



STATE PERSONNEL SYSTEM
ANNUAL WORKFORCE
REPORT

2018-2019



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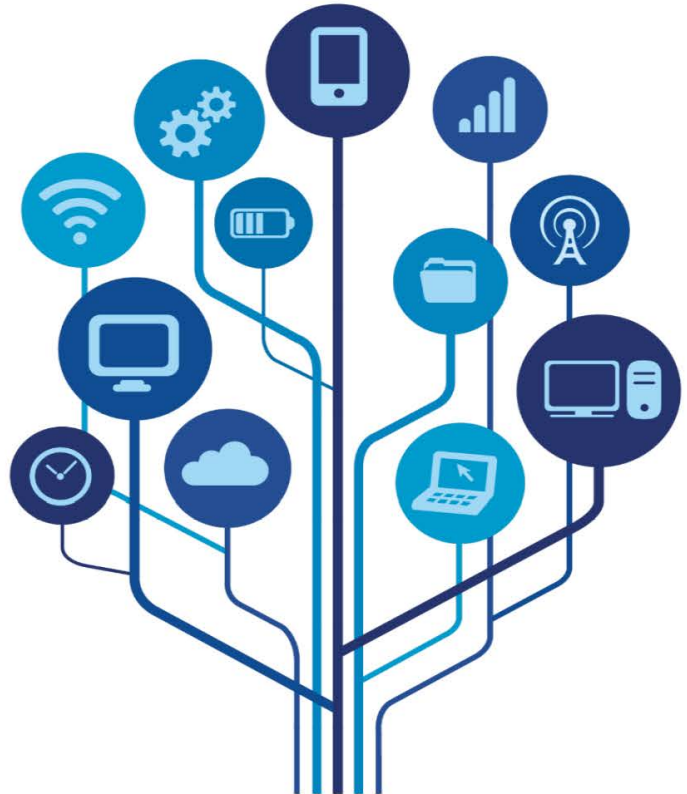
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Executive Summary

EXECUTIVE SUMMARY

The State Personnel System (SPS) Annual Workforce Report, prepared by the Florida Department of Management Services per section 110.201(5), Florida Statutes, identifies data-driven trends for planning and improving the management of SPS human resources. The data represented in this 26th Annual Workforce Report is generated from the People First data warehouse, unless otherwise noted, and covers the period of July 1, 2018 through June 30, 2019.



➔ OTHER STATUTORILY REQUIRED REPORTS CONTAINED WITHIN THE ANNUAL WORKFORCE REPORT INCLUDE:

- Equal Employment Opportunity/Affirmative Action Report, sections 110.112(2)(e), 110.112(3)(c)2, and 110.112(3)(d), Florida Statutes.
- Savings Shared 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 Select Exempt Services, sections 110.406(1) and 110.606(1), Florida Statutes, respectively.
- Veterans' Recruitment Plan, section 295.07(5)(b), Florida Statutes.



“Recruiting and retaining new generations to the state workforce may involve adjusting current workforce culture — prioritizing initiatives such as collaborative workspaces, flexible schedules, mobile technology, and telework over traditional in-office structures.”

Workforce Trends and Projections

Florida continues to lead the nation in prioritizing policies that fuel economic growth including lowering taxes, making smart data-driven investments, and promoting business growth and job creation. However, census and labor projections indicate generational workforce trends may call for shifts in how state government cultivates its workforce.

Nationally, the United States Department of Labor, Bureau of Labor Statistics projects that as the civilian labor force continues to mature, the overall labor force participation rate will decrease over the next ten years; simultaneously, the share of workers ages 55 and older will grow. Similarly in Florida, workforce projections outlined by the Florida Office of Economic and Demographic Research project that in the next two decades the state will experience a 1.3 percent decrease of workers between the ages 25 and 44, while predicting a four percent decrease of workers between the ages 45 and 65 (Appendix A, p. 9).

General workforce trends point to the potential need for state government employers to consider talent development, recruitment, and retention strategies to accommodate a projected smaller and older workforce with dated skill sets. Understanding these evolving dynamics and implementing strategic plans to engage an evolving workforce landscape is critical for agencies to realize organizational goals. Projected higher turnover rates (Appendix B, p. 12) and an aging workforce (Appendix A, p. 9) present a set of challenges to consider: financial impacts of continuous onboarding and training of new hires, impacts of increases in the average retirement age (Appendix B, p. 30), skill gaps, and increased risk of losing institutional knowledge and experience without proper succession planning.

Leveraging Technology and Increasing Efficiencies

In fiscal year (FY) 2018-19, Florida operated with a state workforce that averaged 99 workers per 10,000 in population – 51.9 percent leaner than the national state government average of 206 state workers per 10,000 in population (Appendix A, p. 6). Overall, Florida’s workforce continues to maximize resources as new technology has increased efficiencies in operations and processes over the last two decades. Florida spent \$38 per state resident in payroll expenditures, less than half of the state government national average of \$85 in payroll expenditures per state resident (Appendix A, p. 8).

Talent Development, Recruitment and Retention

Recruiting and retaining new generations to the state workforce may involve adjusting current workforce culture – prioritizing initiatives such as collaborative workspaces, flexible schedules, mobile technology, and telework over traditional in-office structures. Competitive total compensation packages and career development and growth initiatives should continue to drive retention strategies. As of June 30, 2019, the average total compensation package – annual salary plus insurance benefits, state retirement contributions, leave and holidays, and state Social Security and Medicare contributions was valued at \$67,268 for Career Service employees, \$97,149 for Selected Exempt Service employees, and \$191,746 for Senior Management Service employees (Appendix C, p. 42).

As developments in technology continue to advance agency operations and processes, talent development becomes essential for sustainable, effective operations. State government employers may need to consider providing additional opportunities for continued training to assist current employees in meeting elevated demands. Adjusting requirements for post-secondary education fields or certifications may also need to be considered for new hires to fill workforce training gaps.

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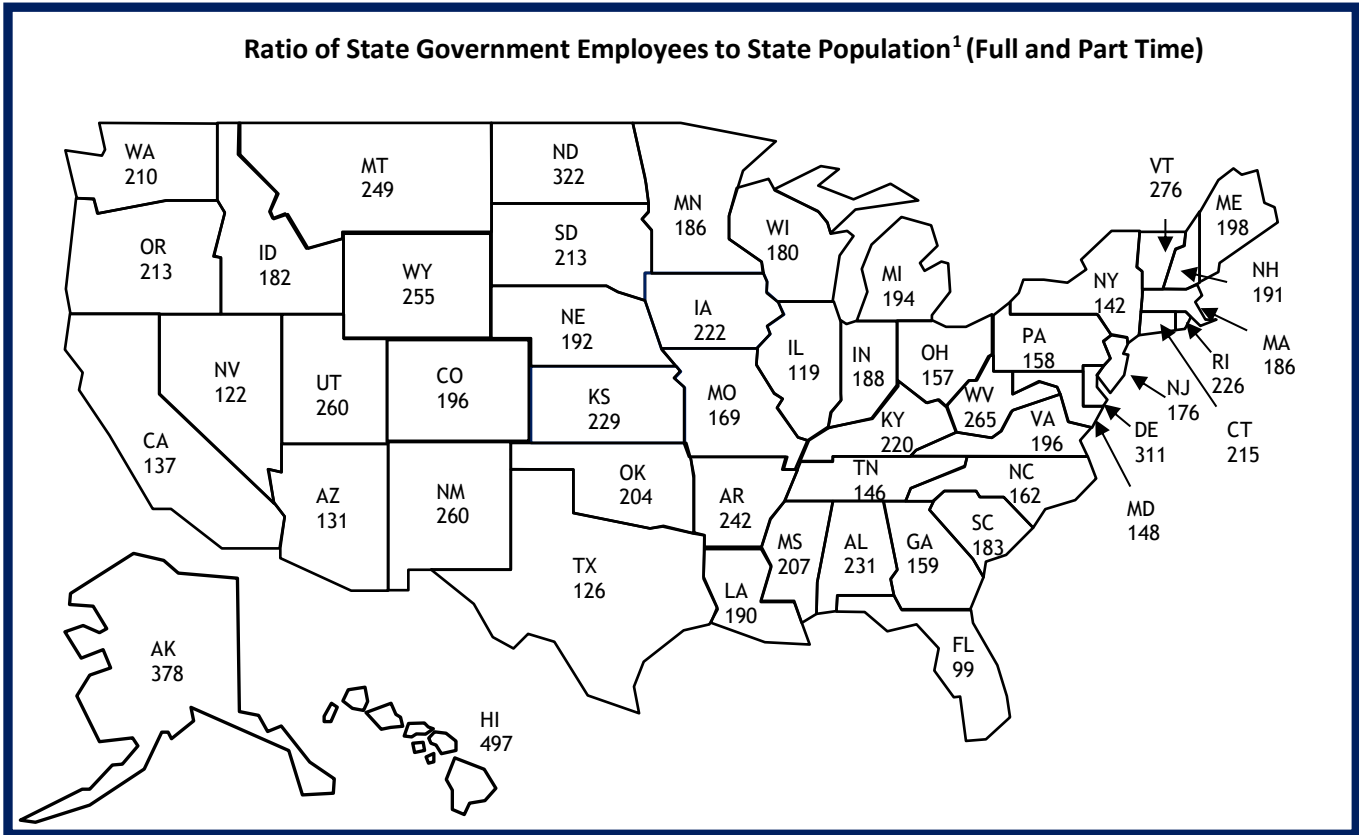


APPENDIX

Appendix A

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 | 99 |
| 2. Illinois | 119 |
| 3. Nevada | 122 |
| 4. Texas | 126 |
| 5. Arizona | 131 |
| 6. California | 137 |
| 7. New York | 142 |
| 8. Tennessee | 146 |
| 9. Maryland | 148 |
| 10. Ohio | 157 |

2018 National Average 206

**States with the Fastest-Growing
Population Changes**

July 2017–July 2018²

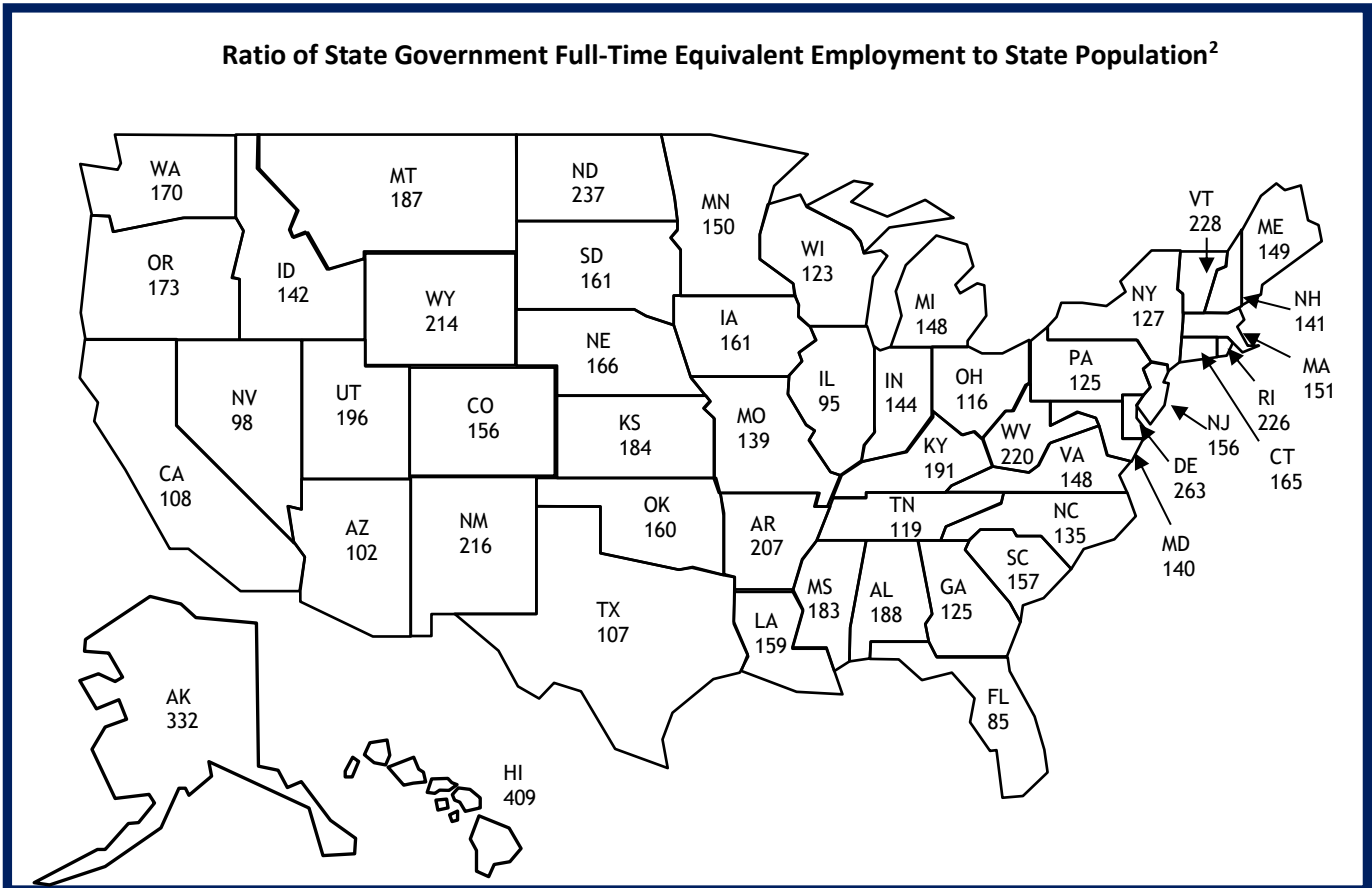
- | | |
|--------------------|-------|
| 1. Nevada | 2.09% |
| 2. Idaho | 2.05% |
| 3. Utah | 1.87% |
| 4. Arizona | 1.74% |
| 5. Florida | 1.54% |
| 6. Washington | 1.48% |
| 7. Colorado | 1.42% |
| 8. Texas | 1.34% |
| 9. South Carolina | 1.25% |
| 10. North Carolina | 1.10% |

¹ United States Census Bureau. Calculation utilized March 2018 United States Census data for a one-month period for total state employees (full time and part time) and July 2018 United States Census data for state population.

² Department of Economic Opportunity, Labor Market Statistics Center. July 2018.

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	85
2. Illinois	95
3. Nevada	98
4. Arizona	102
5. Texas	107
6. California	108
7. Ohio	116
8. Tennessee	119
9. Wisconsin	123
10. Pennsylvania	125

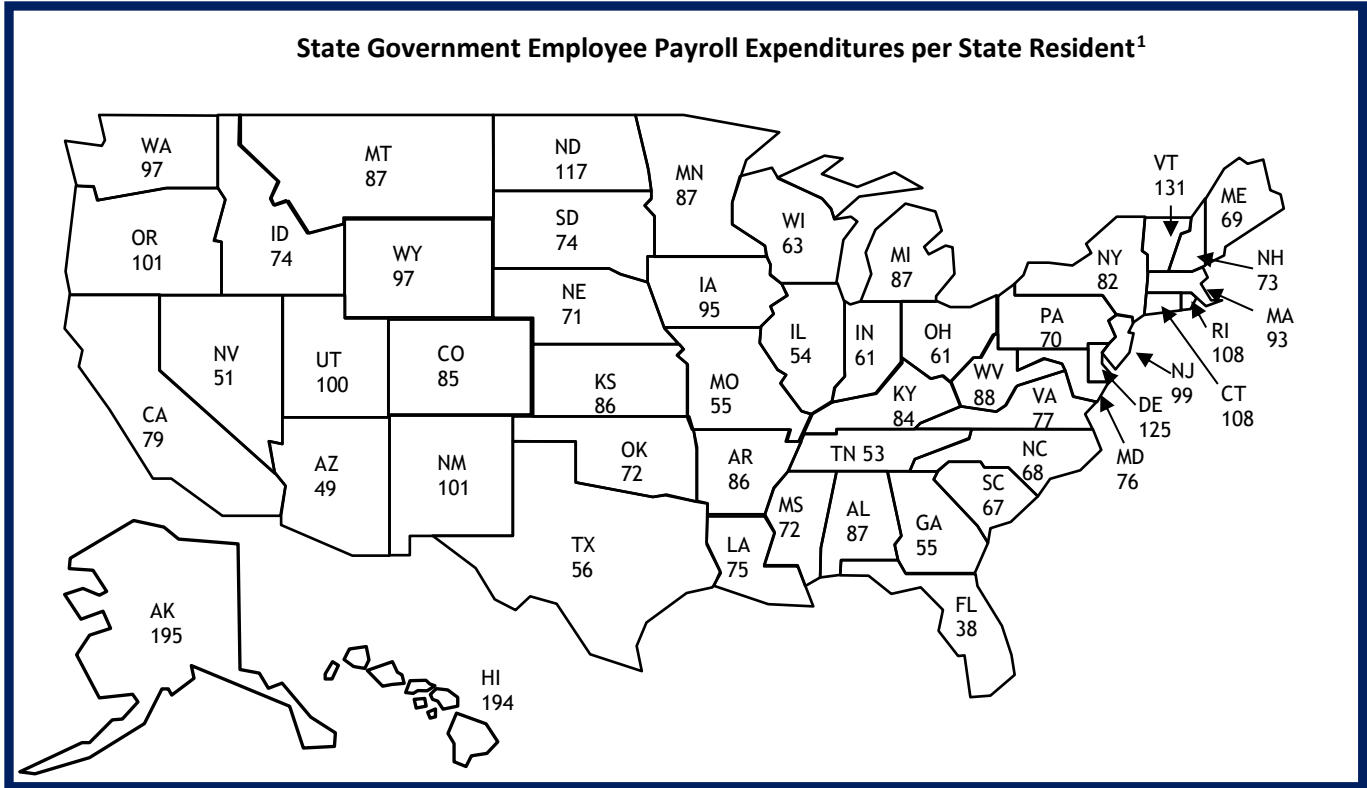
2018 National Average 168 2017 National Average 168

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 2018 United States Census data for a one-month period for full-time equivalent state employment and July 2018 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	\$38
2. Arizona	\$49
3. Nevada	\$51
4. Tennessee	\$53
5. Illinois	\$54
6. Missouri	\$55
7. Georgia	\$55
8. Texas	\$56
9. Indiana	\$61
10. Ohio	\$61
2018 National Average \$85	

¹ United States Census Bureau. Calculation utilized March 2018 United States Census data for a one-month period for state government employee payroll expenditures and July 2018 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 decline by 0.8 percentage points between 2016 and 2040; the 45-64 age group will decline by 2.2 percentage points; and the 65+ age group will increase by 6.4 percentage points.

PROJECTED UNITED STATES POPULATION DISTRIBUTION BY AGE

Age Group	Percent of Population					
	2016	2020	2030	2040	2050	2060
Under 5	6.2%	6.2%	5.9%	5.7%	5.6%	5.5%
5-13	11.4%	11.0%	10.7%	10.3%	10.0%	9.9%
14-17	5.2%	5.0%	4.7%	4.7%	4.5%	4.4%
18-24	9.6%	9.1%	8.6%	8.4%	8.3%	8.0%
25-44	26.3%	26.7%	26.6%	25.5%	25.1%	24.8%
45-64	26.1%	25.1%	22.9%	23.9%	24.5%	24.0%
65+	15.2%	16.9%	20.6%	21.6%	22.0%	23.4%

United States Census Bureau. "Protected Age Groups and Sex Composition of the Population: Main Projections Series for the United States, 2017-2060 (Table 2)." September 2018: <https://www.census.gov/data/tables/2017/demo/popproj/2017-summary-tables.html>

The State of Florida's age distribution from 2010 projected through 2040 is shown below. This data illustrates a 1.3 percentage point decline between 2010 and 2040 in the 25-44 age group, from 25.1 percent to 23.8 percent. Age group 45-64 is also expected to decrease by 4.0 percentage points, from 27.0 percent to 23.0 percent. The 65+ age group is expected to increase by 8.1 percentage points, from 17.3 percent to 25.4 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%	1,190,506	5.5%	1,337,303	5.5%	1,384,736	5.3%	311,230	29.0%
5-17	2,928,585	15.6%	3,166,742	14.7%	3,518,538	14.5%	3,793,692	14.4%	865,107	29.5%
18-24	1,739,657	9.3%	1,846,625	8.6%	2,021,817	8.3%	2,150,700	8.2%	411,043	23.6%
25-44	4,720,799	25.1%	5,346,885	24.8%	6,009,098	24.7%	6,268,335	23.8%	1,547,536	32.8%
45-64	5,079,161	27.0%	5,569,097	25.9%	5,538,229	22.8%	6,077,239	23.0%	998,078	19.7%
65+	3,259,602	17.3%	4,397,911	20.4%	5,915,472	24.3%	6,698,901	25.4%	3,439,299	105.5%

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 184, June 2019: <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+	0.7%	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 2018 and 2026, Florida (both the public and private sector) will need to add approximately 959,223 new workers to compensate for the retirement of the Baby Boomer generation.

PROJECTED STATE OF FLORIDA WORKFORCE NEEDS (PUBLIC AND PRIVATE)

Occupational Title	2018 Projected Employment	2026 Projected Employment	Total 2018-2026 Employment Change	Total Percent Change
Total – All Occupations	9,523,195	10,482,418	959,223	10.1%

Florida Department of Economic Opportunity, Bureau of Labor Market Statistics. November 2019: <http://www.floridajobs.org/labor-market-information/data-center/statistical-programs/employment-projections>

B



APPENDIX

Workforce Design Overview

Workforce design is defined as the structure, systems, and staffing of Florida's State Personnel System. 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 165,196 total established positions in all state employment systems at the end of fiscal year 2018-19. The SPS accounted for 97,503 established positions, or 59.0 percent.
- Of the 87,647 employees in the SPS, 81.5 percent, or 71,432, were in the Career Service; 17.9 percent, or 15,661, were in the Selected Exempt Service; and 0.6 percent, or 554, were in the Senior Management Service.
- As of June 30, 2019, 8 percent, or 6,994 employees in the SPS had 30 or more years of service; 15.6 percent, or 13,705, had between 20 and 29 years; 24 percent, or 21,031, had between 10 and 19 years; 14.9 percent, or 13,020, had between five and nine years; and 37.5 percent, or 32,897, of the employees had fewer than five years of service.
- As of June 30, 2019, the age group with the largest number of employees within the SPS was age group 50-59 with 25 percent, or 21,950 employees, followed by age group 40-49 with 23 percent, or 20,164 employees.
- As of June 30, 2019, the 81,187 established positions included in collective bargaining units represented 83.3 percent of the 97,503 total number of established positions.
- In comparing positions from June 30, 2018, to June 30, 2019, the total number of established positions in the SPS increased by 0.3 percent, from 97,218 to 97,503, while the number of established positions included in collective bargaining units also increased by 0.3 percent, from 80,954 to 81,187.
- There was a 7.7 percent increase in the number of Career Service separations from fiscal year 2017-18 (15,376) to fiscal year 2018-19 (16,560).
- As of June 30, 2019, dismissals and failed probationary periods were the top two separation reasons for involuntary Career Service separations at 59.3 percent and 30.8 percent, respectively. For the same time period, Other (reasons unknown) led voluntary separation reasons at 60.7 percent, followed by moved to private sector at 12.1 percent.
- For fiscal year 2018-19, voluntary separations accounted for 88.8 percent of all Career Service separations.
- The average number of Other Personal Services employees decreased by 5.8 percent since fiscal year 2017-18, from 8,942 to 8,426.

TURNOVER

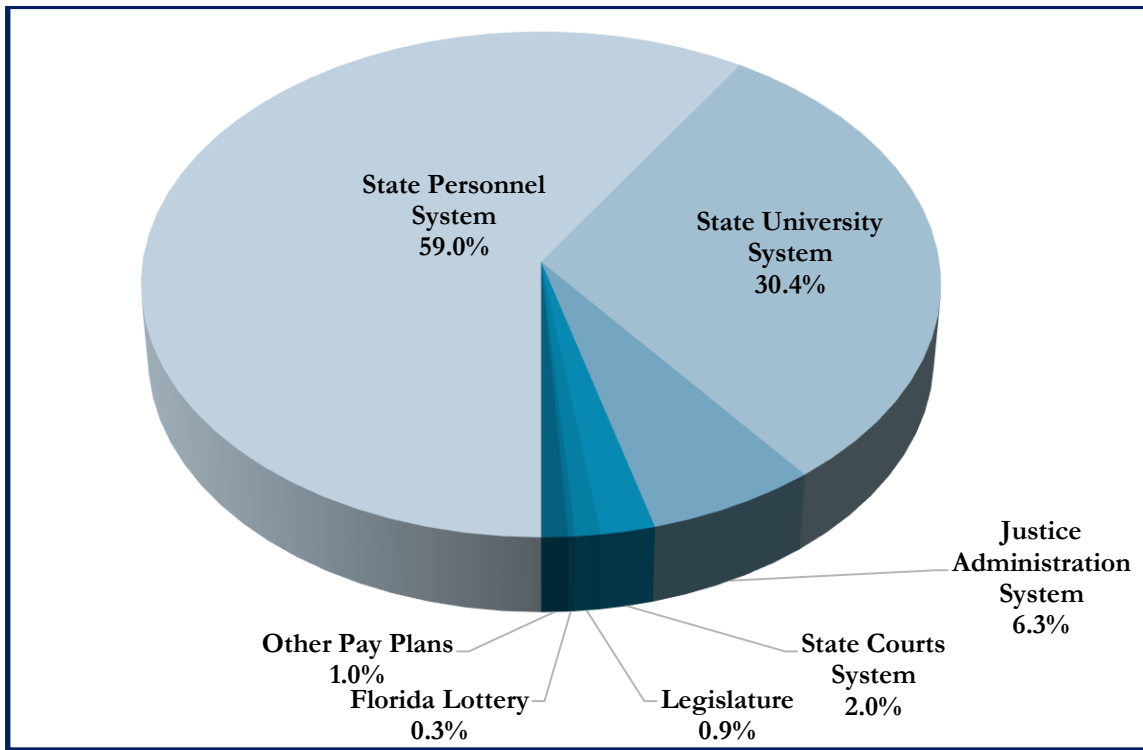
Pay Plan	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Career Service	9.9%	11.8%	12.7%	13.3%	14.8%
Selected Exempt Service	5.5%	5.9%	5.6%	6.1%	6.7%
Senior Management Service	8.5%	9.6%	7.7%	7.3%	16.7%
State Personnel System	9.2%	10.7%	11.4%	12.1%	13.4%

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 SPS is comprised of state employees in the Career Service, Selected Exempt Service, and Senior Management Service pay plans and is the largest personnel system in state government. In addition, the State University System is comprised of 12 separate personnel systems representing one personnel system for each public university.

There were 165,196 total established positions¹ in all state systems at the end of fiscal year 2018-19. The State Personnel System accounted for 97,503, or 59.0 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				
	2015	2016	2017	2018	2019
State Personnel System	61.0%	60.4%	60.0%	59.5%	59.0%
State University System	28.2%	28.8%	29.3%	29.9%	30.4%
Justice Administration System	6.5%	6.4%	6.5%	6.4%	6.3%
State Courts System	2.0%	2.0%	2.1%	2.0%	2.0%
Legislature	1.0%	1.0%	0.9%	0.9%	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 2018 as reported by the Institutional Research Department at the Florida Board of Governors.

Established Positions by Personnel System and Pay Plan

Personnel System	Pay Plan	Established Positions ¹ As of June 30				
		2015	2016	2017	2018	2019
State Personnel System	Career Service	80,544	80,210	80,135	79,856	80,074
	Selected Exempt Service	16,949	16,884	16,755	16,745	16,810
	Senior Management Service	599	606	612	617	619
	Total	98,092	97,700	97,502	97,218	97,503
State University System ²	General Faculty and All Others	45,357	46,630	47,645	48,855	50,273
Justice Administration System	State Attorneys	3,769	3,764	3,786	3,754	3,715
	Public Defenders	1,245	1,233	1,247	1,205	1,154
	State Attorneys with Paid Insurance	2,308	2,319	2,338	2,282	2,331
	Public Defenders with Paid Insurance	1,733	1,751	1,794	1,766	1,833
	Capital Collateral Regional Counsel	85	91	95	95	95
	Justice Administrative Commission	1,235	1,243	1,297	1,286	1,349
	Total	10,375	10,401	10,557	10,388	10,477
State Courts System	Courts	2,149	2,222	2,256	2,259	2,267
	Courts with Paid Insurance	1,079	1,078	1,079	1,076	1,076
	Total	3,228	3,300	3,335	3,335	3,343
Legislature ³	Legislative Staff	1,558	1,554	1,528	1,528	1,557
Florida Lottery	Non-Managerial	384	383	383	379	380
	Managerial	37	38	38	40	39
	Total	421	421	421	419	419
Other Pay Plans	Other Exempt-Fixed Annual Salary ⁴	1,102	1,076	1,076	1,076	1,081
	Exempt (Governor's Office)	290	284	283	280	283
	School for the Deaf and the Blind ⁵	236	235	232	235	237
	Florida National Guard	45	31	24	24	23
	Total	1,673	1,626	1,615	1,615	1,624
Total		160,704	161,632	162,603	163,358	165,196

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 2017 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

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 2018-19.

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.

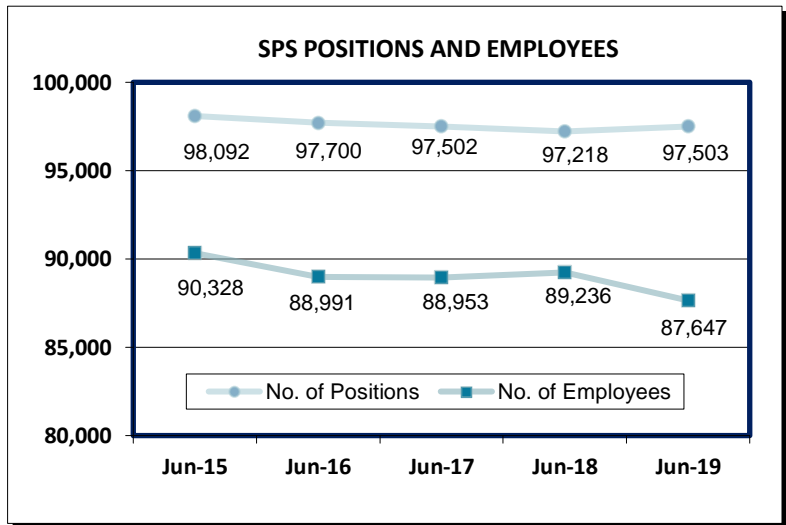
³ Governor: entities are headed by an appointee of the Governor.

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.

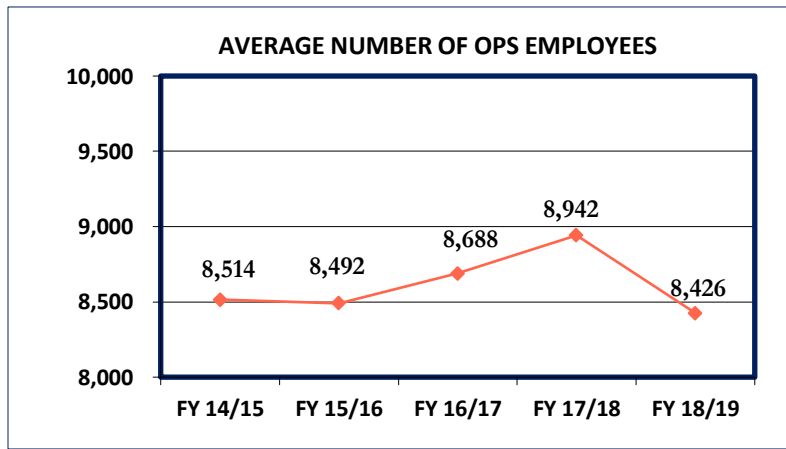
State Personnel System Positions and Employees

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 589 positions, or 0.6 percent, from 98,092 in 2015 to 97,503 in 2019. Similarly, the number of employees decreased by 2,681, or 3 percent, from 90,328 to 87,647.
 - In addition, the number of established positions increased by 0.3 percent from 2018 to 2019. The number of employees decreased 1.8 percent for the same time period.
- The majority of positions (80,074) and employees (71,432) in the SPS are in the Career Service pay plan. Since 2015, the number of positions in the Career Service decreased by 470, or 0.6 percent.
 - In comparing 2018 to 2019, the number of positions increased by 218, or 0.3 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 16,810 positions and 15,661 employees were in this pay plan at the end of fiscal year 2018-19.
 - Since 2015, the number of positions in the Selected Exempt Service decreased by 139, or 0.8 percent. It should be noted that since 2018, the number of positions decreased by 65, or 0.4 percent.



- Policy-making positions in upper management are in the Senior Management Service pay plan, which accounted for 619 positions and 554 employees at the end of fiscal year 2018-19.
 - Since 2015, the number of positions in the Senior Management Service increased by 20, or 3.3 percent. This number increased by 2, or 0.3 percent, since 2018.

- 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 2018-19, there was a monthly average of 8,426 individuals employed as Other Personal Services in agencies governed by the SPS. The average for fiscal year 2018-19 was 1 percent less than the average for fiscal year 2014-15 and 5.8 percent less than that for fiscal year 2017-18.

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

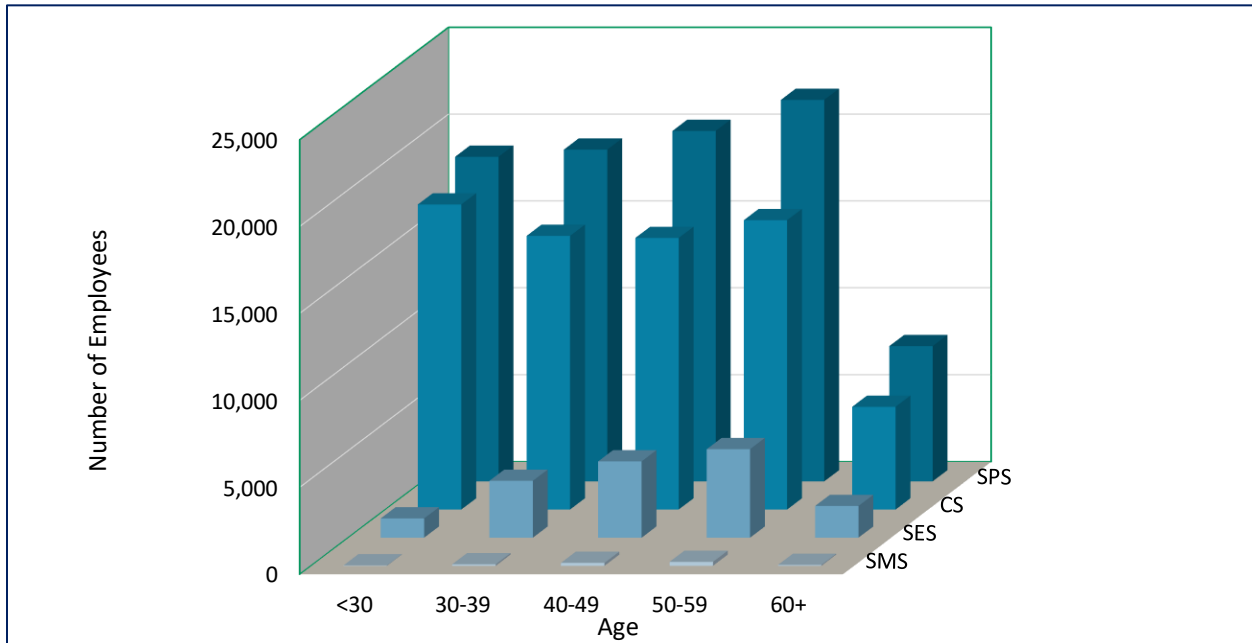
Workforce Profile

	State Personnel System	Career Service	Selected Exempt Service	Senior Management Service
POSITIONS	97,503	80,074	16,810	619
EMPLOYEES	87,647	71,432	15,661	554
% Female	57.7%	57.3%	59.7%	42.4%
% Minorities¹	44.2%	46.3%	35.4%	13.5%
Average Age	44.7	43.7	49.1	50.7
Average Salary	\$41,670	\$37,463	\$58,254	\$115,542
Average Length of Service	11.5	10.3	16.5	18.3
GENDER				
Male	37,110	30,478	6,313	319
Female	50,537	40,954	9,348	235
AVERAGE SALARY BY GENDER				
Male	\$44,118	\$39,282	\$63,735	\$118,119
Female	\$39,873	\$36,109	\$54,553	\$112,044
RACE/ETHNICITY				
White	48,939	38,349	10,111	479
Black or African American	25,290	21,725	3,528	37
Hispanic or Latino	10,160	8,705	1,431	24
Other²	3,258	2,653	591	14
AVERAGE SALARY BY RACE/ETHNICITY				
White	\$44,352	\$39,051	\$61,111	\$115,168
Black or African American	\$36,751	\$34,604	\$49,152	\$115,075
Hispanic or Latino	\$39,784	\$36,670	\$57,345	\$122,946
Other²	\$45,464	\$40,520	\$65,902	\$116,872
LENGTH OF SERVICE				
0 – 4.99 years	32,897	30,341	2,489	67
5.00 – 9.99 years	13,020	10,525	2,419	76
10.00 – 19.99 years	21,031	16,224	4,655	152
20.00 – 29.99 years	13,705	9,660	3,891	154
30+ years	6,994	4,682	2,207	105

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



Pay Plan	Age					Total Employees
	<30	30-39	40-49	50-59	60+	
Career Service (CS)	17,543	15,734	15,615	16,637	5,903	71,432
Selected Exempt Service (SES)	1,107	3,266	4,382	5,086	1,820	15,661
Senior Management Service (SMS)	23	86	167	227	51	554
State Personnel System (SPS)	18,673	19,086	20,164	21,950	7,774	87,647
Percent of Total Employees as of June 2019	21.3%	21.8%	23.0%	25.0%	8.9%	87,647
Percent of Total Employees as of June 2018	18.9%	20.0%	22.4%	25.7%	12.9%	89,236
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

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 37.4 percent of Florida’s total population in 2018 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 24.3 percent of Florida’s population in 2030. Between 2010 and 2030, Florida’s older population (age 60 and older) will account for most of Florida’s population growth, representing 47.9 percent of the gains.

¹ Florida Legislature, Office of Economic and Demographic Research, Econographic News, 2019, Volume 1; <http://edr.state.fl.us/Content/population-demographics/reports/econographicnews-2019v1.pdf>

Established Position Count by Agency

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, 2019; 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					2015/2019 % Change	2018/2019 % Change
	2015	2016	2017	2018	2019		
Agency for Health Care Administration	1,616	1,549	1,545	1,523	1,534	-5.1%	0.7%
Agency for Persons with Disabilities	2,870	2,864	2,716	2,706	2,705	-5.7%	0.0%
Agency for State Technology	241	241	231	210	204	-15.4%	-2.9%
Agriculture and Consumer Services	3,599	3,616	3,637	3,655	3,652	1.5%	-0.1%
Business and Professional Regulation	1,624	1,628	1,625	1,623	1,622	-0.1%	-0.1%
Children and Families	11,804	11,826	11,906	11,971	12,028	1.9%	0.5%
Citrus	55	55	48	41	41	-25.5%	0.0%
Commission on Offender Review	129	129	129	129	129	0.0%	0.0%
Corrections	23,717	23,879	24,104	24,228	24,533	3.4%	1.3%
Division of Administrative Hearings	181	209	209	209	208	14.9%	-0.5%
Division of Emergency Management ¹	44	46	47	47	43	-2.3%	-8.5%
Economic Opportunity	1,620	1,619	1,538	1,475	1,475	-9.0%	0.0%
Education	2,417	2,417	2,330	2,320	2,290	-5.3%	-1.3%
Elder Affairs	444	436	442	424	408	-8.1%	-3.8%
Environmental Protection	3,098	2,977	2,940	2,902	2,890	-6.7%	-0.4%
Financial Services	2,616	2,608	2,597	2,593	2,589	-1.0%	-0.2%
Fish and Wildlife Conservation Commission	2,119	2,124	2,124	2,124	2,124	0.2%	0.0%
Health	13,902	13,446	13,342	13,182	13,167	-5.3%	-0.1%
Highway Safety and Motor Vehicles	4,421	4,421	4,421	4,380	4,350	-1.6%	-0.7%
Juvenile Justice	3,268	3,268	3,272	3,273	3,271	0.1%	-0.1%
Law Enforcement	1,771	1,815	1,832	1,892	1,906	7.6%	0.7%
Legal Affairs	1,266	1,313	1,341	1,347	1,303	2.9%	-3.3%
Management Services	871	853	838	837	841	-3.4%	0.5%
Military Affairs ¹	414	427	429	429	431	4.1%	0.5%
Office of the Governor ¹	98	102	102	103	104	6.1%	1.0%
Public Service Commission	281	275	272	262	262	-6.8%	0.0%
Revenue	5,139	5,140	5,138	5,062	5,040	-1.9%	-0.4%
School for the Deaf and the Blind ¹	448	450	453	450	445	-0.7%	-1.1%
State	409	406	411	408	408	-0.2%	0.0%
Transportation	6,505	6,455	6,376	6,300	6,236	-4.1%	-1.0%
Veterans' Affairs	1,105	1,106	1,107	1,113	1,264	14.4%	13.6%
Total Established Positions	98,092	97,700	97,502	97,218	97,503	-0.6%	0.3%

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

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, 2019 and includes the five-year trend.

Agency	Employee Count ¹						
	As of June 30					2015/2019 % Change	2018/2019 % Change
	2015	2016	2017	2018	2019		
Agency for Health Care Administration	1,418	1,380	1,400	1,388	1,382	-2.5%	-0.4%
Agency for Persons with Disabilities	2,507	2,493	2,466	2,467	2,333	-6.9%	-5.4%
Agency for State Technology	200	198	196	192	169	-15.5%	-12.0%
Agriculture and Consumer Services	3,404	3,315	3,365	3,416	3,394	-0.3%	-0.6%
Business and Professional Regulation	1,551	1,542	1,526	1,512	1,475	-4.9%	-2.4%
Children and Families	11,369	11,359	11,396	11,531	11,563	1.7%	0.3%
Citrus	46	40	29	28	27	-41.3%	-3.6%
Commission on Offender Review	126	116	124	118	121	-4.0%	2.5%
Corrections	22,288	21,949	21,773	22,072	21,906	-1.7%	-0.8%
Division of Administrative Hearings	174	205	202	205	198	13.8%	-3.4%
Division of Emergency Management ²	40	46	44	45	37	-7.5%	-17.8%
Economic Opportunity	1,442	1,394	1,371	1,363	1,312	-9.0%	-3.7%
Education	2,192	2,109	2,097	2,094	1,995	-9.0%	-4.7%
Elder Affairs	409	388	404	399	377	-7.8%	-5.5%
Environmental Protection	2,815	2,737	2,712	2,759	2,729	-3.1%	-1.1%
Financial Services	2,337	2,315	2,358	2,305	2,271	-2.8%	-1.5%
Fish and Wildlife Conservation Commission	2,021	2,004	2,035	2,060	2,029	0.4%	-1.5%
Health	12,330	12,038	11,948	11,768	11,164	-9.5%	-5.1%
Highway Safety and Motor Vehicles	4,041	3,995	4,020	4,039	4,015	-0.6%	-0.6%
Juvenile Justice	2,971	2,956	2,971	2,984	2,988	0.6%	0.1%
Law Enforcement	1,642	1,674	1,703	1,731	1,720	4.8%	-0.6%
Legal Affairs	1,095	1,108	1,143	1,158	1,125	2.7%	-2.8%
Management Services	779	762	798	785	748	-4.0%	-4.7%
Military Affairs ²	384	378	377	396	411	7.0%	3.8%
Office of the Governor ²	81	83	81	71	72	-11.1%	1.4%
Public Service Commission	252	245	249	246	241	-4.4%	-2.0%
Revenue	4,748	4,647	4,656	4,594	4,483	-5.6%	-2.4%
School for the Deaf and the Blind ²	431	414	421	405	403	-6.5%	-0.5%
State	378	364	375	382	369	-2.4%	-3.4%
Transportation	5,815	5,685	5,652	5,662	5,544	-4.7%	-2.1%
Veterans' Affairs	1,042	1,052	1,061	1,061	1,046	0.4%	-1.4%
Total Employees	90,328	88,991	88,953	89,236	87,647	-3.0%	-1.8%

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

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, 2019 and includes the five-year trend.

Agency	Full-Time Employee Count						
	As of June 30					2015/2019 % Change	2018/2019 % Change
	2015	2016	2017	2018	2019		
Agency for Health Care Administration	1,406	1,370	1,388	1,373	1,370	-2.6%	-0.2%
Agency for Persons with Disabilities	2,496	2,482	2,455	2,458	2,324	-6.9%	-5.5%
Agency for State Technology	199	197	196	192	161	-19.1%	-16.1%
Agriculture and Consumer Services	3,392	3,307	3,356	3,409	3,386	-0.2%	-0.7%
Business and Professional Regulation	1,535	1,527	1,515	1,501	1,463	-4.7%	-2.5%
Children and Families	11,330	11,323	11,364	11,503	11,536	1.8%	0.3%
Citrus	42	37	26	26	25	-40.5%	-3.8%
Commission on Offender Review	121	111	118	113	116	-4.1%	2.7%
Corrections	22,284	21,946	21,771	22,070	21,904	-1.7%	-0.8%
Division of Administrative Hearings	172	202	200	203	196	14.0%	-3.4%
Division of Emergency Management ¹	39	46	44	45	37	-5.1%	-17.8%
Economic Opportunity	1,436	1,387	1,367	1,359	1,309	-8.8%	-3.7%
Education	2,184	2,101	2,090	2,085	1,987	-9.0%	-4.7%
Elder Affairs	403	383	401	395	376	-6.7%	-4.8%
Environmental Protection	2,811	2,731	2,709	2,756	2,726	-3.0%	-1.1%
Financial Services	2,330	2,306	2,349	2,299	2,263	-2.9%	-1.6%
Fish and Wildlife Conservation Commission	2,009	1,993	2,025	2,049	2,019	0.5%	-1.5%
Health	12,037	11,773	11,714	11,545	10,961	-8.9%	-5.1%
Highway Safety and Motor Vehicles	4,024	3,981	4,005	4,029	4,002	-0.5%	-0.7%
Juvenile Justice	2,962	2,946	2,964	2,973	2,978	0.5%	0.2%
Law Enforcement	1,639	1,671	1,701	1,730	1,719	4.9%	-0.6%
Legal Affairs	1,090	1,104	1,140	1,155	1,123	3.0%	-2.8%
Management Services	754	732	777	766	733	-2.8%	-4.3%
Military Affairs ¹	383	375	375	394	409	6.8%	3.8%
Office of the Governor ¹	80	81	81	71	72	-10.0%	1.4%
Public Service Commission	251	244	249	246	241	-4.0%	-2.0%
Revenue	4,735	4,633	4,646	4,585	4,475	-5.5%	-2.4%
School for the Deaf and the Blind ¹	430	413	421	405	403	-6.3%	-0.5%
State	376	363	375	382	369	-1.9%	-3.4%
Transportation	5,809	5,680	5,647	5,657	5,537	-4.7%	-2.1%
Veterans' Affairs	1,034	1,045	1,055	1,054	1,040	0.6%	-1.3%
Total Full-Time Employees	89,793	88,490	88,524	88,828	87,260	-2.8%	-1.8%

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

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, 2019 and includes the five-year trend.

Agency	Part-Time Employee Count						
	As of June 30					2015/2019 % Change	2018/2019 % Change
	2015	2016	2017	2018	2019		
Agency for Health Care Administration	12	10	12	15	12	0.0%	-20.0%
Agency for Persons with Disabilities	11	11	11	9	9	-18.2%	0.0%
Agency for State Technology	1	1	-	-	8	700.0%	-
Agriculture and Consumer Services	12	8	9	7	8	-33.3%	14.3%
Business and Professional Regulation	16	15	11	11	12	-25.0%	9.1%
Children and Families	39	36	32	28	27	-30.8%	-3.6%
Citrus	4	3	3	2	2	-50.0%	0.0%
Commission on Offender Review	5	5	6	5	5	0.0%	0.0%
Corrections	4	3	2	2	2	-50.0%	0.0%
Division of Administrative Hearings	2	3	2	2	2	0.0%	0.0%
Division of Emergency Management ¹	1	-	-	-	-	-100.0%	-
Economic Opportunity	6	7	4	4	3	-50.0%	-25.0%
Education	8	8	7	9	8	0.0%	-11.1%
Elder Affairs	6	5	3	4	1	-83.3%	-75.0%
Environmental Protection	4	6	3	3	3	-25.0%	0.0%
Financial Services	7	9	9	6	8	14.3%	33.3%
Fish and Wildlife Conservation Commission	12	11	10	11	10	-16.7%	-9.1%
Health	293	265	234	223	203	-30.7%	-9.0%
Highway Safety and Motor Vehicles	17	14	15	10	13	-23.5%	30.0%
Juvenile Justice	9	10	7	11	10	11.1%	-9.1%
Law Enforcement	3	3	2	1	1	-66.7%	0.0%
Legal Affairs	5	4	3	3	2	-60.0%	-33.3%
Management Services	25	30	21	19	15	-40.0%	-21.1%
Military Affairs ¹	1	3	2	2	2	100.0%	0.0%
Office of the Governor ¹	1	2	-	-	-	-100.0%	-
Public Service Commission	1	1	-	-	-	-100.0%	-
Revenue	13	14	10	9	8	-38.5%	-11.1%
School for the Deaf and the Blind ¹	1	1	-	-	-	-100.0%	-
State	2	1	-	-	-	-100.0%	-
Transportation	6	5	5	5	7	16.7%	40.0%
Veterans' Affairs	8	7	6	7	6	-25.0%	-14.3%
Total Part-Time Employees	535	501	429	408	387	-27.7%	-5.1%

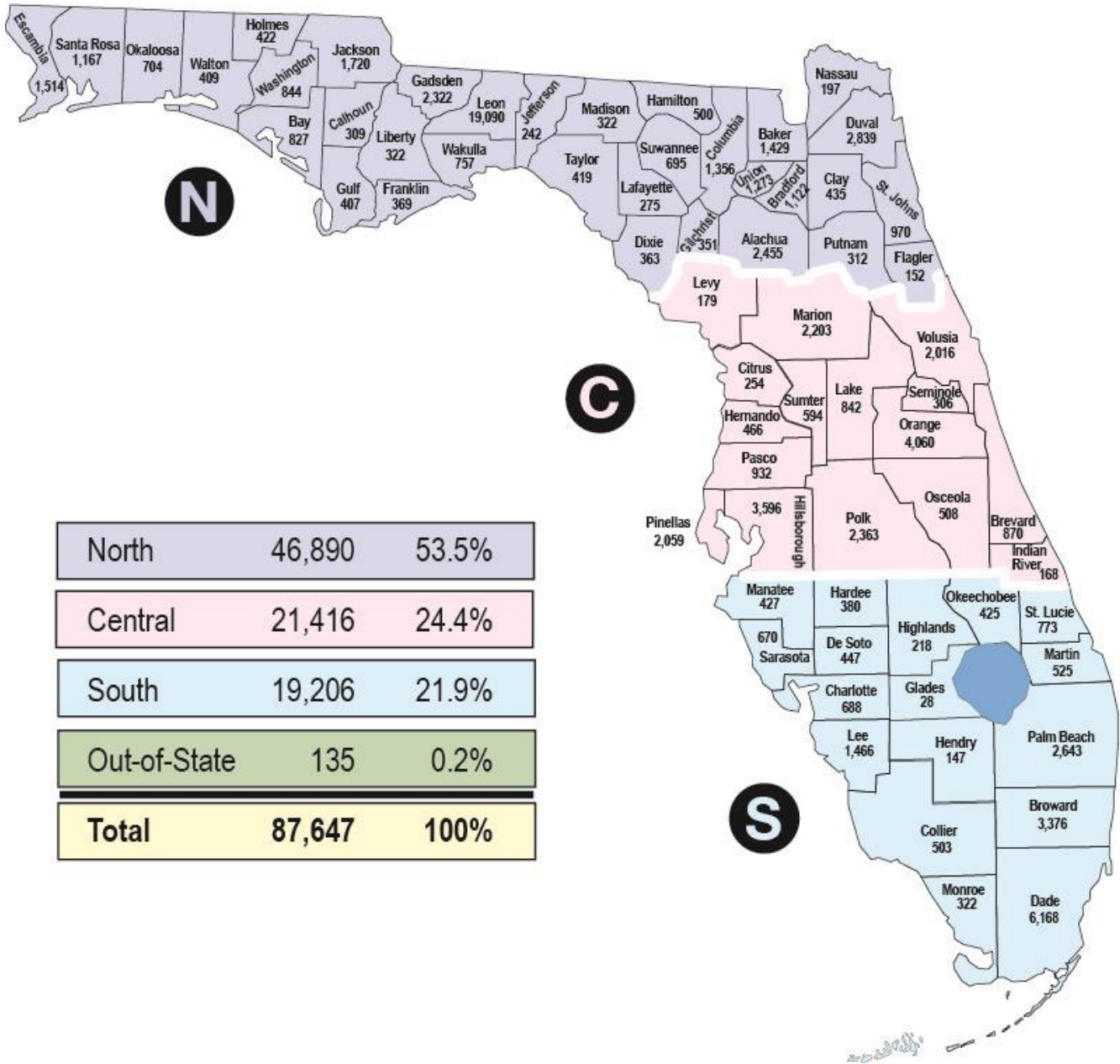
¹ These entities have employees in other pay plans that are not represented in this report. As these numbers reflect only part of the overall employees of these entities, caution should be used when drawing any conclusions regarding employee changes, as they would have to be based upon a separate analysis.

Employee Count by Agency and Pay Plan

Agency	Employees by Pay Plan						Total
	Career Service	Percent	Selected Exempt Service	Percent	Senior Management Service	Percent	
Agency for Health Care Administration	1,022	74.0%	352	25.5%	8	0.6%	1,382
Agency for Persons with Disabilities	1,793	76.9%	533	22.8%	7	0.3%	2,333
Agency for State Technology	121	71.6%	43	25.4%	5	3.0%	169
Agriculture and Consumer Services	2,643	77.9%	722	21.3%	29	0.9%	3,394
Business and Professional Regulation	1,080	73.2%	378	25.6%	17	1.2%	1,475
Children and Families	9,276	80.2%	2,257	19.5%	30	0.3%	11,563
Citrus	8	29.6%	17	63.0%	2	7.4%	27
Commission on Offender Review	89	73.6%	28	23.1%	4	3.3%	121
Corrections	20,657	94.3%	1,223	5.6%	26	0.1%	21,906
Division of Administrative Hearings	105	53.0%	91	46.0%	2	1.0%	198
Division of Emergency Management ¹	-	0.0%	34	91.9%	3	8.1%	37
Economic Opportunity	990	75.5%	312	23.8%	10	0.8%	1,312
Education	1,316	66.0%	645	32.3%	34	1.7%	1,995
Elder Affairs	271	71.9%	100	26.5%	6	1.6%	377
Environmental Protection	2,118	77.6%	581	21.3%	30	1.1%	2,729
Financial Services	1,625	71.6%	603	26.6%	43	1.9%	2,271
Fish and Wildlife Conservation Commission	1,674	82.5%	331	16.3%	24	1.2%	2,029
Health	8,998	80.6%	2,104	18.8%	62	0.6%	11,164
Highway Safety and Motor Vehicles	3,495	87.0%	510	12.7%	10	0.2%	4,015
Juvenile Justice	2,322	77.7%	643	21.5%	23	0.8%	2,988
Law Enforcement	1,497	87.0%	203	11.8%	20	1.2%	1,720
Legal Affairs	549	48.8%	556	49.4%	20	1.8%	1,125
Management Services	461	61.6%	271	36.2%	16	2.1%	748
Military Affairs ¹	312	75.9%	94	22.9%	5	1.2%	411
Office of the Governor ¹	-	0.0%	45	62.5%	27	37.5%	72
Public Service Commission	128	53.1%	102	42.3%	11	4.6%	241
Revenue	3,740	83.4%	734	16.4%	9	0.2%	4,483
School for the Deaf and the Blind ¹	349	86.6%	54	13.4%	-	0.0%	403
State	245	66.4%	111	30.1%	13	3.5%	369
Transportation	3,629	65.5%	1,868	33.7%	47	0.8%	5,544
Veterans' Affairs	919	87.9%	116	11.1%	11	1.1%	1,046
Total Employees	71,432	81.5%	15,661	17.9%	554	0.6%	87,647

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



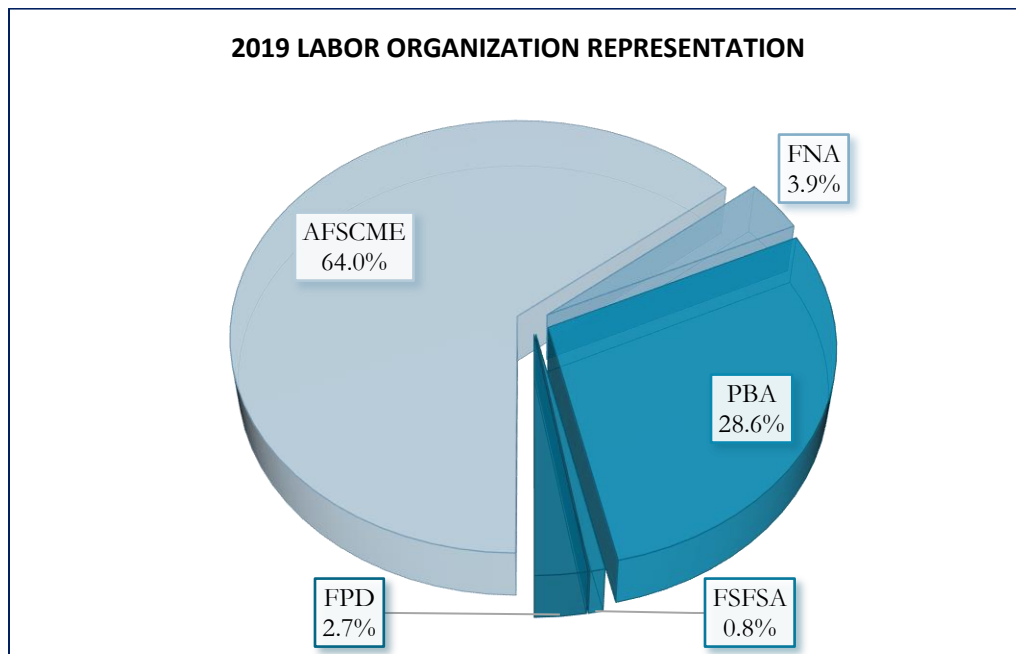
Notes:

1. The white 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

The table below depicts the number of established positions included in a collective bargaining unit as of June 30, 2019 and includes the five year-trend.

Labor Organization	Collective Bargaining Unit	2015	2016	2017	2018	2019	2015/2019 % Change	2018/2019 % Change
American Federation of State, County and Municipal Employees (AFSCME)	Administrative and Clerical	14,027	13,590	13,245	12,604	12,305	-12.3%	-2.4%
	Operational Services	2,955	2,798	2,851	2,795	2,746	-7.1%	-1.8%
	Human Services	7,409	7,307	7,007	6,777	6,639	-10.4%	-2.0%
	Professional	28,639	28,903	29,289	29,861	30,288	5.8%	1.4%
Federation of Physicians and Dentists (FPD)¹	SES Physicians	194	179	168	157	152	-21.6%	-3.2%
	SES Supervisory Non-Professional	1,386	1,273	1,230	1,208	1,222	-11.8%	1.2%
	SES Attorneys	759	804	803	811	824	8.6%	1.6%
Florida Nurses Association (FNA)	Professional Health Care	3,384	3,303	3,200	3,128	3,132	-7.4%	0.1%
Florida State Fire Service Association (FSFSA)	Fire Services	612	621	623	629	627	2.5%	-0.3%
Police Benevolent Association (PBA)²	Law Enforcement	1,305	1,295	1,296	1,620	1,272	-2.5%	-21.5%
	Security Services	-	-	19,427	19,577	19,866	-	1.5%
	Special Agent	268	284	293	327	324	20.9%	-0.9%
	Highway Patrol	1,800	1,797	1,795	1,460	1,790	-0.6%	22.6%
Teamsters²	Security Services	19,042	19,224	-	-	-	-	-
Total		81,780	81,378	81,227	80,954	81,187	-0.7%	0.3%



¹ The State Employees Attorneys Guild is affiliated with the Federation of Physicians and Dentists, which includes representation of the Selected Exempt Service Attorneys Unit.

² 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

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 2018, had the fourth lowest percentage (26.8 percent) of employed workers who were union members. Florida ranked behind Georgia (14.2 percent), Texas (14.0 percent), and North Carolina (6.6 percent) in the percent of unionized wage and salary workers ages 16 and older. New York had the highest percentage at 66.6 percent. The following chart reflects employee representation and union membership within the SPS.

Labor Organization	Collective Bargaining Unit	Employees Represented	Total Dues Paying Employees	Percent	Non-Dues Paying Employees	Percent
American Federation of State, County and Municipal Employees*	Administrative and Clerical	11,033	--	--	--	--
	Operational Services	2,436	--	--	--	--
	Human Services	5,716	--	--	--	--
	Professional	27,391	--	--	--	--
	Total	46,576	1,886	4.0%	44,690	96.0%
Federation of Physicians and Dentists	SES Physicians	114	14	12.3%	100	87.7%
	SES Supervisory Non-Professional	1,133	6	0.5%	1,127	99.5%
	SES Attorneys	702	7	1.0%	695	99.0%
	Total	1,949	27	1.4%	1,922	98.6%
Florida Nurses Association	Professional Health Care	2,623	169	6.4%	2,454	93.6%
Florida State Fire Service Association	Fire Services	583	159	27.3%	424	72.7%
Police Benevolent Association	Law Enforcement	1,143	486	42.5%	657	57.5%
	Security Services	17,547	5,211	29.7%	12,336	70.3%
	Special Agent	284	182	64.1%	102	35.9%
	Highway Patrol	1,651	878	53.2%	773	46.8%
	Total	20,625	6,757	32.8%	13,868	67.2%
Total		72,356	8,998	12.4%	63,358	87.6%

*This is a Master Contract encompassing four combined units. Dues related data is reported collectively.

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 2018:

- The national union membership rate for public-sector workers (33.9 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 2018, 16.4 million wage and salary workers were represented by a union. This group includes both union members (14.7 million) and those not affiliated with a union but whose jobs are covered by a union contract (1.6 million).

¹ Statistical data by state was obtained from the Union Membership, Coverage, Density and Employment by State 2018 data set, which was compiled from the monthly household Current Population Survey using Bureau of Labor Statistics methods: <http://www.unionstats.com/>.

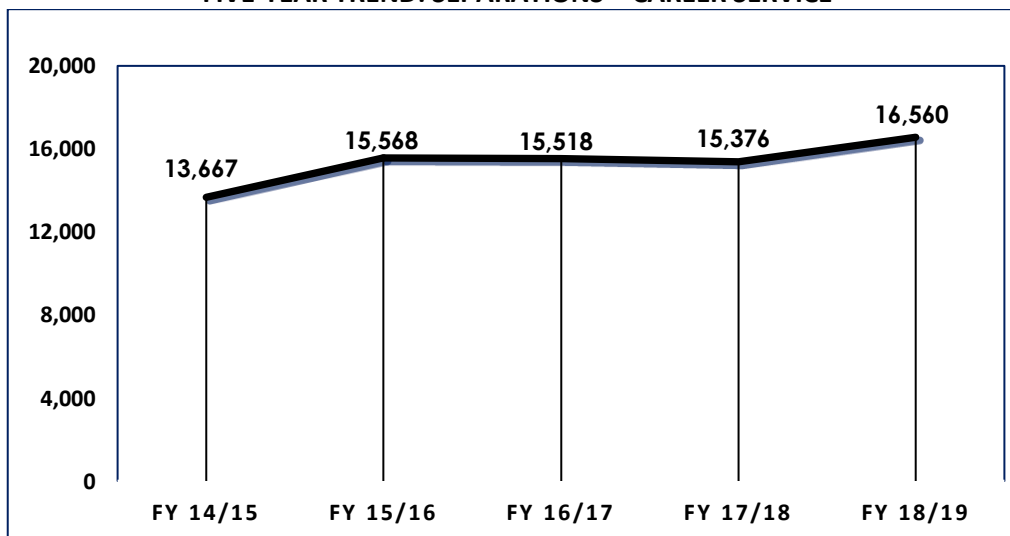
² BLS, Economic News Release "Union Members—2018." Jan. 18, 2019: <https://www.bls.gov/news.release/pdf/union2.pdf>.

Separations: Career Service

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

Separation	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	2015/2019 % Change	2018/2019 % Change
INVOLUNTARY SEPARATIONS							
Death of Employee ¹	101	113	148	125	126	24.8%	0.8%
Dismissal ²	1,247	1,215	1,274	1,013	1,103	-11.5%	8.9%
Failed Probationary Period	561	555	568	567	573	2.1%	1.1%
Layoff	142	120	112	44	57	-59.9%	29.5%
Legislative Directed Transfer	-	-	-	-	2	-	-
Total	2,051	2,003	2,102	1,749	1,861	-9.3%	6.4%
VOLUNTARY SEPARATIONS							
Abandonment	30	31	114	166	154	413.3%	-7.2%
End of Appointment Period	16	6	5	3	5	-68.8%	66.7%
Moved to Non-State of Florida Government	536	594	669	768	938	75.0%	22.1%
Moved to Private Sector	1,337	1,548	1,563	1,599	1,783	33.4%	11.5%
Moved within State of Florida Government	1,253	1,499	1,794	1,162	1,249	-0.3%	7.5%
Retirement	2,326	2,569	1,704	1,750	1,645	-29.3%	-6.0%
Other (Reasons Unknown)	6,118	7,318	7,567	8,179	8,925	45.9%	9.1%
Total	11,616	13,565	13,416	13,627	14,699	26.5%	7.9%
Total Separations	13,667	15,568	15,518	15,376	16,560	21.2%	7.7%
Number of Career Service Employees	74,007	72,752	72,565	72,850	71,432	-3.5%	-1.9%
Percentage of Separations to Number of Career Service Employees	18.5%	21.4%	21.4%	21.1%	23.2%	-	-

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

The table below depicts the involuntary separations from the Career Service by agency and reason during fiscal year 2018-19.

Agency	Death of Employee ¹	Dismissal ²	Failed Probationary Period	Layoff	Legislative Directed Transfer	Total
Agency for Health Care Administration	-	7	4	-	-	11
Agency for Persons with Disabilities	6	26	38	-	-	70
Agency for State Technology	2	-	2	-	2	6
Agriculture and Consumer Services	6	33	19	-	-	58
Business and Professional Regulation	3	18	7	-	-	28
Children and Families	17	89	219	-	-	325
Citrus	-	-	-	-	-	-
Commission on Offender Review	-	-	2	-	-	2
Corrections	39	700	8	-	-	747
Division of Administrative Hearings	-	1	4	-	-	5
Division of Emergency Management ³	-	-	-	-	-	-
Economic Opportunity	2	11	9	1	-	23
Education	3	6	1	5	-	15
Elder Affairs	1	-	1	-	-	2
Environmental Protection	2	8	7	-	-	17
Financial Services	2	6	-	-	-	8
Fish and Wildlife Conservation Commission	1	7	4	-	-	12
Health	11	40	72	42	-	165
Highway Safety and Motor Vehicles	3	24	11	9	-	47
Juvenile Justice	4	24	80	-	-	108
Law Enforcement	1	2	-	-	-	3
Legal Affairs	1	3	1	-	-	5
Management Services	1	4	2	-	-	7
Military Affairs	-	13	-	-	-	13
Office of the Governor ³	-	-	-	-	-	-
Public Service Commission	-	-	3	-	-	3
Revenue	7	22	9	-	-	38
School for the Deaf and the Blind	1	6	9	-	-	16
State	-	3	3	-	-	6
Transportation	11	15	21	-	-	47
Veterans' Affairs	2	35	37	-	-	74
Involuntary Separations	126	1,103	573	57	2	1,861
Percent of Total	6.8%	59.3%	30.8%	3.1%	0.1%	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

The table below depicts the voluntary separations from the Career Service by agency and reason during fiscal year 2018-19.

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	-	-	-	11	33	28	100	172
Agency for Persons with Disabilities	29	-	14	39	63	77	348	570
Agency for State Technology	-	-	1	4	9	6	1	21
Agriculture and Consumer Services	2	-	40	63	57	71	142	375
Business and Professional Regulation	-	-	1	4	33	22	126	186
Children and Families	91	4	90	380	223	184	1,674	2,646
Citrus	-	-	-	-	-	-	1	1
Commission on Offender Review	-	-	1	2	4	1	2	10
Corrections	8	-	284	196	120	347	3,579	4,534
Division of Administrative Hearings	-	-	2	5	6	5	5	23
Division of Emergency Management ¹	-	-	-	-	-	-	-	-
Economic Opportunity	-	1	6	26	18	31	95	177
Education	-	-	21	47	39	56	129	292
Elder Affairs	-	-	-	6	11	7	42	66
Environmental Protection	2	-	9	67	44	53	147	322
Financial Services	-	-	16	159	51	40	15	281
Fish and Wildlife Conservation Commission	-	-	19	33	23	32	62	169
Health	3	-	84	230	165	252	1,095	1,829
Highway Safety and Motor Vehicles	-	-	125	4	61	53	192	435
Juvenile Justice	6	-	58	137	80	32	384	697
Law Enforcement	-	-	36	20	21	37	63	177
Legal Affairs	-	-	2	4	14	20	55	95
Management Services	1	-	7	13	33	16	45	115
Military Affairs	-	-	3	2	3	4	34	46
Office of the Governor ¹	-	-	-	-	-	-	-	-
Public Service Commission	-	-	-	4	1	8	4	17
Revenue	5	-	70	184	93	101	153	606
School for the Deaf and the Blind	-	-	-	-	1	13	42	56
State	1	-	-	4	11	7	20	43
Transportation	-	-	40	93	17	126	164	440
Veterans' Affairs	6	-	9	46	15	16	206	298
Voluntary Separations	154	5	938	1,783	1,249	1,645	8,925	14,699
Percent of Total	1.0%	0.0%	6.4%	12.1%	8.5%	11.2%	60.7%	100%

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

Retirement Count by Pay Plan

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

Fiscal Year	Retirements by Pay Plan ¹						
	Career Service	Percent	Selected Exempt Service	Percent	Senior Management Service	Percent	State Personnel System
2018-19	1,647	75.2%	515	23.5%	27	1.2%	2,189
2017-18	1,755	78.1%	476	21.2%	17	0.8%	2,248
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
10-Year Average – Number of Retirements	2,173	75.6%	672	23.3%	31	1.1%	2,875
Number of Employees as of June 30, 2019	71,432	81.5%	15,661	17.9%	554	0.6%	87,647
Percentage of Average Retirements to Number of Employees as of June 30, 2019	3.0%		4.3%		5.6%		3.3%

The Employee Benefit Research Institute² 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 is 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 changed in the past year, and of those, the large majority (78 percent) reported their expected retirement age increased.”

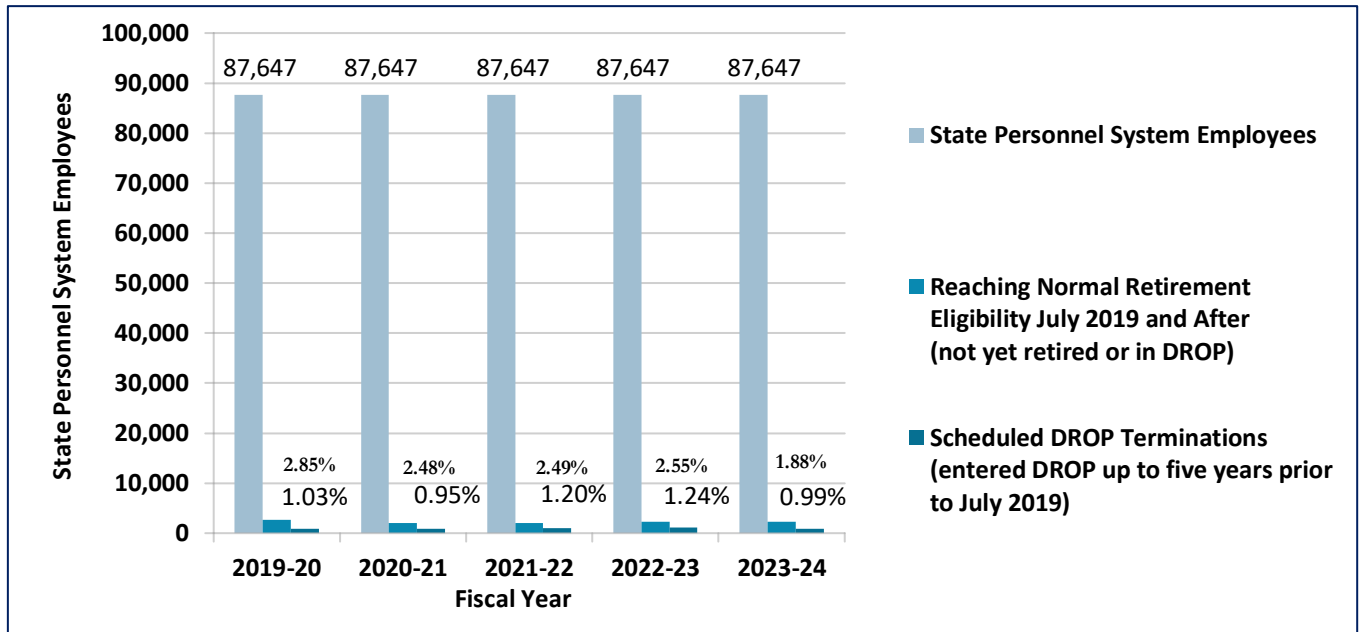
“Workers are notably more likely to say they expect to retire at ages 70 or older. More than three in ten (34 percent) of workers expect to retire at 70 or beyond or not at all, while only 6 percent of retirees report this was the case. Just 13 percent of workers say they plan to retire before age 60, compared with 38 percent of retirees who report they retired that early. Nineteen percent of workers say they plan to retire between the ages of 60 and 64, although 33 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’ experiences.”

¹ Includes counts for separation type Dismissal-Employee Also Retires. The count for fiscal year 2017-18 has been updated accordingly.

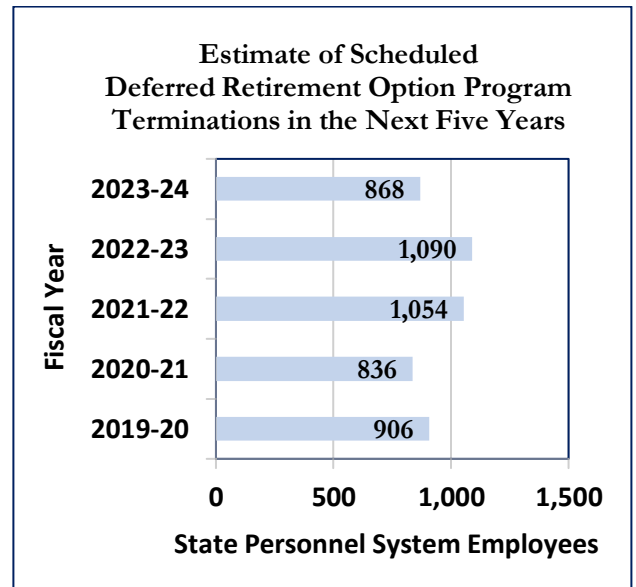
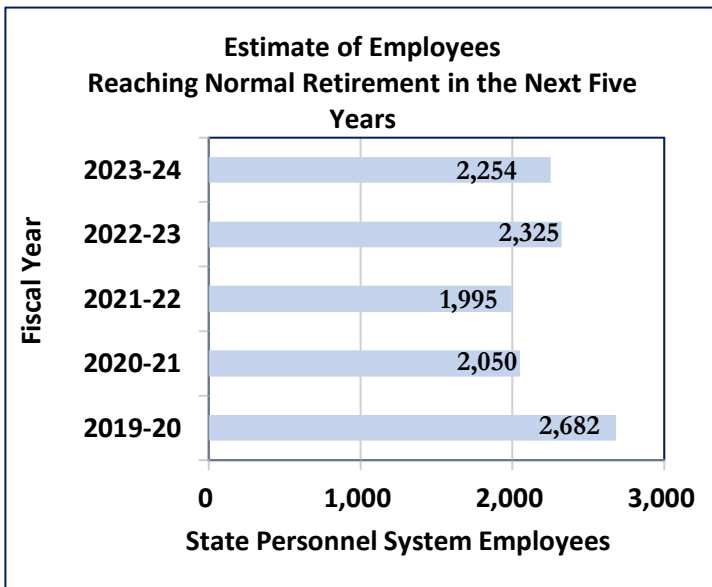
² Employee Benefit Research Institute, “2019 RCS Fact Sheet #2.” April 2019: https://www.ebri.org/docs/default-source/rcs/2019-rcs/rcs_19-fs-2_expect.pdf?sfvrsn=2a553f2f_4

Retirement Projections

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, 2019. 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

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

AVERAGE NUMBER OF OPS EMPLOYEES BY AGENCY

Agency	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19	2015/2019 % Change	2015/2019 % Change
Agency for Health Care Administration	133	115	107	114	108	-18.8%	-5.3%
Agency for Persons with Disabilities	677	640	607	629	585	-13.6%	-7.0%
Agency for State Technology	8	7	3	4	6	-25.0%	50.0%
Agriculture and Consumer Services	491	490	503	481	469	-4.5%	-2.5%
Business and Professional Regulation	200	213	216	215	213	6.5%	-0.9%
Children and Families	618	626	717	734	686	11.0%	-6.5%
Citrus	8	5	3	3	5	-37.5%	66.7%
Commission on Offender Review	39	46	41	64	44	12.8%	-31.3%
Corrections	571	640	653	650	524	-8.2%	-19.4%
Division of Administrative Hearings	2	1	-	-	1	-50.0%	100%
Division of Emergency Management	89	120	102	81	90	1.1%	11.1%
Economic Opportunity	487	331	345	384	298	-38.8%	-22.4%
Education	133	139	133	130	130	-2.3%	0.0%
Elder Affairs	100	96	89	90	89	-11.0%	-1.1%
Environmental Protection	719	729	758	763	778	8.2%	2.0%
Financial Services	137	131	117	117	116	-15.3%	-0.9%
Fish and Wildlife Conservation Commission	755	797	867	961	990	31.1%	3.0%
Health	2,163	2,090	2,182	2,210	2,114	-2.3%	-4.3%
Highway Safety and Motor Vehicles	259	305	240	311	224	-13.5%	-28.0%
Juvenile Justice	107	103	113	113	105	-1.9%	-7.1%
Law Enforcement	91	90	93	88	81	-11.0%	-8.0%
Legal Affairs	108	103	92	70	61	-43.5%	-12.9%
Management Services ¹	16	28	42	49	55	243.8%	12.2%
Military Affairs	3	3	4	4	4	33.3%	0.0%
Office of the Governor	21	27	26	30	23	9.5%	-23.3%
Public Service Commission	2	3	4	2	2	0.0%	0.0%
Revenue	69	75	68	71	74	7.2%	4.2%
School for the Deaf and the Blind	213	235	235	236	225	5.6%	-4.7%
State	91	93	93	105	100	9.9%	-4.8%
Transportation	50	57	56	59	54	8.0%	-8.5%
Veterans' Affairs	154	154	179	174	172	11.7%	-1.1%
Avg. Number of OPS Employees	8,514	8,492	8,688	8,942	8,426	-1.0%	-5.8%
Percentage of OPS Employees to the Number of Total Employees	9.4%	9.5%	9.8%	10.0%	9.6%	--	--

¹ Due to a processing change, the FY 16/17 average number of OPS employees for the Department of Management Services was inadvertently miscalculated and reported as 58 in the Fiscal Year 2016-17 State Personnel System Annual Workforce Report. The correct number is 42.

C



APPENDIX

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 \$41,670 as of June 30, 2019, represents a 0.8 percent increase from the average salary of \$41,348 as of June 30, 2018.
- The SPS average salary of \$41,348 as of June 30, 2018, was 21.1 percent less than Florida's Annual Average Wage – Total All Industries of \$50,090 for 2018.
- Since June 30, 2015, the average salary for employees in the SPS has increased by 5.5 percent, from \$39,505 to \$41,670 as of June 30, 2019.
- As of June 30, 2019, 49,336 (or 69.1 percent) of Career Service employees and 2,893 (or 18.5 percent) of Selected Exempt Service employees earned a salary of less than \$40,000 per year.
- As of June 30, 2019, the average value of benefits for Career Service employees represented 44.3 percent of the total compensation package while the percentages for the Selected Exempt Service and Senior Management Service were 40 percent and 39.7 percent, respectively.
- As of June 30, 2019, 51,904 employees, including Other Personal Service employees, were enrolled in a health maintenance organization, and 29,237 employees were enrolled in a preferred provider organization for health insurance benefits.
- As of June 30, 2019, 58,821 (or 67.64 percent) of all employees were members of the Regular Class for retirement, followed by 21,557 employees (or 24.79 percent) in Special Risk and 4,810 (or 5.53 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, 2019, was 21,007, a 6.3 percent increase from the 19,755 pay additives provided to employees as of June 30, 2018.

FIVE-YEAR TREND: AVERAGE SALARIES BY PAY PLAN

Pay Plan	As of June 30					2015/2019 % Change
	2015	2016	2017	2018	2019	
Career Service	\$35,575	\$35,545	\$35,710	\$37,163	\$37,463	5.3%
Selected Exempt Service	\$55,425	\$56,137	\$56,554	\$57,972	\$58,254	5.1%
Senior Management Service	\$111,440	\$111,931	\$112,666	\$114,265	\$115,542	3.7%
State Personnel System	\$39,505	\$39,657	\$39,910	\$41,348	\$41,670	5.5%
Florida Annual Average Wage – Total All Industries ¹	\$46,240	\$47,060	\$48,460	\$50,090	--	8.3%²

¹ Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, Quarterly Census of Employment and Wages Program, September 2019.

² Percentage change reflects 2015/2018 instead of 2015/2019. (The Florida Department of Economic Opportunity had not published the 2019 figures at the time this report was compiled.)

Classification and Pay Plans

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: 185 occupations and 17 pay bands
- Selected Exempt Service: 146 occupations and 22 pay bands
- Senior Management Service: 24 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	\$17,596.80	\$48,913.20	2,026	1,693
002	\$18,259.02	\$53,315.12	4,465	3,841
003	\$19,902.48	\$58,114.32	6,549	5,798
004	\$21,692.58	\$67,142.62	4,169	3,737
005	\$23,645.18	\$73,186.33	10,873	10,173
006	\$25,774.06	\$75,258.91	6,544	5,717
007	\$28,093.00	\$86,952.76	23,279	20,310
008	\$30,622.02	\$99,519.26	12,584	11,392
009	\$33,377.24	\$108,473.50	7,918	7,384
010	\$36,381.54	\$118,237.52	7,959	7,288
011	\$39,655.98	\$115,793.36	880	807
012	\$43,225.52	\$140,480.08	1,126	1,061
013	\$47,115.38	\$153,121.19	208	203
014	\$51,355.46	\$149,955.74	1,076	931
015	\$55,978.52	\$163,455.35	-	-
016	\$61,015.50	\$178,163.52	230	221
017	\$66,507.74	\$194,200.33	-	-
018	\$72,493.46	\$211,678.53	249	200
019	\$21,156.72	\$98,842.17	522	499
020	\$26,445.90	\$130,968.44	4600	4320
021	\$33,057.44	\$171,894.57	1368	1287
022	\$41,320.76	\$202,702.07	199	179
023	\$47,316.36	\$232,113.73	460	409
024	\$56,779.84	\$265,272.93	195	175
025	\$68,135.86	\$318,327.74	24	22
Total Positions and Employees			97,503	87,647

Annual Legislative Pay Adjustments

FISCAL YEAR 2018-19

- **Effective July 1, 2018 – Law Enforcement Salary Adjustments:** Effective July 1, 2018, each eligible law enforcement officer received a competitive pay adjustment of seven percent to the employee’s June 30, 2018 base rate of pay.
 - Effective July 1, 2018 each eligible law enforcement officer that completed at least ten (10) years of state service as a law enforcement officer by July 1, 2018 received a special pay adjustment of three percent on the employee’s June 30, 2018 base rate of pay. The law enforcement officer must have been employed on the effective date of the adjustment.
 - For this compensation adjustment, the term “law enforcement officer” was defined as (1) sworn officers of the Law Enforcement, Florida Highway Patrol, and Special Agent bargaining units in the following class titles and codes: Law Enforcement Officer (8515); Law Enforcement Corporal (8517); Law Enforcement Sergeant (8519); Law Enforcement Investigator I (8540); Law Enforcement Investigator II (8541); Law Enforcement Airplane Pilot I (8532); Law Enforcement Airplane Pilot II (8534); Special Agent Trainee (8580); Special Agent (8581); Security Agent-FDLE (8593); and Security Agency Supervisor-FDLE (8596); and (2) sworn officers in the following class titles and codes: Law Enforcement Lieutenant (8522); Law Enforcement Captain (8526 and 8632); Law Enforcement Major (8526, 8626, and 8630); Law Enforcement Manager (8565); Law Enforcement Section Leader (9154); Special Agent Supervisor (8584); and Inspector-FDLE (8590).
- **Effective July 1, 2018 – Juvenile Justice Salary Adjustments:** The Department of Juvenile Justice adjusted the minimum annual base rate of pay (as of July 1, 2018) for positions in the following class titles and codes to: Juvenile Justice Detention Officer I (5711) to \$28,027; Juvenile Justice Detention Officer II (8712) to \$29,195; Juvenile Justice Detention Officer Supervisor (5713) to \$30,719; Juvenile Probation Officer (5965) to \$32, 278; Senior Juvenile Probation Officer (5966) to \$34,087; and Juvenile Probation Officer Supervisor (5967) to \$35,966.
 - Effective July 1, 2018, The Department of Juvenile Justice granted competitive Pay adjustments of ten percent on each eligible employee’s June 30, 2018 base rate of pay. The employee must have been employed in a class title or code listed above on the effective date of the adjustment.
- **Effective July 1, 2018 – State Firefighter Salary Adjustments:** Effective July 1, 2018, each eligible firefighter employed by the Department of Agriculture and Consumer Services, Department of Military Affairs, or Department of Children and Families, received a competitive pay adjustment of \$2,500 to each eligible firefighter’s June 30, 2018 base rate of pay in the following class titles and codes: Firefighter (6411); Firefighter Supervisor (6412; Forest Ranger (7609); Senior Forest Ranger (7610); Firefighter Rotocraft Pilot (6577), Single Engine Reciprocal Aircraft Pilot (6570), Multi-Engine Reciprocal Aircraft Pilot (6568); Fire Chief (6414); Forest Area Supervisor (7622); Forestry Operations Administrator (7634); Forestry District Manager-DACS (7635); Forestry Program Administrator (7636); Forestry Center Manager-DACS (Manager-DACS (7637); Assistant Chief-Forestry-DACS (7638); Deputy Chief of Forestry (7639); Chief of Forest Protection-DACS (7839); and Chief of Field Operation (7860).

FISCAL YEAR 2017-18

- **Effective October 1, 2017 – 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 September 30, 2017, an annual increase of \$1,400.
- Employees with a base rate of pay greater than \$40,000 on September 30, 2017, 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 September 30, 2017, was used to determine the annual increase amount. This amount was pro-rated based on the full-time equivalency of the employee’s position.

Eligibility Requirements: Employees, who were, at a minimum, meeting their required performance standards and were employed on October 1, 2017, were eligible for these increases. If an employee was not achieving performance standards on October 1, 2017 but achieved performance standards on or before the end of the 2017-18 fiscal year, the employee was eligible to receive an increase; however, such increase became effective on the date the employee became eligible and not retroactive to October 1, 2017. In addition, any salary increase provided under this section was pro-rated based on the full-time equivalency of the employee’s position. Other Personal Services (OPS) employees were not eligible for the competitive pay adjustment.

- **Effective July 1, 2017 – Law Enforcement Compensation Adjustments:** Each law enforcement employee in the following agencies and classes received a competitive pay adjustment of 5 percent of the employee’s base rate of pay as of June 30, 2017: Department of Legal Affairs; Department of Agriculture and Consumer Services; Department of Financial Services; Department of Law Enforcement; Department of Highway Safety and Motor Vehicles; Department of Business and Professional Regulation; Fish and Wildlife Conservation Commission; Florida Commission on Offender Review; and Florida School for the Deaf and the Blind.

For this compensation adjustment, the term “law enforcement employee” was defined as (1) sworn officers of the Law Enforcement, Florida Highway Patrol, and Special Agent bargaining units in the following class codes: Law Enforcement Officer (8515); Law Enforcement Corporal (8517); Law Enforcement Sergeant (8519); Law Enforcement Investigator I (8540); Law Enforcement Investigator II (8541); Law Enforcement Airplane Pilot I (8532); Law Enforcement Airplane Pilot II (8534); Special Agent Trainee (8580); Special Agent (8581); Security Agent-FDLE (8593); and Security Agent Supervisor-FDLE (8596); and (2) sworn officers in the following class codes: Law Enforcement Lieutenant (8522); Law Enforcement Captain (8525 and 8632); Law Enforcement Major (8526, 8626, and 8630); Special Agent Supervisor (8584); and Inspector-FDLE (8590).

Employees receiving this increase were not eligible for the \$1,400 or \$1,000 Competitive Pay Adjustment.

- **Effective October 1, 2017 – Increases to Base Rate of Pay:** The Department of Corrections was authorized to increase the minimum base rate of pay (as of September 30, 2017) of employees in positions in the Correctional Officer series as follows: Correctional Officer (8003) to \$33,500; Correctional Officer Sergeant (8005) to \$36,850; Correctional Officer Lieutenant (8011) to \$40,535; Correctional Officer Captain (8013) to \$44,589; or increase Correctional Officer series employees’ base rate of pay (as of September 30, 2017) by \$2,500, whichever amount was greater.

Employees receiving this increase were not eligible for the \$1,400 or \$1,000 Competitive Pay Adjustment.

- **Effective October 1, 2017 – Compensation Adjustments:** Compensation adjustments were provided to the Public Service Commissioner, Chair of the Public Employees Relations Commission, Commissioners of the Public Employees Relations Commission, and Parole Commissioners as specified in Chapter 2017-88, Section 17(5), Laws of Florida. Employees receiving this increase were not eligible for the \$1,400 or \$1,000 Competitive Pay Adjustment.

- **Effective June 14, 2017 – Special Pay Issues:** The Department of Highway Safety and Motor Vehicles was authorized to increase the minimum annual salaries of current and new employees hired to fill positions in the Law Enforcement class (class code: 8515) to \$36,223.
- **Effective July 1, 2017 – Special Pay Issues:** The Department of Veterans’ Affairs was authorized to implement its competitive pay plan proposed in the department’s initial legislative budget request to address recruitment and retention of its employees who held an active nursing assistant certification and filled a position in one of the following class codes: Certified Nursing Assistant (5707); Senior Certified Nursing Assistant (5708); Therapy Aide I (5556); Therapy Aide II (5557).
- **Effective October 1, 2017 – Special Pay Issues:** The Department of Legal Affairs was authorized to:
 - Increase the starting salary of employees in the class Attorney-Assistant Attorney General (7737) to \$43,900.
 - Grant a competitive pay adjustment of \$6,000 to each employee in the class Assistant Attorney General (7746) who worked for the department for at least two years and meets or exceeds performance expectations. Employees receiving this increase were not eligible for the \$1,400 or \$1,000 Competitive Pay Adjustment.
 - Grant a competitive pay adjustment of \$3,000 to each employee in the following classes: Senior Assistant Attorney General (7747); Attorney Supervisor-Assistant Attorney General (7744); Special Counsel-Assistant Attorney General (7165); Chief-Assistant Attorney General (7748); Assistant Statewide Prosecutor-Attorney (8681); Assistant Statewide Prosecutor-Senior Attorney (8682); Assistant Statewide Prosecutor-Special Counsel (6120); and Assistant Statewide Prosecutor-Chief (9191) who worked for the department for at least two years and met or exceeded performance expectations.

Employees receiving these increases were not eligible for the \$1,400 or \$1,000 Competitive Pay Adjustment.

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 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).

Salary Distribution by Gender and Race/Ethnicity by Pay Plan

Salary Range	Percent				Total	
	White		Minorities ¹		Employees	Percent
	Male	Female	Male	Female		
CAREER SERVICE						
\$17,160 ² - \$19,999	11.1%	34.6%	15.7%	38.6%	324	0.5%
\$20,000 - \$29,999	12.1%	28.1%	12.3%	47.5%	15,456	21.6%
\$30,000 - \$39,999	30.2%	23.4%	16.6%	29.8%	33,556	47.0%
\$40,000 - \$49,999	32.6%	28.2%	15.3%	23.8%	14,373	20.1%
\$50,000 - \$59,999	36.2%	31.4%	13.0%	19.4%	4,752	6.7%
\$60,000 - \$69,999	42.8%	28.0%	15.2%	14.0%	1,719	2.4%
\$70,000 - \$79,999	40.7%	25.2%	16.1%	18.0%	701	1.0%
\$80,000 - \$89,999	40.5%	23.7%	19.0%	16.8%	321	0.4%
\$90,000 - \$99,999	38.9%	36.7%	7.8%	16.7%	90	0.1%
\$100,000+	35.0%	23.6%	18.6%	22.9%	140	0.2%
Percent of Total	27.6%	26.1%	15.1%	31.2%	71,432	100%
SELECTED EXEMPT SERVICE						
\$17,160 ² - \$19,999	-	-	-	-	-	-
\$20,000 - \$29,999	6.5%	27.4%	15.0%	51.1%	540	3.4%
\$30,000 - \$39,999	15.0%	31.8%	13.9%	39.4%	2,353	15.0%
\$40,000 - \$49,999	23.7%	37.4%	10.5%	28.4%	3,327	21.2%
\$50,000 - \$59,999	27.7%	38.0%	10.2%	24.0%	3,283	21.0%
\$60,000 - \$69,999	33.3%	39.2%	9.9%	17.6%	2,294	14.6%
\$70,000 - \$79,999	39.8%	38.1%	9.5%	12.6%	1,560	10.0%
\$80,000 - \$89,999	43.5%	36.3%	11.1%	9.1%	1,021	6.5%
\$90,000 - \$99,999	46.7%	30.3%	13.9%	9.2%	664	4.2%
\$100,000+	49.1%	20.7%	18.1%	12.1%	619	4.0%
Percent of Total	28.9%	35.6%	11.4%	24.0%	15,661	100%
SENIOR MANAGEMENT SERVICE						
\$17,160 ² - \$19,999	-	-	-	-	-	-
\$20,000 - \$29,999	-	-	-	-	-	-
\$30,000 - \$39,999	-	-	-	-	-	-
\$40,000 - \$49,999	-	-	-	-	-	-
\$50,000 - \$59,999	-	-	-	-	-	-
\$60,000 - \$69,999	-	100.0%	-	-	2	0.4%
\$70,000 - \$79,999	61.5%	38.5%	-	-	13	2.3%
\$80,000 - \$89,999	38.6%	43.2%	4.5%	13.6%	44	7.9%
\$90,000 - \$99,999	43.9%	50.9%	-	5.3%	57	10.3%
\$100,000+	51.6%	33.8%	9.4%	5.3%	438	79.1%
Percent of Total	49.8%	36.6%	7.8%	5.8%	554	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

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

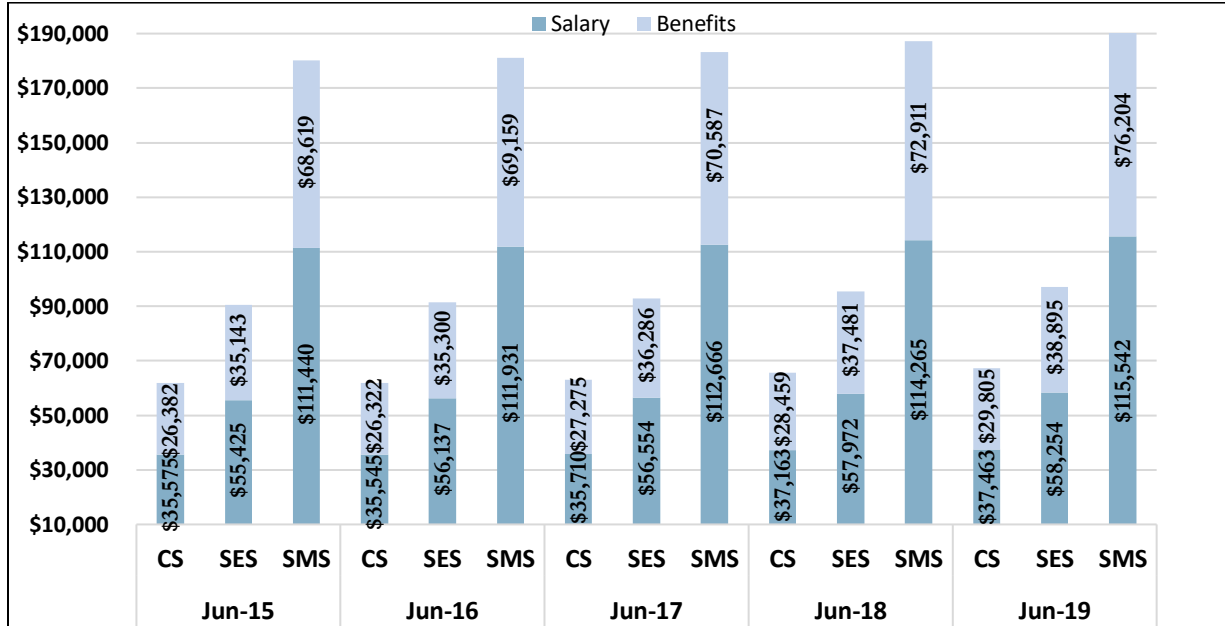
Agency	Career Service	Selected Exempt Service	Senior Management Service	Overall Average
Agency for Health Care Administration	\$42,051	\$59,669	\$127,250	\$47,028
Agency for Persons with Disabilities	\$31,101	\$45,214	\$106,862	\$34,548
Agency for State Technology	\$54,768	\$78,974	\$114,120	\$62,683
Agriculture and Consumer Services	\$35,755	\$53,196	\$111,110	\$40,107
Business and Professional Regulation	\$36,677	\$53,822	\$105,351	\$41,859
Children and Families	\$33,749	\$53,014	\$121,095	\$37,735
Citrus	\$37,662	\$71,594	\$135,000	\$66,237
Commission on Offender Review	\$35,415	\$51,507	\$77,750	\$40,539
Corrections	\$35,681	\$57,047	\$117,540	\$36,971
Division of Administrative Hearings	\$54,047	\$50,645	\$113,205	\$53,081
Division of Emergency Management ¹	-	\$62,705	\$127,000	\$67,918
Economic Opportunity	\$39,518	\$61,821	\$120,400	\$45,438
Education	\$37,889	\$59,190	\$133,942	\$46,413
Elder Affairs	\$38,136	\$53,302	\$112,488	\$43,342
Environmental Protection	\$39,256	\$59,442	\$114,514	\$44,379
Financial Services	\$42,539	\$64,990	\$112,228	\$49,820
Fish and Wildlife Conservation Commission	\$45,201	\$59,154	\$101,292	\$48,141
Health	\$38,484	\$58,148	\$115,180	\$42,616
Highway Safety and Motor Vehicles	\$41,391	\$62,768	\$120,030	\$44,301
Juvenile Justice	\$33,534	\$44,805	\$99,500	\$36,465
Law Enforcement	\$49,327	\$66,416	\$117,186	\$52,130
Legal Affairs	\$37,251	\$65,691	\$122,452	\$52,822
Management Services	\$38,655	\$60,273	\$111,807	\$48,052
Military Affairs ¹	\$33,036	\$44,755	\$82,352	\$36,316
Office of the Governor ¹	-	\$74,656	\$119,554	\$91,493
Public Service Commission	\$41,464	\$62,365	\$112,392	\$53,547
Revenue	\$36,001	\$56,159	\$115,329	\$39,459
School for the Deaf and the Blind ¹	\$29,054	\$40,143	-	\$30,540
State	\$35,574	\$52,815	\$101,006	\$43,065
Transportation	\$46,858	\$70,618	\$129,562	\$55,564
Veterans' Affairs	\$32,665	\$48,079	\$102,718	\$35,111
Average Salary by Pay Plan	\$37,463	\$58,254	\$115,542	\$41,670

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 Cost: Salaries and Benefits

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, 2019, the average total compensation cost for each pay plan was as follows:

- **Career Service: \$67,268.** Includes \$37,463 (55.7 percent) in salary plus \$29,805 (44.3 percent) in benefits. The Career Service benefits package had a value equivalent to 79.6 percent of the average salary.
- **Selected Exempt Service: \$97,149.** Includes \$58,254 (60.0 percent) in salary plus \$38,895 (40.0 percent) in benefits. The Selected Exempt Service benefits package had a value equivalent to 66.8 percent of the average salary.
- **Senior Management Service: \$191,746.** Includes \$115,542 (60.3 percent) in salary plus \$76,204 (39.7 percent) in benefits. The Senior Management Service benefits package had a value equivalent to 66.0 percent of the average salary.

AVERAGE BENEFITS COST BY PAY PLAN

Benefits	Career Service	Selected Exempt Service	Senior Management Service
Leave and Holidays	\$6,124 9.1%	\$10,082 10.4%	\$19,998 10.4%
Social Security, Medicare, and Retirement ²	\$5,960 8.9%	\$9,268 9.5%	\$36,638 19.1%
Health, Life, and Disability Insurance	\$17,721 26.3%	\$19,545 20.1%	\$19,568 10.2%
Average Benefits Value	\$29,805 44.3%	\$38,895 40.0%	\$76,204 39.7%
Average Salary	\$37,463 55.7%	\$58,254 60.0%	\$115,542 60.3%
Total Compensation	\$67,268 100%	\$97,149 100%	\$191,746 100%

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 (7.92 percent) and Senior Management Service class (22.71 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

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	<p>Ranges from 8.667 to 13 hours accrued per month depending on length of service (104 to 156 hours annually).</p> <p>Upon termination from the SPS, with a minimum of one continuous year of service, eligible for payment of up to 240 hours. (This is a lifetime payment cap.)</p>	<p>Receives 176 hours upon appointment date and on each anniversary date.</p> <p>Upon termination from the SPS, may be paid up to 480 hours. (The most recent accrual is prorated at time of separation.)</p>	Same as Selected Exempt Service.
Sick Leave	<p>8.667 hours accrued per month (104 hours annually, regardless of length of service).</p> <p>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.</p>	<p>Receives 104 hours upon appointment date and on each anniversary date.</p> <p>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.</p>	Same as Selected Exempt Service.
Holidays	<p>Nine paid holidays each calendar year and one paid personal holiday each fiscal year.</p>	Same as Career Service.	Same as Career Service.
Insurance ¹	<p>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 \$684.42 and \$1,473.18, respectively.</p> <p>Group Disability Insurance: Offered only as a supplemental policy. Employee pays 100 percent of the premium.</p> <p>Basic Life Insurance: Coverage is \$25,000. The state pays 100 percent of the premium.</p>	<p>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 \$726.08 and \$1,623.20, respectively</p> <p>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.</p> <p>Basic Life Insurance: Same as Career Service.</p>	<p>Group Health Standard PPO or HMO: Same as Selected Exempt Service.</p> <p>Group Disability Insurance: Same as Selected Exempt Service.</p> <p>Basic Life Insurance: Same as Career Service.</p>

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 2017-18.

Comparison of Benefits by Pay Plan

	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>If initially enrolled in the FRS prior 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: 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>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: 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><u>FRS Pension Plan (Defined Benefit):</u></p> <p>Same as Career Service.</p> <p>If initially enrolled in the FRS prior to 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 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 prior to July 1, 2011:</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>SMS Class ILOD: Same as Career Service.</p>

Notes:

- 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.
- 2018 Legislation – Establishes a presumption that an illness incurred in the line of duty for firefighters who are employed full-time by a state board, commission, department, division, bureau or agency, or a county, municipality, or other political subdivision of the state and who die or are totally and permanently disabled due to one of the designated 21 types of cancers specified by the bill or due to circumstances arising out of the treatment of one of these cancers.

¹ The percentage value is the value that employees in the Pension Plan 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

	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 value¹ 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> One-year vesting for contributions made while participating in the Investment Plan². State contributes 3.3 percent of salary into Regular Class employees' accounts and 11 percent of salary into Special Risk employees' accounts. Total and permanent disability retirements available.³ ILOD disability and non-duty minimum benefits are the same as Pension Plan members. ILOD death benefit is the same as Pension Plan members⁴.</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 value¹ of 2 percent.</p> <p>SMS Class ILOD: Same as Career Service.</p> <p>SMS Optional Annuity Program (Defined Contribution): Immediate vesting upon signing an investment contract with provider company. 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> One-year vesting for contributions made while participating in the Investment Plan². 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 If the member transfers the present value of Pension Plan service to the Investment Plan, becoming vested for the present value transfer amount and associated earnings are subject to the Pension Plan vesting requirements.

³ Employee must meet Pension Plan vesting requirements for non-duty or in-line-of-duty disability retirement, have total and permanent disability certified by two physicians at time of separation from employment and surrender the Investment Plan account balance to receive a lifetime monthly retirement benefit calculated and paid under the Pension Plan. The employer pays an additional contribution to fund the benefit costs not covered by the surrendered employee account: 0.25 percent for Regular class members, 1.33 percent for Special Risk class members and 0.26 percent for Senior Management Service class members.

⁴ Eligible survivor must 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: 0.05 percent for Regular class members, 1.21 percent for Special Risk class members, and 0.05 percent for Senior Management Service class members.

Benefit Comparisons to Select States

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. The data in the tables below was gathered from States' websites and human resource offices.

State	Annual Leave		Sick Leave		Holidays (Includes Personal Leave Days)
	Maximum Days Accrued Per Year ¹	Maximum Balance Allowed at Year End	Maximum Days Accrued Per Year ¹	Maximum Balance Allowed at Year End	
Alabama	29.25	60	13	150 ²	13 ³
California	21 ⁴	80	12 ⁵	Unlimited	12
Florida	19.5	45	13	Unlimited	10
Georgia	21	45	15	90	12
Louisiana	24	Unlimited	24	Unlimited	9 ⁶
Mississippi	27	Unlimited	12	Unlimited	10
New York	20 ⁷	40 ⁸	13 ⁹	200-225 ¹⁰	17
North Carolina	26	30	12	Unlimited	12
South Carolina	30	45	15	180	13
Tennessee	24	42	12	Unlimited	11
Texas	31.5	66.5	12	Unlimited	20 ¹¹
Virginia	27	54	10	10	12
West Virginia	24	40	18	Unlimited	13 ¹²

¹ Based on years of service.

² Maximum allowed at any time during the year.

³ 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.

⁴ Reflects vacation days for employees in all bargaining units except 5, 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.

⁵ Employees enrolled in Annual Leave Program do not receive separate sick leave credits.

⁶ Additional holidays given in the city of Baton Rouge for Inauguration Day once every four years or general election day every two years.

⁷ After seven completed years of service.

⁸ Employees may exceed the 40-day maximum except on Jan. 1, April 1 or Oct. 1 (depending on bargaining unit).

⁹ Management/Confidential employees enrolled in the Income Protection Plan Program are granted a maximum of eight days; four days every six months.

¹⁰ 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.

¹¹ Includes four optional holidays in lieu of other holidays and three partial staffing holidays.

¹² 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.

Employee Group Health Insurance Enrollment

Agency	Preferred Provider Organization		Health Maintenance Organization		No Coverage		Total
	Employees	OPS	Employees	OPS	Employees ¹	OPS ²	
Agency for Health Care Administration	322	10	949	48	111	26	1,466
Agency for Persons with Disabilities	1,083	74	883	76	367	71	2,554
Agency for State Technology	17	-	143	2	9	1	172
Agriculture and Consumer Services	1,215	75	1,859	118	320	120	3,707
Business and Professional Regulation	320	20	1,005	35	150	49	1,579
Children and Families	3,535	110	6,563	153	1,465	242	12,068
Citrus	6	1	18	-	3	1	29
Commission on Offender Review	17	2	90	10	14	11	144
Corrections	7,904	105	11,098	174	2,904	181	22,366
Division of Administrative Hearings	61	-	121	-	16	1	199
Economic Opportunity	301	55	835	92	176	63	1,522
Education	422	10	1,399	22	174	28	2,055
Elder Affairs	109	16	229	27	39	16	436
Environmental Protection	1,016	112	1,455	106	258	181	3,128
Financial Services	461	9	1,574	22	236	25	2,327
Fish and Wildlife Conservation Commission	1,010	313	852	187	167	166	2,695
Health	3,201	322	6,977	456	986	422	12,364
Highway Safety and Motor Vehicles	1,233	15	2,365	19	417	27	4,076
Juvenile Justice	1,032	22	1,521	27	435	39	3,076
Law Enforcement	421	9	1,132	14	167	30	1,773
Legal Affairs	353	3	672	8	100	34	1,170
Management Services	97	4	575	14	76	8	774
Military Affairs ³	160	-	168	-	83	5	416
Office of the Governor ³	37	26	62	57	10	22	214
Public Service Commission	31	-	196	-	14	1	242
Revenue	1,102	10	3,021	22	360	16	4,531
School for the Deaf and the Blind ³	226	51	139	48	38	13	515
State	42	3	298	30	29	12	414
Transportation	1,737	2	3,431	2	376	8	5,556
Veterans' Affairs	365	22	487	18	194	64	1,150
Total Employees	27,836	1,401	50,117	1,787	9,694	1,883	92,718
Percent of Total Employees	30.0%	1.5%	54.1%	1.9%	10.5%	2.0%	100%

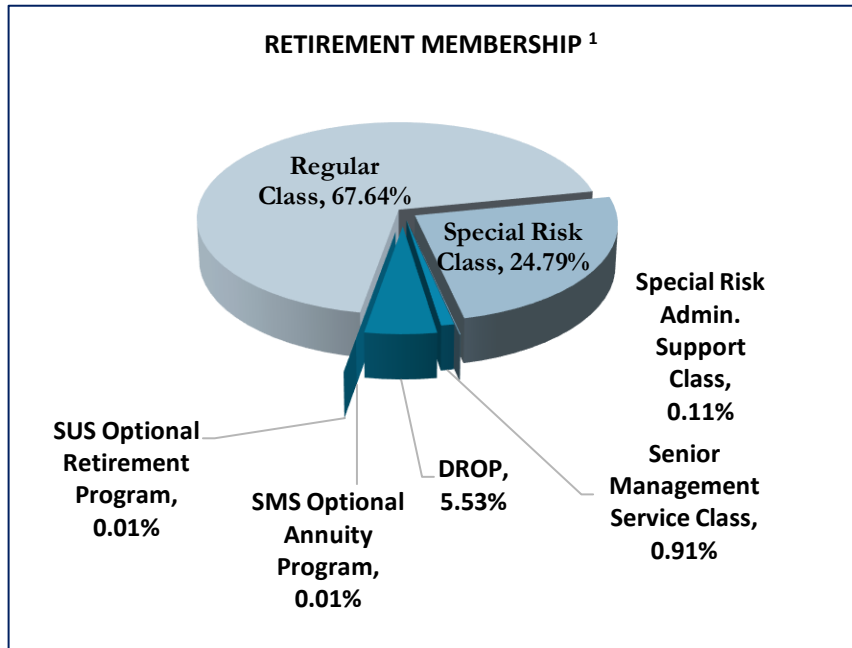
¹ Indicates these employees are not covered by a state plan but that they may have coverage elsewhere.

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

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.



Of the 86,960² SPS employees as of June 30, 2019, there were 86,073 employees enrolled in either the FRS Pension Plan or FRS Investment Plan, four in the Senior Management Service Optional Annuity Program (SMSOAP), seven in the State University System Optional Retirement Program (SUSORP), and 876 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 Deferred Retirement Option Program (DROP):

- **Regular Class:** 58,821 employees. These members are not assigned to other classes.
- **Special Risk Class:** 21,557 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:** 96 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):** 787 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:** Two 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 687 members who were not enrolled in the FRS as of June 30, 2019.

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 Deferred 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, 2019, there were 4,810 SPS participants enrolled in this program.

FRS PENSION PLAN ACTIVE MEMBERSHIP

As of June 30, 2019, there were 62,188 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, 2019, there were 19,075 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, 2019, there were four 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, 2019, there were seven 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 2018-19, the SPS had 876 reemployed retirees without renewed membership in the FRS. As of June 30, 2019, reemployed retirees without renewed membership were filling positions covered by the following FRS membership classes:

Retirement Class	Reemployed Retiree Count	Percent
Regular Class	735	83.9%
Special Risk Class	127	14.5%
Senior Management Service Class	14	1.6%
Total Employees	876	100%

Source: Department of Management Services' Division of Retirement.

Pay Additives: Career Service

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, 2019.

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	126	-	-	-	-	-	11	3	6	-	146
Agency for Persons with Disabilities	27	5	51	-	-	1	-	-	47	-	131
Agency for State Technology	-	5	17	-	-	-	4	-	76	-	102
Agriculture and Consumer Services	136	32	1	-	147	9	7	2	641	-	975
Business and Professional Regulation	150	2	-	-	-	-	-	2	7	-	161
Children and Families	1,393	30	276	-	15	11	161	39	1,470	-	3,395
Citrus	-	-	-	-	-	-	-	-	-	-	-
Commission on Offender Review	19	-	-	-	-	-	-	-	-	-	19
Corrections	2,732	28	3	571	-	862	35	49	1,111	-	5,391
Division of Administrative Hearings	24	-	-	-	-	-	-	-	-	-	24
Division of Emergency Management ²	-	-	-	-	-	-	-	-	-	-	-
Economic Opportunity	21	40	-	-	-	-	-	1	18	-	80
Education	41	-	-	-	-	-	17	2	7	-	67
Elder Affairs	19	-	-	-	-	-	-	-	-	-	19
Environmental Protection	184	3	-	-	-	17	-	-	35	2	241
Financial Services	247	51	4	-	9	15	20	2	123	-	471
Fish and Wildlife Conservation Commission	217	12	24	163	155	51	2	9	80	194	907
Health	1,275	84	1	-	1	-	34	36	296	-	1,727
Highway Safety and Motor Vehicles	943	8	134	-	350	-	954	1	395	517	3,302
Juvenile Justice	319	-	-	-	19	-	18	4	22	-	382
Law Enforcement	87	38	46	6	102	48	28	4	431	-	790
Legal Affairs	122	-	-	-	-	-	-	-	-	-	122
Management Services	14	4	6	-	-	-	-	-	39	-	63
Military Affairs ²	2	-	5	-	-	-	-	-	8	-	15
Office of the Governor ²	-	-	-	-	-	-	-	-	-	-	-
Public Service Commission	13	-	-	-	-	-	-	-	-	-	13
Revenue	767	3	7	-	-	-	-	-	16	-	793
School for the Deaf and the Blind ²	-	1	150	-	-	-	6	-	13	-	170
State	-	1	-	-	-	-	-	-	7	-	8
Transportation	1,035	-	94	-	-	-	4	7	182	-	1,322
Veterans' Affairs	156	-	-	-	-	-	-	-	15	-	171
Total Pay Additives	10,069	347	819	740	798	1,014	1,301	161	5,045	713	21,007

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 2018-19

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, 2019.

FISCAL YEAR 2017-18

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, 2018.

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.

D



APPENDIX

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 2018-19

Agencies That Had an Established Training Plan

For fiscal year 2018-19, 25¹ agencies reported having an established training plan. Those agencies that reported not having an established training plan include the Agency for Persons with Disabilities, Department of Citrus, Department of Environmental Protection, and Division of Administrative Hearings.

Types of Training Goals Identified by the Agencies

- Develop a sustainable succession plan for employees to become leaders at all levels.
- Offer trainings that provide the necessary tools needed to develop the personal skills necessary to effectively work within a team-oriented environment.
- Implement a regional trainer model in order to provide training around the state.
- Develop methods to encourage inclusive leadership and diversity at all levels.
- Increase staff ability to effectively and efficiently use technology.

Methodologies Used to Measure Success of the Training Offered

- Kirkpatrick Evaluation Model².
- Surveys.
- Graded pre-training and post-training assessments.
- Evaluations in both written and web-based formats.
- Direct feedback from participants.

Goals Achieved and Progress Made in the Areas of Training

- Developed an instructor certification and qualification program.
- Implemented video conferencing of trainings to all field offices.
- Enhanced interpersonal team building skills have been adopted by employees and supervisors.
- Continued migration to online training to maximize training opportunities, expand course offerings, and increase participation.
- Successfully developed an agency-wide dashboard capturing key and critical positions, vacancies, years of service, DROP, turnover rate and master list of working/class titles for all positions within the agency.

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

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.

- For fiscal year 2018-19, the Department of Financial Services reported that agencies expended \$35,473,706 on training, representing a 20.9 percent increase from the \$29,334,029 expended during fiscal year 2017-18. Some examples of training included the following: violence free workplace; business writing; effective meeting management; performance evaluations for supervisors; cybersecurity; conflict resolution; leadership development training; and training for an indeterminable number of non-agency employees including customers and the general public.
- Since fiscal year 2014-15, training expenditures have decreased 4.6 percent from \$37,197,035 to \$35,473,706 in fiscal year 2018-19.

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 2018-19, 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.

Training Expenditures by Agency

Agency	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Agency for Health Care Administration	\$111,356	\$81,464	\$81,448	\$102,431	\$90,095
Agency for Persons with Disabilities	\$22,778	\$37,721	\$93,603	\$31,031	\$26,259
Agency for State Technology	\$40,734	\$461,049	\$287,456	\$351,709	\$599,522
Agriculture and Consumer Services	\$2,266,070	\$1,697,648	\$1,412,674	\$1,401,205	\$1,297,360
Business and Professional Regulation	\$110,092	\$641,779	\$888,610	\$933,363	\$792,331
Children and Families	\$3,162,613	\$5,947,501	\$6,369,594	\$3,883,147	\$4,413,111
Citrus	\$2,348	\$1,656	-	-	\$5,070
Commission on Offender Review	\$12,756	\$4,799	\$4,042	\$6,518	\$5,701
Corrections	\$1,776,688	\$2,809,858	\$2,715,812	\$2,869,667	\$3,128,815
Division of Administrative Hearings	\$25,538	\$30,562	\$36,197	\$21,741	\$25,942
Division of Emergency Management ¹	\$506,623	\$478,828	\$320,909	\$102,776	\$299,782
Economic Opportunity	\$310,118	\$222,541	\$537,278	\$337,291	\$133,806
Education	\$11,725,232	\$6,533,205	\$9,994,982	\$4,425,589	\$11,226,264
Elder Affairs	\$67,422	\$48,700	\$51,424	\$36,534	\$36,765
Environmental Protection	\$372,532	\$499,300	\$687,052	\$1,019,273	\$734,466
Financial Services	\$178,491	\$278,482	\$366,569	\$356,514	\$274,166
Fish and Wildlife Conservation Commission	\$1,173,566	\$1,472,489	\$1,425,627	\$1,287,901	\$1,219,211
Health	\$7,062,152	\$5,988,552	\$4,774,488	\$3,940,825	\$2,899,484
Highway Safety and Motor Vehicles	\$370,438	\$525,636	\$549,691	\$519,713	\$588,339
Juvenile Justice	\$570,222	\$697,483	\$640,525	\$1,608,580	\$1,595,822
Law Enforcement	\$548,653	\$961,335	\$1,412,589	\$992,962	\$868,290
Legal Affairs	\$190,329	\$205,809	\$239,378	\$173,491	\$232,722
Management Services	\$164,671	\$224,453	\$202,024	\$287,398	\$554,245
Military Affairs ¹	\$139,447	\$71,023	\$75,736	\$84,400	\$76,974
Office of the Governor ¹	\$9,652	-	\$200	\$13,677	\$23,227
Public Service Commission	\$52,718	\$56,243	\$52,648	\$46,044	\$60,706
Revenue	\$319,944	\$469,988	\$245,118	\$225,255	\$182,732
School for the Deaf and the Blind ¹	\$98,033	\$281,745	\$147,123	\$186,448	\$171,816
State	\$8,508	\$27,593	\$89,792	\$190,448	\$18,222
Transportation	\$5,753,194	\$3,970,305	\$3,601,504	\$3,862,442	\$3,858,782
Veterans' Affairs	\$44,117	\$40,275	\$41,885	\$35,653	\$33,679
Total Expenditures²	\$37,197,035	\$34,768,025	\$37,345,978	\$29,334,026	\$35,473,706

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 Expenditures provided by the Department of Financial Services.

E



APPENDIX

Equal Employment Opportunity Overview

As reflected in the table below, minority representation exceeded the Available Labor Market (ALM)¹ representation in the professionals, technicians, paraprofessionals, and administrative support job categories for fiscal year 2018-19. The State Personnel System minority representation was below the Available Labor Market for the officials and administrators, protective service workers, skilled craft workers, and service maintenance job categories by 8.3, 2.7, 19.4, and 9.5 percentage points, respectively. Overall, minority representation in the SPS was 3.3 percentage points above the Available Labor Market.

EMPLOYEES BY RACE AND JOB CATEGORY

Job Category	Total Employees	White	Black or African American	Hispanic or Latino	Other ²	% Minority by Job Category	% Minority in ALM
Officials and Administrators	2,561	2,051	277	153	80	19.9%	28.2%
Professionals	49,313	27,241	13,831	6,087	2,154	44.8%	31.8%
Technicians	3,491	2,135	728	354	274	38.8%	37.4%
Protective Service Workers	19,561	12,090	5,215	1,852	404	38.2%	40.9%
Paraprofessionals	5,770	1,657	3,197	753	163	71.3%	53.0%
Administrative Support	4,054	1,865	1,318	753	118	54.0%	39.8%
Skilled Craft Workers	1,268	988	147	105	28	22.1%	41.5%
Service Maintenance	1,629	912	577	103	37	44.0%	53.5%
Total Employees	87,647	48,939	25,290	10,160	3,258	38,708	3,655,551
Percent of Total Employees	100%	55.8%	28.9%	11.6%	3.7%	44.2%	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

Innovative Ideas and Successful Special Programs Agencies Reported Using to Recruit Minorities, Women, and Individuals Who Have a Disability:

- The Agency for Health Care Administration (AHCA) participated in hiring fairs at local colleges and universities during fiscal year 2018-19. The events were sponsored by CareerSource Capital Region and were attended by diverse applicants including individuals who have a disability. AHCA also participated in Paychecks for Patriots Hiring Fair held at Florida State University.
- The Department of Agriculture and Consumer Services (FDACS) attended several job/career/training fairs. Their FreshFromFloridaCareers.com website increased FDACS' outreach and broadened the audience of individuals access to career opportunities within the agency both externally and internally. Visits to this website during fiscal year 2018 - 19 totaled 105,455 between July 1, 2018 – June 26, 2019. The breakdown consisting of 77,189 external visitors and 28,266 internal visitors. To reach broader more diversified audiences, the department developed kits identifying Fresh From Florida Careers. All kits contain a pop-up banner, tablecloth, brochures, and a USB that is set up at the point of contact looping information about the department. These kits were distributed by division and their use is coordinated by the division's Personnel Liaison. As each division identifies an event of interest to assist them with their recruiting efforts, the date and the event is relayed to the Bureau of Personnel Management, Recruitment and Selection Section to be added to the Affirmative Action Plan (AAP). This not only broadens exposure, by having the divisions participate; they are able to self- identify and participate in events specific to their recruiting needs and expertise. An important component to the department's AAP is the Marketing Plan which is continually evolving. This marketing initiative is aimed at recruiting the most qualified and diverse individuals; including veterans and individuals with disabilities, for careers within the agency. The goal is to increase awareness of Fresh From Florida Careers while increasing the agency's Equal Employment Opportunities and Affirmative Action goals. FDACS is proud to continue administering the Fostering Success Program that gives young adults over 18 years of age, who have had some experience in Florida's foster care system, professional experience in a supportive environment.
- The Department of Children and Families (DCF) employment recruiters routinely relied upon partnerships with the Salvation Army, Goodwill Industries, and CareerSource Florida for leads. DCF also works collaboratively with the Department of Education Division of Vocational Rehabilitation to perform

assessments of the intended workstations to help ensure reasonable accommodations are identified and, where possible, provided to new hires.

- The Department of Health (DOH) increased employment among individuals who have a disability this fiscal year. The increase can be attributed to partnerships and discussions with human resource professionals, departmental trainings, and by being proactive in providing individuals who have a disability with accommodations. The department's progress towards increasing employment among women and minorities has remained consistent; however, the department will continue to look for ways to increase the numbers in these categories.
- The Fish and Wildlife Conservation Commission (FWCC) provided a workforce which mirrors the racial, ethnic, and gender composition of the available labor market. FWCC educated hiring supervisors on equal employment, established programs aimed at facilitating access for females, minorities, and individuals who have a disability. The department continually evaluates the effectiveness of the initiatives to ensure success. FWCC made efforts to promote employment opportunities for individuals who have a disability and retained employees who have a disability. New employees are required to review the Internal Policy and Procedure (IMPP) 6.29: EEO/AA/ADA and to complete the FWCC Human Resource Annual Online Learning which includes modules on EEO/AA/ADA and Diversity Awareness. Employees are also required to complete an annual refresher training course to reinforce these policies and procedures. FWCC section leaders, supervisors, and hiring managers support the agency's commitment to affirmative action efforts. The Office of Human Resources provided webinar training on recruitment and selection. The webinar included information on Affirmative Action, position descriptions, job advertisements, and ADA. FWCC Office of Human Resources reviewed position descriptions, duties and responsibilities, knowledge/skills/abilities, and required qualifications.
- The Department of Corrections (DOC) made incremental progress, resulting in an increase of employees that self-identified as having a disability. The department also used alternate job duty reviews for current employees. Partnerships with organizations that champion hiring individuals who have a disability were also established. DOC periodically reached out to organizations such as the Able Trust to discuss recruitment ideas. DOC partnered with CareerSource Florida by participating in job fairs.
- The Florida School for the Deaf and the Blind (FSDB) maintained an effective reasonable accommodation program working with individuals who have a disability. Many former students returned as employees. FSDB ensured outreach and recruitment efforts were accessible to individuals who have a disability. In addition to posting to the People First system, FSDB also advertised open positions on the agency website, Facebook, Indeed, Deaf Digest, and Employ Florida. FSDB also maintained a robust reasonable accommodation program.
- The Florida Department of Law Enforcement (FDLE) had a 400 % increase in the number of individuals who have a disability working as of May 31, 2019. The agency's progress also increased in women and minorities. FDLE attended career fairs that were offered throughout the state of Florida. FDLE hired at least 50% of their intern members. FDLE utilized career fairs and participated in speaking engagements at high schools and higher education institutions.
- The Department of Management Services (DMS) broadened its recruitment efforts by advertising positions within and outside of the People First system to ensure diverse applicant pools. All bureau chief and higher positions were advertised with higher education institutions and professional associations across Florida (including minority professional associations and historically black college and universities), as well as nationally when appropriate. Additionally, DMS strengthened the selection process by including diverse interview panels. The agency successfully met 16 out of 17 goals in DMS' Individuals with Disabilities Recruitment Plan.

- The Department of Transportation made steady progress towards increasing the hiring of women, minorities, and individuals with disabilities. Over the past year, the agency reported an increase of 292% of individuals who self-identified as having a disability. The department shares its job advertisements to the Department of Education Division of Vocational Rehabilitation. With support from RESPECT of Florida, the department employed 431 individuals who have a disability at the various agency rest areas. This is the largest number of employed workers with disabilities among 12 other state agencies.
- Florida Department of Veterans' Affairs (DVA) continued to increase return to work outcomes for injured employees and individuals who have a disability through the refinement and expansion of the Workplace Safety program. DVA also expanded reasonable accommodation program and trained key employees to recognize a need for accommodation.

Successful Activities Agencies Reported Using to Promote Employment Opportunities for Minorities, Women, and Individuals Who Have a Disability:

- The Department of Business and Professional Regulation's (DBPR) attended four hiring fairs in the last fiscal year to assist with promoting employment opportunities for minorities, women, and individuals who have a disability. DBPR also included a statement on advertisements affirming the agency's commitment to increasing recruitment and hiring of individuals who have a disability.
- The Fish and Wildlife Conservation Commission (FWCC) increased diversification through educating supervisors on Affirmative Action policies and procedures to improve recruitment and outreach efforts. FWCC implemented the following efforts: established Internal Management Policy and Procedures (IMPP) Standards on Equal Employment Opportunities/Affirmative Action Plan/Americans with Disabilities Act (EEO/AA/ADA) where protected veterans are included. FWCC utilized the *State Personnel System Reasonable Accommodation Process Program Manual* for employees and candidates that requested a reasonable accommodation or adjustment. FWCC participated in trainings and attended professional meetings to stay current and learn about innovative ideas. FWCC attended outreach and recruitment efforts at job fairs, career days, community and professional organizations focused on minority, women, individuals who have a disability, and veterans. FWCC reviewed and updated position descriptions before posting job announcements, and established a Diversity Officer position who guides, assists, and oversees diversity efforts with an emphasis on programs that target those who are underrepresented both in the workforce and as participants in FWCC programs. The Diversity Officer also takes a proactive approach in educating and engaging agency staff to appreciate the importance and value of diversity in FWCC's operations. In addition, the Division of Law Enforcement continues to utilize regional recruiters who participate in job fairs, school career days, and local public events etc., with an emphasis on events and schools that serve predominantly minority populations, veterans, and active duty and reserve components.
- The Department of Economic Opportunity (DEO) continues to be successful in its recruitment of minorities and females. The continued participation of management and staff on various interagency and national councils resulted in networking opportunities which aided a sustained effort to recruit qualified applicants for current and projected vacancies. DEO is committed to increasing the applicant pool for vacancies that help lead to a more diverse workplace; including individuals who have a disability.
- The Department of Education (DOE) Abilities Work Help Desk, administered by the Department of Education's Division of Vocational Rehabilitation seeks qualified applicants from a pool of individuals who have a disability, for employers, including state agencies who have employment needs. The Division of Blind Services within the agency contacted private and public educational institutions to post job vacancies. The department continues to search for additional ways to address employment needs of individuals who have a disability. DOE works closely with school districts to ensure that students transitioning from school to work have opportunities for continuing education and employment.

- The Executive Office of the Governor is committed to providing the highest quality of leadership and service to the State of Florida. To achieve this end, it is essential to maintain a highly qualified workforce that is representative of the people of Florida, specifically Leon County where most employees reside. It is, therefore, the policy of this Office to take affirmative action to employ qualified individuals from every segment of the available population. The intent of this policy is to achieve a representative work force.
- The Department of Health (DOH) human resource professionals are required to share vacancy announcements with the Department of Education, Vocational Rehabilitation and/or the ARC of Florida, Inc. The department has also been proactive in circulating articles to staff through department wide communications in addition to posting the information via the department's SharePoint site. This effort has proven to be successful as the number of requests for reasonable accommodation have increased and the agency is able to retain current employees who have disabilities.
- During fiscal year 2018-19, the Department of Management Services continued making process towards increasing employment among women, minorities, and individuals who have a disability (IWD.) The recruitment and selection efforts utilized include the following: expanding the recruitment process by advertising job opportunities with various outlets, such as minority professional organizations and higher education institutions, and organizations whose mission is to assist IWD secure employment; strengthening the selection process to include diverse interview panels; establishing an internal network of recruiters to ensure a collaborative effort among Senior Leadership, the Office of Human Resources, and hiring managers to assist with recruitment and retention; partnering with local advocacy groups on outreach and recruitment efforts; enhancing internal education and policy communications; and implementing retention and succession planning strategies

Status of Affirmative Action Plans

As part of the reporting requirements specified in section 110.112(2)(e), Florida Statutes, the table below provides a snapshot of those agencies that developed and implemented affirmative action plans.

Agency	Developed and implemented an AA Plan that outlined goals for women, minorities, and individuals who have a disability for Fiscal Year 2018-19.	
	Yes	No
Agency for Health Care Administration	x	
Agency for Persons with Disabilities		x
Agency for State Technology	x	
Agriculture and Consumer Services	x	
Business and Professional Regulation	x	
Children and Families	x	
Citrus		x
Commission on Offender Review	x	
Corrections	x	
Division of Administrative Hearings		x
Division of Emergency Management	x	
Economic Opportunity	x	
Education ¹	-	-
Elder Affairs	x	
Environmental Protection	x	
Financial Services		x
Fish and Wildlife Conservation Commission	x	
Health	x	
Highway Safety and Motor Vehicles	x	
Juvenile Justice	x	
Law Enforcement	x	
Legal Affairs	x	
Management Services	x	
Military Affairs	x	
Office of the Governor	x	
Public Service Commission ²	-	-
Revenue	x	
School for the Deaf and the Blind	x	
State	x	
Transportation	x	
Veterans' Affairs	x	

¹ Agency did not submit a response to the Affirmative Action Questionnaire.

² 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

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, 2019.

Agency	Officials/ Administrators	Professionals	Technicians	Protective Service Workers	Para Professionals	Administrative Support	Skilled Craft Workers	Service Maintenance	Total
Agency for Health Care Administration	2.5%	82.2%	5.2%	0.1%	2.9%	7.1%	-	-	1,382
Agency for Persons with Disabilities	1.5%	51.0%	2.8%	2.5%	28.3%	3.3%	4.7%	5.9%	2,333
Agency for State Technology	5.3%	45.6%	47.3%	-	-	0.6%	1.2%	-	169
Agriculture and Consumer Services	3.3%	59.2%	8.1%	21.7%	0.1%	2.7%	2.7%	2.2%	3,394
Business and Professional Regulation	4.4%	86.2%	2.4%	4.2%	2.4%	0.4%	-	-	1,475
Children and Families	1.5%	74.0%	2.4%	1.8%	16.0%	2.5%	0.4%	1.4%	11,563
Citrus	40.7%	37.0%	14.8%	-	-	-	-	7.4%	27
Commission on Offender Review	14.0%	73.6%	-	-	-	12.4%	-	-	121
Corrections	1.3%	21.8%	1.4%	69.7%	0.4%	3.2%	1.4%	0.9%	21,906
Division of Administrative Hearings	1.5%	79.3%	2.0%	-	-	17.2%	-	-	198
Division of Emergency Management ¹	29.7%	64.9%	2.7%	-	-	-	-	2.7%	37
Economic Opportunity	2.8%	93.3%	3.3%	-	0.2%	0.1%	0.4%	-	1,312
Education	11.9%	65.8%	5.8%	-	9.4%	6.7%	-	0.4%	1,995
Elder Affairs	5.3%	83.3%	3.2%	-	-	8.2%	-	-	377
Environmental Protection	6.9%	73.5%	3.0%	-	0.1%	1.4%	0.7%	14.3%	2,729
Financial Services	7.0%	77.8%	4.1%	7.2%	0.1%	3.5%	0.2%	-	2,271
Fish and Wildlife Conservation Commission	3.9%	53.5%	4.2%	33.9%	0.1%	3.1%	1.3%	-	2,029
Health	2.1%	71.7%	6.5%	-	9.4%	9.3%	0.5%	0.6%	11,164
Highway Safety and Motor Vehicles	2.7%	34.2%	2.9%	46.6%	0.2%	12.5%	0.5%	0.4%	4,015
Juvenile Justice	2.9%	54.7%	1.4%	-	34.2%	3.6%	0.8%	2.3%	2,988
Law Enforcement	5.0%	62.2%	7.7%	24.4%	-	0.8%	-	-	1,720
Legal Affairs	8.9%	65.2%	1.2%	4.4%	3.7%	16.4%	0.2%	-	1,125
Management Services	7.5%	67.8%	3.6%	-	0.4%	3.2%	10.3%	7.2%	748
Military Affairs ¹	2.2%	37.5%	7.8%	4.9%	4.6%	17.8%	15.8%	9.5%	411
Office of the Governor ¹	77.8%	22.2%	-	-	-	-	-	-	72
Public Service Commission	12.4%	78.8%	3.7%	-	-	5.0%	-	-	241
Revenue	1.7%	87.6%	3.9%	-	2.2%	4.5%	-	-	4,483
School for the Deaf and the Blind ¹	-	26.8%	5.2%	3.5%	43.7%	1.2%	5.7%	13.9%	403
State	8.9%	79.1%	7.9%	-	0.5%	2.4%	1.1%	-	369
Transportation	3.1%	72.2%	8.5%	-	0.9%	3.3%	6.8%	5.1%	5,544
Veterans' Affairs	2.6%	28.8%	14.3%	-	41.3%	4.1%	1.1%	7.8%	1,046
Total Employees	2,561	49,313	3,491	19,561	5,770	4,054	1,268	1,629	87,647
Percent of Total Employees	2.9%	56.2%	4%	22.3%	6.6%	4.6%	1.4%	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.

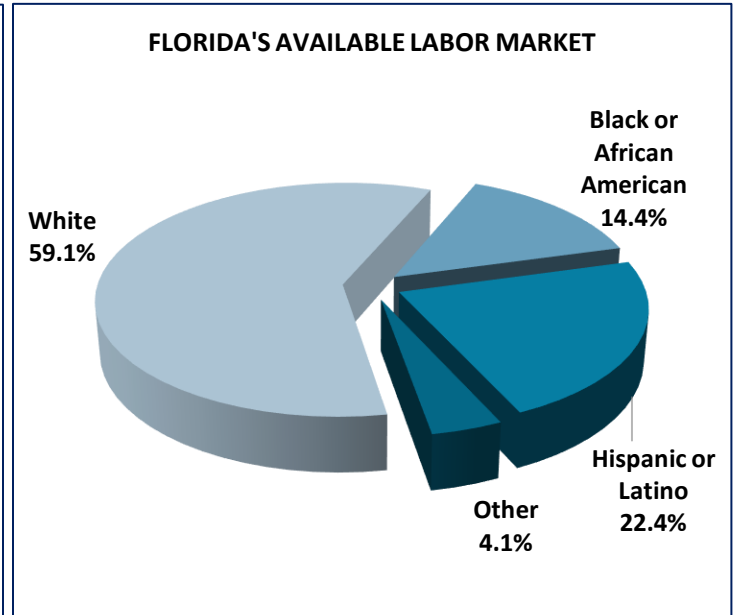
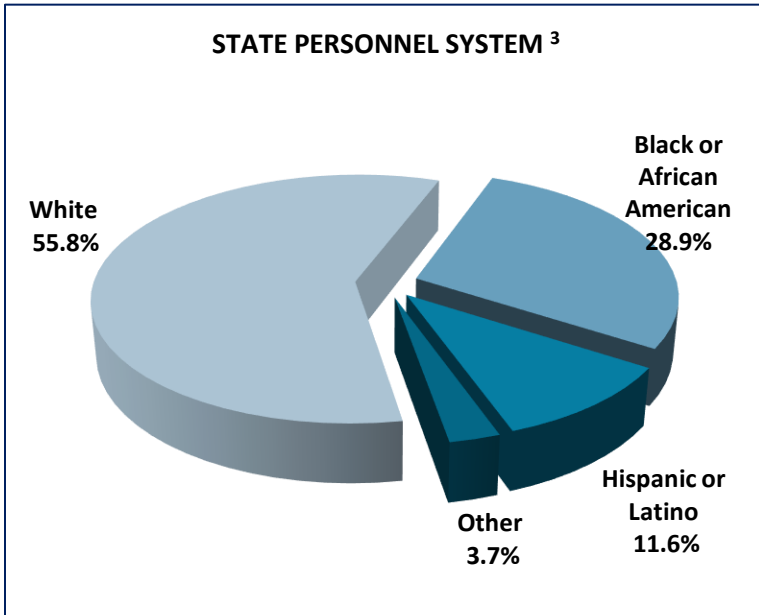
Minority Representation by Pay Plan

Since 2015, minority representation in the Career Service and Selected Exempt Service increased by 3.6 and 2.8 percentage points, respectively. Also, minority representation in the Senior Management Service decreased by 0.7 percentage points. Since 2018, minority representation increased in the Career Service by 0.9 percentage points, the Selected Exempt Service by 1.3 percentage points, and in the Senior Management Service by 0.3 percentage points.

FIVE-YEAR TREND: MINORITY REPRESENTATION

Pay Plan	2015		2016		2017		2018		2019	
	Minor.	Total	Minor.	Total	Minor.	Total	Minor.	Total	Minor.	Total
Career Service	31,605	74,007	31,704	72,752	32,256	72,565	33,088	72,850	33,083	71,432
Percent of Total	42.7%		43.6%		44.5%		45.4%		46.3%	
Selected Exempt Service	5,139	15,770	5,198	15,676	5,342	15,821	5,398	15,811	5,550	15,661
Percent of Total	32.6%		33.2%		33.8%		34.1%		35.4%	
Senior Management Service	78	551	79	563	80	567	76	575	75	554
Percent of Total	14.2%		14.0%		14.1%		13.2%		13.5%	
State Personnel System	36,822	90,328	36,981	88,991	37,678	88,953	38,562	89,236	38,708	87,647
Percent of Total	40.8%		41.6%		42.4%		43.2%		44.2%	

For minorities, the SPS exceeded the Available Labor Market¹ representation in the Black or African American category by 14.5 percentage points. In the Other² category, the SPS was below the Available Labor Market by 0.4 percentage points while Hispanic or Latino representation was 10.8 percentage points below the 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 percentage is less than 100 percent as a result of some employees' races/ethnicities being unknown.

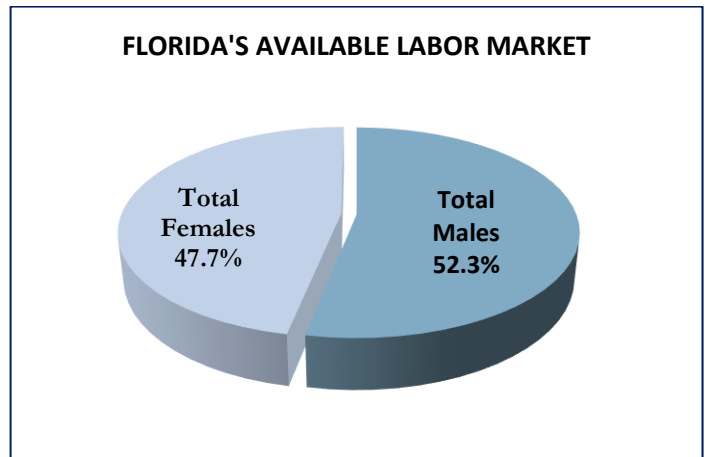
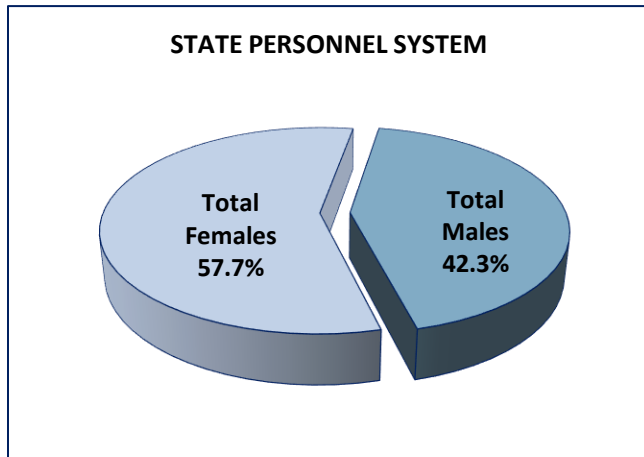
Gender Representation by Pay Plan

Since 2015, female representation in the Career Service, Selected Exempt Service, and Senior Management Service increased by 1.3, 1.1, and 0.1 percentage points, respectively. Since 2018, female representation in the Career Service and Selected Exempt Service increased by 0.3 and 0.2 percentage points. Female representation in the Senior Management Service decreased by 0.9 percentage points.

FIVE-YEAR TREND: GENDER REPRESENTATION

Pay Plan	2015		2016		2017		2018		2019	
	Fem.	Total	Fem.	Total	Fem.	Total	Fem.	Total	Fem.	Total
Career Service	41,447	74,007	41,015	72,752	41,234	72,565	41,557	72,850	40,954	71,432
Percent of Total	56.0%		56.4%		56.8%		57.0%		57.3%	
Selected Exempt Service	9,247	15,770	9,187	15,676	9,376	15,821	9,404	15,811	9,348	15,661
Percent of Total	58.6%		58.6%		59.3%		59.5%		59.7%	
Senior Management Service	233	551	246	563	247	567	249	575	235	554
Percent of Total	42.3%		43.7%		43.6%		43.3%		42.4%	
State Personnel System	50,927	90,328	50,448	88,991	50,857	88,953	51,210	89,236	50,537	87,647
Percent of Total	56.4%		56.7%		57.2%		57.4%		57.7%	

Female representation in the SPS exceeded Florida’s Available Labor Market¹ by 10.0 percentage points.



¹ Available Labor Market data for Florida was compiled by the Florida Department of Economic Opportunity, Bureau of Labor Market Statistics, using the BEO 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 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	17.7%	37.6%	4.1%	24.5%	3.0%	8.5%	1.3%	3.3%	1,382
Agency for Persons with Disabilities	13.1%	23.0%	16.5%	38.7%	1.2%	3.3%	0.9%	3.4%	2,333
Agency for State Technology	56.2%	19.5%	7.1%	7.7%	2.4%	1.8%	1.8%	3.6%	169
Agriculture and Consumer Services	51.4%	24.8%	4.1%	8.0%	4.2%	3.1%	2.4%	2.0%	3,394
Business and Professional Regulation	23.5%	26.2%	9.2%	22.0%	6.2%	8.3%	2.4%	2.2%	1,475
Children and Families	0.2%	27.8%	8.3%	35.3%	3.2%	12.0%	1.0%	2.2%	11,563
Citrus	25.9%	66.7%	-	3.7%	-	3.7%	-	-	27
Commission on Offender Review	21.5%	40.5%	5.8%	24.8%	2.5%	4.1%	-	0.8%	121
Corrections	39.4%	21.0%	11.7%	18.1%	5.0%	2.8%	1.1%	0.9%	21,906
Division of Administrative Hearings	19.7%	40.4%	2.0%	19.2%	2.0%	11.6%	0.5%	4.5%	198
Division of Emergency Management ²	48.6%	24.3%	-	10.8%	2.7%	2.7%	2.7%	8.1%	37
Economic Opportunity	19.7%	22.3%	11.4%	25.7%	5.9%	10.3%	1.7%	3.0%	1,312
Education	17.4%	38.1%	5.6%	22.2%	2.5%	10.0%	1.3%	2.9%	1,995
Elder Affairs	9.8%	44.8%	1.1%	21.0%	4.2%	15.1%	0.3%	3.7%	377
Environmental Protection	43.5%	38.1%	3.2%	4.8%	3.0%	2.6%	2.4%	2.3%	2,729
Financial Services	30.2%	31.0%	6.8%	17.4%	5.0%	5.4%	1.8%	2.6%	2,271
Fish and Wildlife Conservation Commission	59.2%	27.1%	1.7%	2.7%	4.3%	1.7%	1.7%	1.6%	2,029
Health	11.8%	36.4%	4.2%	22.8%	3.6%	16.4%	1.3%	3.6%	11,164
Highway Safety and Motor Vehicles	34.2%	17.3%	9.4%	15.4%	12.5%	7.6%	1.7%	1.8%	4,015
Juvenile Justice	13.3%	19.3%	21.1%	34.6%	3.9%	4.9%	1.1%	1.9%	2,988
Law Enforcement	38.8%	37.8%	3.6%	8.6%	3.7%	3.9%	1.7%	1.8%	1,720
Legal Affairs	26.1%	42.1%	2.6%	13.9%	4.0%	8.0%	1.4%	1.9%	1,125
Management Services	35.4%	28.2%	11.9%	15.6%	3.1%	2.7%	1.3%	1.7%	748
Military Affairs ²	46.2%	30.4%	11.4%	4.6%	3.2%	2.2%	1.5%	0.5%	411
Office of the Governor ²	27.8%	56.9%	-	2.8%	1.4%	5.6%	5.6%	-	72
Public Service Commission	31.5%	28.2%	9.5%	10.0%	5.8%	7.5%	2.5%	5.0%	241
Revenue	19.1%	37.0%	6.2%	24.4%	2.2%	5.7%	1.8%	3.7%	4,483
School for the Deaf and the Blind ²	23.6%	42.2%	4.7%	19.6%	2.0%	4.2%	0.7%	3.0%	403
State	27.9%	44.2%	5.4%	14.1%	2.2%	2.2%	1.4%	2.7%	369
Transportation	42.0%	24.5%	8.4%	6.1%	7.5%	5.6%	3.6%	2.3%	5,544
Veterans' Affairs	14.2%	38.0%	5.4%	29.4%	1.5%	5.4%	1.0%	4.9%	1,046
Total Employees	24,487	24,452	7,365	17,925	3,936	6,224	1,322	1,936	87,647
Percent of Total Employees	27.9%	27.9%	8.4%	20.5%	4.5%	7.1%	1.5%	2.2%	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 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	15.5%	36.7%	4.2%	27.0%	3.1%	8.9%	1.3%	3.3%	1,022
Agency for Persons with Disabilities	11.6%	21.1%	17.3%	40.7%	1.4%	3.2%	0.8%	3.8%	1,793
Agency for State Technology	56.2%	16.5%	9.9%	9.1%	2.5%	0.8%	1.7%	3.3%	121
Agriculture and Consumer Services	53.4%	22.5%	4.4%	7.9%	4.6%	2.8%	2.3%	2.0%	2,643
Business and Professional Regulation	20.8%	25.0%	10.1%	23.4%	6.5%	9.9%	2.2%	2.0%	1,080
Children and Families	8.9%	26.4%	8.1%	37.1%	3.2%	13.0%	1.0%	2.3%	9,276
Citrus	37.5%	50.0%	-	-	-	12.5%	-	-	8
Commission on Offender Review	16.9%	38.2%	7.9%	28.1%	2.2%	5.6%	-	1.1%	89
Corrections	39.5%	20.2%	12.0%	18.3%	5.2%	2.8%	1.1%	0.9%	20,657
Division of Administrative Hearings	18.1%	38.1%	2.9%	22.9%	1.0%	11.4%	-	5.7%	105
Division of Emergency Management ²	-	-	-	-	-	-	-	-	-
Economic Opportunity	19.2%	18.0%	12.2%	27.1%	7.1%	11.1%	2.0%	3.3%	990
Education	13.6%	35.6%	5.7%	25.9%	3.0%	12.1%	1.2%	2.9%	1,316
Elder Affairs	6.6%	40.2%	1.5%	23.2%	5.9%	17.3%	0.4%	4.8%	271
Environmental Protection	41.9%	38.1%	3.6%	5.0%	3.0%	3.0%	2.8%	2.6%	2,118
Financial Services	28.7%	27.5%	7.1%	19.5%	5.9%	6.3%	2.2%	2.8%	1,625
Fish and Wildlife Conservation Commission	61.2%	24.7%	1.8%	2.3%	4.8%	1.7%	1.9%	1.7%	1,674
Health	9.9%	35.2%	4.1%	24.2%	3.5%	18.1%	1.3%	3.8%	8,998
Highway Safety and Motor Vehicles	34.3%	15.3%	9.9%	15.5%	13.8%	7.8%	1.8%	1.7%	3,495
Juvenile Justice	12.4%	18.3%	21.2%	35.7%	4.1%	5.3%	1.1%	1.9%	2,322
Law Enforcement	38.7%	36.5%	3.6%	9.0%	4.1%	4.2%	1.9%	2.0%	1,497
Legal Affairs	18.8%	38.8%	3.8%	21.1%	5.8%	8.6%	0.9%	2.2%	549
Management Services	33.8%	23.9%	15.4%	17.1%	3.3%	3.5%	0.9%	2.2%	461
Military Affairs ²	49.7%	29.5%	10.6%	4.5%	2.6%	1.3%	1.6%	0.3%	312
Office of the Governor ²	-	-	-	-	-	-	-	-	-
Public Service Commission	29.7%	19.5%	13.3%	10.2%	7.0%	10.9%	3.9%	5.5%	128
Revenue	17.8%	35.8%	6.2%	26.1%	2.2%	6.0%	2.0%	3.9%	3,740
School for the Deaf and the Blind ²	24.9%	38.1%	5.4%	20.9%	2.0%	4.6%	0.9%	3.2%	349
State	29.8%	40.0%	6.5%	14.3%	2.0%	1.6%	1.6%	4.1%	245
Transportation	40.5%	24.4%	9.8%	6.2%	8.0%	5.8%	3.1%	2.2%	3,629
Veterans' Affairs	11.5%	37.1%	5.7%	32.1%	1.5%	6.0%	1.0%	5.1%	919
Total Employees	19,682	18,667	6,341	15,384	3,398	5,307	1,057	1,596	71,432
Percent of Total Employees	27.6%	26.1%	8.9%	21.5%	4.8%	7.4%	1.5%	2.2%	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 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	23.9%	40.1%	4.0%	17.6%	2.6%	7.7%	1.1%	3.1%	352
Agency for Persons with Disabilities	17.6%	28.9%	13.9%	32.5%	0.4%	3.8%	0.9%	2.1%	533
Agency for State Technology	53.5%	27.9%	-	4.7%	2.3%	4.7%	2.3%	4.7%	43
Agriculture and Consumer Services	44.2%	32.7%	3.2%	8.0%	3.0%	4.3%	2.5%	2.1%	722
Business and Professional Regulation	29.4%	30.4%	7.1%	18.5%	5.6%	4.0%	2.1%	2.9%	378
Children and Families	15.0%	33.2%	9.1%	28.3%	3.3%	8.2%	1.2%	1.8%	2,257
Citrus	23.5%	70.6%	-	5.9%	-	-	-	-	17
Commission on Offender Review	35.7%	42.9%	-	17.9%	3.6%	-	-	-	28
Corrections	36.3%	34.3%	5.9%	15.4%	2.5%	4.0%	0.8%	0.8%	1,223
Division of Administrative Hearings	20.9%	42.9%	1.1%	15.4%	3.3%	12.1%	1.1%	3.3%	91
Division of Emergency Management ²	44.1%	26.5%	-	11.8%	2.9%	2.9%	2.9%	8.8%	34
Economic Opportunity	19.9%	36.5%	9.0%	21.8%	1.9%	8.0%	0.6%	2.2%	312
Education	24.0%	42.9%	5.1%	15.7%	1.4%	6.4%	1.4%	3.1%	645
Elder Affairs	15.0%	58.0%	-	16.0%	-	10.0%	-	1.0%	100
Environmental Protection	48.5%	38.0%	1.5%	4.5%	3.3%	1.5%	1.0%	1.5%	581
Financial Services	32.2%	40.1%	6.3%	12.8%	2.7%	3.3%	0.7%	2.0%	603
Fish and Wildlife Conservation Commission	49.2%	38.7%	1.2%	4.5%	2.1%	2.1%	1.2%	0.9%	331
Health	19.2%	41.4%	4.9%	16.8%	3.9%	9.3%	1.3%	3.1%	2,104
Highway Safety and Motor Vehicles	33.3%	30.6%	6.1%	15.5%	3.5%	6.9%	1.6%	2.5%	510
Juvenile Justice	15.9%	22.4%	21.3%	30.9%	3.1%	3.7%	1.1%	1.6%	643
Law Enforcement	36.5%	49.8%	3.4%	6.9%	0.5%	1.5%	1.0%	0.5%	203
Legal Affairs	32.7%	45.5%	1.3%	7.0%	2.3%	7.7%	1.8%	1.6%	556
Management Services	37.3%	35.1%	6.6%	13.7%	3.0%	1.5%	1.8%	1.1%	271
Military Affairs ²	35.1%	33.0%	14.9%	5.3%	5.3%	5.3%	-	1.1%	94
Office of the Governor ²	24.4%	53.3%	-	4.4%	2.2%	6.7%	8.9%	-	45
Public Service Commission	30.4%	40.2%	5.9%	9.8%	3.9%	3.9%	1.0%	4.9%	102
Revenue	25.7%	42.8%	5.9%	15.7%	2.3%	4.4%	0.8%	2.5%	734
School for the Deaf and the Blind ²	14.8%	68.5%	-	11.1%	1.9%	1.9%	-	1.9%	54
State	24.3%	50.5%	3.6%	15.3%	2.7%	2.7%	0.9%	-	111
Transportation	44.3%	25.0%	5.6%	6.0%	6.7%	5.4%	4.4%	2.6%	1,868
Veterans' Affairs	32.8%	44.8%	3.4%	11.2%	1.7%	1.7%	0.9%	3.4%	116
Total Employees	4,529	5,582	1,007	2,521	523	908	254	337	15,661
Percent of Total Employees	28.9%	35.6%	6.4%	16.1%	3.3%	5.8%	1.6%	2.2%	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 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	37.5%	50.0%	-	-	-	-	12.5%	-	8
Agency for Persons with Disabilities	57.1%	42.9%	-	-	-	-	-	-	7
Agency for State Technology	80.0%	20.0%	-	-	-	-	-	-	5
Agriculture and Consumer Services	48.3%	41.4%	-	6.9%	-	3.4%	-	-	29
Business and Professional Regulation	64.7%	11.8%	-	5.9%	-	-	17.6%	-	17
Children and Families	36.7%	43.3%	3.3%	6.7%	10.0%	-	-	-	30
Citrus	-	100.0%	-	-	-	-	-	-	2
Commission on Offender Review	25.0%	75.0%	-	-	-	-	-	-	4
Corrections	65.4%	23.1%	-	3.8%	3.8%	3.8%	-	-	26
Division of Administrative Hearings	50.0%	50.0%	-	-	-	-	-	-	2
Division of Emergency Management ²	100.0%	-	-	-	-	-	-	-	3
Economic Opportunity	60.0%	-	10.0%	10.0%	20.0%	-	-	-	10
Education	41.2%	44.1%	8.8%	-	5.9%	-	-	-	34
Elder Affairs	66.7%	33.3%	-	-	-	-	-	-	6
Environmental Protection	63.3%	33.3%	3.3%	-	-	-	-	-	30
Financial Services	58.1%	32.6%	2.3%	2.3%	2.3%	-	-	2.3%	43
Fish and Wildlife Conservation Commission	62.5%	37.5%	-	-	-	-	-	-	24
Health	35.5%	46.8%	-	6.5%	4.8%	4.8%	-	1.6%	62
Highway Safety and Motor Vehicles	40.0%	50.0%	10.0%	-	-	-	-	-	10
Juvenile Justice	30.4%	34.8%	8.7%	21.7%	-	-	-	4.3%	23
Law Enforcement	70.0%	15.0%	5.0%	-	5.0%	5.0%	-	-	20
Legal Affairs	45.0%	40.0%	5.0%	5.0%	-	-	5.0%	-	20
Management Services	50.0%	37.5%	-	6.3%	-	-	6.3%	-	16
Military Affairs ²	40.0%	40.0%	-	-	-	-	20.0%	-	5
Office of the Governor ²	33.3%	63.0%	-	-	-	3.7%	-	-	27
Public Service Commission	63.6%	18.2%	-	9.1%	9.1%	-	-	-	11
Revenue	44.4%	44.4%	-	-	-	-	11.1%	-	9
School for the Deaf and the Blind ²	-	-	-	-	-	-	-	-	-
State	23.1%	69.2%	-	-	-	7.7%	-	-	13
Transportation	63.8%	17.0%	8.5%	-	2.1%	2.1%	6.4%	-	47
Veterans' Affairs	45.5%	45.5%	9.1%	-	-	-	-	-	11
Total Employees	276	203	17	20	15	9	11	3	554
Percent of Total Employees	49.8%	36.6%	3.1%	3.6%	2.7%	1.6%	2.0%	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

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, 2019.

Agency	Officials/ Administrators	Professionals	Technicians	Protective Service Workers	Para Professionals	Administrative Support	Skilled Craft Workers	Service Maintenance	Total
Agency for Health Care Administration	-	35	2	-	-	2	-	-	39
Agency for Persons with Disabilities	1	27	2	-	1	2	2	2	37
Agency for State Technology	2	1	4	-	-	-	-	-	7
Agriculture and Consumer Services	-	36	7	18	1	1	4	1	68
Business and Professional Regulation	-	37	1	2	1	-	-	-	41
Children and Families	5	186	7	2	33	8	-	1	242
Citrus	1	-	-	-	-	-	-	-	1
Commission on Offender Review	-	4	-	-	-	-	-	-	4
Corrections	1	101	6	164	2	10	9	2	295
Division of Administrative Hearings	-	2	-	-	-	1	-	-	3
Division of Emergency Management ¹	-	-	-	-	-	-	-	-	-
Economic Opportunity	1	77	-	-	-	-	1	-	79
Education	7	90	6	-	23	8	-	-	134
Elder Affairs	1	8	-	-	-	-	-	-	9
Environmental Protection	2	54	3	-	-	1	-	11	71
Financial Services	3	36	4	3	-	2	-	-	48
Fish and Wildlife Conservation Commission	5	20	2	24	1	8	1	-	61
Health	8	200	25	-	18	27	3	1	282
Highway Safety and Motor Vehicles	1	46	4	32	-	14	1	-	98
Juvenile Justice	-	47	-	-	19	6	-	-	72
Law Enforcement	-	13	6	3	-	-	-	-	22
Legal Affairs	1	12	-	1	1	4	-	-	19
Management Services	1	13	-	-	-	1	1	1	17
Military Affairs ¹	1	9	2	1	2	4	3	1	23
Office of the Governor ¹	-	1	-	-	-	-	-	-	1
Public Service Commission	-	3	2	-	-	-	-	-	5
Revenue	3	164	8	-	4	10	-	-	189
School for the Deaf and the Blind ¹	-	5	1	1	18	2	2	1	30
State	-	8	2	-	-	-	-	-	10
Transportation	-	103	26	-	1	2	9	7	148
Veterans' Affairs	3	39	3	-	3	4	-	-	52
Total Employees	47	1,377	123	251	128	117	36	28	2,107
Percent of Total Employees	2.2%	65.4%	5.8%	11.9%	6.1%	5.6%	1.7%	1.3%	100.0%

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

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, 2019.

Agency	Employees by Pay Plan						Total
	Career Service	Percent	Selected Exempt Service	Percent	Senior Management Service	Percent	
Agency for Health Care Administration	33	84.6%	6	15.4%	-	-	39
Agency for Persons with Disabilities	29	78.4%	8	21.6%	-	-	37
Agency for State Technology	5	71.4%	1	14.3%	1	14.3%	7
Agriculture and Consumer Services	53	77.9%	15	22.1%	-	-	68
Business and Professional Regulation	34	82.9%	7	17.1%	-	-	41
Children and Families	199	82.2%	43	17.8%	-	-	242
Citrus	-	-	-	-	1	100.0%	1
Commission on Offender Review	4	100.0%	-	-	-	-	4
Corrections	279	94.6%	16	5.4%	-	-	295
Division of Administrative Hearings	1	33.3%	2	66.7%	-	-	3
Division of Emergency Management ¹	-	-	-	-	-	-	-
Economic Opportunity	65	82.3%	14	17.7%	-	-	79
Education	97	72.4%	35	26.1%	2	1.5%	134
Elder Affairs	8	88.9%	1	11.1%	-	-	9
Environmental Protection	57	80.3%	14	19.7%	-	-	71
Financial Services	39	81.3%	8	16.7%	1	2.1%	48
Fish and Wildlife Conservation Commission	50	82.0%	10	16.4%	1	1.6%	61
Health	233	82.6%	47	16.7%	2	0.7%	282
Highway Safety and Motor Vehicles	86	87.8%	12	12.2%	-	-	98
Juvenile Justice	58	80.6%	14	19.4%	-	-	72
Law Enforcement	22	100.0%	-	-	-	-	22
Legal Affairs	13	68.4%	6	31.6%	-	-	19
Management Services	14	82.4%	2	11.8%	1	5.9%	17
Military Affairs ¹	15	65.2%	7	30.4%	1	4.3%	23
Office of the Governor ¹	-	-	1	100.0%	-	-	1
Public Service Commission	4	80.0%	1	20.0%	-	-	5
Revenue	163	86.2%	26	13.8%	-	-	189
School for the Deaf and the Blind ¹	30	100.0%	-	-	-	-	30
State	9	90.0%	1	10.0%	-	-	10
Transportation	105	70.9%	43	29.1%	-	-	148
Veterans' Affairs	42	80.8%	9	17.3%	1	1.9%	52
Total Employees	1,747	82.9%	349	16.6%	11	0.5%	2,107

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

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	492	21	21
Agency for Persons with Disabilities	909	13	13
Agency for State Technology	17	4	4
Agriculture and Consumer Services	1,186	62	13
Business and Professional Regulation	702	13	2
Children and Families	3,181	86	-
Citrus	2	-	-
Commission on Offender Review	61	1	-
Corrections	4,434	485	485
Division of Administrative Hearings	76	2	-
Division of Emergency Management ³	-	-	-
Economic Opportunity	1,221	80	80
Education	1,294	9	9
Elder Affairs	261	4	4
Environmental Protection	1,394	29	29
Financial Services	372	13	1
Fish and Wildlife Conservation Commission	963	6	1
Health	2,820	68	68
Highway Safety and Motor Vehicles	1,840	79	26
Juvenile Justice	2,344	94	29
Law Enforcement	762	17	17
Legal Affairs	372	8	8
Management Services	257	10	10
Military Affairs ³	378	31	14
Office of the Governor ³	-	-	-
Public Service Commission	54	1	1
Revenue	1,913	63	63
School for the Deaf and the Blind ³	144	4	4
State	54	3	-
Transportation	2,645	93	93
Veterans' Affairs	1,479	50	50
Total	31,627	1,349	1,045

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

² Data provided by the agencies.

³ 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.

F



APPENDIX

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 2018-19, employees at the Department of Revenue, Department of Transportation, Department of Corrections, and Department of Juvenile Justice reported the highest number of volunteer hours.
- The agencies with the highest percentage of employees reporting volunteer hours were the Department of Revenue (15.7 percent), the Department of Military Affairs (8.3 percent), the Department of Legal Affairs (8.3 percent), the Department of Elder Affairs (6.1 percent), the Office of the Governor (5.6 percent), and the Department of Transportation (5.2 percent).
- As of June 30, 2019, employees provided 16,276.25 hours of paid volunteer time and another 13,171.75 hours of unpaid volunteer time for community service activities.
- The dollar equivalent of the 16,276.25 administrative leave hours contributed by employees to the community in fiscal year 2018-19 was \$326,013.29¹.

¹ This amount was based on the average hourly rate of \$20.03 for employees in the SPS (\$41,670/2,080 hours) as depicted in the Workforce Profile on page 17.

Volunteer Hours by Agency

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	338.25	-	338.25	2.6%
Agency for Persons with Disabilities	287.00	1.00	288.00	1.2%
Agency for State Technology	8.50	126.00	134.50	1.8%
Agriculture and Consumer Services	469.75	3.00	472.75	1.4%
Business and Professional Regulation	318.00	141.00	459.00	3.1%
Children and Families	463.50	24.00	487.50	0.8%
Citrus ¹	-	-	-	-
Commission on Offender Review	27.00	-	27.00	1.7%
Corrections	1,479.00	1,232.00	2,711.00	1.4%
Division of Administrative Hearings	23.50	-	23.50	3.5%
Division of Emergency Management ²	1.00	-	1.00	2.7%
Economic Opportunity	129.25	1.00	130.25	1.7%
Education	527.00	-	527.00	2.7%
Elder Affairs	145.25	-	145.25	6.1%
Environmental Protection	243.00	564.00	807.00	1.1%
Financial Services	754.50	82.25	836.75	3.8%
Fish and Wildlife Conservation Commission	279.50	213.50	493.00	2.9%
Health	615.75	366.25	982.00	1.2%
Highway Safety and Motor Vehicles	179.00	97.75	276.75	1.0%
Juvenile Justice	511.75	520.25	1,032.00	2.9%
Law Enforcement	170.50	19.00	189.50	1.6%
Legal Affairs	362.75	-	362.75	8.3%
Management Services	139.25	3.00	142.25	3.5%
Military Affairs ²	237.25	4.50	241.75	8.3%
Office of the Governor ²	13.00	-	13.00	5.6%
Public Service Commission	79.25	424.00	503.25	2.9%
Revenue	6,412.50	8,038.75	14,451.25	15.7%
School for the Deaf and the Blind ²	7.00	-	7.00	0.5%
State	18.00	-	18.00	1.1%
Transportation	2,008.50	1,310.50	3,319.00	5.2%
Veterans' Affairs	27.75	-	27.75	0.8%
Total Hours	16,276.25	13,171.75	29,448.00	2.6%

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.



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