



FLORIDA DEPARTMENT OF MANAGEMENT SERVICES

human resource
management

We serve those who serve Florida

Fiscal Year 2016-2017

State Personnel System Annual Workforce Report

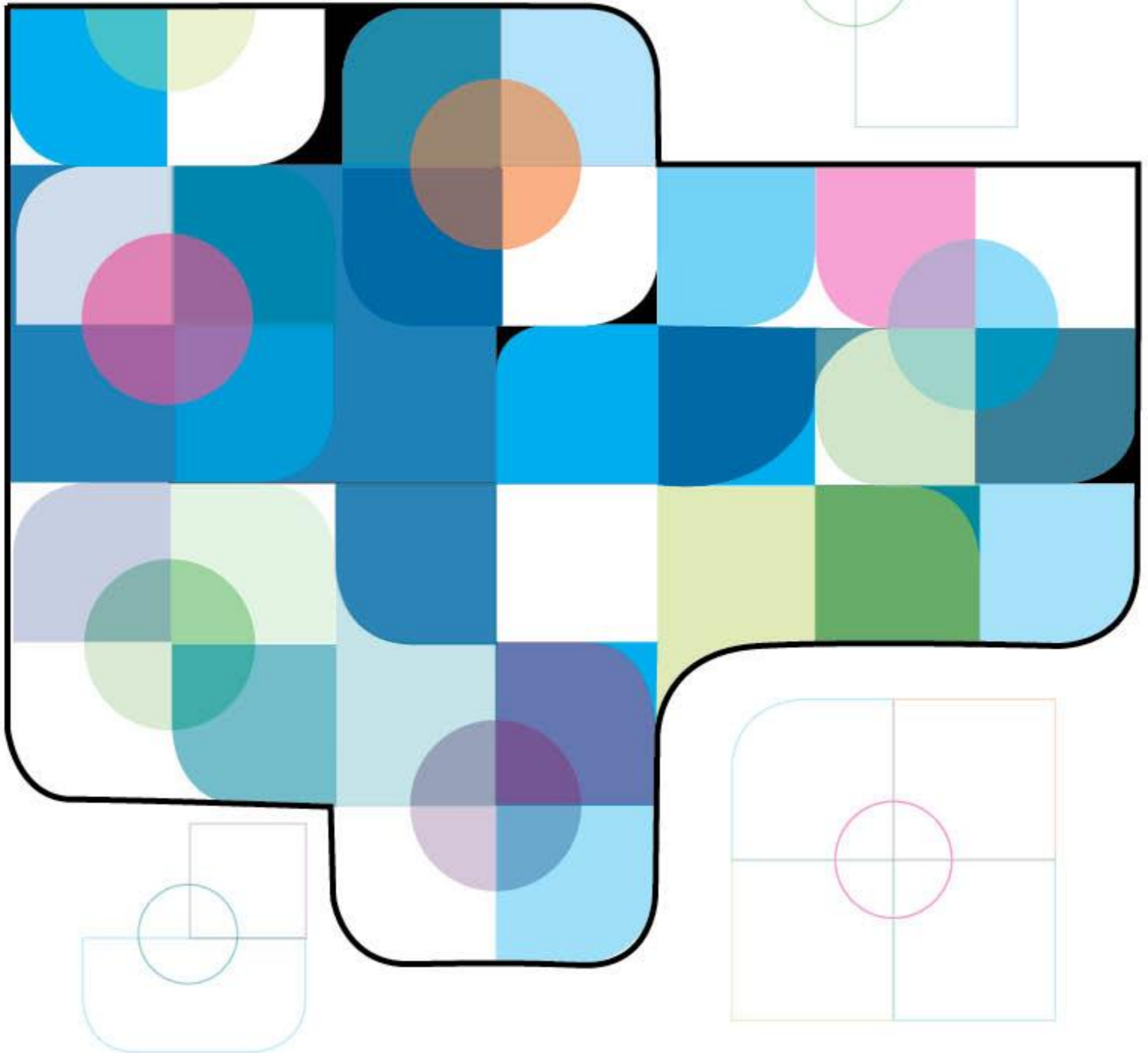


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Introduction

The Department of Management Services' Division of Human Resource Management presents the 24th 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(6), 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. These include the following:

- Equal Employment Opportunity/Affirmative Action Report, sections 110.112(2)(e), 110.112(3)(c)2 and 110.112(3)(d), Florida Statutes;
- Savings Sharing Program Report, section 110.1245(1)(d), Florida Statutes;
- Pay Additives Report, section 110.2035(7)(e), Florida Statutes;
- Classification Plans for Senior Management and Selected Exempt Services, sections 110.406(1) and 110.606(1), Florida Statutes, respectively; and
- Veterans' Recruitment Plan, section 295.07(5)(b), Florida Statutes.

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 Agency for State Technology was created on July 1, 2014.
3. 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.
4. The Agency for Enterprise Information Technology was not allocated positions and not funded for fiscal year 2012-13 and 2013-14. This entity was abolished effective July 1, 2014.
5. Percentages are rounded to the tenth decimal place; therefore, some total percentages may not reflect exactly 100 percent.

General Workforce Trends

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

General Workforce Trends and Comparisons Overview

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

- 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 \$81 in payroll expenditures per state resident. Florida’s payroll expenditure was \$37 per state resident, or 54.3 percent less than the national average.²
- In the coming decades, the projected workforce will continue to span distinct generations: Silent Generation, those born 1945 and before; Baby Boomers, those born between 1946 and 1964; Generation X, those born between 1965 and 1980; Generation Y or Millennials, those born between 1981 and 1995; and Generation Z, 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 1.4 percentage points from 25.1 percent to 23.7 percent while the percentage of those ages 45 to 64 is expected to decrease by 3.9 percentage points from 27.0 percent to 23.1 percent.⁴

According to the United States Department of Labor, Bureau of Labor Statistics, “The civilian labor force is projected to reach 169.7 million in 2026, growing at an annual rate of 0.6 percent. As the labor force continues to get older, the overall labor force participation rate is projected to decrease to 61.0 percent in 2026. This rate is down from 62.8 percent in 2016 and from the peak of 67.1 percent in 2000, prior to the 2007–09 recession. As the baby-boomer generation ages, the share of workers age 55 and older—a cohort with a low labor force participation rate—is projected to grow to 24.8 percent in 2026. This share is up from 22.4 percent in 2016 and 16.8 percent in 2006.”⁵

The United States Department of Labor, 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 43 as of June 30, 2017.

¹ United States Census Bureau. – www.census.gov. Calculation utilized March 2016 United States Census data for a one-month period for total state employees (full time and part time) and July 2016 United States Census data for state population.

² United States Census Bureau. Calculation utilized March 2016 United States Census data for a one-month period for state government employee payroll expenditures and July 2016 United States Census data for state population.

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: <https://www.census.gov/data/tables/2014/demo/popproj/2014-summary-tables.html>.

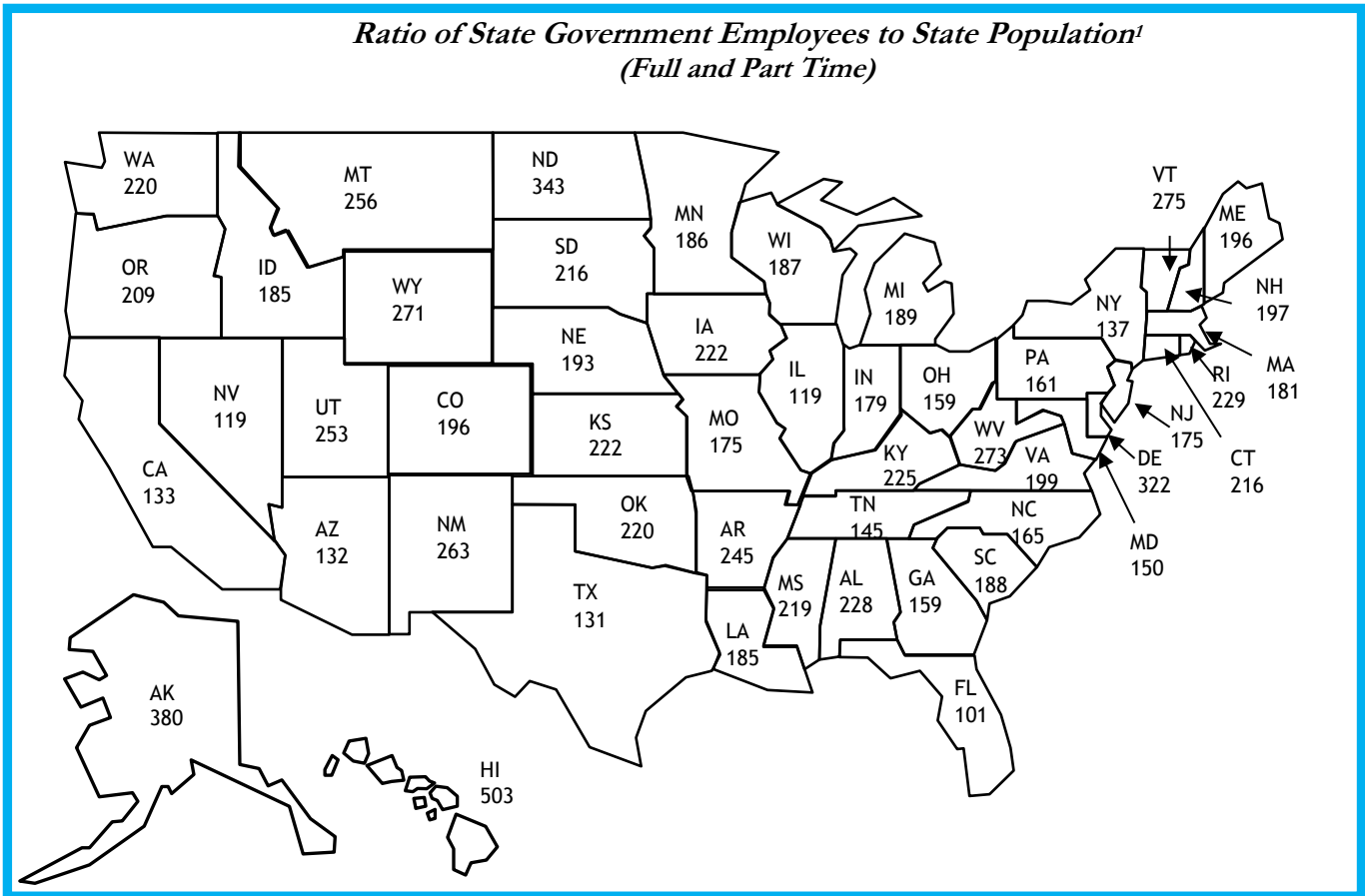
⁴ Florida Office of Economic and Demographic Research: Florida Demographic Estimating Conference, February 2017 and the University of Florida, Bureau of Economic and Business Research, Florida Population Studies, Bulletin 178, June 2017: <http://edr.state.fl.us/Content/population-demographics/data/index-floridaproducts.cfm>.

⁵ United States Bureau of Labor Statistics, News Release, Employment Projections: 2016-26: <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	119
3. Illinois	119
4. Texas	131
5. Arizona	132
6. California	133
7. New York	137
8. Tennessee	145
9. Maryland	150
10. Georgia	159
2016 National Average	209

**States with the Fastest-Growing
Population Changes
July 2015–July 2016²**

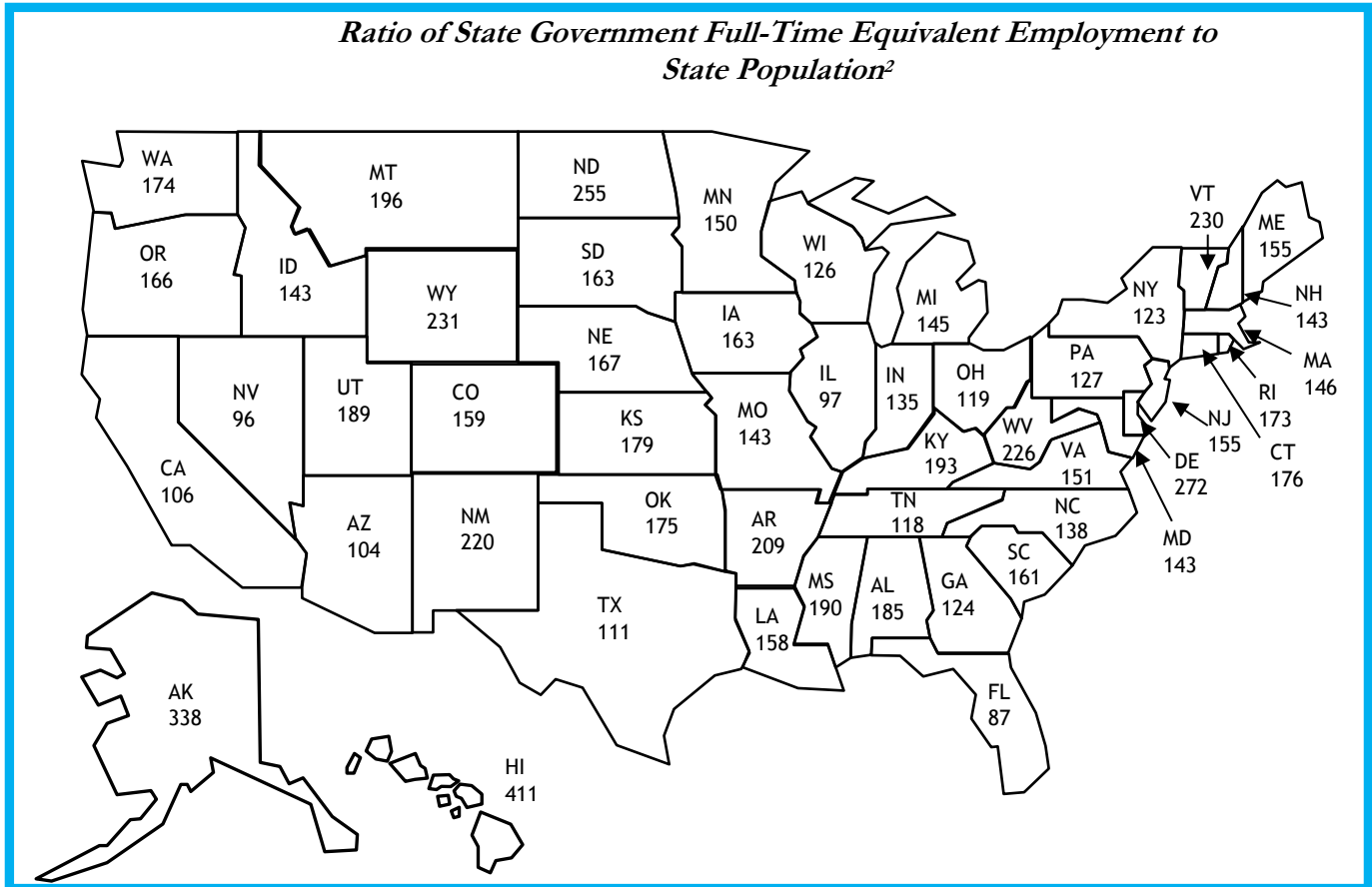
1. Utah	2.03%
2. Nevada	1.95%
3. Idaho	1.83%
4. Florida	1.82%
5. Washington	1.78%
6. Oregon	1.71%
7. Colorado	1.68%
8. Arizona	1.66%
9. Texas	1.58%
10. South Carolina	1.35%

¹ United States Census Bureau. Calculation utilized March 2016 United States Census data for a one-month period for total state employees (full time and part time) and July 2016 United States Census data for state population.

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

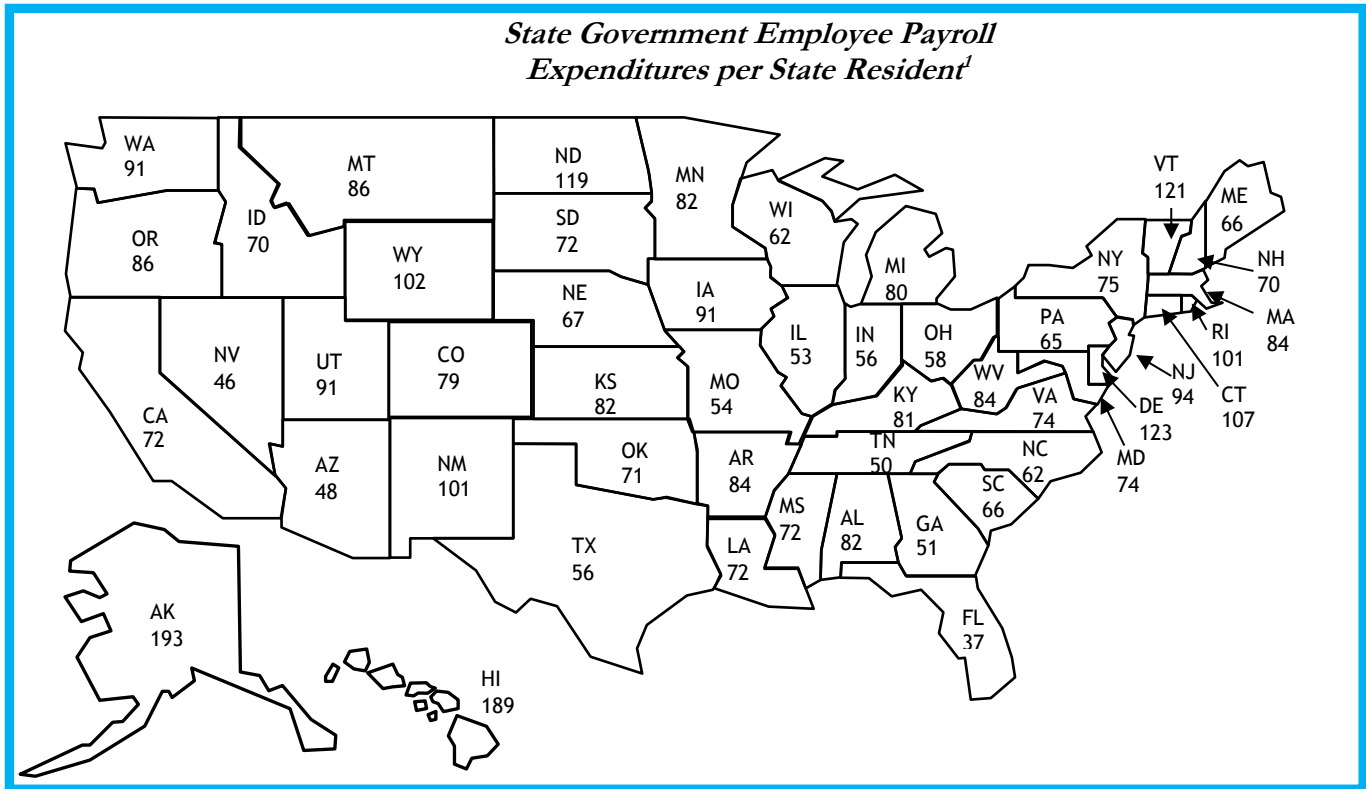
1. Florida	87
2. Nevada	96
3. Illinois	97
4. Arizona	104
5. California	106
6. Texas	111
7. Tennessee	118
8. Ohio	119
9. New York	123
10. Georgia	124
2016 National Average	169

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 2016 United States Census data for a one-month period for full-time equivalent state employment and July 2016 United States Census data for state population.

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 | \$37 |
| 2. Nevada | \$46 |
| 3. Arizona | \$48 |
| 4. Tennessee | \$50 |
| 5. Georgia | \$51 |
| 6. Illinois | \$53 |
| 7. Missouri | \$54 |
| 8. Texas | \$56 |
| 9. Indiana | \$56 |
| 10. Ohio | \$58 |
| 2016 National Average | \$81 |

¹ United States Census Bureau. Calculation utilized March 2016 United States Census data for a one-month period for state government employee payroll expenditures and July 2016 United States Census data for state population.

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 distinct generations: Silent Generation, Baby Boomers, Generation X, Generation Y or Millennials, and Generation Z. The size of the Baby Boomer generation ensures that their retirement decisions (either choosing to retire or choosing to work longer) will have an impact 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: <https://www.census.gov/data/tables/2014/demo/popproj/2014-summary-tables.html>

The State of Florida's age distribution from 2010 projected through 2040 is shown below. This data illustrates a 1.4 percentage point decline between 2010 and 2040 in the 25-44 age group, from 25.1 percent to 23.7 percent. Age group 45-64 is also expected to decrease by 3.9 percentage points, from 27.0 percent to 23.1 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%	1,184,355	5.5%	1,327,534	5.5%	1,381,658	5.2%	316,567	28.7%
5-17	2,928,585	15.6%	3,150,213	14.7%	3,495,279	14.4%	3,788,795	14.3%	811,071	29.4%
18-24	1,739,657	9.3%	1,836,688	8.6%	2,006,388	8.3%	2,147,622	8.1%	380,229	23.5%
25-44	4,720,799	25.1%	5,324,888	24.8%	5,977,680	24.7%	6,268,951	23.7%	1,484,937	32.8%
45-64	5,079,161	27.0%	5,551,811	25.9%	5,520,613	22.8%	6,095,840	23.1%	1,011,775	20.0%
65+	3,259,602	17.3%	4,390,788	20.5%	5,916,832	24.4%	6,743,509	25.5%	3,446,252	106.9%

Florida Office of Economic and Demographic Research: Florida Demographic Estimating Conference, December 2015 and the University of Florida, Bureau of Economic and Business Research, Florida Population Studies, Bulletin 178, June 2017: <http://edr.state.fl.us/Content/population-demographics/data/index-floridaproducts.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
Black	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 2016 and 2024, Florida (both the public and private sector) will need to add approximately 1,025,207 new workers to compensate for the retirement of the Baby Boomer generation.

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

Occupational Title	2016 Projected Employment	2024 Projected Employment	Total 2016-2024 Employment Change	Total Percent Change
Total - All Occupations	8,977,153	10,002,360	1,025,207	11.4%

Florida Department of Economic Opportunity, Bureau of Labor Market Statistics. December 2016: <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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- *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 162,603 total established positions in all state employment systems at the end of fiscal year 2016-17. The State Personnel System accounted for 97,502 established positions, or 60.0 percent.
- Of the 88,953 employees in the SPS, 81.6 percent, or 72,565, were in the Career Service; 17.8 percent, or 15,821, were in the Selected Exempt Service; and 0.6 percent, or 567, were in the Senior Management Service.
- As of June 30, 2017, 5.6 percent, or 4,990 employees in the SPS had 30 or more years of service; 16.4 percent, or 14,564, had between 20 and 29 years; 23.5 percent, or 20,906, had between 10 and 19 years; 15.9 percent, or 14,124, had between five and nine years; and 38.6 percent, or 34,369, of the employees had fewer than five years of service.
- As of June 30, 2017, the age group with the largest number of employees within the SPS was age group 50-59 with 26.1 percent, or 23,193 employees, followed by age group 40-49 with 23.5 percent, or 20,927 employees.
- As of June 30, 2017, the 81,227 established positions included in collective bargaining units represented 83.3 percent of the 97,502 total number of established positions.
- In comparing positions from June 30, 2016, to June 30, 2017, the total number of established positions in the SPS decreased by 0.2 percent, from 97,700 to 97,502, while the number of established positions included in collective bargaining units also decreased by 0.2 percent, from 81,378 to 81,227.
- There was a 0.3 percent decrease in the number of Career Service separations from fiscal year 2015-16 (15,568) to fiscal year 2016-17 (15,518).
- As of June 30, 2017, dismissals and failed probationary periods were the top two separation reasons for involuntary Career Service separations at 60.6 percent and 27.0 percent, respectively. For the same time period, Other (reasons unknown) led voluntary separation reasons at 56.4 percent, followed by moved within State of Florida government at 13.4 percent.
- For fiscal year 2016-17, voluntary separations accounted for 86.5 percent of all Career Service separations.
- The average number of Other Personal Services employees increased by 2.5 percent since fiscal year 2015-16, from 8,492 to 8,704.

TURNOVER

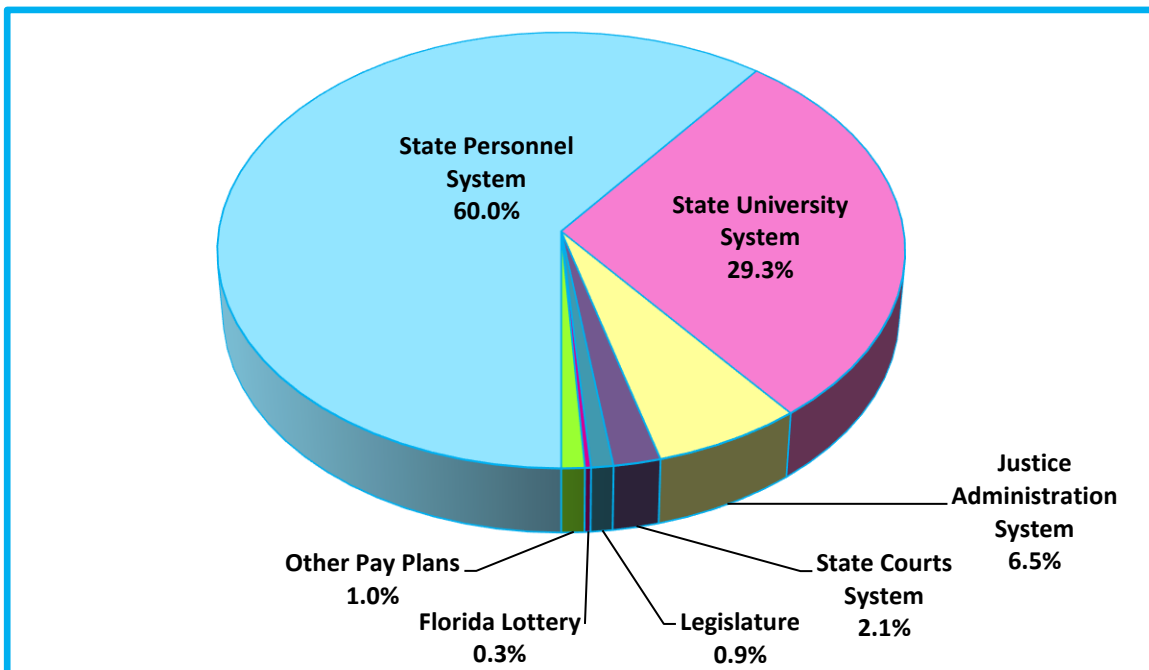
Pay Plan	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Career Service	8.3%	8.8%	9.9%	11.8%	12.7%
Selected Exempt Service	4.7%	5.0%	5.5%	5.9%	5.6%
Senior Management Service	8.2%	8.1%	8.5%	9.6%	7.7%
State Personnel System	7.7%	8.1%	9.2%	10.7%	11.43%

State of Florida's Personnel Systems

Florida's 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 162,603 total established positions¹ in all state systems at the end of fiscal year 2016-17. The State Personnel System accounted for 97,502, or 60.0 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				
	2013	2014	2015	2016	2017
State Personnel System	62.8%	61.6%	61.0%	60.4%	60.0%
State University System	26.6%	27.7%	28.2%	28.8%	29.3%
Justice Administration System	6.3%	6.4%	6.5%	6.4%	6.5%
State Courts System	2.0%	2.0%	2.0%	2.0%	2.1%
Legislature	1.0%	1.0%	1.0%	1.0%	0.9%
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 2016 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, 2017*

Personnel System	Pay Plan	Established Positions ¹ As of June 30				
		2013	2014	2015	2016	2017
State Personnel System	Career Service	83,179	80,564	80,544	80,210	80,135
	Selected Exempt Service	17,631	17,007	16,949	16,884	16,755
	Senior Management Service	582	582	599	606	612
	Total	101,392	98,153	98,092	97,700	97,502
State University System ²	General Faculty and All Others	42,993	44,126	45,357	46,630	47,645
Justice Administration System	State Attorneys	3,705	3,721	3,769	3,764	3,786
	Public Defenders	1,230	1,223	1,245	1,233	1,247
	State Attorneys with Paid Insurance	2,354	2,344	2,308	2,319	2,338
	Public Defenders with Paid Insurance	1,744	1,753	1,733	1,751	1,794
	Capital Collateral Regional Counsel	76	80	85	91	95
	Justice Administrative Commission	1,050	1,124	1,235	1,243	1,297
	Total	10,159	10,245	10,375	10,401	10,557
State Courts System	Courts	2,133	2,133	2,149	2,222	2,256
	Courts with Paid Insurance	1,075	1,076	1,079	1,078	1,079
	Total	3,208	3,209	3,228	3,300	3,335
Legislature ³	Legislative Staff	1,554	1,543	1,558	1,554	1,528
Florida Lottery	Non-Managerial	389	386	384	383	383
	Managerial	35	35	37	38	38
	Total	424	421	421	421	421
Other Pay Plans	Other Exempt-Fixed Annual Salary ⁴	1,106	1,099	1,102	1,076	1,076
	Exempt (Governor's Office)	285	286	290	284	283
	School for the Deaf and the Blind ⁵	237	231	236	235	232
	Florida National Guard	47	47	45	31	24
	Total	1,675	1,663	1,673	1,626	1,615
Total	Total	161,405	159,360	160,704	161,632	162,603

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 2016 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, 2017

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 2016-17.

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.

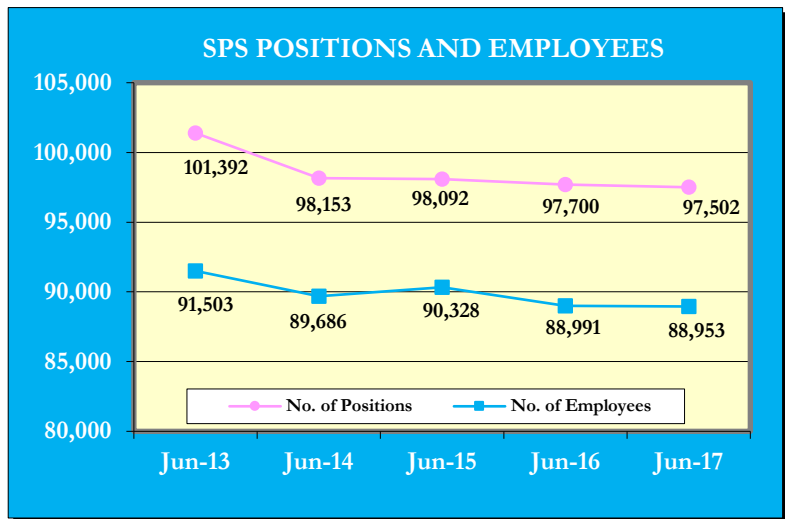
State Personnel System Positions and Employees As of June 30, 2017

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 3,890 positions, or 3.8 percent, from 101,392 in 2013 to 97,502 in 2017. Similarly, the number of employees decreased by 2,550, or 2.8 percent, from 91,503 to 88,953.
 - In addition, the number of established positions decreased by 0.2 percent from 2016 to 2017. Also, the number of employees decreased 0.04 percent for the same time period.

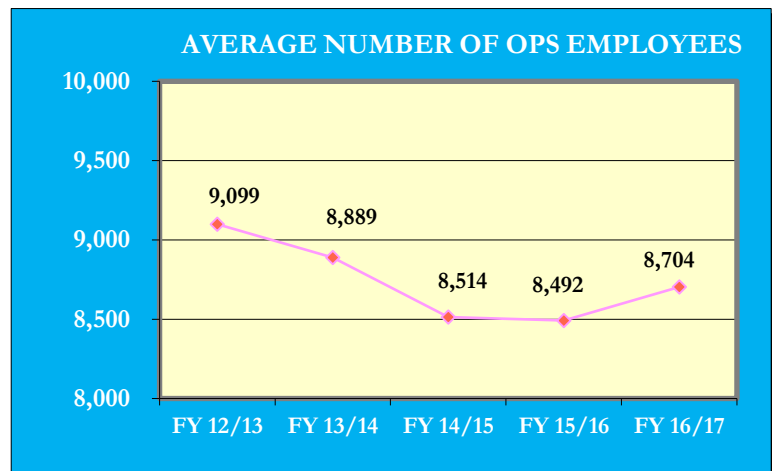
- The majority of positions (80,135) and employees (72,565) in the SPS are in the Career Service pay plan. Since 2013, the number of positions in the Career Service decreased by 3,044, or 3.7 percent.
 - In comparing 2016 to 2017, the number of positions decreased by 75, or 0.09 percent.



- Managers, supervisors, confidential¹ employees and certain professional positions such as doctors and lawyers are in the Selected Exempt Service pay plan. A total of 16,755 positions and 15,821 employees were in this pay plan at the end of fiscal year 2016-17.
 - Since 2013, the number of positions in the Selected Exempt Service decreased by 876, or 5.0 percent. It should be noted that since 2016, the number of positions decreased by 129, or 0.8 percent.

- Policy-making positions in upper management are in the Senior Management Service pay plan, which accounted for 612 positions and 567 employees at the end of fiscal year 2016-17.
 - Since 2013, the number of positions in the Senior Management Service increased by 30, or 5.2 percent. This number increased by 6, or 1.0 percent, since 2016.

- 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 2016-17, there was a monthly average of 8,704 individuals employed as Other Personal Services in agencies governed by the SPS.
 - The monthly average for fiscal year 2016-17 was 4.3 percent less than the average for fiscal year 2012-13 and 2.5 percent more than that for fiscal year 2015-16.



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

Workforce Profile

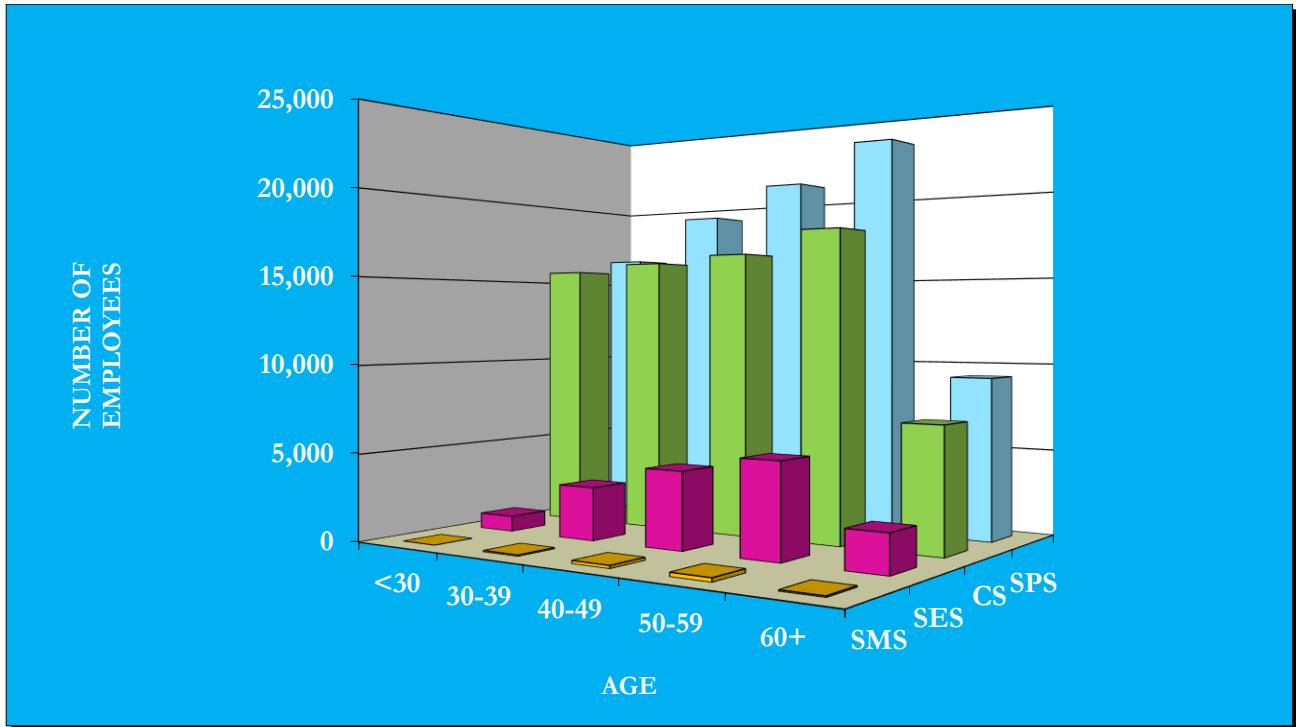
As of June 30, 2017

	State Personnel System	Career Service	Selected Exempt Service	Senior Management Service
Positions	97,502	80,135	16,755	612
Employees	88,953	72,565	15,821	567
% Female	57.2%	56.8%	59.3%	43.6%
% Minorities ¹	42.4%	44.5%	33.8%	14.1%
Average Age	42.6	42.3	47.6	49.2
Average Salary	\$39,910	\$35,710	\$56,554	\$112,666
Average Length of Service	10.7	9.6	15.4	17.1
GENDER				
Male	38,096	31,331	6,445	320
Female	50,857	41,234	9,376	247
AVERAGE SALARY BY GENDER				
Male	\$41,988	\$37,155	\$61,888	\$114,689
Female	\$38,351	\$34,610	\$52,889	\$110,046
RACE/ETHNICITY				
White	51,264	40,298	10,479	487
Black or African American	25,592	22,039	3,511	42
Hispanic or Latino	9,469	8,096	1,347	26
Other ²	2,617	2,121	484	12
Unknown	11	11	-	-
AVERAGE SALARY BY RACE/ETHNICITY				
White	\$42,418	\$37,183	\$59,270	\$112,636
Black or African American	\$35,038	\$32,925	\$47,369	\$111,656
Hispanic or Latino	\$38,100	\$34,893	\$55,917	\$112,461
Other ²	\$45,085	\$39,837	\$66,284	\$117,870
Unknown	\$28,406	\$28,406	-	-
LENGTH OF SERVICE				
0 – 4.99 years	34,369	31,271	3,013	85
5.00 – 9.99 years	14,124	11,572	2,477	75
10.00 – 19.99 years	20,906	16,104	4,641	161
20.00 – 29.99 years	14,564	10,316	4,075	173
30+ years	4,990	3,302	1,615	73

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, 2017



Pay Plan	Age					Total Employees
	<30	30-39	40-49	50-59	60+	
Career Service (CS)	15,553	15,965	16,358	17,639	7,050	72,565
Selected Exempt Service (SES)	893	3,052	4,397	5,329	2,150	15,821
Senior Management Service (SMS)	13	80	172	225	77	567
State Personnel System (SPS)	16,459	19,097	20,927	23,193	9,277	88,953
Percent of Total Employees as of June 2017	18.5%	21.5%	23.5%	26.1%	10.4%	88,953
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

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 2015 and is expected to represent 35.9 percent in 2030.
- In 2010, 17.3 percent of Florida's population was age 65 and older. This age group is expected to represent 24.5 percent of Florida's population in 2030. Over the next two decades, Florida's older population (age 60 and older) will account for most of Florida's population growth, representing 55.1 percent of the gains.

¹ Florida Legislature, Office of Economic and Demographic Research, Econographic News, 2017, Volume 1; <http://edr.state.fl.us/Content/population-demographics/reports/econographicnews-2017v1.pdf>.

Established Position Count by Agency As of June 30, 2017

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, 2017; 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					2013/2017 % Change	2016/2017 % Change
	2013	2014	2015	2016	2017		
Agency for Health Care Administration	1,661	1,648	1,616	1,549	1,545	-7.0%	-0.3%
Agency for Persons with Disabilities	2,914	2,914	2,870	2,864	2,716	-6.8%	-5.2%
Agency for State Technology	-	-	241	241	231	-	-4.1%
Agriculture and Consumer Services	3,554	3,579	3,599	3,616	3,637	2.3%	0.6%
Business and Professional Regulation	1,594	1,620	1,624	1,628	1,625	1.9%	-0.2%
Children and Families	11,564	11,529	11,804	11,826	11,906	3.0%	0.7%
Citrus	57	57	55	55	48	-15.8%	-12.7%
Commission on Offender Review	119	119	129	129	129	8.4%	0.0%
Corrections	25,402	23,242	23,717	23,879	24,104	-5.1%	0.9%
Division of Administrative Hearings	182	181	181	209	209	14.8%	0.0%
Division of Emergency Management ¹	46	44	44	46	47	2.2%	2.2%
Economic Opportunity	1,625	1,621	1,620	1,619	1,538	-5.4%	-5.0%
Education	2,414	2,418	2,417	2,417	2,330	-3.5%	-3.6%
Elder Affairs	456	453	444	436	442	-3.1%	1.4%
Environmental Protection	3,231	3,098	3,098	2,977	2,940	-9.0%	-1.2%
Financial Services	2,594	2,602	2,616	2,608	2,597	0.1%	-0.4%
Fish and Wildlife Conservation Commission	2,108	2,118	2,119	2,124	2,124	0.8%	0.0%
Health	15,066	14,444	13,902	13,446	13,342	-11.4%	-0.8%
Highway Safety and Motor Vehicles	4,503	4,426	4,421	4,421	4,421	-1.8%	0.0%
Juvenile Justice	3,504	3,486	3,268	3,268	3,272	-6.6%	0.1%
Law Enforcement	1,686	1,712	1,771	1,815	1,832	8.7%	0.9%
Legal Affairs	1,245	1,247	1,266	1,313	1,341	7.7%	2.1%
Management Services	864	873	871	853	838	-3.0%	-1.8%
Military Affairs ¹	350	371	414	427	429	22.6%	0.5%
Northwood Shared Resource Center	99	100	-	-	-	-100%	-
Office of the Governor ¹	97	98	98	102	102	5.2%	0.0%
Public Service Commission	288	288	281	275	272	-5.6%	-1.1%
Revenue	5,162	5,139	5,139	5,140	5,138	-0.5%	0.0%
School for the Deaf and the Blind ¹	447	453	448	450	453	1.3%	0.7%
Southwood Shared Resource Center	123	129	-	-	-	-100%	-
State	408	410	409	406	411	0.7%	1.2%
Transportation	6,940	6,630	6,505	6,455	6,376	-8.1%	-1.2%
Veterans' Affairs	1,089	1,104	1,105	1,106	1,107	1.7%	0.1%
Total Established Positions	101,392	98,153	98,092	97,700	97,502	-3.8%	-0.2%

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.

Employee Count by Agency As of June 30, 2017

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, 2017, and shows the five-year trend.

Agency	Employee Count ¹						
	As of June 30					2013/2017 % Change	2016/2017 % Change
	2013	2014	2015	2016	2017		
Agency for Health Care Administration	1,551	1,494	1,418	1,380	1,400	-9.7%	1.4%
Agency for Persons with Disabilities	2,678	2,664	2,507	2,493	2,466	-7.9%	-1.1%
Agency for State Technology	-	-	200	198	196	-	-1.0%
Agriculture and Consumer Services	3,341	3,357	3,404	3,315	3,365	0.7%	1.5%
Business and Professional Regulation	1,514	1,566	1,551	1,542	1,526	0.8%	-1.0%
Children and Families	11,105	11,071	11,369	11,359	11,396	2.6%	0.3%
Citrus	48	46	46	40	29	-39.6%	-27.5%
Commission on Offender Review	112	115	126	116	124	10.7%	6.9%
Corrections	22,398	20,965	22,288	21,949	21,773	-2.8%	-0.8%
Division of Administrative Hearings	175	174	174	205	202	15.4%	-1.5%
Division of Emergency Management ²	44	42	40	46	44	0.0%	-4.3%
Economic Opportunity	1,528	1,547	1,442	1,394	1,371	-10.3%	-1.6%
Education	2,183	2,146	2,192	2,109	2,097	-3.9%	-0.6%
Elder Affairs	425	397	409	388	404	-4.9%	4.1%
Environmental Protection	2,930	2,860	2,815	2,737	2,712	-7.4%	-0.9%
Financial Services	2,328	2,370	2,337	2,315	2,358	1.3%	1.9%
Fish and Wildlife Conservation Commission	1,991	1,987	2,021	2,004	2,035	2.2%	1.5%
Health	13,404	12,919	12,330	12,038	11,948	-10.9%	-0.7%
Highway Safety and Motor Vehicles	4,065	4,087	4,041	3,995	4,020	-1.1%	0.6%
Juvenile Justice	3,009	3,029	2,971	2,956	2,971	-1.3%	0.5%
Law Enforcement	1,591	1,628	1,642	1,674	1,703	7.0%	1.7%
Legal Affairs	1,020	1,065	1,095	1,108	1,143	12.1%	3.2%
Management Services	814	837	779	762	798	-2.0%	4.7%
Military Affairs ²	326	350	384	378	377	15.6%	-0.3%
Northwood Shared Resource Center	83	94	-	-	-	-100%	-
Office of the Governor ²	84	76	81	83	81	-3.6%	-2.4%
Public Service Commission	264	254	252	245	249	-5.7%	1.6%
Revenue	4,725	4,729	4,748	4,647	4,656	-1.5%	0.2%
School for the Deaf and the Blind ²	419	430	431	414	421	0.5%	1.7%
Southwood Shared Resource Center	106	114	-	-	-	-100%	-
State	373	379	378	364	375	0.5%	3.0%
Transportation	5,820	5,826	5,815	5,685	5,652	-2.9%	-0.6%
Veterans' Affairs	1,049	1,068	1,042	1,052	1,061	1.1%	0.9%
Total Employees	91,503	89,686	90,328	88,991	88,953	-2.8%	0.04%

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.

Full-Time Employee Count by Agency As of June 30, 2017

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, 2017, and includes the five-year trend.

Agency	Full-Time Employee Count						
	As of June 30					2013/2017 % Change	2016/2017 % Change
	2013	2014	2015	2016	2017		
Agency for Health Care Administration	1,538	1,482	1,406	1,370	1,388	-9.8%	1.3%
Agency for Persons with Disabilities	2,659	2,650	2,496	2,482	2,455	-7.7%	-1.1%
Agency for State Technology	-	-	199	197	196	-	-0.5%
Agriculture and Consumer Services	3,329	3,348	3,392	3,307	3,356	0.8%	1.5%
Business and Professional Regulation	1,498	1,551	1,535	1,527	1,515	1.1%	-0.8%
Children and Families	11,065	11,031	11,330	11,323	11,364	2.7%	0.4%
Citrus	44	42	42	37	26	-40.9%	-29.7%
Commission on Offender Review	109	111	121	111	118	8.3%	6.3%
Corrections	22,395	20,961	22,284	21,946	21,771	-2.8%	-0.8%
Division of Administrative Hearings	172	171	172	202	200	16.3%	-1.0%
Division of Emergency Management ¹	44	42	39	46	44	0.0%	-4.3%
Economic Opportunity	1,523	1,539	1,436	1,387	1,367	-10.2%	-1.4%
Education	2,174	2,138	2,184	2,101	2,090	-3.9%	-0.5%
Elder Affairs	415	390	403	383	401	-3.4%	4.7%
Environmental Protection	2,923	2,855	2,811	2,731	2,709	-7.3%	-0.8%
Financial Services	2,324	2,365	2,330	2,306	2,349	1.1%	1.9%
Fish and Wildlife Conservation Commission	1,975	1,976	2,009	1,993	2,025	2.5%	1.6%
Health	13,067	12,594	12,037	11,773	11,714	-10.4%	-0.5%
Highway Safety and Motor Vehicles	4,037	4,065	4,024	3,981	4,005	-0.8%	0.6%
Juvenile Justice	3,001	3,021	2,962	2,946	2,964	-1.2%	0.6%
Law Enforcement	1,586	1,622	1,639	1,671	1,701	7.3%	1.8%
Legal Affairs	1,016	1,062	1,090	1,104	1,140	12.2%	3.3%
Management Services	769	799	754	732	777	1.0%	6.1%
Military Affairs ¹	323	349	383	375	375	16.1%	0.0%
Northwood Shared Resource Center	82	93	-	-	-	-100%	-
Office of the Governor ¹	83	75	80	81	81	-2.4%	0.0%
Public Service Commission	263	253	251	244	249	-5.3%	2.0%
Revenue	4,702	4,713	4,735	4,633	4,646	-1.2%	0.3%
School for the Deaf and the Blind ¹	418	429	430	413	421	0.7%	1.9%
Southwood Shared Resource Center	103	111	-	-	-	-100%	-
State	368	374	376	363	375	1.9%	3.3%
Transportation	5,814	5,820	5,809	5,680	5,647	-2.9%	-0.6%
Veterans' Affairs	1,041	1,060	1,034	1,045	1,055	1.3%	1.0%
Total Full-Time Employees	90,860	89,092	89,793	88,490	88,524	-2.6%	0.04%

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.

Part-Time Employee Count by Agency As of June 30, 2017

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, 2017, and includes the five-year trend.

Agency	Part-Time Employee Count						
	As of June 30					2013/2017 % Change	2016/2017 % Change
	2013	2014	2015	2016	2017		
Agency for Health Care Administration	13	12	12	10	12	-7.7%	20.0%
Agency for Persons with Disabilities	19	14	11	11	11	-42.1%	0.0%
Agency for State Technology	-	-	1	1	-	-	-100%
Agriculture and Consumer Services	12	9	12	8	9	-25.0%	12.5%
Business and Professional Regulation	16	15	16	15	11	-31.3%	-26.7%
Children and Families	40	40	39	36	32	-20.0%	-11.1%
Citrus	4	4	4	3	3	-25.0%	0.0%
Commission on Offender Review	3	4	5	5	6	100%	20.0%
Corrections	3	4	4	3	2	-33.3%	-33.3%
Division of Administrative Hearings	3	3	2	3	2	-33.3%	-33.3%
Division of Emergency Management ¹	-	-	1	-	-	-	-
Economic Opportunity	5	8	6	7	4	-20.0%	-42.9%
Education	9	8	8	8	7	-22.2%	-12.5%
Elder Affairs	10	7	6	5	3	-70.0%	-40.0%
Environmental Protection	7	5	4	6	3	-57.1%	-50.0%
Financial Services	4	5	7	9	9	125%	0.0%
Fish and Wildlife Conservation Commission	16	11	12	11	10	-37.5%	-9.1%
Health	337	325	293	265	234	-30.6%	-11.7%
Highway Safety and Motor Vehicles	28	22	17	14	15	-46.4%	7.1%
Juvenile Justice	8	8	9	10	7	-12.5%	-30.0%
Law Enforcement	5	6	3	3	2	-60.0%	-33.3%
Legal Affairs	4	3	5	4	3	-25.0%	-25.0%
Management Services	45	38	25	30	21	-53.3%	-30.0%
Military Affairs ¹	3	1	1	3	2	-33.3%	-33.3%
Northwood Shared Resource Center	1	1	-	-	-	-100%	-
Office of the Governor ¹	1	1	1	2	-	-100%	-100%
Public Service Commission	1	1	1	1	-	-100%	-100%
Revenue	23	16	13	14	10	-56.5%	-28.6%
School for the Deaf and the Blind ¹	1	1	1	1	-	-100%	-100%
Southwood Shared Resource Center	3	3	-	-	-	-100%	-
State	5	5	2	1	-	-100%	-100%
Transportation	6	6	6	5	5	-16.7%	0.0%
Veterans' Affairs	8	8	8	7	6	-25.0%	-14.3%
Total Part-Time Employees	643	594	535	501	429	-33.3%	-14.4%

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.

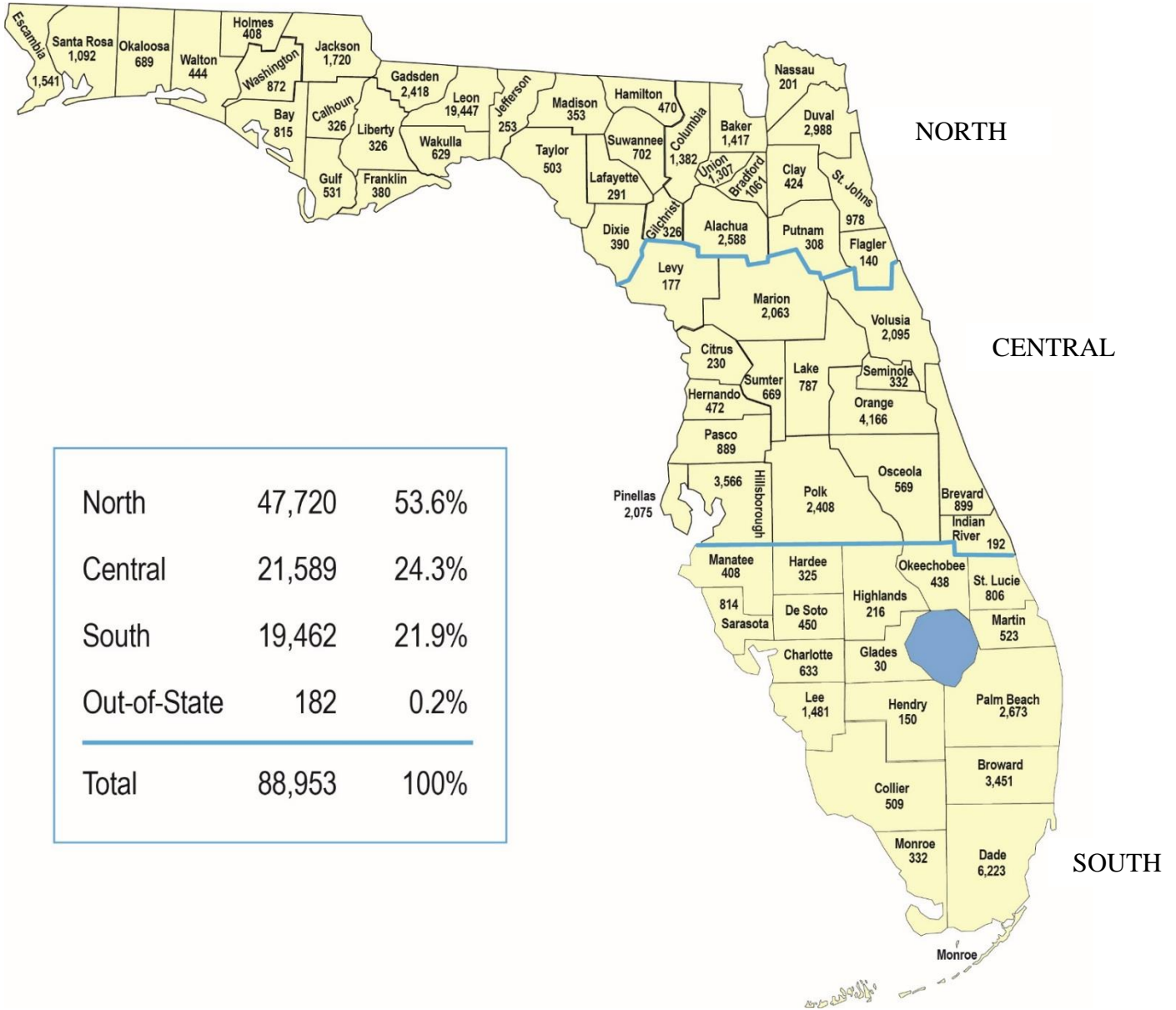
Employee Count by Agency and Pay Plan As of June 30, 2017

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, 2017.

Agency	Employees by Pay Plan						Total
	Career Service	Percent	Selected Exempt Service	Percent	Senior Management Service	Percent	
Agency for Health Care Administration	1,027	73.4%	366	26.1%	7	0.5%	1,400
Agency for Persons with Disabilities	1,907	77.3%	551	22.3%	8	0.3%	2,466
Agency for State Technology	137	69.9%	52	26.5%	7	3.6%	196
Agriculture and Consumer Services	2,628	78.1%	709	21.1%	28	0.8%	3,365
Business and Professional Regulation	1,127	73.9%	381	25.0%	18	1.2%	1,526
Children and Families	9,130	80.1%	2,235	19.6%	31	0.3%	11,396
Citrus	11	37.9%	16	55.2%	2	6.9%	29
Commission on Offender Review	92	74.2%	28	22.6%	4	3.2%	124
Corrections	20,554	94.4%	1,194	5.5%	25	0.1%	21,773
Division of Administrative Hearings	108	53.5%	93	46.0%	1	0.5%	202
Division of Emergency Management ¹	-	0.0%	39	88.6%	5	11.4%	44
Economic Opportunity	1,060	77.3%	300	21.9%	11	0.8%	1,371
Education	1,370	65.3%	692	33.0%	35	1.7%	2,097
Elder Affairs	294	72.8%	104	25.7%	6	1.5%	404
Environmental Protection	2,084	76.8%	595	21.9%	33	1.2%	2,712
Financial Services	1,697	72.0%	618	26.2%	43	1.8%	2,358
Fish and Wildlife Conservation Commission	1,678	82.5%	334	16.4%	23	1.1%	2,035
Health	9,748	81.6%	2,138	17.9%	62	0.5%	11,948
Highway Safety and Motor Vehicles	3,510	87.3%	497	12.4%	13	0.3%	4,020
Juvenile Justice	2,312	77.8%	637	21.4%	22	0.7%	2,971
Law Enforcement	1,488	87.4%	196	11.5%	19	1.1%	1,703
Legal Affairs	540	47.2%	586	51.3%	17	1.5%	1,143
Management Services	479	60.0%	301	37.7%	18	2.3%	798
Military Affairs ¹	277	73.5%	95	25.2%	5	1.3%	377
Office of the Governor ¹	-	0.0%	52	64.2%	29	35.8%	81
Public Service Commission	130	52.2%	108	43.4%	11	4.4%	249
Revenue	3,901	83.8%	744	16.0%	11	0.2%	4,656
School for the Deaf and the Blind ¹	360	85.5%	61	14.5%	-	0.0%	421
State	257	68.5%	105	28.0%	13	3.5%	375
Transportation	3,725	65.9%	1,877	33.2%	50	0.9%	5,652
Veterans' Affairs	934	88.0%	117	11.0%	10	0.9%	1,061
Total Employees	72,565	81.6%	15,821	17.8%	567	0.6%	88,953

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, 2017



Notes:

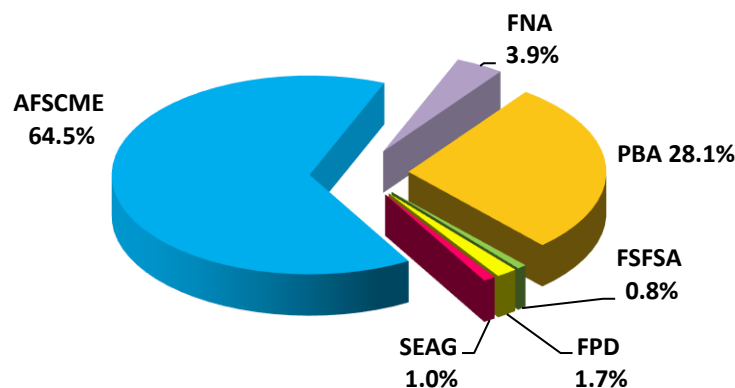
1. The turquoise lines designate the separation among the northern, central and southern regions of the state of Florida to correspond to the information contained in the legend.
2. The Florida Keys are a part of Monroe County.

Established Positions Included in Collective Bargaining Units As of June 30, 2017

The table below depicts the number of established positions included in a collective bargaining unit as of June 30, 2017, and includes a five-year trend.

Labor Organization	Collective Bargaining Unit	2013	2014	2015	2016	2017	2013/2017 % Change	2016/2017 % Change
American Federation of State, County and Municipal Employees (AFSCME)	Administrative and Clerical	15,613	14,626	14,027	13,590	13,245	-15.2%	-2.5%
	Operational Services	3,490	3,174	2,955	2,798	2,851	-18.3%	1.9%
	Human Services	8,200	7,398	7,409	7,307	7,007	-14.5%	-4.1%
	Professional	27,433	28,107	28,639	28,903	29,289	6.8%	1.3%
Federation of Physicians and Dentists (FPD)	SES Physicians	371	213	194	179	168	-54.7%	-6.1%
	SES Supervisory Non-Professional	1,621	1,456	1,386	1,273	1,230	-24.1%	-3.4%
Florida Nurses Association (FNA)	Professional Health Care	4,558	3,520	3,384	3,303	3,200	-29.8%	-3.1%
Florida State Fire Service Association (FSFSA)	Fire Service	610	610	612	621	623	2.1%	0.3%
Police Benevolent Association (PBA) ¹	Law Enforcement	1,296	1,299	1,305	1,295	1,296	0.0%	0.1%
	Security Services	-	-	-	-	19,427	5.3%	1.1%
	Special Agent	264	263	268	284	293	11.0%	3.2%
	Highway Patrol	1,761	1,767	1,800	1,797	1,795	1.9%	-0.1%
State Employees Attorneys Guild (SEAG)	SES Attorneys	768	766	759	804	803	4.6%	-0.1%
Teamsters ¹	Security Services	18,445	18,616	19,042	19,224	-	-	-
Total		84,430	81,815	81,780	81,378	81,227	-3.8%	-0.2%

2017 Labor Organization Representation



¹ The Police Benevolent Association was certified as the bargaining agent to represent the Security Services Unit on December 16, 2016.

***Employee Representation and Dues Paying Membership
by Labor Organization
As of June 30, 2017***

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 2016, had the fourth lowest percentage (25.3 percent) of union membership for workers covered by a collective bargaining agreement. Florida ranked behind Texas (15.1 percent), Georgia (11.9 percent) and North Carolina (11.4 percent) in the percent of unionized wage and salary workers ages 16 and older. New York had the highest percentage at 67.3 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	12,043				
	Operational Services	2,461				
	Human Services	6,307				
	Professional	26,790				
	Total	47,601	1,354	2.8%	46,247	97.2%
Federation of Physicians and Dentists	SES Physicians	137	15	10.9%	122	89.1%
	SES Supervisory Non-Professional	1,146	12	1.0%	1,134	99.0%
	Total	1,283	27	2.1%	1,256	97.9%
Florida Nurses Association	Professional Health Care	2,859	253	8.8%	2,606	91.2%
Florida State Fire Service Association	Fire Service	575	175	30.4%	400	69.6%
Police Benevolent Association	Law Enforcement	1,165	446	38.3%	719	61.7%
	Security Services	17,449	3,376	19.3%	14,073	80.7%
	Special Agent	265	170	64.2%	95	35.8%
	Highway Patrol	1,636	812	49.6%	824	50.4%
	Total	20,515	4,804	23.4%	15,711	76.6%
State Employees Attorneys Guild	SES Attorneys	730	-	0.0%	730	100%
Total		73,563	6,613	9.0%	66,950	91.0%

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 2016:

- The national union membership rate for public-sector workers (34.4 percent) was five times higher than the rate for private-sector workers (6.4 percent).
- Within the public sector, local government workers had the highest union membership rate (40.3 percent). This group includes several heavily unionized occupations such as teachers, police officers and firefighters.
- In 2016, 16.3 million wage and salary workers were represented by a union. This group includes both union members (14.6 million) and those not affiliated with a union but whose jobs are covered by a union contract (1.7 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/>.

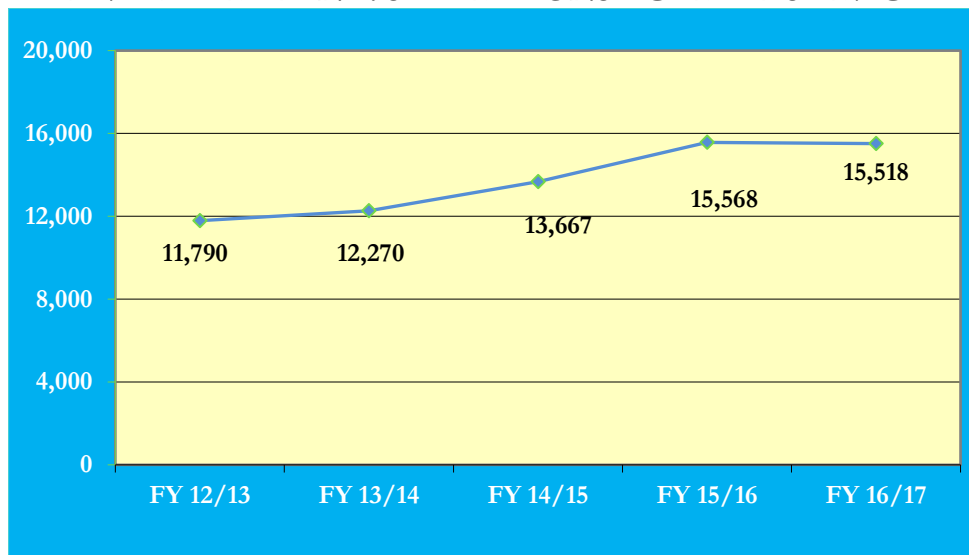
² BLS, Economic News Release "Union Members—2016." Jan. 26, 2017: <https://www.bls.gov/news.release/pdf/union2.pdf>.

Separations: Career Service As of June 30, 2017

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

Separation	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	2013/2017 % Change	2016/2017 % Change
INVOLUNTARY SEPARATIONS							
Death of Employee ¹	102	126	101	113	148	45.1%	31.0%
Dismissal ²	974	1,067	1,247	1,215	1,274	30.8%	4.9%
Failed Probationary Period	435	528	561	555	568	30.6%	2.3%
Layoff	414	1,102	142	120	112	-72.9%	-6.7%
Total	1,925	2,823	2,051	2,003	2,102	9.2%	4.9%
VOLUNTARY SEPARATIONS							
Abandonment	11	16	30	31	114	936.4%	267.7%
End of Appointment Period	59	31	16	6	5	-91.5%	-16.7%
Moved to Non-State of Florida Government	571	529	536	594	669	17.2%	12.6%
Moved to Private Sector	719	851	1,337	1,548	1,563	117.4%	1.0%
Moved within State of Florida Government	-	-	1,253	1,499	1,794	-	19.7%
Retirement	2,272	2,215	2,326	2,569	1,704	-25.0%	-33.7%
Other (Reasons Unknown)	6,233	5,805	6,118	7,318	7,567	21.4%	3.4%
Total	9,865	9,447	11,616	13,565	13,416	36.0%	-1.1%
Total Separations	11,790	12,270	13,667	15,568	15,518	31.6%	-0.3%
Number of Career Service Employees	74,633	73,230	74,007	72,752	72,565	-2.8%	-0.3%
Percentage of Separations to Number of Career Service Employees	15.8%	16.8%	18.5%	21.4%	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, 2017

The table below depicts the involuntary separations from the Career Service by agency and reason during fiscal year 2016-17.

Agency	Death of Employee ¹	Dismissal ²	Failed Probationary Period	Layoff	Total
Agency for Health Care Administration	1	6	1	-	8
Agency for Persons with Disabilities	3	18	23	-	44
Agency for State Technology	-	1	1	1	3
Agriculture and Consumer Services	3	29	21	-	53
Business and Professional Regulation	1	12	11	-	24
Children and Families	15	125	242	-	382
Citrus	-	-	-	4	4
Commission on Offender Review	-	1	1	-	2
Corrections	37	833	9	-	879
Division of Administrative Hearings	-	-	5	-	5
Division of Emergency Management ³	-	-	-	-	-
Economic Opportunity	3	4	18	10	35
Education	2	15	2	-	19
Elder Affairs	-	1	1	-	2
Environmental Protection	11	19	6	2	38
Financial Services	3	14	1	-	18
Fish and Wildlife Conservation Commission	3	3	1	-	7
Health	9	65	81	32	187
Highway Safety and Motor Vehicles	3	39	20	-	62
Juvenile Justice	30	-	44	53	127
Law Enforcement	2	2	-	-	4
Legal Affairs	1	3	4	-	8
Management Services	1	9	4	10	24
Military Affairs	1	1	-	-	2
Office of the Governor ³	-	-	-	-	-
Public Service Commission	-	-	-	-	-
Revenue	6	19	15	-	40
School for the Deaf and the Blind	1	10	6	-	17
State	1	-	1	-	2
Transportation	9	11	15	-	35
Veterans' Affairs	2	34	35	-	71
Involuntary Separations	148	1,274	568	112	2,102
Percent of Total	7.0%	60.6%	27.0%	5.3%	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, 2017

The table below depicts the voluntary separations from the Career Service by agency and reason during fiscal year 2016-17.

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	19	44	31	76	172
Agency for Persons with Disabilities	16	-	30	41	96	60	291	534
Agency for State Technology	-	-	1	6	11	5	2	25
Agriculture and Consumer Services	1	-	55	58	50	55	141	360
Business and Professional Regulation	-	-	3	9	35	20	77	144
Children and Families	49	5	78	401	232	215	1,411	2,391
Citrus	-	-	-	-	2	2	-	4
Commission on Offender Review	-	-	-	3	1	3	4	11
Corrections	8	-	77	89	174	410	3,255	4,013
Division of Administrative Hearings	1	-	2	1	3	3	9	19
Division of Emergency Management ¹	-	-	-	-	-	-	-	-
Economic Opportunity	-	-	10	23	33	26	73	165
Education	-	-	16	30	42	48	93	229
Elder Affairs	-	-	-	2	8	12	28	50
Environmental Protection	1	-	20	52	51	54	104	282
Financial Services	-	-	10	122	58	36	10	236
Fish and Wildlife Conservation Commission	-	-	21	23	39	42	62	187
Health	2	-	50	246	172	231	884	1,585
Highway Safety and Motor Vehicles	1	-	97	2	58	71	232	461
Juvenile Justice	8	-	94	140	411	43	43	739
Law Enforcement	-	-	22	6	30	38	65	161
Legal Affairs	-	-	1	-	16	16	57	90
Management Services	-	-	8	12	25	8	42	95
Military Affairs	-	-	8	8	5	8	31	60
Office of the Governor ¹	-	-	-	-	-	-	-	-
Public Service Commission	-	-	-	2	4	5	9	20
Revenue	-	-	13	129	136	111	225	614
School for the Deaf and the Blind	3	-	-	-	2	6	30	41
State	-	-	-	4	9	8	10	31
Transportation	-	-	44	98	33	117	111	403
Veterans' Affairs	24	-	7	37	14	20	192	294
Voluntary Separations	114	5	669	1,563	1,794	1,704	7,567	13,416
Percent of Total	0.8%	0.0%	5.0%	11.7%	13.4%	12.7%	56.4%	100%

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

Retirement Count by Pay Plan As of June 30, 2017

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
2016-17	1,710	76.4%	509	22.7%	19	0.8%	2,238
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
10-Year Average – Number of Retirements	2,208	75.1%	700	23.8%	32	1.1%	2,940
Number of Employees as of June 30, 2017	72,565	81.6%	15,821	17.8%	567	0.6%	88,953
Percentage of Average Retirements to Number of Employees as of June 30, 2017	3.0%		4.4%		5.6%		3.3%

The Employee Benefit Research Institute¹ states the following:

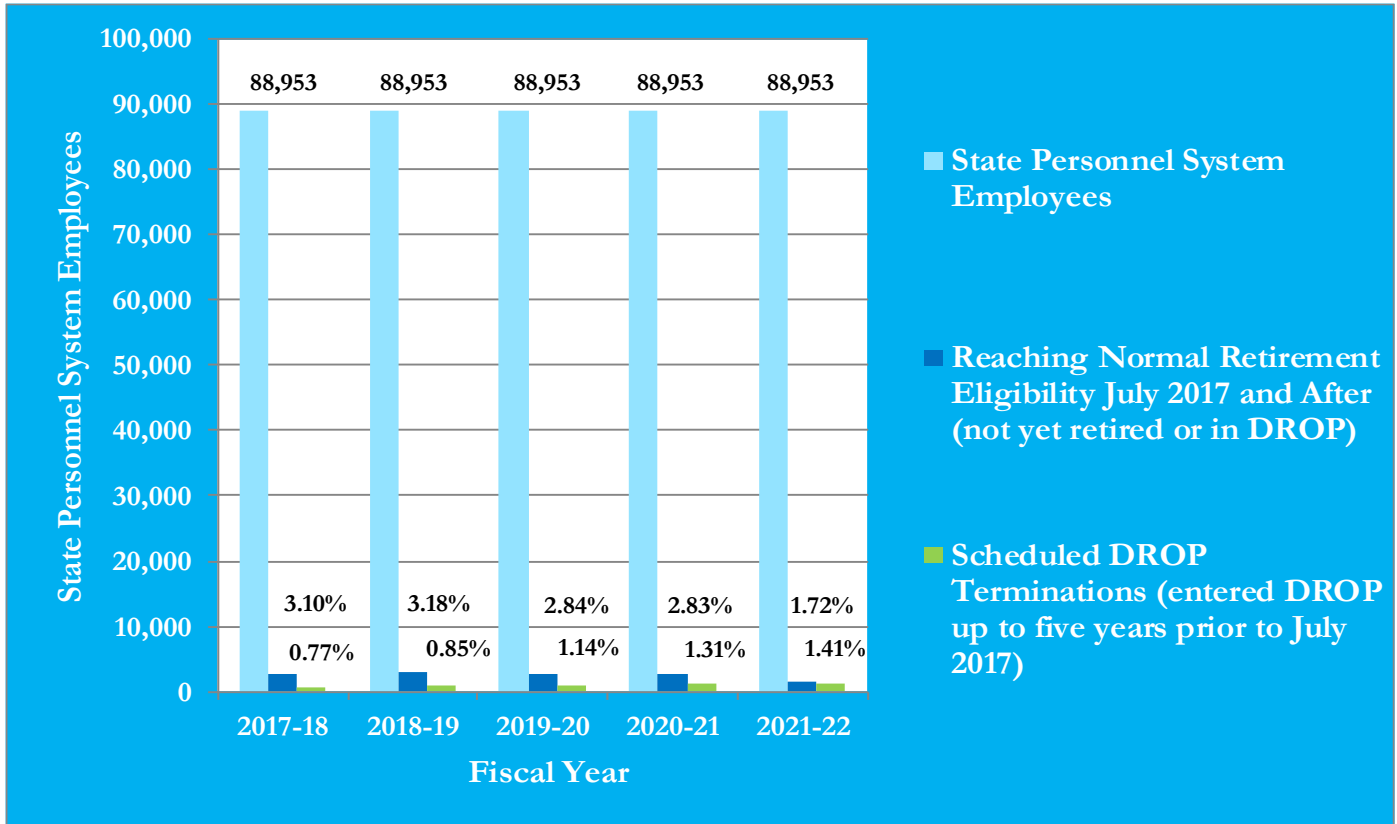
- “As in prior years, there is a big gap between when active workers expect to retire and retirees say they actually did: Workers continue to report an expected median retirement age of 65, while retirees report they retired at a median age of 62. A small share of workers are adjusting their expectations about when to retire, perhaps in recognition of the fact that their financial preparations for retirement may be inadequate. In 2017, 14 percent of workers say the age at which they expect to retire has changed in the past year, and of those, the large majority (78 percent) report their expected retirement age has increased.”

“Though the median expected retirement age for workers and retirees has remained unchanged for many years, workers are notably more likely to say they expect to retire at age 70 or older. Nearly 4 in 10 (38 percent) of workers expect to retire at 70 or beyond, while only 4 percent of retirees report this was the case. Just 9 percent of workers say they plan to retire before age 60, compared with 39 percent of retirees who report they retired that early. Seventeen percent of workers say they plan to retire between the ages of 60 and 64, although 38 percent of retirees say they retired in that age range. This difference between workers’ expected retirement age and retirees’ actual age of retirement suggests that a considerable gap exists between workers’ expectations and retirees’ experience.”

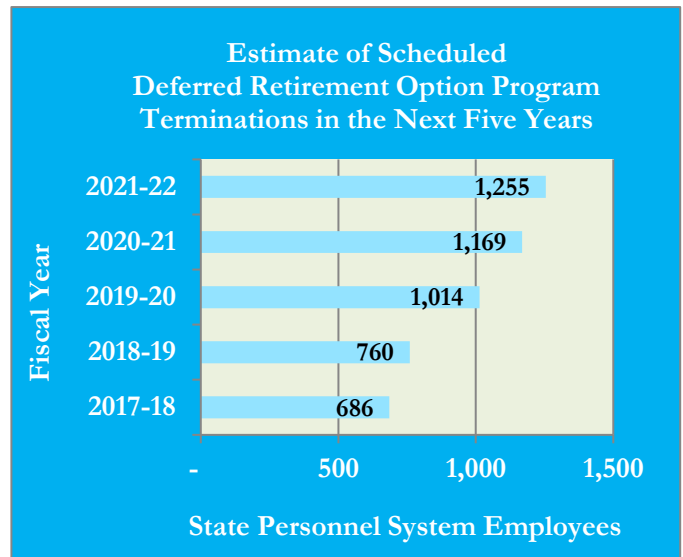
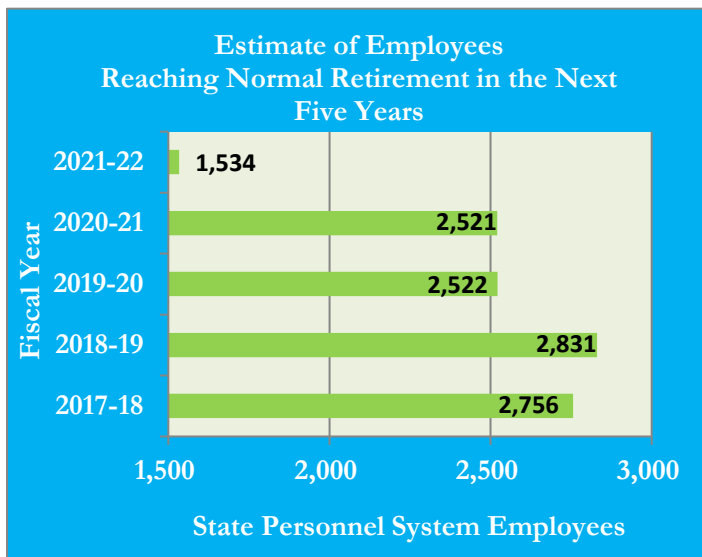
¹ Employee Benefit Research Institute, *EBRI Issue Brief*, no. 431, “The 2017 Retirement Confidence Survey: Many Workers Lack Retirement Confidence and Feel Stressed About Retirement” March 2017: https://www.ebri.org/publications/ib/index.cfm?fa=ibDisp&content_id=3426

Retirement Projections As of June 30, 2017

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, 2017. 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, 2017

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 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17	2013/2017 % Change	2016/2017 % Change
Agency for Health Care Administration	171	156	133	115	107	-37.4%	-7.0%
Agency for Persons with Disabilities	753	710	677	640	607	-19.4%	-5.2%
Agency for State Technology	-	-	8	7	3	-	-57.1%
Agriculture and Consumer Services	526	517	491	490	503	-4.4%	2.7%
Business and Professional Regulation	178	187	200	213	216	21.3%	1.4%
Children and Families	571	586	618	626	717	25.6%	14.5%
Citrus	10	8	8	5	3	-70.0%	-40.0%
Commission on Offender Review	43	53	39	46	41	-4.7%	-10.9%
Corrections	708	569	571	640	653	-7.8%	2.0%
Division of Administrative Hearings	1	1	2	1	-	-100%	-100%
Division of Emergency Management	92	85	89	120	102	10.9%	-15.0%
Economic Opportunity	498	655	487	331	345	-30.7%	4.2%
Education	135	124	133	139	133	-1.5%	-4.3%
Elder Affairs	117	105	100	96	89	-23.9%	-7.3%
Environmental Protection	866	797	719	729	758	-12.5%	4.0%
Financial Services	122	130	137	131	117	-4.1%	-10.7%
Fish and Wildlife Conservation Commission	656	696	755	797	867	32.2%	8.8%
Health	2,392	2,297	2,163	2,090	2,182	-8.8%	4.4%
Highway Safety and Motor Vehicles	273	252	259	305	240	-12.1%	-21.3%
Juvenile Justice	122	107	107	103	113	-7.4%	9.7%
Law Enforcement	101	100	91	90	93	-7.9%	3.3%
Legal Affairs	99	105	108	103	92	-7.1%	-10.7%
Management Services	21	22	16	28	58	176.2%	107.1%
Military Affairs	8	5	3	3	4	-50.0%	33.3%
Northwood Shared Resource Center	4	4	-	-	-	-100%	-
Office of the Governor	21	27	21	27	26	23.8%	-3.7%
Public Service Commission	7	5	2	3	4	-42.9%	33.3%
Revenue	91	86	69	75	68	-25.3%	-9.3%
School for the Deaf and the Blind	208	213	213	235	235	13.0%	0.0%
Southwood Shared Resource Center	5	7	-	-	-	-100%	-
State	105	83	91	93	93	-11.4%	0.0%
Transportation	24	46	50	57	56	133.3%	-1.8%
Veterans' Affairs	171	151	154	154	179	4.7%	16.2%
Avg. Number of OPS Employees	9,099	8,889	8,514	8,492	8,704	-4.3%	2.5%
Percentage of OPS Employees to the Number of Total Employees	9.9%	9.9%	9.4%	9.5%	9.8%		

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 \$39,910 as of June 30, 2017, represents a 0.6 percent increase from the average salary of \$39,657 as of June 30, 2016.
- The SPS average salary of \$39,657 as of June 30, 2016, was 18.7 percent less than Florida’s Annual Average Wage – Total All Industries of \$47,060 for 2016.
- Since June 30, 2013, the average salary for employees in the SPS has increased by 4.2 percent, from \$38,299 to \$39,910.
- As of June 30, 2017, 54,221 (or 74.7 percent) of Career Service employees and 3,444 (or 21.8 percent) of Selected Exempt Service employees earned a salary of less than \$40,000 per year.
- As of June 30, 2017, the average value of benefits for Career Service employees represented 43.3 percent of the total compensation package while the percentages for the Selected Exempt Service and Senior Management Service were 39.1 percent and 38.5 percent, respectively.
- As of June 30, 2017, 52,330 employees, including Other Personal Service employees, were enrolled in a health maintenance organization, and 29,213 employees were enrolled in a preferred provider organization for health insurance benefits.
- As of June 30, 2017, 59,708 (or 69.11 percent) of all employees were members of the Regular class for retirement, followed by 21,081 employees (or 24.40 percent) in Special Risk and 4,675 (or 5.41 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, 2017, was 18,843, a 4.0 percent increase from the 18,126 pay additives provided to employees as of June 30, 2016.

FIVE-YEAR TREND: AVERAGE SALARIES BY PAY PLAN

Pay Plan	As of June 30					2013/2017 % Change
	2013	2014	2015	2016	2017	
Career Service	\$34,384	\$35,564	\$35,575	\$35,545	\$35,710	3.9%
Selected Exempt Service	\$53,826	\$55,098	\$55,425	\$56,137	\$56,554	5.1%
Senior Management Service	\$108,776	\$110,853	\$111,440	\$111,931	\$112,666	3.6%
State Personnel System	\$38,299	\$39,485	\$39,505	\$39,657	\$39,910	4.2%
Florida Annual Average Wage – Total All Industries ¹	\$43,651	\$44,810	\$46,240	\$47,060	-	7.8% ²

¹ Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, Quarterly Census of Employment and Wages Program, July 2017.

² Percentage change reflects 2013/2016 instead of 2013/2017. (The Florida Department of Economic Opportunity had not published the 2017 figures at the time this report was compiled.)

Classification and Pay Plans

As of June 30, 2017

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: 190 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	\$16,855.14	\$46,144.53	2,170	1,938
002	\$18,259.02	\$50,297.28	4,494	4,063
003	\$19,902.48	\$54,824.83	7,147	6,377
004	\$21,692.58	\$59,756.69	4,595	4,130
005	\$23,645.18	\$65,135.58	11,279	10,473
006	\$25,774.06	\$70,998.97	6,230	5,512
007	\$28,093.00	\$77,387.65	22,851	20,421
008	\$30,622.02	\$88,571.78	12,648	11,688
009	\$33,377.24	\$96,541.03	7,565	7,069
010	\$36,381.54	\$105,230.97	7,497	6,927
011	\$39,655.98	\$109,239.02	886	801
012	\$43,225.52	\$125,026.77	1,117	1,030
013	\$47,115.38	\$136,277.31	212	196
014	\$51,355.46	\$141,467.68	1,086	966
015	\$55,978.52	\$154,203.16	-	-
016	\$61,015.50	\$168,078.79	205	202
017	\$66,507.74	\$183,207.86	-	-
018	\$72,493.46	\$199,696.73	271	235
019	\$21,156.72	\$93,247.33	514	500
020	\$26,445.90	\$116,561.44	4,503	4,295
021	\$33,057.44	\$152,985.56	1,370	1,325
022	\$41,320.76	\$191,228.37	195	186
023	\$47,316.36	\$218,975.22	452	415
024	\$56,779.84	\$250,257.48	191	180
025	\$68,135.86	\$300,309.19	24	24
Total Positions and Employees			97,502	88,953

Annual Legislative Pay Adjustments

FISCAL YEAR 2016-17

- **Effective July 1, 2016 – Annual Salary Increase:** The Department of Agriculture and Consumer Services was authorized to provide a \$2,000 annual salary increase to each unit member of the Florida State Fire Service collective bargaining unit and each employee in the following job classes:
 - Forest Area Supervisor;
 - Forestry Operations Administrator;
 - Forestry Program Administrator; and
 - Non-special risk certified firefighters and non-special risk fire support staff employed by the Florida Forest Service.
- **Effective July 1, 2016 – Increase to Base Rate of Pay:** The Department of Law Enforcement was authorized to:
 - Increase the base rate of pay for Crime Laboratory Analyst Supervisors to \$72,000 annually or to provide a minimum 10.0 percent increase over current salary.
 - Increase the salaries of current employees in certain job classes as follows: \$10,000 for Crime Laboratory Analyst and \$12,000 for Senior Crime Laboratory Analyst.
- **Effective July 1, 2016 – Pay Raise:** The Department of Military Affairs was authorized to grant military personnel of the Florida National Guard on full-time military duty a pay raise to comply with section 250.10(1), Florida Statutes.

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.

Source: Each fiscal year’s General Appropriations Act.

*Salary Distribution by Gender and Race/Ethnicity by Pay Plan
As of June 30, 2017*

Salary Range	Percent						Total	
	White		Minorities ¹		Unknown		Employees	Percent
	Male	Female	Male	Female	Male	Female		
CAREER SERVICE								
\$16,855 ² - \$19,999	8.5%	27.1%	20.7%	43.4%	0.1%	0.1%	767	1.1%
\$20,000 - \$29,999	15.0%	27.6%	13.7%	43.7%	-	-	20,767	28.6%
\$30,000 - \$39,999	34.3%	24.0%	15.7%	26.1%	-	-	32,687	45.0%
\$40,000 - \$49,999	33.2%	31.2%	13.0%	22.7%	-	-	11,986	16.5%
\$50,000 - \$59,999	37.2%	32.8%	13.0%	17.0%	-	-	3,932	5.4%
\$60,000 - \$69,999	40.8%	31.6%	14.4%	13.1%	-	-	1,340	1.8%
\$70,000 - \$79,999	41.1%	26.5%	13.7%	18.6%	-	-	633	0.9%
\$80,000 - \$89,999	32.3%	30.1%	18.3%	19.4%	-	-	186	0.3%
\$90,000 - \$99,999	36.9%	36.9%	15.4%	10.8%	-	-	65	0.1%
\$100,000 – Plus	27.7%	28.7%	17.3%	26.2%	-	-	202	0.3%
Percent of Total	28.6%	26.9%	14.5%	29.9%	-	-	72,565	100%
SELECTED EXEMPT SERVICE								
\$16,855 ² - \$19,999	-	50.0%	-	50.0%	-	-	4	0.0%
\$20,000 - \$29,999	7.6%	28.8%	18.4%	45.2%	-	-	868	5.5%
\$30,000 - \$39,999	16.6%	35.2%	12.1%	36.1%	-	-	2,572	16.3%
\$40,000 - \$49,999	25.3%	37.8%	10.4%	26.5%	-	-	3,384	21.4%
\$50,000 - \$59,999	29.6%	39.9%	9.5%	21.0%	-	-	3,137	19.8%
\$60,000 - \$69,999	35.6%	40.1%	8.9%	15.4%	-	-	2,184	13.8%
\$70,000 - \$79,999	41.9%	38.1%	9.7%	10.3%	-	-	1,473	9.3%
\$80,000 - \$89,999	43.8%	35.3%	11.5%	9.4%	-	-	1,016	6.4%
\$90,000 - \$99,999	50.4%	30.1%	10.6%	9.0%	-	-	558	3.5%
\$100,000 – Plus	47.4%	21.1%	18.6%	13.0%	-	-	625	4.0%
Percent of Total	29.7%	36.6%	11.1%	22.7%	-	-	15,821	100%
SENIOR MANAGEMENT SERVICE								
\$16,855 ² - \$19,999	-	-	-	-	-	-	-	-
\$20,000 - \$29,999	-	-	-	-	-	-	-	-
\$30,000 - \$39,999	-	-	-	-	-	-	-	-
\$40,000 - \$49,999	-	-	-	-	-	-	-	-
\$50,000 - \$59,999	-	-	-	-	-	-	-	-
\$60,000 - \$69,999	50.0%	50.0%	-	-	-	-	2	0.4%
\$70,000 - \$79,999	31.8%	54.5%	9.1%	4.5%	-	-	22	3.9%
\$80,000 - \$89,999	40.4%	46.8%	2.1%	10.6%	-	-	47	8.3%
\$90,000 - \$99,999	41.9%	48.6%	4.1%	5.4%	-	-	74	13.1%
\$100,000 – Plus	52.4%	32.5%	8.3%	6.9%	-	-	422	74.4%
Percent of Total	49.2%	36.7%	7.2%	6.9%	-	-	567	100%

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 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, 2017

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

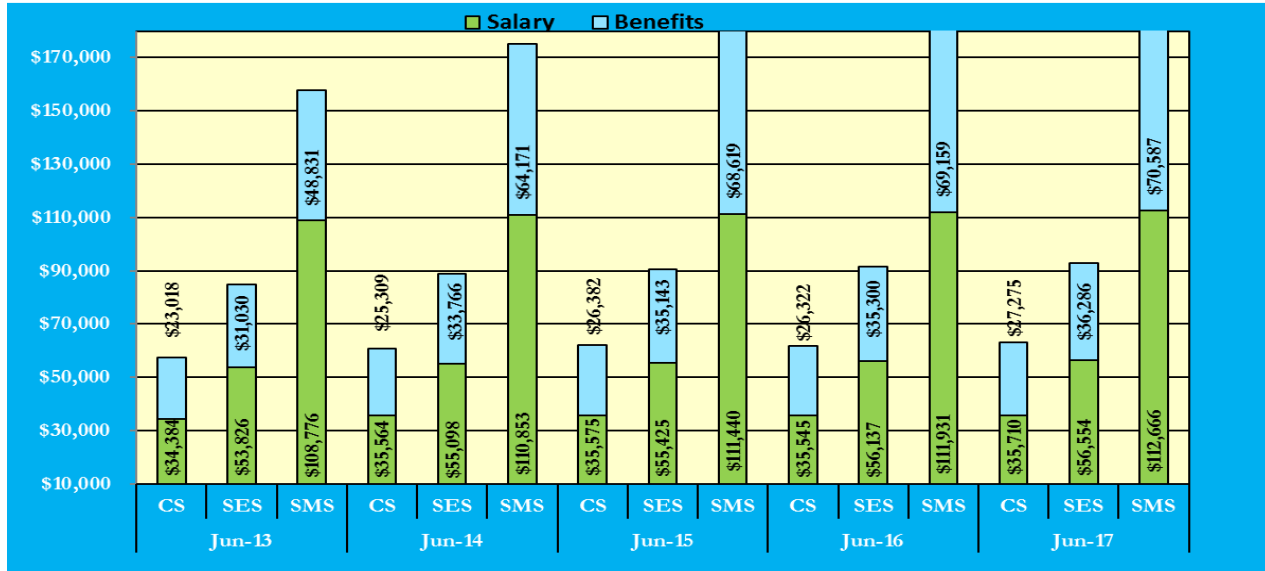
Agency	Career Service	Selected Exempt Service	Senior Management Service	Overall Average
Agency for Health Care Administration	\$41,002	\$57,739	\$126,000	\$45,822
Agency for Persons with Disabilities	\$28,958	\$42,086	\$107,877	\$32,151
Agency for State Technology	\$51,911	\$76,307	\$111,236	\$60,582
Agriculture and Consumer Services	\$34,248	\$52,113	\$105,381	\$38,607
Business and Professional Regulation	\$35,972	\$51,550	\$104,426	\$40,675
Children and Families	\$32,550	\$51,154	\$111,340	\$36,412
Citrus	\$41,212	\$70,229	\$134,000	\$64,843
Commission on Offender Review	\$34,571	\$49,416	\$74,500	\$39,305
Corrections	\$33,813	\$56,224	\$117,757	\$35,139
Division of Administrative Hearings	\$52,225	\$51,049	\$130,409	\$52,076
Division of Emergency Management ¹	-	\$54,342	\$113,600	\$61,076
Economic Opportunity	\$37,577	\$59,520	\$115,476	\$42,998
Education	\$36,341	\$57,685	\$130,881	\$44,945
Elder Affairs	\$37,341	\$52,851	\$108,996	\$42,410
Environmental Protection	\$38,074	\$57,883	\$114,142	\$43,347
Financial Services	\$40,630	\$62,593	\$110,845	\$47,678
Fish and Wildlife Conservation Commission	\$41,651	\$57,631	\$100,469	\$44,947
Health	\$37,011	\$57,302	\$112,188	\$41,044
Highway Safety and Motor Vehicles	\$37,942	\$59,462	\$117,908	\$40,862
Juvenile Justice	\$30,432	\$42,580	\$93,494	\$33,505
Law Enforcement	\$46,752	\$64,230	\$115,907	\$49,534
Legal Affairs	\$36,445	\$62,975	\$117,807	\$51,265
Management Services	\$36,593	\$58,419	\$109,607	\$46,450
Military Affairs ¹	\$31,326	\$43,532	\$84,204	\$35,113
Office of the Governor ¹	-	\$71,957	\$114,813	\$87,301
Public Service Commission	\$40,053	\$60,195	\$111,911	\$51,963
Revenue	\$34,469	\$54,889	\$113,743	\$37,922
School for the Deaf and the Blind ¹	\$31,218	\$39,483	-	\$32,416
State	\$34,767	\$51,613	\$98,337	\$41,687
Transportation	\$45,116	\$68,256	\$125,852	\$53,608
Veterans' Affairs	\$30,538	\$46,308	\$99,509	\$32,926
Average Salary by Pay Plan	\$35,710	\$56,554	\$112,666	\$39,910

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.

Average Total Compensation: Salaries and Benefits As of June 30, 2017

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: AVERAGE TOTAL COMPENSATION COST BY PAY PLAN



As of June 30, 2017, the average total compensation cost for each pay plan was as follows:

- **Career Service: \$62,985.** Includes \$35,710 (56.7 percent) in salary plus \$27,275 (43.3 percent) in benefits. The Career Service benefits package had a value equivalent to 76.4 percent of the average salary.
- **Selected Exempt Service: \$92,840.** Includes \$56,554 (60.9 percent) in salary plus \$36,286 (39.1 percent) in benefits. The Selected Exempt Service benefits package had a value equivalent to 64.2 percent of the average salary.
- **Senior Management Service: \$183,253.** Includes \$112,666 (61.5 percent) in salary plus \$70,587 (38.5 percent) in benefits. The Senior Management Service benefits package had a value equivalent to 62.7 percent of the average salary.

AVERAGE BENEFITS COST BY PAY PLAN

Benefits	Career Service		Selected Exempt Service		Senior Management Service	
Leave and Holidays	\$5,837	9.3%	\$9,789	10.5%	\$19,500	10.6%
Social Security, Medicare and Retirement ²	\$5,418	8.6%	\$8,579	9.2%	\$33,146	18.1%
Health, Life and Disability Insurance	\$16,020	25.4%	\$17,918	19.3%	\$17,941	9.8%
Average Benefits Value	\$27,275	43.3%	\$36,286	39.1%	\$70,587	38.5%
Average Salary	\$35,710	56.7%	\$56,554	60.9%	\$112,666	61.5%
Total Compensation	\$62,985	100%	\$92,840	100%	\$183,253	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 (7.52 percent) and Senior Management Service class (21.77 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 0.06 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, 2017

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 \$642.84 and \$1,379.60, 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 \$684.50 and \$1,529.60, 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 2016-17.

Comparison of Benefits by Pay Plan As of June 30, 2017

	Career Service	Selected Exempt Service	Senior Management Service
Retirement (Choice of Plans)	<p><u>FRS Pension Plan (Defined Benefit):</u></p> <p>Effective July 1, 2011, and after, all active FRS Pension Plan and Investment Plan employees contribute 3 percent of their compensation. Total and permanent duty and non-duty disability retirements available. Non-Duty and duty death benefit available.</p>	<p><u>FRS Pension Plan (Defined Benefit):</u></p> <p>Same as Career Service.</p>	<p><u>FRS Pension Plan (Defined Benefit):</u></p> <p>Effective July 1, 2011, and after, all active FRS Pension Plan, Investment Plan and Senior Management Service Optional Annuity Program employees contribute 3 percent of their compensation.</p>
	<p>If initially enrolled in the FRS <i>prior</i> to July 1, 2011:</p>	<p>If initially enrolled in the FRS <i>prior</i> to July 1, 2011:</p>	<p>If initially enrolled in the FRS <i>prior</i> to July 1, 2011:</p>
	<p>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.</p>	<p>Regular Class: Same as Career Service.</p>	<p>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>Regular Class: In the line of duty (ILOD) disability benefit minimum is 42 percent of average final compensation (AFC) while non-duty disability minimum is 25 percent of AFC. ILOD death minimum benefit is 50 percent of base salary at time of death.</p>	<p>Regular Class ILOD: Same as Career Service.</p>	<p>SMS Class: ILOD disability and non-duty disability and ILOD death benefits same as Career Service.</p>
	<p>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>Special Risk Class: Same as Career Service.</p>	
<p>Special Risk Class: ILOD disability minimum benefit is 65 percent of AFC; non-duty same as Regular Class. ILOD death minimum benefit is 100 percent of base salary at time of death.</p>	<p>Special Risk Class ILOD: Same as Career Service.</p>		

Notes:

- 2016 Legislation - The ILOD death benefit for Special Risk Class members in the Investment Plan was provided effective July 1, 2016 with benefit payments on or after July 1, 2016, retroactive eligibility for benefits for ILOD deaths that occurred on or after July 1, 2013.
- 2017 Legislation – Provides ILOD death benefits for all Investment Plan members for benefit payments beginning on or after July 1, 2017, with retroactive benefit eligibility for ILOD deaths that occurred on or after July 1, 2002. Eligible survivors of Special Risk Class members had their retroactive eligibility extended from July 1, 2002 through June 30, 2013, for benefit payments made on or after July 1, 2017.

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 and benefit payment option chosen. 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.

Comparison of Benefits by Pay Plan As of June 30, 2017

	Career Service	Selected Exempt Service	Senior Management Service
Retirement (Choice of Plans)	<p>If initially enrolled in the FRS on or after July 1, 2011:</p> <p>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 value¹ of 1.60 percent to 1.68 percent, based on age/length of service.</p> <p>Regular Class: In the line of duty (ILOD) disability benefit minimum is 42 percent of average final compensation (AFC) while non-duty disability minimum is 25 percent of AFC. ILOD death benefit is the same as pre-July 2011.</p> <p>Special Risk Class: 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>Special Risk Class: ILOD disability minimum benefit is 65 percent of AFC; non-duty same as Regular Class. ILOD death benefit is the same as pre-July 2011.</p> <p><u>FRS Investment Plan (Defined Contribution):</u></p> <p>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.² ILOD disability and non-duty minimum benefits same as Pension Plan. ILOD death benefit only for Special Risk Class members, same rate as Pension Plan members.</p>	<p>If initially enrolled in the FRS on or after July 1, 2011:</p> <p>Regular Class: Same as Career Service.</p> <p>Regular Class ILOD: Same as Career Service.</p> <p>Special Risk Class: Same as Career Service.</p> <p>Special Risk Class ILOD: Same as Career Service.</p> <p><u>FRS Investment Plan (Defined Contribution):</u> Same as Career Service.</p>	<p>If initially enrolled in the FRS on or after July 1, 2011:</p> <p>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 Class: ILOD disability and non-duty disability and ILOD death benefits same as Career Service.</p> <p>SMS Optional Annuity Program (Defined Contribution): Immediate vesting. State contributes 6.27 percent of salary into SMS employees' accounts. Closed to new members effective July 1, 2017.</p> <p><u>FRS Investment Plan (Defined Contribution):</u></p> <p>One-year vesting. State contributes 4.67 percent into SMS employees' accounts. Total and permanent disability retirements available.³ ILOD disability and non-duty disability and ILOD death benefits same as Career Service.</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 Eight Fiscal Years of Compensation) = Annual Benefit Amount. This amount is adjusted for early retirement and benefit payment option chosen. No post-retirement COLA.

² 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, 2017

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 ²	13	Texas	Unlimited
California ³	12	West Virginia	Unlimited
North Carolina	12	New York ⁴	200-225
Tennessee	12	South Carolina	180
Texas	12	Alabama ⁵	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 Management/Confidential employees enrolled in the Income Protection Plan Program are granted a maximum of eight days; four days every six months.

³ Employees enrolled in Annual Leave Program do not receive separate sick leave credits.

⁴ 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.

⁵ 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 each year if in employment status on Jan. 1.

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 their human resource offices.

Employee Group Health Insurance Enrollment

As of June 30, 2017

Agency	Preferred Provider Organization		Health Maintenance Organization		No Coverage		Total
	Employees	OPS	Employees	OPS	Employees ¹	OPS ²	
Agency for Health Care Administration	314	14	960	49	126	26	1,489
Agency for Persons with Disabilities	1,090	56	983	63	393	113	2,698
Agency for State Technology	26	-	159	3	11	-	199
Agriculture and Consumer Services	1,187	85	1,838	120	340	137	3,707
Business and Professional Regulation	336	13	1,009	29	181	50	1,618
Children and Families	3,301	108	6,542	151	1,553	333	11,988
Citrus	8	-	15	-	6	-	29
Commission on Offender Review	19	4	89	7	16	9	144
Corrections	7,795	104	11,028	162	2,950	296	22,335
Division of Administrative Hearings	55	-	127	-	20	-	202
Economic Opportunity	346	65	843	113	182	132	1,681
Education	466	9	1,454	22	177	27	2,155
Elder Affairs	117	14	255	32	32	20	470
Environmental Protection	1,013	103	1,447	92	252	146	3,053
Financial Services	523	7	1,589	16	246	29	2,410
Fish and Wildlife Conservation Commission	1,012	242	851	169	172	169	2,615
Health	3,411	307	7,290	456	1,247	545	13,256
Highway Safety and Motor Vehicles	1,239	7	2,339	21	442	26	4,074
Juvenile Justice	1,005	16	1,495	32	471	35	3,054
Law Enforcement	406	8	1,129	16	168	33	1,760
Legal Affairs	364	6	691	19	88	26	1,194
Management Services	100	5	610	7	88	7	817
Military Affairs ³	142	-	149	-	86	8	385
Office of the Governor ³	44	18	72	34	9	25	202
Public Service Commission	37	-	199	1	13	-	250
Revenue	1,119	9	3,074	13	463	20	4,698
School for the Deaf and the Blind ³	245	56	132	37	44	15	529
State	43	7	304	26	28	12	420
Transportation	1,820	-	3,441	1	391	7	5,660
Veterans' Affairs	350	17	499	26	212	66	1,170
Total Employees	27,933	1,280	50,613	1,717	10,407	2,312	94,262
Percent of Total Employees	29.6%	1.4%	53.7%	1.8%	11.0%	2.5%	100%

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

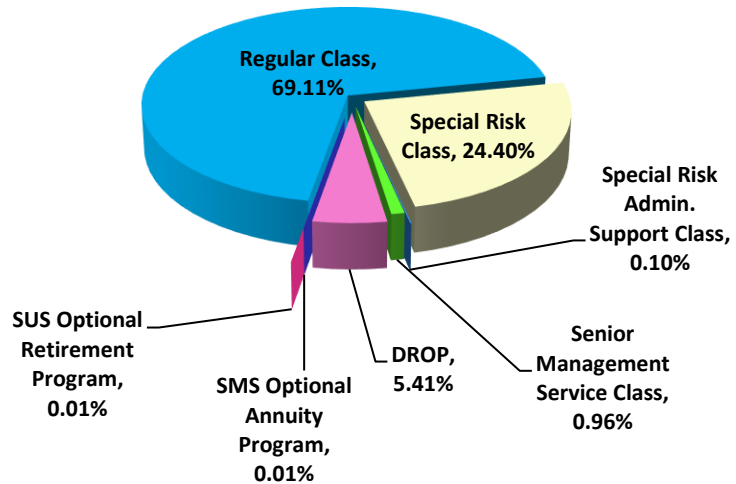
² Indicates that these OPS employees were eligible for coverage but chose not to enroll in a state plan.

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, 2017

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 as well as 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 88,411 SPS employees as of June 30, 2017, there were 86,382 employees² enrolled in either the FRS Pension Plan or FRS Investment Plan, seven in the Senior Management Service Optional Annuity Program (SMSOAP), five in the State University System Optional Retirement Program (SUSORP) and 2,017 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:** 59,708 employees. These members are not assigned to other classes.
- **Special Risk Class:** 21,081 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:** 88 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):** 830 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:** No employees. These members hold 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 542 members who were not enrolled in the FRS as of June 30, 2017.

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, 2017, there were 4,675 SPS participants enrolled in this program.

FRS PENSION PLAN ACTIVE MEMBERSHIP

As of June 30, 2017, there were 66,057 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, 2017, there were 15,650 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, 2017, there were seven 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. The SMSOAP is closed to new membership effective July 1, 2017. Unretired members who have participated in SMSOAP may still elect to participate in this program

SUSORP ACTIVE MEMBERSHIP

As of June 30, 2017, 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 2016-17, the SPS had 2,017 reemployed retirees without renewed membership in the FRS. As of June 30, 2017, reemployed retirees without renewed membership were filling positions covered by the following FRS membership classes:

Retirement Class	Reemployed Retiree Count	Percent
Regular Class	1,341	66.5%
Special Risk Class	638	31.6%
Senior Management Service Class	38	1.9%
Total Employees	2,017	100%

Source: Department of Management Services' Division of Retirement.

Pay Additives: Career Service As of June 30, 2017

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, 2017.

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	123	-	-	-	-	-	1	1	8	-	133
Agency for Persons with Disabilities	25	2	59	-	-	1	-	-	44	-	131
Agency for State Technology	-	4	19	-	-	-	-	-	82	-	105
Agriculture and Consumer Services	133	22	1	-	123	9	4	2	675	-	969
Business and Professional Regulation	151	4	-	-	-	-	-	-	9	-	164
Children and Families	1,348	14	288	-	14	13	140	4	1,678	-	3,499
Citrus	-	-	-	-	-	-	-	-	-	-	-
Commission on Offender Review	20	-	-	-	-	-	-	-	-	-	20
Corrections	2,786	21	3	-	-	744	5	10	627	-	4,196
Division of Administrative Hearings	23	-	-	-	-	-	-	-	-	-	23
Division of Emergency Management ²	-	-	-	-	-	-	-	-	-	-	-
Economic Opportunity	22	43	-	-	-	-	-	1	13	-	79
Education	39	-	-	-	-	-	9	-	8	-	56
Elder Affairs	22	-	-	-	-	-	-	-	-	-	22
Environmental Protection	185	3	-	-	-	18	-	-	35	-	241
Financial Services	257	42	3	-	3	8	14	2	122	-	451
Fish and Wildlife Conservation Commission	203	12	-	125	105	25	4	1	56	179	710
Health	1,350	72	1	-	-	-	24	15	271	-	1,733
Highway Safety and Motor Vehicles	919	6	138	-	159	-	442	-	627	396	2,687
Juvenile Justice	298	-	-	-	17	-	12	-	23	-	350
Law Enforcement	77	44	51	5	46	4	-	2	412	-	641
Legal Affairs	126	-	-	-	-	-	-	-	-	-	126
Management Services	15	5	6	-	-	-	-	-	35	-	61
Military Affairs ²	2	-	-	-	-	-	-	-	8	-	10
Office of the Governor ²	-	-	-	-	-	-	-	-	-	-	-
Public Service Commission	14	-	-	-	-	-	-	-	-	-	14
Revenue	820	-	8	-	-	-	-	-	9	-	837
School for the Deaf and the Blind ²	-	1	140	-	-	-	-	-	10	-	151
State	-	-	-	-	-	-	-	-	10	-	10
Transportation	981	-	99	-	-	-	-	1	179	-	1,260
Veterans' Affairs	150	-	-	-	-	-	-	-	14	-	164
Total Pay Additives	10,089	295	816	130	467	822	655	39	4,955	575	18,843

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 2016-17

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, 2017.

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.

Source: Agency responses to Department of Management Services' Division of Human Resource Management questionnaire conducted in June 2017.



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 2016-17

Agencies That Had an Established Training Plan

For fiscal year 2016-17, 27¹ agencies reported having an established training plan. Those agencies that reported not having an established training plan include the Department of Citrus and the Division of Administrative Hearings.

Types of Training Goals Identified by the Agencies

- 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 competency models.
- Enhance supervisory training on communication skills, recruitment, retention, diversity, team building, disciplinary standards, and effective meeting management.
- Provide continual management/supervisory training to staff throughout the year.

Methodologies Used to Measure Success of the Training Offered

- Kirkpatrick Evaluation Model².
- Pre-tests and post-tests.
- Surveys.
- Evaluations in both written and web-based formats.
- Direct feedback.

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.

Goals Achieved and Progress Made in the Areas of Training

- Provided more course offerings.
- Provided supervisory training for middle management.
- Offered more interactive computer based courses.
- Refined training programs including training strategy, assessment and evaluation.
- Improved staff knowledge.

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

- For fiscal year 2016-17, the Department of Financial Services reported that agencies expended \$37,345,978 on training, representing a 7.4 percent increase from the \$34,768,025 expended during fiscal year 2015-16. Some examples of training included the following: SMART¹ expectations; sexual harassment; professional development; technical job skills; ethics; public records; civil rights; project management; six sigma; information security; professional licensure, certification or registration requirements; leadership; diversity; customer service; new employee orientation; succession planning; presentation skills; safety; and training for an indeterminable number of non-agency employees including customers and the general public.
- Since fiscal year 2012-13, training expenditures have increased 22.8 percent from \$30,404,586 to \$37,345,978 in fiscal year 2016-17.

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 2016-17, 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 2017.

¹ The acronym SMART stands for specific, measurable, achievable, relevant and time-bound.

Training Expenditures by Agency
As of June 30, 2017

Agency	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Agency for Health Care Administration	\$169,556	\$242,827	\$111,356	\$81,464	\$81,448
Agency for Persons with Disabilities	\$61,033	\$89,682	\$22,778	\$37,721	\$93,603
Agency for State Technology	-	-	\$40,734	\$461,049	\$287,456
Agriculture and Consumer Services	\$1,470,636	\$2,890,881	\$2,266,070	\$1,697,648	\$1,412,674
Business and Professional Regulation	\$177,217	\$93,142	\$110,092	\$641,779	\$888,610
Children and Families	\$2,644,750	\$2,799,555	\$3,162,613	\$5,947,501	\$6,369,594
Citrus	\$1,004	\$1,653	\$2,348	\$1,656	-
Commission on Offender Review	\$7,335	\$6,679	\$12,756	\$4,799	\$4,042
Corrections	\$1,658,081	\$1,448,197	\$1,776,688	\$2,809,858	\$2,715,812
Division of Administrative Hearings	\$20,666	\$19,997	\$25,538	\$30,562	\$36,197
Division of Emergency Management ¹	\$2,141,876 ²	\$1,333,921	\$506,623	\$478,828	\$320,909
Economic Opportunity	\$287,356	\$279,873	\$310,118	\$222,541	\$537,278
Education	\$534,200	\$772,275	\$11,725,232	\$6,533,205	\$9,994,982
Elder Affairs	\$80,980	\$125,742	\$67,422	\$48,700	\$51,424
Environmental Protection	\$302,667	\$468,703	\$372,532	\$499,300	\$687,052
Financial Services	\$141,850	\$261,818	\$178,491	\$278,482	\$366,569
Fish and Wildlife Conservation Commission	\$891,969	\$1,092,825	\$1,173,566	\$1,472,489	\$1,425,627
Health	\$13,671,407	\$11,822,661	\$7,062,152	\$5,988,552	\$4,774,488
Highway Safety and Motor Vehicles	\$443,505	\$349,815	\$370,438	\$525,636	\$549,691
Juvenile Justice	\$696,121	\$663,062	\$570,222	\$697,483	\$640,525
Law Enforcement	\$986,271	\$813,002	\$548,653	\$961,335	\$1,412,589
Legal Affairs	\$157,018	\$181,087	\$190,329	\$205,809	\$239,378
Management Services	\$138,836	\$134,506	\$164,671	\$224,453	\$202,024
Military Affairs ¹	\$100,950	\$315,831	\$139,447	\$71,023	\$75,736
Northwood Shared Resource Center	\$14,533	\$27,536	-	-	-
Office of the Governor ¹	\$10,034	\$13,977	\$9,652	-	\$200
Public Service Commission	\$135,851	\$173,595	\$52,718	\$56,243	\$52,648
Revenue	\$264,246	\$297,512	\$319,944	\$469,988	\$245,118
School for the Deaf and the Blind ¹	\$125,793	\$275,423	\$98,033	\$281,745	\$147,123
Southwood Shared Resource Center	\$30,147	\$26,736	-	-	-
State	\$16,408	\$41,200	\$8,508	\$27,593	\$89,792
Transportation	\$2,962,423	\$6,195,533	\$5,753,194	\$3,970,305	\$3,601,504
Veterans' Affairs	\$59,867	\$59,918	\$44,117	\$40,275	\$41,885
Total Expenditures³	\$30,404,586	\$33,319,164	\$37,197,035	\$34,768,025	\$37,345,978

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*
- *Status of Affirmative Action Plans and Agency Specific Plans*
- *Employees by Job Category*
- *Minority Representation by Pay Plan*
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- *Race and Gender Demographics: By Agency*
- *Race and Gender Demographics: Career Service*
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- *Employees who have a Disability by Job Category*
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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 2016-17. 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 8.8, 0.6, 6.0, 19.2 and 9.6 percentage points, respectively. Overall, minority representation in the SPS was 1.5 percentage points above the Available Labor Market.

EMPLOYEES BY RACE AND JOB CATEGORY As of June 30, 2017

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	2,747	2,215	312	145	75	-	19.4%	28.2%
Professionals	49,519	28,302	13,859	5,646	1,707	5	42.8%	31.8%
Technicians	3,531	2,231	744	324	232	-	36.8%	37.4%
Protective Service Workers	19,430	12,640	4,910	1,567	311	2	34.9%	40.9%
Para-Professionals	6,170	1,777	3,496	753	142	2	71.2%	53.0%
Administrative Support	4,577	2,149	1,487	833	106	2	53.0%	39.8%
Skilled Craft Workers	1,291	1,003	167	102	19	-	22.3%	41.5%
Service Maintenance	1,688	947	617	99	25	-	43.9%	53.5%
Total Employees	88,953	51,264	25,592	9,469	2,617	11	37,678	3,655,551
Percent of Total Employees	100%	57.6%	28.8%	10.6%	2.9%	0.0%	42.4%	40.9%

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 full utilization of groups underrepresented in its workforce, including women, minorities and individuals who have a disability, as compared to the relevant labor market. Section 110.112 (3)(c)1, Florida Statutes, also requires each executive agency to develop an agency specific plan that addresses how to promote employment opportunities for individuals who have a disability.

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; and to report on the agencies progress in implementing their agency specific plans in accordance with section 110.112(3)(c)2, Florida Statutes. 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 AFFIRMATIVE ACTION PLAN QUESTIONNAIRE FISCAL YEAR 2016-17

Innovative Ideas and Successful Special Programs Agencies Reported Using to Recruit Minorities and Women

- The Agency for Health Care Administration collaborated with CareerSource Florida and Employ Florida to connect with potential qualified applicants. The Bureau of Human Resources' Classification and Recruitment Unit attended job fairs held at universities and colleges to seek a diverse population. The agency also developed a comprehensive internship program with the Florida Agricultural and Mechanical University (FAMU) as a primary partner.
- The Department of Agriculture and Consumer Services developed FreshFromFlorida Careers brochure, designed business cards identifying the FreshFromFlorida Careers website, developed a video to be used at job fairs, developed display materials for identified career resource venues, and placed print and online advertisements in the Black College Monthly magazine and on the Hire A Hero website.
- 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. In almost all job categories, the department continues to be successful in its recruitment of minorities and females.
- The Department of Environmental Protection takes full advantage of the labor market to achieve equality for minorities and females in all job categories. The agency had an increase in employment of minorities and females. To ensure the effectiveness of their affirmative action plan, the department will continue to implement quantitative and qualitative reporting, increase affirmative action training, and support diverse recruitment activities and programs.
- The Department of Highway Safety and Motor Vehicles (DHSMV) participated in 12 career fairs. Four of these were veteran career fairs which targeted transitioning and former military personnel. Seven of the twelve career fairs were through local colleges and universities. One career fair was specific to information technology, government and non-profit hiring. Attending job fairs is a way for DHSMV to promote career opportunities for all individuals, including minorities and females.

- The Department of Revenue developed a list of contacts for managers to use as a tool to reach out to minority groups, individuals who have a disability and veterans when looking to fill positions. The contacts included colleges and universities, professional organizations and other resources that either aid in attracting minority talent or instruct on how best to do so. Also, the agency participated in job fairs at local colleges and universities to raise its visibility with a more diverse population. The Department will continue its efforts to attract qualified women and minorities to its workforce in areas where underrepresentation of those groups exists.
- The Fish and Wildlife Conservation Commission (FWCC) 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 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. FWCC participated in high school and college career days, job fairs, conferences, and military bases to assist with recruitment.

**Successful Activities Agencies Reported Using
to Promote Employment Opportunities for Individuals who have a Disability**

- The Agency for Health Care Administration participated in the "Medical and Health Care Hiring Fair" held at Tallahassee Community College. The event was sponsored by CareerSource Capital Region and was attended by over 200 diverse applicants, including individuals who have a disability and are registered with the Department of Education's Division of Vocational Rehabilitation. The agency also attended the "Professional Services, Government and Non-Profit Hiring Fair", hosted by CareerSource Capital Region. This event was held at the FSU Turnbull Conference Center and attracted over 300 job seekers.
- The Department of Agriculture and Consumer Services partnered with the Department of Economic Opportunity's Unique Abilities Program and are linked as a partner on their website. In conjunction with this partnership, the department affixed window clings on department buildings throughout the state to reflect their designation as a Unique Abilities Partner.
- The Department of Corrections worked to create, foster, and strengthen relationships and contacts with the Department of Education's Division of Vocational Rehabilitation; Employer Assistance and Resource Network on Disability Inclusion's Workforce Recruitment Program; The Able Trust; Ability Helpdesk; and CareerSource Florida. This allowed the agency to explore possible volunteer-to-work opportunities, work with business representatives, and participate in hiring events that encouraged employment of individuals who have a disability. The agency is exploring volunteer opportunities in partnership with Vocational Rehabilitation to give individuals who have a disability a chance to work in an area where there is an increase and possibility of gaining employment.
- The Department of Environmental Protection (DEP) collaborated with American Job Center and CareerSource Florida to increase outreach efforts for individuals who have a disability. The agency partnered with representatives at Tallahassee Community College, Florida Agricultural and Mechanical University, and Florida State University regarding current and potential employment opportunities. The department attended local career fairs and recruiting events to inform qualified individuals with disabilities of employment opportunities at

DEP. The agency continues to work with managers and supervisors of current qualified employees with disabilities to identify barriers to retention and strategies to increase retention of those qualified employees.

- The Department of Revenue implemented several strategies to increase the representation of individuals who have a disability in their workforce. The Office of Workforce Management's Director communicated to all managers and supervisors the department's commitment to promoting employment opportunities for individuals who have a disability. The agency also identified disability-related advocacy organizations to establish partnerships. Additionally, the department identified online recruitment sites to post job advertisements, added language to job announcements encouraging qualified individuals who have a disability to apply, and established a goal to increase representation of individuals who have a disability within the department's workforce. During FY 16-17, the department hired 20 employees with a disability, which represented three percent of the people hired by the agency.
- The Department of Transportation is committed to ensuring that all employment actions such as recruitment, merit, retention, promotions, training, and all other terms and conditions of employment are available to all employees and individuals who have a disability. Training on the employment of individuals who have a disability will be coordinated and implemented into the Department's leadership and managerial training courses.
- The Department of Veterans' Affairs (DVA) promotes individuals who have a disability in their agency literature and recruitment tools. DVA partnered with the Department of Education's Division of Blind Services to recruit individuals who have a disability for kitchen staff vacancies at the Emory L. Bennett State Veterans' Nursing Home. The agency hopes to increase their effort in other homes in the future. The great majority of the agency's work sites are in compliance with the Architectural Barriers Act, to ensure an accommodating environment for employees with disabilities. The agency also implemented a Workplace Safety Program focused on successfully returning employees to work who were injured on the job. An unintended benefit of the Workplace Safety Program was the continued refinement of the department's existing reasonable accommodation procedure for employees protected under the Americans with Disabilities Act.
- The Florida School for the Deaf and Blind (FSDB) used many methods to meet its established AA/EEO goals and/or reduce or eliminate underrepresentation in specific job classes/work areas. FSDB continually evaluates potential sources for under-represented classes such as individuals who have a disability in an effort to continue enhancing and expanding recruitment and retention efforts. Such activities included, but were not limited to, ensuring outreach, recruitment efforts and announcements were accessible to those with disabilities; extending invitations to self-identify for qualified individuals with disabilities on job applications; collaborative efforts/communication between Human Resources, supervisors and school administrators regarding any issues of underrepresentation or concentration in specific job classes or work areas; ongoing use of resources and tools within the selection process that support the employment of individuals who have a disability; offering counsel to assist employees with disabilities in identifying promotional opportunities, training, mentoring and educational programs; maintaining use of FSDB's effective reasonable accommodation program and offering assistance in working with individuals with a disability in the self-identification process.

Status of Affirmative Action Plans and Agency Specific Plans As of June 30, 2017

As part of the reporting requirements specified in section 110.112, Florida Statutes, the table below provides a snapshot of those agencies that developed and implemented affirmative action plans and agency specific plans.

Agency	Developed AA Plan for Women and Minorities		Developed an AA Plan and an Agency Specific Plan to Promote Employment Opportunities for IWD ¹	
	Yes	No	Yes	No
Agency for Health Care Administration		x	x	
Agency for Persons with Disabilities		x	x	
Agency for State Technology	x		x	
Agriculture and Consumer Services	x		x	
Business and Professional Regulation	x		x	
Children and Families	x			x
Citrus	x		x	
Corrections	x		x	
Division of Administrative Hearings		x		x
Division of Emergency Management	x		x	
Economic Opportunity	x		x	
Education ²	-	-	-	-
Elder Affairs	x		x	
Environmental Protection	x		x	
Florida Commission on Offender Review	x			x
Financial Services	x		x	
Fish and Wildlife Conservation Commission	x		x	
Health		x		x
Highway Safety and Motor Vehicles	x		x	
Juvenile Justice	x		x	
Law Enforcement ²	-	-	-	-
Legal Affairs	x		x	
Management Services	x		x	
Military Affairs	x		x	
Office of the Governor	x		x	
Public Service Commission ³	-	-	-	-
Revenue	x		x	
School for the Deaf and the Blind	x		x	
State	x		x	
Transportation	x		x	
Veterans' Affairs		x	x	

¹ The acronym IWD stands for Individuals who have a Disability.

² Agency did not submit a response to the Affirmative Action Questionnaire.

³ The Public Service Commission is a part of the Legislative branch and is excluded from the reporting requirements in section 110.112, Florida Statutes.

Employees by Job Category As of June 30, 2017

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 employees by job category within each agency as of June 30, 2017.

Agency	Officials/ Administrators	Professionals	Technicians	Protective Service Workers	Para Professionals	Administrative Support	Skilled Craft Workers	Service Maintenance	Total
Agency for Health Care Administration	2.6%	81.1%	5.1%	-	3.1%	8.1%	-	-	1,400
Agency for Persons with Disabilities	1.4%	47.6%	2.6%	2.3%	32.2%	3.3%	4.6%	6.1%	2,466
Agency for State Technology	7.7%	45.4%	44.9%	-	-	1.0%	1.0%	-	196
Agriculture and Consumer Services	3.3%	57.9%	8.3%	22.1%	0.2%	3.1%	2.9%	2.2%	3,365
Business and Professional Regulation	4.5%	85.5%	2.4%	4.5%	2.2%	0.9%	-	-	1,526
Children and Families	1.6%	73.2%	2.2%	1.6%	16.9%	2.7%	0.4%	1.4%	11,396
Citrus	37.9%	37.9%	17.2%	-	-	-	-	6.9%	29
Commission on Offender Review	12.9%	74.2%	-	-	-	12.9%	-	-	124
Corrections	1.3%	21.6%	1.2%	69.8%	0.4%	3.4%	1.5%	0.9%	21,773
Division of Administrative Hearings	1.5%	77.7%	2.0%	-	-	18.8%	-	-	202
Division of Emergency Management ¹	22.7%	75.0%	2.3%	-	-	-	-	-	44
Economic Opportunity	2.7%	93.9%	2.8%	-	-	0.2%	0.4%	-	1,371
Education	11.7%	66.2%	5.5%	-	9.3%	7.1%	-	0.3%	2,097
Elder Affairs	5.4%	82.7%	3.0%	-	-	8.9%	-	-	404
Environmental Protection	8.1%	70.9%	3.2%	-	0.2%	1.8%	1.1%	14.6%	2,712
Financial Services	7.7%	76.4%	4.3%	7.5%	0.2%	3.7%	0.2%	-	2,358
Fish and Wildlife Conservation Commission	4.0%	53.7%	4.3%	33.2%	-	3.3%	1.5%	-	2,035
Health	2.0%	70.3%	6.3%	-	9.7%	10.5%	0.4%	0.6%	11,948
Highway Safety and Motor Vehicles	2.8%	31.5%	3.4%	46.1%	0.7%	14.6%	0.5%	0.5%	4,020
Juvenile Justice	2.9%	54.1%	1.3%	-	34.6%	4.0%	0.7%	2.4%	2,971
Law Enforcement	4.9%	62.5%	8.1%	23.3%	-	1.1%	-	-	1,703
Legal Affairs	8.6%	65.5%	1.2%	4.5%	4.2%	15.9%	0.1%	-	1,143
Management Services	7.4%	66.5%	3.8%	-	0.4%	4.1%	9.5%	8.3%	798
Military Affairs ¹	2.9%	51.5%	7.7%	4.5%	5.6%	5.3%	13.3%	9.3%	377
Office of the Governor ¹	79.0%	21.0%	-	-	-	-	-	-	81
Public Service Commission	12.9%	79.1%	3.2%	-	-	4.8%	-	-	249
Revenue	3.5%	85.0%	3.7%	-	2.3%	5.5%	-	-	4,656
School for the Deaf and the Blind ¹	-	25.9%	5.9%	3.3%	43.5%	1.4%	5.5%	14.5%	421
State	8.8%	78.1%	8.0%	-	0.3%	3.7%	1.1%	-	375
Transportation	3.2%	71.4%	8.9%	-	0.9%	3.8%	6.8%	5.1%	5,652
Veterans' Affairs	2.4%	27.0%	14.5%	-	42.1%	4.2%	1.3%	8.4%	1,061
Total Employees	2,747	49,519	3,531	19,430	6,170	4,577	1,291	1,688	88,953
Percent of Total Employees	3.1%	55.7%	4.0%	21.8%	6.9%	5.1%	1.5%	1.9%	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, 2017

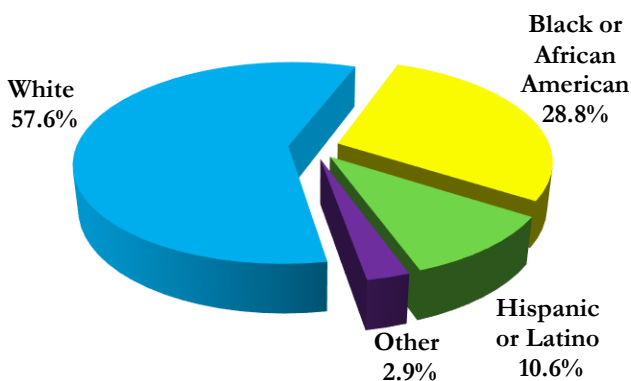
Since 2013, minority representation in the Career Service and Selected Exempt Service increased by 3.2 and 2.3 percentage points, respectively. Also, minority representation in the Senior Management Service decreased by 1.3 percentage points. Since 2016, minority representation increased in the Career Service by 0.9 percentage points, the Selected Exempt Service by 0.6 percentage points and the Senior Management Service by 0.1 percentage points.

FIVE-YEAR TREND: MINORITY REPRESENTATION

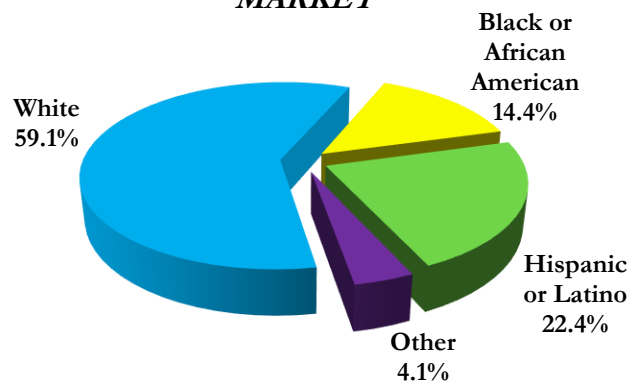
Pay Plan	2013		2014		2015		2016		2017	
	Minor.	Total	Minor.	Total	Minor.	Total	Minor.	Total	Minor.	Total
Career Service	30,816	74,633	30,824	73,230	31,605	74,007	31,704	72,752	32,256	72,565
Percent of Total	41.3%		42.1%		42.7%		43.6%		44.5%	
Selected Exempt Service	5,138	16,326	5,107	15,920	5,139	15,770	5,198	15,676	5,342	15,821
Percent of Total	31.5%		32.1%		32.6%		33.2%		33.8%	
Senior Management Service	84	544	80	536	78	551	79	563	80	567
Percent of Total	15.4%		14.9%		14.2%		14.0%		14.1%	
State Personnel System	36,038	91,503	36,011	89,686	36,822	90,328	36,981	88,991	37,678	88,953
Percent of Total	39.4%		40.2%		40.8%		41.6%		42.4%	

For minorities, the SPS exceeded the Available Labor Market¹ representation in the Black or African-American category by 14.4 percentage points. In the Other² category, the SPS was below the Available Labor Market by 1.2 percentage points while Hispanic or Latino representation was 11.8 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, 2017

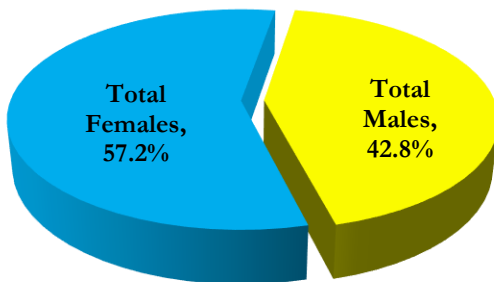
Since 2013, female representation in the Selected Exempt Service and Senior Management Service increased by 1.2 percentage points and 3.5 percentage points, respectively. Additionally, female representation in the Career Service remained constant. Since 2016, female representation in the Career Service and Selected Exempt Service increased by 0.4 percentage points and 0.7 percentage points, respectively. Female representation in the Senior Management Service decreased by 0.1 percentage point.

FIVE-YEAR TREND: GENDER REPRESENTATION

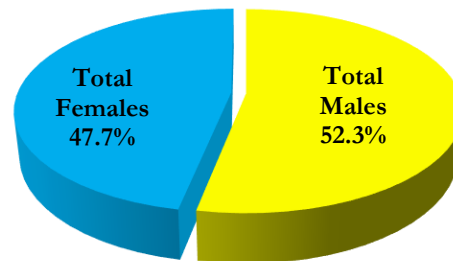
Pay Plan	2013		2014		2015		2016		2017	
	Fem.	Total	Fem.	Total	Fem.	Total	Fem.	Total	Fem.	Total
Career Service	42,412	74,633	41,190	73,230	41,447	74,007	41,015	72,752	41,234	72,565
Percent of Total	56.8%		56.2%		56.0%		56.4%		56.8%	
Selected Exempt Service	9,485	16,326	9,299	15,920	9,247	15,770	9,187	15,676	9,376	15,821
Percent of Total	58.1%		58.4%		58.6%		58.6%		59.3%	
Senior Management Service	218	544	214	536	233	551	246	563	247	567
Percent of Total	40.1%		39.9%		42.3%		43.7%		43.6%	
State Personnel System	52,115	91,503	50,703	89,686	50,927	90,328	50,448	88,991	50,857	88,953
Percent of Total	57.0%		56.5%		56.4%		56.7%		57.2%	

Female representation in the SPS exceeded Florida's Available Labor Market¹ by 9.5 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, 2017

As part of the reporting requirements specified in section 110.112(2)(e), Florida Statutes, the table below provides a snapshot of employees' 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	17.9%	39.6%	4.8%	22.5%	3.3%	8.5%	1.1%	2.3%	1,400
Agency for Persons with Disabilities	13.0%	22.3%	17.8%	39.8%	0.9%	2.9%	0.9%	2.4%	2,466
Agency for State Technology	51.0%	24.0%	7.7%	7.1%	3.6%	1.0%	3.1%	2.6%	196
Agriculture and Consumer Services	54.0%	23.9%	4.4%	7.2%	4.0%	3.2%	1.9%	1.4%	3,365
Business and Professional Regulation	24.4%	28.4%	8.3%	20.7%	6.5%	8.6%	1.7%	1.4%	1,526
Children and Families	10.7%	28.3%	9.3%	34.7%	3.1%	11.5%	0.8%	1.6%	11,396
Citrus	24.1%	69.0%	-	6.9%	-	-	-	-	29
Commission on Offender Review	20.2%	41.1%	4.8%	25.8%	1.6%	5.6%	-	0.8%	124
Corrections	42.3%	21.1%	11.6%	17.0%	4.2%	2.2%	0.9%	0.7%	21,773
Division of Administrative Hearings	19.8%	44.6%	2.0%	17.8%	1.5%	10.9%	0.5%	3.0%	202
Division of Emergency Management ²	38.6%	27.3%	4.5%	15.9%	6.8%	2.3%	2.3%	2.3%	44
Economic Opportunity	19.7%	22.0%	12.3%	27.1%	6.0%	9.9%	1.2%	1.8%	1,371
Education	18.3%	39.9%	5.9%	21.5%	2.4%	8.8%	1.2%	2.0%	2,097
Elder Affairs	11.6%	44.8%	1.0%	23.8%	2.7%	12.6%	0.7%	2.7%	404
Environmental Protection	45.6%	37.4%	3.0%	4.6%	2.7%	2.5%	2.2%	1.9%	2,712
Financial Services	30.1%	31.8%	7.1%	17.2%	4.8%	5.0%	1.4%	2.5%	2,358
Fish and Wildlife Conservation Commission	60.5%	27.1%	1.5%	2.6%	4.2%	1.8%	1.2%	1.2%	2,035
Health	11.9%	38.4%	3.9%	23.4%	3.1%	15.6%	1.0%	2.7%	11,948
Highway Safety and Motor Vehicles	34.6%	18.4%	9.5%	15.7%	12.1%	6.9%	1.4%	1.4%	4,020
Juvenile Justice	13.7%	20.7%	21.7%	34.3%	3.4%	4.4%	0.7%	1.2%	2,971
Law Enforcement	39.0%	39.8%	4.0%	8.6%	2.8%	2.8%	1.3%	1.8%	1,703
Legal Affairs	25.2%	43.5%	2.4%	15.3%	3.9%	6.5%	1.7%	1.5%	1,143
Management Services	34.6%	29.1%	13.8%	14.4%	2.6%	2.4%	1.9%	1.3%	798
Military Affairs ²	45.6%	30.8%	11.7%	4.8%	3.7%	2.1%	0.8%	0.5%	377
Office of the Governor ²	37.0%	46.9%	1.2%	2.5%	2.5%	7.4%	2.5%	-	81
Public Service Commission	32.1%	32.5%	7.6%	11.2%	3.6%	6.4%	2.4%	4.0%	249
Revenue	20.4%	38.0%	6.3%	24.7%	1.8%	4.3%	1.7%	2.7%	4,656
School for the Deaf and the Blind ²	23.5%	42.3%	5.0%	19.5%	2.1%	3.6%	0.7%	3.3%	421
State	32.5%	43.5%	4.5%	12.5%	1.1%	2.4%	1.6%	1.9%	375
Transportation	43.1%	24.7%	8.8%	6.0%	7.1%	5.2%	3.1%	2.0%	5,652
Veterans' Affairs	13.9%	39.9%	5.5%	30.8%	1.0%	4.4%	1.1%	3.4%	1,061
Total Employees	25,744	25,520	7,611	17,981	3,608	5,861	1,133	1,495	88,953
Percent of Total Employees	28.9%	28.7%	8.6%	20.2%	4.1%	6.6%	1.3%	1.7%	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, 2017

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	15.4%	38.8%	4.9%	25.0%	3.4%	9.0%	1.3%	2.3%	1,027
Agency for Persons with Disabilities	11.4%	20.9%	18.8%	41.5%	1.0%	2.6%	0.8%	2.9%	1,907
Agency for State Technology	52.6%	19.0%	10.2%	8.0%	2.9%	0.7%	3.6%	2.9%	137
Agriculture and Consumer Services	55.5%	21.8%	4.7%	7.3%	4.3%	3.0%	1.9%	1.4%	2,628
Business and Professional Regulation	22.0%	26.4%	8.9%	22.4%	7.0%	10.4%	1.8%	1.2%	1,127
Children and Families	9.4%	26.9%	9.2%	36.6%	3.1%	12.4%	0.7%	1.7%	9,130
Citrus	36.4%	54.5%	-	9.1%	-	-	-	-	11
Commission on Offender Review	18.5%	39.1%	6.5%	26.1%	1.1%	7.6%	-	1.1%	92
Corrections	42.6%	20.2%	11.9%	17.2%	4.3%	2.2%	0.9%	0.7%	20,554
Division of Administrative Hearings	19.4%	41.7%	2.8%	24.1%	0.9%	10.2%	-	0.9%	108
Division of Emergency Management ²	-	-	-	-	-	-	-	-	-
Economic Opportunity	18.7%	17.6%	13.8%	28.5%	7.1%	10.9%	1.4%	2.0%	1,060
Education	14.7%	37.1%	6.3%	24.8%	2.8%	11.0%	1.0%	2.2%	1,370
Elder Affairs	8.2%	42.5%	1.4%	26.5%	3.7%	13.9%	0.7%	3.1%	294
Environmental Protection	44.0%	37.5%	3.5%	4.8%	2.7%	2.8%	2.4%	2.3%	2,084
Financial Services	28.8%	27.8%	7.8%	19.6%	5.7%	5.9%	1.7%	2.8%	1,697
Fish and Wildlife Conservation Commission	62.9%	24.1%	1.6%	2.4%	4.6%	1.9%	1.2%	1.3%	1,678
Health	9.7%	37.6%	3.8%	25.1%	2.9%	17.1%	1.0%	2.7%	9,748
Highway Safety and Motor Vehicles	34.9%	16.3%	10.0%	15.7%	13.3%	7.1%	1.5%	1.3%	3,510
Juvenile Justice	12.5%	19.2%	22.5%	35.5%	3.4%	4.8%	0.8%	1.3%	2,312
Law Enforcement	39.1%	38.5%	4.0%	9.2%	3.0%	3.0%	1.4%	1.7%	1,488
Legal Affairs	18.0%	39.6%	3.9%	22.0%	5.9%	7.6%	1.3%	1.7%	540
Management Services	32.6%	24.0%	19.2%	15.4%	3.1%	2.9%	1.5%	1.3%	479
Military Affairs ²	48.4%	28.9%	11.6%	4.7%	3.2%	1.8%	0.7%	0.7%	277
Office of the Governor ²	-	-	-	-	-	-	-	-	-
Public Service Commission	30.8%	26.9%	10.8%	9.2%	4.6%	8.5%	3.8%	5.4%	130
Revenue	19.3%	36.9%	6.4%	26.5%	1.7%	4.5%	1.9%	2.9%	3,901
School for the Deaf and the Blind ²	24.7%	37.8%	5.8%	21.1%	2.2%	3.9%	0.8%	3.6%	360
State	33.5%	40.1%	5.4%	13.6%	0.8%	1.9%	2.3%	2.3%	257
Transportation	41.9%	24.8%	10.2%	5.7%	7.3%	5.3%	2.8%	1.9%	3,725
Veterans' Affairs	11.2%	39.1%	5.7%	33.5%	1.1%	4.8%	1.1%	3.5%	934
Total Employees	20,770	19,528	6,588	15,451	3,074	5,022	899	1,233	72,565
Percent of Total Employees	28.6%	26.9%	9.1%	21.3%	4.2%	6.9%	1.2%	1.7%	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.

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Race and Gender Demographics: Selected Exempt Service As of June 30, 2017

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	24.0%	42.1%	4.6%	15.8%	3.0%	7.4%	0.8%	2.2%	366
Agency for Persons with Disabilities	18.1%	26.5%	14.5%	34.5%	0.4%	4.0%	1.1%	0.9%	551
Agency for State Technology	48.1%	34.6%	1.9%	5.8%	3.8%	1.9%	1.9%	1.9%	52
Agriculture and Consumer Services	48.2%	31.5%	3.5%	6.9%	2.8%	3.7%	2.0%	1.4%	709
Business and Professional Regulation	29.9%	35.7%	6.3%	15.7%	5.2%	3.7%	1.3%	2.1%	381
Children and Families	15.3%	34.0%	9.7%	27.6%	2.8%	7.8%	1.3%	1.5%	2,235
Citrus	18.8%	75.0%	-	6.3%	-	-	-	-	16
Commission on Offender Review	25.0%	42.9%	-	28.6%	3.6%	-	-	-	28
Corrections	36.4%	36.1%	5.6%	14.7%	2.6%	2.9%	1.0%	0.7%	1,194
Division of Administrative Hearings	19.4%	48.4%	1.1%	10.8%	2.2%	11.8%	1.1%	5.4%	93
Division of Emergency Management ²	33.3%	30.8%	5.1%	17.9%	7.7%	2.6%	-	2.6%	39
Economic Opportunity	21.3%	37.3%	7.7%	23.0%	2.3%	6.7%	0.3%	1.3%	300
Education	24.6%	44.9%	4.9%	16.0%	1.4%	4.8%	1.6%	1.7%	692
Elder Affairs	19.2%	51.9%	-	17.3%	-	9.6%	-	1.9%	104
Environmental Protection	49.6%	38.0%	1.3%	4.5%	2.9%	1.7%	1.3%	0.7%	595
Financial Services	32.5%	41.9%	5.7%	11.3%	2.8%	2.9%	0.8%	2.1%	618
Fish and Wildlife Conservation Commission	48.8%	41.9%	0.9%	3.6%	1.8%	1.2%	1.2%	0.6%	334
Health	21.5%	41.6%	4.7%	16.1%	4.0%	8.9%	1.1%	2.2%	2,138
Highway Safety and Motor Vehicles	32.8%	32.0%	6.4%	16.1%	4.4%	5.2%	0.8%	2.2%	497
Juvenile Justice	17.1%	25.4%	19.0%	30.5%	3.5%	3.1%	0.3%	1.1%	637
Law Enforcement	35.2%	51.0%	3.6%	4.6%	1.0%	2.0%	0.5%	2.0%	196
Legal Affairs	31.6%	47.1%	1.0%	9.4%	2.2%	5.5%	1.9%	1.4%	586
Management Services	37.2%	36.2%	6.0%	13.3%	2.0%	1.7%	2.7%	1.0%	301
Military Affairs ²	35.8%	37.9%	12.6%	5.3%	5.3%	3.2%	-	-	95
Office of the Governor ²	32.7%	42.3%	1.9%	3.8%	3.8%	11.5%	3.8%	-	52
Public Service Commission	30.6%	40.7%	4.6%	13.9%	1.9%	4.6%	0.9%	2.8%	108
Revenue	26.3%	43.3%	5.9%	16.0%	2.3%	3.8%	0.5%	1.9%	744
School for the Deaf and the Blind ²	16.4%	68.9%	-	9.8%	1.6%	1.6%	-	1.6%	61
State	30.5%	50.5%	2.9%	11.4%	1.9%	1.9%	-	1.0%	105
Transportation	44.8%	24.7%	6.1%	6.8%	6.8%	5.2%	3.5%	2.1%	1,877
Veterans' Affairs	31.6%	47.0%	3.4%	12.0%	0.9%	0.9%	1.7%	2.6%	117
Total Employees	4,695	5,784	1,005	2,506	520	827	225	259	15,821
Percent of Total Employees	29.7%	36.6%	6.4%	15.8%	3.3%	5.2%	1.4%	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.

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Race and Gender Demographics: Senior Management Service As of June 30, 2017

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	57.1%	42.9%	-	-	-	-	-	-	7
Agency for Persons with Disabilities	37.5%	62.5%	-	-	-	-	-	-	8
Agency for State Technology	42.9%	42.9%	-	-	14.3%	-	-	-	7
Agriculture and Consumer Services	57.1%	28.6%	-	7.1%	3.6%	3.6%	-	-	28
Business and Professional Regulation	55.6%	-	16.7%	22.2%	-	-	5.6%	-	18
Children and Families	38.7%	41.9%	-	12.9%	3.2%	3.2%	-	-	31
Citrus	-	100%	-	-	-	-	-	-	2
Commission on Offender Review	25.0%	75.0%	-	-	-	-	-	-	4
Corrections	64.0%	24.0%	-	4.0%	8.0%	-	-	-	25
Division of Administrative Hearings	100%	-	-	-	-	-	-	-	1
Division of Emergency Management ²	80.0%	-	-	-	-	-	20.0%	-	5
Economic Opportunity	72.7%	27.3%	-	-	-	-	-	-	11
Education	31.4%	48.6%	11.4%	-	5.7%	2.9%	-	-	35
Elder Affairs	50.0%	33.3%	-	-	-	-	16.7%	-	6
Environmental Protection	75.8%	18.2%	3.0%	-	-	-	3.0%	-	33
Financial Services	44.2%	44.2%	2.3%	4.7%	2.3%	2.3%	-	-	43
Fish and Wildlife Conservation Commission	60.9%	34.8%	-	-	4.3%	-	-	-	23
Health	29.0%	51.6%	1.6%	6.5%	3.2%	4.8%	-	3.2%	62
Highway Safety and Motor Vehicles	30.8%	69.2%	-	-	-	-	-	-	13
Juvenile Justice	36.4%	36.4%	9.1%	18.2%	-	-	-	-	22
Law Enforcement	68.4%	21.1%	5.3%	-	5.3%	-	-	-	19
Legal Affairs	35.3%	41.2%	5.9%	5.9%	-	5.9%	5.9%	-	17
Management Services	44.4%	44.4%	-	5.6%	-	-	-	5.6%	18
Military Affairs ²	80.0%	-	-	-	-	-	20.0%	-	5
Office of the Governor ²	44.8%	55.2%	-	-	-	-	-	-	29
Public Service Commission	63.6%	18.2%	-	9.1%	9.1%	-	-	-	11
Revenue	45.5%	45.5%	-	-	-	-	9.1%	-	11
School for the Deaf and the Blind ²	-	-	-	-	-	-	-	-	-
State	30.8%	53.8%	-	-	-	15.4%	-	-	13
Transportation	68.0%	18.0%	6.0%	-	2.0%	2.0%	4.0%	-	50
Veterans' Affairs	50.0%	30.0%	10.0%	-	-	10.0%	-	-	10
Total Employees	279	208	18	24	14	12	9	3	567
Percent of Total Employees	49.2%	36.7%	3.2%	4.2%	2.5%	2.1%	1.6%	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.

Employees Who Have a Disability by Job Category As of June 30, 2017

Employee count is the total number of actual employees within an agency, excluding Other Personal Services employees that self-identified as having a disability. The table below represents a snapshot of the number of employees by job category within each agency as of June 30, 2017.

Agency	Officials/ Administrators	Professionals	Technicians	Protective Service Workers	Para Professionals	Administrative Support	Skilled Craft Workers	Service Maintenance	Total
Agency for Health Care Administration	-	8	-	-	-	1	-	-	9
Agency for Persons with Disabilities	-	-	-	-	1	-	-	-	1
Agency for State Technology	1	-	1	-	-	-	-	-	2
Agriculture and Consumer Services	-	15	3	1	-	-	-	1	20
Business and Professional Regulation	-	-	-	-	-	-	-	-	-
Children and Families	-	48	1	-	5	1	-	-	55
Citrus	-	-	-	-	-	-	-	-	-
Commission on Offender Review	-	-	-	-	-	-	-	-	-
Corrections	-	2	1	6	-	-	-	-	9
Division of Administrative Hearings	-	1	-	-	-	-	-	-	1
Division of Emergency Management ¹	-	-	-	-	-	-	-	-	-
Economic Opportunity	-	15	-	-	-	-	-	-	15
Education	-	-	1	-	-	-	-	-	1
Elder Affairs	-	-	-	-	-	-	-	-	-
Environmental Protection	2	16	1	-	-	-	-	6	25
Financial Services	-	-	-	-	-	-	-	-	-
Fish and Wildlife Conservation Commission	1	9	-	8	-	2	-	-	20
Health	-	8	1	-	1	-	-	-	10
Highway Safety and Motor Vehicles	-	2	-	2	-	1	-	-	5
Juvenile Justice	-	12	-	-	2	2	-	-	16
Law Enforcement	-	-	1	-	-	-	-	-	1
Legal Affairs	-	-	-	-	-	-	-	-	-
Management Services	-	9	-	-	1	-	-	-	10
Military Affairs ¹	-	-	-	-	-	1	1	-	2
Office of the Governor ¹	-	-	-	-	-	-	-	-	-
Public Service Commission	-	1	2	-	-	-	-	-	3
Revenue	-	76	3	-	1	3	-	-	83
School for the Deaf and the Blind ¹	-	2	1	-	10	1	2	1	17
State	-	2	1	-	-	1	-	-	4
Transportation	-	26	5	-	-	-	-	1	32
Veterans' Affairs	1	7	1	-	-	2	-	-	11
Total Employees	5	259	23	17	21	15	3	9	352
Percent of Total Employees	1.4%	73.6%	6.5 %	4.8%	6.0%	4.3%	0.9%	2.5%	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.

Employees Who Have a Disability by Agency and Pay Plan As of June 30, 2017

Employee count is the total number of actual employees within an agency, excluding Other Personal Services employees that self-identified as having a disability. The table below represents a snapshot of the number of employees by pay plan within each agency as of June 30, 2017.

Agency	Employees by Pay Plan						Total
	Career Service	Percent	Selected Exempt Service	Percent	Senior Management Service	Percent	
Agency for Health Care Administration	7	77.8%	2	22.2%	-	-	9
Agency for Persons with Disabilities	1	100%	-	-	-	-	1
Agency for State Technology	1	50.0%	-	-	1	50.0%	2
Agriculture and Consumer Services	15	75.0%	5	25.0%	-	-	20
Business and Professional Regulation	-	-	-	-	-	-	-
Children and Families	44	80.0%	11	20.0%	-	-	55
Citrus	-	-	-	-	-	-	-
Commission on Offender Review	-	-	-	-	-	-	-
Corrections	9	100%	-	-	-	-	9
Division of Administrative Hearings	-	-	1	100%	-	-	1
Division of Emergency Management ¹	-	-	-	-	-	-	-
Economic Opportunity	9	60.0%	6	40.0%	-	-	15
Education	1	100%	-	-	-	-	1
Elder Affairs	-	-	-	-	-	-	-
Environmental Protection	19	76.0%	5	20.0%	1	4.0%	25
Financial Services	-	-	-	-	-	-	-
Fish and Wildlife Conservation Commission	16	80.0%	4	20.0%	-	-	20
Health	9	90.0%	1	10.0%	-	-	10
Highway Safety and Motor Vehicles	5	100%	-	-	-	-	5
Juvenile Justice	13	81.2%	3	18.8%	-	-	16
Law Enforcement	1	100%	-	-	-	-	1
Legal Affairs	-	-	-	-	-	-	-
Management Services	8	80.0%	2	20.0%	-	-	10
Military Affairs ¹	2	100%	-	-	-	-	2
Office of the Governor ¹	-	-	-	-	-	-	-
Public Service Commission	2	66.7%	1	33.3%	-	-	3
Revenue	74	89.2%	9	10.8%	-	-	83
School for the Deaf and the Blind ¹	17	100%	-	-	-	-	17
State	4	100%	-	-	-	-	4
Transportation	18	56.2%	14	43.8%	-	-	32
Veterans' Affairs	5	45.5%	6	54.5%	-	-	11
Total Employees	280	79.5%	70	19.9%	2	0.6%	352

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.

Veterans' Recruitment Plan As of June 30, 2017

The State of Florida, in accordance with Chapter 295, Florida Statutes, provides preference in the hiring and selection process to all eligible veterans claiming preference, which applies only to Career Service positions. Section 295.07(5)(a), Florida Statutes, requires each state agency to develop and implement a written veterans' recruitment plan that establishes annual goals for ensuring the full use of veterans in the agency's workforce. In accordance with section 295.07(5)(b), Florida Statutes, the Department of Management Services collects and reports the number of persons who claim veterans' preference; the number of persons who are hired through veterans' preference, and the number of persons who are hired as a result of the veterans' recruitment plan.

Agency	Number of Persons Claiming Veterans' Preference ¹	Number of Persons Hired and Claiming Veterans' Preference ¹	Number of Persons Hired as a Result of the Agency Veterans' Recruitment Plan ²
Agency for Health Care Administration	357	5	5
Agency for Persons with Disabilities	808	5	4
Agency for State Technology	60	5	-
Agriculture and Consumer Services	859	59	11
Business and Professional Regulation	392	9	-
Children and Families	2,881	67	-
Citrus	4	1	1
Commission on Offender Review	65	1	-
Corrections	6,174	324	324
Division of Administrative Hearings	58	-	-
Division of Emergency Management	-	-	-
Economic Opportunity	497	29	24
Education	904	3	-
Elder Affairs	169	2	2
Environmental Protection	845	26	26
Financial Services	571	14	-
Fish and Wildlife Conservation Commission	905	11	11
Health	2,699	87	87
Highway Safety and Motor Vehicles	2,049	91	11
Juvenile Justice	1,719	31	3
Law Enforcement	655	7	-
Legal Affairs	12	5	5
Management Services	266	18	18
Military Affairs	275	26	1
Office of the Governor	-	-	-
Public Service Commission	56	1	1
Revenue	921	45	40
School for the Deaf and the Blind	122	1	1
State	65	2	2
Transportation	1,821	32	32
Veterans' Affairs	534	23	23
Total:	26,743	930	632

¹ Data provided by People First data warehouse and validated by the agencies.

² Data provided by the agencies.



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 2016-17, employees at the departments of Revenue, Corrections, Transportation, and Health reported the highest number of volunteer hours.
- The agencies with the highest percentage of employees reporting volunteer hours were the Department of Revenue (16.8 percent), the Division of Emergency Management (13.6 percent), the Department of Military Affairs (6.9 percent), the Commission on Offender Review (6.5 percent), the Department of Elder Affairs (5.9 percent), and the Department of Transportation (5.8 percent).
- As of June 30, 2017, employees provided 16,715.25 hours of paid volunteer time and another 20,774.50 hours of unpaid volunteer time for community service activities.
- The dollar equivalent of the 16,715.25 administrative leave hours contributed by employees to the community in fiscal year 2016-17 was \$320,766.¹

¹ This amount was based on the average hourly rate of \$19.19 for employees in the SPS (\$39,910/2,080 hours) as depicted in the Workforce Profile on page 18.

Volunteer Hours by Agency As of June 30, 2017

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	307.50	-	307.50	3.5%
Agency for Persons with Disabilities	166.00	8.00	174.00	1.9%
Agency for State Technology	3.00	19.00	22.00	1.5%
Agriculture and Consumer Services	467.50	-	467.50	1.6%
Business and Professional Regulation	215.25	200.00	415.25	2.9%
Children and Families	427.75	26.50	454.25	1.0%
Citrus ¹	-	-	-	-
Commission on Offender Review	31.50	-	31.50	6.5%
Corrections	1,616.25	2,005.25	3,621.50	1.7%
Division of Administrative Hearings	39.00	-	39.00	2.5%
Division of Emergency Management ²	51.00	-	51.00	13.6%
Economic Opportunity	199.25	-	199.25	2.5%
Education	669.00	1.00	670.00	2.9%
Elder Affairs	102.25	-	102.25	5.9%
Environmental Protection	301.75	814.00	1,115.75	1.7%
Financial Services	951.50	150.50	1,102.00	4.0%
Fish and Wildlife Conservation Commission	251.50	759.25	1,010.75	3.2%
Health	772.50	1,285.50	2,058.00	1.5%
Highway Safety and Motor Vehicles	327.50	118.00	445.50	1.7%
Juvenile Justice	551.75	439.50	991.25	3.4%
Law Enforcement	157.00	6.00	163.00	2.0%
Legal Affairs	241.75	15.50	257.25	2.6%
Management Services	108.25	36.75	145.00	3.6%
Military Affairs ²	189.25	2.00	191.25	6.9%
Office of the Governor ²	0.25	-	0.25	1.2%
Public Service Commission	86.50	844.50	931.00	4.0%
Revenue	6,311.25	12,887.00	19,198.25	16.8%
School for the Deaf and the Blind ²	39.50	-	39.50	1.2%
State ¹	-	-	-	-
Transportation	2,098.00	1,156.25	3,254.25	5.8%
Veterans' Affairs	31.75	-	31.75	0.8%
Total Hours	16,715.25	20,774.50	37,489.75	3.0%

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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