children and Families	1.5%	70.0%	2.4%	1.6%	17.1%	5.4%	0.4%	1.6%	11,105
Citrus	22.9%	54.2%	8.3%	-	2.1%	8.3%	-	4.2%	48
Corrections	1.1%	22.5%	2.7%	65.9%	0.9%	4.4%	1.7%	0.9%	22,398
Division of Administrative Hearings	1.7%	72.6%	2.3%	-	-	23.4%	-	-	175
Division of Emergency Management <sup>1</sup>	20.5%	77.3%	2.3%	-	-	-	-	-	44
Economic Opportunity	2.4%	94.0%	2.9%	-	-	0.3%	0.3%	0.1%	1,528
Education	10.8%	64.5%	6.5%	-	9.1%	8.6%	-	0.5%	2,183
Elder Affairs	5.2%	83.1%	3.1%	-	-	8.7%	-	-	425
Environmental Protection	8.0%	68.5%	3.1%	-	0.2%	4.0%	1.9%	14.4%	2,930
Financial Services	5.7%	76.3%	4.9%	7.4%	0.2%	5.3%	0.3%	-	2,328
Fish and Wildlife Conservation Commission	4.0%	51.9%	5.3%	32.8%	0.4%	4.2%	1.3%	0.1%	1,991
Health	1.8%	65.0%	6.2%	-	11.0%	14.8%	0.5%	0.7%	13,404
Highway Safety and Motor Vehicles	2.1%	27.7%	3.1%	45.0%	0.8%	20.1%	0.7%	0.4%	4,065
Juvenile Justice	2.7%	52.2%	1.5%	-	35.3%	4.8%	1.0%	2.5%	3,009
Law Enforcement	4.2%	59.5%	10.9%	23.1%	0.1%	2.3%	-	-	1,591
Legal Affairs	9.1%	63.2%	1.3%	5.3%	4.8%	16.2%	0.1%	-	1,020
Management Services	5.3%	62.8%	3.9%	-	0.5%	4.3%	10.4%	12.8%	814
Military Affairs <sup>1</sup>	2.1%	54.6%	8.9%	1.5%	1.5%	6.4%	15.6%	9.2%	326
Northwood Shared Resource Center	3.6%	32.5%	62.7%	-	-	1.2%	-	-	83
Office of the Governor <sup>1</sup>	90.5%	9.5%	-	-	-	-	-	-	84
Parole Commission	13.4%	71.4%	-	-	-	15.2%	-	-	112
Public Service Commission	13.3%	76.5%	3.4%	-	-	6.8%	-	-	264
Revenue	1.5%	83.8%	3.9%	-	2.5%	8.3%	-	-	4,725
School for the Deaf and the Blind <sup>1</sup>	0.2%	24.1%	4.8%	2.9%	46.1%	1.7%	5.0%	15.3%	419
Southwood Shared Resource Center	1.9%	40.6%	55.7%	-	-	0.9%	0.9%	-	106
State	8.0%	76.1%	8.6%	-	0.5%	5.9%	0.8%	-	373
Transportation	3.0%	62.0%	14.0%	-	0.8%	5.1%	7.4%	7.7%	5,820
Veterans' Affairs	2.5%	24.1%	15.3%	-	43.8%	4.7%	1.3%	8.3%	1,049
<b>Total Employees</b>	<b>2,476</b>	<b>48,898</b>	<b>4,453</b>	<b>18,923</b>	<b>6,749</b>	<b>6,585</b>	<b>1,462</b>	<b>1,957</b>	<b>91,503</b>
<b>Percent of Total Employees</b>	<b>2.7%</b>	<b>53.4%</b>	<b>4.9%</b>	<b>20.7%</b>	<b>7.4%</b>	<b>7.2%</b>	<b>1.6%</b>	<b>2.1%</b>	<b>100%</b>

<sup>1</sup> These entities have employees in other pay plans that are not represented in this report. As these numbers only reflect part of the overall employees of these entities, use caution when drawing any conclusions regarding employee changes as they would have to be based upon a separate analysis.

## Minority Representation by Pay Plan As of June 30, 2013

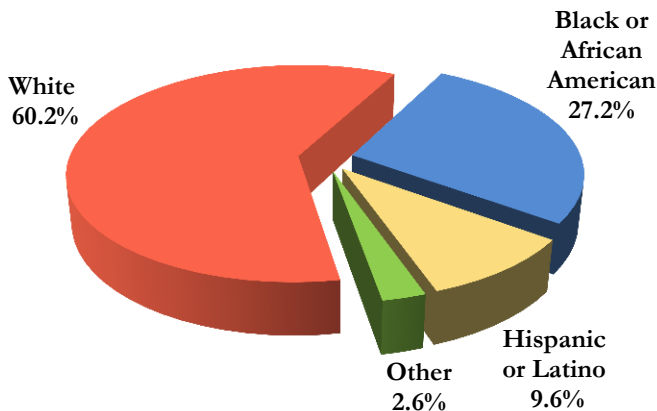
Minority representation in the Selected Exempt Service and Senior Management pay plans increased by 1.8 and 3.5 percentage points, respectively since 2009, while minorities in the Career Service pay plan increased by .7 percentage points. Since 2012, minority representation increased in the Career Service by .7 percentage points, the Selected Exempt Service by .9 percentage points, and the Senior Management Service by 2 percentage points.

### FIVE-YEAR TREND: MINORITY REPRESENTATION

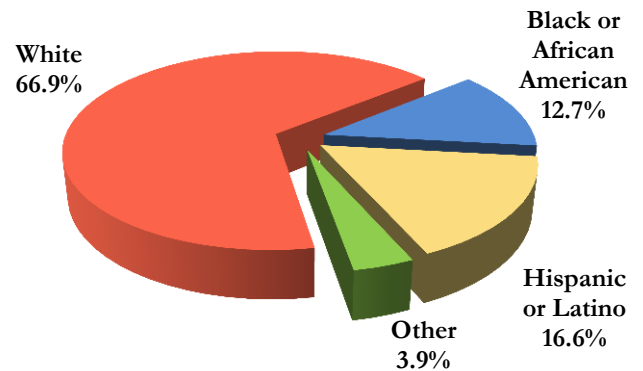
Pay Plan	2009		2010		2011		2012		2013	
	Minor.	Total	Minor.	Total	Minor.	Total	Minor.	Total	Minor.	Total
Career Service	34,732	85,460	34,450	85,588	33,651	82,761	31,244	76,973	30,816	74,633
<b>Percent of Total</b>	<b>40.6%</b>		<b>40.3%</b>		<b>40.7%</b>		<b>40.6%</b>		<b>41.3%</b>	
Selected Exempt Service	5,669	19,115	5,643	18,872	5,464	18,054	5,112	16,728	5,138	16,326
<b>Percent of Total</b>	<b>29.7%</b>		<b>29.9%</b>		<b>30.3%</b>		<b>30.6%</b>		<b>31.5%</b>	
Senior Management Service	71	599	65	571	66	533	72	539	84	544
<b>Percent of Total</b>	<b>11.9%</b>		<b>11.4%</b>		<b>12.4%</b>		<b>13.4%</b>		<b>15.4%</b>	
State Personnel System	40,472	105,174	40,158	105,031	39,181	101,348	36,428	94,240	36,038	91,503
<b>Percent of Total</b>	<b>38.5%</b>		<b>38.2%</b>		<b>38.7%</b>		<b>38.7%</b>		<b>39.4%</b>	

For minorities, the State Personnel System exceeded the Available Labor Market<sup>1</sup> (ALM) representation in the Black or African-American category by 14.5 percentage points. In the Other<sup>2</sup> category, the SPS was below the ALM by 1.3 percentage points, while Hispanic or Latino representation was 7.0 percentage points below the ALM.

#### STATE PERSONNEL SYSTEM



#### FLORIDA'S AVAILABLE LABOR MARKET



<sup>1</sup> Available Labor Market statistics represent the average of the available number of minorities or females.

<sup>2</sup> "Other" includes Asian, American Indian/Alaskan Native, Native Hawaiian/Other Pacific Islander, or Some Other Race or two or more races.

Source: 2000 Available Labor Market Analysis prepared by the Department of Management Services' Division of Human Resource Management in conjunction with Florida State University.

## *Gender Representation by Pay Plan As of June 30, 2013*

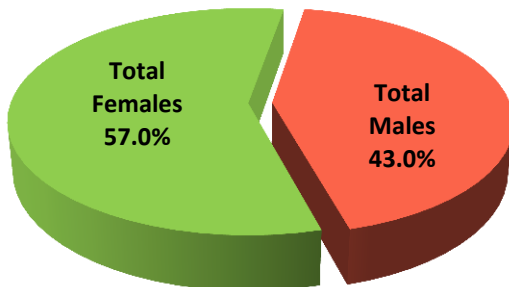
The total number of female employees in the Career Service remained constant since 2009. Additionally, female representation within the Selected Exempt Service and Senior Management Service increased by 2 percentage points and 1 percentage point, respectively. Since 2012, female representation in the Career Service and Senior Management Service decreased by 0.2 percentage points. In contrast, female representation in the Selected Exempt Service increased 0.6 percentage point.

### **FIVE-YEAR TREND: GENDER REPRESENTATION**

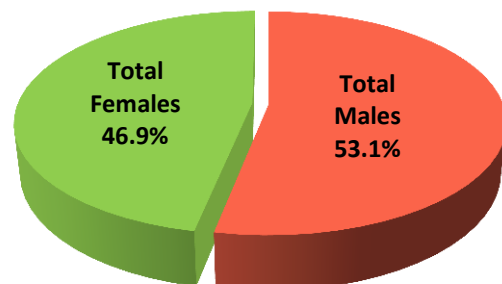
Pay Plan	2009		2010		2011		2012		2013	
	Fem.	Total	Fem.	Total	Fem.	Total	Fem.	Total	Fem.	Total
Career Service	48,520	85,460	48,509	85,588	46,903	82,761	43,865	76,973	42,412	74,633
<b>Percent of Total</b>	<b>56.8%</b>		<b>56.7%</b>		<b>56.7%</b>		<b>57.0%</b>		<b>56.8%</b>	
Selected Exempt Service	10,720	19,115	10,660	18,872	10,275	18,054	9,620	16,728	9,485	16,326
<b>Percent of Total</b>	<b>56.1%</b>		<b>56.5%</b>		<b>56.9%</b>		<b>57.5%</b>		<b>58.1%</b>	
Senior Management Service	234	599	225	571	217	533	217	539	218	544
<b>Percent of Total</b>	<b>39.1%</b>		<b>39.4%</b>		<b>40.7%</b>		<b>40.3%</b>		<b>40.1%</b>	
State Personnel System	59,474	105,174	59,394	105,031	57,395	101,348	53,702	94,240	52,115	91,503
<b>Percent of Total</b>	<b>56.5%</b>		<b>56.5%</b>		<b>56.6%</b>		<b>57.0%</b>		<b>57.0%</b>	

Female representation in the State Personnel System exceeded Florida's Available Labor Market<sup>1</sup> by 10.1 percentage points.

#### STATE PERSONNEL SYSTEM



#### FLORIDA'S AVAILABLE LABOR MARKET



<sup>1</sup> Available Labor Market statistics represent the average of the available numbers of minorities or females.  
Source: 2000 Available Labor Market Analysis prepared by the Department of Management Services' Division of Human Resource Management in conjunction with Florida State University.

## *Race and Gender Demographics: By Agency*

### *As of June 30, 2013*

As part of the reporting requirements specified in section 110.112(2)(d), Florida Statutes, the table below provides a snapshot of employees' races and genders.

Agency	White		Black		Hispanic		Other <sup>1</sup>		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Agency for Health Care Administration	19.3%	42.1%	4.0%	20.9%	2.7%	7.9%	1.0%	2.1%	1,551
Agency for Persons with Disabilities	14.3%	21.5%	18.1%	40.7%	0.7%	2.5%	0.8%	1.4%	2,678
Agriculture and Consumer Services	56.1%	23.3%	4.8%	6.4%	3.9%	2.7%	1.5%	1.3%	3,341
Business and Professional Regulation	25.1%	31.0%	8.3%	19.6%	5.9%	7.0%	1.5%	1.6%	1,514
Children and Families	11.9%	28.8%	9.1%	31.8%	3.5%	10.4%	1.4%	3.1%	11,105
Citrus	25.0%	56.3%	2.1%	6.3%	4.2%	4.2%	2.1%	-	48
Corrections	44.4%	23.1%	10.6%	14.9%	3.5%	1.9%	0.9%	0.7%	22,398
Division of Administrative Hearings	17.1%	46.3%	2.3%	21.1%	0.6%	9.7%	-	2.9%	175
Division of Emergency Management <sup>2</sup>	50.0%	27.3%	4.6%	13.6%	2.3%	2.3%	-	-	44
Economic Opportunity	19.5%	24.3%	10.3%	28.9%	4.7%	9.6%	1.0%	1.6%	1,528
Education	17.9%	42.2%	4.9%	21.0%	2.4%	8.7%	1.2%	1.6%	2,183
Elder Affairs	10.6%	48.5%	1.2%	22.1%	2.8%	11.5%	0.9%	2.4%	425
Environmental Protection	45.7%	38.3%	3.2%	4.3%	2.0%	2.2%	2.6%	1.6%	2,930
Financial Services	32.0%	32.4%	7.0%	17.7%	3.8%	3.8%	1.3%	1.9%	2,328
Fish and Wildlife Conservation Commission	62.0%	25.9%	1.4%	3.2%	3.8%	1.2%	1.4%	1.3%	1,991
Health	11.7%	41.2%	3.6%	22.7%	3.0%	13.9%	1.1%	2.9%	13,404
Highway Safety and Motor Vehicles	36.5%	22.0%	9.1%	14.7%	10.0%	5.8%	1.1%	0.9%	4,065
Juvenile Justice	15.3%	21.0%	23.2%	32.5%	3.3%	3.7%	0.4%	0.7%	3,009
Law Enforcement	38.1%	39.6%	3.8%	9.1%	2.7%	3.5%	1.4%	1.8%	1,591
Legal Affairs	25.0%	46.3%	2.5%	13.6%	3.8%	5.7%	1.5%	1.7%	1,020
Management Services	34.3%	30.3%	13.9%	14.6%	2.8%	1.6%	1.6%	0.9%	814
Military Affairs <sup>2</sup>	48.2%	37.1%	7.4%	2.1%	2.1%	0.9%	1.2%	0.9%	326
Northwood Shared Resource Center	51.8%	16.9%	8.4%	9.6%	4.8%	1.2%	3.6%	3.6%	83
Office of the Governor <sup>2</sup>	35.7%	51.2%	2.4%	1.2%	3.6%	2.4%	2.4%	1.2%	84
Parole Commission	22.3%	45.5%	6.3%	20.5%	2.7%	2.7%	-	-	112
Public Service Commission	30.3%	35.6%	6.1%	13.3%	3.8%	4.5%	2.7%	3.8%	264
Revenue	22.1%	39.4%	5.4%	23.2%	1.7%	4.4%	1.7%	2.2%	4,725
School for the Deaf and the Blind <sup>2</sup>	23.2%	44.2%	5.0%	20.0%	1.0%	5.3%	0.2%	1.2%	419
Southwood Shared Resource Center	49.1%	24.5%	10.4%	10.4%	0.9%	-	2.8%	1.9%	106
State	31.4%	45.8%	4.0%	13.9%	0.8%	1.9%	0.5%	1.6%	373
Transportation	45.6%	24.1%	8.8%	6.2%	6.7%	4.1%	2.7%	1.7%	5,820
Veterans' Affairs	14.2%	42.4%	4.8%	28.5%	2.0%	5.0%	0.8%	2.4%	1,049
<b>Total Employees</b>	<b>27,422</b>	<b>27,675</b>	<b>7,468</b>	<b>17,427</b>	<b>3,337</b>	<b>5,435</b>	<b>1,161</b>	<b>1,578</b>	<b>91,503</b>
<b>Percent of Total Employees</b>	<b>30.0%</b>	<b>30.2%</b>	<b>8.2%</b>	<b>19.0%</b>	<b>3.6%</b>	<b>5.9%</b>	<b>1.3%</b>	<b>1.7%</b>	<b>100%</b>

<sup>1</sup> Other includes Asian, Native American/Alaskan Native, Native Hawaiian/Other Pacific Islander, Some Other Race or two or more races, or Unknown.

<sup>2</sup> These entities have employees in other pay plans that are not represented in this report. As these numbers only reflect part of the overall employees of these entities, use caution when drawing any conclusions regarding employee changes as they would have to be based upon a separate analysis.

## Race and Gender Demographics: Career Service As of June 30, 2013

As part of the reporting requirements specified in section 110.112(2)(d), Florida Statutes, the table below provides a snapshot of the employees in the Career Service by race and gender.

Agency	White		Black		Hispanic		Other <sup>1</sup>		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Agency for Health Care Administration	16.2%	42.3%	3.9%	22.7%	2.5%	9.0%	1.1%	2.3%	1,136
Agency for Persons with Disabilities	12.6%	19.9%	19.9%	42.5%	0.7%	2.1%	0.8%	1.6%	2,103
Agriculture and Consumer Services	57.4%	21.2%	5.2%	6.4%	4.2%	2.5%	1.6%	1.4%	2,580
Business and Professional Regulation	23.4%	28.3%	9.2%	21.7%	6.2%	8.1%	1.4%	1.7%	1,087
Children and Families	10.3%	27.1%	9.1%	33.7%	3.7%	11.3%	1.2%	3.5%	8,844
Citrus	31.6%	57.9%	-	5.3%	-	5.3%	-	-	19
Corrections	44.9%	22.5%	10.9%	15.0%	3.4%	1.8%	0.8%	0.6%	21,134
Division of Administrative Hearings	19.1%	41.8%	2.7%	21.8%	0.9%	11.8%	-	1.8%	110
Division of Emergency Management <sup>2</sup>	-	-	-	-	-	-	-	-	-
Economic Opportunity	18.0%	20.9%	11.2%	30.9%	5.5%	10.8%	1.2%	1.7%	1,208
Education	14.7%	39.3%	5.3%	24.4%	2.7%	10.7%	1.2%	1.6%	1,468
Elder Affairs	5.2%	48.3%	1.0%	24.0%	3.5%	14.2%	1.0%	2.8%	288
Environmental Protection	44.5%	38.0%	3.6%	4.8%	2.3%	2.4%	2.5%	1.9%	2,063
Financial Services	29.5%	29.0%	7.8%	20.7%	4.5%	4.5%	1.7%	2.2%	1,629
Fish and Wildlife Conservation Commission	64.3%	22.9%	1.5%	3.0%	4.2%	1.3%	1.6%	1.2%	1,648
Health	9.7%	40.6%	3.4%	24.3%	2.8%	15.3%	1.0%	3.0%	11,034
Highway Safety and Motor Vehicles	37.3%	20.0%	9.5%	14.7%	10.6%	6.1%	1.1%	0.9%	3,624
Juvenile Justice	14.3%	18.7%	24.6%	33.9%	3.5%	4.0%	0.4%	0.7%	2,300
Law Enforcement	38.1%	39.0%	3.7%	9.4%	2.7%	3.6%	1.6%	1.9%	1,397
Legal Affairs	15.8%	44.6%	3.4%	21.0%	6.5%	6.7%	0.8%	1.2%	495
Management Services	31.1%	27.0%	19.7%	15.5%	3.0%	1.5%	1.1%	1.1%	466
Military Affairs <sup>2</sup>	54.0%	32.1%	8.5%	1.8%	0.9%	0.4%	1.3%	0.9%	224
Northwood Shared Resource Center	49.2%	17.5%	6.3%	12.7%	4.8%	1.6%	3.2%	4.8%	63
Office of the Governor <sup>2</sup>	-	-	-	-	-	-	-	-	-
Parole Commission	22.5%	42.5%	6.3%	22.5%	2.5%	3.8%	-	-	80
Public Service Commission	28.2%	27.5%	7.7%	15.5%	4.9%	6.3%	4.9%	4.9%	142
Revenue	19.9%	39.5%	5.5%	25.1%	1.6%	4.7%	1.7%	2.2%	3,972
School for the Deaf and the Blind <sup>2</sup>	23.1%	39.5%	6.5%	22.8%	0.9%	5.6%	0.3%	1.2%	324
Southwood Shared Resource Center	52.0%	17.3%	13.3%	9.3%	1.3%	-	4.0%	2.7%	75
State	30.2%	40.5%	4.8%	18.7%	0.8%	2.0%	0.8%	2.4%	252
Transportation	44.9%	23.9%	10.1%	6.2%	6.8%	3.9%	2.6%	1.7%	3,937
Veterans' Affairs	12.1%	42.0%	4.8%	30.9%	1.7%	5.3%	0.6%	2.5%	931
<b>Total Employees</b>	<b>22,088</b>	<b>21,393</b>	<b>6,445</b>	<b>15,030</b>	<b>2,798</b>	<b>4,679</b>	<b>890</b>	<b>1,310</b>	<b>74,633</b>
<b>Percent of Total Employees</b>	<b>29.6%</b>	<b>28.7%</b>	<b>8.6%</b>	<b>20.1%</b>	<b>3.7%</b>	<b>6.3%</b>	<b>1.2%</b>	<b>1.8%</b>	<b>100%</b>

<sup>1</sup> Other includes Asian, Native American/Alaskan Native, Native Hawaiian/Other Pacific Islander, Some Other Race or two or more races, or Unknown.

<sup>2</sup> These entities have employees in other pay plans that are not represented in this report. As these numbers only reflect part of the overall employees of these entities, use caution when drawing any conclusions regarding employee changes as they would have to be based upon a separate analysis.



## *Race and Gender Demographics: Selected Exempt Service As of June 30, 2013*

As part of the reporting requirements specified in section 110.112(2)(d), Florida Statutes, the table below provides a snapshot of the representation of the employees in the Selected Exempt Service by race and gender.

Agency	White		Black		Hispanic		Other <sup>1</sup>		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Agency for Health Care Administration	27.5%	41.3%	4.4%	16.2%	3.4%	4.9%	0.7%	1.5%	407
Agency for Persons with Disabilities	19.9%	27.2%	11.6%	34.7%	0.9%	3.9%	1.1%	0.7%	567
Agriculture and Consumer Services	51.0%	30.6%	3.7%	6.7%	2.6%	3.4%	1.0%	1.1%	735
Business and Professional Regulation	28.7%	39.0%	5.4%	14.2%	5.4%	4.4%	1.7%	1.2%	408
Children and Families	17.8%	35.2%	9.1%	24.6%	2.7%	6.9%	1.9%	1.7%	2,232
Citrus	18.5%	55.6%	3.7%	7.4%	7.4%	3.7%	3.7%	-	27
Corrections	36.9%	33.5%	6.4%	12.7%	3.9%	3.4%	1.6%	1.6%	1,242
Division of Administrative Hearings	12.5%	54.7%	1.6%	20.3%	-	6.3%	-	4.7%	64
Division of Emergency Management <sup>2</sup>	47.6%	28.6%	4.8%	14.3%	2.4%	2.4%	-	-	42
Economic Opportunity	22.7%	38.3%	7.5%	22.4%	1.9%	5.5%	0.3%	1.3%	308
Education	23.4%	48.5%	4.1%	14.6%	1.8%	4.8%	1.0%	1.8%	684
Elder Affairs	21.5%	49.2%	1.5%	19.2%	1.5%	6.2%	-	0.8%	130
Environmental Protection	48.0%	39.4%	2.4%	3.2%	1.6%	1.9%	2.7%	0.8%	838
Financial Services	36.7%	40.9%	5.2%	11.0%	2.1%	2.3%	0.5%	1.4%	657
Fish and Wildlife Conservation Commission	50.3%	40.6%	0.6%	4.4%	1.3%	0.9%	0.3%	1.6%	320
Health	20.6%	44.0%	4.6%	15.3%	3.6%	7.6%	1.8%	2.5%	2,306
Highway Safety and Motor Vehicles	30.2%	37.7%	5.8%	15.3%	5.3%	3.5%	0.9%	1.2%	430
Juvenile Justice	17.8%	28.0%	19.1%	28.4%	2.9%	2.5%	0.4%	0.9%	686
Law Enforcement	36.8%	46.0%	4.0%	8.0%	1.1%	2.3%	-	1.7%	174
Legal Affairs	33.1%	48.3%	1.4%	6.7%	1.2%	4.9%	2.2%	2.2%	507
Management Services	38.1%	34.5%	6.3%	13.8%	2.7%	1.5%	2.4%	0.6%	333
Military Affairs <sup>2</sup>	32.3%	51.0%	5.2%	3.1%	5.2%	2.1%	-	1.0%	96
Northwood Shared Resource Center	60.0%	15.0%	15.0%	-	5.0%	-	5.0%	-	20
Office of the Governor <sup>2</sup>	34.0%	49.1%	1.9%	1.9%	3.8%	3.8%	3.8%	1.9%	53
Parole Commission	21.4%	50.0%	7.1%	17.9%	3.6%	-	-	-	28
Public Service Commission	30.0%	47.3%	4.5%	10.9%	1.8%	2.7%	-	2.7%	110
Revenue	33.4%	39.2%	5.1%	13.3%	2.2%	3.1%	1.5%	2.2%	742
School for the Deaf and the Blind <sup>2</sup>	23.2%	60.0%	-	10.5%	1.1%	4.2%	-	1.1%	95
Southwood Shared Resource Center	41.9%	41.9%	3.2%	12.9%	-	-	-	-	31
State	32.1%	59.6%	2.8%	4.6%	0.9%	-	-	-	109
Transportation	46.7%	24.8%	6.2%	6.4%	6.6%	4.6%	2.9%	1.8%	1,837
Veterans' Affairs	28.7%	49.1%	3.7%	10.2%	2.8%	1.9%	1.9%	1.9%	108
<b>Total Employees</b>	<b>5,060</b>	<b>6,100</b>	<b>1,001</b>	<b>2,380</b>	<b>521</b>	<b>741</b>	<b>259</b>	<b>264</b>	<b>16,326</b>
<b>Percent of Total Employees</b>	<b>31.0%</b>	<b>37.4%</b>	<b>6.1%</b>	<b>14.6%</b>	<b>3.2%</b>	<b>4.5%</b>	<b>1.6%</b>	<b>1.6%</b>	<b>100%</b>

<sup>1</sup> Other includes Asian, Native American/Alaskan Native, Native Hawaiian/Other Pacific Islander, Some Other Race or two or more races, or Unknown.

<sup>2</sup> These entities have employees in other pay plans that are not represented in this report. As these numbers only reflect part of the overall employees of these entities, use caution when drawing any conclusions regarding employee changes as they would have to be based upon a separate analysis.

## *Race and Gender Demographics: Senior Management Service As of June 30, 2013*

As part of the reporting requirements specified in section 110.112(2)(d), Florida Statutes, the table below provides a snapshot of the representation of the employees in the Senior Management Service by race and gender.

Agency	White		Black		Hispanic		Other <sup>1</sup>		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Agency for Health Care Administration	50.0%	50.0%	-	-	-	-	-	-	8
Agency for Persons with Disabilities	50.0%	50.0%	-	-	-	-	-	-	8
Agriculture and Consumer Services	61.5%	26.9%	-	3.8%	3.8%	3.8%	-	-	26
Business and Professional Regulation	47.4%	15.8%	15.8%	15.8%	-	-	5.3%	-	19
Children and Families	34.5%	31.0%	3.4%	6.9%	3.4%	6.9%	13.8%	-	29
Citrus	50.0%	50.0%	-	-	-	-	-	-	2
Corrections	54.5%	36.4%	9.1%	-	-	-	-	-	22
Division of Administrative Hearings	100%	-	-	-	-	-	-	-	1
Division of Emergency Management <sup>2</sup>	100%	-	-	-	-	-	-	-	2
Economic Opportunity	91.7%	8.3%	-	-	-	-	-	-	12
Education	48.4%	41.9%	6.5%	-	-	-	3.2%	-	31
Elder Affairs	28.6%	42.9%	-	-	-	-	14.3%	14.3%	7
Environmental Protection	62.1%	31.0%	3.4%	-	-	-	-	3.4%	29
Financial Services	54.8%	31.0%	4.8%	4.8%	4.8%	-	-	-	42
Fish and Wildlife Conservation Commission	60.9%	30.4%	-	-	8.7%	-	-	-	23
Health	32.8%	43.8%	4.7%	4.7%	3.1%	4.7%	3.1%	3.1%	64
Highway Safety and Motor Vehicles	36.4%	63.6%	-	-	-	-	-	-	11
Juvenile Justice	34.8%	39.1%	4.3%	13.0%	-	8.7%	-	-	23
Law Enforcement	50.0%	25.0%	5.0%	-	15.0%	5.0%	-	-	20
Legal Affairs	50.0%	33.3%	5.6%	5.6%	5.6%	-	-	-	18
Management Services	46.7%	40.0%	-	6.7%	-	6.7%	-	-	15
Military Affairs <sup>2</sup>	83.3%	-	-	-	-	-	16.7%	-	6
Northwood Shared Resource Center	-	-	-	-	-	-	-	-	-
Office of the Governor <sup>2</sup>	38.7%	54.8%	3.2%	-	3.2%	-	-	-	31
Parole Commission	25.0%	75.0%	-	-	-	-	-	-	4
Public Service Commission	58.3%	25.0%	-	8.3%	8.3%	-	-	-	12
Revenue	45.5%	45.5%	-	-	-	9.1%	-	-	11
School for the Deaf and the Blind <sup>2</sup>	-	-	-	-	-	-	-	-	-
Southwood Shared Resource Center	-	-	-	-	-	-	-	-	-
State	50.0%	33.3%	-	-	-	16.7%	-	-	12
Transportation	69.6%	13.0%	6.5%	-	4.3%	2.2%	4.3%	-	46
Veterans' Affairs	50.0%	10.0%	10.0%	-	20.0%	10.0%	-	-	10
<b>Total Employees</b>	<b>274</b>	<b>182</b>	<b>22</b>	<b>17</b>	<b>18</b>	<b>15</b>	<b>12</b>	<b>4</b>	<b>544</b>
	<b>50.4%</b>	<b>33.5%</b>	<b>4.0%</b>	<b>3.1%</b>	<b>3.3%</b>	<b>2.8%</b>	<b>2.2%</b>	<b>0.7%</b>	<b>100%</b>

<sup>1</sup> Other includes Asian, Native American/Alaskan Native, Native Hawaiian/Other Pacific Islander, Some Other Race or two or more races, or Unknown.

<sup>2</sup> These entities have employees in other pay plans that are not represented in this report. As these numbers only reflect part of the overall employees of these entities, use caution when drawing any conclusions regarding employee changes as they would have to be based upon a separate analysis.



# *Community Relations*

- *Community Relations Overview*
- *Volunteer Hours by Agency*
- *Florida State Employees' Charitable Campaign*



## *Community Relations Overview*

A number of state employees contribute to their communities in the form of monetary donations or by volunteering their time for community service projects during and outside of work hours.

Rule 60L-34.0071(3)(i), Florida Administrative Code, provides agency employees with the ability to participate in community service activities up to a maximum of five paid hours per calendar month. Community service activities may include, but not be limited to, mentoring, tutoring, guest speaking in a school, Guardian Ad Litem, Big Brother/Big Sister, Senior Corps, Adult Literacy, Meals on Wheels or any related service program that meets the needs of people.

In addition, section 110.181, Florida Statutes, provides employees with an opportunity to participate in an annual fundraising drive for the Florida State Employees' Charitable Campaign (FSECC). The FSECC is the only authorized fundraising activity for state employees (including the State Courts System, the Justice Administrative Commission, the Florida Lottery and the Florida Legislature) within the work place and during work hours.

The following analysis regarding the SPS can be made from the information in this section:

- For fiscal year 2012-13, the employees at the Departments of Revenue, Transportation, Corrections, and Health reported the highest number of volunteer hours.
- The agencies with the highest percentage of employees reporting volunteer hours were the Department of Revenue (14.7 percent), the Division of Emergency Management (13.6 percent), the Parole Commission (6.3 percent), the Department of Transportation (6.2 percent) and the Agency for Health Care Administration (4.8 percent).
- As of June 30, 2013, employees provided 19,603.25 hours of paid volunteer time and another 20,498.25 hours of unpaid volunteer time for community service activities.
- The dollar equivalent of the 19,603.25 administrative leave hours contributed by employees to the community in fiscal year 2012-13 was \$360,896<sup>1</sup>.
- Over the past five years, the annual average dollar amount contributed to the FSECC was \$3,344,825.
- Employee contributions to the FSECC for 2012 (\$1,762,030) decreased by 34.5 percent from 2011 (\$2,688,902).

<sup>1</sup> This amount was based on the average hourly rate of \$18.41 for employees in the State Personnel System (\$38,299/2080 hours) as depicted on the Workforce Profile on Page 18.

## Volunteer Hours by Agency As of June 30, 2013

The number of work hours an employee spends volunteering in a community service activity may be tracked on the employee's timesheet as administrative leave. Some employees may also use the timesheet to capture their personal time (unpaid hours) spent on community service activities; however, this is not a requirement. Therefore, the hours may not reflect a true representation of the total time employees actually volunteer.

### NUMBER OF REPORTED VOLUNTEER HOURS BY AGENCY

Agency	Administrative Leave (paid)	Personal Time (unpaid)	Total Hours	% Employees Reporting Hours
Agency for Health Care Administration	650.25	22.00	672.25	4.8%
Agency for Persons with Disabilities	192.00	8.00	200.00	2.4%
Agriculture and Consumer Services	436.00	1.00	437.00	1.3%
Business and Professional Regulation	446.00	641.75	1,087.75	4.6%
Children and Families	581.50	41.50	623.00	1.5%
Citrus	-	-	-	-
Corrections	2,885.75	1,281.50	4,167.25	2.0%
Division of Administrative Hearings	26.50	-	26.50	2.9%
Division of Emergency Management <sup>1</sup>	56.75	-	56.75	13.6%
Economic Opportunity	17.00	173.75	190.75	2.9%
Education	637.75	66.00	703.75	3.9%
Elder Affairs	42.00	2.00	44.00	4.0%
Environmental Protection	569.50	1,801.75	2,371.25	2.2%
Financial Services	867.75	-	867.75	4.6%
Fish and Wildlife Conservation Commission	318.50	2,100.00	2,418.50	3.9%
Health	1,672.75	2,034.75	3,707.50	2.3%
Highway Safety and Motor Vehicles	430.25	524.00	954.25	2.9%
Juvenile Justice	501.25	430.00	931.25	3.2%
Law Enforcement	201.25	33.00	234.25	2.0%
Legal Affairs	250.50	13.50	264.00	4.3%
Management Services	67.50	5.00	72.50	3.1%
Military Affairs <sup>1</sup>	-	-	-	-
Northwood Shared Resource Center	-	-	-	-
Office of the Governor <sup>1</sup>	2.50	-	2.50	3.6%
Parole Commission	9.00	76.00	85.00	6.3%
Public Service Commission	144.75	712.50	857.25	4.5%
Revenue	5,510.75	7,686.25	13,197.00	14.7%
School for the Deaf and the Blind <sup>1</sup>	62.50	-	62.50	2.4%
Southwood Shared Resource Center	-	7.00	7.00	1.9%
State	48.50	-	48.50	1.6%
Transportation	2,951.50	2,837.00	5,788.50	6.2%
Veterans' Affairs	23.00	-	23.00	0.3%
<b>Total Hours</b>	<b>19,603.25</b>	<b>20,498.25</b>	<b>40,101.50</b>	<b>3.3%</b>

<sup>1</sup> These entities have employees in other pay plans that are not represented in this report. As these numbers only reflect part of the overall employees of these entities, the total number of volunteer hours may not be reflected.

**Florida State Employees' Charitable Campaign  
Contributions Raised for Calendar Year 2012**

The FSECC is the only authorized solicitation of state employees allowed at the workplace. The Department of Management Services administers the FSECC in partnership with the FSECC Statewide Steering Committee, whose members are appointed by the Governor, cabinet members and the Department of Management Services' Secretary. The United Way of Florida, Inc. was contracted to manage the campaign and serves as the fiscal agent to collect and distribute the funds. A new fiscal agent (Solix, Inc.) assumed this role effective Jan. 1, 2013.

The combined campaign provides an organized and effective method by which employees can voluntarily donate to charities of their choice, either through payroll deduction or one-time gifts. Charitable organizations are reviewed and screened by the steering committee to ensure they meet the eligibility requirements presented in section 110.181, Florida Statutes.

**FIVE-YEAR TREND: FSECC CONTRIBUTIONS**

Fiscal Agent Area	2008	2009	2010	2011	2012	2011/2012 % Change
Big Bend	2,171,282	1,983,648	1,757,741	1,270,660	914,593	-28.0%
Brevard <sup>1</sup>	59,931	61,390	63,301	34,523	30,233	-12.4%
Broward	153,730	163,948	139,415	173,189	94,378	-45.5%
Central Florida	83,716	81,908	71,960	70,644	31,374	-55.6%
Citrus	5,907	4,154	4,189	3,296	1,484	-55.0%
Collier <sup>2</sup>	9,325	7,381	-	-	-	-
Escambia	76,583	69,263	53,649	35,564	24,462	-31.2%
Heart of Florida	288,904	261,598	250,592	111,429	58,436	-47.6%
Hernando	7,107	11,042	8,558	4,186	3,421	-18.3%
Indian River <sup>1</sup>	11,847	11,207	10,811	9,442	-	-100%
Lake & Sumter	37,010	61,040	55,447	45,582	13,021	-71.4%
Lee <sup>2</sup>	84,567	80,618	78,264	69,907	31,079	-55.5%
Marion	37,510	30,514	32,553	22,949	20,284	-11.6%
Martin	14,494	17,528	15,059	11,748	11,136	-5.2%
Miami-Dade	181,102	155,048	181,916	98,229	61,293	-37.6%
Monroe	17,032	12,089	14,215	13,666	16,428	20.2%
North Central Florida	159,786	153,616	151,445	87,975	67,188	-23.6%
Northeast Florida	191,986	170,074	154,420	126,936	88,376	-30.4%
Northwest Florida	148,746	173,438	128,723	103,142	61,468	-40.4%
Okaloosa & Walton	34,224	34,196	40,121	30,441	20,625	-32.2%
Okeechobee	4,053	6,668	6,599	4,472	2,180	-51.3%
Palm Beach	90,220	120,838	101,167	75,289	40,485	-46.2%
Pasco	16,894	21,895	18,772	6,817	7,858	15.3%
Santa Rosa	25,256	27,745	24,183	11,545	9,741	-15.6%
Sarasota	30,928	32,601	32,079	21,196	6,432	-69.7%
St. Lucie	31,938	73,775	27,227	28,733	13,903	-51.6%
Suwannee Valley	60,437	64,164	74,362	57,696	37,904	-34.3%
Tampa Bay	222,375	210,039	177,283	114,784	54,577	-52.5%
Volusia & Flagler	105,773	69,752	65,304	44,862	39,671	-11.6%
<b>Total Raised</b>	<b>\$4,362,663</b>	<b>\$4,171,177</b>	<b>\$3,739,355</b>	<b>\$2,688,902</b>	<b>\$1,762,030</b>	<b>-34.5%</b>

<sup>1</sup> Amounts raised for the Indian River fiscal agent area are included with the amounts for Brevard, effective for 2012.

<sup>2</sup> Amounts raised for the Collier fiscal agent area are included with the amounts for Lee, effective for 2010.





If you have any questions regarding the information contained in this report, please contact:

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