

2015-2016

State Personnel System Annual Workforce Report

Governor Rick Scott
Secretary Chad Poppell



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Introduction

The Department of Management Services' Division of Human Resource Management presents the 23rd 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 SPS 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 Legislature, the Justice Administration System or the State Courts System.

The Annual Workforce Report also contains other statutorily required reports concerning the SPS. These include the following:

- Equal Employment Opportunity/Affirmative Action Report, section 110.112(2)(e), 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.

Data represented in the Annual Workforce Report is as of June 30 or on a fiscal-year basis (July 1–June 30). Unless otherwise noted, the data contained in this report was generated from the People First data warehouse.

Notes:

1. This report does not reflect data on employees in the following pay plans: Fixed Salary–Elected or Appointed Officials (pay plan 05), Fixed Salary–Senior Management Service Benefits (pay plan 15) and Fixed Salary–Senior Management Service Leave Benefits (pay plan 16).
2. The Department of Community Affairs was abolished effective Oct. 1, 2011.
3. 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, and is reflected as a separate entity in the report.
4. 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.
5. The Agency for State Technology was created on July 1, 2014.
6. The Northwood Shared Resource Center and the Southwood Shared Resource Center were reflected as separate entities prior to July 1, 2014, and both were transferred to the Agency for State Technology effective the same date.
7. The Agency for Enterprise Information Technology was not allocated positions and not funded for fiscal years 2012-13 and 2013-14. This entity was abolished effective July 1, 2014.
8. Percentages are rounded to the tenths 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:

- State governments nationwide had an average of 209 state workers per 10,000 in population. Florida had 101 workers per 10,000 in population, or 51.7 percent less than the national average.¹
- The state government national average was \$76 in payroll expenditures per state resident. Florida's payroll expenditure was \$36 per state resident, or 52.6 percent less than the national average.²
- In the coming decades, the projected workforce will continue to 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 2015 and 2040, the following changes will occur:³

- The percentage of Americans in the 25-44 age group will decline by 0.8 percentage points from 26.3 percent to 25.5 percent.
- The percentage of Americans in the 45-64 age group will decline by 2.3 percentage points from 26.2 percent to 23.9 percent.
- The percentage of Americans in the 65 and over age group will increase by 6.8 percentage points from 14.9 percent to 21.7 percent.

Based on data provided by the Florida Office of Economic and Demographic Research, the State of Florida's projected age distribution from 2010 to 2040 shows a decline in the percentage of those ages 25 to 44 by 1.5 percentage points from 25.1 percent to 23.6 percent while the percentage of those ages 45 to 64 is expected to decrease by 3.8 percentage points from 27.0 percent to 23.2 percent.⁴

According to the United States Bureau of Labor Statistics, "The civilian labor force is projected to reach 163.8 million in 2024, growing at an annual rate of 0.5 percent. The labor force participation rate for the 65-and-older age group is projected to increase from 18.6 percent in 2014 to 21.7 percent in 2024. This older age group is projected to represent 8.2 percent of the civilian labor force in 2024 as compared with 5.4 percent in 2014."⁵ The Bureau of Labor Statistics projects that the median age of the labor force for the United States will be 42.4 in 2024.⁶ The median age of the labor force in 2014 was 41.9.⁶

The average age of an SPS employee was 44 as of June 30, 2016.

¹ United States Census Bureau. – www.census.gov. Calculation utilized March 2014 United States Census data for a one-month period for total state employees (full time and part time) and July 2015 United States Census data for state population. March 2015 state government employees' data was not available.

² United States Census Bureau. Calculation utilized March 2014 United States Census data for a one-month period for state government employee payroll expenditures and July 2015 United States Census data for state population. March 2015 state government employee payroll expenditures data was not available.

³ United States Census Bureau. "Percent Distribution of the Projected Population by Sex and Selected Age Groups for the United States: 2015 to 2060 (NP2014-T6)." December 2014: <http://www.census.gov/population/projections/data/national/2014/summarytables.html>.

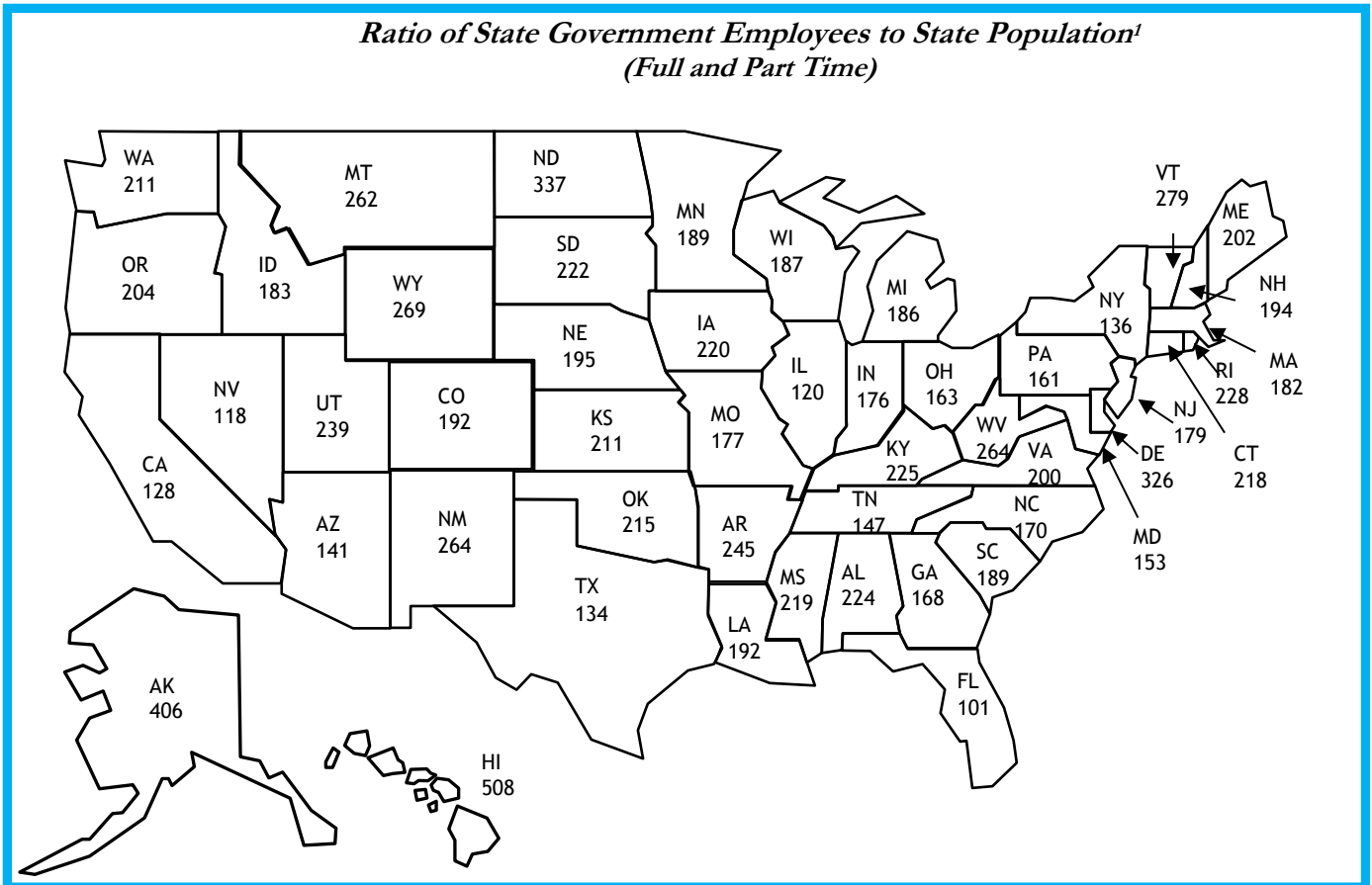
⁴ Florida Office of Economic and Demographic Research, Population and Demographic Data – State and County Projections, Florida Census Day Population: 1970-2040: <http://edr.state.fl.us/Content/population-demographics/data/index.cfm>.

⁵ United States Bureau of Labor Statistics, News Release, Employment Projections: 2014-24: <http://www.bls.gov/news.release/pdf/ecopro.pdf>.

⁶ United States Bureau of Labor Statistics. *Monthly Labor Review*, "Labor Force Projections to 2024: The Labor Force is Growing, but Slowly." December 2015: <http://www.bls.gov/opub/mlr/2015/article/labor-force-projections-to-2024.htm>.

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' workforces.



States with the Lowest Ratios

1. Florida	101
2. Nevada	118
3. Illinois	120
4. California	128
5. Texas	134
6. New York	136
7. Arizona	141
8. Tennessee	147
9. Maryland	153
10. Pennsylvania	161
2015 National Average	209

**States with the Fastest-Growing
Population Changes
July 2014–July 2015²**

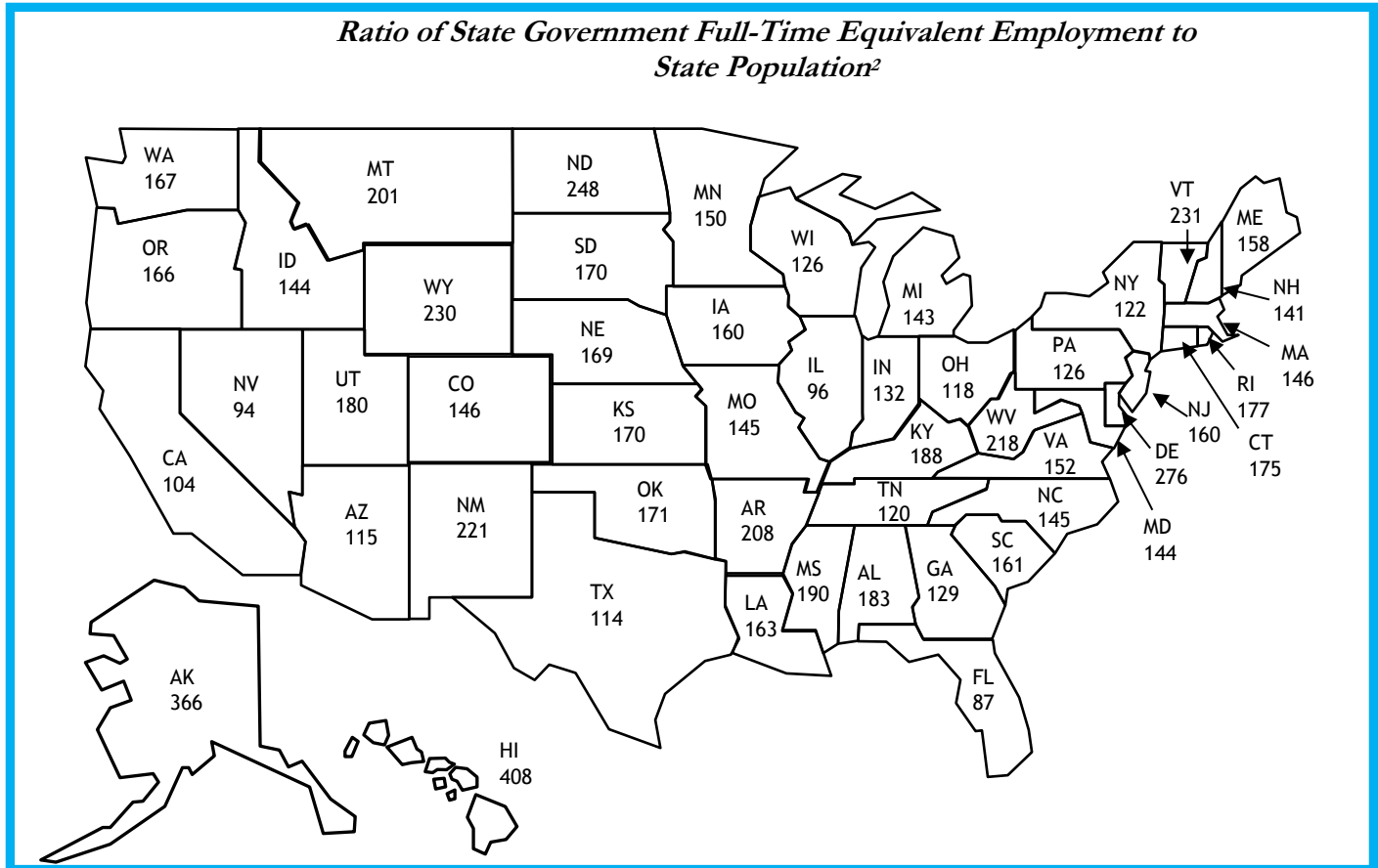
1. North Dakota	2.28%
2. Colorado	1.89%
3. Nevada	1.85%
4. Florida	1.84%
5. Texas	1.82%
6. Utah	1.75%
7. Washington	1.52%
8. Arizona	1.48%
9. Oregon	1.45%
10. South Carolina	1.39%

¹ United States Census Bureau. Calculation utilized March 2014 United States Census data for a one-month period for total state employees (full time and part time) and July 2015 United States Census data for state population. March 2015 state government employees' data was not available.

² Department of Economic Opportunity, Labor Market Statistics Center. June 2016.

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 equivalent¹ 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' workforces.



10 States with the Lowest Ratios

1. Florida	87
2. Nevada	94
3. Illinois	96
4. California	104
5. Texas	114
6. Arizona	115
7. Ohio	118
8. Tennessee	120
9. New York	122
10. Pennsylvania	126

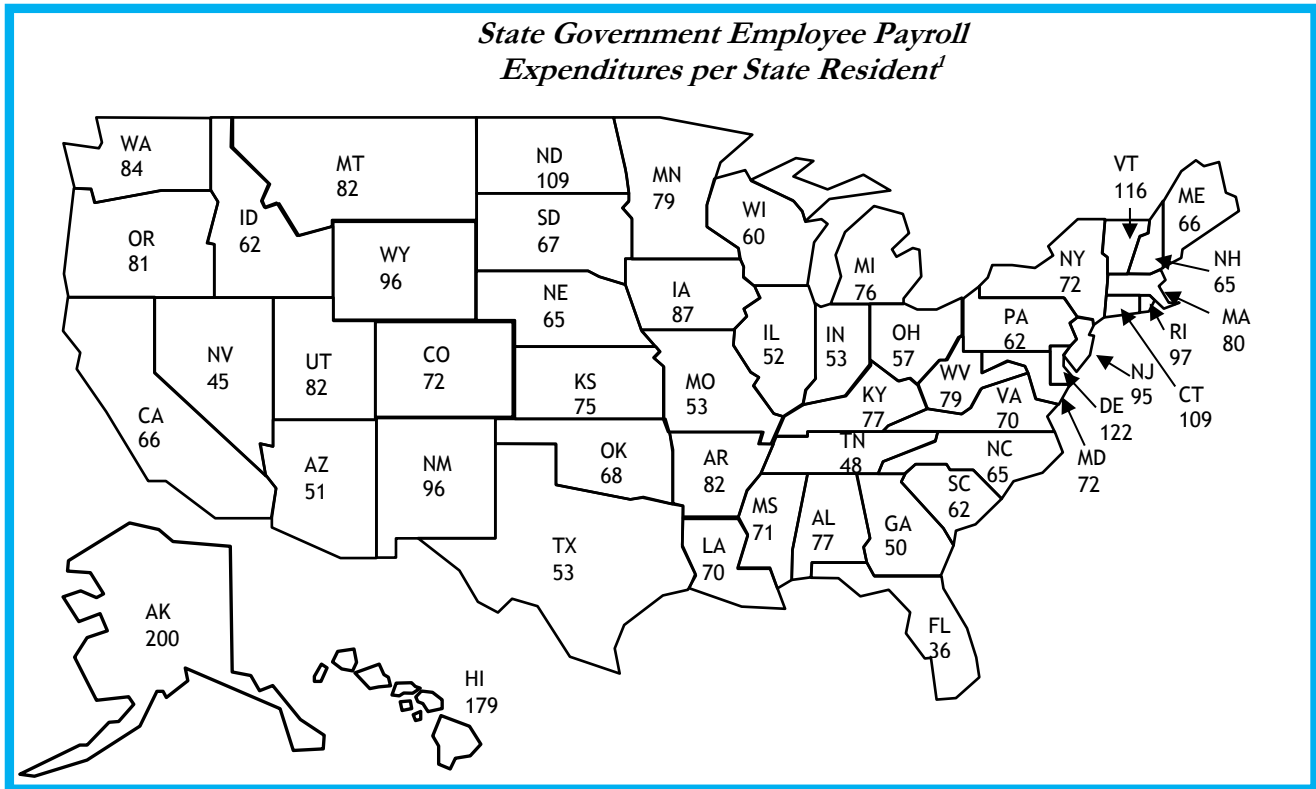
2015 National Average 169

¹ As defined by the United States Census Bureau, a full-time equivalent is a computed statistic representing the number of full-time employees who could have been employed if the reported number of hours worked by part-time employees had been worked by full-time employees.

² United States Census Bureau. Calculation utilized March 2014 United States Census data for a one-month period for full-time equivalent state employment and July 2015 United States Census data for state population. March 2015 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. The figures indicate that Florida's state government workforce has the lowest payroll cost per state resident as compared to other states' payrolls based upon the one-month period of data.



Lowest Public Payroll Ratios

1. Florida	\$36
2. Nevada	\$45
3. Tennessee	\$48
4. Georgia	\$50
5. Arizona	\$51
6. Illinois	\$52
7. Missouri	\$53
8. Texas	\$53
9. Indiana	\$53
10. Wisconsin	\$60
2015 National Average	\$76

¹ United States Census Bureau. Calculation utilized March 2014 United States Census data for a one-month period for state government employee payroll expenditures and July 2015 United States Census data for state population. March 2015 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 continue to 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 their 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 25-44 age group will decrease by 0.8 percentage points between 2015 and 2040; the 45-64 age group will decrease by 2.3 percentage points; and the 65+ age group will increase by 6.8 percentage points.

PROJECTED UNITED STATES POPULATION DISTRIBUTION BY AGE

Age Group	Percent of Population					
	2015	2020	2030	2040	2050	2060
Under 5	6.2%	6.2%	5.9%	5.7%	5.6%	5.5%
5-13	11.5%	11.0%	10.7%	10.3%	10.0%	9.9%
14-17	5.2%	5.0%	4.7%	4.6%	4.5%	4.4%
18-24	9.7%	9.1%	8.6%	8.4%	8.2%	8.0%
25-44	26.3%	26.8%	26.7%	25.5%	25.0%	24.7%
45-64	26.2%	25.1%	22.9%	23.9%	24.6%	24.0%
65+	14.9%	16.9%	20.6%	21.7%	22.1%	23.6%

United States Census Bureau. "Percent Distribution of the Projected Population by Sex and Selected Age Groups for the United States: 2015 to 2060 (NP2014-T6)." December 2014: <http://www.census.gov/population/projections/data/national/2014/summarytables.html>.

The State of Florida's age distribution from 2010 projected through 2040 is shown below. This data illustrates a 1.5 percentage point decline between 2010 and 2040 in the 25-44 age group, from 25.1 percent to 23.6 percent. Age group 45-64 is also expected to decrease by 3.8 percentage points, from 27.0 percent to 23.2 percent. The 65+ age group is expected to increase by 8.2 percentage points, from 17.3 percent to 25.5 percent.

PROJECTED STATE OF FLORIDA AGE DISTRIBUTION 2010 TO 2040

Age Group	Census 2010		Projected 2020		Projected 2030		Projected 2040		2010 – 2040 Change	
	Number	%	Number	%	Number	%	Number	%	Number	%
0-4	1,073,506	5.7%	1,176,869	5.5%	1,305,795	5.4%	1,390,073	5.3%	316,567	29.5%
5-17	2,928,585	15.6%	3,135,226	14.7%	3,450,195	14.3%	3,739,656	14.2%	811,071	27.7%
18-24	1,739,657	9.3%	1,827,319	8.5%	1,982,195	8.2%	2,119,886	8.1%	380,229	21.9%
25-44	4,720,799	25.1%	5,306,182	24.8%	5,932,035	24.6%	6,205,736	23.6%	1,484,937	31.5%
45-64	5,079,161	27.0%	5,548,386	26.0%	5,507,323	22.9%	6,090,936	23.2%	1,011,775	19.9%
65+	3,259,602	17.3%	4,378,225	20.5%	5,893,435	24.5%	6,705,854	25.5%	3,446,252	105.7%

Florida Office of Economic and Demographic Research, Population and Demographic Data – State and County Projections, Florida Census Day Population: 1970-2040: <http://edr.state.fl.us/Content/population-demographics/data/index.cfm>.

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

**PROJECTED UNITED STATES
LABOR FORCE AGE DISTRIBUTION 2004 to 2024**

Age Group	2004	2014	2024
16-24	15.1%	13.7%	11.3%
25-34	21.8%	21.9%	22.5%
35-44	24.5%	20.8%	22.0%
45-54	22.9%	21.8%	19.4%
55-64	12.2%	16.4%	16.6%
65-74	2.7%	4.4%	6.5%
75+	.7%	1.0 %	1.7%

United States Bureau of Labor Statistics, *Monthly Labor Review*, "Labor Force Projections to 2024: The Labor Force is Growing, but Slowly." December 2015: <http://www.bls.gov/opub/mlr/2015/article/labor-force-projections-to-2024.htm>.

The United States Bureau of Labor Statistics reports that the overall median age of the labor force is projected to continue to increase in the future. The table below illustrates the median age of the labor force in each category for a 30-year period.

**PROJECTED UNITED STATES
MEDIAN AGE OF THE LABOR FORCE BY GENDER, RACE AND ETHNICITY**

Group	1994	2004	2014	2024
Total	37.7	40.3	41.9	42.4
Men	37.7	40.1	41.8	42.0
Women	37.7	40.5	42.0	42.8
White	37.7	40.8	42.6	43.0
African American	36.0	38.6	39.6	40.0
Asian	37.5	39.3	41.2	42.8
Hispanic Origin	33.7	35.0	37.3	38.9
White non-Hispanic	38.5	41.8	44.1	44.8

United States Bureau of Labor Statistics, *Monthly Labor Review*, "Labor Force Projections to 2024: The Labor Force is Growing, but Slowly." December 2015: <http://www.bls.gov/opub/mlr/2015/article/labor-force-projections-to-2024.htm>.

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 2015 and 2023, Florida (both the public and private sector) will need to add approximately 1,099,224 new workers to compensate for the retirement of the Baby Boomer generation.

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

Occupational Title	2015 Estimated Employment	2023 Projected Employment	Total 2015-2023 Employment Change	Total Percent Change
Total - All Occupations	8,634,086	9,733,310	1,099,224	12.7%

Florida Department of Economic Opportunity, Bureau of Labor Market Statistics. November 2015: <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*
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- *State Personnel System Positions and Employees*
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- *Full-Time Employee Count by Agency*
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- *Employee Representation and Dues Paying Membership by Labor Organization*
- *Separations: Career Service*
- *Involuntary Career Service Separations by Agency*
- *Voluntary 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 SPS. This section of the report presents information such as employment trends, profiles of SPS employees, the average number of Other Personal Services (OPS) employees and Career Service employee separations.

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

- There were 161,632 total established positions in all state employment systems at the end of fiscal year 2015-16. The State Personnel System accounted for 97,700 positions, or 60.4 percent.
- Of the 88,991 employees in the SPS, 81.8 percent, or 72,752, were in the Career Service; 17.6 percent, or 15,676, were in the Selected Exempt Service; and 0.6 percent, or 563, were in the Senior Management Service.
- As of June 30, 2016, 6.3 percent, or 5,629, of employees in the SPS had 30 or more years of service; 17.7 percent, or 15,734, had between 20 and 29 years; 25.1 percent, or 22,377, had between 10 and 19 years; 17.5 percent, or 15,595, had between five and nine years; and 33.3 percent, or 29,656, of the employees had fewer than five years of service.
- As of June 30, 2016, the age group with the largest number of employees within the SPS was age group 50-59 with 26.8 percent, or 23,809 employees, followed by age group 40-49 with 23.6 percent, or 21,033 employees.
- As of June 30, 2016, the 81,378 established positions included in collective bargaining units represented 83.3 percent of the 97,700 total number of established positions.
- In comparing positions from June 30, 2015, to June 30, 2016, the total number of established positions in the SPS decreased by 0.4 percent, from 98,092 to 97,700, while the number of established positions included in collective bargaining units also decreased by 0.5 percent, from 81,780 to 81,378.
- As of June 30, 2016, 9.7 percent, or 7,187, of the 73,962 employees represented by a labor organization paid dues.
- There was a 13.9 percent increase in the number of Career Service separations from fiscal year 2014-15 (13,667) to fiscal year 2015-16 (15,568).
- As of June 30, 2016, dismissals and failed probationary periods were the top two separation reasons for involuntary Career Service separations at 60.7 percent and 27.7 percent, respectively. For the same time period, Other (reasons unknown) led voluntary separation reasons at 53.9 percent, followed by retirement at 18.9 percent.
- For fiscal year 2015-16, voluntary separations accounted for 87.1 percent of all Career Service separations.
- The average number of Other Personal Services employees decreased by 0.3 percent since fiscal year 2014-15, from 8,514 to 8,492.

TURNOVER

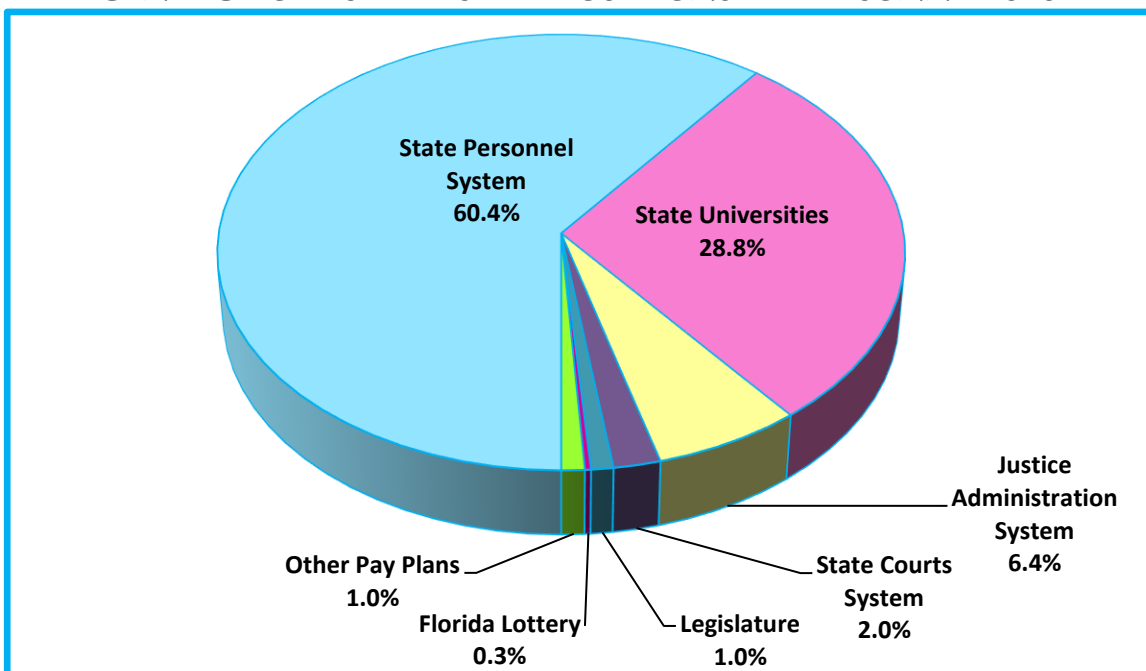
Pay Plan	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
Career Service	8.4%	8.3%	8.8%	9.9%	11.8%
Selected Exempt Service	5.0%	4.7%	5.0%	5.5%	5.9%
Senior Management Service	7.9%	8.2%	8.1%	8.5%	9.6%
State Personnel System	8.3%	7.7%	8.1%	9.2%	10.7%

State of Florida's Personnel Systems

State of Florida employees fall into a variety of 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 SPS, the State University System, the Justice Administration System, the State Courts System, the Legislature, the Florida Lottery and a few other pay plans. The State Personnel System 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, the State University System is comprised of 12 separate personnel systems representing one personnel system for each public university.

There were 161,632 total established positions¹ in all state systems at the end of fiscal year 2015-16. The State Personnel System accounted for 97,700, or 60.4 percent, of those positions. A breakdown of the different personnel systems and pay plans and the number of established positions in each are presented on page 15.

PERCENTAGE OF ESTABLISHED POSITIONS BY PERSONNEL SYSTEM



Personnel System	Percentage of Established Positions As of June 30				
	2012	2013	2014	2015	2016
State Personnel System	64.4%	62.8%	61.6%	61.0%	60.4%
State University System	25.9%	26.6%	27.7%	28.2%	28.8%
Justice Administration System	5.6%	6.3%	6.4%	6.5%	6.4%
State Courts System	1.9%	2.0%	2.0%	2.0%	2.0%
Legislature	0.9%	1.0%	1.0%	1.0%	1.0%
Florida Lottery	0.3%	0.3%	0.3%	0.3%	0.3%
Other Pay Plans	1.0%	1.0%	1.0%	1.0%	1.0%

¹ This number includes an employee count for the state universities based on data as of fall 2015 as reported by the Institutional Research Department at the Florida Board of Governors.

*Established Positions by Personnel System and Pay Plan
As of June 30, 2016*

Personnel System	Pay Plan	Established Positions ¹ As of June 30				
		2012	2013	2014	2015	2016
State Personnel System	Career Service	85,390	83,179	80,564	80,544	80,210
	Selected Exempt Service	18,152	17,631	17,007	16,949	16,884
	Senior Management Service	592	582	582	599	606
	Total	104,134	101,392	98,153	98,092	97,700
State University System ²	General Faculty and All Others	41,848	42,993	44,126	45,357	46,630
Justice Administration System	State Attorneys	3,361	3,705	3,721	3,769	3,764
	Public Defenders	1,066	1,230	1,223	1,245	1,233
	State Attorneys with Paid Insurance	2,055	2,354	2,344	2,308	2,319
	Public Defenders with Paid Insurance	1,600	1,744	1,753	1,733	1,751
	Capital Collateral Regional Counsel	54	76	80	85	91
	Justice Administrative Commission	969	1,050	1,124	1,235	1,243
	Total	9,105	10,159	10,245	10,375	10,401
State Courts System	Courts	1,992	2,133	2,133	2,149	2,222
	Courts with Paid Insurance	1,053	1,075	1,076	1,079	1,078
	Total	3,045	3,208	3,209	3,228	3,300
Legislature ³	Legislative Staff	1,503	1,554	1,543	1,558	1,554
Florida Lottery	Non-Managerial	376	389	386	384	383
	Managerial	32	35	35	37	38
	Total	408	424	421	421	421
Other Pay Plans	Other Exempt-Fixed Annual Salary ⁴	1,100	1,106	1,099	1,102	1,076
	Exempt (Governor's Office)	234	285	286	290	284
	School for the Deaf and the Blind ⁵	225	237	231	236	235
	Florida National Guard	46	47	47	45	31
	Total	1,605	1,675	1,663	1,673	1,626
Total	Total	161,648	161,405	159,630	160,704	161,632

¹ An established position is an authorized position that 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 or indicate that the position is filled.

² Numbers depict employee count for fall 2015 as reported by the Institutional Research Department at the Florida Board of Governors.

³ Data does not include interns and legislators. Data obtained from the Florida Legislature's Florida Transparency website: <http://transparencyflorida.gov>.

⁴ Includes the following pay plans: Fixed Salary-Elected or Appointed Officials (pay plan 05), Fixed Salary-Senior Management Service Benefits (pay plan 15) and Fixed Salary-Senior Management Service Leave Benefits (pay plan 16).

⁵ Represents positions in pay plan 04-Florida School for the Deaf and the Blind. In addition, they have other positions that are a part of the SPS.

State Personnel System Entities As of June 30, 2016

There are 31 departments, agencies and other autonomous entities within the executive branch of Florida government that are 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 SPS during fiscal year 2015-16.

CABINET ¹	GOVERNOR AND CABINET ²	GOVERNOR ³			LEGISLATIVE ⁴
DEPARTMENT OF AGRICULTURE AND CONSUMER SERVICES	COMMISSION ON OFFENDER REVIEW	AGENCY FOR HEALTH CARE ADMINISTRATION	DEPARTMENT OF ECONOMIC OPPORTUNITY	DEPARTMENT OF MILITARY AFFAIRS	PUBLIC SERVICE COMMISSION
DEPARTMENT OF FINANCIAL SERVICES	DEPARTMENT OF HIGHWAY SAFETY AND MOTOR VEHICLES	AGENCY FOR PERSONS WITH DISABILITIES	DEPARTMENT OF EDUCATION	DEPARTMENT OF STATE	
DEPARTMENT OF LEGAL AFFAIRS	DEPARTMENT OF LAW ENFORCEMENT	AGENCY FOR STATE TECHNOLOGY	DEPARTMENT OF ELDER AFFAIRS	DEPARTMENT OF TRANSPORTATION	
	DEPARTMENT OF REVENUE	DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION	DEPARTMENT OF ENVIRONMENTAL PROTECTION	DIVISION OF EMERGENCY MANAGEMENT	
	DEPARTMENT OF VETERANS' AFFAIRS	DEPARTMENT OF CHILDREN AND FAMILIES	DEPARTMENT OF HEALTH	EXECUTIVE OFFICE OF THE GOVERNOR	
	DIVISION OF ADMINISTRATIVE HEARINGS	DEPARTMENT OF CITRUS	DEPARTMENT OF JUVENILE JUSTICE	FISH AND WILDLIFE CONSERVATION COMMISSION	
		DEPARTMENT OF CORRECTIONS	DEPARTMENT OF MANAGEMENT SERVICES	SCHOOL FOR THE DEAF AND THE BLIND	

Chapters 20 and 110, Florida Statutes.

¹ Cabinet: entities are headed by an independently elected official.

² Governor and Cabinet: entities are headed by the Governor and Cabinet.

³ Governor: entities are headed by an appointee of the Governor.

⁴ Legislative: Although the Florida Legislature is not a part of the SPS, most of the employees of the Public Service Commission are considered part of the SPS per section 110.205(2)(b), Florida Statutes.

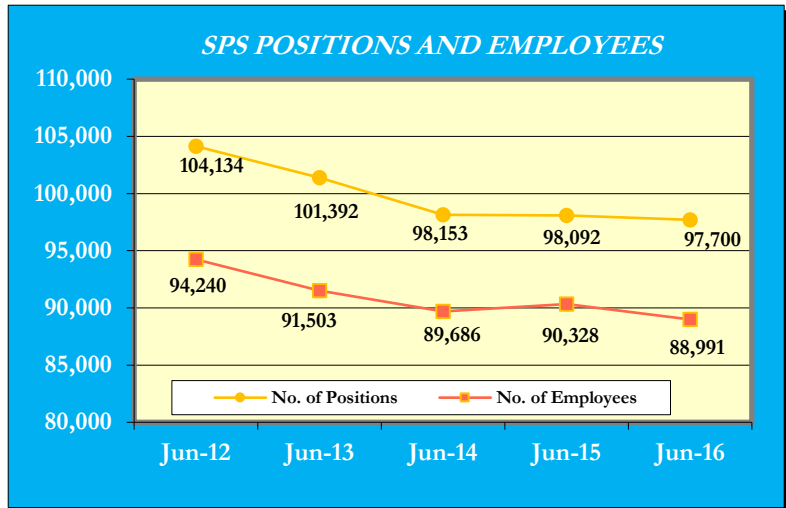
State Personnel System Positions and Employees As of June 30, 2016

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:

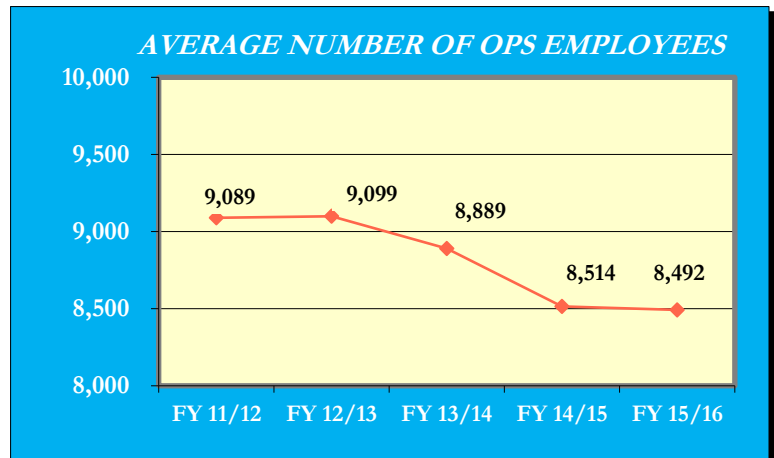
- The total number of established positions in the SPS decreased over the past five years by 6,434 positions, or 6.2 percent, from 104,134 in 2012 to 97,700 in 2016. Similarly, the number of employees decreased by 5,249, or 5.6 percent, from 94,240 to 88,991.
 - In addition, the number of established positions decreased by 0.03 percent from 2015 to 2016. Also, the number of employees decreased 1.5 percent for the same time period.

- The majority of positions (80,210) and employees (72,752) in the SPS are in the Career Service pay plan. Since 2012, the number of positions in the Career Service decreased by 5,180, or 6.1 percent.
 - In comparing 2015 to 2016, the number of positions decreased by 334, or 0.5 percent.



- Managers, supervisors, confidential¹ employees and certain professional positions such as doctors and lawyers are in the Selected Exempt Service pay plan. A total of 16,884 positions and 15,676 employees were in this pay plan at the end of fiscal year 2015-16.
 - Since 2012, the number of positions in the Selected Exempt Service decreased by 1,268, or 7.0 percent. It should be noted that since 2015, the number of positions decreased by 65, or 0.4 percent.
- Policy-making positions in upper management are in the Senior Management Service pay plan, which accounted for 606 positions and 563 employees at the end of fiscal year 2015-16.
 - Since 2012, the number of positions in the Senior Management Service increased by 14, or 2.3 percent. This number increased by 7, or 1.2 percent, since 2015.

- Other Personal Services employment is temporary. Individuals employed as Other Personal Services 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 2015-16, there was a monthly average of 8,492 individuals employed as Other Personal Services in agencies governed by the SPS.
 - The monthly average for fiscal year 2015-16 was 6.6 percent less than the average for fiscal year 2011-12 and 0.3 percent less than that for fiscal year 2014-15.



¹ As defined in section 447.203(5), Florida Statutes.
Sources for charts and information include previous years' Annual Workforce Reports.

Workforce Profile

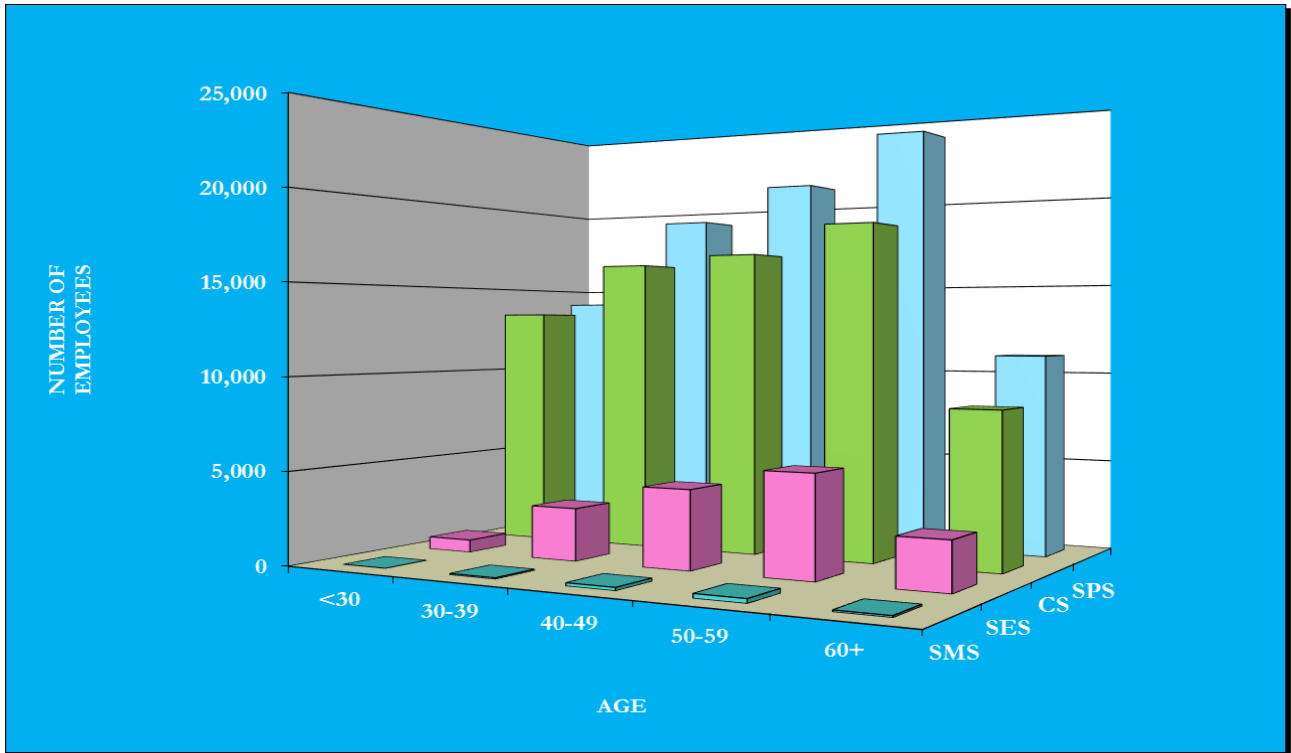
As of June 30, 2016

	State Personnel System	Career Service	Selected Exempt Service	Senior Management Service
Positions	97,700	80,210	16,884	606
Employees	88,991	72,752	15,676	563
% Female	56.7%	56.4%	58.6%	43.7%
% Minorities ¹	41.6%	43.6%	33.2%	14.0%
Average Age	43.7	43.4	48.6	49.9
Average Salary	\$39,657	\$35,545	\$56,137	\$111,931
Average Length of Service	11.7	10.6	16.2	17.6
GENDER				
Male	38,543	31,737	6,489	317
Female	50,448	41,015	9,187	246
AVERAGE SALARY BY GENDER				
Male	\$41,776	\$37,042	\$61,428	\$113,758
Female	\$38,035	\$34,384	\$52,399	\$109,578
RACE/ETHNICITY				
White	51,963	41,005	10,474	484
Black or African American	25,275	21,805	3,429	41
Hispanic or Latino	9,280	7,962	1,291	27
Other ²	2,426	1,937	478	11
Unknown	47	43	4	-
AVERAGE SALARY BY RACE/ETHNICITY				
White	\$42,083	\$36,974	\$58,856	\$111,867
Black or African American	\$34,786	\$32,785	\$46,561	\$112,952
Hispanic or Latino	\$37,765	\$34,664	\$55,372	\$110,257
Other ²	\$45,757	\$40,031	\$67,423	\$115,079
Unknown	\$36,139	\$33,939	\$59,511	-
LENGTH OF SERVICE				
0 – 4.99 years	29,656	27,145	2,435	76
5.00 – 9.99 years	15,595	13,062	2,455	78
10.00 – 19.99 years	22,377	17,499	4,718	160
20.00 – 29.99 years	15,734	11,300	4,266	168
30+ years	5,629	3,746	1,802	81

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

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

Employees by Age and Pay Plan As of June 30, 2016



Pay Plan	Age					Total Employees
	<30	30-39	40-49	50-59	60+	
Career Service (CS)	13,363	16,171	16,651	18,193	8,374	72,752
Selected Exempt Service (SES)	676	2,836	4,218	5,388	2,558	15,676
Senior Management Service (SMS)	12	71	164	228	88	563
State Personnel System (SPS)	14,051	19,078	21,033	23,809	11,020	88,991
Percent of Total Employees as of June 2016	15.8%	21.4%	23.6%	26.8%	12.4%	88,991
Percent of Total Employees as of June 2015	14.8%	20.9%	24.0%	27.8%	12.4%	90,328
Percent of Total Employees as of June 2014	15.2%	20.6%	25.6%	28.4%	10.2%	89,686
Percent of Total Employees as of June 2013	12.2%	20.2%	25.7%	29.4%	12.5%	91,503
Percent of Total Employees as of June 2012	18.1%	21.3%	28.1%	26.5%	6.0%	94,240

FLORIDA POPULATION TRENDS

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

- 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 was estimated to represent 38.3 percent of Florida’s total population in 2014 and is expected to represent 35.8 percent in 2030.
- In 2010, 17.3 percent of Florida’s population was age 65 and older. This age group is expected to represent 24.9 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 58.6 percent of the gains.

¹ Florida Legislature, Office of Economic and Demographic Research, Econographic News, 2016, Volume 1.

Established Position Count by Agency As of June 30, 2016

An established position is a position authorized by the Legislature that 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, 2016; however, this may not represent the total number of positions authorized by the Legislature, as some agencies have positions in other pay plans outside of the SPS. This table also shows the five-year trend in the number of established positions by agency.

Agency	Established Position Count						
	As of June 30					2012/2016 % Change	2015/2016 % Change
	2012	2013	2014	2015	2016		
Agency for Health Care Administration	1,661	1,661	1,648	1,616	1,549	-6.7%	-4.1%
Agency for Persons with Disabilities	2,980	2,914	2,914	2,870	2,864	-3.9%	-0.2%
Agency for State Technology	-	-	-	241	241	-	0.0%
Agriculture and Consumer Services	3,603	3,554	3,579	3,599	3,616	0.4%	0.5%
Business and Professional Regulation	1,605	1,594	1,620	1,624	1,628	1.4%	0.2%
Children and Families	12,143	11,564	11,529	11,804	11,826	-2.6%	0.2%
Citrus	60	57	57	55	55	-8.3%	0.0%
Commission on Offender Review	118	119	119	129	129	0.0%	0.0%
Corrections	26,153	25,402	23,242	23,717	23,879	-8.7%	0.7%
Division of Administrative Hearings	184	182	181	181	209	13.6%	15.5%
Division of Emergency Management ¹	54	46	44	44	46	-14.8%	4.5%
Economic Opportunity	1,676	1,625	1,621	1,620	1,619	-3.4%	-0.1%
Education	2,433	2,414	2,418	2,417	2,417	-0.7%	0.0%
Elder Affairs	454	456	453	444	436	-4.0%	-1.8%
Environmental Protection	3,454	3,231	3,098	3,098	2,977	-13.8%	-3.9%
Financial Services	2,703	2,594	2,602	2,616	2,608	-3.5%	-0.3%
Fish and Wildlife Conservation Commission	1,955	2,108	2,118	2,119	2,124	8.6%	0.2%
Health	16,000	15,066	14,444	13,902	13,446	-16.0%	-3.3%
Highway Safety and Motor Vehicles	4,546	4,503	4,426	4,421	4,421	-2.7%	0.0%
Juvenile Justice	3,580	3,504	3,486	3,268	3,268	-8.7%	0.0%
Law Enforcement	1,683	1,686	1,712	1,771	1,815	7.8%	2.5%
Legal Affairs	1,250	1,245	1,247	1,266	1,313	5.0%	3.7%
Management Services	868	864	873	871	853	-1.7%	-2.1%
Military Affairs ¹	324	350	371	414	427	31.8%	3.1%
Northwood Shared Resource Center	94	99	100	-	-	-100.0%	-
Office of the Governor ^{1, 2}	111	97	98	98	102	-8.1%	4.1%
Public Service Commission	291	288	288	281	275	-5.5%	-2.1%
Revenue	5,143	5,162	5,139	5,139	5,140	-0.1%	0.0%
School for the Deaf and the Blind ¹	444	447	453	448	450	1.4%	0.4%
Southwood Shared Resource Center	128	123	129	-	-	-100.0%	-
State	417	408	410	409	406	-2.6%	-0.7%
Transportation	6,935	6,940	6,630	6,505	6,455	-6.9%	-0.8%
Veterans' Affairs	1,084	1,089	1,104	1,105	1,106	2.0%	0.1%
Total Established Positions	104,134	101,392	98,153	98,092	97,700	-6.2%	-0.4%

¹ These entities have positions in other pay plans that are not represented in this report. As these numbers reflect only 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.

² Includes data for the Agency for Enterprise Information Technology through 2012.

Employee Count by Agency

As of June 30, 2016

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, 2016, and shows the five-year trend.

Agency	Employee Count ¹						
	As of June 30					2012/2016 % Change	2015/2016 % Change
	2012	2013	2014	2015	2016		
Agency for Health Care Administration	1,544	1,551	1,494	1,418	1,380	-10.6%	-2.7%
Agency for Persons with Disabilities	2,781	2,678	2,664	2,507	2,493	-10.4%	-0.6%
Agency for State Technology	-	-	-	200	198	-	-1.0%
Agriculture and Consumer Services	3,295	3,341	3,357	3,404	3,315	0.6%	-2.6%
Business and Professional Regulation	1,538	1,514	1,566	1,551	1,542	0.3%	-0.6%
Children and Families	11,366	11,105	11,071	11,369	11,359	-0.1%	-0.1%
Citrus	49	48	46	46	40	-18.4%	-13.0%
Commission on Offender Review	105	112	115	126	116	10.5%	-7.9%
Corrections	23,522	22,398	20,965	22,288	21,949	-6.7%	-1.5%
Division of Administrative Hearings	174	175	174	174	205	17.8%	17.8%
Division of Emergency Management ²	53	44	42	40	46	-13.2%	15.0%
Economic Opportunity	1,540	1,528	1,547	1,442	1,394	-9.5%	-3.3%
Education	2,250	2,183	2,146	2,192	2,109	-6.3%	-3.8%
Elder Affairs	421	425	397	409	388	-7.8%	-5.1%
Environmental Protection	3,225	2,930	2,860	2,815	2,737	-15.1%	-2.8%
Financial Services	2,329	2,328	2,370	2,337	2,315	-0.6%	-0.9%
Fish and Wildlife Conservation Commission	1,854	1,991	1,987	2,021	2,004	8.1%	-0.8%
Health	13,891	13,404	12,919	12,330	12,038	-13.3%	-2.4%
Highway Safety and Motor Vehicles	4,067	4,065	4,087	4,041	3,995	-1.8%	-1.1%
Juvenile Justice	3,200	3,009	3,029	2,971	2,956	-7.6%	-0.5%
Law Enforcement	1,612	1,591	1,628	1,642	1,674	3.8%	1.9%
Legal Affairs	1,025	1,020	1,065	1,095	1,108	8.1%	1.2%
Management Services	829	814	837	779	762	-8.1%	-2.2%
Military Affairs ²	311	326	350	384	378	21.5%	-1.6%
Northwood Shared Resource Center	84	83	94	-	-	-100%	-
Office of the Governor ^{2,3}	83	84	76	81	83	0.0%	2.5%
Public Service Commission	265	264	254	252	245	-7.5%	-2.8%
Revenue	4,777	4,725	4,729	4,748	4,647	-2.7%	-2.1%
School for the Deaf and the Blind ²	422	419	430	431	414	-1.9%	-3.9%
Southwood Shared Resource Center	109	106	114	-	-	-100%	-
State	386	373	379	378	364	-5.7%	-3.7%
Transportation	6,115	5,820	5,826	5,815	5,685	-7.0%	-2.2%
Veterans' Affairs	1,018	1,049	1,068	1,042	1,052	3.3%	1.0%
Total Employees	94,240	91,503	89,686	90,328	88,991	-5.6%	-1.5%

¹ Employee count is determined by counting the number of distinct Social Security numbers in each agency, excluding Other Personal Services employees.

² These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only 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.

³ Includes data for the Agency for Enterprise Information Technology through 2012.

Full-Time Employee Count by Agency As of June 30, 2016

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, 2016, and includes the five-year trend.

Agency	Full-Time Employee Count						
	As of June 30					2012/2016 % Change	2015/2016 % Change
	2012	2013	2014	2015	2016		
Agency for Health Care Administration	1,530	1,538	1,482	1,406	1,370	-10.5%	-2.6%
Agency for Persons with Disabilities	2,759	2,659	2,650	2,496	2,482	-10.0%	-0.6%
Agency for State Technology	-	-	-	199	197	-	-1.0%
Agriculture and Consumer Services	3,283	3,329	3,348	3,392	3,307	0.7%	-2.5%
Business and Professional Regulation	1,524	1,498	1,551	1,535	1,527	0.2%	-0.5%
Children and Families	11,317	11,065	11,031	11,330	11,323	0.1%	-0.1%
Citrus	45	44	42	42	37	-17.8%	-11.9%
Commission on Offender Review	101	109	111	121	111	9.9%	-8.3%
Corrections	23,518	22,395	20,961	22,284	21,946	-6.7%	-1.5%
Division of Administrative Hearings	172	172	171	172	202	17.4%	17.4%
Division of Emergency Management ¹	53	44	42	39	46	-13.2%	17.9%
Economic Opportunity	1,534	1,523	1,539	1,436	1,387	-9.6%	-3.4%
Education	2,242	2,174	2,138	2,184	2,101	-6.3%	-3.8%
Elder Affairs	412	415	390	403	383	-7.0%	-5.0%
Environmental Protection	3,215	2,923	2,855	2,811	2,731	-15.1%	-2.8%
Financial Services	2,323	2,324	2,365	2,330	2,306	-0.7%	-1.0%
Fish and Wildlife Conservation Commission	1,838	1,975	1,976	2,009	1,993	8.4%	-0.8%
Health	13,497	13,067	12,594	12,037	11,773	-12.8%	-2.2%
Highway Safety and Motor Vehicles	4,034	4,037	4,065	4,024	3,981	-1.3%	-1.1%
Juvenile Justice	3,191	3,001	3,021	2,962	2,946	-7.7%	-0.5%
Law Enforcement	1,605	1,586	1,622	1,639	1,671	4.1%	2.0%
Legal Affairs	1,021	1,016	1,062	1,090	1,104	8.1%	1.3%
Management Services	782	769	799	754	732	-6.4%	-2.9%
Military Affairs ¹	310	323	349	383	375	21.0%	-2.1%
Northwood Shared Resource Center	83	82	93	-	-	-100%	-
Office of the Governor ^{1,2}	82	83	75	80	81	-1.2%	1.3%
Public Service Commission	264	263	253	251	244	-7.6%	-2.8%
Revenue	4,755	4,702	4,713	4,735	4,633	-2.6%	-2.2%
School for the Deaf and the Blind ¹	420	418	429	430	413	-1.7%	-4.0%
Southwood Shared Resource Center	106	103	111	-	-	-100%	-
State	380	368	374	376	363	-4.5%	-3.5%
Transportation	6,108	5,814	5,820	5,809	5,680	-7.0%	-2.2%
Veterans' Affairs	1,010	1,041	1,060	1,034	1,045	3.5%	1.1%
Total Full-Time Employees	93,514	90,860	89,092	89,793	88,490	-5.4%	-1.5%

¹ These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only 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.

² Includes data for the Agency for Enterprise Information Technology through 2012.

Part-Time Employee Count by Agency As of June 30, 2016

Part-time employee count is determined by the total number of actual employees within an agency who are contracted to work fewer 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, 2016, and includes the five-year trend.

Agency	Part-Time Employee Count						
	As of June 30					2012/2016 % Change	2015/2016 % Change
	2012	2013	2014	2015	2016		
Agency for Health Care Administration	14	13	12	12	10	-28.6%	-16.7%
Agency for Persons with Disabilities	22	19	14	11	11	-50.0%	0.0%
Agency for State Technology	-	-	-	1	1	-	0.0%
Agriculture and Consumer Services	12	12	9	12	8	-33.3%	-33.3%
Business and Professional Regulation	14	16	15	16	15	7.1%	-6.3%
Children and Families	49	40	40	39	36	-26.5%	-7.7%
Citrus	4	4	4	4	3	-25.0%	-25.0%
Commission on Offender Review	4	3	4	5	5	25.0%	0.0%
Corrections	4	3	4	4	3	-25.0%	-25.0%
Division of Administrative Hearings	2	3	3	2	3	50.0%	50.0%
Division of Emergency Management ¹	-	-	-	1	-	-	-100.0%
Economic Opportunity	6	5	8	6	7	16.7%	16.7%
Education	8	9	8	8	8	0.0%	0.0%
Elder Affairs	9	10	7	6	5	-44.4%	-16.7%
Environmental Protection	10	7	5	4	6	-40.0%	50.0%
Financial Services	6	4	5	7	9	50.0%	28.6%
Fish and Wildlife Conservation Commission	16	16	11	12	11	-31.3%	-8.3%
Health	394	337	325	293	265	-32.7%	-9.6%
Highway Safety and Motor Vehicles	33	28	22	17	14	-57.6%	-17.6%
Juvenile Justice	9	8	8	9	10	11.1%	11.1%
Law Enforcement	7	5	6	3	3	-57.1%	0.0%
Legal Affairs	4	4	3	5	4	0.0%	-20.0%
Management Services	47	45	38	25	30	-36.2%	20.0%
Military Affairs ¹	1	3	1	1	3	200.0%	200.0%
Northwood Shared Resource Center	1	1	1	-	-	-100%	-
Office of the Governor ^{1,2}	1	1	1	1	2	100.0%	100.0%
Public Service Commission	1	1	1	1	1	0.0%	0.0%
Revenue	22	23	16	13	14	-36.4%	7.7%
School for the Deaf and the Blind ¹	2	1	1	1	1	-50.0%	0.0%
Southwood Shared Resource Center	3	3	3	-	-	-100%	-
State	6	5	5	2	1	-83.3%	-50.0%
Transportation	7	6	6	6	5	-28.6%	-16.7%
Veterans' Affairs	8	8	8	8	7	-12.5%	-12.5%
Total Part-Time Employees	726	643	594	535	501	-31.0%	-6.4%

¹ These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only 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.

² Includes data for the Agency for Enterprise Information Technology through 2012.

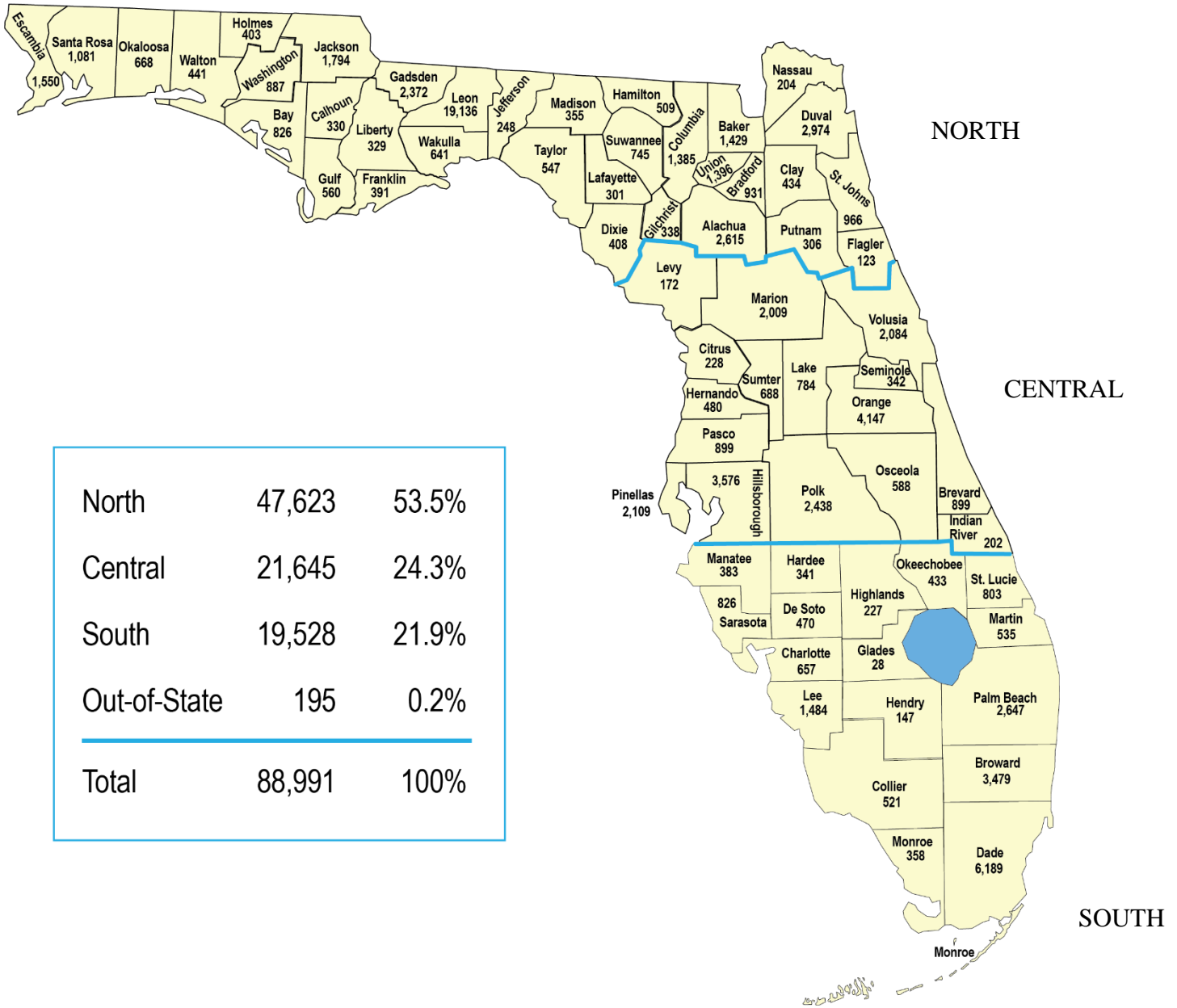
Employee Count by Agency and Pay Plan As of June 30, 2016

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, 2016.

Agency	Employees by Pay Plan						Total
	Career Service	Percent	Selected Exempt Service	Percent	Senior Management Service	Percent	
Agency for Health Care Administration	1,002	72.6%	370	26.8%	8	0.6%	1,380
Agency for Persons with Disabilities	1,941	77.9%	544	21.8%	8	0.3%	2,493
Agency for State Technology	135	68.2%	54	27.3%	9	4.5%	198
Agriculture and Consumer Services	2,592	78.2%	695	21.0%	28	0.8%	3,315
Business and Professional Regulation	1,131	73.3%	392	25.4%	19	1.2%	1,542
Children and Families	9,096	80.1%	2,233	19.7%	30	0.3%	11,359
Citrus	18	45.0%	20	50.0%	2	5.0%	40
Commission on Offender Review	83	71.6%	29	25.0%	4	3.4%	116
Corrections	20,771	94.6%	1,154	5.3%	24	0.1%	21,949
Division of Administrative Hearings	111	54.1%	93	45.4%	1	0.5%	205
Division of Emergency Management ¹	-	0.0%	43	93.5%	3	6.5%	46
Economic Opportunity	1,087	78.0%	297	21.3%	10	0.7%	1,394
Education	1,412	67.0%	664	31.5%	33	1.6%	2,109
Elder Affairs	285	73.5%	96	24.7%	7	1.8%	388
Environmental Protection	2,083	76.1%	624	22.8%	30	1.1%	2,737
Financial Services	1,649	71.2%	624	27.0%	42	1.8%	2,315
Fish and Wildlife Conservation Commission	1,648	82.2%	332	16.6%	24	1.2%	2,004
Health	9,838	81.7%	2,133	17.7%	67	0.6%	12,038
Highway Safety and Motor Vehicles	3,496	87.5%	487	12.2%	12	0.3%	3,995
Juvenile Justice	2,307	78.0%	628	21.2%	21	0.7%	2,956
Law Enforcement	1,468	87.7%	187	11.2%	19	1.1%	1,674
Legal Affairs	522	47.1%	567	51.2%	19	1.7%	1,108
Management Services	466	61.2%	278	36.5%	18	2.4%	762
Military Affairs ¹	277	73.3%	97	25.7%	4	1.1%	378
Office of the Governor ¹	-	0.0%	55	66.3%	28	33.7%	83
Public Service Commission	129	52.7%	105	42.9%	11	4.5%	245
Revenue	3,907	84.1%	730	15.7%	10	0.2%	4,647
School for the Deaf and the Blind ¹	352	85.0%	62	15.0%	-	0.0%	414
State	244	67.0%	106	29.1%	14	3.8%	364
Transportation	3,773	66.4%	1,864	32.8%	48	0.8%	5,685
Veterans' Affairs	929	88.3%	113	10.7%	10	1.0%	1,052
Total Employees	72,752	81.8%	15,676	17.6%	563	0.6%	88,991

¹ These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only 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.

Employee Count by County and Region As of June 30, 2016



Notes:

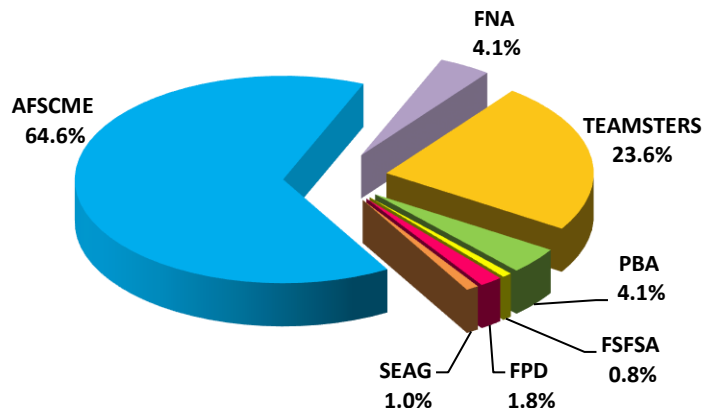
1. The turquoise lines designate the separation among the northern, central and southern regions of the state of Florida to correspond to the information contained in the legend.
2. The Florida Keys are a part of Monroe County.

Established Positions Included in Collective Bargaining Units As of June 30, 2016

The table below depicts the number of established positions included in a collective bargaining unit as of June 30, 2016, and includes a five-year trend.

Labor Organization	Collective Bargaining Unit	2012	2013	2014	2015	2016	2012/2016 % Change	2015/2016 % Change
American Federation of State, County and Municipal Employees (AFSCME)	Administrative and Clerical	16,543	15,613	14,626	14,027	13,590	-17.9%	-3.1%
	Operational Services	3,919	3,490	3,174	2,955	2,798	-28.6%	-5.3%
	Human Services	8,502	8,200	7,398	7,409	7,307	-14.1%	-1.4%
	Professional	27,202	27,433	28,107	28,639	28,903	6.3%	0.9%
Florida Nurses Association (FNA)	Professional Health Care	4,781	4,558	3,520	3,384	3,303	-30.9%	-2.4%
Teamsters	Security Services	19,006	18,445	18,616	19,042	19,224	1.1%	1.0%
Police Benevolent Association (PBA)	Law Enforcement	1,318	1,296	1,299	1,305	1,295	-1.7%	-0.8%
	Special Agent	264	264	263	268	284	7.6%	6.0%
	Highway Patrol	1,738	1,761	1,767	1,800	1,797	3.4%	-0.2%
Florida State Fire Service Association (FSFSA)	Fire Service	603	610	610	612	621	3.0%	1.5%
Federation of Physicians and Dentists (FPD)	SES Physicians	414	371	213	194	179	-56.8%	-7.7%
	SES Supervisory Non-Professional	1,640	1,621	1,456	1,386	1,273	-22.4%	-8.2%
State Employees Attorneys Guild (SEAG)	SES Attorneys	656	768	766	759	804	22.6%	5.9%
Total		86,586	84,430	81,815	81,780	81,378	-6.0%	-0.5%

2016 Labor Organization Representation



Employee Representation and Dues Paying Membership by Labor Organization As of June 30, 2016

According to national public sector data obtained from the Union Membership and Coverage Database,¹ of the 10 most populous states, the State of Florida, in 2015, had the fourth lowest percentage (27.5 percent) of union membership for workers covered by a collective bargaining agreement. Florida ranked behind Texas (16.6 percent), Georgia (11.5 percent) and North Carolina (10.1 percent) in the percent of unionized wage and salary workers ages 16 and older. New York had the highest percentage at 68.6 percent.

The following chart reflects employee representation and union membership within the SPS.

Labor Organization	Collective Bargaining Unit	Employees Represented	Total Dues Paying Employees	Percent	Non-Dues Paying Employees	Percent
American Federation of State, County and Municipal Employees	Administrative and Clerical	12,259				
	Operational Services	2,496				
	Human Services	6,565				
	Professional	26,276				
	Total	47,596	1,335	2.8%	46,261	97.2%
Florida Nurses Association	Professional Health Care	2,879	228	7.9%	2,651	92.1%
Teamsters	Security Services	17,738	3,998	22.5%	13,740	77.5%
Police Benevolent Association	Law Enforcement	1,167	441	37.8%	726	62.2%
	Special Agent	259	151	58.3%	108	41.7%
	Highway Patrol	1,643	809	49.2%	834	50.8%
	Total	3,069	1,401	45.7%	1,668	54.3%
Florida State Fire Service Association	Fire Service	586	183	31.2%	403	68.8%
Federation of Physicians and Dentists	SES Physicians	150	17	11.3%	133	88.7%
	SES Supervisory Non-Professional	1,183	18	1.5%	1,165	98.5%
	Total	1,333	35	2.6%	1,298	97.4%
State Employees Attorneys Guild	SES Attorneys	761	7	0.9%	754	99.1%
Total		73,962	7,187	9.7%	66,775	90.3%

National Union Membership

The following statistics were taken from a United States Department of Labor, Bureau of Labor Statistics' economic news release.² The statistics below represent data for both public- and private-sector employment during 2015:

- The national union membership rate for public-sector workers (35.2 percent) was substantially higher than the rate for private-sector workers (6.7 percent).
- Within the public sector, local government workers had the highest union membership rate (41.3 percent). This group includes several heavily unionized occupations such as teachers, police officers and firefighters.
- In 2015, 16.4 million wage and salary workers were represented by a union. This group includes both union members (14.8 million) and those not affiliated with a union but whose jobs are covered by a union contract (1.6 million).

¹ Statistical data by state was obtained from the Union Membership, Coverage, Density and Employment by State 2015 data set, which was compiled from the monthly household Current Population Survey using Bureau of Labor Statistics methods: <http://www.unionstats.com/>.

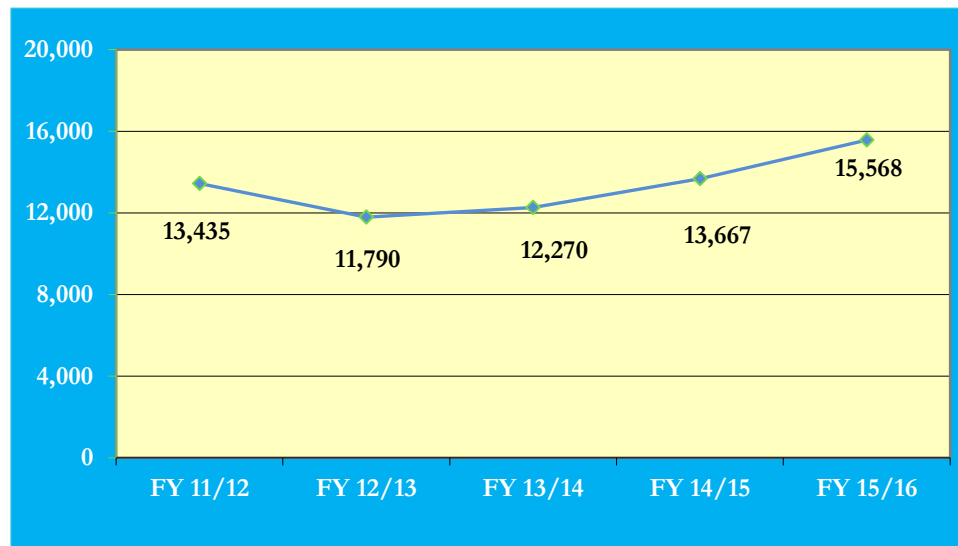
² BLS, Economic News Release "Union Members—2015." Jan. 28, 2016: <http://www.bls.gov/news.release/pdf/union2.pdf>.

Separations: Career Service As of June 30, 2016

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

Separation	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16	2012/2016 % Change	2015/2016 % Change
INVOLUNTARY SEPARATIONS							
Death of Employee ¹	131	102	126	101	113	-13.7%	11.9%
Dismissal ²	1,158	974	1,067	1,247	1,215	4.9%	-2.6%
Failed Probationary Period	456	435	528	561	555	21.7%	-1.1%
Layoff	1,191	414	1,102	142	120	-89.9%	-15.5%
Total	2,936	1,925	2,823	2,051	2,003	-31.8%	-2.3%
VOLUNTARY SEPARATIONS							
Abandonment	6	11	16	30	31	416.7%	3.3%
End of Appointment Period	115	59	31	16	6	-94.8%	-62.5%
Moved to Non-State of Florida Government	516	571	529	536	594	15.1%	10.8%
Moved to Private Sector	743	719	851	1,337	1,548	108.3%	15.8%
Moved within State of Florida Government	-	-	-	1,253	1,499	-	19.6%
Retirement	2,613	2,272	2,215	2,326	2,569	-1.7%	10.4%
Other (Reasons Unknown)	6,506	6,233	5,805	6,118	7,318	12.5%	19.6%
Total	10,499	9,865	9,447	11,616	13,565	29.2%	16.8%
Total Separations	13,435	11,790	12,270	13,667	15,568	15.9%	13.9%
Number of Career Service Employees	76,973	74,633	73,230	74,007	72,752	-5.5%	-1.7%
Percentage of Separations to Number of Career Service Employees	17.5%	15.8%	16.8%	18.5%	21.4%	-	-

FIVE-YEAR TREND: SEPARATIONS – CAREER SERVICE



¹ Separation type Death of Employee includes Death of Employee in the Line of Duty.

² Separation type Dismissal includes Dismissal—Employee Also Retires.

Involuntary Career Service Separations by Agency As of June 30, 2016

The table below depicts the involuntary separations from the Career Service by agency and reason during fiscal year 2015-16.

Agency	Death of Employee ¹	Dismissal ²	Failed Probationary Period	Layoff	Total
Agency for Health Care Administration	2	1	-	5	8
Agency for Persons with Disabilities	5	23	10	-	38
Agency for State Technology	-	2	1	-	3
Agriculture and Consumer Services	2	9	20	-	31
Business and Professional Regulation	2	5	4	-	11
Children and Families	11	138	214	-	363
Citrus	-	-	-	-	-
Commission on Offender Review	-	1	1	-	2
Corrections	30	784	9	7	830
Division of Administrative Hearings	-	-	7	-	7
Division of Emergency Management ³	-	-	-	-	-
Economic Opportunity	2	14	10	2	28
Education	4	10	-	-	14
Elder Affairs	4	3	-	-	7
Environmental Protection	4	7	6	3	20
Financial Services	1	11	5	-	17
Fish and Wildlife Conservation Commission	1	6	1	2	10
Health	11	69	72	85	237
Highway Safety and Motor Vehicles	2	17	40	4	63
Juvenile Justice	2	31	32	3	68
Law Enforcement	1	1	-	-	2
Legal Affairs	2	4	3	-	9
Management Services	4	6	5	9	24
Military Affairs	2	4	-	-	6
Office of the Governor ³	-	-	-	-	-
Public Service Commission	1	-	2	-	3
Revenue	9	14	26	-	49
School for the Deaf and the Blind	1	2	8	-	11
State	2	2	-	-	4
Transportation	8	11	15	-	34
Veterans' Affairs	-	40	64	-	104
Involuntary Separations	113	1,215	555	120	2,003
Percent of Total	5.6%	60.7%	27.7%	6.0%	100%

¹ Separation type Death of Employee includes Death of Employee in the Line of Duty.

² Separation type Dismissal includes Dismissal—Employee Also Retires.

³ These entities do not have employees in the Career Service.

Voluntary Career Service Separations by Agency As of June 30, 2016

The table below depicts the voluntary separations from the Career Service by agency and reason during fiscal year 2015-16.

Agency	Abandonment	End of Appointment Period	Moved to Non-State of Florida Government	Moved to Private Sector	Moved within State of Florida Government	Retirement	Other (Reasons Unknown)	Total
Agency for Health Care Administration	-	-	2	17	41	61	82	203
Agency for Persons with Disabilities	2	-	11	19	56	58	293	439
Agency for State Technology	-	-	2	6	8	9	3	28
Agriculture and Consumer Services	2	-	41	64	47	121	107	382
Business and Professional Regulation	-	-	2	8	38	37	97	182
Children and Families	11	4	98	434	272	290	1,119	2,228
Citrus	-	-	-	-	-	1	1	2
Commission on Offender Review	-	-	1	4	3	3	2	13
Corrections	2	-	31	25	105	568	3,078	3,809
Division of Administrative Hearings	-	-	1	4	4	3	5	17
Division of Emergency Management ¹	-	-	-	-	-	-	-	-
Economic Opportunity	-	-	15	23	29	47	94	208
Education	-	-	20	31	45	67	96	259
Elder Affairs	-	-	-	3	5	10	37	55
Environmental Protection	-	-	7	88	56	88	96	335
Financial Services	-	-	4	149	58	68	2	281
Fish and Wildlife Conservation Commission	-	2	22	16	40	56	59	195
Health	2	-	86	286	226	358	825	1,783
Highway Safety and Motor Vehicles	-	-	104	1	75	170	195	545
Juvenile Justice	8	-	65	109	113	65	346	706
Law Enforcement	-	-	16	14	22	55	80	187
Legal Affairs	-	-	1	2	22	12	60	97
Management Services	-	-	7	12	40	24	30	113
Military Affairs	2	-	2	11	5	3	31	54
Office of the Governor ¹	-	-	-	-	-	-	-	-
Public Service Commission	-	-	1	-	1	8	7	17
Revenue	-	-	2	91	147	183	233	656
School for the Deaf and the Blind	1	-	-	1	1	8	45	56
State	-	-	2	3	10	16	9	40
Transportation	1	-	42	87	24	168	109	431
Veterans' Affairs	-	-	9	40	6	12	177	244
Voluntary Separations	31	6	594	1,548	1,499	2,569	7,318	13,565
Percent of Total	0.2%	0.0%	4.4%	11.4%	11.1%	18.9%	53.9%	100%

¹ These entities do not have employees in the Career Service.

Retirement Count by Pay Plan

As of June 30, 2016

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

Fiscal Year	Retirements by Pay Plan						
	Career Service	Percent	Selected Exempt Service	Percent	Senior Management Service	Percent	State Personnel System
2015-16	2,581	74.4%	856	24.7%	31	0.9%	3,468
2014-15	2,326	73.8%	785	24.9%	40	1.3%	3,151
2013-14	2,215	75.6%	688	23.5%	26	0.9%	2,929
2012-13	2,272	75.9%	692	23.1%	31	1.0%	2,995
2011-12	2,657	76.3%	789	22.7%	36	1.0%	3,482
2010-11	2,521	76.1%	743	22.4%	50	1.5%	3,314
2009-10	2,043	74.6%	665	24.3%	32	1.2%	2,740
2008-09	1,747	72.4%	639	26.5%	27	1.1%	2,413
2007-08	2,012	75.4%	630	23.6%	25	0.9%	2,667
2006-07	2,111	75.0%	670	23.8%	32	1.1%	2,813
10-Year Average – Number of Retirements	2,249	75.0%	716	23.9%	33	1.1%	2,997
Number of Employees as of June 30, 2016	72,752	81.8%	15,676	17.6%	563	0.6%	88,991
Percentage of Average Retirements to Number of Employees as of June 30, 2016	3.1%		4.6%		5.9%		3.4%

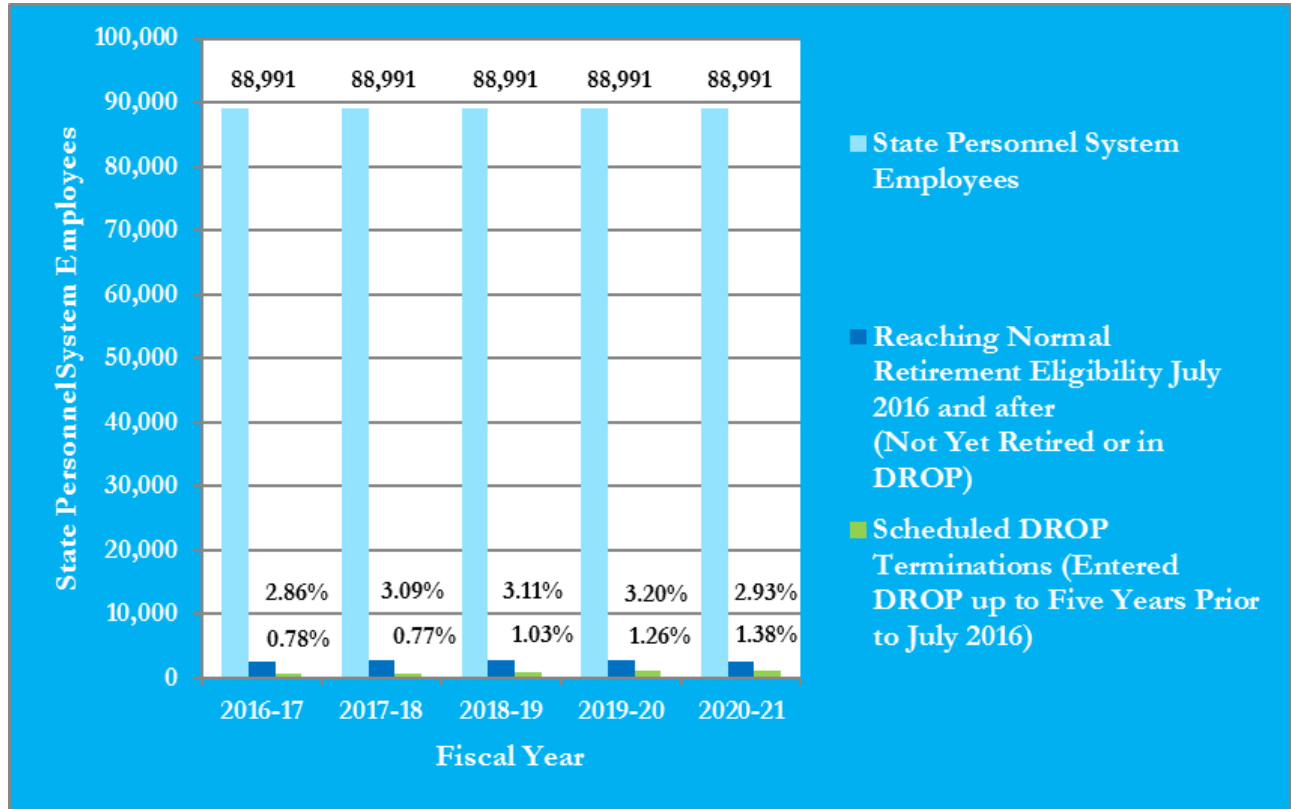
The Employee Benefit Research Institute¹ states the following:

- “While responses to a question asking the age at which workers expect to retire shows little change from one year to another, the long-term trend shows that the age at which workers plan to retire has crept upward over time. In particular, the percentage of workers who expect to retire after age 65 has increased, from 11 percent in 1991, to 16 percent in 2001, 25 percent in 2006, 36 percent in the 2011, and 37 percent in the 2016. Additionally, 6 percent of workers in 2016 say they never plan to retire. Nevertheless, the median (midpoint) age at which workers expect to retire has remained stable at 65 for most of this time.”
- “The actual retirement age reported by retirees has changed even more slowly. In 1991, only 8 percent of retirees said they retired after age 65. This percentage is 15 percent in 2016 (statistically equivalent to the 14 percent measured in 2015). The median (midpoint) age at which retirees report they retired has remained at age 62 throughout this time.”

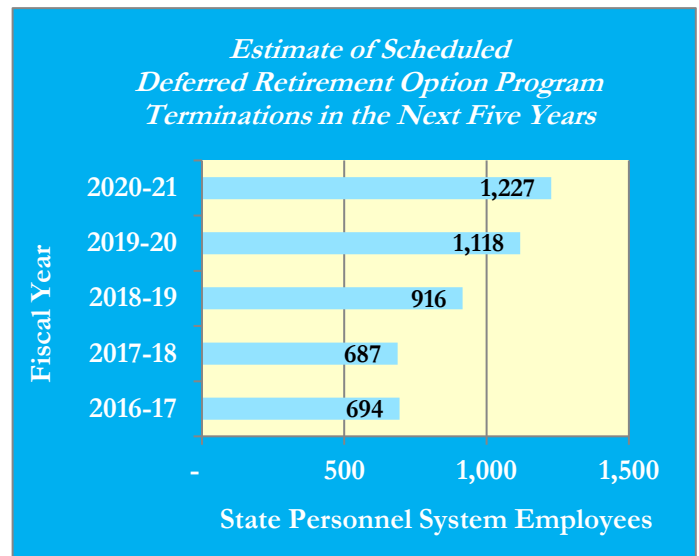
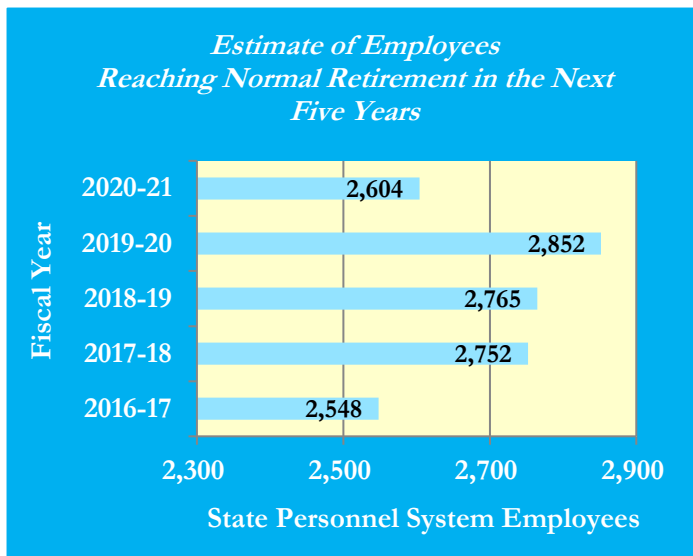
¹ Employee Benefit Research Institute, *EBRI Issue Brief*, no. 422, “The 2016 Retirement Confidence Survey: Worker Confidence Stable, Retiree Confidence Continues to Increase” March 2016: https://www.ebri.org/pdf/briefspdf/EBRI_IB_422.Mar16.RCS.pdf.

Retirement Projections As of June 30, 2016

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, 2016. Normal retirement for Pension Plan members was tied to the membership class, and for members of the Investment Plan, projections were based on age 62.



Source: Department of Management Services' Division of Retirement.

Other Personal Services Employment

As of June 30, 2016

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

AVERAGE NUMBER OF OPS EMPLOYEES BY AGENCY

Agency	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16	2012/2015 % Change	2015/2016 % Change
Agency for Health Care Administration	163	171	156	133	115	-29.4%	-13.5%
Agency for Persons with Disabilities	776	753	710	677	640	-17.5%	-5.5%
Agency for State Technology	-	-	-	8	7	-	-12.5%
Agriculture and Consumer Services	516	526	517	491	490	-5.0%	-0.2%
Business and Professional Regulation	169	178	187	200	213	26.0%	6.5%
Children and Families	580	571	586	618	626	7.9%	1.3%
Citrus	11	10	8	8	5	-54.5%	-37.5%
Commission on Offender Review	25	43	53	39	46	84.0%	17.9%
Corrections	715	708	569	571	640	-10.5%	12.1%
Division of Administrative Hearings	2	1	1	2	1	-50.0%	-50.0%
Division of Emergency Management	117	92	85	89	120	2.6%	34.8%
Economic Opportunity	480	498	655	487	331	-31.0%	-32.0%
Education	132	135	124	133	139	5.3%	4.5%
Elder Affairs	108	117	105	100	96	-11.1%	-4.0%
Environmental Protection	917	866	797	719	729	-20.5%	1.4%
Financial Services	120	122	130	137	131	9.2%	-4.4%
Fish and Wildlife Conservation Commission	680	656	696	755	797	17.2%	5.6%
Health	2,290	2,392	2,297	2,163	2,090	-8.7%	-3.4%
Highway Safety and Motor Vehicles	329	273	252	259	305	-7.3%	17.8%
Juvenile Justice	117	122	107	107	103	-12.0%	-3.7%
Law Enforcement	94	101	100	91	90	-4.3%	-1.1%
Legal Affairs	101	99	105	108	103	2.0%	-4.6%
Management Services	17	21	22	16	28	64.7%	75.0%
Military Affairs	9	8	5	3	3	-66.7%	0.0%
Northwood Shared Resource Center	3	4	4	-	-	-100%	0.0%
Office of the Governor	17	21	27	21	27	58.8%	28.6%
Public Service Commission	6	7	5	2	3	-50.0%	50.0%
Revenue	79	91	86	69	75	-5.1%	8.7%
School for the Deaf and the Blind	187	208	213	213	235	25.7%	10.3%
Southwood Shared Resource Center	2	5	7	-	-	-100%	0.0%
State	91	105	83	91	93	2.2%	2.2%
Transportation	23	24	46	50	57	147.8%	14.0%
Veterans' Affairs	213	171	151	154	154	-27.7%	0.0%
Avg. Number of OPS Employees	9,089	9,099	8,889	8,514	8,492	-6.6%	-0.3%
Percentage of OPS Employees to the Number of Total Employees	9.6%	9.9%	9.9%	9.4%	9.5%		

Workforce Compensation

- *Workforce Compensation Overview*
- *Classification and Pay Plans*
- *Annual Legislative Pay Adjustments*
- *Salary Distribution by Gender and Race/Ethnicity by Pay Plan*
- *Average Salary by Agency and Pay Plan*
- *Total Compensation: Salaries and Benefits*
- *Comparison of Benefits by Pay Plan*
- *Benefit Comparisons to Select States*
- *Employee Group Health Insurance Enrollment*
- *Employee Retirement Membership*
- *Pay Additives: Career Service*
- *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 SPS. The elements of the 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 the SPS can be made from the information in this section:

- The SPS average salary of \$39,657 as of June 30, 2016, represents a 0.4 percent increase from the average salary of \$39,505 as of June 30, 2015.
- The SPS average salary of \$39,505 as of June 30, 2015, was 17.1 percent less than Florida's Annual Average Wage – Total All Industries of \$46,239.
- Since June 30, 2012, the average salary for employees in the SPS has increased by 3.9 percent, from \$38,165 to \$39,657.
- As of June 30, 2016, 54,662 (or 75.1 percent) of Career Service employees and 3,569 (or 22.7 percent) of Selected Exempt Service employees earned a salary of less than \$40,000 per year.
- As of June 30, 2016, the average value of benefits for Career Service employees represented 42.6 percent of the total compensation package while the percentages for the Selected Exempt Service and Senior Management Service were 38.6 percent and 38.2 percent, respectively.
- As of June 30, 2016, 51,807 employees, including Other Personal Service employees (or 52.7 percent), were enrolled in a health maintenance organization, and 29,612 employees (or 30.1 percent) were enrolled in a preferred provider organization for health insurance benefits.
- As of June 30, 2016, 60,200 (or 69.09 percent) of all employees were members of the Regular class for retirement, followed by 21,464 employees (or 24.63 percent) in Special Risk and 4,561 (or 5.23 percent) in the Deferred Retirement Option Program.
- The number of pay additives (e.g., temporary special duties—general, competitive area differentials, on-call, etc.) provided to Career Service employees as of June 30, 2016, was 18,126, a 2.3 percent increase from the 17,711 pay additives provided to employees as of June 30, 2015.

FIVE-YEAR TREND: AVERAGE SALARIES BY PAY PLAN

Pay Plan	As of June 30					2012/2016 % Change
	2012	2013	2014	2015	2016	
Career Service	\$34,277	\$34,384	\$35,564	\$35,575	\$35,545	3.7%
Selected Exempt Service	\$53,752	\$53,826	\$55,098	\$55,425	\$56,137	4.4%
Senior Management Service	\$108,755	\$108,776	\$110,853	\$111,440	\$111,931	2.9%
State Personnel System	\$38,165	\$38,299	\$39,485	\$39,505	\$39,657	3.9%
Florida Annual Average Wage – Total All Industries ¹	\$43,210	\$43,651	\$44,803	\$46,239	-	7.0% ²

¹ Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, Quarterly Census of Employment and Wages Program, August 2016.

² Percentage change reflects 2012/2015 instead of 2012/2016. (The Florida Department of Economic Opportunity had not published the 2016 figures at the time this report was published.)

Classification and Pay Plans

As of June 30, 2016

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 then into occupations with up to six levels of work within each occupation. The accompanying pay plan provides for 25 pay bands for all occupational groups.

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 and 237 occupations.

- Career Service: 187 occupations and 17 pay bands
- Selected Exempt Service: 150 occupations and 23 pay bands
- Senior Management Service: 26 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	\$46,144.53	2,397	2,068
002	\$18,259.02	\$50,297.28	4,667	4,286
003	\$19,902.48	\$54,824.83	7,563	6,727
004	\$21,692.58	\$59,756.69	4,585	4,099
005	\$23,645.18	\$65,135.58	11,296	10,564
006	\$25,774.06	\$70,998.97	6,293	5,508
007	\$28,093.00	\$77,387.65	22,497	20,445
008	\$30,622.02	\$88,571.78	12,695	11,596
009	\$33,377.24	\$96,541.03	7,481	6,861
010	\$36,381.54	\$105,230.97	7,272	6,645
011	\$39,655.98	\$109,239.02	911	831
012	\$43,225.52	\$125,026.77	1,085	1,007
013	\$47,115.38	\$136,277.31	197	188
014	\$51,355.46	\$141,467.68	1,078	993
015	\$55,978.52	\$154,203.16	-	-
016	\$61,015.50	\$168,078.79	192	183
017	\$66,507.74	\$183,207.86	-	-
018	\$72,493.46	\$199,696.73	303	250
019	\$21,156.72	\$93,247.33	545	515
020	\$26,445.90	\$116,561.44	4,415	4,138
021	\$33,057.44	\$152,985.56	1,371	1,292
022	\$41,320.76	\$191,228.37	185	173
023	\$47,316.36	\$218,975.22	453	420
024	\$56,779.84	\$250,257.48	195	178
025	\$68,135.86	\$300,309.19	24	24
Total Positions and Employees			97,700	88,991

Annual Legislative Pay Adjustments

FISCAL YEAR 2015-16

- **Effective July 1, 2015 – Minimum Salary Increases:** The Department of Highway Safety and Motor Vehicles was authorized to increase the minimum salaries of new hires and current employees in the following job classes:
 - Driver License Examiner I to \$27,233
 - Senior Consumer Analyst to \$30,926
 - Compliance Examiner to \$28,744
 - Hearing Officer to \$30,926
 - Community Outreach Specialist–FLOW (Highway Safety Specialist) to \$29,524
- **Effective July 1, 2015 – Critical Market Pay Additive:** The Department of Highway Safety and Motor Vehicles was authorized to provide a \$5,000 critical market pay additive for each unit member of the Florida Highway Patrol collective bargaining unit in the following counties: Hillsborough, Orange, Pinellas, Duval, Marion and Escambia.

FISCAL YEAR 2014-15

- **Effective July 1, 2014 – Competitive Pay Adjustments:** Law enforcement employees received a competitive pay adjustment as follows:
 - Each law enforcement employee received a competitive pay adjustment of 5 percent on each employee's June 30, 2014, base rate of pay.
 - For this competitive pay adjustment, a law enforcement employee was defined as (1) unit sworn officers of the Law Enforcement, Florida Highway Patrol and Special Agent collective bargaining units; and (2) non-unit sworn officers in the following class codes: 8522 (Law Enforcement Lieutenant); 8525 and 8632 (Law Enforcement Captain); 8526, 8626 and 8630 (Law Enforcement Major); 8584 (Special Agent Supervisor); 8590 (Inspector); and 8593 (Security Agent).

FISCAL YEAR 2013-14

- **Effective July 1, 2013 – Special Pay Issues:** Law enforcement employees received a special pay adjustment as follows:
 - Each law enforcement employee with fewer than five years of state service as a law enforcement employee received a special pay adjustment of 3 percent on each employee's June 30, 2013, base rate of pay.
 - Each law enforcement employee with five or more years of state service as a law enforcement employee received a special pay adjustment of 5 percent on each employee's June 30, 2013, base rate of pay.
 - For purposes of this special pay adjustment, a law enforcement employee was defined as (1) each eligible unit employee in the law enforcement collective bargaining unit, special agent collective bargaining unit and Florida Highway Patrol collective bargaining unit; (2) each eligible non-unit employee who was a sworn law enforcement officer and was in the command staff for those unit employees; and (3) each eligible employee of the Fish and Wildlife Commission, Department of Highway Safety and Motor Vehicles and Department of Law Enforcement employed in class code 8407 (Regional Duty Officer), 8410 (Duty Officer), 8411 (Duty Officer Supervisor) and 8417 (Communications Training Officer).

- **Effective Oct. 1, 2013 – Competitive Pay Adjustments:** All eligible unit and non-unit Career Service employees, all eligible unit and non-unit employees of the Selected Exempt Service and all eligible Senior Management Service employees received a competitive pay adjustment as follows:
 - Employees with a base rate of pay of \$40,000 or less on Sept. 30, 2013, received an annual increase of \$1,400.
 - Employees with a base rate of pay greater than \$40,000 on Sept. 30, 2013, received an annual increase of \$1,000 provided, however, that an employee’s base rate of pay could not be increased to an annual amount less than \$41,400.
 - For part-time employees, the full-time equivalent value of the base rate of pay on Sept. 30, 2013, was used to determine the annual increase amount. This amount was pro-rated based on the full-time equivalency of the employee’s position.To be eligible, employees must have met their required performance standards.
- **Bonuses** – Each agency head was authorized to provide a discretionary one-time lump sum bonus of \$600 (less applicable taxes) to eligible permanent employees in accordance with the requirements contained in section 110.1245(2), Florida Statutes, and approved agency bonus plans. The bonuses were distributed in June 2014.

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.

Source: Each fiscal year’s General Appropriations Act.

*Salary Distribution by Gender and Race/Ethnicity by Pay Plan
As of June 30, 2016*

Salary Range	Percent						Total	
	White		Minority ¹		Unknown		Employees	Percent
	Male	Female	Male	Female	Male	Female		
CAREER SERVICE								
\$16,751 ² - \$19,999	9.5%	23.6%	21.2%	45.5%	0.1%	-	914	1.3%
\$20,000 - \$29,999	16.1%	27.8%	13.5%	42.4%	-	-	20,981	28.8%
\$30,000 - \$39,999	34.8%	24.4%	15.3%	25.5%	-	-	32,767	45.0%
\$40,000 - \$49,999	33.4%	31.7%	12.8%	22.0%	-	-	12,099	16.6%
\$50,000 - \$59,999	38.6%	31.4%	13.4%	16.6%	-	-	3,673	5.0%
\$60,000 - \$69,999	45.5%	29.1%	13.8%	12.6%	-	-	1,300	1.8%
\$70,000 - \$79,999	42.0%	24.6%	15.0%	18.5%	-	-	574	0.8%
\$80,000 - \$89,999	36.6%	29.0%	20.2%	14.2%	-	-	183	0.3%
\$90,000 - \$99,999	37.3%	40.7%	13.6%	8.5%	-	-	59	0.1%
\$100,000 - Plus	31.7%	31.7%	13.9%	22.3%	0.5%	-	202	0.3%
Percent of Total	29.3%	27.1%	14.3%	29.3%	-	-	72,752	100%
SELECTED EXEMPT SERVICE								
\$16,751 ² - \$19,999	14.3%	42.9%	-	42.9%	-	-	7	0.0%
\$20,000 - \$29,999	8.9%	30.6%	19.2%	41.3%	-	-	901	5.7%
\$30,000 - \$39,999	17.5%	35.3%	11.7%	35.6%	-	-	2,661	17.0%
\$40,000 - \$49,999	25.3%	38.1%	11.2%	25.5%	-	-	3,397	21.7%
\$50,000 - \$59,999	30.1%	40.3%	9.3%	20.3%	-	-	3,067	19.6%
\$60,000 - \$69,999	37.4%	39.7%	8.5%	14.3%	-	-	2,089	13.3%
\$70,000 - \$79,999	42.8%	36.8%	10.4%	10.0%	-	-	1,434	9.1%
\$80,000 - \$89,999	45.6%	34.9%	10.9%	8.5%	-	-	997	6.4%
\$90,000 - \$99,999	53.6%	29.2%	9.9%	7.3%	-	-	545	3.5%
\$100,000 - Plus	47.6%	20.9%	18.5%	13.0%	-	-	578	3.7%
Percent of Total	30.3%	36.6%	11.1%	22.0%	-	-	15,676	100%
SENIOR MANAGEMENT SERVICE								
\$16,751 ² - \$19,999	-	-	-	-	-	-	-	-
\$20,000 - \$29,999	-	-	-	-	-	-	-	-
\$30,000 - \$39,999	-	-	-	-	-	-	-	-
\$40,000 - \$49,999	-	-	-	-	-	-	-	-
\$50,000 - \$59,999	-	-	-	-	-	-	-	-
\$60,000 - \$69,999	66.7%	33.3%	-	-	-	-	3	0.5%
\$70,000 - \$79,999	15.0%	65.0%	10.0%	10.0%	-	-	20	3.6%
\$80,000 - \$89,999	46.0%	46.0%	2.0%	6.0%	-	-	50	8.9%
\$90,000 - \$99,999	36.9%	47.6%	6.0%	9.5%	-	-	84	14.9%
\$100,000 - Plus	53.7%	32.0%	7.9%	6.4%	-	-	406	72.1%
Percent of Total	49.2%	36.8%	7.1%	6.9%	-	-	563	100%

¹ Minority includes Black or African American, Hispanic or Latino, Asian, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Some Other Race or two or more races.

² Amount represents the annual minimum salary in the SPS's broadband classification and compensation system.

Note: All employee salaries, whether full time or part time, were converted to an annual salary based upon 2,080 hours.

Average Salary by Agency and Pay Plan As of June 30, 2016

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

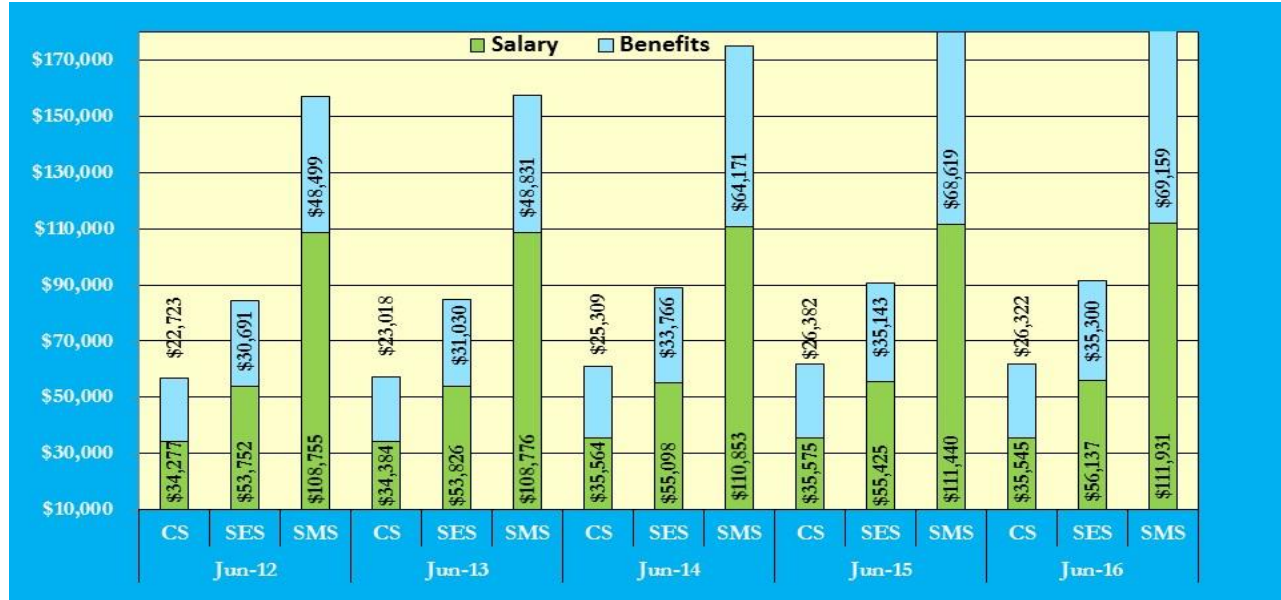
Agency	Career Service	Selected Exempt Service	Senior Management Service	Overall Average
Agency for Health Care Administration	\$40,931	\$57,250	\$122,875	\$45,789
Agency for Persons with Disabilities	\$28,507	\$42,153	\$107,877	\$31,741
Agency for State Technology	\$51,025	\$74,133	\$107,912	\$59,913
Agriculture and Consumer Services	\$33,536	\$51,164	\$105,984	\$37,845
Business and Professional Regulation	\$35,779	\$51,353	\$104,246	\$40,583
Children and Families	\$32,401	\$51,011	\$108,303	\$36,261
Citrus	\$39,554	\$73,066	\$134,000	\$61,583
Commission on Offender Review	\$34,730	\$50,598	\$73,250	\$40,093
Corrections	\$33,912	\$55,264	\$120,893	\$35,129
Division of Administrative Hearings	\$51,429	\$40,907	\$130,409	\$51,580
Division of Emergency Management ¹	-	\$56,883	\$124,333	\$61,282
Economic Opportunity	\$37,149	\$59,855	\$113,901	\$42,527
Education	\$36,245	\$57,212	\$132,083	\$44,325
Elder Affairs	\$37,347	\$52,754	\$107,418	\$42,423
Environmental Protection	\$37,750	\$57,996	\$111,629	\$43,177
Financial Services	\$40,790	\$62,017	\$109,059	\$47,757
Fish and Wildlife Conservation Commission	\$41,698	\$56,992	\$99,908	\$44,937
Health	\$36,664	\$56,599	\$111,359	\$40,623
Highway Safety and Motor Vehicles	\$37,910	\$58,211	\$113,942	\$40,617
Juvenile Justice	\$30,542	\$42,304	\$93,324	\$33,487
Law Enforcement	\$44,536	\$63,998	\$115,907	\$47,521
Legal Affairs	\$35,581	\$62,730	\$118,021	\$50,896
Management Services	\$35,786	\$57,269	\$109,861	\$45,478
Military Affairs ¹	\$30,829	\$43,283	\$85,105	\$34,610
Office of the Governor ¹	-	\$70,389	\$114,828	\$85,517
Public Service Commission	\$39,744	\$60,204	\$111,159	\$51,719
Revenue	\$34,632	\$54,670	\$113,321	\$37,954
School for the Deaf and the Blind ¹	\$31,162	\$39,970	-	\$32,481
State	\$33,939	\$49,626	\$95,971	\$40,893
Transportation	\$44,883	\$68,364	\$125,615	\$53,267
Veterans' Affairs	\$30,460	\$45,672	\$96,521	\$32,719
Average Salary by Pay Plan	\$35,545	\$56,137	\$111,931	\$39,657

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

Total Compensation: Salaries and Benefits As of June 30, 2016

Benefits,¹ for purposes of this report, are defined as the quantifiable amount spent by the State of Florida on annual and sick leave, paid holidays, retirement and the Retiree Health Insurance Subsidy, group health and term life insurance and 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 COST BY PAY PLAN



As of June 30, 2016, the average total compensation cost for each pay plan was as follows:

- **Career Service: \$61,867.** Includes \$35,545 (57.4 percent) in salary plus \$26,322 (42.6 percent) in benefits. The Career Service benefits package had a value equivalent to 74.1 percent of the average salary.
- **Selected Exempt Service: \$91,437.** Includes \$56,137 (61.4 percent) in salary plus \$35,300 (38.6 percent) in benefits. The Selected Exempt Service benefits package had a value equivalent to 62.9 percent of the average salary.
- **Senior Management Service: \$181,090.** Includes \$111,931 (61.8 percent) in salary plus \$69,159 (38.2 percent) in benefits. The Senior Management Service benefits package had a value equivalent to 61.8 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	\$5,810	9.4%	\$9,716	10.6%	\$19,373	10.7%
Social Security, Medicare and Retirement ²	\$5,300	8.6%	\$8,370	9.2%	\$32,550	18.0%
Health, Life and Disability Insurance	\$15,212	24.6%	\$17,214	18.8%	\$17,236	9.5%
Average Benefits Value	\$26,322	42.6%	\$35,300	38.6%	\$69,159	38.2%
Average Salary	\$35,545	57.4%	\$56,137	61.4%	\$111,931	61.8%
Total Compensation	\$61,867	100%	\$91,437	100%	\$181,090	100%

¹ 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 ongoing expense for every position, e.g., workers' compensation, paid disability leave, tuition waivers, etc. The amounts represented reflect the employer's portion of costs.

² The Social Security, Medicare and retirement components are comprised of the Florida Retirement System (FRS) contribution for Regular class membership (7.26 percent) and Senior Management Service class (21.43 percent) and the employer Social Security (6.2 percent) and Medicare (1.45 percent) contributions. Employees in other retirement classes receive varying contribution rates that were not used in the calculation. The retirement contribution includes the uniform employer blended rates, uniform unfunded actuarial liability rates, 1.66 percent for the Retiree Health Insurance Subsidy and the fee of 0.04 percent for administration of the FRS Investment Plan and provision of educational tools for both plans.

Note: The average salaries of Career Service, Selected Exempt Service and Senior Management Service 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, 2016

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

	Career Service	Selected Exempt Service	Senior Management Service
Annual Leave	Ranges from 8.667 to 13 hours accrued per month depending on length of service (104 to 156 hours annually). 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.)	Receives 176 hours upon appointment date and on each anniversary date. Upon termination from the SPS, may be paid up to 480 hours. (The most recent accrual is prorated at time of separation.)	Same as Selected Exempt Service.
Sick Leave	8.667 hours accrued per month (104 hours annually, regardless of length of service). Upon termination from the SPS, with minimum of 10 years of service, terminal payment of sick leave for either ¼ of the balance or 480 hours, whichever is less.	Receives 104 hours upon appointment date and on each anniversary date. Upon termination from the SPS, with minimum of 10 years of service, terminal payment of sick leave for either ¼ of the balance or 480 hours, whichever is less.	Same as Selected Exempt Service.
Holidays	Nine paid holidays each calendar year and one paid personal holiday each fiscal year.	Same as Career Service.	Same as Career Service.
Insurance¹	Group Health Standard PPO or HMO: Employee pays monthly premium of \$50 for individual coverage or \$180 for family coverage. The state pays monthly premium of \$591.52 and \$1,264.06, respectively. Group Disability Insurance: Offered only as a supplemental policy. Employee pays 100 percent of the premium. Basic Life Insurance: Coverage is \$25,000. The state pays 100 percent of the premium.	Group Health Standard PPO or HMO: Employee pays monthly premium of \$8.34 for individual coverage or \$30 for family coverage. The state pays monthly premium of \$637.34 and \$1,429.06, respectively. Group Disability Insurance: 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. Basic Life Insurance: Same as Career Service.	Group Health Standard PPO or HMO: Same as Selected Exempt Service. Group Disability Insurance: Same as Selected Exempt Service. Basic Life Insurance: Same as Career Service.

¹ Employees may elect a health investor health plan with a 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 2015-16.

Comparison of Benefits by Pay Plan As of June 30, 2016

	Career Service	Selected Exempt Service	Senior Management Service
Retirement (Choice of Plans)	<p>FRS Pension Plan (Defined Benefit): Effective July 1, 2011, and after, all active FRS Pension Plan and Investment Plan employees contribute 3 percent of their compensation.</p> <p>If initially enrolled in the FRS prior to July 1, 2011: Regular Class: Six-year vesting. Normal retirement at age 62 or after 30 years at any age before age 62. Retirement benefit based on percentage value¹ of 1.60 percent to 1.68 percent, based on age/length of service. Special Risk Class: Six-year vesting. Normal retirement at age 55 or after 25 years at any age before age 55. Retirement benefit based on percentage value¹ of 3 percent for service on and after Oct. 1, 1974.</p> <p>If initially enrolled in the FRS on or after July 1, 2011: Regular Class: Eight-year vesting. Normal retirement at age 65 or after 33 years at any age before age 65. Retirement benefit based on percentage value² of 1.60 percent to 1.68 percent, based on age/length of service. Special Risk: Eight-year vesting. Normal retirement at age 60 or after 30 years at any age before age 60. Retirement benefit based on percentage value² of 3 percent for service on and after Oct. 1, 1974.</p> <p>FRS Investment Plan (Defined Contribution): One-year vesting. State contributes 3.3 percent of salary into Regular Class employees' accounts and 11 percent of salary into Special Risk employees' accounts. Total and permanent disability retirements available.³</p>	<p>FRS Pension Plan (Defined Benefit): Same as Career Service.</p> <p>If initially enrolled in the FRS prior to July 1, 2011: Regular Class: Same as Career Service. Special Risk Class: Same as Career Service.</p> <p>If initially enrolled in the FRS on or after July 1, 2011: Regular Class: Same as Career Service. Special Risk Class: Same as Career Service.</p> <p>FRS Investment Plan (Defined Contribution): Same as Career Service.</p>	<p>FRS Pension Plan (Defined Benefit): 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>If initially enrolled in the FRS prior to July 1, 2011: SMS Class: Six-year vesting. Normal retirement at age 62 or after 30 years at any age before age 62. Retirement benefit based on percentage value¹ of 2 percent.</p> <p>If initially enrolled in the FRS on or after July 1, 2011: SMS Class: Eight-year vesting. Normal retirement at age 65 or after 33 years at any age before age 65. Retirement benefit based on percentage value² of 2 percent.</p> <p>SMS Optional Annuity Program (Defined Contribution): Immediate vesting. State contributes 6.27 percent of salary into SMS employees' accounts.</p> <p>FRS Investment Plan (Defined Contribution): One-year vesting. State contributes 4.67 percent into SMS employees' accounts. Total and permanent disability retirements available.³</p>

¹ 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.

² 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 Eight Fiscal Years of Compensation) = Annual Benefit Amount. This amount is adjusted for early retirement. No post-retirement COLA.

³ 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. The employer pays an additional contribution to fund the benefit costs not covered by the surrendered employee account: 0.25 percent for Regular class members, 1.33 percent for Special Risk class members and 0.26 percent for Senior Management Service class members.

Benefit Comparisons to Select States As of June 30, 2016

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 Accrued Per Year ¹		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
Virginia	27	Texas	66.5
Mississippi	27	Alabama	60
North Carolina	26	Virginia	54
Tennessee	24	Florida	45
West Virginia	24	Georgia	45
Louisiana	21	South Carolina	45
California ²	21	Tennessee	42
Georgia	21	West Virginia	40
New York ³	20	New York ⁴	40
Florida	19.5	North Carolina	30

SICK LEAVE			
Maximum Days Accrued Per Year ¹		Maximum Balance Allowed at Year End	
State	Days	State	Days
Louisiana	21	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 ²	12	West Virginia	Unlimited
North Carolina	12	New York ³	200-225
Tennessee	12	South Carolina	180
Texas	12	Alabama ⁴	150
Mississippi	12	Georgia	90
Virginia	10	Virginia	10

¹ Based on years of service.

² 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.

³ After seven completed years of service.

⁴ Employees may exceed the 40-day maximum except on Jan. 1, April 1 or Oct. 1 (depending on bargaining unit).

¹ Based on years of service.

² Employees enrolled in Annual Leave Program do not receive separate sick leave credits.

³ Employees who attain the 200-225 day maximum do not earn additional leave until the balance is reduced below the allowable maximum. Maximum number of days depends on the bargaining unit.

⁴ Maximum allowed at any time during the year.

HOLIDAYS (Includes Personal Leave Days)					
Texas ¹	20	California	12	Florida	10
New York	17	Georgia	12	Mississippi	10
Alabama ²	13	Virginia	12	Louisiana ⁴	9
South Carolina	13	North Carolina	12		
West Virginia ³	13	Tennessee	11		

¹ Includes four optional holidays in lieu of other holidays and three partial staffing holidays.

² Includes a personal leave day except for employees in Baldwin and Mobile counties who are granted an additional holiday for Mardi Gras in lieu of a personal leave day.

³ Includes one-half day each for Christmas and New Year's Eve when the holiday falls on Tuesday through Friday. In addition, any day on which a primary or general election is held throughout the state and such other days as the President, Governor or other duly constituted authority proclaims to be official holidays or days of special observance or thanksgiving, or days for the general cessation of business, are given as time off.

⁴ Additional holidays given in the city of Baton Rouge for Inauguration Day once every four years or general election day every two years.

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

*Employee Group Health Insurance Enrollment
As of June 30, 2016*

Agency	Preferred Provider Organization		Health Maintenance Organization		No Coverage		Total
	Employees	OPS	Employees	OPS	Employees ¹	OPS ²	
Agency for Health Care Administration	316	14	951	45	113	19	1,458
Agency for Persons with Disabilities	1,126	47	990	46	377	79	2,665
Agency for State Technology	30	-	156	2	12	-	200
Agriculture and Consumer Services	1,214	88	1,771	114	330	127	3,644
Business and Professional Regulation	333	18	1,018	29	191	58	1,647
Children and Families	3,327	81	6,586	119	1,446	255	11,814
Citrus	13	-	22	-	5	-	40
Commission on Offender Review	17	4	87	8	12	10	138
Corrections	8,010	100	10,970	149	2,969	315	22,513
Division of Administrative Hearings	64	-	119	-	22	-	205
Economic Opportunity	338	50	873	128	183	111	1,683
Education	480	10	1,438	17	191	17	2,153
Elder Affairs	110	12	250	27	28	22	449
Environmental Protection	1,052	85	1,460	85	225	138	3,045
Financial Services	550	3	1,546	20	219	35	2,373
Fish and Wildlife Conservation Commission	1,024	199	808	150	172	174	2,527
Health	3,436	287	7,314	409	1,288	508	13,242
Highway Safety and Motor Vehicles	1,296	8	2,285	12	414	30	4,045
Juvenile Justice	1,010	13	1,482	29	464	46	3,044
Law Enforcement	393	7	1,107	18	174	24	1,723
Legal Affairs	352	6	653	21	103	48	1,183
Management Services	92	4	586	7	84	9	782
Military Affairs ³	154	-	143	-	81	-	378
Office of the Governor ³	44	22	77	43	8	38	232
Public Service Commission	42	-	187	-	16	2	247
Revenue	1,179	7	3,021	14	447	16	4,684
School for the Deaf and the Blind ³	250	43	128	21	36	9	487
State	39	3	290	20	35	15	402
Transportation	1,866	-	3,419	1	400	9	5,695
Veterans' Affairs	325	19	522	14	205	54	1,139
Total Employees	28,482	1,130	50,259	1,548	10,250	2,168	98,337
Percent of Total Employees	30.4%	1.2%	53.6%	1.6%	10.9%	2.3%	100%

¹ Indicates these employees are not covered by a state plan but that they may have coverage elsewhere.

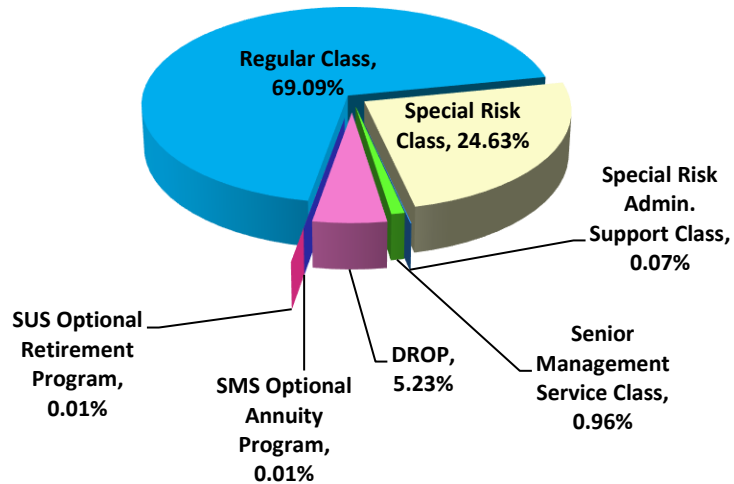
² Indicates that these OPS employees were eligible for coverage but chose not to enroll in a state plan.

³ 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, 2016

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 Florida Retirement System 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 membership¹ classes under both primary plans: Regular, Special Risk, Special Risk Administrative Support, Senior Management Service and Elected Officers' classes.

RETIREMENT MEMBERSHIP¹



Of the 88,991 SPS employees as of June 30, 2016, there were 87,125 employees² enrolled in either the FRS Pension Plan or FRS Investment Plan, nine in the Senior Management Service Optional Annuity Program (SMSOAP), five in the State University System Optional Retirement Program (SUSORP) and 1,808 reemployed retirees without renewed membership in the FRS. Members in the FRS Pension Plan or FRS Investment Plan fall under the five FRS classes of membership, excluding those employees in the Defined Retirement Option Program (DROP):

- **Regular Class:** 60,200 employees. These members are not assigned to other classes.
- **Special Risk Class:** 21,464 employees. These members are employed as law enforcement officers, firefighters, correctional officers, paramedics or emergency medical technicians, professional health care workers, youth custody officers and forensic employees and meet the legal criteria for this class.
- **Special Risk Administrative Support Class:** 65 employees. These are former Special Risk class members who provide administrative support to special risk members within a special risk-employing agency.
- **Senior Management Service Class (SMSC):** 834 employees. These members are filling positions authorized to be eligible for this membership class by statute. 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 SMSOAP.
- **Elected Officers' Class:** 1 employee. This member holds specified elective offices in either state or local government.

The Florida Retirement System is a contributory retirement system in which both the state and the employees pay required retirement contributions. Pre-tax employee contributions of 3 percent are required, regardless of whether the employee is enrolled in the FRS Pension Plan, the FRS Investment Plan, the SMSOAP or the SUSORP. See the next page for a description of each of these plans. Prior to July 1, 2011, employees in all state-administered retirement plans were not required to contribute.

¹ Retirement membership percentages exclude those employees who are reemployed retirees without renewed retirement membership.

² This count excludes the 44 members who were not enrolled in the FRS as of June 30, 2016.

DROP ACTIVE MEMBERSHIP

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

As of June 30, 2016, there were 4,561 SPS participants enrolled in this program.

FRS PENSION PLAN ACTIVE MEMBERSHIP

As of June 30, 2016, there were 71,444 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, 2016, there were 15,681 SPS employees participating in the various FRS membership classes under the FRS Investment Plan. The FRS Investment Plan is a 401(a) defined contribution plan. All state employees eligible for FRS membership, including participants in the SMSOAP and SUSORP, may opt to participate in this defined contribution plan instead of the defined benefit plan offered (the FRS Pension Plan) or the SMSOAP or the SUSORP. 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.

SMSOAP ACTIVE MEMBERSHIP

As of June 30, 2016, there were nine SPS employees who had opted out of SMSC altogether and enrolled in this program. The Senior Management Service Optional Annuity Program is a defined contribution plan that provides for immediate vesting of all employer and employee contributions with no minimum years of service or age requirements.

SUSORP ACTIVE MEMBERSHIP

As of June 30, 2016, there were five SPS employees who enrolled in SUSORP while employed by the Florida Board of Regents before this agency was abolished and the employees transferred to the Department of Education. The State University System Optional Retirement Program 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 2015-16, the SPS had 1,808 reemployed retirees without renewed membership in the FRS. As of June 30, 2016, reemployed retirees without renewed membership were filling positions covered by the following FRS membership classes:

Retirement Class	Reemployed Retiree Count	Percent
Regular Class	1,169	64.7%
Special Risk Class	604	33.4%
Senior Management Service Class	35	1.9%
Total Employees	1,808	100%

Source: Department of Management Services' Division of Retirement.

Pay Additives: Career Service As of June 30, 2016

Section 110.2035(7)(e), Florida Statutes, requires the Department of Management Services to provide a summary report of implemented pay additives annually. Pay additives are 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 not possible to provide an accurate 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, 2016.

Agency	Competitive Area Differentials	Lead Worker Duties	Shift Differentials	Legislatively Approved ¹	Trainer Duties	Hazardous Duties	Temporary Special Duties- General	Temporary Special Duties – Absent Coworker	On-Call	Critical Market Pay	Total
Agency for Health Care Administration	109	-	-	-	-	-	-	-	5	-	114
Agency for Persons with Disabilities	19	-	59	-	-	1	-	-	46	-	125
Agency for State Technology	-	5	19	-	-	-	-	-	78	-	102
Agriculture and Consumer Services	126	21	1	-	117	10	3	2	-	622	902
Business and Professional Regulation	146	4	-	-	1	-	-	-	8	-	159
Children and Families	1,340	13	300	-	1	13	132	6	1,701	-	3,506
Citrus	-	-	-	-	-	-	-	-	-	-	-
Commission on Offender Review	18	-	-	-	-	-	-	-	-	-	18
Corrections	2,774	15	3	-	-	753	9	10	576	-	4,140
Division of Administrative Hearings	23	-	-	-	-	-	-	-	-	-	23
Division of Emergency Management ²	-	-	-	-	-	-	-	-	-	-	-
Economic Opportunity	25	60	-	-	-	-	-	-	13	-	98
Education	44	1	-	-	-	-	4	-	8	-	57
Elder Affairs	21	-	-	-	-	-	-	-	-	-	21
Environmental Protection	185	3	-	-	-	15	1	-	40	-	244
Financial Services	242	39	4	-	4	7	14	-	-	127	437
Fish and Wildlife Conservation Commission	207	13	-	115	5	-	1	2	50	179	572
Health	1,344	72	-	-	1	-	32	8	252	-	1,709
Highway Safety and Motor Vehicles	908	3	130	-	34	-	424	5	346	395	2,245
Juvenile Justice	294	-	-	-	20	-	2	-	91	-	407
Law Enforcement	73	43	53	4	60	5	2	-	321	-	561
Legal Affairs	126	-	-	-	-	-	-	-	5	-	131
Management Services	17	7	6	-	-	-	-	-	28	-	58
Military Affairs ²	2	-	-	-	-	-	-	-	6	-	8
Office of the Governor ²	-	-	-	-	-	-	-	-	-	-	-
Public Service Commission	14	-	-	-	-	-	-	-	-	-	14
Revenue	835	1	8	-	-	-	-	-	15	-	859
School for the Deaf and the Blind ²	-	3	141	-	-	-	-	-	14	-	158
State	-	-	-	-	-	-	-	-	10	-	10
Transportation	1,006	-	103	-	-	-	-	2	172	-	1,283
Veterans' Affairs	154	-	-	-	-	-	-	-	11	-	165
Total Pay Additives	10,052	303	827	119	243	804	624	35	4,545	574	18,126

¹ Legislatively approved pay additives were authorized in the General Appropriations Act.

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

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 2015-16

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, 2016.

FISCAL YEAR 2014-15

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, 2015.

FISCAL YEAR 2013-14

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, 2014.

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.

FISCAL YEAR 2011-12

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, 2012.

Source: Agency responses to Department of Management Services' Division of Human Resource Management questionnaire conducted in June 2016.



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 continually 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 the 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 conducted by the Department of Management Services.

SUMMARY OF AGENCY REPLIES TO THE ANNUAL TRAINING QUESTIONNAIRE FISCAL YEAR 2015-16

Agencies That Had an Established Training Plan

For fiscal year 2015-16, 26¹ agencies reported having an established training plan. Those agencies that reported not having an established training plan include the departments of Citrus and Military Affairs and the Division of Administrative Hearings.

Types of Training Goals Identified by the Agencies

- Provide comprehensive performance management and supervisory training.
- Continue to reduce liability through employee education of legal rights and responsibilities with an accurate and timely reporting system to reflect training compliance.
- Develop leaders who can build and maintain high-performing teams and drive department performance, specifically leaders who can lead through change, who can focus their team on department results and who can 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.
- Revamp new employee orientation programs.
- Provide continual management/supervisory training and materials to staff throughout the year.
- Enhance Learning Management System reporting features.
- Develop a competency-based succession planning model.
- Provide leadership and communication skills training for supervisors.

Methodologies Used to Measure Success of the Training Offered

- Kirkpatrick Evaluation Model²
- Staff assessments through oral examinations
- Training and workshop evaluations
- Pre-tests and post-tests
- Quantitative and qualitative surveys
- Performance-based assessments

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

² The Association for Talent Development (formerly named the American Society for Training and Development) recognizes the Kirkpatrick Evaluation Model as an evaluation tool used to assess the effectiveness of training programs.

- Online training to maximize training opportunities, expand offerings and increase participation
- Upgraded and modernized training-tracking database
- More course offerings
- Comprehensive training programs
- Enhanced performance management practices
- Refined leadership training programs
- Improved staff knowledge

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

- For fiscal year 2015-16, the Department of Financial Services reported that agencies expended \$34,768,025 on training, representing a 6.5 percent decrease from the \$37,197,035 expended during fiscal year 2014-15. Some examples of training included the following: SMART expectations; sexual harassment; professional development; technical job skills; ethics; public records; civil rights; professional licensure, certification or registration requirements; leadership; diversity; performance management; customer service; new employee orientation; succession planning; presentation skills; safety; training for an indeterminable number of non-agency employees including customers and the general public.
- Since fiscal year 2011-12, training expenditures have increased 25 percent from \$27,821,092 to \$34,768,025 in fiscal year 2015-16.

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 costs. Other variables that may not be reflected in the expenditures include training provided internally by agency staff or received externally through interagency training.
- For fiscal years 2009-10 through 2015-16, proviso language was included in the implementing bill for the General Appropriations Act that limited travel and training only to activities that were/are critical to each state agency's mission.

Source: Agency responses to Department of Management Services' Division of Human Resource Management questionnaire conducted in June 2016.

*Training Expenditures by Agency
As of June 30, 2016*

Agency	FY 11/12	FY 12/13	FY 13/14	FY 14/15	FY 15/16
Agency for Health Care Administration	\$172,909	\$169,556	\$242,827	\$111,356	\$81,464
Agency for Persons with Disabilities	\$67,441	\$61,033	\$89,682	\$22,778	\$37,721
Agency for State Technology	-	-	-	\$40,734	\$461,049
Agriculture and Consumer Services	\$649,789	\$1,470,636	\$2,890,881	\$2,266,070	\$1,697,648
Business and Professional Regulation	\$314,287	\$177,217	\$93,142	\$110,092	\$641,779
Children and Families	\$2,858,857	\$2,644,750	\$2,799,555	\$3,162,613	\$5,947,501
Citrus	\$1,300	\$1,004	\$1,653	\$2,348	\$1,656
Commission on Offender Review	\$759	\$7,335	\$6,679	\$12,756	\$4,799
Community Affairs	\$426,165	-	-	-	-
Corrections	\$1,100,038	\$1,658,081	\$1,448,197	\$1,776,688	\$2,809,858
Division of Administrative Hearings	\$17,454	\$20,666	\$19,997	\$25,538	\$30,562
Division of Emergency Management ¹	\$1,976,173	\$2,141,876 ²	\$1,333,921	\$506,623	\$478,828
Economic Opportunity	\$408,424	\$287,356	\$279,873	\$310,118	\$222,541
Education	\$408,013	\$534,200	\$772,275	\$11,725,232	\$6,533,205
Elder Affairs	\$78,428	\$80,980	\$125,742	\$67,422	\$48,700
Environmental Protection	\$298,304	\$302,667	\$468,703	\$372,532	\$499,300
Financial Services	\$258,165	\$141,850	\$261,818	\$178,491	\$278,482
Fish and Wildlife Conservation Commission	\$997,721	\$891,969	\$1,092,825	\$1,173,566	\$1,472,489
Health	\$9,623,698	\$13,671,407	\$11,822,661	\$7,062,152	\$5,988,552
Highway Safety and Motor Vehicles	\$663,908	\$443,505	\$349,815	\$370,438	\$525,636
Juvenile Justice	\$532,292	\$696,121	\$663,062	\$570,222	\$697,483
Law Enforcement	\$908,614	\$986,271	\$813,002	\$548,653	\$961,335
Legal Affairs	\$143,943	\$157,018	\$181,087	\$190,329	\$205,809
Management Services	\$153,378	\$138,836	\$134,506	\$164,671	\$224,453
Military Affairs ¹	\$251,487	\$100,950	\$315,831	\$139,447	\$71,023
Northwood Shared Resource Center	\$29,425	\$14,533	\$27,536	-	-
Office of the Governor ¹	\$20,334	\$10,034	\$13,977	\$9,652	-
Public Service Commission	\$41,380	\$135,851	\$173,595	\$52,718	\$56,243
Revenue	\$317,731	\$264,246	\$297,512	\$319,944	\$469,988
School for the Deaf and the Blind ¹	\$167,408	\$125,793	\$275,423	\$98,033	\$281,745
Southwood Shared Resource Center	\$5,880	\$30,147	\$26,736	-	-
State	\$11,679	\$16,408	\$41,200	\$8,508	\$27,593
Transportation	\$4,838,476	\$2,962,423	\$6,195,533	\$5,753,194	\$3,970,305
Veterans' Affairs	\$77,232	\$59,867	\$59,918	\$44,117	\$40,275
Total Expenditures³	\$27,821,092	\$30,404,586	\$33,319,164	\$37,197,035	\$34,768,025

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

² For fiscal year 2012-13, \$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.

³ Expenditures provided by the Department of Financial Services.

Equal Employment Opportunity

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

Equal Employment Opportunity Overview

As reflected in the table below, minority representation exceeded the Available Labor Market¹ representation in the professionals, para-professionals and administrative support job categories for fiscal year 2015-16. The State Personnel System minority representation was below the Available Labor Market for the officials and administrators, technicians, protective service workers, skilled craft workers and service maintenance job categories by 11.5, 1.9, 7.3, 17.7 and 10.4 percentage points, respectively. Overall, minority representation in the SPS was 0.7 percentage points above the Available Labor Market.

EMPLOYEES BY RACE AND JOB CATEGORY As of June 30, 2016

Job Category	Total Employees	White	Black or African American	Hispanic or Latino	Other ²	Unknown	% Minority by Job Category	% Minority in ALM
Officials and Administrators	2,552	2,125	240	130	57	-	16.7%	28.2%
Professionals	48,921	28,286	13,539	5,442	1,627	27	42.1%	31.8%
Technicians	3,601	2,320	751	302	225	3	35.5%	37.4%
Protective Service Workers	19,710	13,085	4,806	1,558	251	10	33.6%	40.9%
Para-Professionals	6,280	1,837	3,559	772	111	1	70.7%	53.0%
Administrative Support	4,844	2,302	1,554	877	108	3	52.4%	39.8%
Skilled Craft Workers	1,335	1,016	188	106	24	1	23.8%	41.5%
Service Maintenance	1,748	992	638	93	23	2	43.1%	53.5%
Total Employees	88,991	51,963	25,275	9,280	2,426	47	36,981	3,655,551
Percent of Total Employees	100%	58.4%	28.4%	10.4%	2.7%	0.1%	41.6%	40.9%

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

- Minority representation increased in the Career Service to 43.6 percent (31,704 employees) and in the Selected Exempt Service to 33.2 percent (5,198 employees) since June 30, 2015. During the same time period, minority representation decreased in the Senior Management Service to 14.0 percent (79 employees).
- Female representation increased in the Career Service and Senior Management Service over the past year to 56.4 percent (41,015 employees) and 43.7 percent (246 employees), respectively. However, female representation in the Selected Exempt Service has remained constant at 58.6 percent (9,187 employees) since June 30, 2015.

¹ Available Labor Market data for Florida was compiled by the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, using the EEO Tabulation 2006-2010 (five-year American Community Survey data) that was produced by the United States Census Bureau.

² Other includes Asian, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Some Other Race or two or more races.

Equal Employment Opportunity/Affirmative Action Report

The state of Florida has one of the most diverse populations in the country. Creating and maintaining a diverse workforce in state government takes the commitment of leadership and outreach from each agency. It is the policy of the SPS to fully use the diversity of Florida’s human resources to provide equal employment opportunities through programs of Affirmative Action. Sections 110.112(2)(a) and (b), Florida Statutes, require each executive agency to develop and implement an Affirmative Action (AA) Plan and establish annual goals for ensuring the full utilization of groups underrepresented in its workforce, including women, minorities and individuals with disabilities, as compared to the relevant labor market. For fiscal year 2015-16, 20 agencies reported that they had 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)(e), Florida Statutes. The following narrative focuses on information provided by the agencies reflected in the chart below in response to the questionnaire conducted by the Department of Management Services.

SUMMARY OF AGENCY REPLIES TO THE ANNUAL AFFIRMATIVE ACTION QUESTIONNAIRE Fiscal Year 2015-16

Agencies That Implemented a New Plan or Continued Implementation of A Multi-Year Plan Outlining Their Affirmative Action Goals

AGENCY	
• Agency for Health Care Administration	• Juvenile Justice
• Agriculture and Consumer Services	• Law Enforcement
• Economic Opportunity	• Management Services
• Education	• Military Affairs
• Elder Affairs	• Office of the Governor ¹
• Environmental Protection	• Revenue
• Florida Commission on Offender Review	• School for the Deaf and the Blind
• Financial Services	• State
• Fish and Wildlife Conservation Commission	• Transportation
• Highway Safety and Motor Vehicles	• Veterans’ Affairs

¹ Includes 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 partnered with minority colleges and universities and also developed a comprehensive internship program with Florida Agricultural and Mechanical University (FAMU) as a primary partner.
- The Department of Agriculture and Consumer Services developed a website, Fresh from Florida Careers, to continue to broaden its employment audience. Although all of the agency's employment goals have not been met, it continues to see improvement. The agency has again budgeted \$25,000 to continue implementation of its marketing plan for fiscal year 2016-17.
- The Department of Business and Professional Regulation reported having an active and successful outreach program that assists with minority recruitment by tapping into different demographics.
- The Department of Economic Opportunity's management and staff served on various interagency and national councils and committees. These networking opportunities aided in efforts to recruit qualified applicants for current and anticipated vacancies in the department.
- The Department of Education utilized flexible recruitment and selection processes to identify highly qualified applicants from diverse applicant pools. State and nationwide recruitment efforts enabled the agency to build a highly talented workforce that continues to increase the representation of minorities and reflect the diversity found in Florida's Available Labor Market.
- 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 in an effort to recruit minorities. As such, the commission has hired 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 dedicated staff located throughout the state who actively participate in high school and college career fairs 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 (FWRI) maintains contacts with universities having predominately minority populations in an effort to influence students to pursue careers in the sciences and to encourage graduating students to apply for available positions. The FWRI performed 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 is to educate 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.
- Department of Law Enforcement staff attended several recruitment events and attended two career fairs at minority community colleges and at a local high school.
- The Department of Management Services advertised all bureau chief and higher-level positions with higher education institutions and professional associations across Florida, including minority professional associations and historically black colleges and universities, and nationally when appropriate.
- The Department of Revenue developed a list of contacts for managers to use as a tool to reach out to minority groups, individuals with disabilities and veterans when looking to fill positions. The contacts include colleges and universities, professional organizations and other resources that either aid in attracting minority talent or instruct on how best to do it. Also, the agency participated in job fairs at local colleges and universities to raise its visibility with a more diverse population.

- The Florida School for the Deaf and the Blind utilized local media and digital recruiting platforms such as teachers-teachers.com and Employ Florida to expand its applicant pool.
- The Department of Transportation informed executive leadership and each district of parity needs on a monthly basis. Also, recruitment and advertising by word of mouth, signage outside facilities, contact with local trade schools and participation in local job fairs were used as a means to attract minorities and females.

Employees by Job Category As of June 30, 2016

Agency	Officials/ Administrators	Professionals	Technicians	Protective Service	Para Professionals	Administrative Support	Skilled Craft Workers	Service Maintenance	Total
Agency for Health Care Administration	3.2%	84.6%	5.5%	-	0.4%	6.4%	-	-	1,380
Agency for Persons with Disabilities	1.3%	46.9%	2.8%	2.2%	33.1%	3.1%	4.4%	6.3%	2,493
Agency for State Technology	7.6%	45.5%	44.4%	-	-	1.5%	1.0%	-	198
Agriculture and Consumer Services	3.2%	56.7%	8.7%	22.6%	0.2%	3.5%	2.9%	2.1%	3,315
Business and Professional Regulation	4.4%	85.5%	2.4%	4.4%	2.3%	1.0%	-	-	1,542
Children and Families	1.5%	72.6%	2.2%	1.4%	17.5%	2.9%	0.4%	1.5%	11,359
Citrus	30.0%	42.5%	12.5%	-	2.5%	7.5%	-	5.0%	40
Commission on Offender Review	13.8%	71.6%	-	-	-	14.7%	-	-	116
Corrections	1.2%	20.7%	1.1%	70.7%	0.4%	3.4%	1.6%	0.9%	21,949
Division of Administrative Hearings	1.5%	76.6%	2.0%	-	-	19.5%	-	-	205
Division of Emergency Management ¹	26.1%	71.7%	2.2%	-	-	-	-	-	46
Economic Opportunity	2.8%	94.0%	2.4%	0.1%	-	0.2%	0.4%	-	1,394
Education	11.1%	65.3%	6.4%	-	8.9%	8.0%	-	0.3%	2,109
Elder Affairs	5.4%	82.2%	3.1%	-	-	9.3%	-	-	388
Environmental Protection	8.5%	69.5%	3.4%	-	0.1%	2.4%	1.4%	14.8%	2,737
Financial Services	5.9%	77.7%	4.6%	7.3%	0.2%	4.1%	0.2%	-	2,315
Fish and Wildlife Conservation Commission	4.1%	53.5%	4.6%	33.2%	0.2%	3.2%	1.1%	-	2,004
Health	2.0%	69.3%	6.2%	-	10.1%	11.3%	0.5%	0.6%	12,038
Highway Safety and Motor Vehicles	2.7%	30.8%	3.3%	46.3%	0.7%	15.2%	0.5%	0.5%	3,995
Juvenile Justice	2.6%	53.8%	1.2%	-	34.8%	4.4%	0.9%	2.4%	2,956
Law Enforcement	50.0%	60.9%	9.5%	23.2%	-	1.4%	-	-	1,674
Legal Affairs	8.7%	64.3%	1.3%	5.1%	4.5%	16.1%	0.1%	-	1,108
Management Services	6.8%	64.3%	3.9%	-	0.4%	4.5%	10.5%	9.6%	762
Military Affairs ¹	2.4%	51.9%	8.2%	2.9%	5.8%	4.8%	14.3%	9.8%	378
Office of the Governor ¹	84.3%	14.5%	1.2%	-	-	-	-	-	83
Public Service Commission	13.1%	78.0%	3.7%	-	-	5.3%	-	-	245
Revenue	1.6%	85.9%	3.5%	-	2.3%	6.7%	-	-	4,647
School for the Deaf and the Blind ¹	0.2%	24.4%	4.8%	3.4%	44.0%	1.7%	6.0%	15.5%	414
State	8.5%	77.7%	7.7%	-	0.5%	4.4%	1.1%	-	364
Transportation	3.2%	70.2%	9.6%	-	0.9%	3.8%	6.7%	5.6%	5,685
Veterans' Affairs	2.3%	26.7%	14.7%	-	42.0%	4.6%	1.3%	8.4%	1,052
Total Employees	2,552	48,921	3,601	19,710	6,280	4,844	1,335	1,748	88,991
Percent of Total Employees	2.9%	55.0%	4.0%	22.1%	7.1%	5.4%	1.5%	2.0%	100%

¹ These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only 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, 2016

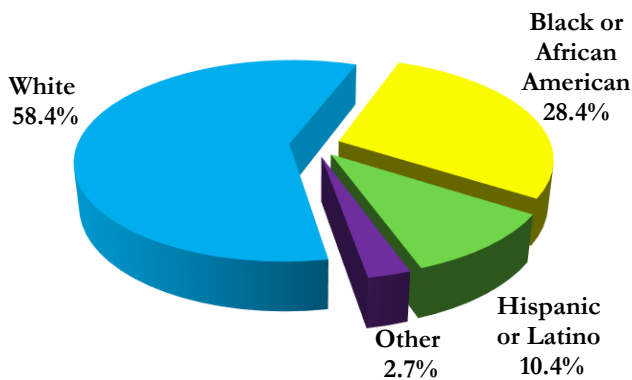
Since 2012, minority representation in the Career Service, Selected Exempt Service and Senior Management Service increased by 3, 2.6 and 0.6 percentage points, respectively. Since 2015, minority representation increased in the Career Service by 0.9 percentage points and the Selected Exempt Service by 0.6 percentage points and decreased in the Senior Management Service by 0.2 percentage points.

FIVE-YEAR TREND: MINORITY REPRESENTATION

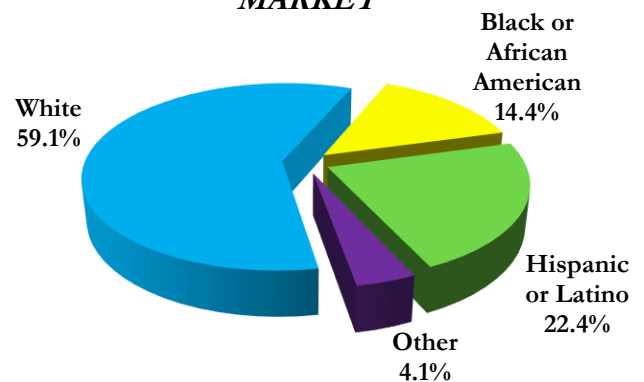
Pay Plan	2012		2013		2014		2015		2016	
	Minor.	Total	Minor.	Total	Minor.	Total	Minor.	Total	Minor.	Total
Career Service	31,244	76,973	30,816	74,633	30,824	73,230	31,605	74,007	31,704	72,752
Percent of Total	40.6%		41.3%		42.1%		42.7%		43.6%	
Selected Exempt Service	5,112	16,728	5,138	16,326	5,107	15,920	5,139	15,770	5,198	15,676
Percent of Total	30.6%		31.5%		32.1%		32.6%		33.2%	
Senior Management Service	72	539	84	544	80	536	78	551	79	563
Percent of Total	13.4%		15.4%		14.9%		14.2%		14.0%	
State Personnel System	36,428	94,240	36,038	91,503	36,011	89,686	36,822	90,328	36,981	88,991
Percent of Total	38.7%		39.4%		40.2%		40.8%		41.6%	

For minorities, the SPS exceeded the Available Labor Market¹ representation in the Black or African-American category by 14 percentage points. In the Other² category, the SPS was below the Available Labor Market by 1.4 percentage points while Hispanic or Latino representation was 12 percentage points below the Available Labor Market.

STATE PERSONNEL SYSTEM³



FLORIDA'S AVAILABLE LABOR MARKET



¹ Available Labor Market data for Florida was compiled by the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, using the EEO Tabulation 2006-2010 (five-year American Community Survey data) that was produced by the United States Census Bureau.

² Other includes Asian, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Some Other Race or two or more races.

³ The overall SPS percentage is less than 100 percent as a result of some employees' races/ethnicities being unknown.

Gender Representation by Pay Plan As of June 30, 2016

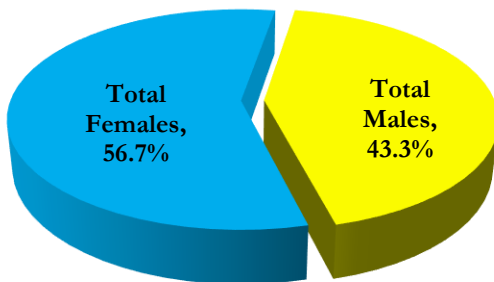
Since 2012, female representation in the Selected Exempt Service and Senior Management Service increased by 1.1 percentage points and 3.4 percentage points, respectively. Additionally, female representation in the Career Service decreased by 0.6 percentage points. Since 2015, female representation in the Career Service and Senior Management Service increased by 0.4 percentage points and 1.4 percentage points, respectively. Female representation in the Selected Exempt Service remained constant.

FIVE-YEAR TREND: GENDER REPRESENTATION

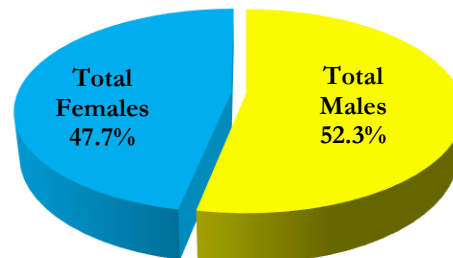
Pay Plan	2012		2013		2014		2015		2016	
	Fem.	Total	Fem.	Total	Fem.	Total	Fem.	Total	Fem.	Total
Career Service	43,865	76,973	42,412	74,633	41,190	73,230	41,447	74,007	41,015	72,752
Percent of Total	57.0%		56.8%		56.2%		56.0%		56.4%	
Selected Exempt Service	9,620	16,728	9,485	16,326	9,299	15,920	9,247	15,770	9,187	15,676
Percent of Total	57.5%		58.1%		58.4%		58.6%		58.6%	
Senior Management Service	217	539	218	544	214	536	233	551	246	563
Percent of Total	40.3%		40.1%		39.9%		42.3%		43.7%	
State Personnel System	53,702	94,240	52,115	91,503	50,703	89,686	50,927	90,328	50,448	88,991
Percent of Total	57.0%		57.0%		56.5%		56.4%		56.7%	

Female representation in the SPS exceeded Florida's Available Labor Market¹ by 9 percentage points.

STATE PERSONNEL SYSTEM



FLORIDA'S AVAILABLE LABOR MARKET



¹ Available Labor Market data for Florida was compiled by the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, using the EEO Tabulation 2006-2010 (five-year American Community Survey data) that was produced by the United States Census Bureau.

Race and Gender Demographics: By Agency As of June 30, 2016

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

Agency	White		Black or African American		Hispanic or Latino		Other ¹		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Agency for Health Care Administration	18.8%	39.8%	4.1%	22.5%	3.3%	8.1%	1.2%	2.3%	1,380
Agency for Persons with Disabilities	13.3%	21.7%	18.5%	40.4%	0.6%	2.6%	0.7%	2.1%	2,493
Agency for State Technology	50.5%	24.7%	7.1%	7.1%	3.5%	1.0%	3.5%	2.5%	198
Agriculture and Consumer Services	55.0%	23.6%	4.5%	6.9%	3.9%	3.0%	1.7%	1.4%	3,315
Business and Professional Regulation	24.6%	29.9%	8.6%	19.5%	6.4%	8.3%	1.5%	1.3%	1,542
Children and Families	10.7%	29.0%	9.3%	34.7%	3.1%	10.9%	0.8%	1.5%	11,359
Citrus	25.0%	62.5%	0.0%	7.5%	0.0%	5.0%	0.0%	0.0%	40
Commission on Offender Review	23.3%	44.0%	2.6%	22.4%	1.7%	5.2%	0.0%	0.9%	116
Corrections	43.7%	20.7%	11.4%	16.4%	4.2%	2.2%	0.8%	0.6%	21,949
Division of Administrative Hearings	21.5%	43.9%	2.4%	17.1%	2.0%	10.2%	0.5%	2.4%	205
Division of Emergency Management ²	43.5%	28.3%	4.3%	13.0%	4.3%	2.2%	2.2%	2.2%	46
Economic Opportunity	21.2%	22.2%	11.3%	27.7%	5.0%	9.9%	1.1%	1.6%	1,394
Education	17.8%	39.7%	6.1%	21.8%	2.3%	9.2%	1.1%	2.0%	2,109
Elder Affairs	11.3%	46.4%	0.5%	22.4%	2.1%	13.7%	0.8%	2.8%	388
Environmental Protection	45.9%	37.1%	3.1%	4.5%	2.7%	2.6%	2.3%	1.9%	2,737
Financial Services	31.4%	31.6%	6.9%	17.5%	4.4%	4.4%	1.4%	2.5%	2,315
Fish and Wildlife Conservation Commission	60.5%	26.8%	1.6%	2.7%	4.3%	1.7%	1.2%	1.1%	2,004
Health	12.0%	38.9%	3.8%	23.2%	3.2%	15.2%	1.1%	2.6%	12,038
Highway Safety and Motor Vehicles	35.9%	19.2%	9.5%	15.1%	11.3%	6.6%	1.3%	1.2%	3,995
Juvenile Justice	14.3%	20.4%	22.2%	32.9%	4.2%	4.5%	0.6%	1.0%	2,956
Law Enforcement	39.4%	39.5%	3.6%	8.5%	2.7%	3.0%	1.4%	1.9%	1,674
Legal Affairs	25.7%	44.1%	2.4%	14.2%	3.7%	6.6%	1.7%	1.5%	1,108
Management Services	33.7%	29.8%	14.0%	14.3%	3.3%	2.0%	1.8%	1.0%	762
Military Affairs ²	47.1%	32.3%	11.9%	3.7%	2.6%	1.3%	0.8%	0.3%	378
Office of the Governor ²	33.7%	53.0%	0.0%	2.4%	3.6%	4.8%	2.4%	0.0%	83
Public Service Commission	31.8%	33.5%	7.3%	11.8%	3.7%	5.7%	2.0%	4.1%	245
Revenue	20.6%	38.4%	6.0%	24.3%	1.9%	4.5%	1.8%	2.5%	4,647
School for the Deaf and the Blind ²	22.9%	42.5%	5.1%	20.3%	1.4%	4.6%	1.0%	2.2%	414
State	33.0%	44.8%	4.4%	12.1%	1.1%	1.6%	1.4%	1.6%	364
Transportation	43.9%	24.7%	8.9%	5.8%	7.0%	4.9%	2.9%	1.9%	5,685
Veterans' Affairs	14.0%	40.2%	5.0%	31.2%	1.5%	4.5%	1.0%	2.7%	1,052
Total Employees	26,323	25,640	7,560	17,715	3,579	5,701	1,081	1,392	88,991
Percent of Total Employees	29.6%	28.8%	8.5%	19.9%	4.0%	6.4%	1.2%	1.6%	100%

¹ Other includes Asian, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Some Other Race or two or more races, or Unknown.

² These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only 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, 2016

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

Agency	White		Black or African American		Hispanic or Latino		Other ¹		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Agency for Health Care Administration	16.1%	38.8%	4.1%	24.4%	3.7%	9.1%	1.3%	2.6%	1,002
Agency for Persons with Disabilities	11.3%	20.5%	19.5%	42.6%	0.7%	2.3%	0.6%	2.4%	1,941
Agency for State Technology	52.6%	19.3%	8.1%	7.4%	3.7%	0.7%	4.4%	3.7%	135
Agriculture and Consumer Services	56.9%	21.2%	4.8%	7.0%	4.2%	2.9%	1.5%	1.4%	2,592
Business and Professional Regulation	22.1%	27.6%	9.4%	21.1%	6.8%	10.3%	1.6%	1.1%	1,131
Children and Families	9.4%	27.6%	9.3%	36.4%	3.2%	11.8%	0.7%	1.5%	9,096
Citrus	33.3%	50.0%	0.0%	11.1%	0.0%	5.6%	0.0%	0.0%	18
Commission on Offender Review	21.7%	41.0%	3.6%	24.1%	1.2%	7.2%	0.0%	1.2%	83
Corrections	44.1%	19.9%	11.7%	16.5%	4.3%	2.2%	0.8%	0.5%	20,771
Division of Administrative Hearings	19.8%	42.3%	3.6%	20.7%	1.8%	10.8%	0.0%	0.9%	111
Division of Emergency Management ²	-	-	-	-	-	-	-	-	-
Economic Opportunity	19.8%	18.7%	12.5%	29.3%	5.9%	10.9%	1.2%	1.7%	1,087
Education	14.2%	37.3%	6.5%	25.4%	2.5%	11.2%	1.0%	2.0%	1,412
Elder Affairs	7.7%	44.2%	0.7%	24.9%	2.8%	15.8%	0.7%	3.2%	285
Environmental Protection	44.6%	36.9%	3.5%	4.8%	2.6%	2.8%	2.5%	2.3%	2,083
Financial Services	29.8%	27.7%	7.3%	20.6%	5.2%	5.1%	1.6%	2.7%	1,649
Fish and Wildlife Conservation Commission	63.0%	23.6%	1.8%	2.5%	4.9%	1.8%	1.3%	1.2%	1,648
Health	10.0%	38.3%	3.5%	24.9%	2.9%	16.7%	1.0%	2.7%	9,838
Highway Safety and Motor Vehicles	36.2%	17.2%	9.9%	15.2%	12.2%	6.9%	1.3%	1.1%	3,496
Juvenile Justice	13.3%	18.7%	23.2%	33.8%	4.5%	4.9%	0.7%	1.0%	2,307
Law Enforcement	39.6%	38.5%	3.6%	9.0%	2.8%	3.1%	1.6%	1.8%	1,468
Legal Affairs	17.2%	40.4%	4.0%	22.0%	5.6%	8.0%	1.1%	1.5%	522
Management Services	30.3%	25.8%	19.5%	16.1%	3.6%	2.1%	1.3%	1.3%	466
Military Affairs ²	51.3%	29.2%	12.3%	3.2%	1.8%	1.1%	0.7%	0.4%	277
Office of the Governor ²	-	-	-	-	-	-	-	-	-
Public Service Commission	31.0%	27.1%	10.1%	10.1%	4.7%	8.5%	3.1%	5.4%	129
Revenue	19.2%	37.6%	6.1%	26.0%	1.8%	4.7%	1.9%	2.6%	3,907
School for the Deaf and the Blind ²	23.9%	38.4%	6.0%	21.9%	1.4%	5.1%	1.1%	2.3%	352
State	31.6%	41.8%	5.7%	14.3%	1.2%	1.2%	1.6%	2.5%	244
Transportation	42.4%	24.8%	10.3%	5.5%	7.3%	5.0%	2.7%	1.9%	3,773
Veterans' Affairs	11.8%	39.2%	5.2%	33.8%	1.4%	4.8%	0.9%	2.9%	929
Total Employees	21,303	19,702	6,538	15,267	3,052	4,910	844	1,136	72,752
Percent of Total Employees	29.3%	27.1%	9.0%	21.0%	4.2%	6.7%	1.2%	1.6%	100%

¹ Other includes Asian, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Some Other Race or two or more races, or Unknown.

² These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only 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, 2016

As part of the reporting requirements specified in section 110.112(2)(e), 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 or African American		Hispanic or Latino		Other ¹		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Agency for Health Care Administration	25.1%	42.4%	4.1%	17.8%	2.4%	5.7%	0.8%	1.6%	370
Agency for Persons with Disabilities	19.9%	25.4%	15.4%	33.1%	0.4%	3.9%	1.1%	0.9%	544
Agency for State Technology	46.3%	37.0%	5.6%	7.4%	1.9%	0.0%	1.9%	0.0%	54
Agriculture and Consumer Services	48.3%	31.9%	3.5%	6.8%	2.7%	3.3%	2.2%	1.3%	695
Business and Professional Regulation	30.6%	38.0%	5.6%	14.8%	5.4%	2.8%	1.0%	1.8%	392
Children and Families	15.5%	34.1%	9.4%	27.9%	2.7%	7.3%	1.4%	1.7%	2,233
Citrus	20.0%	70.0%	0.0%	5.0%	0.0%	5.0%	0.0%	0.0%	20
Commission on Offender Review	27.6%	48.3%	0.0%	20.7%	3.4%	0.0%	0.0%	0.0%	29
Corrections	37.3%	35.2%	6.2%	14.3%	2.5%	3.2%	0.5%	0.7%	1,154
Division of Administrative Hearings	22.6%	46.2%	1.1%	12.9%	2.2%	9.7%	1.1%	4.3%	93
Division of Emergency Management ²	-	-	-	14.0%	4.7%	2.3%	0.0%	2.3%	43
Economic Opportunity	23.9%	35.7%	7.1%	22.6%	2.0%	6.4%	0.7%	1.7%	297
Education	24.7%	44.4%	5.1%	15.4%	1.7%	5.1%	1.4%	2.3%	664
Elder Affairs	19.8%	53.1%	0.0%	16.7%	0.0%	8.3%	0.0%	2.1%	96
Environmental Protection	48.7%	38.5%	1.6%	3.7%	3.0%	2.1%	1.8%	0.6%	624
Financial Services	34.5%	41.3%	6.3%	10.1%	2.2%	2.6%	0.8%	2.2%	624
Fish and Wildlife Conservation Commission	48.2%	41.9%	1.2%	3.9%	1.8%	1.5%	0.9%	0.6%	332
Health	21.1%	41.3%	5.1%	16.1%	4.2%	8.6%	1.4%	2.3%	2,133
Highway Safety and Motor Vehicles	32.9%	33.1%	6.6%	14.8%	4.9%	4.5%	1.0%	2.3%	487
Juvenile Justice	17.0%	26.0%	18.8%	30.4%	3.2%	3.2%	0.5%	1.0%	628
Law Enforcement	34.8%	49.7%	3.2%	5.3%	1.6%	2.7%	0.5%	2.1%	187
Legal Affairs	33.0%	47.8%	0.9%	7.2%	2.1%	5.3%	2.1%	1.6%	567
Management Services	38.5%	36.0%	5.8%	11.9%	2.9%	1.8%	2.9%	0.4%	278
Military Affairs ²	34.0%	42.3%	11.3%	5.2%	5.2%	2.1%	0.0%	0.0%	97
Office of the Governor ²	30.9%	49.1%	0.0%	3.6%	5.5%	7.3%	3.6%	0.0%	55
Public Service Commission	29.5%	42.9%	4.8%	14.3%	1.9%	2.9%	1.0%	2.9%	105
Revenue	27.7%	42.3%	5.3%	15.2%	2.7%	3.6%	1.1%	2.1%	730
School for the Deaf and the Blind ²	17.7%	66.1%	0.0%	11.3%	1.6%	1.6%	0.0%	1.6%	62
State	34.9%	51.9%	1.9%	8.5%	0.9%	0.9%	0.9%	0.0%	106
Transportation	46.2%	24.8%	6.1%	6.5%	6.5%	4.8%	3.2%	1.9%	1,864
Veterans' Affairs	28.3%	49.6%	3.5%	12.4%	2.7%	0.9%	1.8%	0.9%	113
Total Employees	4,743	5,731	1,002	2,427	515	776	229	253	15,676
Percent of Total Employees	30.3%	36.6%	6.4%	15.5%	3.3%	5.0%	1.5%	1.6%	100%

¹ Other includes Asian, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Some Other Race or two or more races, or Unknown.

² These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only 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, 2016

As part of the reporting requirements specified in section 110.112(2)(e), 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 or African American		Hispanic or Latino		Other ¹		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Agency for Health Care Administration	62.5%	37.5%	-	-	-	-	-	-	8
Agency for Persons with Disabilities	37.5%	62.5%	-	-	-	-	-	-	8
Agency for State Technology	44.4%	33.3%	-	-	11.1%	11.1%	-	-	9
Agriculture and Consumer Services	50.0%	35.7%	-	7.1%	3.6%	3.6%	-	-	28
Business and Professional Regulation	47.4%	-	21.1%	21.1%	-	5.3%	5.3%	-	19
Children and Families	36.7%	50.0%	-	6.7%	3.3%	3.3%	-	-	30
Citrus	-	100%	-	-	-	-	-	-	2
Commission on Offender Review	25.0%	75.0%	-	-	-	-	-	-	4
Corrections	58.3%	20.8%	8.3%	4.2%	8.3%	-	-	-	24
Division of Administrative Hearings	100.0%	-	-	-	-	-	-	-	1
Division of Emergency Management ²	66.7%	-	-	-	-	-	33.3%	-	3
Economic Opportunity	90.0%	10.0%	-	-	-	-	-	-	10
Education	33.3%	51.5%	9.1%	-	3.0%	3.0%	-	-	33
Elder Affairs	42.9%	42.9%	-	-	-	-	14.3%	-	7
Environmental Protection	73.3%	23.3%	3.3%	-	-	-	-	-	30
Financial Services	47.6%	40.5%	2.4%	4.8%	2.4%	2.4%	-	-	42
Fish and Wildlife Conservation Commission	58.3%	37.5%	-	-	4.2%	-	-	-	24
Health	31.3%	47.8%	3.0%	7.5%	3.0%	4.5%	-	3.0%	67
Highway Safety and Motor Vehicles	50.0%	50.0%	0.0%	-	-	-	-	-	12
Juvenile Justice	42.9%	38.1%	9.5%	9.5%	-	-	-	-	21
Law Enforcement	68.4%	21.1%	5.3%	-	5.3%	-	-	-	19
Legal Affairs	42.1%	36.8%	5.3%	5.3%	-	5.3%	5.3%	-	19
Management Services	50.0%	38.9%	-	5.6%	-	-	-	5.6%	18
Military Affairs ²	75.0%	-	-	-	-	-	25.0%	-	4
Office of the Governor ²	39.3%	60.7%	-	-	-	-	-	-	28
Public Service Commission	63.6%	18.2%	-	9.1%	9.1%	-	-	-	11
Revenue	40.0%	50.0%	-	-	-	-	10.0%	-	10
School for the Deaf and the Blind ²	-	-	-	-	-	-	-	-	-
State	42.9%	42.9%	-	-	-	14.3%	-	-	14
Transportation	66.7%	20.8%	4.2%	-	-	4.2%	4.2%	-	48
Veterans' Affairs	50.0%	30.0%	10.0%	-	-	10.0%	-	-	10
Total Employees	277	207	20	21	12	15	8	3	563
Percent of Total Employees	49.2%	36.8%	3.6%	3.7%	2.1%	2.7%	1.4%	0.5%	100%

¹ Other includes Asian, American Indian or Alaskan Native, Native Hawaiian or Other Pacific Islander, or Some Other Race or two or more races, or Unknown.

² These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only 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*

Community Relations Overview

A number of state employees contribute to their communities 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 or participating in Guardian ad Litem, Big Brother/Big Sister, Senior Corps, Meals on Wheels or any related service program that meets the needs of people.

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

- For fiscal year 2015-16, employees at the departments of Revenue, Corrections, Transportation and Health and at the Fish and Wildlife Conservation Commission reported the highest number of volunteer hours.
- The agencies with the highest percentage of employees reporting volunteer hours were the Division of Emergency Management (37.0 percent), the Department of Revenue (17.8 percent), the Commission on Offender Review (7.8 percent), the Department of Military Affairs (6.6 percent) and the Department of Elder Affairs (6.2 percent).
- As of June 30, 2016, employees provided 18,890.75 hours of paid volunteer time and another 25,140.50 hours of unpaid volunteer time for community service activities.
- The dollar equivalent of the 18,890.75 administrative leave hours contributed by employees to the community in fiscal year 2015-16 was \$360,247.¹

¹ This amount was based on the average hourly rate of \$19.07 for employees in the SPS (\$39,657/2,080 hours) as depicted in the Workforce Profile on page 18.

Volunteer Hours by Agency As of June 30, 2016

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 their timesheet to capture their personal time (unpaid hours) spent on community service activities; however, this is not a requirement. Therefore, the hours below may not reflect a true representation of the total time employees actually volunteer.

NUMBER OF REPORTED VOLUNTEER HOURS BY AGENCY

Agency	Administrative Leave (hours paid)	Personal Time (hours unpaid)	Total Hours	% Agency Employees Reporting Hours
Agency for Health Care Administration	462.25	-	462.25	4.1%
Agency for Persons with Disabilities	195.00	-	195.00	1.7%
Agency for State Technology	37.00	22.00	59.00	4.0%
Agriculture and Consumer Services	480.25	27.00	507.25	1.7%
Business and Professional Regulation	380.75	438.00	818.75	4.0%
Children and Families	515.50	39.00	554.50	1.1%
Citrus ¹	-	-	-	-
Commission on Offender Review	39.25	-	39.25	7.8%
Corrections	2,236.25	3,022.00	5,258.25	1.9%
Division of Administrative Hearings	52.00	-	52.00	3.4%
Division of Emergency Management ²	103.75	-	103.75	37.0%
Economic Opportunity	184.25	69.00	253.25	1.9%
Education	719.00	5.00	724.00	2.9%
Elder Affairs	78.75	-	78.75	6.2%
Environmental Protection	373.75	775.50	1,149.25	1.4%
Financial Services	985.25	175.75	1,161.00	4.4%
Fish and Wildlife Conservation Commission	274.00	1,630.00	1,904.00	3.6%
Health	1,172.50	1,436.50	2,609.00	1.9%
Highway Safety and Motor Vehicles	350.25	121.50	471.75	2.0%
Juvenile Justice	495.00	468.00	963.00	3.3%
Law Enforcement	166.50	14.00	180.50	2.3%
Legal Affairs	300.50	19.25	319.75	4.2%
Management Services	118.50	30.00	148.50	3.3%
Military Affairs ²	176.75	2.00	178.75	6.6%
Office of the Governor ^{1, 2}	-	-	-	-
Public Service Commission	121.75	1,093.00	1,214.75	4.9%
Revenue	6,625.00	14,212.50	20,837.50	17.8%
School for the Deaf and the Blind ²	108.25	-	108.25	1.0%
State	9.00	-	9.00	1.6%
Transportation	2,093.00	1,280.00	3,373.00	5.5%
Veterans' Affairs	36.75	260.50	297.25	1.3%
Total Hours	18,890.75	25,140.50	44,031.25	3.2%

¹ No volunteer hours reported.

² These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only part of the overall employees of these entities, the total number of volunteer hours may not be reflected.

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

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