

State of Florida
Annual Workforce Report

January through December, 2000



DEPARTMENT OF MANAGEMENT
SERVICES

Division of Human
Resource Management

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Welcome to the eighth Annual Workforce Report issued by The Department of Management Services. There are seven main personnel systems. The seven systems are the State Personnel System, the State University System, Justice Administration, State Courts System, Auditor General, Legislature and the Florida Lottery. Other pay plans not covered by the State Personnel System include fixed salary for elected and appointed officials, other exempt with fixed annual salary, exempt working in the Office of the Governor, academic personnel of the Florida School for the Deaf and the Blind, those with fixed salary and Senior Management Service leave benefits. The 2000 Annual Workforce Report is intended to report statistics on the State Personnel System. The System is comprised of state employees in the Career Service, Selected Exempt Service and Senior Management Service pay plans and represents the largest segment of the State's government workforce. Much effort has gone into providing the most accurate picture of the State Personnel System both to facilitate the development of human resource programs and, where appropriate, to comply with the Department of Management Services' statutory reporting requirements. This report complies with Section 110.201 (5), Florida Statutes, requiring the Department to develop a workforce report that identifies trends for planning and improving the management of the State's human resources. The Report also contains statutorily required reports for which the Department is responsible. These include the Equal Employment Opportunity/Affirmative Action Report, Section 110.112, Florida Statutes; Classification Plans for Senior Management and Selected Exempt Services, Sections 110.406(1) and 110.606(1), Florida Statutes; and, Meritorious Service Awards Program, Section 110.1245, Florida Statutes.

The primary source of the data regarding the State Personnel System used in this Report is the Cooperative Personnel Employment Subsystem (COPEs). As provided by Section 110.116, Florida Statutes, This system serves as the personnel

information system for all authorized and established positions in the Career Service and those positions exempted from Career Service with the exception of employees of the Legislature. When it is necessary to use additional sources, the specific source is stated. Whenever possible, the information is current as of the close of business, Calendar Year 2000. However, in cases where data is only available or required on a fiscal year basis (July 1, 1999, through June 30, 2000), it has been so indicated in the Report¹.

As in the 1999 Annual Workforce Report, the basis for the structure of this Report conforms with that of the State Personnel System Human Resource Strategic Plan. These sections are Workforce Design, Workforce Compensation and Workforce Training and Development. Please be aware that, while the report follows the same basic structure of the previous years, some changes have been made. The main changes are to the layout and presentation of information in an attempt to improve the report's readability and usefulness.

The Division of Human Resource Management is committed to recruiting, retaining, rewarding and recognizing a high performance workforce for the State of Florida. Some of the recommendations from the State Personnel System Human Resource Strategic Plan, which debuted at the close of 1999, were addressed by the 2000 Legislative Session and will become effective July 1, 2001. These recommendations included:

- The creation of a defined contribution retirement option and lowering the vesting period in the Florida Retirement System from 10 years. Effective July 1, 2001, the vesting period will be lowered to six years.
- Chapter 216, Florida Statutes, was revised during the 2000 Legislative session to allow control of rate at the department level rather than the budget entity. This action by the 2000 Legislature provided

¹ When information is presented for Calendar Year 2000, the Agency for Workforce Innovation, which was created effective July 1, 2000, is included. When Fiscal Year 1999-2000 information is presented, this agency is not included. Similarly, Ringling Museum of Art was transferred from the Department of State (and the State Personnel System) to the State University System effective July 1, 2000. Fiscal Year information will include the Ringling Museum while Calendar Year information will not.



PREFACE

budget flexibility to state agencies and was consistent with recommendations made in the State personnel system Human Resource Strategic Plan.

- The 2000 Legislative session provided lump sum bonus money at 0.25% of salaries for non-recurring bonuses for recognition, recruitment, and retention. Chapter 60L-18, Florida Administrative Code, the lump sum bonus rule, was revised to comply with this action by the 2000 Legislature. Every quarter, agencies must report the cost of the bonuses given under this rule. The Division summarizes this information and submits it to the Governor's Office.

- The Division created a diversity website on its home page at <http://fcn.state.fl.us/dms/hrm/diverse/diversity.html>. This website was created after recognizing a need to assist agencies in recruiting women and minorities for middle and senior level management positions.

- On February 15th and 16th, 2000, the Department of Management Services, in partnership with the State University System's Leadership Board for Applied Research and Public Service, sponsored a Public Leadership Development seminar for top leaders in state government agencies. Both Governor Bush and Lieutenant Governor Brogan addressed the attendees. Approximately forty managers from twenty-one state agencies attended the seminar to discuss issues regarding the accomplishment of the Governor's priorities and statutory responsibilities. The seminar was consistent with the Human Resource Strategic Plan to initiate a training program for managers.

- In 2000, the Division of Human Resource Management began to enforce the concept of the State Personnel System being one employer to better comply with the federal Fair Labor Standards Act; several rules were revised to better define this concept. The rule governing dual employment was revised to

recall delegation of authority to agencies in the System for approving dual employment and to require that these employment situations be approved by the Division.

- The rule governing appointment status, Chapter 60K-4, Florida Administrative Code, was revised to clarify the type of appointments made in the Career Service under the concept of one employer. This change should provide for better data regarding movement of employees within the Career Service System.

- The Department of Management Services promulgated Chapter 60L-25, Florida Administrative Code, to implement the adoption benefits resulting from action taken by the 2000 Legislature. The benefits apply to employees in the State Personnel System as well as employees of other state entities and the water management districts.

Information contained in past Annual Workforce Reports has been used in bill analyses to determine impact of proposed legislation, quoted in news articles regarding the State Personnel System and State Government and reviewed by other States in evaluating comparable information regarding their state. Also, these reports are used as a source of information by individuals contemplating working for the State and companies wishing to do business with the State or to locate their business in Florida. Whether you have a specific purpose in mind or have just a general interest in the State Personnel System, we hope you find this 2000 report helpful.

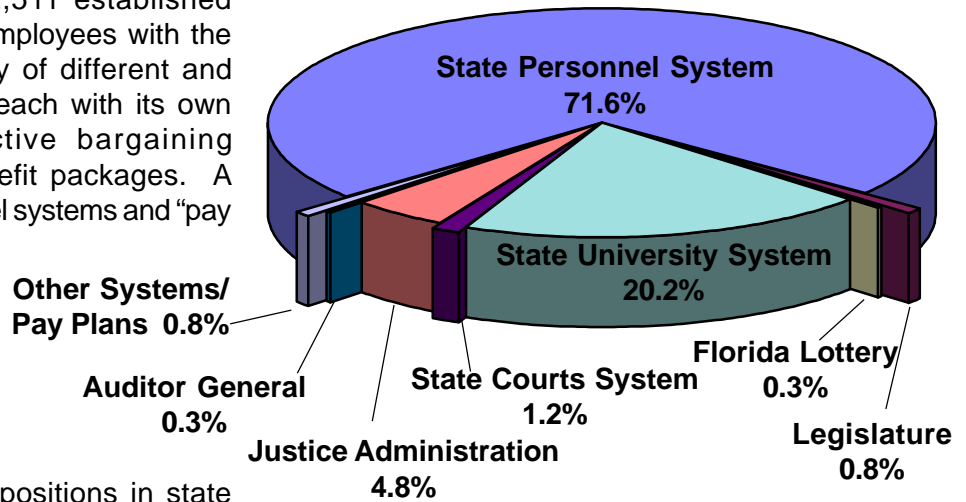
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State government is the largest single employer in the state of Florida with 172,511 established positions at the end of 2000. Employees with the state of Florida fall into a variety of different and autonomous personnel systems each with its own rules and regulations, collective bargaining agreements, and wage and benefit packages. A breakdown of the different personnel systems and “pay plans” and the number of established positions in each are presented on page 6. The largest of the personnel systems, the State Personnel System, is the focus of this report. The State Personnel System accounted for just over 70% of all established positions in state government as shown in the pie chart.

FLORIDA'S PERSONNEL SYSTEMS



State Personnel System Positions and Employees

There were a total of 123,505 positions and 113,593 employees in the State Personnel System at the end of 2000. This represents a decrease in total positions of half-a-percent since last year and a one-percent decrease since 1996.

The majority of positions (118,913) and employees (109,389) in the State Personnel System are in the Career Service pay plan. Since 1999, the number of positions in Career Service has declined by 965, just under one-percent. Since 1996, the decline has been 1,739 positions or 1.4%.

Managers, supervisors and certain professional positions, such as doctors and lawyers, are in the Selected Exempt Service pay plan. A total of 4,045 positions and 3,696 employees were in this pay plan at the end of 2000. Unlike Career Service, the number of positions in the Selected Exempt Service has shown an increasing trend. The number of positions in 2000 increased by 299 positions or 8.0% and, since 1996, positions have increased by 543 or 15.5%.

Policy-making positions and others in upper management are in the Senior Management Service pay plan and accounted for 547 positions and 508 employees at the end of 2000. This pay plan has also grown, though not as much as the Selected Exempt

Service. The total number of positions increased by 11 (or 2.1%) since 1999 and by 44 (or 8.7%) since 1996.

Another category of employment in state agencies governed by the State Personnel System (as well as in other areas of state government) is Other Personal Services (OPS). Unlike the other three pay plans in the State Personnel System, individuals in Other Personal Services are paid on an hourly basis and do not receive benefits. These jobs are temporary positions for a limited period of time. During Fiscal Year 1999-2000, there was a monthly average of 11,825 individuals employed in Other Personal Services in agencies governed by the State Personnel System. This was 3.8% less than the previous fiscal year but 8.3% more than in Fiscal Year 95-96. While overall employment within the System has declined in the last few years, temporary or OPS employment has increased.

The number of positions and employees in the State Personnel System is not the only element of change in the last few years. The type of jobs in the State Personnel System has also been changing. The overall decline in employees in the System has not been spread equally across job categories. Jobs in the State Personnel System have shown the same trend away from blue-collar occupations that is prevalent in the American labor market. Since 1996,

INTRODUCTION

there has been a decline in Skilled Craft and Service Maintenance jobs of 5.6% and 19.5% respectively. Additionally, there has been a decline in the number of employees in the Paraprofessional (-3.3%) and Administrative Support (-13.6%) categories. On the other hand, employees in the categories of Officials and Administrators (22.9%) and Professionals (3.2%) have both increased. The number of Technician (1.1%) and Protective Service (1.5%) employees have remained relatively the same.

Profiles of Each State Personnel System Pay Plan

Each of the different pay plans in the State Personnel System receives different benefits and tends to have differing levels of pay. In general, Career Service employees receive fewer benefits and less pay than those employed in Selected Exempt Service or Senior Management Service but they have a greater degree of job security. Both Selected Exempt Service and Senior Management Service employees serve at the pleasure of the agency head and are subject to suspension, dismissal, reduction in pay, demotion, transfer, or other personnel action at the discretion of the agency head while employees with permanent status in Career Service may only be suspended or dismissed for cause.

Career Service employees receive a variety of insurance benefits for which the employee pays a partial or full monthly premium. Selected Exempt Service and Senior Management Service employees have Health, Life, and Short Term Disability Insurance benefits which are paid in full by the state.

Employees in each pay plan also receive differing levels of annual and sick leave. Career Service employees accrue between 8.667 to 13 hours of annual leave per month, depending upon length of service. Sick Leave for Career Service employees is accrued at a rate of 8.667 hours per month regardless of length of service. Selected Exempt Service employees receive 176 hours of annual leave upon appointment and each anniversary date thereafter. Sick Leave is received in the same manner at the rate of 104 hours

upon appointment or anniversary date. Senior Management Service employees receive 240 hours of Annual Leave and 120 hours of Sick Leave in a manner similar to Selected Exempt Service employees. Employees are also eligible for a payout on their remaining leave when leaving the State Personnel System.¹ The potential financial liability for all types of leave was \$538,771,749 at the end of 2000. This amount has steadily increased since 1992 largely due to increasing leave balances. Employees are using less leave, on average, than they accrue.

For calendar year 2000, the average salary for Career Service, Selected Exempt Service, and Senior Management Service employees was \$30,469², \$65,350 and \$92,487, respectively. The hiring rate in all three pay plans tends to be lower than those in comparable positions in other government and private sector organizations. During calendar year 2000, Career Service hiring rates were lower than, or equal to, market hiring rates in 60% of comparable job classifications. Selected Exempt Service and Senior Management Service hiring rates were below market average in 56% of comparable job classifications. In all three pay plans, benefits packages were either comparable (Career Service) or were more generous (Selected Exempt Service/Senior Management Service) than those offered by market competitors³.

Minority Representation and Salary Distributions

In the last few years, the proportion of women and ethnic minorities employed in the State Personnel System has increased. Overall, the number of female employees has increased by 0.6% while the number of male employees has shown a decrease of 1.8%. The same pattern is true of ethnic minorities. The number of ethnic minorities employed in the State Personnel System has increased by 1.8% while the number of non-minority employees has declined by 1.8%. In fact, the overall percentage of women and ethnic minorities employed in the System exceeds the representation in the available labor market.

1 See page 52 for details on the amount of each type of leave eligible for such payout.

2 This is the arithmetic mean; due to the skewed nature of the salary distribution the median of \$28,041 is more representative of the typical Career Service employee's salary.

3 Information drawn from the 2000 State of Florida Career Service Salary Survey and 2000 State of Florida Executive Management Survey.



Training and Development

To provide efficient and quality service to customers, training and skills development is necessary to keep pace with changing technologies and work processes. Each agency with employees in the State Personnel System has training and development plans in place. The average percentage of salary budget spent on training and development for state agencies was 0.64%, while the public sector nationwide was 1.4%. Leading-edge organizations average a percentage of 3.5%¹. Training and development is an investment in an organization's future. The State Personnel System Human Resource Strategic Plan recognized the need to emphasize this investment. However, except for a few cases required by state law, there are no specific appropriations for training.

Conclusion

The number of positions in Florida's largest of the state's personnel systems (the State Personnel System) has been declining. Similar to the national trend of growth in technical jobs, the State Personnel System jobs have been shifting from blue-collar to more technical, administrative professional and professional jobs. In the State Personnel System, pay tends to be lower and benefits comparable to the state's major competitors in the labor market. Training expenditures to increase the skills and work processes used by employees in the State Personnel System tend to lag behind that of other government and private sector organizations as well.

In order to remain competitive with other organizations in terms of recruiting, retaining, rewarding, and recognizing high performance workforce, it is likely that compensation, including hiring rates and rewards for performance, and training expenditures will continue to be issues the State needs to address.

Editor's Note: The reader of this report should be aware of the Governor's "Service First" Initiative and efforts in progress to modernize the state's workforce. These changes should be considered when using the Annual Workforce Report for future

trend analysis and statistical comparison since the information in future publications will reflect the new workforce design.

Summary of Service First Legislation passed by the 2001 Florida Legislature.

- With some exceptions, moves approximately 16,000 Career Service supervisors, managers, directors, administrators, and confidential positions to Selected Exempt Service. Leave balances for these employees will be carried forward rather than paid out upon transfer. Funding to accomplish this transfer is appropriated.
- Eliminates an employee's ability to bump another employee with less seniority during workforce reductions, unless he/she is a law enforcement or correctional officer, firefighter or professional healthcare provider.
- Expands the definition of "cause" for employee suspension or dismissal to include poor performance and any crime other than just those involving moral turpitude.
- Streamlines the employee grievance and appeals processes by educing the number of days to complete these processes, simplifying the steps in these processes, and putting limitations on what can be grieved and appealed.
- Eliminates the consideration of previously heard actions or facts (precedent) as a decision-making factor in the grievance and appeals processes, except for cases involving law enforcement or correctional officers, firefighters or professional health care providers.
- Eliminates the Public Employee Relations Commission's ability in an employee appeal case to lessen the severity of discipline rendered by the employee's agency (mitigation), except for cases involving law enforcement or correctional officers, firefighters or professional healthcare providers.
- Expedites resolution of impasse during collective bargaining negotiations by removing options for a

¹ American Society for Training and Development.



INTRODUCTION

mediator and special master and by requiring the Legislative joint select committee to recommend resolutions to impasse issues at least 10 days prior to the start of session.

- Repeals all existing rules for Career Service, Selected Exempt Service, and Senior Management Service employees, unless otherwise readopted.
- Streamlines agency employee recruitment and selection processes. Selection will now only require the completion of one document, and will reduce the current average of 60 days to hire an individual to only a few days or a couple of weeks.
- Extends the new employee probationary period before Career Service status is attained from six months to one year.
- Requires the Department of Management Services to develop and submit a new streamlined classification and compensation program for Career Service, Selected Exempt Service, and Senior Management Service employees (broadbanding) to the Governor and the Legislature by December 1, 2001.
- Requires agency heads to request and receive approval from the Governor's Office to retain Other Personal Services employees who work beyond 1,040 hours within a 12-month period. Allows exceptions for emergency and time-limited grant situations.
- Expands the state employee education and training program to include community colleges and public technical centers, and replaces tuition waivers with vouchers. Budget bill has provided \$500,000 for the provision of work-related vouchers. Agencies may still use expense dollars to fund vouchers.
- Provides the opportunity for agency heads to retain at least 20 percent of the salary dollars saved through elimination of positions, to be used for employee permanent salary increases.
- Replaces the Meritorious Service Awards with the Savings Sharing Program, with the major change being that the award limit is removed.
- Allows for distribution of performance bonuses. Requires agencies, with employee input, to prepare

and annually submit to the Governor's Office an employee bonus distribution plan by September 15th.

- Provides Career Service employees upon request a cash pay out in December for up to 3 days of unused annual leave, subject to available funds and a lifetime cap of 30 days. Effective December, 2002.
- Reduces Senior Management Service leave benefits by requiring that they cannot exceed Selected Exempt Service leave benefits.
- Requires all state employees to receive their paycheck via direct deposit, unless they demonstrate a hardship or if in an Other Personal Service position.
- Removes the Selected Exempt Service employee limit, as well as raises the Senior Management Service employee limit from 0.5 percent to 1.0 percent of the number of Career Service employees.
- Transfers the Public Employees Relations Commission to Department of Management Services on July 1, 2001.
- Gives authority to the Department of Management Services to adopt an alternative retirement plan for Other Personal Services employees.
- Gives authority to Department of Management Services to adopt a tax-sheltered plan for leave pay outs to state employees over age 55 who have at least 10 years of service with the state.
- Creates a 4-member Career Service Advisory Group for six months, to advise Department of Management Services and the Governor's Office on issues relating to the implementation of this act.
- Defines firefighters, law enforcement and correctional officers, and professional health care workers as specific employee subgroups within Career Service. These groups are exempted from career service changes.
- Adds a severability clause so that if a section of this bill is held invalid, said section will be deemed severable and shall not affect the validity of other provisions or applications of this act.



Workforce design is defined as the structure, systems, and people of Florida's State Personnel System. This section of the Workforce Report covers employment trends, profiles of the State Personnel System employees, and profiles of collective bargaining units. It also includes information on the number of established positions, the distribution of employees, the classification of positions, the type of personnel actions processed, the mobility, status, separations, and turnover of employees in Career Service, Other Personal Services employment, retirement, grievances processed, and negotiation activities.

The state of Florida is growing and its workforce is changing. The changes are reflective of the trends that are occurring in workforces throughout the nation. Those trends, such as increased numbers of women and minorities in the workplace, technological changes, increases in the age of the workforce and decreases in the overall size of the workforce, will influence not only how work is performed but also how employees move through the State Personnel System.

The following information summarizes the general employment data regarding the makeup of the State Personnel System, the classification of employees, and their mobility within and outside the system. Please note that Available Labor Market data used for comparison purposes in the report is based on the 1990 Census. The 2000 EEO Special File data that is needed for meaningful comparisons is not yet available.

- The total number of employees in the State Personnel System has decreased over the past three years. However, the number of Selected Exempt Service and Senior Management Service employees has increased. This increase is a result of 1999 legislative action that granted the Department of Education authority to exempt certain positions in pay grade 25 and higher based on the managerial or policy-making duties of the positions. Additionally, legislation granted all agencies authority to add one additional

policy-making position in the Senior Management Service.

- In the overall workforce, female, Black, Hispanic and other minority representation has increased over the past three years. The only minority representation that has decreased in percentage is the "other" minority category in the Selected Exempt Service. The "other" minority category includes Asian/Pacific Islanders, Native American/Alaskan Natives and others not identified by the categories of minorities listed.

- In line with national trends¹, Florida's workforce is increasingly composed of older workers. This is reflected in the increase in the number of employees who are separating from the State Personnel System by retirement or death.

- Positions in skilled craft, service maintenance, paraprofessional and administrative support categories are decreasing as a result of the growth in technology, outsourcing, privatization, agency reorganizations and workforce reductions.

- The aggregate number of positions represented by bargaining units has decreased over the last five years as have the number of personnel actions, separations and turnovers.

- The reader should note that a new entity was added this year, the Agency For Workforce Innovation (AWI). The transfer of programs and employees to this new agency affected the number of employees in several existing agencies, primarily the Department of Labor and Employment Security. Additionally, Ringling Museum of Art, which had been part of the State Personnel System, was transferred to the State University System.

In conclusion, the changes in Florida's workforce and the mobility of its employees are representative of the national trends. The information provided in this report can be used to anticipate changes in the states' workforce to better serve the citizens of Florida.

¹ Roger Herman, *Turbulence! Challenges and Opportunities in the World of Work.*



WORKFORCE DESIGN

ESTABLISHED POSITIONS BY SYSTEM AND PAY PLAN

AS OF 12/31/2000

SYSTEM AND PAY PLAN	ESTABLISHED POSITIONS				
	1996	1997	1998	1999	2000
State Personnel System	124,657	125,668	124,838	124,160	123,505
Career Service	120,652	121,650	120,855	119,878	118,913
Selected Exempt Service	3,502	3,514	3,474	3,746	4,045
Senior Management Service	503	504	509	536	547
State University System¹	31,824	29,496	32,324	33,969	34,831
University Support Personnel System	15,347	15,108	15,382	15,828	15,944
General Faculty	12,847	10,385	12,592	13,175	13,412
Administrative & Professional (A&P)	3,583	3,956	4,305	4,921	5,429
A&P - Executive Service	47	47	45	45	46
Justice Administration	7,215	7,108	7,835	8,003	8,313
State Attorney	4,723	4,708	5,158	3,478	3,633
Public Defender	2,274	2,138	2,429	1,262	1,313
State Attorney with Paid Insurance	52	54	58	1,849	1,920
Public Defender with Paid Insurance	63	64	65	1,287	1,319
Capital Collateral Representative	73	60	95	98	41
Justice Administrative Commission	30	84	30	29	87
State Courts System	1,754	1,784	1,921	1,988	2,096
State Courts	1,698	1,727	1,862	1,088 ²	1,195
Courts with Paid Insurance	56	57	59	900 ²	901
Auditor General	616	619	619	455³	450³
Legislature	1,193	1,153	1,211⁴	1,312⁴	1,331⁴
Florida Lottery	738	674	722	715	525
Non-Managerial	717	652	682	676	488
Managerial	21	22	40	39	37
Other Systems & Pay Plans	1,417	1,600	1,437	1,467	1,460
Fixed Salary - Elected and Appointed	885	1,097	902	934	934
Other Exempt - Fixed Annual Salary	54	46	49	49	49
Exempt (Office of the Governor)	250	225	247	237	226
School for the Deaf and the Blind	207	213	219	226	230
Fixed Salary - SMS Benefits	8	7	7	9	7
Fixed Salary - SMS/Leave Benefits	12	12	13	12	14
Administrative and Professional (CESA) ⁵	1	-	-	-	-
Total Established Positions	169,414	168,102	170,907	172,069	172,511
State of Florida Population⁶	14,426,911	14,683,350	14,908,230	15,111,244	15,928,378

1 Employee count as reported by the State University System, Board of Regents.

2 Large change from previous year due to changes in definition of pay plan in Cooperative Personnel Employment Subsystem (COPES).

3 Excludes 88 positions in Office of Program Policy Analysis and Government Accountability. Reported by the Office of Legislative Services.

4 Excludes interns and legislators as reported by the Office of Legislative Services. Number is rounded.

5 Correctional Education School Authority (CESA) moved to the Department of Corrections under the State Personnel System.

6 U.S. Census Bureau.

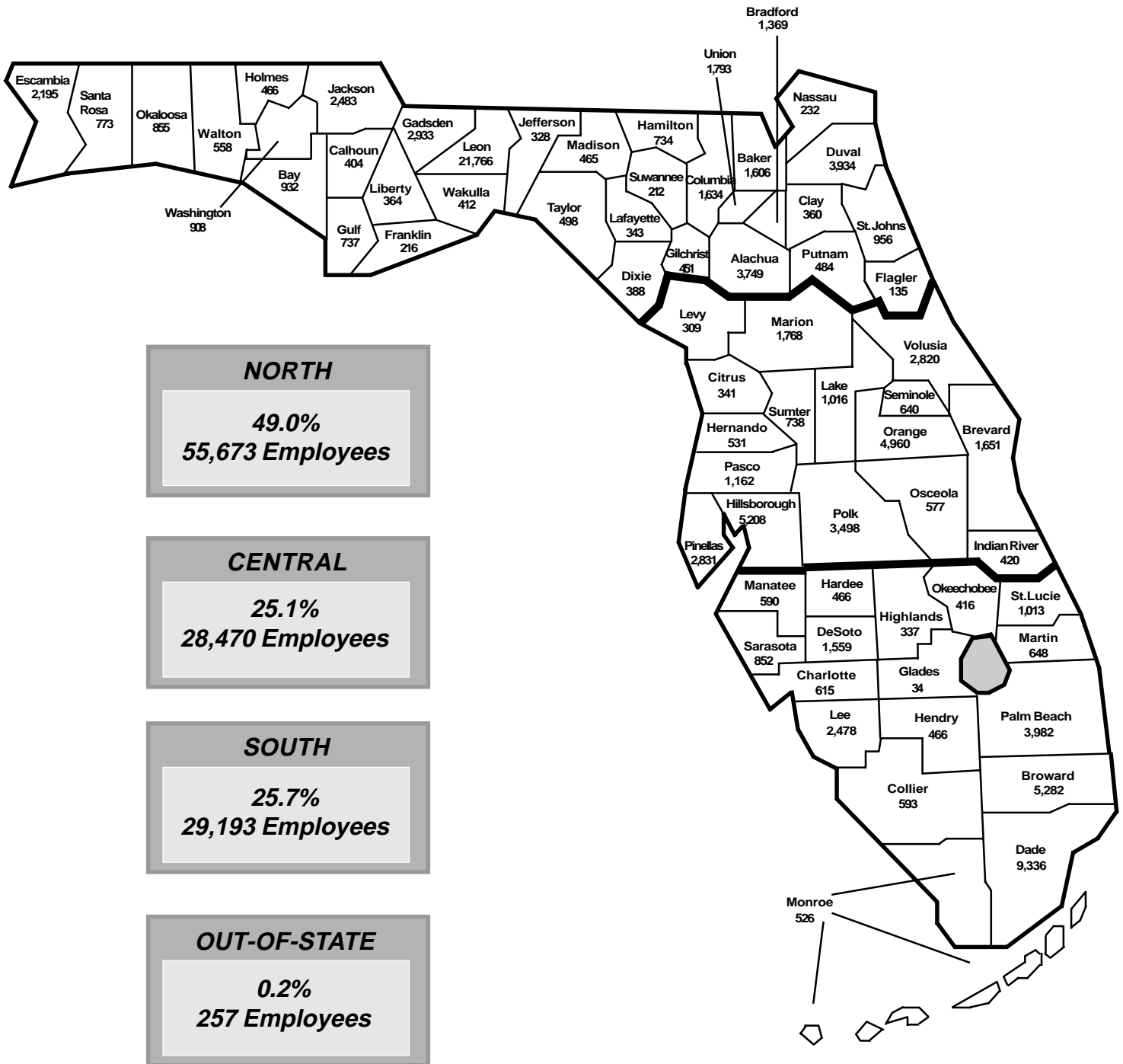
Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

EMPLOYEES BY REGION STATE PERSONNEL SYSTEM AS OF 12/31/2000

With a total of 21,766, Leon County has the largest number of employees in the State Personnel System, followed by Dade County with 9,336 and Broward County with 5,282.

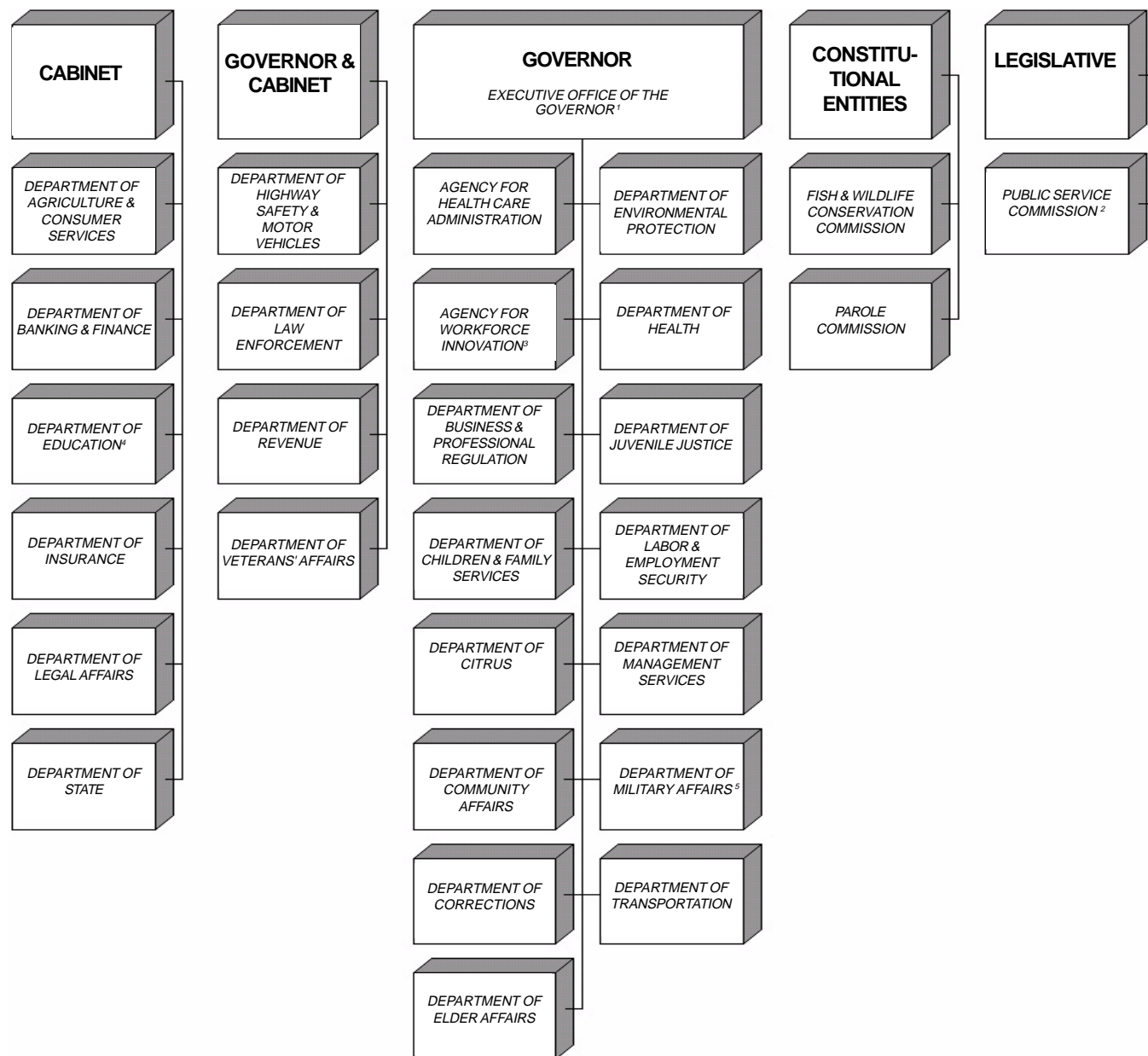


Source: Cooperative Personnel Employment Subsystem (COPES).



STATE PERSONNEL SYSTEM ENTITIES

Florida's Executive Branch is currently structured as a multi-employer construct under which specific segments of the workforce are governed by the State Personnel System, the State University System, the Lottery or the Executive Office of the Governor. With the addition of the Agency for Workforce Innovation, effective July 1, 2000, there are 29 departments and other autonomous entities within the Executive Branch. Each entity operates as nominally centralized but with managerial decentralization. The following chart depicts the agencies which are governed by the State Personnel System policies.



1 The Executive Office of the Governor (EOG) has employees (Pay Plan 07) who are not part of the Career Service System, but who have salary and benefits comparable to Career Service employees. EOG also has employees in the Selected Exempt Service and Senior Management Service.

2 Pursuant to Chapter 110, Florida Statutes, employees of the Public Service Commission are governed by the State Personnel System.

3 Created effective 7/1/2000.

4 The Department of Education has employees in a separate pay plan (Pay Plan 04).

5 In addition to employees in the Career Service and Selected Exempt Service, the Department of Military Affairs has employees in a separate pay plan (Pay Plan 06) whose salaries and benefits are set in accordance with the military pay schedule. Selected classes within Pay Plan 06 have salaries and benefits comparable to those of the Career Service.

Source: Chapters 20 and 110, Florida Statutes.



POSITIONS BY AGENCY STATE PERSONNEL SYSTEM AS OF 12/31/2000

AGENCY NAME	ESTABLISHED POSITIONS	NO. OF EMPLOYEES	% OF TOTAL EMPLOYEES	VACANCIES ¹	
				NUMBER	% OF TOTAL VACANCIES
ALL AGENCIES	123,505	113,593	100%	10,789	100%
Agency for Health Care Administration	1,973	1,797	1.58%	191	1.77%
Agency for Workforce Innovation ²	1,582	1,366	1.20%	218	2.02%
Agriculture and Consumer Services	3,632	3,341	2.94%	297	2.75%
Banking and Finance	903	846	0.74%	63	0.58%
Business and Professional Regulation	1,660	1,480	1.30%	184	1.71%
Children and Families	26,390	24,279	21.37%	2,272	21.06%
Citrus	150	143	0.13%	9	0.08%
Community Affairs	401	349	0.31%	54	0.50%
Corrections	27,509	25,554	22.50%	2,101	19.47%
Education	2,095	1,820	1.60%	284	2.63%
<i>School for the Deaf and the Blind</i> ^{3,4}	452	450	0.40%	12	0.11%
Elder Affairs	379	356	0.31%	26	0.24%
Environmental Protection	3,613	3,440	3.03%	184	1.71%
Fish & Wildlife Conservation Commission .	1,778	1,675	1.47%	103	0.95%
Health	14,439	13,232	11.65%	1,541	14.28%
Highway Safety and Motor Vehicles	4,919	4,611	4.06%	332	3.08%
Insurance	1,541	1,453	1.28%	98	0.91%
Juvenile Justice	5,674	5,089	4.48%	599	5.55%
Labor and Employment Security	1,377	1,207	1.06%	182	1.69%
Law Enforcement	1,820	1,688	1.49%	144	1.33%
Legal Affairs	1,063	981	0.86%	87	0.81%
Management Services	1,790	1,568	1.38%	228	2.11%
<i>Administrative Hearings</i> ⁴	77	74	0.07%	3	0.03%
Military Affairs	220	206	0.18%	15	0.14%
Office of the Governor ³	88	74	0.07%	14	0.13%
Parole Commission	181	164	0.14%	17	0.16%
Public Service Commission	395	370	0.33%	25	0.23%
Revenue	5,829	5,480	4.82%	388	3.60%
State	702	674	0.59%	33	0.31%
<i>Ringling Museum of Art</i> ^{4,5}	60	0	0.00%	60	0.56%
Transportation	10,273	9,455	8.32%	854	7.92%
Veterans' Affairs	540	371	0.33%	171	1.58%

1 This figure may not reflect the difference between established positions and number of employees, since more than one employee can fill one established position.

2 Agency created effective 7/1/2000.

3 These agencies have employees in other pay plans which are not reflected in this table.

4 These organizations have separate operating level designations in Cooperative Personnel Employment Subsystem (COPES).

5 Agency was moved under the State University System effective 7/1/2000. Positions assigned have not been deleted from the system.

Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

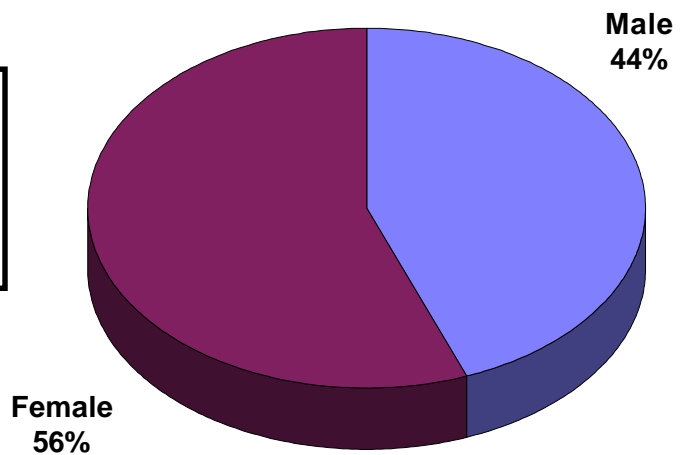
WORKFORCE PROFILE - STATE PERSONNEL SYSTEM

AS OF 12/31/2000

STATE PERSONNEL SYSTEM	TOTAL POSITIONS	123,505	The "Average" Employee: • is 44 years old. • has 11 years of service. • earns \$31,881 annually. ²
	TOTAL EMPLOYEES	113,593	
	MALE	44%	
	FEMALE	56%	
	ETHNIC MINORITY¹	37%	

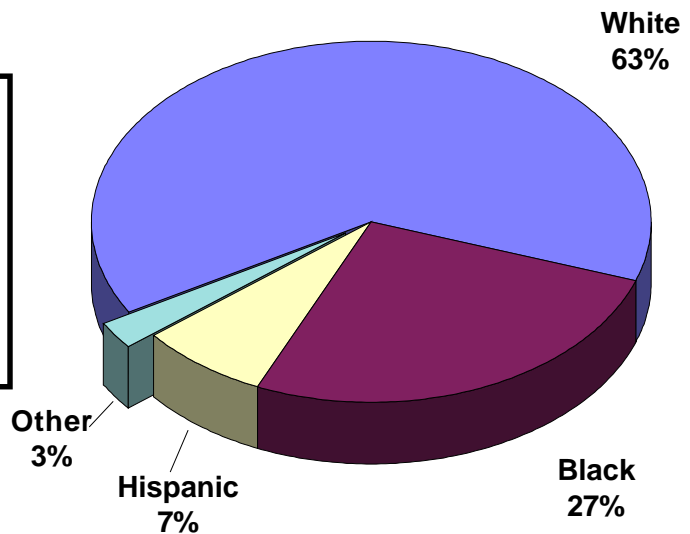
MALE/FEMALE RATIO

	No.	Percent	Average Salary
Male	50,352	44.3%	\$34,928
Female	63,241	55.7%	\$29,455



ETHNIC DIVERSITY ³

	No.	Percent	Average Salary
White	72,162	63.5%	\$33,708
Black	30,157	26.6%	\$27,668
Hispanic	8,398	7.4%	\$29,725
Other	2,874	2.5%	\$36,298



1 Ethnic Minority consists of Blacks, Hispanics or "Other" which includes Asian/Pacific Islanders, Native American/Alaskan Natives or Others.
 2 This is the mean or arithmetic average of all employee salaries in the State Personnel System. Due to the "skewed" distribution of salaries, the median salary of \$28,167 is more representative of the typical employee's salary.
 3 Two employees did not disclose ethnicity and are not represented in this table.
 Source: Cooperative Personnel Employment Subsystem (COPES).



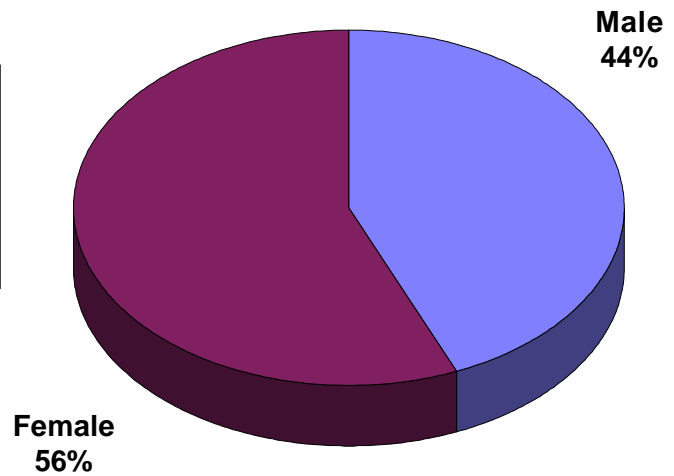
WORKFORCE PROFILE - CAREER SERVICE

AS OF 12/31/2000

CAREER SERVICE	TOTAL POSITIONS	118,913	The "Average" Employee: • is 44 years old. • has 11 years of service. • earns \$30,469 annually. ²
	TOTAL EMPLOYEES	109,389	
	MALE	44%	
	FEMALE	56%	
	ETHNIC MINORITY¹	37%	

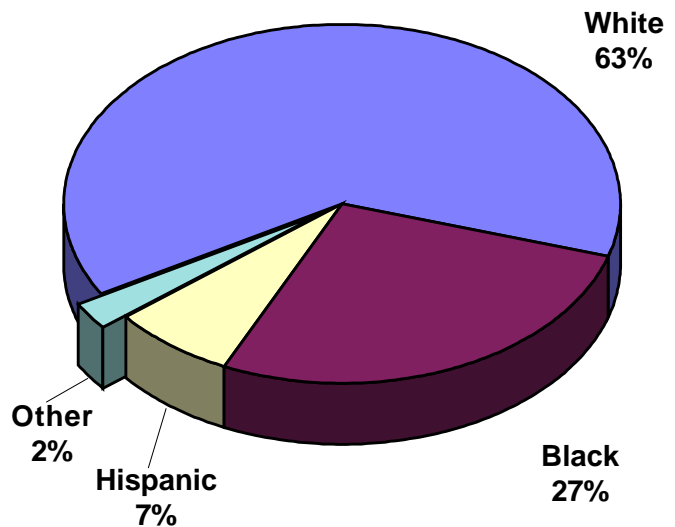
MALE/FEMALE RATIO

	No.	Percent	Average Salary
Male	47,820	43.7%	\$32,937
Female	61,569	56.3%	\$28,551



ETHNIC DIVERSITY³

	No.	Percent	Average Salary
White	68,868	63.0%	\$32,076
Black	29,740	27.2%	\$27,198
Hispanic	8,128	7.4%	\$28,339
Other	2,651	2.4%	\$31,920



1 Ethnic Minority consists of Blacks, Hispanics or "Other" which includes Asian/Pacific Islanders, Native American/Alaskan Natives or Others.
 2 This is the mean or arithmetic average of all employee salaries in the Career Service System. Due to the "skewed" distribution of salaries, the median salary of \$28,041 is more representative of the typical employee's salary.
 3 Two employees did not disclose ethnicity and are not represented in this table.
 Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

WORKFORCE PROFILE - SELECTED EXEMPT SERVICE

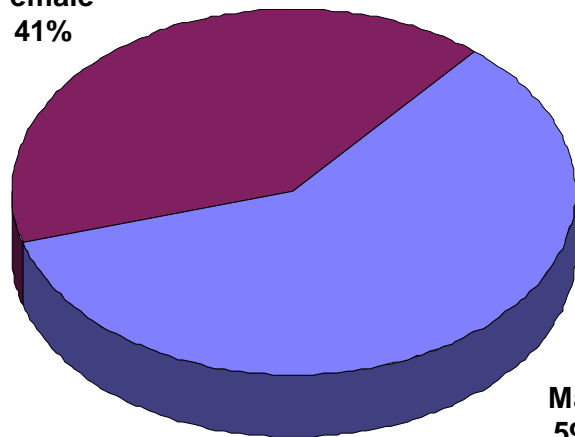
AS OF 12/31/2000

SELECTED EXEMPT SERVICE	TOTAL POSITIONS	4,045	The "Average" Employee: <ul style="list-style-type: none"> • is 48 years old. • has 12 years of service. • earns \$65,350 annually.
	TOTAL EMPLOYEES	3,696	
	MALE	59%	
	FEMALE	41%	
	ETHNIC MINORITY¹	23%	

MALE/FEMALE RATIO

	No.	Percent	Average Salary
Male	2,195	59.4%	\$69,186
Female	1,501	40.6%	\$59,740

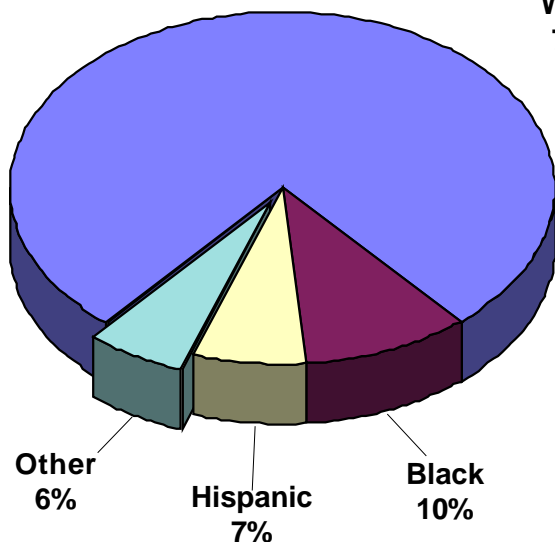
Female
41%



ETHNIC DIVERSITY

	No.	Percent ²	Average Salary
White	2,861	77.4%	\$64,081
Black	368	10.0%	\$58,792
Hispanic	250	6.8%	\$69,559
Other	217	5.9%	\$88,348

White
77%



1 Ethnic Minority consists of Blacks, Hispanics or "Other" which includes Asian/Pacific Islanders, Native American/Alaskan Natives or Others.
2 Totals may not equal 100% due to rounding.

Source: Cooperative Personnel Employment Subsystem (COPES).



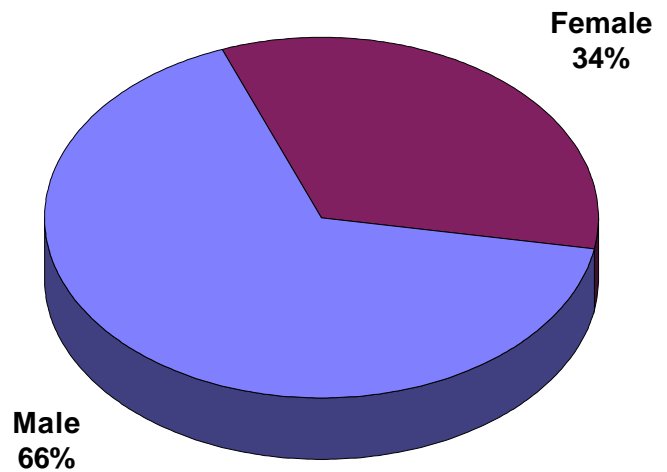
WORKFORCE PROFILE - SENIOR MANAGEMENT SERVICE

AS OF 12/31/2000

SENIOR MANAGEMENT SERVICE	TOTAL POSITIONS	547	The "Average" Employee: • is 50 years old. • has 15 years of service. • earns \$92,487 annually.
	TOTAL EMPLOYEES	508	
	MALE	66%	
	FEMALE	34%	
	ETHNIC MINORITY ¹	15%	

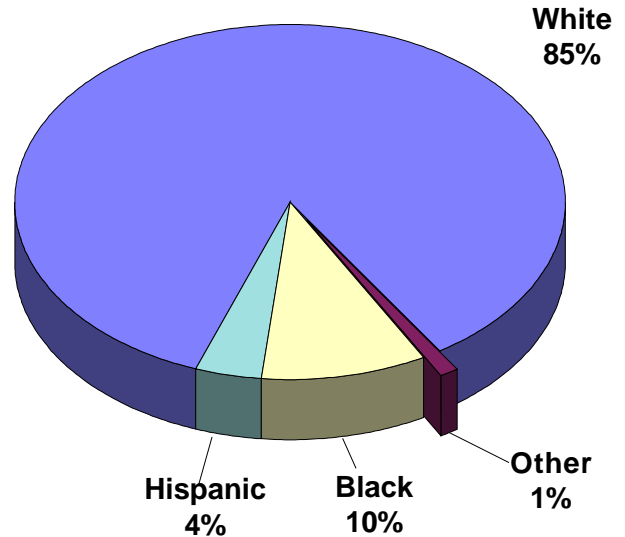
MALE/FEMALE RATIO

	No.	Percent	Average Salary
Male	337	66.3%	\$94,251
Female	171	33.7%	\$89,010



ETHNIC DIVERSITY

	No.	Percent	Average Salary
White	433	85.2%	\$92,515
Black	49	9.7%	\$91,775
Hispanic	20	3.9%	\$94,811
Other	6	1.2%	\$88,523



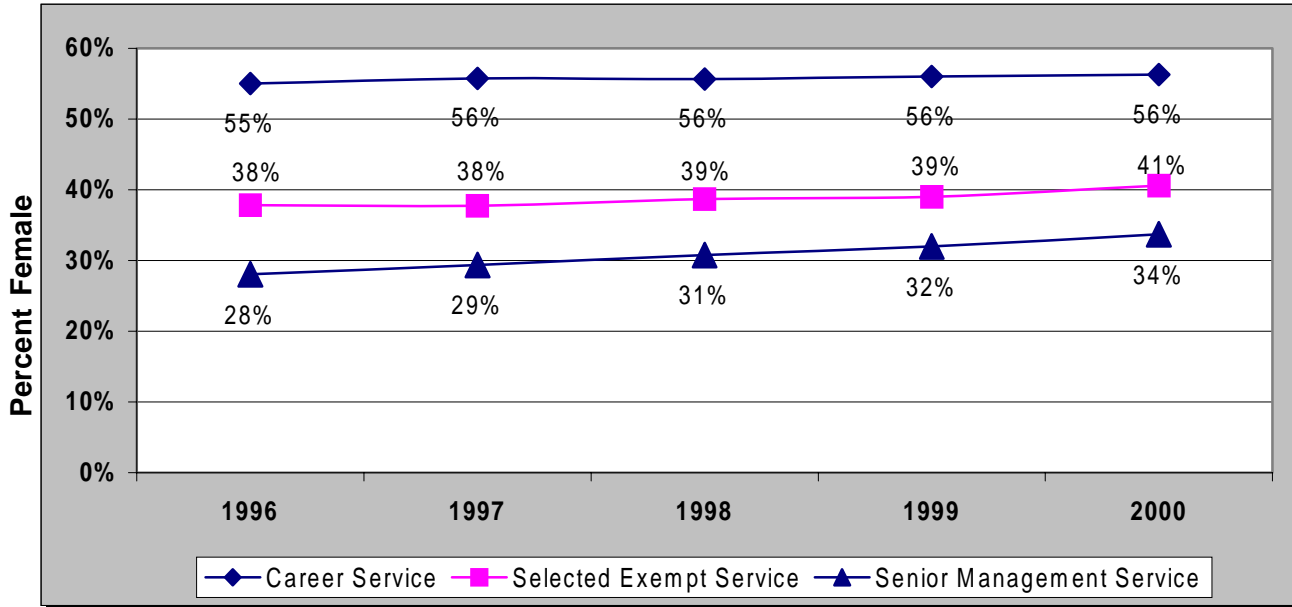
¹ Ethnic Minority consists of Blacks, Hispanics or "Other" which includes Asian/Pacific Islanders, Native American/Alaskan Natives or Others. Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

GENDER REPRESENTATION BY PAY PLAN

FEMALE REPRESENTATION BY PAY PLAN



Source: Cooperative Personnel Employment Subsystem (COPES).

REPRESENTATION BY PAY PLAN AS COMPARED TO THE AVAILABLE LABOR MARKET (ALM) as of 12/31/2000

	MALES		FEMALES	
	<i>State</i>	<i>ALM</i>	<i>State</i>	<i>ALM</i>
Career Service	44%	54%	56%	46%
Selected Exempt Service ¹	59%	54%	41%	46%
Senior Management Service ²	66%	61%	34%	39%

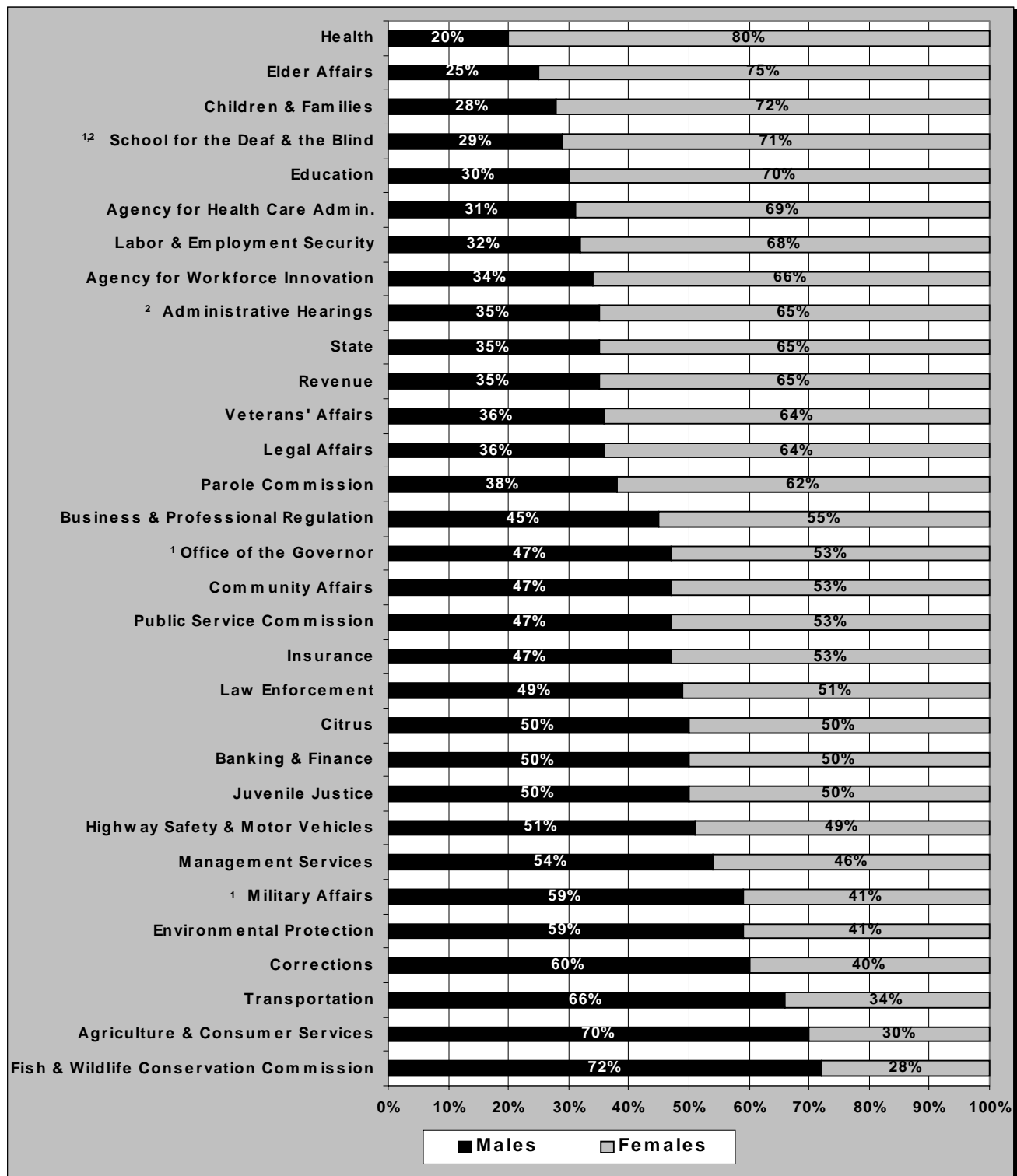
1 Available Labor Market figure represents the average of the available number of Males and Females in Officials /Administrators and Professional job categories.

2 Available Labor Market figure represents the available number of Males and Females in the Officials/Administrators job category.

Source: 1990 Available Labor Market (ALM) Analysis, Department of Management Services. State statistics derived from the Cooperative Personnel Employment Subsystem (COPES).



GENDER REPRESENTATION BY AGENCY
STATE PERSONNEL SYSTEM
AS OF 12/31/2000



¹ These agencies have employees in other pay plans which are not reflected in this chart.

² These organizations have separate operating level designations in the Cooperative Personnel Employment Subsystem (COPES).

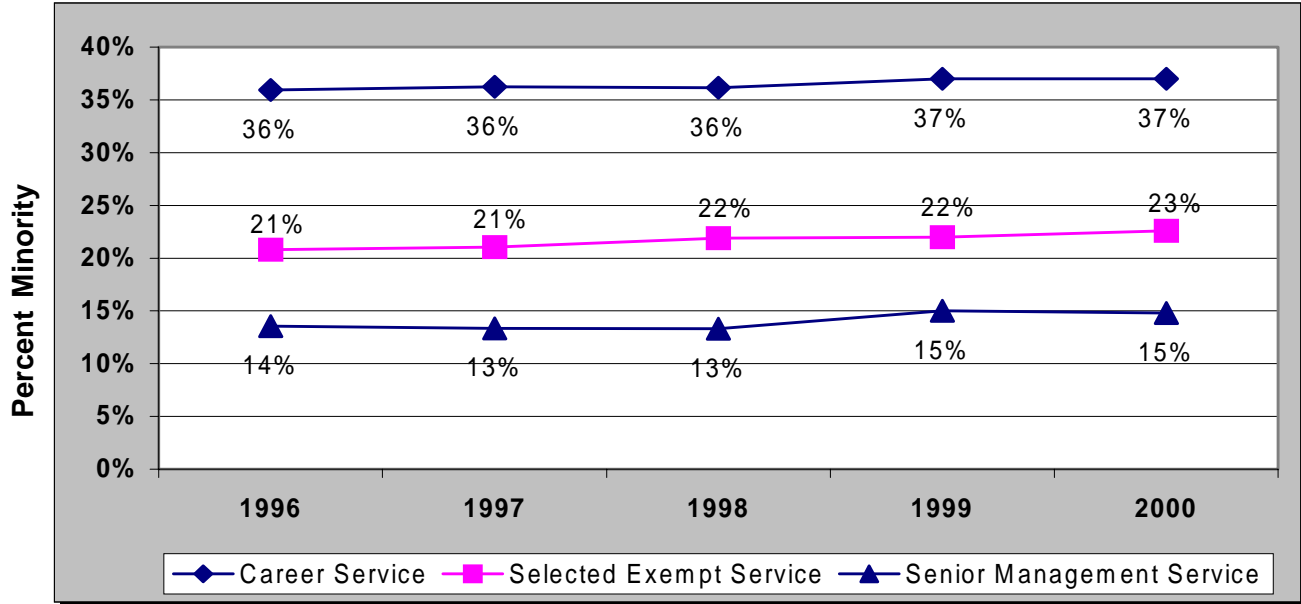
Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

ETHNIC MINORITY REPRESENTATION BY PAY PLAN

ETHNIC MINORITY¹ REPRESENTATION BY PAY PLAN



Source: Cooperative Personnel Employment Subsystem (COPES).

**REPRESENTATION BY PAY PLAN
AS COMPARED TO THE AVAILABLE LABOR MARKET (ALM)
as of 12/31/2000**

	WHITE		BLACK		HISPANIC		OTHER	
	<u>State</u>	<u>ALM</u>	<u>State</u>	<u>ALM</u>	<u>State</u>	<u>ALM</u>	<u>State</u>	<u>ALM</u>
Career Service	63%	73%	27%	12%	7%	13%	2%	2%
Selected Exempt Service ²	77%	82%	10%	7%	7%	10%	6%	2%
Senior Management Service ³	85%	61%	10%	5%	4%	10%	1%	1%

1 Ethnic Minority consists of Blacks, Hispanics, Asian/Pacific Islanders, Native American/Alaskan Natives or Others.

2 Available Labor Market figure represents the average of the available number of Whites and Minorities in the Officials/Administrators and Professional job categories.

3 Available Labor Market figure represents the number of Whites and Minorities in the Officials/Administrators job categories.

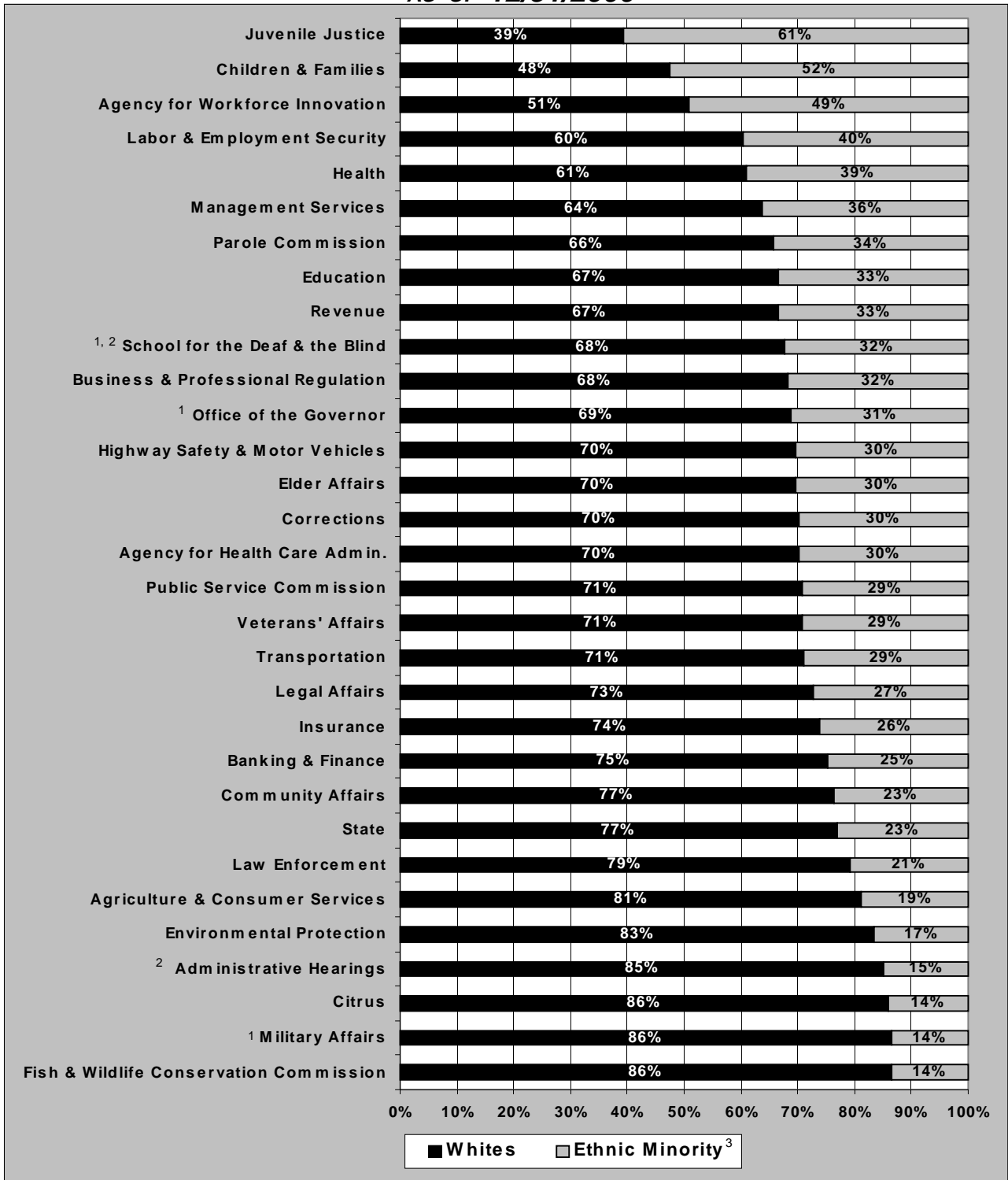
Source: 1990 Available Labor Market (ALM) Analysis, Department of Management Services. State statistics derived from the Cooperative Personnel Employment Subsystem (COPES).



ETHNIC MINORITY REPRESENTATION BY AGENCY

STATE PERSONNEL SYSTEM

AS OF 12/31/2000



1 These agencies have employees in other pay plans which are not reflected in this chart.

2 These organizations have separate operating level designations in the Cooperative Personnel Employment Subsystem (COPES).

3 Ethnic Minority consists of employees having declared themselves as Black, Hispanic, Asian/Pacific Islander, Native American/Alaskan Native or Other.

Source: Cooperative Personnel Employment Subsystem (COPES).



EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORT

SECTION 110.112, FLORIDA STATUTES

The State of Florida has one of the most diverse populations in the country. To create and maintain a workforce that represents this diversity takes leadership, understanding and appreciation of diversity. It also requires commitment. It is the policy of the State of Florida to fully utilize the diversity of Florida's human resources and to assist in providing the assurance of equal employment opportunities through programs of affirmative and positive action. To that end, Florida Statutes require each executive agency to develop and implement an Affirmative Action (AA) plan in accordance with rules adopted by the Department of Management Services. The Department is charged, by Section 110.112(2)(d), Florida Statutes, to report the implementation, continuance, updating and results of each agency's plan for the previous year.

The following information describes the progress of the executive agencies in developing and implementing their Affirmative Action plans. Because the necessary Census 2000 file data was unavailable, the analyses and comparisons regarding equal employment opportunity/affirmative action are based on 1990 Census data. The readers should note that 26 out of 28 agencies either developed or updated their Affirmative Action plans for Fiscal Year 1999-2000 in compliance with Section 110.112(2)(a), Florida Statutes. Two agencies, the Departments of Juvenile Justice and Transportation, have met or made great strides in reaching their Affirmative Action goals over the last three years. The Departments of Insurance, Legal Affairs, Transportation and Highway Safety and Motor Vehicles have made great strides in meeting their goals for the past two years.

Agencies have special programs or innovative ideas to recruit minorities and females. However, the low availability of Hispanics in the northwest portion of Florida, where almost half of state positions exist, has consistently been cited as a reason for some agencies' inability to attain their affirmative action goals. Opportunities for higher salaries with other employers and employee turnover have also been cited as reasons for inability to attain affirmative action goals.

A number of classes and occupational groups continually present challenges in recruiting females and minorities. These include: forest ranger, professional engineer, biologist, crime laboratory analyst, special agent, paralegal specialist, skilled craft worker classes and computer and law enforcement groups.

In an effort to identify specific reasons for successes and failures of agencies in reaching or maintaining a diverse and representative workforce, executive agencies were asked to respond to the following:

- Did your agency meet or make great strides in reaching your AA goals during the 1999-2000 fiscal year?
- Explain what contributed to the failures in meeting AA goals for FY 1999-2000.
- For which occupational groups/classes do you find it difficult to find minority/female applicants?
- What effect did minority/female separations have on your overall workforce goals?
- What special programs or innovative ideas did you use in recruiting and retaining female/minority representation?

Responses are presented on pages 19 through 21. The tables on pages 22 through 27 show the breakdown of minority representation in the State Personnel System agencies by pay plan at the end of the fiscal year.

In general, agencies showed slight improvement in Females, Hispanics, Black, and Other minority representation in the Career Service over the past fiscal year. In the Selected Exempt Service, agencies showed improvement in Females, slight improvement in Hispanic and Black representation but a decrease in Other representation. In the Senior Management Service, agencies showed an increase in Female representation, a slight increase in Black representation, and an increase in Hispanic and Other representation.

It should be noted, however, that based on the available labor market, agencies need continued improvement in Hispanic representation in the Career Service, and continued improvement in Female, Hispanic, and Other representation in the Selected Exempt and Senior Management Services. It should also be noted that as new labor market statistics become available, they will likely indicate an increased availability of ethnic minorities and women in the labor market. Agencies, therefore, will likely need to review the updated available labor market data and adjust their strategies accordingly.



AGENCY RESPONSES TO EEO/AA SURVEY

Agencies Reporting To Have Met Or To Have Made Great Strides In Meeting Their Affirmative Action Goals For Fiscal Year 1999-2000

- Agency for Health Care Administration
- Department of Banking & Finance
- Department of Citrus
- Department of Community Affairs
- Department of Environmental Protection
- Department of Highway Safety
- Department of Insurance
- Department of Juvenile Justice
- Department of Law Enforcement
- Department of Legal Affairs
- Department of Revenue
- Department of State
- Department of Transportation

Reasons That Contributed To The Failure Of Agencies To Meet Affirmative Action Goals For FY 1999-2000

- Low Hispanic labor market in the Tallahassee area.
- Located in St. Augustine near a major city (Jacksonville) that attracts local labor with higher salaries.
- Inadequate starting salaries and limited salary advancement opportunities.
- Lack of qualified minorities applying for positions.
- Failure of applicants to meet the pre-established knowledge, skills and abilities required for success in the job.
- Terminations for jobs outside of State government with higher salaries.
- Very little turnover in EEO job categories to allow agency the opportunity to hire from under-represented EEO groups.
- Lack of applicants who are willing to relocate in the State.
- Decrease in agency size.
- Tight labor market.

Effect Minority/Female Separations Had On Overall Workforce Goals

- State government cannot compete with private industry in certain occupations in regards to pay and benefits. This makes it difficult to fill minority vacancies in those occupations.
- Due to small size of some units, the resignation of one minority or female employee dramatically impacts the percentages in that unit.
- Minority and female separations resulted in the agency not achieving its goals in several EEO job categories.

Special Programs Or Innovative Ideas Used In Recruiting Minorities/Females

- Relying more on the Internet for sending out job announcement bulletins.
- Participating in job fairs at state universities.
- Recruiting at predominantly black colleges such as Florida Agricultural & Mechanical University (FAMU) and Bethune-Cookman College.
- Participation in the Work and Gain Economic Sufficiency (WAGES) program.
- Hiring Hispanic employees to fill Other Personal Services (OPS) positions to allow them to gain experience and become more competitive in the selection process for Career Service opportunities.
- Recruiting at out-of-state career fairs, universities and military bases.
- Participating in electronic career fairs on the Internet.
- Advertising hard-to-fill classes on a continuous basis.
- Participating in the National & State National Bar Association Conferences.
- Implemented a student trainee program that provides opportunities for junior & senior level students to work for the agency prior to graduation from college.
- Using student internship and part-time employment programs.
- Developing an Intranet web site to provide Affirmative Action information and helpful tips to managers and recruiting supervisors.
- Posted job announcements in Hispanic neighborhoods.
- Attending job fairs accompanied by current Hispanic employees.
- Advertising vacancies in Hispanic newspapers, periodicals and broadcast vacancies over Hispanic-owned radio stations.
- The Division of Recreation and Parks in the Department of Environmental Protection has committed to a special recruiting campaign at military bases in Florida and surrounding states.
- The Division of Law Enforcement in the Department of Law Enforcement has revised several assessment tools to reduce the potential for a cultural bias in employment.
- The Department of Business and Professional Regulation developed a Management Development Program. Six employees have completed the program and one graduate has been promoted to an executive board position.
- The Department of Health maintains a listing of health care professionals who are interested in working for the agency.
- The Department of Health established an internship program through Florida Agricultural and Mechanical University's College of Public Health.



- The Department of Highway and Motor Vehicles, in conjunction with other law enforcement agencies, created a Law Enforcement Recruiters Association (LERA) and created an email list for its members to use to discuss issues that concern all recruiters.
- In March 2000, Florida Highway Patrol was recognized in the Black Collegian magazine as one of their top 100 employers.
- The Department of State's internship program with the Florida State University's School of Arts Administration attracts minority candidates for OPS positions with the goal of moving them into Career Service positions.
- The Department of State's Division of Corporations implemented a career development program for employees' seeking promotional opportunities in the technicians category. After completing required coursework, employees are given hands-on training in computer systems and applications to prepare them for available positions.
- The Department of Insurance (DOI), in conjunction with Florida Agricultural and Mechanical University, has developed a Cooperative Education Internship Program. Scores of students have been given first-hand experience in part-time jobs throughout the department and several have accepted professional positions within the department after graduation. The program has been expanded this year to also include three other predominantly black colleges in other parts of the state.
- The Department of Insurance Commissioner and Florida Agricultural and Mechanical University's President have developed an insurance curriculum at the university. Classes began January 1997. Presently they are working toward making this a baccalaureate program.

Occupational Groups/Classes Difficult To Recruit Minority/Female Applicants

- Skilled Craft Workers
- Protective Service Workers
- Forest Rangers
- Inspectors
- Law Enforcement Officers
- Professional Engineers
- Professional Biologists
- Professional Chemists
- Crime Laboratory Analysts
- Forensic Technologists
- Special Agents
- Paralegal Specialists
- Senior Attorneys
- Librarians
- Archivists
- Data processing classes
- Regulatory Analyst classes
- Biological Scientist series with a specialization in wildlife and fish biology

WORKFORCE DESIGN

MINORITY REPRESENTATION BY AGENCY - CAREER SERVICE AS OF 6/30/2000 ¹

AGENCY	WHITE		BLACK		HISPANIC		OTHER ²		TOTAL				TOTAL
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black	
ALL AGENCIES	34,633 31.3%	35,290 31.9%	9,397 8.5%	20,484 18.5%	3,280 3.0%	4,867 4.4%	1,325 1.2%	1,309 1.2%	69,923 63.2%	29,881 27.0%	8,147 7.4%	2,634 2.4%	110,585 100.0%
Agency for Health Care Administration	410 23.5%	823 47.1%	55 3.1%	281 16.1%	36 2.1%	93 5.3%	19 1.1%	31 1.8%	1,233 70.5%	336 19.2%	129 7.4%	50 2.9%	1,748 1.6%
Agriculture and Consumer Services	1,908 59.6%	698 21.8%	185 5.8%	156 4.9%	95 3.0%	50 1.6%	72 2.3%	36 1.1%	2,606 81.4%	341 10.7%	145 4.5%	108 3.4%	3,200 2.9%
Banking and Finance	289 37.9%	271 35.6%	50 6.6%	87 11.4%	27 3.5%	16 2.1%	8 1.0%	14 1.8%	560 73.5%	137 18.0%	43 5.6%	22 2.9%	762 0.7%
Business and Professional Regulation	455 32.0%	525 36.9%	81 5.7%	192 13.5%	76 5.3%	63 4.4%	17 1.2%	14 1.0%	980 68.9%	273 19.2%	139 9.8%	31 2.2%	1,423 1.3%
Children and Families	3,555 14.9%	7,668 32.2%	2,059 8.6%	7,558 31.7%	690 2.9%	1,864 7.8%	145 0.6%	274 1.2%	11,223 47.1%	9,617 40.4%	2,554 10.7%	419 1.8%	23,813 21.5%
Citrus	41 36.0%	55 48.2%	3 2.6%	5 4.4%	1 0.9%	1 0.9%	6 5.3%	2 1.8%	96 84.2%	8 7.0%	2 1.8%	8 7.0%	114 0.1%
Community Affairs	132 37.0%	145 40.6%	19 5.3%	44 12.3%	3 0.8%	4 1.1%	5 1.4%	5 1.4%	277 77.6%	63 17.6%	7 2.0%	10 2.8%	357 0.3%
Corrections	11,494 45.1%	6,463 25.3%	2,704 10.6%	3,289 12.9%	758 3.0%	408 1.6%	261 1.0%	132 0.5%	17,957 70.4%	5,993 23.5%	1,166 4.6%	393 1.5%	25,509 23.1%
Education	145 19.3%	355 47.2%	47 6.3%	161 21.4%	9 1.2%	13 1.7%	11 1.5%	11 1.5%	500 66.5%	208 27.7%	22 2.9%	22 2.9%	752 0.7%
School for the Deaf and the Blind ^{3,4}	107 25.8%	177 42.8%	18 4.3%	95 22.9%	1 0.2%	10 2.4%	3 0.7%	3 0.7%	284 68.6%	113 27.3%	11 2.7%	6 1.4%	414 0.4%
Elder Affairs	54 17.1%	162 51.4%	8 2.5%	53 16.8%	9 2.9%	19 6.0%	6 1.9%	4 1.3%	216 68.6%	61 19.4%	28 8.9%	10 3.2%	315 0.3%
Environmental Protection	1,556 48.9%	1,089 34.2%	98 3.1%	144 4.5%	74 2.3%	50 1.6%	118 3.7%	56 1.8%	2,645 83.0%	242 7.6%	124 3.9%	174 5.5%	3,185 2.9%
Fish and Wildlife Conservation Commission	1,021 63.2%	365 22.6%	37 2.3%	61 3.8%	60 3.7%	16 1.0%	30 1.9%	26 1.6%	1,386 85.8%	98 6.1%	76 4.7%	56 3.5%	1,616 1.5%
Health	1,716 13.6%	6,006 47.5%	423 3.3%	2,900 22.9%	236 1.9%	995 7.9%	101 0.8%	269 2.1%	7,722 61.1%	3,323 26.3%	1,231 9.7%	370 2.9%	12,646 11.4%
Highway Safety and Motor Vehicles	1,784 38.4%	1,442 31.0%	362 7.8%	602 13.0%	220 4.7%	174 3.7%	33 0.7%	29 0.6%	3,226 69.4%	964 20.7%	394 8.5%	62 1.3%	4,646 4.2%



AGENCY	WHITE		BLACK		HISPANIC		OTHER ²		TOTAL				TOTAL		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black		Hisp.	Other ²
Insurance	484 36.9%	485 36.9%	49 3.7%	185 14.1%	30 2.3%	39 3.0%	23 1.8%	18 1.4%	586 44.6%	727 55.4%	969 73.8%	234 17.8%	69 5.3%	41 3.1%	1,313 1.2%
Juvenile Justice	943 19.0%	978 19.7%	1,316 26.6%	27.5%	154 3.1%	129 2.6%	30 0.6%	41 0.8%	2,443 49.3%	2,509 50.7%	1,921 38.8%	2,677 54.1%	283 5.7%	71 1.4%	4,952 4.5%
Labor and Employment Security	829 21.0%	1,392 35.3%	276 7.0%	987 25.1%	104 2.6%	264 6.7%	38 1.0%	50 1.3%	1,247 31.6%	2,693 68.4%	2,221 56.4%	1,263 32.1%	368 9.3%	88 2.2%	3,940 3.6%
Law Enforcement	655 41.4%	595 37.6%	67 4.2%	156 9.9%	37 2.3%	47 3.0%	14 0.9%	12 0.8%	773 48.8%	810 51.2%	1,250 79.0%	223 14.1%	84 5.3%	26 1.6%	1,583 1.4%
Legal Affairs	67 15.9%	225 53.4%	8 1.9%	74 17.6%	5 1.2%	26 6.2%	4 1.0%	12 2.9%	84 20.0%	337 80.0%	292 69.4%	82 19.5%	31 7.4%	16 3.8%	421 0.4%
Management Services	533 34.5%	437 28.3%	253 16.4%	243 15.7%	30 1.9%	16 1.0%	17 1.1%	14 0.9%	833 54.0%	710 46.0%	970 62.9%	496 32.1%	46 3.0%	31 2.0%	1,543 1.4%
Administrative Hearings ³	19 31.1%	34 55.7%	1 1.6%	7 11.5%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	20 32.8%	41 67.2%	53 86.9%	8 13.1%	0 0.0%	0 0.0%	61 0.1%
Military Affairs ⁴	88 46.6%	75 39.7%	20 10.6%	2 1.1%	2 1.1%	0 0.0%	1 0.5%	1 0.5%	111 58.7%	78 41.3%	163 86.2%	22 11.6%	2 1.1%	2 1.1%	189 0.2%
Parole Commission	33 25.0%	50 37.9%	10 7.6%	30 22.7%	4 3.0%	3 2.3%	1 0.8%	1 0.8%	48 36.4%	84 63.6%	83 62.9%	40 30.3%	7 5.3%	2 1.5%	132 0.1%
Public Service Commission	103 34.6%	96 32.2%	23 7.7%	45 15.1%	7 2.3%	10 3.4%	7 2.3%	7 2.3%	140 47.0%	158 53.0%	199 66.8%	68 22.8%	17 5.7%	14 4.7%	298 0.3%
Revenue	1,369 26.7%	2,033 39.6%	244 4.8%	971 18.9%	103 2.0%	246 4.8%	73 1.4%	95 1.9%	1,789 34.8%	3,345 65.2%	3,402 66.3%	1,215 23.7%	349 6.8%	168 3.3%	5,134 4.6%
State	174 28.4%	295 48.2%	20 3.3%	103 16.8%	6 1.0%	4 0.7%	3 0.5%	7 1.1%	203 33.2%	409 66.8%	469 76.6%	123 20.1%	10 1.6%	10 1.6%	612 0.6%
Ringling Museum of Art ³	28 49.1%	28 49.1%	1 1.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	29 50.9%	28 49.1%	56 98.2%	1 1.8%	0 0.0%	0 0.0%	57 0.1%
Transportation	4,554 47.9%	2,166 22.8%	943 9.9%	630 6.6%	497 5.2%	298 3.1%	276 2.9%	138 1.5%	6,270 66.0%	3,232 34.0%	6,720 70.7%	1,573 16.6%	795 8.4%	414 4.4%	9,502 8.6%
Veterans' Affairs	87 25.0%	157 45.1%	17 4.9%	62 17.8%	6 1.7%	9 2.6%	3 0.9%	7 2.0%	113 32.5%	235 67.5%	244 70.1%	79 22.7%	15 4.3%	10 2.9%	348 0.3%

1 Agency for Workforce Innovation is not included as it was not created until 7/1/2000.

2 "Other" category consists of Asian/Pacific Islanders, American Indian/Alaskan Natives or Other.

3 These organizations have separate operating level designations in COPES.

4 These agencies have employees in other pay plans which are not represented in this report.

Source: Cooperative Personnel Employment Subsystem (COPES).



MINORITY REPRESENTATION BY AGENCY - SELECTED EXEMPT SERVICE AS OF 6/30/2000 ¹

AGENCY	WHITE		BLACK		HISPANIC		OTHER ²		TOTAL				TOTAL		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black		Hisp.	Other ²
ALL AGENCIES	1,750 48.3%	1,055 29.1%	164 4.5%	196 5.4%	140 3.9%	108 3.0%	133 3.7%	79 2.2%	2,187 60.3%	1,438 39.7%	2,805 77.4%	360 9.9%	248 6.8%	212 5.8%	3,625 100.0%
Agency for Health Care Administration	36 43.9%	26 31.7%	4 4.9%	5 6.1%	3 3.7%	4 4.9%	3 3.7%	1 1.2%	46 56.1%	36 43.9%	62 75.6%	9 11.0%	7 8.5%	4 4.9%	82 2.3%
Agriculture and Consumer Services	55 68.8%	18 22.5%	1 1.3%	3 3.8%	1 1.3%	1 1.3%	1 1.3%	0 0.0%	58 72.5%	22 27.5%	73 91.3%	4 5.0%	2 2.5%	1 1.3%	80 2.2%
Banking and Finance	24 42.1%	30 52.6%	0 0.0%	1 1.8%	1 1.8%	1 1.8%	0 0.0%	0 0.0%	25 43.9%	32 56.1%	54 94.7%	1 1.8%	2 3.5%	0 0.0%	57 1.6%
Business and Professional Regulation	40 45.5%	26 29.5%	3 3.4%	13 14.8%	3 3.4%	2 2.3%	0 0.0%	1 1.1%	46 52.3%	42 47.7%	66 75.0%	16 18.2%	5 5.7%	1 1.1%	88 2.4%
Children and Families	159 33.5%	163 34.3%	14 2.9%	31 6.5%	18 3.8%	26 5.5%	44 9.3%	20 4.2%	235 49.5%	240 50.5%	322 67.8%	45 9.5%	44 9.3%	64 13.5%	475 13.1%
Citrus	17 73.9%	6 26.1%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	17 73.9%	6 26.1%	23 100.0%	0 0.0%	0 0.0%	0 0.0%	23 0.6%
Community Affairs	16 44.4%	12 33.3%	3 8.3%	3 8.3%	0 0.0%	2 5.6%	0 0.0%	0 0.0%	19 52.8%	17 47.2%	28 77.8%	6 16.7%	2 5.6%	0 0.0%	36 1.0%
Corrections	220 50.9%	61 14.1%	39 9.0%	21 4.9%	31 7.2%	10 2.3%	37 8.6%	13 3.0%	327 75.7%	105 24.3%	281 65.0%	60 13.9%	41 9.5%	50 11.6%	432 11.9%
Education	89 43.4%	87 42.4%	7 3.4%	16 7.8%	4 2.0%	1 0.5%	1 0.5%	0 0.0%	101 49.3%	104 50.7%	176 85.9%	23 11.2%	5 2.4%	1 0.5%	205 5.7%
Elder Affairs	5 33.3%	8 53.3%	0 0.0%	0 0.0%	1 6.7%	1 6.7%	0 0.0%	0 0.0%	6 40.0%	9 60.0%	13 86.7%	0 0.0%	2 13.3%	0 0.0%	15 0.4%
Environmental Protection	170 68.8%	55 22.3%	3 1.2%	5 2.0%	6 2.4%	2 0.8%	3 1.2%	3 1.2%	182 73.7%	65 26.3%	225 91.1%	8 3.2%	8 3.2%	6 2.4%	247 6.8%
Fish and Wildlife Conservation Commission	33 71.7%	9 19.6%	1 2.2%	0 0.0%	2 4.3%	0 0.0%	1 2.2%	0 0.0%	37 80.4%	9 19.6%	42 91.3%	1 2.2%	2 4.3%	1 2.2%	46 1.3%
Health	141 42.6%	79 23.9%	9 2.7%	13 3.9%	19 5.7%	19 5.7%	24 7.3%	27 8.2%	193 58.3%	138 41.7%	220 66.5%	22 6.6%	38 11.5%	51 15.4%	331 9.1%
Highway Safety and Motor Vehicles	31 59.6%	16 30.8%	2 3.8%	1 1.9%	0 0.0%	1 1.9%	1 1.9%	0 0.0%	34 65.4%	18 34.6%	47 90.4%	3 5.8%	1 1.9%	1 1.9%	52 1.4%



AGENCY	WHITE		BLACK		HISPANIC		OTHER ²		TOTAL				TOTAL		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black		Hisp.	Other ²
Insurance	73 68.2%	16 15.0%	5 4.7%	4 3.7%	3 2.8%	1 0.9%	4 3.7%	1 0.9%	85 79.4%	22 20.6%	89 83.2%	9 8.4%	4 3.7%	5 4.7%	107 3.0%
Juvenile Justice	49 50.5%	17 17.5%	20 20.6%	6 6.2%	1 1.0%	2 2.1%	2 2.1%	0 0.0%	72 74.2%	25 25.8%	66 68.0%	26 26.8%	3 3.1%	2 2.1%	97 2.7%
Labor and Employment Security	31 35.2%	33 37.5%	9 10.2%	10 11.4%	4 4.5%	1 1.1%	0 0.0%	0 0.0%	44 50.0%	44 50.0%	64 72.7%	19 21.6%	5 5.7%	0 0.0%	88 2.4%
Law Enforcement	34 61.8%	16 29.1%	1 1.8%	1 1.8%	1 1.8%	0 0.0%	1 1.8%	1 1.8%	37 67.3%	18 32.7%	50 90.9%	2 3.6%	1 1.8%	2 3.6%	55 1.5%
Legal Affairs	196 39.2%	193 38.6%	18 3.6%	37 7.4%	19 3.8%	22 4.4%	6 1.2%	9 1.8%	239 47.8%	261 52.2%	389 77.8%	55 11.0%	41 8.2%	15 3.0%	500 13.8%
Management Services	9 45.0%	7 35.0%	3 15.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	13 65.0%	7 35.0%	16 80.0%	3 15.0%	0 0.0%	1 5.0%	20 3.9%
Administrative Hearings ³	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 0.2%
Office of the Governor ⁴	11 39.3%	7 25.0%	4 14.3%	1 3.6%	1 3.6%	2 7.1%	1 3.6%	1 3.6%	17 60.7%	11 39.3%	18 64.3%	5 17.9%	3 10.7%	2 7.1%	28 5.5%
Parole Commission	2 40.0%	3 60.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	3 60.0%	5 100.0%	0 0.0%	0 0.0%	0 0.0%	5 1.0%
Public Service Commission	9 64.3%	4 28.6%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	9 64.3%	5 35.7%	13 92.9%	0 0.0%	1 7.1%	0 0.0%	14 2.7%
Revenue	7 58.3%	4 33.3%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 58.3%	5 41.7%	11 91.7%	1 8.3%	0 0.0%	0 0.0%	12 2.3%
State	7 63.6%	4 36.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 63.6%	4 36.4%	11 100.0%	0 0.0%	0 0.0%	0 0.0%	11 2.2%
Ringling Museum of Art ³	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 0.2%
Transportation	35 62.5%	14 25.0%	1 1.8%	1 1.8%	4 7.1%	1 1.8%	0 0.0%	0 0.0%	40 71.4%	16 28.6%	49 87.5%	2 3.6%	5 8.9%	0 0.0%	56 11.0%
Veterans' Affairs	4 66.7%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	2 33.3%	6 100.0%	0 0.0%	0 0.0%	0 0.0%	6 1.2%

¹ Agency for Workforce Innovation is not included as it was not created until 7/1/2000.

² "Other" category consists of Asian/Pacific Islanders, American Indian/Alaskan Natives or Other.

³ These organizations have separate operating level designations in COPES.

⁴ This agency has employees in other pay plans which are not represented in this report. Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

MINORITY REPRESENTATION BY AGENCY - SENIOR MANAGEMENT SERVICE AS OF 6/30/2000 ¹

AGENCY	WHITE		BLACK		HISPANIC		OTHER ²		TOTAL						
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black	Hisp.	Other ²	TOTAL
ALL AGENCIES	301	134	24	23	14	9	4	2	343	168	435	47	23	6	511
	58.9%	26.2%	4.7%	4.5%	2.7%	1.8%	0.8%	0.4%	67.1%	32.9%	85.1%	9.2%	4.5%	1.2%	100.0%
Agency for Health Care Administration	3	3	0	1	1	1	0	0	4	5	6	1	2	0	9
	33.3%	33.3%	0.0%	11.1%	11.1%	11.1%	0.0%	0.0%	44.4%	55.6%	66.7%	11.1%	22.2%	0.0%	1.8%
Agriculture and Consumer Services	20	4	0	0	1	0	0	0	21	4	24	0	1	0	25
	80.0%	16.0%	0.0%	0.0%	4.0%	0.0%	0.0%	0.0%	84.0%	16.0%	96.0%	0.0%	4.0%	0.0%	4.9%
Banking and Finance	16	4	2	0	0	0	0	0	18	4	20	2	0	0	22
	72.7%	18.2%	9.1%	0.0%	0.0%	0.0%	0.0%	0.0%	81.8%	18.2%	90.9%	9.1%	0.0%	0.0%	4.3%
Business and Professional Regulation	9	4	1	1	0	2	0	0	10	7	13	2	2	0	17
	52.9%	23.5%	5.9%	5.9%	0.0%	11.8%	0.0%	0.0%	58.8%	41.2%	76.5%	11.8%	11.8%	0.0%	3.3%
Children and Families	21	15	3	5	0	1	1	0	25	21	36	8	1	1	46
	45.7%	32.6%	6.5%	10.9%	0.0%	2.2%	2.2%	0.0%	54.3%	45.7%	78.3%	17.4%	2.2%	2.2%	9.0%
Citrus	3	0	0	0	0	0	0	0	3	0	3	0	0	0	3
	100.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%	0.0%	100.0%	0.0%	0.0%	0.0%	0.6%
Community Affairs	4	2	0	1	0	0	0	0	4	3	6	1	0	0	7
	57.1%	28.6%	0.0%	14.3%	0.0%	0.0%	0.0%	0.0%	57.1%	42.9%	85.7%	14.3%	0.0%	0.0%	1.4%
Corrections	31	6	1	1	1	0	0	0	33	7	37	2	1	0	40
	77.5%	15.0%	2.5%	2.5%	2.5%	0.0%	0.0%	0.0%	82.5%	17.5%	92.5%	5.0%	2.5%	0.0%	7.8%
Education	14	4	0	1	0	0	0	1	14	6	18	1	0	1	20
	70.0%	20.0%	0.0%	5.0%	0.0%	0.0%	0.0%	5.0%	70.0%	30.0%	90.0%	5.0%	0.0%	5.0%	3.9%
Elder Affairs	3	3	0	1	1	1	0	0	4	5	6	1	2	0	9
	33.3%	33.3%	0.0%	11.1%	11.1%	11.1%	0.0%	0.0%	44.4%	55.6%	66.7%	11.1%	22.2%	0.0%	1.8%
Environmental Protection	12	11	0	1	0	0	0	0	12	12	23	1	0	0	24
	50.0%	45.8%	0.0%	4.2%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	95.8%	4.2%	0.0%	0.0%	4.7%
Fish and Wildlife Conservation Commission	15	3	0	0	0	0	0	0	15	3	18	0	0	0	18
	83.3%	16.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	83.3%	16.7%	100.0%	0.0%	0.0%	0.0%	3.5%
Health	12	5	0	2	0	0	0	0	12	7	17	2	0	0	19
	63.2%	26.3%	0.0%	10.5%	0.0%	0.0%	0.0%	0.0%	63.2%	36.8%	89.5%	10.5%	0.0%	0.0%	3.7%
Highway Safety and Motor Vehicles	6	3	0	1	0	0	0	0	6	4	9	1	0	0	10
	60.0%	30.0%	0.0%	10.0%	0.0%	0.0%	0.0%	0.0%	60.0%	40.0%	90.0%	10.0%	0.0%	0.0%	2.0%



AGENCY	WHITE		BLACK		HISPANIC		OTHER ²		TOTAL				TOTAL		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black		Hisp.	Other ²
Insurance	8 42.1%	6 31.6%	1 5.3%	1 5.3%	3 15.8%	0 0.0%	0 0.0%	0 0.0%	12 63.2%	7 36.8%	14 73.7%	2 10.5%	3 15.8%	0 0.0%	19 3.7%
Juvenile Justice	7 58.3%	2 16.7%	1 8.3%	0 0.0%	2 16.7%	0 0.0%	0 0.0%	0 0.0%	10 83.3%	2 16.7%	9 75.0%	1 8.3%	2 16.7%	0 0.0%	12 2.3%
Labor and Employment Security	7 38.9%	3 16.7%	4 22.2%	4 22.2%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	11 61.1%	7 38.9%	10 55.6%	8 44.4%	0 0.0%	0 0.0%	18 3.5%
Law Enforcement	13 68.4%	4 21.1%	1 5.3%	0 0.0%	0 0.0%	0 0.0%	1 5.3%	0 0.0%	15 78.9%	4 21.1%	17 89.5%	1 5.3%	0 0.0%	1 5.3%	19 3.7%
Legal Affairs	12 60.0%	6 30.0%	2 10.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	14 70.0%	6 30.0%	18 90.0%	2 10.0%	0 0.0%	0 0.0%	20 3.9%
Management Services	9 45.0%	7 35.0%	3 15.0%	0 0.0%	0 0.0%	0 0.0%	1 5.0%	0 0.0%	13 65.0%	7 35.0%	16 80.0%	3 15.0%	0 0.0%	1 5.0%	20 3.9%
Administrative Hearings ³	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 0.2%
Office of the Governor ⁴	11 39.3%	7 25.0%	4 14.3%	1 3.6%	1 3.6%	2 7.1%	1 3.6%	1 3.6%	17 60.7%	11 39.3%	18 64.3%	5 17.9%	3 10.7%	2 7.1%	28 5.5%
Parole Commission	2 40.0%	3 60.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	3 60.0%	5 100.0%	0 0.0%	0 0.0%	0 0.0%	5 1.0%
Public Service Commission	9 64.3%	4 28.6%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	9 64.3%	5 35.7%	13 92.9%	0 0.0%	1 7.1%	0 0.0%	14 2.7%
Revenue	7 58.3%	4 33.3%	0 0.0%	1 8.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 58.3%	5 41.7%	11 91.7%	1 8.3%	0 0.0%	0 0.0%	12 2.3%
State	7 63.6%	4 36.4%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	7 63.6%	4 36.4%	11 100.0%	0 0.0%	0 0.0%	0 0.0%	11 2.2%
Ringling Museum of Art ³	1 100.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	1 100.0%	0 0.0%	1 100.0%	0 0.0%	0 0.0%	0 0.0%	1 0.2%
Transportation	35 62.5%	14 25.0%	1 1.8%	1 1.8%	4 7.1%	1 1.8%	0 0.0%	0 0.0%	40 71.4%	16 28.6%	49 87.5%	2 3.6%	5 8.9%	0 0.0%	56 11.0%
Veterans' Affairs	4 66.7%	2 33.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	4 66.7%	2 33.3%	6 100.0%	0 0.0%	0 0.0%	0 0.0%	6 1.2%

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³ These organizations has separate operating level designation in COPES.

⁴ This organization has employees in other pay plans which are not represented in this report.

Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

EMPLOYMENT TRENDS BY EEO JOB CATEGORY

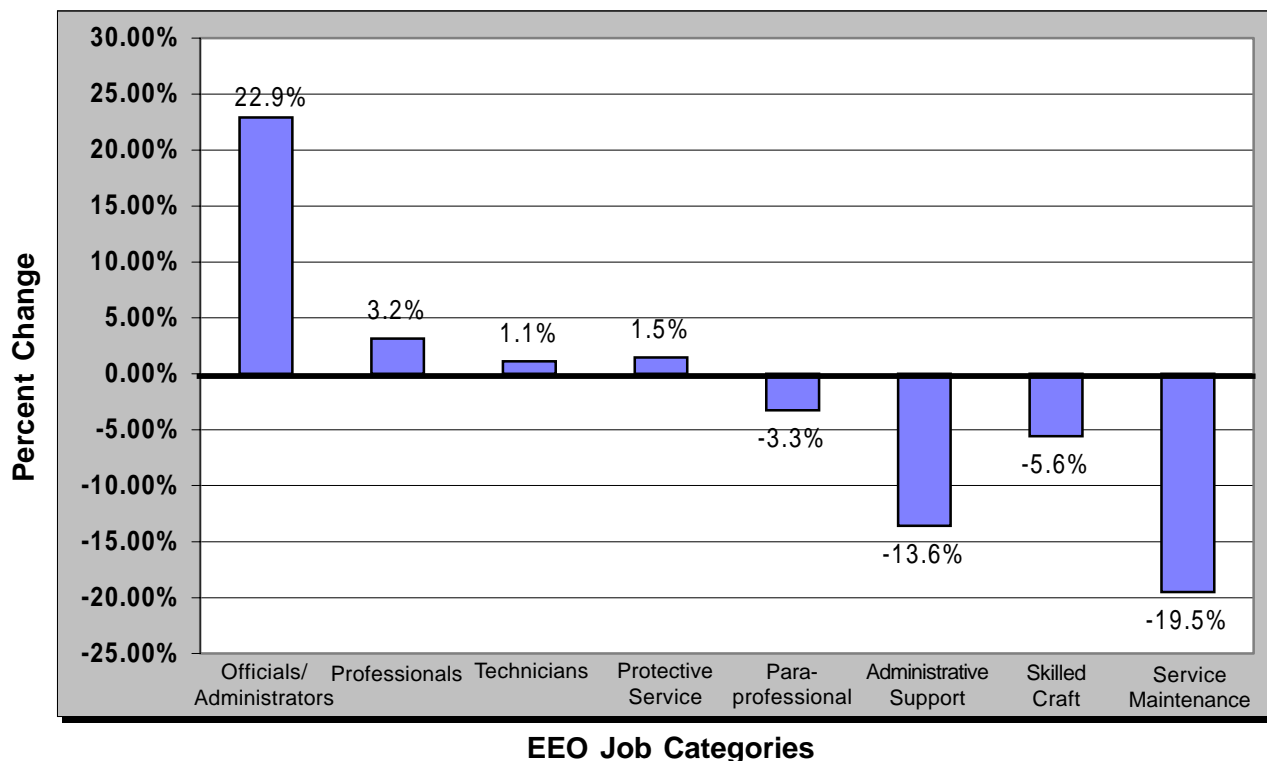
STATE PERSONNEL SYSTEM

AS OF 12/31/2000

NUMBER OF EMPLOYEES BY EEO JOB CATEGORY

<i>EEO Job Category</i>	<i>1996</i>	<i>1997</i>	<i>1998</i>	<i>1999</i>	<i>2000</i>	<i>96-00 % Change</i>
TOTAL	114,579	115,327	114,175	114,909	113,593	-0.9%
Officials and Administrators	2,141	2,182	2,198	2,459	2,632	22.9%
Professionals	53,247	54,250	54,278	55,081	54,927	3.2%
Technicians	6,013	6,070	6,104	6,225	6,080	1.1%
Protective Service Workers	19,443	19,828	19,745	19,828	19,727	1.5%
Para-Professionals	10,280	10,444	10,124	10,032	9,943	-3.3%
Administrative Support	16,749	16,086	15,462	15,075	14,473	-13.6%
Skilled Craft Workers	2,964	2,931	2,923	2,896	2,799	-5.6%
Service Maintenance	3,742	3,536	3,341	3,313	3,012	-19.5%

PERCENT CHANGE BY EEO JOB CATEGORY 1996 - 2000



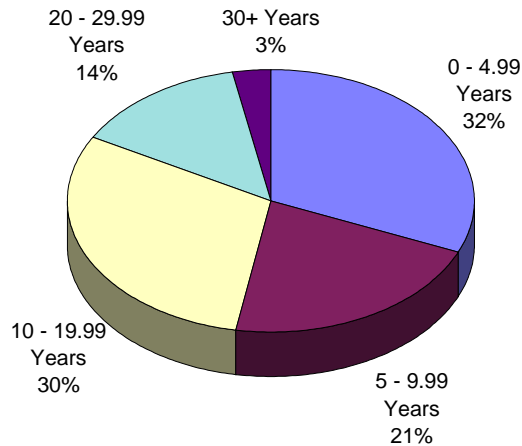
Source: Cooperative Personnel Employment Subsystem (COPES).



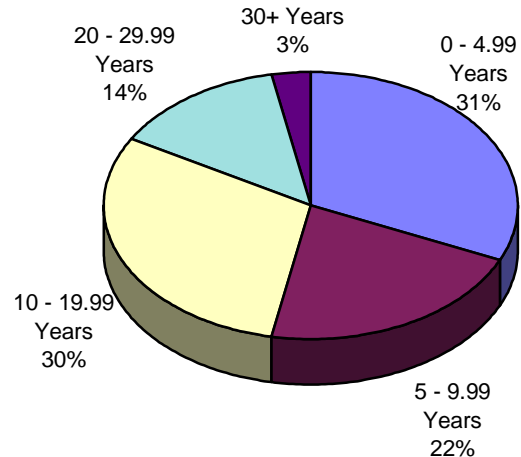
LENGTH OF SERVICE¹ BY PAY PLAN

STATE PERSONNEL SYSTEM
AS OF 12/31/2000

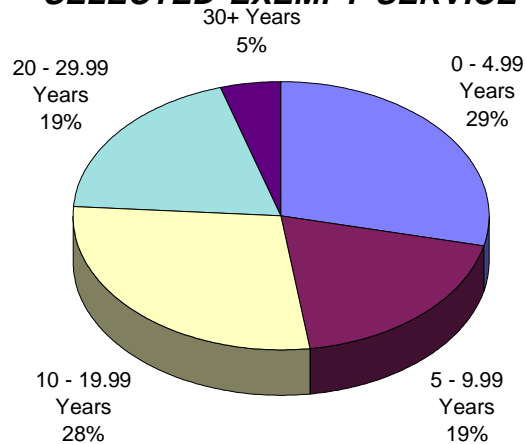
STATE PERSONNEL SYSTEM



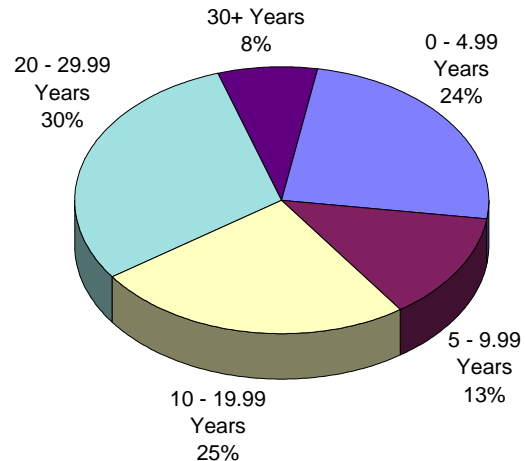
CAREER SERVICE



SELECTED EXEMPT SERVICE



SENIOR MANAGEMENT SERVICE



YEARS OF SERVICE	STATE PERSONNEL SYSTEM		CAREER SERVICE		SELECTED EXEMPT SERVICE		SENIOR MANAGEMENT SERVICE	
	#	%	#	%	#	%	#	%
TOTAL	113,593	100%	109,389	100%	3,696	100%	508	100%
0 - 4.99 years	35,683	31.4%	34,503	31.5%	1,056	28.6%	124	24.4%
5 - 9.99 years	24,319	21.4%	23,539	21.5%	714	19.3%	66	13.0%
10 - 19.99 years ..	34,215	30.1%	33,042	30.2%	1,045	28.3%	128	25.2%
20 - 29.99 years .	15,940	14.0%	15,086	13.8%	704	19.0%	150	29.5%
30+ years	3,436	3.0%	3,219	2.9%	177	4.8%	40	7.9%

1 Includes all service with the state regardless of any breaks-in-service (employee has not been on any state payroll for at least 31 days following a separation).

Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

CLASSIFICATION PLANS

(INCLUDES SECTIONS 110.406(1) AND 110.606(1), FLORIDA STATUTES)
AS OF 12/31/2000

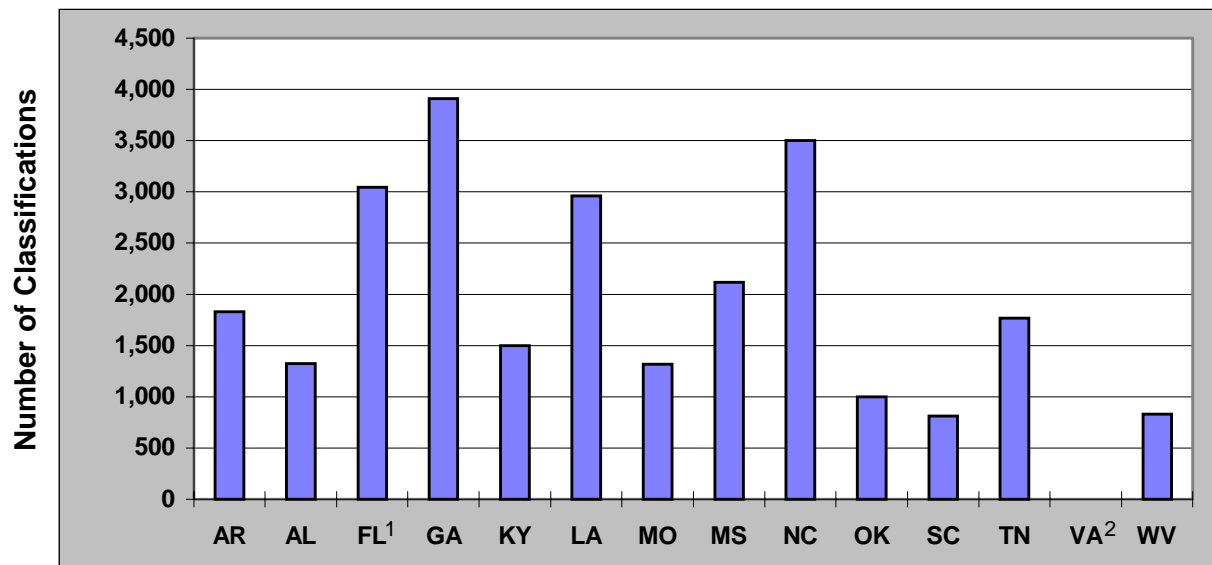
In the Career Service there are 1,378 classifications within 50 occupational groups, which are systematic grouping of classes according to basic inherent commonality of job content. In addition, the Department of Transportation's broadbanding pilot program contains 137 classifications within 11 occupational groups. The majority of classes in the Career Service are assigned to one of 30 pay ranges. Due to collective bargaining, there are deviations from the regular plan for classes in the security services, professional health care and law enforcement bargaining units.

In accordance with Sections 110.406(1) and 110.606(1), Florida Statutes, the Department of Management Services is required to compile data annually regarding the administration of the Selected Exempt Service and the Senior Management Service. The following is provided to fulfill this reporting requirement.

There are 1,127 classifications and 20 pay ranges in the Selected Exempt Service. The classifications are assigned to pay ranges for administrative, professional or managerial positions. These classes are normally unique in nature and pay ranges are assigned taking into consideration comparable levels of responsibility in other positions in the Service. In 2000, 153 new positions were established and 21 positions were abolished. As of December 31, 2000, there were 3,696 employees in the Selected Exempt Service.

There are 441 classifications and 6 pay ranges in the Senior Management Service. These classes are unique and pay ranges are set by statute or by considering comparable levels of responsibility in other positions in the Service. In 2000, 12 new positions were established and six positions were abolished. As of December 31, 2000, there were 508 employees in the Senior Management Service.

COMPARISON OF NUMBER OF CLASSIFICATIONS WITH SOUTHEASTERN STATES



Source: 2000 Southeastern Salary Survey, July 2000.

1 Florida's number includes Career Service, Selected Exempt Service and Senior Management Service classifications and are not comparable to the number of classifications reported in the previous two Annual Workforce Reports which reported only the number of Career Service classifications. Additionally, it is unclear in the Southeastern Salary Survey if the figures reported for the other states include classified (Career Service equivalent) and unclassified or simply classified in their counts of classifications.

2 Did not report.



WORKFORCE DESIGN

CAREER SERVICE OCCUPATIONAL GROUPS

OCCUPATIONAL GROUP	# CLASSES	# POSITIONS ¹	OCCUPATIONAL GROUP	# CLASSES	# POSITIONS ¹
TOTAL	1,378	109,159			
Accounting	28	2,377	Insurance	20	337
Administrative Support	20	1,908	Investigations-Non-Sworn	15	792
Agriculture	17	468	Law Enforcement-Certified	18	3,845
Architecture	7	52	Law Enforcement-Non-Certified	20	1,359
Auditing/Budgeting/Banking/Finance/ Tax	57	4,587	Legal	13	371
Civil Defense	1	6	Library Services	10	109
Community Affairs	5	96	Management Analyses	21	3,950
Consumer Complaints	5	161	Marketing	14	101
Corrections	32	20,405	Media	17	149
Cultural Resources	35	104	Medical Support	57	2,903
Data Processing	51	3,936	Office Support	60	13,275
Driver License/Financial Responsibility/Vehicle Registration ...	14	1,206	Operational & Maintenance	144	3,085
Economics	7	75	Parole and Probation	11	171
Education	28	884	Personnel	21	999
Electronic Repair	17	29	Photography	3	11
Employment Security/Unemployment Comp./Workers Comp./Benefits	44	3,106	Planning	6	227
Engineering/Public Transportation/Toll Collection/Highway Maintenance ...	61	772	Professional Health Care	74	5,430
Environmental Protection	7	1,906	Purchasing/Distribution/Property	36	873
Food/Laundry/Personal Care	23	882	Real Estate	20	192
Forestry Conservation	15	734	Retirement	6	160
Grants	8	110	Scientific	51	1,271
Human Services	162	23,405	Security-Non-Sworn	13	230
Inspections	33	653	State Employee Safety	4	20
			Statistical	13	196
			Training	26	1,168
			Veterans Affairs	3	48
			Veterinary	5	25

¹ Established positions.

² The 9,754 established positions in the Department of Transportation (DOT) are not represented in this table due to DOT broadbanding pilot program.

Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

EMPLOYEE MOBILITY - CAREER SERVICE

PERSONNEL ACTIONS AND SEPARATIONS

Fiscal Years 95-96 to 99-00

	95-96	96-97	97-98	98-99	99-00	95/96 - 99/00 % Change
PERSONNEL ACTIONS						
Original Appointments	15,425	14,649	15,315	14,658	12,356	-19.9%
Promotions	12,498	11,408	12,464	10,964	9,716	-22.3%
Reassignments	21,899	23,652	27,051	26,954	17,372	-20.7%
Reclassifications	3,456	2,092	6,134	3,338	2,188	-36.7%
Demotions	1,609	1,603	1,564	1,922	1,443	-10.3%
TOTAL SEPARATIONS	16,322	15,512	16,662	16,432	16,848	3.2%
Layoffs	144	78	185	1,094	154	6.9%
Retirements	1,656	1,715	1,852	1,737	1,943	17.3%
Deaths	197	190	201	211	218	10.7%
Dismissals	1,385	1,430	1,426	1,251	1,312	-5.3%
Abandonments of Position ..	39	56	52	58	49	25.6%
Separations during Probation	856	692	705	620	544	-36.5%
Other Separations ¹	12,045	11,351	12,241	11,461	12,628	4.8%

EMPLOYMENT STATUS IN THE CAREER SERVICE AS OF 12/31/2000

Status	No. of Employees	Definition
Probationary	15,659	Employees serving in the trial period of employment following original appointment or promotion into a class.
Permanent	91,854	Employees who have successfully completed their probationary period and have had no break-in-service ² .
Substitute	109	Short-term, nonpermanent appointments that usually last no more than one year.
Temporary	113	
Emergency	57	
Recruitment Trainee	1,342	Employees who are employed in an approved training program for a position.
Cooperative Education	2	Employees who are employed as part of an established Cooperative Education agreement.
Trainee		
Vocational Rehabilitation ..	0	Employees who are employed in an established position and are participating in a vocational rehabilitation program.
Trainee		
Other	253	Provisional, Exempt and Out-of-Class.

1 Includes separations such as employment with another state agency, employment outside of state government or for personal reasons.

2 Employee has not been on any state payroll for at least 31 days following a separation.

Source: Cooperative Personnel Employment Subsystem (COPES).



PERSONNEL ACTIONS BY AGENCY - CAREER SERVICE

FISCAL YEAR 1999-2000 ¹

AGENCY NAME	ORIGINAL APPOINTMENTS	PROMOTIONS	REASSIGNMENTS	RECLASSIFICATIONS	ADD/DELETE TRANSACTIONS²	DEMOTIONS	SEPARATIONS
ALL AGENCIES	12,356	9,716	17,372	2,188	6,290	1,443	16,848
Agency for Health Care Administration	267	287	113	105	5	27	287
Agriculture and Consumer Services	346	295	305	125	73	25	330
Banking and Finance	70	122	35	0	0	8	80
Business and Professional Regulation	121	177	66	72	264	13	221
Children and Families	4,319	2,751	10,654	283	3,312	525	4,263
Citrus	14	18	7	6	10	2	15
Community Affairs	49	48	58	18	8	10	61
Corrections	156	309	634	5	25	33	3,545
Education	174	190	75	66	345	7	122
<i>School for the Deaf and the Blind</i> ³	96	36	42	16	12	3	100
Elder Affairs	57	29	6	21	2	2	45
Environmental Protection	428	355	269	160	171	38	437
Fish & Wildlife Conservation Commission	114	152	184	0	0	12	164
Health	1,882	1,620	894	457	1,073	156	1,841
Highway Safety and Motor Vehicles	481	346	657	194	11	84	490
Insurance	173	211	52	82	74	13	186
Juvenile Justice	900	434	593	0	0	63	921
Labor and Employment Security	308	289	492	10	13	233	978
Law Enforcement	292	181	239	26	57	17	158
Legal Affairs	74	64	35	23	33	5	78
Management Services	169	155	120	0	170	8	499
<i>Administrative Hearings</i> ³	7	6	5	2	0	0	10
Military Affairs	25	29	2	0	0	3	16
Parole Commission	6	13	22	1	5	0	21
Public Service Commission	41	43	13	16	11	2	32
Revenue	551	738	469	169	72	44	593
State	89	105	68	0	0	16	88
<i>Ringling Museum of Art</i> ^{3,4}	10	8	1	0	0	0	67
Transportation	925	658	1,233	322	539	87	1,024
Veterans' Affairs	212	47	29	9	5	7	176

1 Agency for Workforce Innovation is not included as it was not created until 7/1/2000.
 2 Add and Delete: A budgetary action involving the abolishment of an authorized and/or established position and the addition of an authorized position in lieu thereof.
 3 These organizations have separate operating level designations in the Cooperative Personnel Employment Subsystem (COPES).
 4 Agency was moved to the State University System effective 7/1/00.
 Source: Cooperative Personnel Employment Subsystem (COPES).



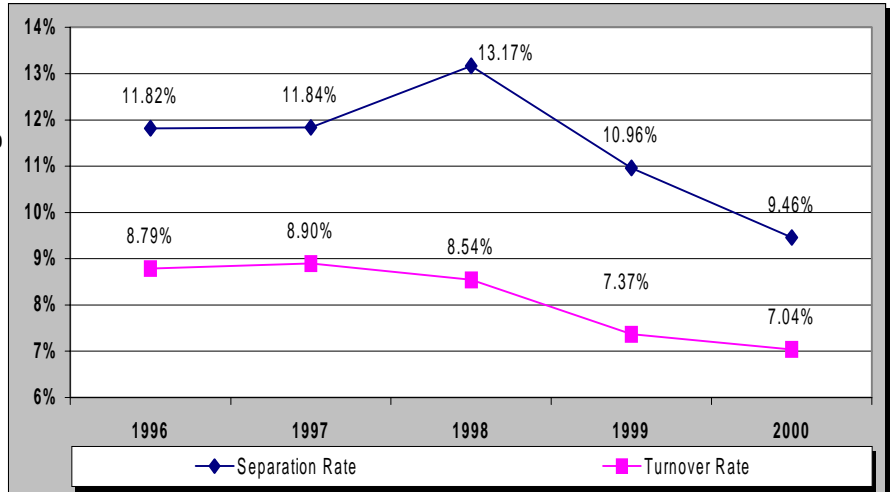
WORKFORCE DESIGN

SEPARATIONS AND TURNOVER IN THE CAREER SERVICE

CALENDAR YEAR 2000

The chart depicts separations from state government of Career Service employees in classes with 50 or greater full time equivalency (FTE). Turnover rate is restricted to separations from state government generally due to economic reasons and are initiated by the employee. This would include such reasons as separations to accept employment outside of state government, terminations initiated by the employee, and abandonment of position. Separation rate represents all separations from state government and includes such reasons as retirements, death, layoffs, abandonment of position, termination during probationary period, dismissal or for terminations initiated by the employer. The classes with the highest and lowest separation rates are shown below.

CAREER SERVICE POSITIONS WITH 50 OR GREATER FTE



Turnover and separation are shown as a percent of total positions at the end of the calendar year.

CLASSES² WITH THE HIGHEST SEPARATION RATE

Operations/Maint/Supt/Trade-Level I	34.1%
Human Services Worker I	26.8%
Librarian Specialist - F/C	25.0%
Support Service Aide	22.3%
Public Health Nutritionist	21.3%
Family Services Counselor	21.3%
Paralegal Specialist	21.2%
Senior Registered Nurse - F/C	20.6%
Correctional Medical Technician - Cert	20.0%
Purchasing Agent I	19.8%
Detention Care Worker I	19.8%
Duty Officer	18.7%
Toll Collector	18.5%
Engineering/Arch/Survey-Level I	18.3%
Clerk Typist	18.2%
Groundskeeper	18.1%
Engineering/Arch/Survey-Level I	18.1%
Houseparent	17.9%
Senior Residential Instructor	17.7%
Human Services Worker II	17.5%

CLASSES² WITH THE LOWEST SEPARATION RATE

Benefit Specialist	0.0%
Accounting Services Supervisor I	0.0%
Revenue Program Administrator I	0.0%
EDP Quality Control/Scheduling Spec	0.0%
Correctional Services Assistant Admin.	0.0%
Human Services Senior Supervisor	1.1%
Engineer IV	1.1%
Correctional Services Administrator	1.1%
Engineering/Arch/Survey-Level V	1.2%
Crime Intelligence Analyst II	1.2%
Correctional Sentence Specialist	1.2%
Senior Crime Laboratory Analyst	1.3%
Computer Operator III	1.5%
Agriculture & Consumer Protect Specialist	1.5%
Office Support-Level V	1.6%
Special Agent	1.7%
Duty Officer	1.7%
Forest Area Supervisor	1.7%
Law Enforcement Sergeant	1.8%
Health Information Specialist	1.9%

1 FTE - Full-time equivalent

2 Career Service classes with 50 FTE or greater including separations from state government only and does not include movement between or within the agency.

Source: Cooperative Personnel Employment Subsystem (COPES).



STATE EMPLOYEE RETIREMENTS STATE PERSONNEL SYSTEM CALENDAR YEAR 2000

State employees under the Florida Retirement System (FRS) "retire" under various circumstances. Florida Retirement System is a defined benefit plan, for which the State makes all contributions on behalf of employees.

"Normal" retirement requires meeting the age and service credit criteria of one's particular class of Florida Retirement System membership and separating from service. In 2000, there were 966 normal retirements.

"Early" retirement requires that an employee satisfies service credit requirements and take a prorated reduction in benefits for every year under the normal retirement age in the appropriate class of membership. In 2000, there were 594 early retirements.

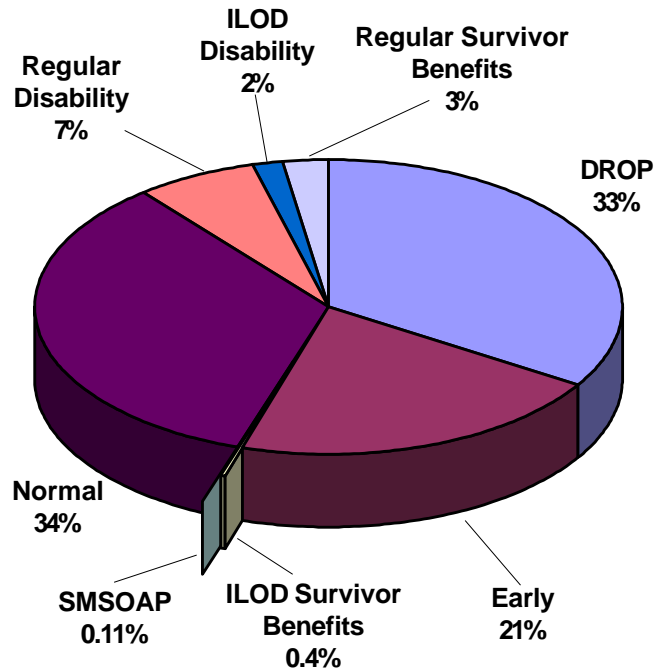
"Disability" retirement requires that an employee satisfy service credit requirements and meet Florida Retirement System criteria for a permanent and total disability which is not job-related. Such employees are ensured a certain level of benefits. In 2000, there were 185 disability retirements.

"ILOD Disability" or In-Line-Of-Duty disability retirement, covers employees for a job-related disability which is permanent and total under Florida Retirement System criteria. Such employees are ensured a certain level of benefits, even if they never satisfy the service credit criteria. In 2000, there were 50 in-line-of-duty retirements.

"ILOD Survivor Benefits" provide benefits to the spouse and/or dependents of an employee whose death arose from actual performance of duty as required by the member's employer. In 2000, benefits were paid to the beneficiaries of one employee that was killed In-Line-of-Duty¹.

"Regular Survivor Benefits" provide benefits to the spouse and/or dependents of a Florida Retirement System member whose death was unrelated to his or her employment. In 2000, benefits were paid to the beneficiaries of 71 members that died¹.

"DROP" is a change in status from active Florida Retirement System membership to participation in the Deferred Retirement Option Program (DROP). Effective July 1, 1998, employees who are eligible for "normal" retirement can begin accumulating retirement benefits, without terminating employment, for up to five years. Participants



are considered officially retired under the Florida Retirement System; however, such employees have up to five years to phase out of active employment. In Calendar Year 2000, a total of 954 employees in the State Personnel System began this phased retirement option. As of June 30, 2000, a total of 4,739 employees in the State Personnel System were participating in the program.

Also, in 2000 there were only three state employees who, as members of the Senior Management Service Optional Annuity Program (SMSOAP), separated from State government and initiated an annuity. In addition to these three, there were also three participants that separated from state government in 2000 and rolled their account balances into an eligible plan as defined in Section 402(c)(8)(B), Internal Revenue Code. The Senior Management Service Optional Annuity Program is a defined contribution program for which the State pays all required contributions on behalf of employees (employees can make optional contributions). Program annuitants are also considered "retired" pursuant to the Florida Retirement System. However, these members are not eligible for the Deferred Retirement Option Program because they do not accumulate benefits under Florida Retirement System.

¹ This is the first year survivor benefit information has been reported in the Annual Workforce Report. Source: Department of Management Services, Division of Retirement.



WORKFORCE DESIGN

OTHER PERSONAL SERVICES EMPLOYMENT

Other Personal Services (OPS) employment is temporary employment which includes full-time and part-time workers for the accomplishment of short term tasks.

OTHER PERSONAL SERVICES EMPLOYMENT BY MONTH ¹

	95-96	96-97	97-98	98-99	99-00	96-00 % Change
AVERAGE	10,922	10,881	11,823	12,292	11,825	8.3%
July	11,628	11,403	12,957	14,557	12,522	
August	12,160	11,042	12,061	11,442	11,342	
September	10,981	10,198	11,419	11,408	12,912	
October	14,194	10,499	11,702	14,962	11,838	
November	10,621	10,897	11,488	11,395	11,844	
December	9,974	10,437	11,446	11,562	11,651	
January	9,698	10,730	11,653	15,264	10,825	
February	9,732	10,357	11,400	10,701	10,827	
March	10,384	10,800	11,758	10,932	10,949	
April	10,057	11,224	11,806	11,385	11,484	
May	10,546	11,463	11,805	11,849	12,065	
June	11,085	11,882	12,381	12,050	13,640	

¹ Other Personal Services employment is determined by counting the number of individuals receiving a state warrant during the month. Using this method of counting, an individual who works six months would be counted in each month the individual received a state warrant. These figures exclude Other Personal Services employment in the Legislature, Office of the Governor, State Courts System, State University System and the Florida Lottery.

AVERAGE MONTHLY OTHER PERSONAL SERVICES EMPLOYMENT AND RATIO TO STATE PERSONNEL SYSTEM EMPLOYEES ¹

	Average No. of OPS Employees	Ratio ²		Average No. of OPS Employees	Ratio ²
Agency for Health Care Administration	123	14.9:1	Insurance	112	12.9:1
Agriculture and Consumer Services	1,267	2.6:1	Juvenile Justice	822	6.2:1
Banking and Finance	65	12.9:1	Labor and Employment Security	442	9.2:1
Business and Professional Regulation	374	4.1:1	Law Enforcement	119	13.9:1
Children and Families	2,468	9.9:1	Legal Affairs	130	7.2:1
Citrus	16	8.8:1	Management Services	152	11.2:1
Community Affairs	134	3.0:1	Military Affairs ²	357	0.5:1
Corrections	296	87.8:1	Parole Commission	11	14.2:1
Education	445	3.1:1	Public Service Commission	29	13.1:1
Elder Affairs	104	3.3:1	Revenue	240	21.8:1
Environmental Protection	949	3.6:1	State	152	4.7:1
Fish & Wildlife Conservation Commission ..	459	3.7:1	Transportation	413	23.7:1
Health	1,648	7.9:1	Veterans' Affairs	15	24.8:1
Highway Safety and Motor Vehicles	483	9.7:1			
			OVERALL MONTHLY AVERAGE	11,825	9.7:1

¹ Agency for Workforce Innovation is not included as it was not created until 7/1/2000. The Office of the Governor is not included as they do not employ Career Service employees are not comparable to other agencies.

² Ratio is the number of State Personnel System employees for every one Other Personal Services employee.

² Departments of Education and Military Affairs have employees in other pay plans which are not represented here.

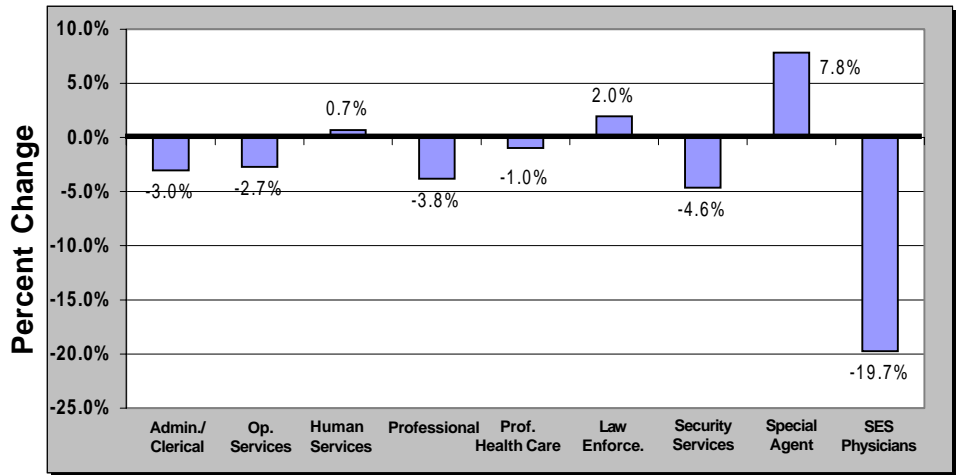
Source: Cooperative Personnel Employment Subsystem (COPES).



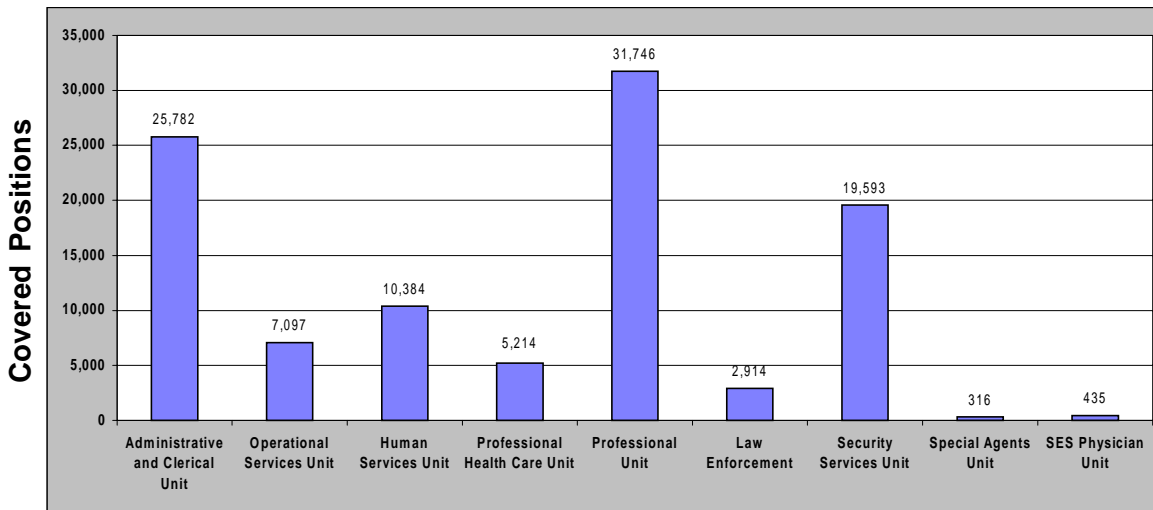
COLLECTIVE BARGAINING UNITS AS OF 12/31/2000

POSITIONS BY COLLECTIVE BARGAINING UNIT

Overall, the trend of the aggregate number of positions represented by bargaining units has decreased since 1996, showing an overall decline of 2.3%. The positions represented by the Special Agents bargaining unit experienced the most growth (+7.8%) since 1996 and the greatest decline was in the Selected Exempt Service Physicians Unit (-19.7%) and Security Services Unit (-4.6%).



	1996	1997	1998	1999	2000	96-00 % Change
TOTAL	105,909	97,574	93,598	104,476	103,481	-2.3%
Administrative/ Clerical	26,592	24,758	23,745	25,948	25,782	-3.0%
Operational Services	7,293	6,849	6,623	7,205	7,097	-2.7%
Human Services	10,311	9,687	8,397	10,377	10,384	0.7%
Professional	32,058	28,857	27,624	31,964	31,746	-1.0%
Professional Health Care	5,419	4,985	4,836	5,273	5,214	-3.8%
Law Enforcement	2,858	2,587	2,644	2,886	2,914	2.0%
Security Services	20,543	19,121	19,060	20,082	19,593	-4.6%
Special Agent	293	297	281	297	316	7.8%
Selected Exempt Physicians .	542	433	388	444	435	-19.7%



1 The total number of positions covered by a collective bargaining contract is 103,481. This number does not include managerial/confidential & supervisory units which are not represented by a collective bargaining unit.

Source: Cooperative Personnel Employment Subsystem (COPES).



NEGOTIATION ACTIVITIES IN 2000

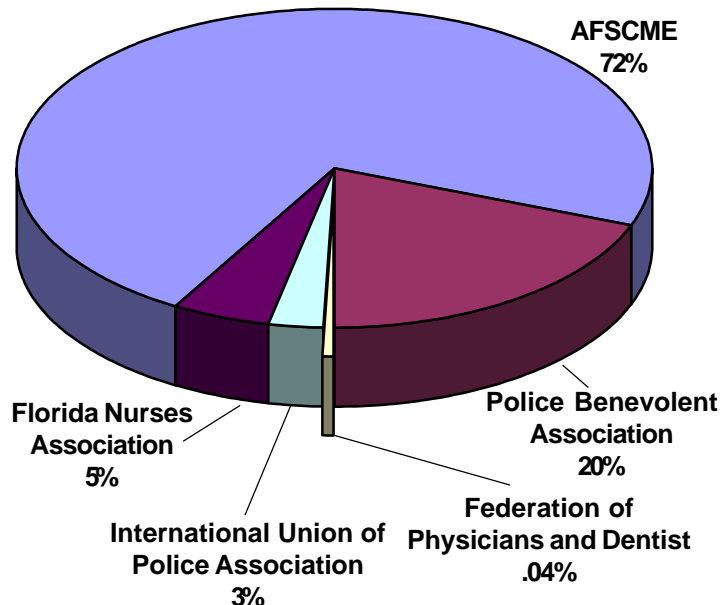
Federation of Physicians and Dentists

As of December 31, 2000, there was no Fiscal Year 2000-2001 wage agreement for employees in the Selected Exempt Service Physicians Unit represented by the Federation of Physicians and Dentists (FPD). An Unfair Labor Practice (ULP) was filed against the State by the Federation on April 12, 2000, charging the State with failure to bargain in good faith. The Federation filed a Complaint for Declaratory and Injunctive Relief in District Court on August 14, 2000, requesting that the Court declare Sections 28 and 29 of Chapter 00-169, Law of Florida, unconstitutional as they relate to Special Risk Retirement for professional health care employees. On October 11, 2000, the Public Employees Relations Commission (PERC) issued a Final Order dismissing the Unfair Labor Practice charge filed by the Federation. On December 20, 2000, the United States District Court for the Northern District of Florida ruled on the Complaint for Declaratory and Injunctive Relief filed by the Federation. The State was upheld, thereby denying Special Risk Retirement benefits to those employees in the Selected Exempt Physicians Unit.

Professional Health Care Unit

Significant changes made in the Professional Health Care Unit contract in Fiscal Year 2000–2001 included changes in wages, lump-sum bonus payments, special risk retirement, and work during emergency conditions. For wages, it was bargained that, on the employee's anniversary date, each full-time Unit employee receive a one longevity level increase in the base rate of pay. Agencies were granted authority to develop provisions to award a non-recurring lump-sum bonus payment in accordance with the provisions of Chapter 60L-18, Florida Administrative Code. These lump-sum bonuses included recognition, retention, and recruitment bonuses. Regarding the special risk retirement, benefits were given to the Department of Corrections' and Department of Children and Families' employees that were in positions allocated to classes that must spend a minimum of 75% of their time performing duties which involve contact with patients/inmates in a correctional or forensic facility or institution. Lastly, for work during emergency conditions, compensation was granted to employees who are employed by Department of Health and who have been deemed necessary for providing essential services during emergency conditions declared by Executive Order. These employees are paid at the employee's regular hourly rate of pay for each hour worked when the facility is closed by order of the Governor.

REPRESENTATION BY EMPLOYEE ORGANIZATION



Attorney's Unit

As part of the Fiscal Year 2000–2001 negotiations, the Public Employees Relations Commission (PERC) held a hearing in October 2000 regarding the State Employees' Attorney Guild's (SEAG) petition for certification/representation of a proposed attorney's collective bargaining unit in state government. In June, 2001, PERC dismissed SEAG's petition as it requested an overfragmented unit. It is currently on appeal.

AFSCME¹ Master Contract

Significant changes occurred in Articles 6, 7, and 25 of the Master Contract. In Article 6 – Grievance Procedure, just cause grievances (e.g., suspensions and dismissals), initiated at the agency level on or after July 1, 2000, were appealed from Step 2 to Step 3. Those just cause grievances initiated at the agency level before July 1, 2000 remain subject to the Contract language in effect for Article 6 prior to July 1, 2000. They also remain eligible for appeal by the American Federation of State, County and Municipal Employees (AFSCME) from Step 2 directly to arbitration. In addition, requests for extension of grievance time limits must be made before or on the due date (there shall be no retroactive extension of time limits). Extension of grievance time limits must be mutually agreed to by the parties in writing. The

¹ American Federation of State, County and Municipal Employees.



NEGOTIATION ACTIVITIES IN 2000

CONTINUED

parties are no longer limited to a 14-day limit on extensions. In addition, the time period for AFSCME to appeal the Department's Step 3 decisions to arbitration is now 45 calendar days. The increase from 14 to 45 calendar days will allow the Union sufficient time to more thoroughly review the Step 3 decisions before determining whether AFSCME will appeal those decisions to arbitration.

In Article 7 – Discipline and Discharge, written grievances initiated on or after July 1, 2000, will be appealable to Step 3. The decision at Step 3 will be final and binding. Written reprimand grievances initiated at the agency level before July 1, 2000 remain subject to the Contract language in effect for Article 7 prior to July 1, 2000 and remain appealable up to Step 2. The decision at Step 2 shall be final and binding.

In Article 25 – Wages, bargaining unit employees received a 2.5% across-the-board wage increase. The increase went into effect on October 1, 2000.

The current successor agreement expires on June 30, 2001. The State has initiated the Fiscal Year 2001–2002 successor contract negotiations process.

Special Agent Unit

For Fiscal Year 2000-2001, the State and the Florida Police Benevolent Association (PBA) held reopener negotiations on a limited number of Articles in the Special Agent Unit contract. The Parties agreed to new language on the grievance procedure, recommendations for on-call funds, increased clothing and shoe allowances, and an 8% across-the-board salary increase. There was also agreement on language regarding performance-based increases for Special Agent Unit employees.

Security Services Unit

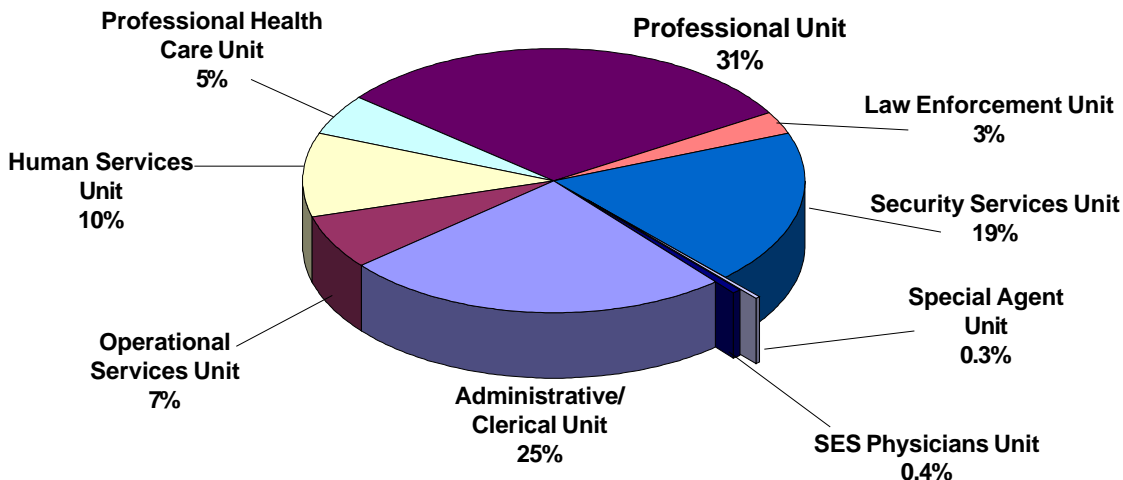
Agreement was reached on new language on the grievance procedure, disciplinary actions, a sick leave incentive plan study, non-traditional work hours for Correctional Probation Officers, and a 2.5% across-the-board salary increase for Fiscal Year 2000-2001. In addition to contract negotiations, the Parties also executed memoranda of agreement on issues dealing with reclassification and reassignment of Correctional Probation Officer employees and changes to Department of Corrections promotional procedures.

The PBA challenged the 2.5% wage increase, as the agreement reached by the PBA and the Governor requested a 5% wage increase. PBA brought suit in Circuit Court. The suit was dismissed in January, 2001. It is currently on appeal.

Law Enforcement Unit

On March 22, 2000, the Public Employees Relations Commission certified the International Union of Police Associations as the exclusive collective bargaining representative for Law Enforcement Unit. On March 24, 2000, the State offered contract language on wages and insurance benefits for Fiscal Year 2000-2001. The Parties agreed to language in the two articles on August 22, 2000. In addition to contract negotiations, the Parties also executed a memorandum of agreement setting forth the terms for dues checkoff procedures. On April 30, 2001 the parties executed a collective bargaining agreement.

POSITIONS BY COLLECTIVE BARGAINING UNIT



WORKFORCE DESIGN

EMPLOYEES BY COLLECTIVE BARGAINING UNIT

As of 12/31/00

The tables below provide information on age, gender, race, length of service, and annualized salary for the nine different collective bargaining units. The Physicians Unit has the highest average annual salary and the Human Services Unit has the lowest average annual salary. Employees in the Special Agents Unit have the longest length

of service and those in the Physicians Unit have the shortest length of service. The average age of employees in the collective bargaining units is 43.6; there are more females than male state employees and less minority than non-minority state employees represented by collective bargaining units.

EMPLOYEES BY GENDER, ETHNICITY AND AGE

<i>Collective Bargaining Unit</i>	<i>Age</i>	<i>Male</i>	<i>Female</i>	<i>White</i>	<i>Minority</i>
Average	43.6				
Administrative / Clerical Unit	44.3	3,811	19,716	13,738	9,789
Operational Services Unit	46.3	4,930	1,448	4,078	2,300
Human Services Unit	42.6	2,951	6,480	3,524	5,907
Professional Health Care Unit	49.3	703	3,989	3,437	1,255
Professional Unit	44.9	13,124	15,789	18,570	10,342
Law Enforcement	40.9	2,370	289	2,079	580
Security Services Unit	38.9	12,591	6,088	12,669	6,010
Special Agents Unit	44.3	234	56	241	49
Physician Unit	56.2	258	120	126	252

AVERAGE LENGTH-OF-SERVICE BY CBU

<i>Collective Bargaining Unit</i>	<i>Length of Service</i>	<i>Employee Count</i>
Average	10.0	
Administrative / Clerical Unit	9.9	23,527
Operational Services Unit	11.0	6,378
Human Services Unit	9.1	9,431
Professional Health Care Unit	9.4	4,692
Professional Unit	10.9	28,914
Law Enforcement	12.7	2,659
Security Services Unit	8.6	18,679
Special Agents Unit	13.7	290
Physician Unit	7.9	378

AVERAGE ANNUALIZED SALARY BY CBU

<i>Collective Bargaining Unit</i>	<i>Average Annualized Salary</i>	<i>Employee Count</i>
Average	\$29,275.55	
Administrative / Clerical Unit	\$23,671.53	23,527
Operational Services Unit	\$23,257.74	6,378
Human Services Unit	\$22,570.26	9,431
Professional Health Care Unit	\$41,244.65	4,692
Professional Unit	\$33,257.04	28,914
Law Enforcement	\$36,706.79	2,659
Security Services Unit	\$29,789.50	18,679
Special Agents Unit	\$50,432.88	290
Physician Unit	\$99,884.12	378

Source: Cooperative Personnel Employment Subsystem (COPES).



COLLECTIVE BARGAINING GRIEVANCES CALENDAR YEAR 2000

Certain collective bargaining grievances not resolved at the agency level may be appealed to the Chief Negotiator (Step 3) at the Department of Management Services. During 2000, the Department's Division of Human Resource Management (HRM) processed 149 grievances. Between

August 1, 1999 and June 30, 2000, certain AFSCME Master Contract grievances involving determinations of just cause could be appealed directly to arbitration and by-pass the Step 3 appeal.

STEP 3 GRIEVANCES BY AGENCY/UNION

	1997		1998		1999		2000	
	<i>Covered Employees</i>	<i>Step 3 Gr.</i>	<i>Covered Employees</i>	<i>Step 3 Gr.</i>	<i>Covered Employees</i>	<i>Step 3 Gr.</i>	<i>Covered Employees</i>	<i>Step 3 Gr.</i>
TOTAL ¹	97,574	123	93,598	247	104,476	208	103,481	149
Agency for Health Care Admin. ...	1,398	1	1,427	4	1,559	1	1,468	0
Agency for Workforce Innovation ²	-	-	-	-	-	-	1,055	1
Agriculture & Consumer Services	2,320	3	2,322	2	2,438	3	2,485	4
Banking & Finance	608	2	609	2	626	2	630	0
Children & Families	20,222	30	19,682	73	19,993	63	19,938	22
Corrections	24,994	27	25,095	61	24,525	51	23,844	61
Education	632	1	1,030	2	726	0	1,380	0
<i>Schl. for the Deaf & the Blind ..</i>	375	2	375	1	392	1	412	0
Environmental Protection	3,078	6	3,135	9	2,588	3	2,570	6
Fish & Wildlife Conservation Com.	*	0	670	1	1,246	0	1,234	4
Health	9,971	9	10,042	20	10,345	23	11,311	15
Highway Safety & Motor Vehicles	4,644	3	4,006	0	3,984	4	3,929	4
Insurance	*	0	1,021	1	1,009	1	1,074	1
Juvenile Justice	3,664	18	3,922	37	4,100	16	4,116	15
Labor & Employment Security	5,600	5	4,766	8	4,241	2	979	1
Law Enforcement	*	0	1,182	2	1,309	0	1,364	1
Management Services	1,089	2	1,276	1	1,256	1	1,146	1
Military Affairs	*	0	*	0	138	3	150	2
Revenue	4,401	2	4,374	4	4,431	5	4,682	4
State	533	1	536	0	526	1	491	0
Transportation	8,413	9	8,375	14	8,319	20	7,969	4
Veterans' Affairs	204	2	215	0	313	0	316	0
Filed directly by Union	-	0	-	5	-	8	-	3

¹ Total indicates the total number of covered employees. The agency listing only indicates those agencies from which we received Step 3 grievances.

² Agency created 7/1/2000.

* Data not available.

Source: Human Resource Management internal records system.



WORKFORCE DESIGN

COLLECTIVE BARGAINING GRIEVANCES

GRIEVANCES BY TYPE OF VIOLATION

Discipline continues to be the predominant reason for Step 3 grievances, although there was a 28% decline in total number of grievances received at Step 3 by the Department of Management Services in 2000 from the previous year. Of the remaining grievance categories, reassignment, attendance and leave, and hours of work represent the most common issues addressed in 2000.

	1997	1998	1999	2000
TOTAL	123	247	208	149
Discipline	76	131	114	56
Reassignment	8	26	22	26
Grievance Procedure	7	3	4	8
Promotion	7	23	18	9
Hours of Work	7	11	12	14
Attendance & Leave	6	15	7	14
Safety	5	9	2	1
Seniority	3	4	4	2
Other ¹	4	8	15	15
Wages	0	10	6	2
Union Activities	0	3	4	2
Recognition	0	4	0	0

GRIEVANCES BY COLLECTIVE BARGAINING UNIT

In addition to the decrease in the total number of grievances (208 grievances in 1999 as compared to 149 grievances in 2000), there was significant change in the percentage of grievances filed by unit. The Security Services and Professional Units represent approximately 61% of all grievances filed at Step 3 for 2000 and approximately 46% for 1999. The Law Enforcement Unit grievances showed the greatest increase from last year - up 17% in 2000.

	1997	1998	1999	2000
TOTAL	123	247	208	149
Professional Unit	33	68	43	35
Security Services Unit	26	58	52	55
Administrative/Clerical Unit ...	26	43	29	17
Human Services Unit	22	49	37	17
Operational Services Unit	9	15	28	6
Law Enforcement Unit	7	8	6	7
Professional Health Care Unit	0	1	5	4
Filed by Unions	0	5	8	8 ²

1 In 2000, "Other" included layoff/recall (1); out of title (4); personnel records (1); scope of health care professional practice (1); travel expenses (1); discrimination (1); employment outside of state government (1); classification review (3); and other (3). In 1999, "Other" included layoffs & recall (2); other (3); out-of-title (5); replacement of personal property (1); and uniforms(4). In 1998, "Other" category included travel expenses, personnel records, out of title, layoffs and recall, discrimination, and classification review. In 1997, "Other" category included classification, discrimination, out-of-title, and wages.

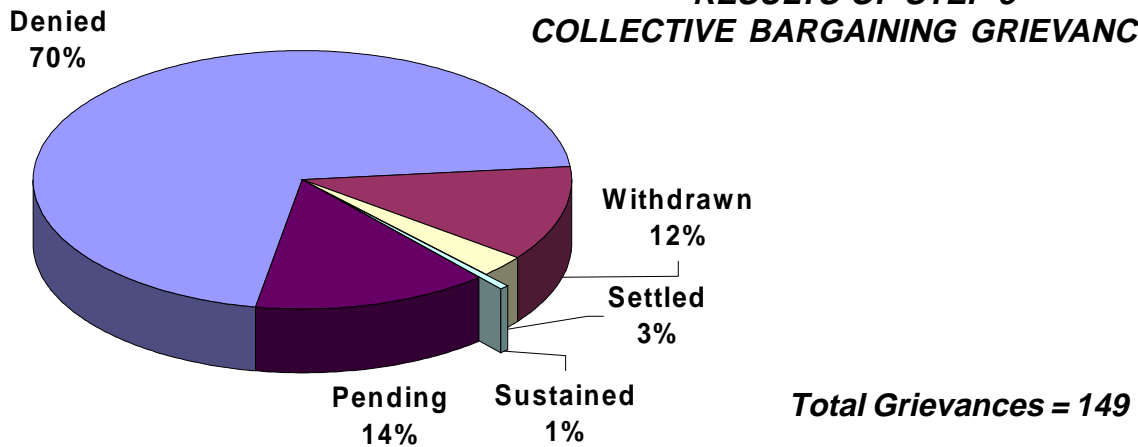
2 All grievances filed by unions were filed by AFSCME.

Source: Human Resource Management internal records system.



**RESULTS OF COLLECTIVE BARGAINING GRIEVANCES
CALENDAR YEAR 2000**

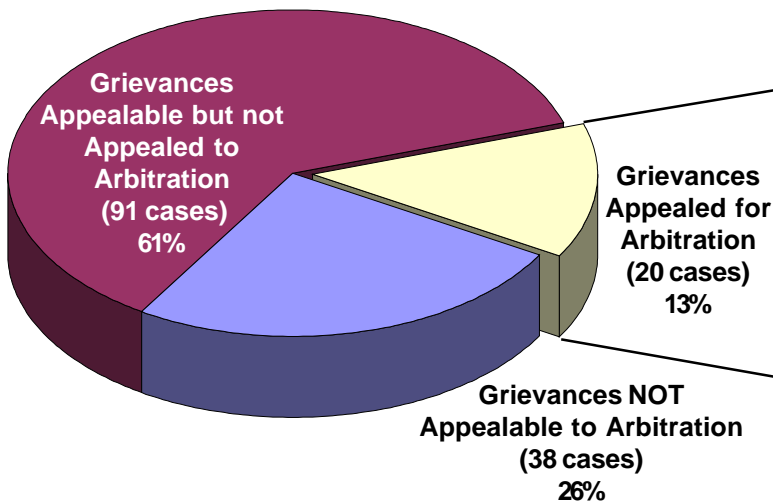
**RESULTS OF STEP 3
COLLECTIVE BARGAINING GRIEVANCES**



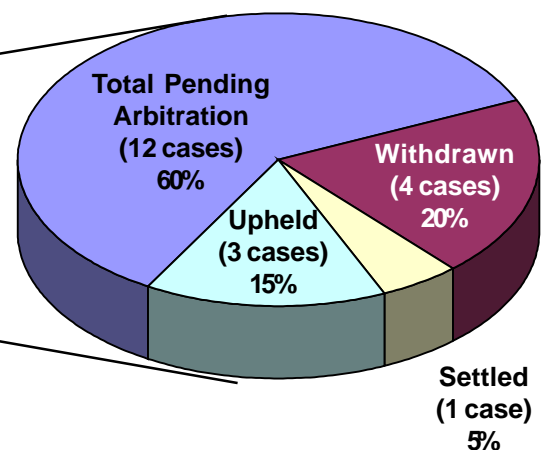
**RESULTS OF COLLECTIVE BARGAINING (STEP 3) GRIEVANCES
TO ARBITRATION**

Of the arbitrable grievances reviewed by the Department of Management Services in 2000, 13% were appealed to arbitration. The pie chart depicting the Results of Arbitration represents the status of the grievances when they were appealed to arbitration. A decision was made on 40% of those cases appealed to arbitration. Another 60% are still pending the arbitrator's decision.

**Total Collective Bargaining
Step 3 Decisions
Reviewed by the Department**



Results of Arbitration



Glossary of Terms:

- Withdrawn** - Grievance was withdrawn from arbitration by Union/Grievant.
- Denied** - Grievance was ruled in favor of the agency.
- Settled** - Grievance was settled prior to an arbitration hearing.
- Upheld** - Grievance was ruled in favor of the State at arbitration.
- Sustained** - Grievance was ruled in favor of the Union/Grievant at arbitration.

Source: Human Resource Management internal records system.





WORKFORCE COMPENSATION

Total compensation is defined as the total salary and benefit package provided to employees. Florida's compensation package includes basic salary, health insurance, a defined benefit retirement plan, leave benefits and an array of other benefit choices. This section of the report focuses on information regarding salary, payroll costs of salaries and benefits, retirement plans, health insurance, leave, awards, charitable campaign, tuition-free university courses and telecommuting. The report on the Meritorious Service Awards Program complies with reporting requirements of the Florida Statutes.

In terms of average salaries for classified employees (those with some degree of civil service protection), Florida dropped from a ranking of fifth to sixth this year among the 14 southeastern states participating in the 2000 Southeastern States Fringe Benefit survey. The Florida average Career Service salary, prior to the October 1, 2000 pay increases was \$29,747. This is slightly higher than the overall southeastern average of \$29,179. North Carolina had the highest average salary (\$32,532) and Mississippi had the lowest (\$26,564).

The Southeastern States Survey provides a general indication of how Florida compares to other state governments in the region. However, these state governments are not the State Personnel System's main competitors in the employment market. The main competitors are city and county governments, water management districts, universities and private sector organizations in Florida. Each year, the Department of Management Services submits to the Florida Legislature salary surveys which gauge the competitive employment market. Sixty-percent of Career Service classes surveyed had hiring rates equal to or lower than the hiring rates of competitors. Among the Selected Exempt Service and Senior Management Service classes surveyed, hiring rates in 56% of the classes were below market average.¹

Average salaries in the State Personnel System have increased since last year. Overall, the average salary has increased from \$30,577 to \$31,881 (an unadjusted increase of 4.3%) For Career Service employees, average salary increased from \$29,287

to \$30,468 (4%) since last year. The average Selected Exempt Service salary increased from \$63,369 to \$65,350 (3.1%); the Senior Management Service average salary increased from \$89,141 to \$92,487 (3.8%). Much of the increase in Career Service salaries is due to the 2.5% increase, that went into effect on October 1, 2000, for most Career Service employees. Additionally, agencies continue to utilize the pay flexibility provided for in Pay Plan, Chapter 60K-2, Florida Administrative Code. There were 9,939 salary increases awarded in 2000. Of these increases, 66% were for Superior Proficiency with an average increase of 4.17%.

In addition to salaries, employees in the State Personnel System receive a variety of benefits. The table on page 52 provides a comparison of the benefits received by each pay plan in the State Personnel System. The average total compensation package for employees in the System—including salaries and benefits—is \$47,494.74. Although the average total compensation in the State Personnel System is significantly less than the national average for state and local government employees (\$60,424), the percentage of total benefits is slightly higher. The percentage of benefits in the State Personnel System is 33% of total compensation as compared to 30% nationwide. The percentage is even higher when compared to the national private sector average of 27%.² These statistics and the findings in the 2000 Salary Surveys indicate that employees in the State Personnel System receive a benefit package that, if not more generous, is at least comparable to both local and national competitors in the labor market.

Additionally, leave balances for State Personnel System employees have continued to increase in 2000. Increasing balances means an increasing liability on the part of the state. When employees separate from the State Personnel System, they may be eligible for a payout on unused leave. The total liability at the end of 2000 was estimated at \$538,771,749.

In 2000, there were a number of changes in the benefits packages. Key elements of these changes include:

¹ Career Service Salary Survey and 2000 Executive Management Salary Survey.

² "Employer Cost for Employee Compensation - March 2000", Bureau of Labor Market Statistics, United States Department of Labor.



WORKFORCE COMPENSATION

- In July of 2000, the employer contribution rate for retirement decreased from 9.21% to 8.21% of salary for Career Service and Selected Exempt Service employees; and from 11.19% to 10.19% for Senior Management Service employees. This does not indicate a drop in benefits; instead, the state's cost decreased due to investment performance of the Florida Retirement System Trust Fund.

- The employer contribution rate increased from 11.19% to 11.45% for Senior Management Services employee enrolled in the Senior Management Service Optional Annuity Program and represents an increase in this defined contribution benefit.

- Effective January 1, 2000, the coverage amount of basic State Life insurance for Career Service employees increased to 150% of the employee's salary. Prior to 2000, the coverage ranged from 30% to 150% depending on the employee's age.

- In calendar year 2000, employees participating in the Governor's Mentoring Initiative used approximately 13,332 hours of administrative leave, which represents the amount of time that the State of Florida employees donated to their local communities.

- The State's Telecommuting Program continued to grow in 2000. There were a total of 515 official telecommuters (up from 384 in 1999) and three agencies (Agency for Health Care Administration, Banking and Finance, and Education) reported official telecommuters for the first time. Telecommuting is a workplace option attractive to those who have difficulty with traditional work arrangements. When offered as a fringe benefit, telecommuting programs may help agencies retain employees and increase productivity and morale.



WORKFORCE COMPENSATION

COMPARISON OF AVERAGE ANNUAL SALARIES AMONG SOUTHEASTERN STATES FOR CLASSIFIED EMPLOYEES¹

Among the 14 southeastern states, Florida ranked fifth in 1999 in the overall average annual salaries for classified employees. In 2000, Florida ranked sixth among the southeastern states. The Florida average Career Service salary of \$29,747² is approximately the same as the overall

average of the southeastern states, which is \$29,179. Among the states reporting information, North Carolina had the highest average salary at \$32,532 and Mississippi had the lowest at \$26,564.

AVERAGE SALARY AMONG THE SOUTHEASTERN STATES

	1996	1997	1998 ³	1999	2000	96-00 % Change ⁴
AVERAGE	\$25,116	\$26,014	\$27,195	\$28,486	\$29,179	16.2%
<i>Alabama</i>	\$27,425	\$28,015	\$30,585	\$31,085	\$31,259	14.0%
<i>Arkansas</i>	\$25,408	\$25,423	\$25,985	\$27,913	\$28,695	12.9%
<i>Florida</i>	\$24,832	\$25,943	\$27,287	\$28,490	\$29,747 ²	19.8%
<i>Georgia</i>	\$25,046	\$26,407	\$27,206	\$28,219	\$31,764	26.8%
<i>Kentucky</i>	\$26,458	\$27,586	\$28,827	\$30,051	\$30,051	13.6%
<i>Louisiana</i>	\$23,460	\$24,002	\$24,849	\$25,813	\$26,932	14.8%
<i>Mississippi</i>	\$23,848	\$24,036	\$25,985	*	\$26,564	11.4%
<i>Missouri</i>	\$23,504	\$24,491	\$25,297	\$26,388	\$27,880	18.6%
<i>North Carolina</i>	\$26,950	\$28,033	\$30,611	\$31,163	\$32,532	20.7%
<i>Oklahoma</i>	\$24,595	\$24,677	\$24,623	\$26,193	\$26,843	9.1%
<i>South Carolina</i>	\$24,332	\$25,536	\$27,084	\$28,235	\$29,963	23.1%
<i>Tennessee</i>	\$26,511	\$26,792	*	\$26,620	\$27,916	5.3%
<i>Virginia</i>	\$27,882	\$29,331	\$30,506	\$31,662	*	-
<i>West Virginia .</i>	\$21,377	\$23,930	\$24,686	*	*	-

* Data not available.

1 Employees who have some degree of civil service protection and are comparable to Florida's Career Service employees.

2 This figure represents the average annual salary for classified employees reported to the Southeastern States Salary Conference prior to the October 1, 2000 general wage increase and may not match salary figures presented elsewhere in this report.

3 There was an error in the 1998 Southeastern States Salary and Benefits Report which reported Florida's ranking as fifth and affected the statistics printed in the 1998 Workforce Report.

4 Salary figures are unadjusted and do not account for inflation.

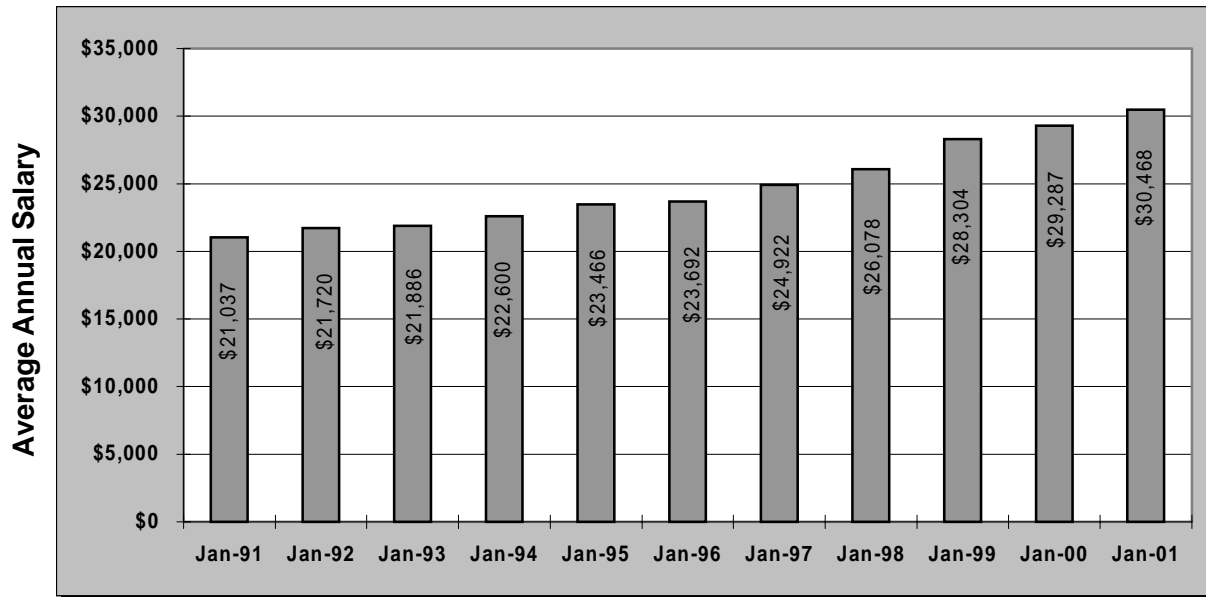
Source: Southeastern States Fringe Benefits Survey, 2000



WORKFORCE COMPENSATION

CAREER SERVICE SALARIES

HISTORY OF CAREER SERVICE AVERAGE GROSS SALARY ¹



INCREASES TO BASE RATE OF PAY - CAREER SERVICE BY CALENDAR YEAR

	<i>Superior Proficiency</i>	<i>Added Duties</i>	<i>Ed. & Training</i>	<i>Reassignment</i>	<i>Transfer</i>	<i>Competitive Job Offer</i>	<i>Internal Pay Relationship</i>	<i>TOTAL</i>
% OF TOTAL INCREASES AWARDED								
1996 ..	54%	30%	1%	5%	0%	1%	8%	7,614
1997 ..	55%	33%	2%	4%	0%	1%	5%	8,828
1998 ..	64%	24%	1%	4%	.2%	1%	5%	8,491
1999 ..	66%	22%	2%	4%	0.3%	0.6%	6%	9,940
2000 ..	66%	22%	2%	4%	0.3%	0.6%	6%	9,939

	<i>Superior Proficiency</i>	<i>Added Duties</i>	<i>Ed. & Training</i>	<i>Reassignment</i>	<i>Transfer</i>	<i>Competitive Job Offer</i>	<i>Internal Pay Relationship</i>
AVERAGE % INCREASE							
1996 ...	4.8%	7.0%	6.7%	9.6%	9.0%	10.0%	5.0%
1997 ...	4.9%	6.1%	6.9%	8.6%	9.5%	11.1%	7.5%
1998 ...	4.7%	6.4%	5.2%	10.2%	10.3%	11.9%	6.3%
1999 ...	4.2%	6.5%	5.5%	8.0%	8.8%	9.8%	7.2%
2000 ...	4.2%	6.5%	5.5%	8.4%	9.0%	9.6%	7.2%

¹ Salary figures are unadjusted and do not account for inflation.
Source: Cooperative Personnel Employment Subsystem (COPES).



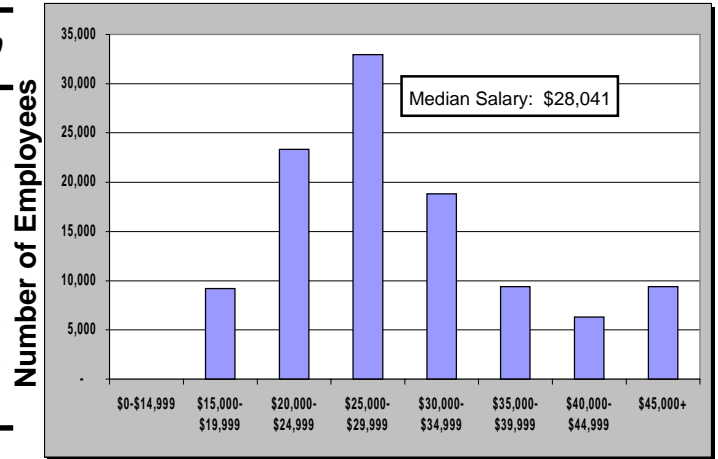
WORKFORCE COMPENSATION

CAREER SERVICE SALARIES

AS OF 12/31/2000

CAREER SERVICE SALARY DISTRIBUTION

SALARY RANGE	1996	1997	1998	1999	2000
0 - \$14,999	6%	5%	1%	0%	1%
\$15,999 - \$19,999	27%	22%	13%	10%	8%
\$20,000 - \$24,999	30%	31%	31%	30%	21%
\$25,000 - \$29,999	15%	18%	23%	25%	30%
\$30,000 - \$34,999	9%	10%	13%	14%	17%
\$35,000 - \$39,999	6%	7%	7%	8%	8%
\$40,000 - \$44,999	3%	4%	5%	5%	6%
\$45,000 +	4%	5%	7%	7%	9%



CAREER SERVICE SALARY DISTRIBUTION BY GENDER AND ETHNICITY

SALARY RANGE	COUNT					PERCENT				
	White Male	White Female	Minority Male	Minority Female	Total ¹	White Male	White Female	Minority Male	Minority Female	Total
TOTAL	33,981	34,887	13,837	26,682	109,387	31%	32%	13%	24%	100%
\$0-\$14,999	1	-	1	2	4	25%	0%	25%	50%	0% ²
\$15,000-\$19,999 ...	931	3,230	1,001	4,048	9,210	10%	35%	11%	44%	8%
\$20,000-\$24,999 ...	3,608	8,269	2,799	8,656	23,332	15%	35%	12%	37%	21%
\$25,000-\$29,999 ...	10,586	9,666	4,917	7,793	32,962	32%	29%	15%	24%	30%
\$30,000-\$34,999 ...	7,211	5,742	2,506	3,358	18,817	38%	31%	13%	18%	17%
\$35,000-\$39,999 ...	3,729	3,230	1,059	1,370	9,388	40%	34%	11%	15%	9%
\$40,000-\$44,999 ...	2,898	2,020	672	704	6,294	46%	32%	11%	11%	6%
\$45,000-\$49,999 ...	1,715	1,127	334	316	3,492	49%	32%	10%	9%	3%
\$50,000-\$54,999 ...	1,240	787	209	215	2,451	51%	32%	9%	9%	2%
\$55,000-\$59,999 ...	806	406	125	109	1,446	56%	28%	9%	8%	1%
\$60,000-\$64,999 ...	498	210	87	59	854	58%	25%	10%	7%	1%
\$65,000-\$69,999 ...	360	115	53	29	557	65%	21%	10%	5%	1%
\$70,000-\$74,999 ...	189	56	38	13	296	64%	19%	13%	4%	0% ²
\$75,000-\$79,999 ...	94	12	10	4	120	78%	10%	8%	3%	0% ²
\$80,000-\$84,999 ...	27	5	5	2	39	69%	13%	13%	5%	0% ²
\$85,000-\$89,999 ...	35	2	6	-	43	81%	5%	14%	0%	0% ²
\$90,000 +	53	10	15	4	82	65%	12%	18%	5%	0% ²

¹ Two employees did not disclose ethnicity and are not represented in this table.

² Result is less than 0.5%

Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE COMPENSATION

SALARY DISTRIBUTION BY GENDER & ETHNICITY

AS OF 12/31/2000

SELECTED EXEMPT SERVICE

SALARY RANGE	COUNT					PERCENT				
	White Male	White Female	Minority Male	Minority Female	Total	White Male	White Female	Minority Male	Minority Female	Total
TOTAL	1,760	1,101	435	400	3,696	48%	30%	12%	11%	100%
\$0-\$14,999	-	-	-	-	-	0%	0%	0%	0%	0%
\$15,000-\$19,999 ...	-	-	-	-	-	0%	0%	0%	0%	0%
\$20,000-\$24,999 ...	-	8	-	5	13	0%	62%	0%	38%	0% ¹
\$25,000-\$29,999 ...	1	20	-	9	30	3%	67%	0%	30%	1%
\$30,000-\$34,999 ...	4	27	3	12	46	9%	59%	7%	26%	1%
\$35,000-\$39,999 ...	59	87	18	34	198	30%	44%	9%	17%	5%
\$40,000-\$44,999 ...	28	60	12	13	113	25%	53%	11%	12%	3%
\$45,000-\$49,999 ...	185	174	43	72	474	39%	37%	9%	15%	13%
\$50,000-\$54,999 ...	148	138	35	36	357	41%	39%	10%	10%	10%
\$55,000-\$59,999 ...	162	122	29	30	343	47%	36%	8%	9%	9%
\$60,000-\$64,999 ...	261	108	32	24	425	61%	25%	8%	6%	11%
\$65,000-\$69,999 ...	215	111	35	23	384	56%	29%	9%	6%	10%
\$70,000-\$74,999 ...	187	88	23	23	321	58%	27%	7%	7%	9%
\$75,000-\$79,999 ...	178	70	34	24	306	58%	23%	11%	8%	8%
\$80,000-\$84,999 ...	118	31	30	18	197	60%	16%	15%	9%	5%
\$85,000-\$89,999 ...	58	19	29	14	120	48%	16%	24%	12%	3%
\$90,000 +	156	38	112	63	369	42%	10%	30%	17%	10%

SENIOR MANAGEMENT SERVICE

SALARY RANGE	COUNT					PERCENT				
	White Male	White Female	Minority Male	Minority Female	Total	White Male	White Female	Minority Male	Minority Female	Total
TOTAL	297	136	40	35	508	58%	27%	8%	7%	100%
\$0-\$14,999	-	-	-	-	-	0%	0%	0%	0%	0%
\$15,000-\$19,999 ...	-	-	-	-	-	0%	0%	0%	0%	0%
\$20,000-\$24,999 ...	-	-	-	-	-	0%	0%	0%	0%	0%
\$25,000-\$29,999 ...	-	-	-	-	-	0%	0%	0%	0%	0%
\$30,000-\$34,999 ...	-	-	-	-	-	0%	0%	0%	0%	0%
\$35,000-\$39,999 ...	-	-	-	-	-	0%	0%	0%	0%	0%
\$40,000-\$44,999 ...	-	-	-	-	-	0%	0%	0%	0%	0%
\$45,000-\$49,999 ...	1	-	-	-	1	100%	0%	0%	0%	0% ¹
\$50,000-\$54,999 ...	1	1	-	-	2	50%	50%	0%	0%	0% ¹
\$55,000-\$59,999 ...	1	1	-	-	2	50%	50%	0%	0%	0% ¹
\$60,000-\$64,999 ...	3	3	-	1	7	43%	43%	0%	14%	1%
\$65,000-\$69,999 ...	6	9	1	1	17	35%	53%	6%	6%	3%
\$70,000-\$74,999 ...	8	11	2	2	23	35%	48%	9%	9%	5%
\$75,000-\$79,999 ...	21	12	2	1	36	58%	33%	6%	3%	7%
\$80,000-\$84,999 ...	26	16	5	4	51	51%	31%	10%	8%	10%
\$85,000-\$89,999 ...	50	29	8	2	89	56%	33%	9%	2%	18%
\$90,000 +	180	54	22	24	280	64%	19%	8%	9%	55%

¹ Result is less than 0.5%.



WORKFORCE COMPENSATION

ANNUAL LEGISLATIVE SALARY INCREASES - CAREER SERVICE

FISCAL YEAR 2000-01

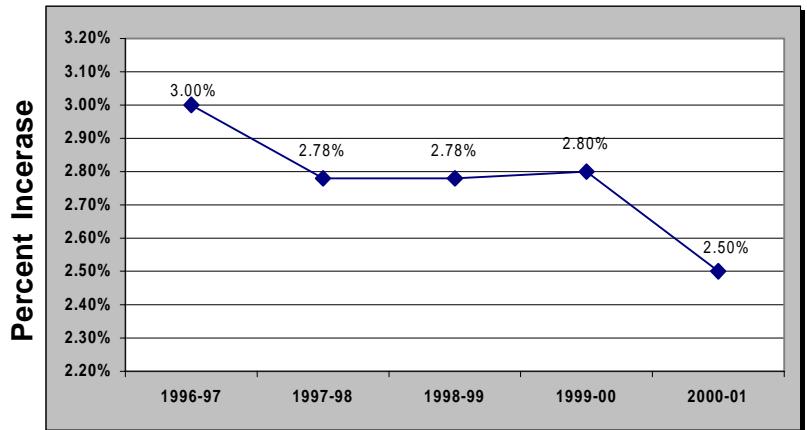
Effective 10/01/00

- A 2.5% increase to all Career Service and Security Services employees with the exception of professional health care employees.
- An 8% increase to Certified Law Enforcement, FDLE Certified Law Enforcement and Special Agents. Step pay plan minimums and maximums adjusted accordingly.

Anniversary Date: Professional Health Care employees received a one longevity level (step) increase in the base rate of pay. **Exception:**

If June 30, 2000 base rate of pay was equal to the maximum of pay grade, the employee received a one time lump-sum payment equal to 3% of their June 30, 2000 base rate of pay or, if their base rate of pay was not equal to a level, the employee's pay was increased to the next higher level.

HISTORY OF CAREER SERVICE SALARY INCREASES



FISCAL YEAR 1999-00

Effective 10/01/99

- A 2.8% increase or \$1,000 whichever is greater, to all Career Service employees with the exception of professional health care employees.
- Security Services, Certified Law Enforcement, FDLE Certified Law Enforcement and Special Agent step pay plans adjusted in accordance with the general pay raise given to Career Service employees. (2.8% or \$1,000, whichever is greater).
- Professional Health Care employees received a one-time lump-sum pay of \$400.

Anniversary Date: Professional Health Care employees received a one longevity level (step) increase in the base rate of pay. **Exception:** If June 30, 1999 base rate of pay was equal to the maximum of pay grade, the employee received a one time lump-sum payment equal to 3% of their June 30, 1999 base rate of pay or, if their base rate of pay was less than the maximum of the pay grade, but not equal to a level, the employee's pay was increased to the next higher level and granted a one time lump-sum payment equal to the difference between the longevity level and 103% of the June 30, 1999 base rate of pay.

FISCAL YEAR 1998-99

Effective 10/01/98

- An increase of \$1,200 to all Career Service employees with the exclusion of professional health care and non-unit employees, making \$20,000.99 or less.
- An increase of \$1,000 to all Career Service employees with the exclusion of professional health care and non-unit employees, making between \$20,001.00 to \$36,000.99.
- A 2.78% increase to all Career Service employees making \$36,001.00 or more with the exclusion of professional health care and non-unit employees.
- Security Services, Certified Law Enforcement and FDLE Certified Law Enforcement step pay plans adjusted in accordance with the general pay raise given to Career Service employees.

Anniversary Date: Professional Health Care employees received a one longevity level (step) increase. **Criteria:** If the June 30, 1998 base rate of pay was greater than or equal to the maximum of the pay grade, employees received a one-time payment equal to 3% of June 30, 1998 salary. If less than maximum of the pay grade, but not equal to level, employees' pay increased to next higher level. Employees whose base rate of pay is on or below level (step) 6 received an additional one longevity level increase. In addition, Professional Health Care employees received an increase to base rate of pay for continuous state service to a higher longevity level based on the table outlined in the Agreement.



WORKFORCE COMPENSATION

COMPARISON OF BENEFITS

AS OF 12/31/2000

	CAREER SERVICE	SELECTED EXEMPT SERVICE	SENIOR MANAGEMENT SERVICE
ANNUAL LEAVE	<p>Ranges from 8.667 to 13 hours accrued per month depending upon length of service. (156 hours annually for employees with 10+ years of service.)</p> <p>Upon termination from state, with a minimum of one year of service, eligible for payment of up to 240 hours.</p>	<p>Receives 176 hours upon appointment date and each anniversary date.</p> <p>Upon termination from state, may be paid up to 480 hours in accordance with proration guidelines.</p>	<p>Receives 240 hours upon appointment date and each anniversary date.</p> <p>Terminal payment same as for Selected Exempt Service.</p>
SICK LEAVE	<p>Accrues 8.667 hours per month. (104 hours annually, regardless of length of service.)</p> <p>Upon termination from state with minimum of 10 years of service, terminal payment of sick leave for 1/4 of balance as of 10-1-73 or after (not to exceed 480 hours) and 1/8 of pre 10-1-73 balance.</p>	<p>Receives 104 hours upon appointment date and each anniversary date.</p> <p>Terminal payment benefit same as for Career Service and Senior Management Service.</p>	<p>Receives 120 hours upon appointment date and each anniversary date.</p> <p>Terminal payment benefit same as for Career Service and Selected Exempt Service.</p>
RETIREMENT	<p>Regular Class: 10 years vesting. Normal retirement at age 62 or 30 years at any age. Benefit factor of 1.60% - 1.68% based on age/length of service.</p> <p>Special Risk: 10 years vesting. Normal retirement at age 55 or 25 years at any age. Benefit factor of 3%.</p>	<p>Regular Class: Same retirement provisions as Career Service.</p> <p>Special Risk: Same retirement provisions as Career Service.</p>	<p>SMS Class: 7 years vesting. Normal retirement at age 62 or 30 years at any age. Benefit factor of 2%.</p> <p>SMSOAP¹: Immediate vesting. Defined contribution plan in lieu of above.</p>
INSURANCE	<p>Group Health: Employee pays monthly premium of \$32.30 for individual coverage or \$116.20 for family coverage. State pays \$191.52 or \$391.60, respectively.</p> <p>Life Insurance: Coverage is 150% of salary. Employee pays 20% and state pays 80%.²</p>	<p>Group Health: State pays 100%.</p> <p>Life Insurance: Coverage is 200% of annual salary. State pays 100%.</p> <p>Short Term Disability: State pays 100%.</p>	<p>Group Health: State pays 100%.</p> <p>Life Insurance: Coverage is 200% of annual salary. State pays 100%.</p> <p>Short Term Disability: State pays 100%.</p>
HOLIDAYS	<p>Nine paid holidays each calendar year. One paid personal holiday each fiscal year.</p>	<p>Same holidays as Career Service and Senior Management Service.</p>	<p>Same holidays as Career Service and Selected Exempt Service.</p>
JOB SECURITY	<p>Dismissal: For just cause.</p>	<p>Dismissal: At the pleasure of.</p>	<p>Dismissal: At the pleasure of.</p>

¹ SMSOAP: Senior Management Service Optional Annuity Program.

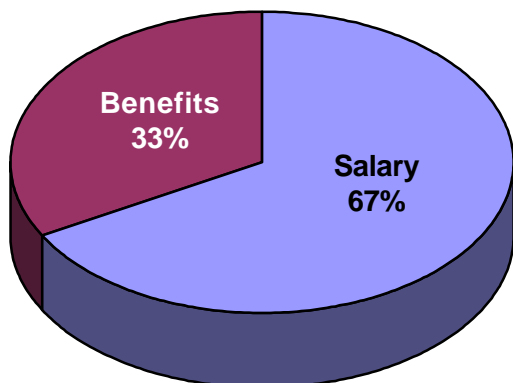
² Benefits changed effective 1-1-2000.

Source: Chapters 110 and 121, Florida Statutes, and the General Appropriations Act for Fiscal Years 99-00 and 00-01.



WORKFORCE COMPENSATION

PAYROLL COSTS FOR SALARIES AND BENEFITS¹



Percent of Total Compensation Costs

CAREER SERVICE

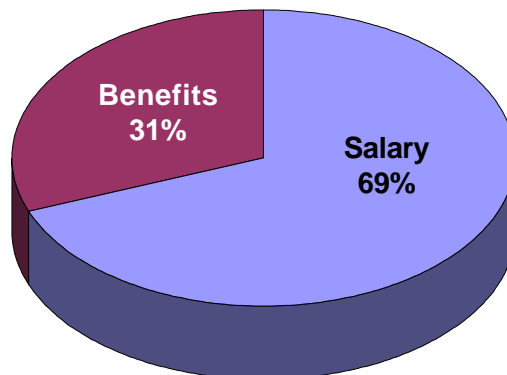
The average total compensation for a Career Service employee in 2000 was \$45,493.02. This is comprised of \$30,468.49 (67%) in salary plus \$15,024.53 (33%) in benefits.

This Career Service benefits package of \$15,024.53 has a value equivalent to 49% of the employee's \$30,468.49 salary.

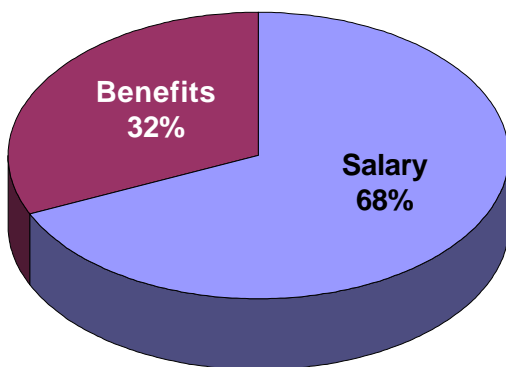
SELECTED EXEMPT SERVICE

The average total compensation package for a Selected Exempt Service employee in 2000 was \$94,664.91. This is comprised of \$65,349.84 (69%) in salary plus \$29,315.07 (31%) in benefits.

This Selected Exempt Service benefit package of \$29,315.07 has a value equivalent to 45% of the employee's \$65,349.84 salary.



Percent of Total Compensation Costs



Percent of Total Compensation Costs

SENIOR MANAGEMENT SERVICE

The average total compensation package for a Senior Management Service employee in 2000 was \$135,340.23. This is comprised of \$92,486.68 (68%) in salary plus \$42,853.55 (32%) in benefits.

This Senior Management Service benefit package of \$42,853.55 has a value equivalent to 46% of the employee's \$92,486.68 salary.

¹ Benefits are defined as the quantifiable amount spent on: annual and sick leaves, paid holidays, retirement and retiree health insurance subsidy, group health and term life insurance as well as Social Security and Medicare matching. Selected Exempt Service and Senior Management Service employees are provided higher term life and a disability insurance plan. Senior Management Service employees are provided an enhanced retirement benefit under the Retirement System's Senior Management Service Class. The employee profiles depicted at the beginning of this report (see pages 11-13) were used to calculate the benefits.



WORKFORCE COMPENSATION

2000 RETIREMENT PLAN MEMBERSHIP¹

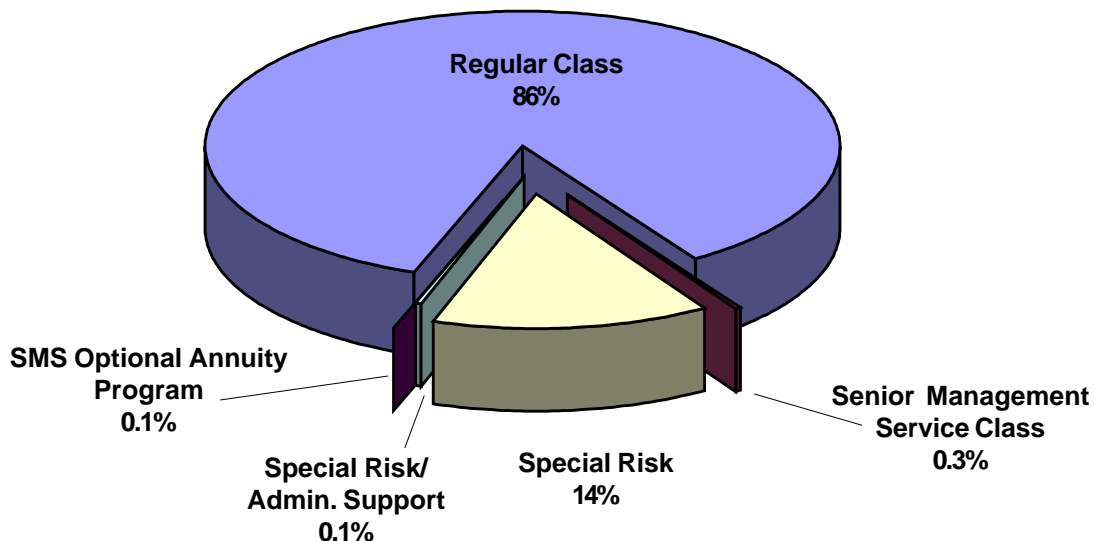
ACTIVE EMPLOYEES AS OF 6/30/2000

Florida Retirement System (FRS) membership is compulsory for all State employees filling a permanent full or part time regularly established position. As of June 30, 2000, there were 107,632 State Personnel System employees¹ enrolled in the Florida Retirement System. (Only a negligible number of State employees are still enrolled in State-sponsored plans that pre-date FRS.)

State Personnel System employees fall into one of five classes of membership:²

- **Regular Class** - for members not assigned to other classes. As of June 30, 2000, there were 91,845 Career Service and Selected Exempt Service employees in this class.
- **Special Risk Class** - for members who are employed as law enforcement officers, firefighters or correctional officers and meet the legal criteria for this class. As of June 30, 2000, there were 15,250 Career Service and Selected Exempt Service employees in this class.
- **Special Risk Administrative Support Class** - for former Special Risk Class members who provide administrative support to special risk members within a special risk employing agency. As of June 30, 2000, there were 109 Career Service, Selected Exempt Service and Senior Management Service employees in this class.
- **Senior Management Service Class (SMSC)** - for members who are filling Senior Management Service positions authorized to be eligible for membership by statute. As of June 30, 2000, there were 311 senior managers enrolled in this class.
- **Senior Management Optional Annuity Program (SMSOAP)** - Senior managers may opt for this defined contribution annuity program instead of the Senior Management Service Class. As of June 30, 2000, there were 117³ senior managers who were enrolled in this program.

2000 RETIREMENT PLAN MEMBERSHIP



¹ Does not include non-Career Service pay plans such as the Auditor General, State University System, Florida Lottery, Florida Legislature, Justice Administrative Commission, State Board of Administration and the State Courts System. Participants in the Deferred Retirement Option Program (4,739 as of 6/30/00) are captured under "2000 Retirements."

² The Elected Officers' Class encompasses such elected officials as the Cabinet Officers and the Governor, who are not considered part of the State Personnel System.

³ May include members in the Elected Officers' Class.

Source: Department of Management Services, Division of Retirement.



WORKFORCE COMPENSATION

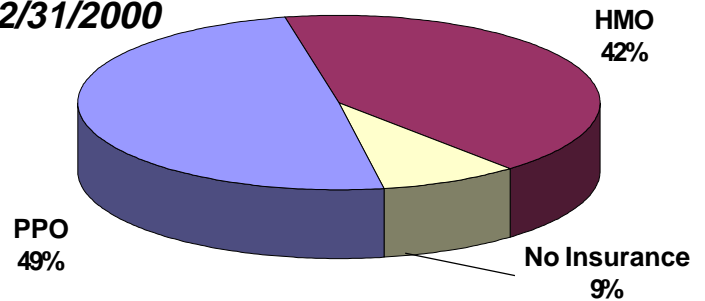
STATE EMPLOYEES' GROUP HEALTH INSURANCE PROGRAM

STATE PERSONNEL SYSTEM

AS OF 12/31/2000

EMPLOYEE PARTICIPATION BY PLAN

TOTAL	113,593
Preferred Provider Organization (PPO)	56,110
Health Maintenance Organization (HMO) .	47,852
No Insurance	9,631



Agency	Preferred Provider Organization	Health Maintenance Organization	No State Group Insurance ¹	Total
TOTAL	56,110	47,852	9,631	113,593
Agency for Health Care Administration	731	912	154	1,797
Agency for Workforce Innovation	681	565	120	1,366
Agriculture and Consumer Services	1,889	1,244	208	3,341
Banking and Finance	284	508	54	846
Business and Professional Regulation	570	788	122	1,480
Children and Families	12,143	9,995	2,141	24,279
Citrus	83	43	17	143
Community Affairs	75	256	18	349
Corrections	14,970	8,797	1,787	25,554
Education	684	993	143	1,820
<i>School for the Deaf and the Blind</i> ²	271	121	58	450
Elder Affairs	153	151	52	356
Environmental Protection	1,538	1,650	252	3,440
Fish & Wildlife Conservation Commission .	993	585	97	1,675
Health	6,514	5,184	1,534	13,232
Highway Safety and Motor Vehicles	2,204	2,100	307	4,611
Insurance	462	866	125	1,453
Juvenile Justice	2,473	1,987	629	5,089
Labor and Employment Security	489	663	55	1,207
Law Enforcement	622	952	114	1,688
Legal Affairs	451	465	65	981
Management Services	295	1,069	204	1,568
<i>Administrative Hearings</i> ²	26	43	5	74
Military Affairs	113	61	32	206
Office of the Governor	41	33	0	74
Parole Commission	53	94	17	164
Public Service Commission	79	266	25	370
Revenue	2,150	2,783	547	5,480
State	115	520	39	674
Transportation	4,817	3,998	640	9,455
Veterans' Affairs	141	160	70	371
<i>Number included in total that are spouses of another state employee</i>	<i>3,388</i>	<i>3,159</i>	<i>0</i>	<i>6,547</i>

1 Indicates these employees are not currently covered by a state plan but they may have coverage elsewhere. Also does not include employees that have never participated in any State Employees' Group Insurance Program.

2 These organizations have separate operating level designations in the Cooperative Personnel Employment Subsystem (COPES).

Source: Department of Management Services, Division of State Group Insurance.



WORKFORCE COMPENSATION

STATE HOLIDAYS

HOLIDAYS¹

The State Personnel System grants its employees 10 paid holidays per year as compared to an average of 11 holidays among all southeastern states.²

If any of these holidays fall on Saturday, the preceding Friday is observed as a holiday. When these holidays fall on Sunday, the following Monday is observed as a holiday.¹ The Governor may declare, when appropriate, a state Day of Mourning in observance of the death of a person in recognition of services rendered to the state or the nation.³

-
- | | |
|---------------------------------------|---------------------------|
| 1. New Year's Day | 6. Veterans' Day |
| 2. Martin Luther King, Jr.'s Birthday | 7. Thanksgiving Day |
| 3. Memorial Day | 8. Day after Thanksgiving |
| 4. Independence Day | 9. Christmas Day |
| 5. Labor Day | 10. Personal Holiday |
-

ANNUAL VALUE OF HOLIDAY LEAVE

Career Service employee ⁴	\$1,171.87
Selected Exempt Service employee ⁴	\$2,513.46
Senior Management Service employee ⁴	\$3,557.18

STATE MENTORING INITIATIVE

ADMINISTRATIVE LEAVE FOR MENTORING

As part of the Governor's Mentoring Initiative, the Florida Administrative Code was amended in November 1999, to allow employees in the State Personnel System to use up to five hours per month to participate in school and/or community volunteer activities. During 2000, employees participating in the Governor's Mentoring Initiative used approximately 13,332 hours of administrative leave, which represents the amount of time that the State of Florida donated to these worthy causes. Many employees supplemented this administrative leave with their personal leave and/or off-duty time. The Governor's Mentoring Office maintains records of services rendered both on and off the State payroll; however, that information is not in a comparable format for inclusion in this report.

¹ Section 110.117(1), Florida Statutes.

² 1998-99, Book of States.

³ Section 110.117(2), Florida Statutes.

⁴ For the purposes of this table, the employee profiles depicted at the beginning of this report (see pages 11 - 13) were used to calculate the annual value.

Source: Cooperative Personnel Employment Subsystem (COPES).



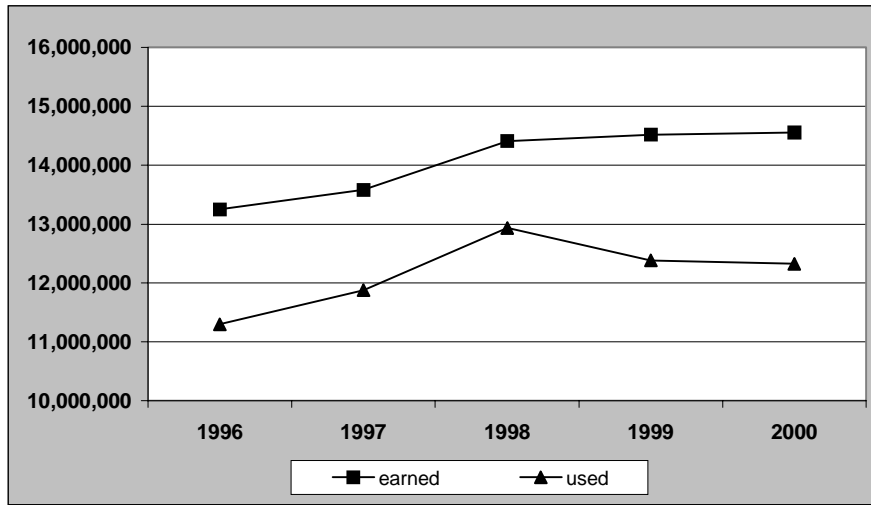
WORKFORCE COMPENSATION

LEAVE - CAREER SERVICE EMPLOYEES

ANNUAL LEAVE

Full-time Career Service employees earn 8.667 hours of Annual Leave per month their first five years, 10.833 hours per month from five to ten years, and 13 hours per month after ten years of service.¹ In 2000, Career Service employees² earned a total of 14,556,761 hours of Annual Leave and used a total of 12,326,523 hours. On average, these employees used 97 hours of Annual Leave in the last calendar year. The total outstanding balance of Annual Leave for current Career Service employees increased 2.43% from 1999 to 2000.³

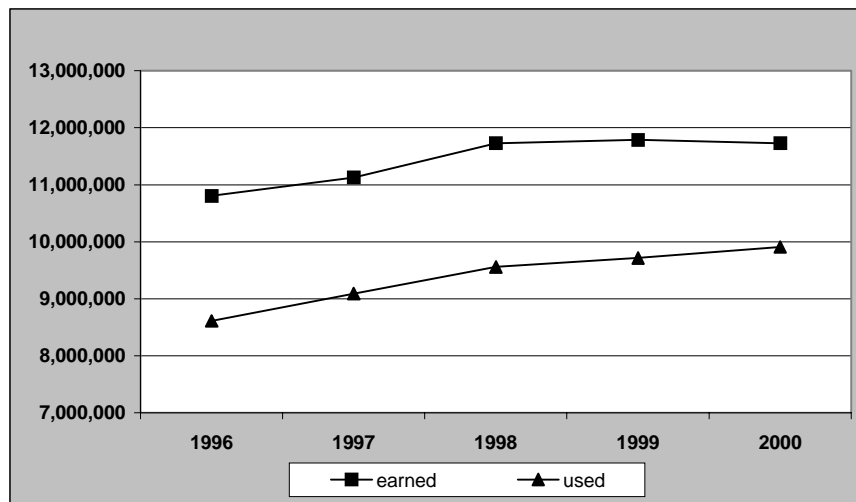
**TOTAL HOURS OF ANNUAL LEAVE EARNED/USED
1996 - 2000**



SICK LEAVE

Full-time Career Service employees earn 8.667 hours of Sick Leave per month.⁴ In 2000, these employees earned a total of 11,727,437 hours of Sick Leave and used a total of 9,907,981 hours. An average of 78 hours of Sick Leave was used. The total outstanding balance of Sick Leave for current Career Service employees increased 1.29% from 1999 to 2000.³

**TOTAL HOURS OF SICK LEAVE EARNED/USED
1996 - 2000**



1 Section 60K-5.028(1)(a), Florida Administrative Code.

2 Includes any employee who earned leave during the Calendar Year 2000.

3 2000 COPESView leave report.

4 Section 60K-5.030(1)(a), Florida Administrative Code.



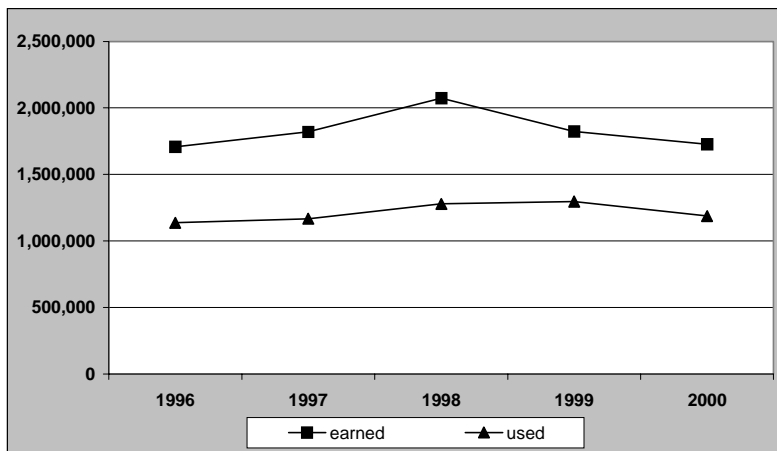
WORKFORCE COMPENSATION

LEAVE - CAREER SERVICE EMPLOYEES

SPECIAL COMPENSATORY LEAVE

Career Service employees may be eligible for Special Compensatory Leave on an hour-for-hour basis when an employee works on a State holiday, works excess hours during a State holiday work period or works while an office is closed due to a declared emergency.¹ In 2000, Career Service employees earned a total of 1,726,856 hours of Special Compensatory Leave and used a total of 1,186,977 hours. On average, Career Service employees used 9 hours of Special Compensatory Leave. The total outstanding balance of Special Compensatory Leave increased 2.44% from 1999 to 2000.²

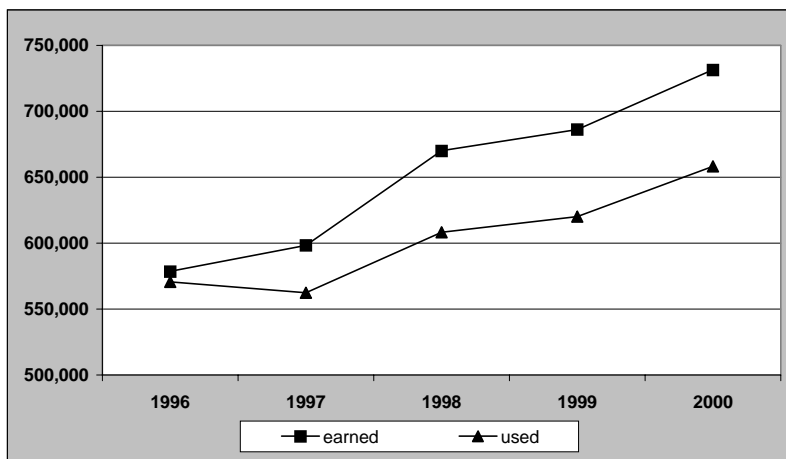
TOTAL HOURS OF SPECIAL COMPENSATORY LEAVE EARNED/USED 1996 - 2000



REGULAR COMPENSATORY LEAVE

Excluded³ Career Service employees earn Regular Compensatory Leave on an hour-for-hour basis for overtime work.⁴ In 2000, Career Service employees earned a total of 731,383 hours of Regular Compensatory Leave and used a total of 658,219 hours (an average of 5 hours per employee).² Prior to 1994, there were no provisions for payment of Regular Compensatory Leave. As a result of Career Service reform in October 1994, agencies can implement plans for payment of Regular Compensatory Leave instead of adding it to the employee's leave balance. Currently, 18 agencies have approved payment plans. There are no provisions for payment of Regular Compensatory Leave when an employee terminates or transfers to another agency (unused balances are forfeited). The total outstanding balance of Regular Compensatory Leave increased 2.54% from 1999 to 2000.²

TOTAL HOURS OF REGULAR COMPENSATORY LEAVE EARNED/USED 1996 - 2000



1 Section 60K-5.026(4)(b) and (5), Florida Administrative Code, and Section 60K-5.032(3)(e), Florida Administrative Code

2 2000 COPEView leave report.

3 Excluded from the overtime payment provisions of the Fair Labor Standards Act.

4 Section 60K-5.029(1)(a), Florida Administrative Code.



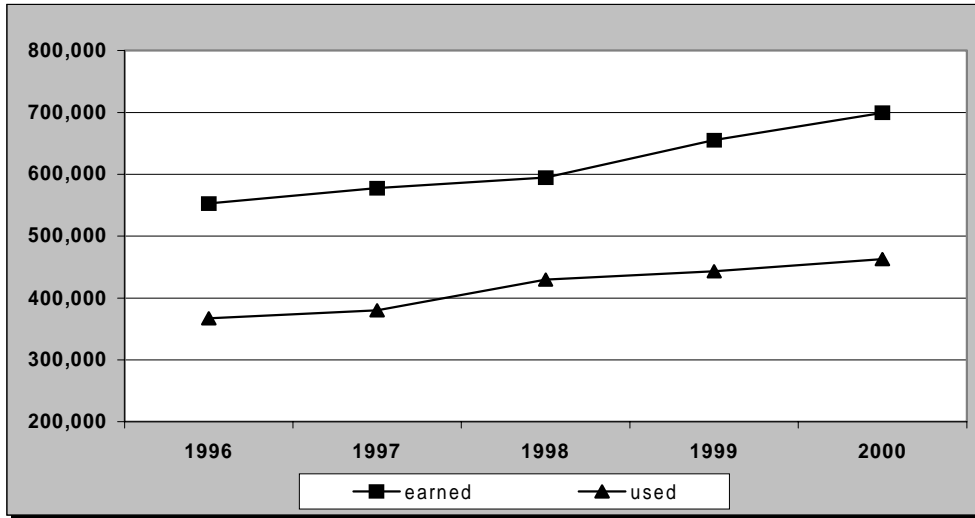
WORKFORCE COMPENSATION

LEAVE - SELECTED EXEMPT SERVICE EMPLOYEES

ANNUAL LEAVE

Full-time Selected Exempt Service employees earn 176 hours of Annual Leave upon appointment and on each anniversary date.¹ In 2000, these employees earned a total of 699,594 hours of Annual Leave and used a total of 462,701 hours (an average of 108 hours per employee). The total outstanding balance of Annual Leave for Selected Exempt Service employees increased 5.06% from 1999 to 2000.²

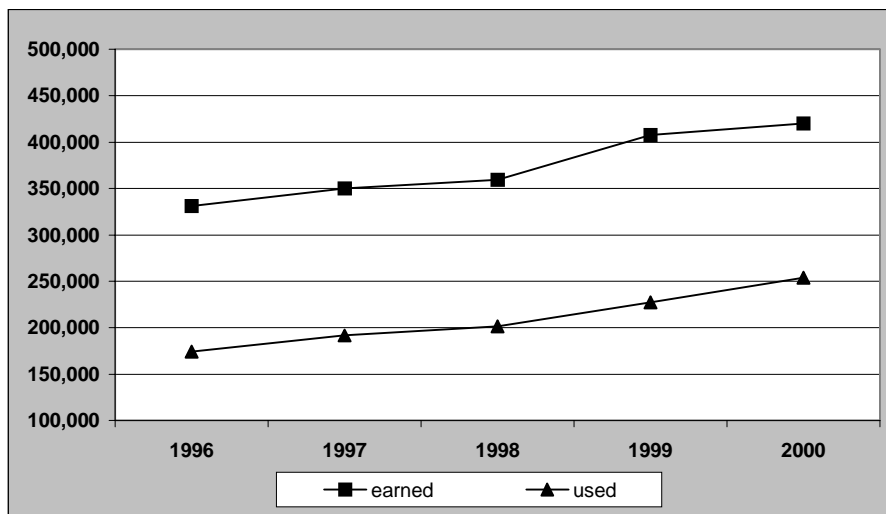
**TOTAL HOURS OF ANNUAL LEAVE EARNED/USED
1996 - 2000**



SICK LEAVE

Full-time Selected Exempt Service employees earn 104 hours of Sick Leave upon appointment and on each anniversary date.¹ In 2000, these employees earned a total of 420,135 hours of Sick Leave and used a total of 253,801 hours. An average of 59 hours of Sick Leave were used by Selected Exempt Service employees. The total outstanding balance of Sick Leave increased 7.56% from 1999 to 2000.²

**TOTAL HOURS OF SICK LEAVE EARNED/USED
1996 - 2000**



1 Section 60M-1.008, Florida Administrative Code.

2 2000 COPESView leave report.



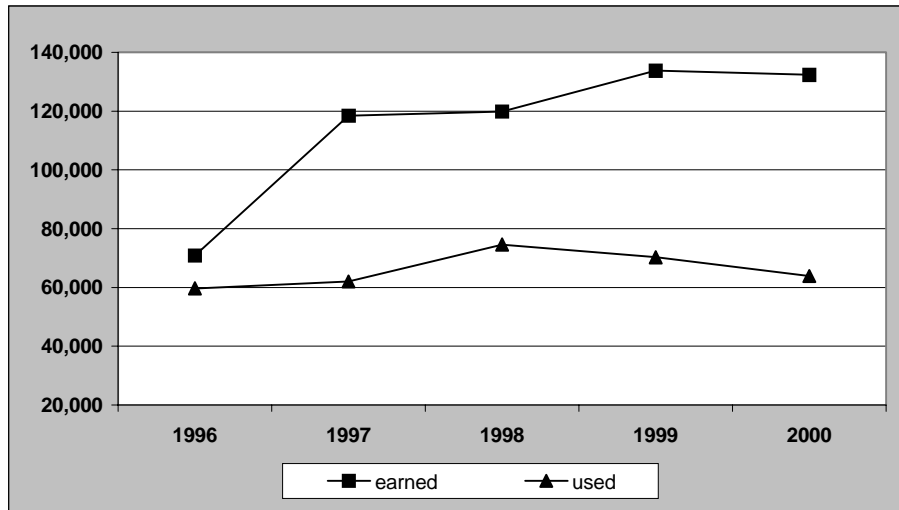
WORKFORCE COMPENSATION

LEAVE - SENIOR MANAGEMENT SERVICE EMPLOYEES

ANNUAL LEAVE

Full-time Senior Management Service (SMS) employees earn 240 hours of Annual Leave upon appointment and on each anniversary.¹ In 2000, these employees earned a total of 132,316 hours of Annual Leave and used a total of 63,845 hours (an average of 107 hours per employee). The total outstanding balance of Annual Leave increased 3.14% from 1999 to 2000.²

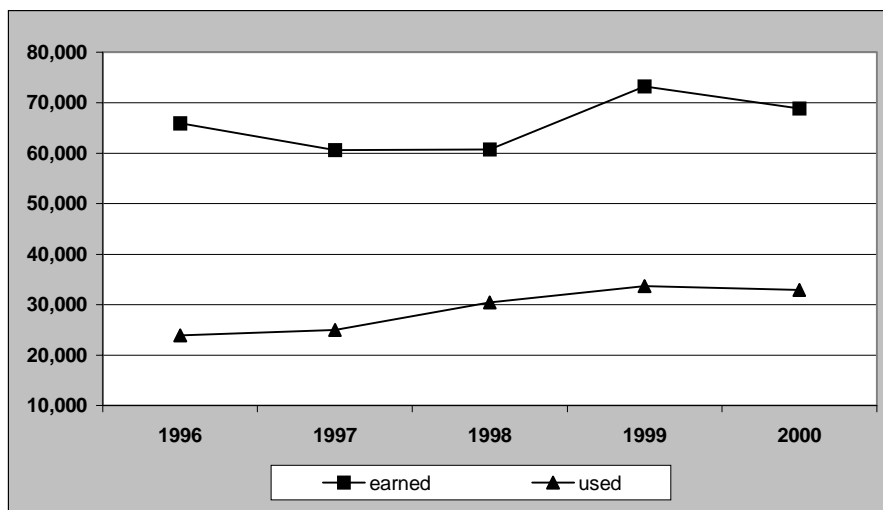
**TOTAL HOURS OF ANNUAL LEAVE EARNED/USED
1996 - 2000**



SICK LEAVE

Full-time Senior Management Service employees earn 120 hours of Sick Leave upon appointment and on each anniversary.¹ In 2000, these employees earned a total of 68,846 hours of Sick Leave were earned. Senior Management Service employees used a total of 32,923 hours of sick leave (an average of 55 hours per employee). The total outstanding balance of Sick Leave increased 0.87% from 1999 to 2000.²

**TOTAL HOURS OF SICK LEAVE EARNED/USED
1996 - 2000**



1 Section 60N-1.007, Florida Administrative Code

2 2000 COPESView leave report.



WORKFORCE COMPENSATION

STATE'S LEAVE LIABILITY¹ AS OF 12/31/2000

If all State Personnel System employees had left at the end of Calendar Year 2000 and were paid for all leave due to them, we calculate that the liability would have been as follows:

ANNUAL LEAVE²

\$294,194,472

If the total balance of 14,264,429 hours of Annual Leave were paid on December 31, 2000, it would have cost the State approximately \$294,194,472. On December 31, 1999, the liability was an estimated \$287,821,586.³

SICK LEAVE⁴

\$144,234,233

If the total balance of 26,017,838 hours of Sick Leave were paid on December 31, 2000, it would have cost the State approximately \$144,234,233. On December 31, 1999, the liability was an estimated \$136,306,212.³

SPECIAL COMPENSATORY LEAVE⁵

\$100,343,044

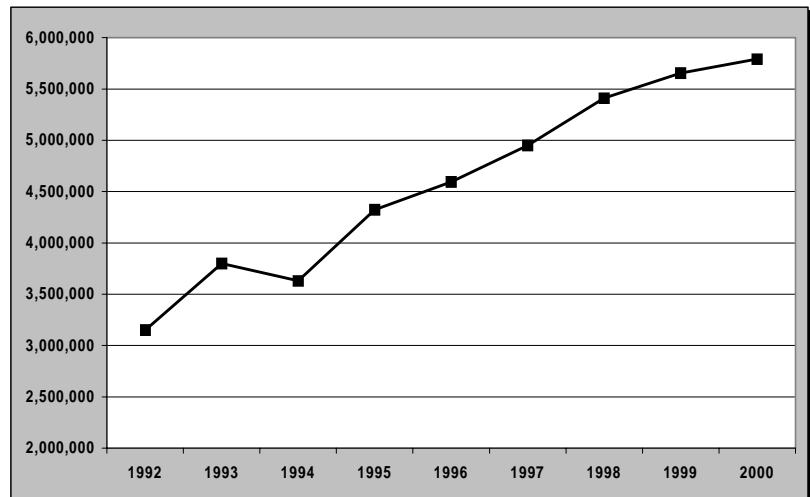
If the total balance of 5,779,034 hours of Special Compensatory Leave were paid on December 31, 2000, it would have cost the State approximately \$100,343,044. On December 31, 1999, the liability was an estimated \$93,681,376.³

Chapter 60K-5, Florida Administrative Code, provides tools for the management of Special Compensatory Leave. Nonetheless, balances have been steadily increasing since 1992⁶.

A survey of agencies⁶ indicated that round-the-clock operations and emergency response are the primary cause of high Special Compensatory Leave liability which is further compounded by staffing shortages. Eighty percent of the Special Compensatory Leave liability rests with three agencies (Corrections, Children and Families, and Highway Safety and Motor Vehicles), who cited these issues as causes of high Special Compensatory Leave balances.

The unfunded Special Compensatory Leave liability must be paid at an employee's current salary upon separation from Career Service or transfer between agencies.

SPECIAL COMPENSATORY LEAVE LIABILITY 1992 - 2000⁷



1 Estimated based on the Cooperative Personnel Employment Subsystem (COPES) data. Does not include the State Courts, Lottery or non-COPES agencies: Legislature, State Attorney, State University System and State Board of Administration.

2 Annual Leave liability = Annual leave balance 12/31/00 (after rollover of excess hours to sick leave) x average regular rate of pay (includes employer's share of social security, medicare and retirement). Does not include employees with less than one year of service, who are not entitled to an annual leave payout. Career Service employees who separate from employment must have completed one year of service in order to receive cash payment of accrued annual leave, up to 240 hours (480 hours for Selected Exempt Service and Senior Management Service). Does not include the Deferred Retirement Option Program annual leave payments.

3 1999 Annual Workforce Report.

4 Sick leave liability = 25% of sick leave balance 12/31/00 (after rollover of excess hours to sick leave) x average regular rate of pay (includes employer's share of social security, medicare and retirement). Does not include employees with less than ten years of service, who are not entitled to a sick leave payout. All state employees who terminate from employment must have completed ten years of service to receive cash payment of accrued sick leave, 25% of the current balance or up to 480 hours plus 1/8 of pre-1973 sick leave balances.

5 Special compensatory leave liability = special compensatory leave balance 12/31/00 x average regular rate of pay (includes employer's share of social security and medicare).

6 Survey administered by the Division of Human Resource Management in June 2000.

7 COPESView Leave Reports, 1992 - 2000.



WORKFORCE COMPENSATION

MERITORIOUS SERVICE AWARDS PROGRAM

SECTION 110.1245, FLORIDA STATUTES

The State of Florida has had an employee recognition and awards program since 1969, when the Legislature established the Meritorious Service Awards Program (State Awards Program). Every State agency is required to have a program. Section 110.1245, Florida Statutes, and the Department of Management Services' Statewide Guidelines (which replaced the administrative rule in 1994) provide the authority and statewide policies for the State Awards Program. While the Department's Division of Human Resource Management (HRM) has oversight of the statewide program, each agency establishes its own unique program within the guidelines and law. The Division audits for program compliance and provides consultative services, training and technical assistance to the Agency Awards Coordinators and Committees.

The State Awards Program has three components: Innovative Suggestion Component, Superior Accomplishment Component, and Service/Retirement Component. The Suggestion and Superior Accomplishment Components provide both monetary and non-monetary awards with limits set by the Legislature. Monetary awards can be in the form of cash, savings bonds, gift certificates, etc., and the awards are for the actual amount to the employee (the agency pays the taxes).

Innovative Suggestion Component. Employees are encouraged to submit money-saving ideas and proposals to their Agency Award Coordinator who determines the eligibility of the suggestion and sends it to a subject matter expert for evaluation. Agency Award Coordinators may also refer the suggestion to other agencies if the suggestion has statewide impact and any agency that adopts and implements the suggestion can provide an award (whether or not the employee works for the implementing agency). If the suggestion is adopted and implemented, the suggester can receive up to 10% of the first year's actual, measurable savings or generated revenue. A cost-benefit analysis of the suggestion must be done and the suggestion has to be tracked for one year to determine how much the employee will be paid for the idea. The statute sets the limit on the amount the agency can award for these measurable suggestions.

Superior Accomplishment Component. Employees can be recognized for their contributions to the efficiency and improvement of state government operations. Employees can be nominated for Superior Accomplishment awards by anyone (co-workers, supervisor, etc.). The nominating employee completes a form and submits it to the Agency Awards Coordinator and Committee for review. The agency's program policies must have established criteria for each type of award given and the statute sets the monetary limit on awards for Superior Accomplishment. The nomination evaluation process is completed by a committee of employees appointed by the Agency Head.

Service/Retirement Component. Agency Heads are also provided authority to expend funds to provide non-monetary awards (certificates, plaques, pins, and other non-cash items) for service to the State. Employees are recognized for years of service (in 5-year increments), at retirement, and in appreciation for serving as appointed members of state boards and commissions.

During 2000, state agencies received 225 employee suggestions resulting in actual, measurable savings to the State of \$3,035,637 and spent \$34,089 rewarding 40 employees for these measurable suggestions. State agencies recognized 14,507 employees for their money-saving projects and superior accomplishments that improved government operations and spent \$2,548,655 in awards (both monetary and non-monetary). Collectively, the State of Florida spent \$2,582,744 to recognize 14,547 employees for their cost-saving and revenue-enhancing efforts and Superior Accomplishments that resulted in improved government operations. Additionally, the State spent \$149,653 to provide non-monetary recognition to 15,359 employees for their service to the State (both length of service and retirement).

EXAMPLES OF AGENCY ACTIVITIES AND INNOVATIONS

The Department of Health conducted a "Bright Ideas Campaign" during 2000. They utilized the superior accomplishment and personal initiative award categories to recognize employees and teams for commendations and special accomplishments received through quality improvement reviews, exemplary performance and innovative ideas. They established a web site to provide employees easy access to the information and make it easy to submit proposals. They also launched a promotional campaign using e-mail, payroll flyers, posters and award coordinators throughout the state. The "Bright Ideas Campaign" was a huge success and generated 304 proposals statewide. Ideas that met eligibility criteria were evaluated and scored by the Secretary and an Evaluation Team. Top-scoring ideas were adopted and 83 employees received cash awards ranging from \$500 to \$1,000. The department's divisions are now in the process of implementing the winning ideas.

An employee in the Office of Client Contracted Services at the Department of Children and Families received an award for her suggestion that a self-contained software application be placed on their web site to allow easy access to contract information and activities. After training staff in only four districts, the implemented suggestion saved \$2,685,000 initially with the potential for millions in future savings statewide.



WORKFORCE COMPENSATION

MERITORIOUS SERVICE AWARDS PROGRAM CALENDAR YEAR 2000

	Suggestion Component				Superior Accomplishment			Service Component		
	No. of Suggestions Received	No. of Awards	Actual Cost Savings	Expenditures for Adopted Suggestions	No. of Employees Recognized	Total Expenditures Incurred	No. Recognized for Length of Service	Recognized for Retirement	Total Expenditures Incurred	
TOTAL	225	40	\$3,035,637	\$34,089	14,507	\$2,548,655	14,237	1,122	\$149,653	
Agency for Health Care Admin.	9	1	\$60,952	\$1,943	107	\$14,838	321	22	\$2,113	
Agriculture & Consumer Services ..	24	23	\$33,485	\$6,174	68	\$54,002	527	77	\$4,213	
Agency for Workforce Innovation ...	0	0	\$0	\$0	1	\$103	0	0	\$0	
Banking & Finance	8	0	\$0	\$0	239	\$88,280	120	1	\$326	
Business & Professional Reg.	0	0	\$0	\$0	0	\$0	0	41	\$2,112	
Children & Families	1	1	\$2,685,000	\$4,662	2,343	\$534,934	3,541	355	\$23,910	
Citrus	1	0	\$0	\$0	19	\$9,063	24	3	\$823	
Community Affairs	0	0	\$0	\$0	0	\$0	0	0	\$0	
Corrections	0	0	\$0	\$0	0	\$0	129	0	\$0 ¹	
Education	0	0	\$0	\$0	71	\$77,499	0	0	\$0	
<i>School for Deaf & the Blind</i>	4	0	\$0	\$0	12	\$3,411	94	6	\$565	
Elder Affairs	0	0	\$0	\$0	86	\$108,339	11	1	\$120	
Environmental Protection	5	0	\$0	\$0	1,508	\$328,572	787	22	\$4,964	
Fish & Wildlife Conserv. Comm.	3	0	\$0	\$0	316	\$61,882	1,000	14	\$56,144	
Health	17	2	\$0	\$1,900	1,931	\$400,115	2,391	108	\$18,446	
Highway Safety & Motor Vehicles ...	27	3	\$0	\$8	994	\$23,850	737	74	\$2,393	
Insurance	2	0	\$0	\$0	410	\$77,389	144	13	\$2,802	
Juvenile Justice	5	0	\$0	\$0	159	\$21,818	465	105	\$5,980	
Labor & Employment Security ²	0	0	\$0	\$0	1	\$233	800	0	\$1,000	
Law Enforcement	0	0	\$0	\$0	248	\$132,827	237	23	\$2,425	
Legal Affairs	2	0	\$0	\$0	96	\$47,788	235	0	\$1,199	
Lottery	0	0	\$0	\$0	8	\$18,648	84	1	\$124	
Office of the Governor	0	0	\$0	\$0	11	\$8,547	14	0	\$0	
Management Services	2	2	\$256,200	\$526	606	\$157,846	96	10	\$2,559	
<i>Administrative Hearings</i>	0	0	\$0	\$0	3	\$4,662	0	0	\$0	
Military Affairs	0	0	\$0	\$0	182	\$87,257	3	2	\$5	
Parole Commission	5	0	\$0	\$0	8	\$2,953	30	1	\$127	
Public Service Commission	4	0	\$0	\$0	48	\$9,355	53	4	\$730	
Revenue	52	1	\$0	\$15,009	2,511	\$182,031	707	39	\$8,353	
State	0	0	\$0	\$0	0	\$0	112	12	\$833	
Transportation	54	7	-	\$3,868	2,474	\$84,107	1,570	185	\$7,192	
Veterans' Affairs	0	0	\$0	\$0	47	\$8,307	5	3	\$195	

¹ Awards purchased in 1999.

² Approximate number provided. Difficult to determine due to break-up of the agency to create the Agency for Workforce Innovation. Source: As reported by the agencies in the Meritorious Service Awards Program, 2000 Annual Report to the Legislature.



WORKFORCE COMPENSATION

FLORIDA'S TELECOMMUTING PROGRAM

CALENDAR YEAR 2000

Telecommuting or telework is an increasingly important business practice in today's work environment. By some estimates, there are between 13 and 19 million teleworkers in America today. Some people telework full-time, but a larger number telecommute one or two days a week. The proponents of telecommuting/telework contend that it has the potential to enhance workplace diversity, help workers balance work and family, and make workers more productive and employers more competitive. Many companies now regard telecommuting and other flexible work arrangements as vital to attracting and keeping the employees in today's tight labor market.

Comprehensive business cases have been calculated to show potential space cost savings, reduced hiring and training costs, and higher productivity. AT&T estimates that over the past five years, they have saved \$500 million in office lease costs by promoting telecommuting. In 1998, about 55 percent of AT&T's 55,900 managers telecommuted at least once a month. According to the same report in *The Washington Post Company, 1999*, the International Telework Association and Council estimates 40% of 133 million workers nationwide, perform tasks that could be done by telecommuting.

The U.S. Department of Labor's "*Telework and the New Workplace of the 21st Century*" report cited the Consumer Product Safety Commission now has 95 of its 130 field employees working from home, with an estimated savings of \$3 million in rental costs since the program began in 1993.

The federal initiative has also stressed telework as a means of expanding opportunities for workers with disabilities.

Today, the majority of jobs in State government are information related - the type of jobs that best lend themselves to telecommuting and telework. Telecommuting holds vast potential to help the State increase worker productivity, promote diversity and new opportunities for people with disabilities, and help reduce traffic congestion, improve air quality and conserve energy. Participation in the State Employee Telecommuting Program has increased each year since 1991, when it started as a pilot program. During 2000, the State of Florida had 515 official telecommuters, including 168 new teleworkers from the Agency for Health Care Administration. Fifteen agencies had official programs with established policies and procedures and other state agencies are currently responding to requests from employees, especially through e-mail messages to the Governor, to start programs.

A true commitment to telecommuting as a viable work option throughout state government is recommended as part of the State Personnel System Human Resource Strategic Plan. Increased opportunities in telecommuting will allow the State to become more competitive by being able to tap into the market of young workers that have difficulty with traditional work arrangements and, at the same time, increase employee retention, productivity and morale.

TELECOMMUTING PROGRAM

<i>Participating Agency</i>	<i>No. of Telecommuters</i>	<i>Participating Agency</i>	<i>No. of Telecommuters</i>
TOTAL	515	Health	3
Agency for Health Care Administration	168	Highway Safety and Motor Vehicles	19
Agriculture and Consumer Services ¹	0	Labor and Employment Security	5
Banking and Finance	8	Legal Affairs	3
Children and Families	10	Management Services	11
Corrections	33	Revenue	217
Education	8	Transportation	13
Environmental Protection	3	Public Service Commission	14

¹ Established program but currently no active telecommuters.
Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE COMPENSATION

FLORIDA STATE EMPLOYEES' CHARITABLE CAMPAIGN

The Florida State Employees' Charitable Campaign (FSECC) is a combined appeal which includes the United Ways, Community Health Charities of Florida, America's Charities, Independent Charities of America, International Service Agencies, Earth Share, Environmental Fund for Florida, Share America and a number of independent/unaffiliated charities. The Florida State Employees' Charitable Campaign is the only authorized solicitation of state employees allowed at the workplace during work hours. The program is administered by the Department of Management Services through a Governor and Cabinet appointed Steering Committee. The United Way is contracted

to manage the campaign and serve as Fiscal Agent to collect and distribute the funds.

Our combined campaign provides an organized and effective method by which state employees can donate to charities of their choice, either through payroll deduction or a one-time gift. Employees are encouraged to designate their contributions to a specific charity or charities. The Campaign promotes informed giving and charitable integrity. Charitable organizations, approved by a Statewide Steering Committee to participate in the Campaign, are reviewed and screened to insure they meet the eligibility requirements presented in Section 110.181, Florida Statutes.

United Way Fiscal Agent Area	1996	1997	1998	1999¹	2000	96 - 00 % Change
TOTAL	\$2,917,249	\$3,400,669	\$3,735,325	\$4,137,552	\$4,341,287	49%
Alachua	\$106,281	\$112,398	\$126,908	\$123,559	\$ 116,376	9%
Big Bend	\$1,304,255	\$1,540,677	\$1,710,745	\$1,975,278	\$2,074,074	59%
Brevard	\$41,798	\$51,508	\$48,790	\$51,841	\$ 52,881	27%
Broward	\$113,565	\$131,274	\$129,110	\$128,069	\$ 137,442	21%
Central Florida	\$78,909	\$89,340	\$105,443	\$114,661	\$ 121,681	54%
Charlotte	\$4,186	\$3,276	\$7,727	\$4,926	\$ 6,796	62%
Citrus ²	\$0	\$0	\$2,792	\$284	-	-
Collier	\$1,892	\$6,639	\$8,374	\$10,361	\$ 14,081	644%
Dade	\$140,302	\$167,612	\$175,624	\$208,498	\$ 173,820	24%
Escambia	\$53,377	\$63,640	\$71,610	\$73,862	\$ 71,691	34%
Heart of Florida	\$190,732	\$220,549	\$247,907	\$274,702	\$ 323,230	69%
Hernando	\$2,486	\$3,413	\$4,497	\$4,345	\$ 5,035	103%
Hillsborough	\$364,605	\$420,720	\$434,453	\$443,752	\$ 468,042	28%
Lake/Sumter	\$10,342	\$13,188	\$12,076	\$18,109	\$ 30,291	193%
Lee	\$34,182	\$35,896	\$36,734	\$38,492	\$ 42,284	24%
Manatee	\$4,038	\$5,446	\$3,681	\$4,541	\$ 4,807	19%
Marion	\$28,742	\$31,612	\$32,332	\$29,874	\$ 31,566	10%
Martin	\$10,593	\$13,981	\$10,495	\$9,148	\$ 13,239	25%
Monroe	\$9,988	\$8,863	\$9,574	\$15,295	\$ 10,217	2%
Northeast Florida	\$108,789	\$129,071	\$153,767	\$162,488	\$ 174,580	60%
Northwest Florida	\$42,307	\$55,882	\$68,109	\$72,077	\$ 72,172	71%
Okaloosa/Walton	\$9,647	\$14,487	\$16,979	\$16,957	\$ 27,284	183%
Okeechobee ²	\$0	\$2,645	\$1,435	\$4,060	-	-
Palm Beach	\$70,095	\$65,736	\$64,541	\$77,548	\$ 82,067	17%
Pasco	\$11,634	\$10,687	\$13,516	\$12,845	\$ 12,334	6%
Pinellas	\$49,803	\$51,344	\$61,007	\$67,407	\$ 68,776	38%
St. Lucie	\$15,419	\$22,863	\$25,576	\$29,995	\$ 39,892	159%
Santa Rosa	\$6,058	\$9,909	\$9,014	\$9,408	\$ 9,090	50%
Sarasota	\$20,568	\$23,144	\$27,048	\$37,764	\$ 28,126	37%
Suwannee Valley	\$20,440	\$27,519	\$36,703	\$38,380	\$ 43,030	111%
Volusia/Flagler	\$62,216	\$69,994	\$77,548	\$81,650	\$ 82,325	32%

1 Estimated amounts reported in the 1999 Annual Workforce Report have been adjusted to actual amounts.

2 Some of the smaller counties may choose not to participate in the Florida State Employees' Charitable Campaign every year or choose to be a part of another larger county's campaign.

Source for amount raised in Florida: Local United Way Fiscal Agents



WORKFORCE COMPENSATION

TUITION-FREE UNIVERSITY COURSES¹

The Department of Management Services administers the Tuition-Free Courses Program for the State Personnel System. State employees primarily use the program for professional development. As a fringe benefit, the program aids employers in both recruiting and retaining staff. Full-time State employees filling regularly established positions may take up to six (6) credit hours of tuition-free courses per term at a state university, on a space-available basis. It is not required that employees have permanent status nor that they limit themselves to courses directly related to their current position. However, participation is subject to supervisory approval to ensure there is no conflict with the employee's official duties or work schedule. In 2000, the value of undergraduate level courses up to \$5,250 per year

was exempt from federal tax liability. Graduate level courses are taxable unless the coursework meets the "qualifying education" criteria prescribed by the Internal Revenue Service. Agencies are responsible for certifying that a graduate course is relevant to the employee's position, so that it may be deemed "qualifying education."

Although a fringe benefit, if the program is used for required training, agencies are also authorized to approve participation and treat attendance as "time worked." However, use of this program for required training is limited; most university-level classes are geared toward long-term educational goals rather than short-term, job-specific skills development.

TUITION-FREE UNIVERSITY COURSES PROGRAM PARTICIPATION FOR 1999-2000²

<i>University</i>	<i>State Employees Enrolled</i> ³	<i>Undergraduate Level Credit Hours</i>	<i>Graduate Level Credit Hours</i>	<i>Employee Tuition Cost Savings</i> ⁴
TOTAL	6,182	13,787	12,685	\$2,185,568.51
Florida Agricultural & Mechanical University	391	1,438	550	\$136,210.54
Florida Atlantic University	396	1,316	324	\$103,370.60
Florida Gulf Coast University	228	553	485	\$84,839.29
Florida International University	1,059	2,368	2,598	\$425,144.08
Florida State University	1,691	3,749	3,520	\$602,691.77
University of Central Florida	575	1,064	1,489	\$229,201.64
University of Florida	180	372	391	\$64,754.64
University of North Florida	352	593	941	\$140,930.57
University of South Florida	1,053	1,748	1,824	\$302,701.16
University of West Florida	257	586	563	\$ 95,724.22

1 The 2001 Legislature revised the Tuition Free Program to an Educational Voucher Program with an emphasis on assistance to transitional employees.

2 Excludes the State University System employees.

3 Individual employees may be counted more than once if enrolled more than one semester.

4 Excludes additional fees. Calculated using \$49.33 per credit hour for undergraduate level courses and \$118.68 per credit hour for graduate level courses.

Source: State University System, Board of Regents.



WORKFORCE TRAINING & DEVELOPMENT

The field of Human Resource Development (HRD) has traditionally focused on providing skills training to employees. As HRD theory, practice and structure has evolved, the focus has shifted to the area of Performance Improvement at both the individual and organizational level. The Performance Improvement process is critical in developing and maintaining a competent, qualified and productive workforce. In order to remain competitive, the State of Florida must increase its efforts to provide employees with state-of-the-art tools, processes and information in a timely manner to enhance their effectiveness in providing services to their internal customers and to the citizens of Florida.

Several State agencies are already migrating to Performance Improvement and have changed their Bureaus or Offices of Training to Bureaus or Offices of Performance Improvement and are focusing their work effort on Performance Improvement in the total organization. Additionally, each State agency designs, implements and administers training and development plans to: 1) address employee and organizational performance; 2) prepare employees for greater responsibilities; and 3) enhance the agency's ability to

retain a highly-qualified, motivated and productive workforce.

Available training expenditure data indicates that the State Personnel System agencies have slightly increased their average spending on training as a percentage of their total salary budget (from 0.61% of payroll costs in Fiscal Year 98-99 to 0.64% in Fiscal Year 99-00). However, the majority of these agencies are spending a much smaller percentage of their total salary budget for training than leading edge and benchmark organizations in the public and private sectors¹. The State agencies' average of 0.64% is less than half that spent by the government sector (1.4%) and less than one-fifth of that spent by leading edge organizations in both the public and private sector (3.5%).

Although this is not a measure of quality, it does provide a measure of an organization's commitment to training and Performance Improvement. If the State of Florida is to remain competitive and maintain a qualified and productive workforce, it is likely that a greater emphasis and funding of Performance Improvement and training will be required.

¹ Leading edge organizations have a consistent record of improvement and data showing a direct correlation between training investments and higher returns on investments and/or returns to stockholders. Benchmark companies have a consistent record of customer and employee satisfaction and relate these successes to the level of investment in the area of employee development.



WORKFORCE TRAINING & DEVELOPMENT

STATE TRAINING EXPENDITURES

*FISCAL YEAR 1999-2000*¹

AGENCY	FTE's ²	TOTAL TRAINING EXPENDITURES ³	AGENCY TOTAL SALARY BUDGET ⁴	% TRAINING OF SALARY BUDGET
TOTAL	114,707.30	\$38,989,423.52	\$6,059,679,167	0.64%
Agency for Health Care Administration	1,817.00	\$1,435,931.50	\$79,901,205	1.80%
Agriculture and Consumer Services .	3,296.85	\$816,540.68	\$135,572,249	0.60%
Banking and Finance	838.73	\$680,944.49	\$40,683,908	1.67%
Business and Professional Regulation	1,525.25	\$869,451.55	\$67,575,521	1.29%
Children and Families	24,259.35	\$7,939,922.79	\$899,324,580	0.88%
Citrus	138.75	\$21,693.38	\$7,906,837	0.27%
Community Affairs	374.75	\$434,077.50	\$18,973,305	2.29%
Corrections	25,972.55	\$4,706,796.25	\$1,102,558,984	0.43%
Education	2,441.35	\$232,626.00	\$1,418,649,490	0.02%
Elder Affairs	330.00	\$232,374.87	\$14,270,979	1.63%
Environmental Protection	3,428.00	\$1,922,915.85	\$150,561,458	1.28%
Fish and Wildlife Conservation Comm.	1,670.75	\$601,780.11	\$79,100,387	0.76%
Health	12,825.72	\$3,779,097.01	\$505,702,953	0.75%
Highway Safety and Motor Vehicles .	4,693.50	\$1,122,791.67	\$195,313,978	0.57%
Insurance	1,435.00	\$661,028.92	\$40,633,369	1.63%
Juvenile Justice	5,050.00	\$949,424.96	\$190,674,910	0.50%
Labor and Employment Security	3,239.25	\$1,775,025.53	\$182,319,202	0.97%
Law Enforcement	1,662.00	\$1,642,188.35	\$81,380,929	2.02%
Legal Affairs	935.00	\$354,336.86	\$49,822,074	0.71%
Management Services	1,632.50	\$1,139,041.00	\$75,110,055	1.52%
Military Affairs ⁵	256.00	\$122,603.00	\$9,302,306	1.32%
Office of the Governor	284.00	\$58,307.39	\$17,971,598	0.32%
Parole Commission	159.00	\$64,701.71	\$7,822,198	0.83%
Public Service Commission	383.00	\$361,853.46	\$20,173,828	1.79%
Revenue	5,202.50	\$848,599.41	\$201,645,399	0.42%
State	714.50	\$99,976.81	\$28,371,088	0.35%
Transportation	9,772.50	\$6,082,537.59	\$426,035,435	1.43%
Veterans' Affairs	369.50	\$32,854.88	\$12,320,942	0.27%

1 Agency for Workforce Innovation was not included as it was not created until 7/1/2000.

2 Does not include Other Personal Services.

3 Agency training expenditures from Comptroller's Office.

4 Agency salary budget from Executive Office of the Governor, Office of Policy & Budget.

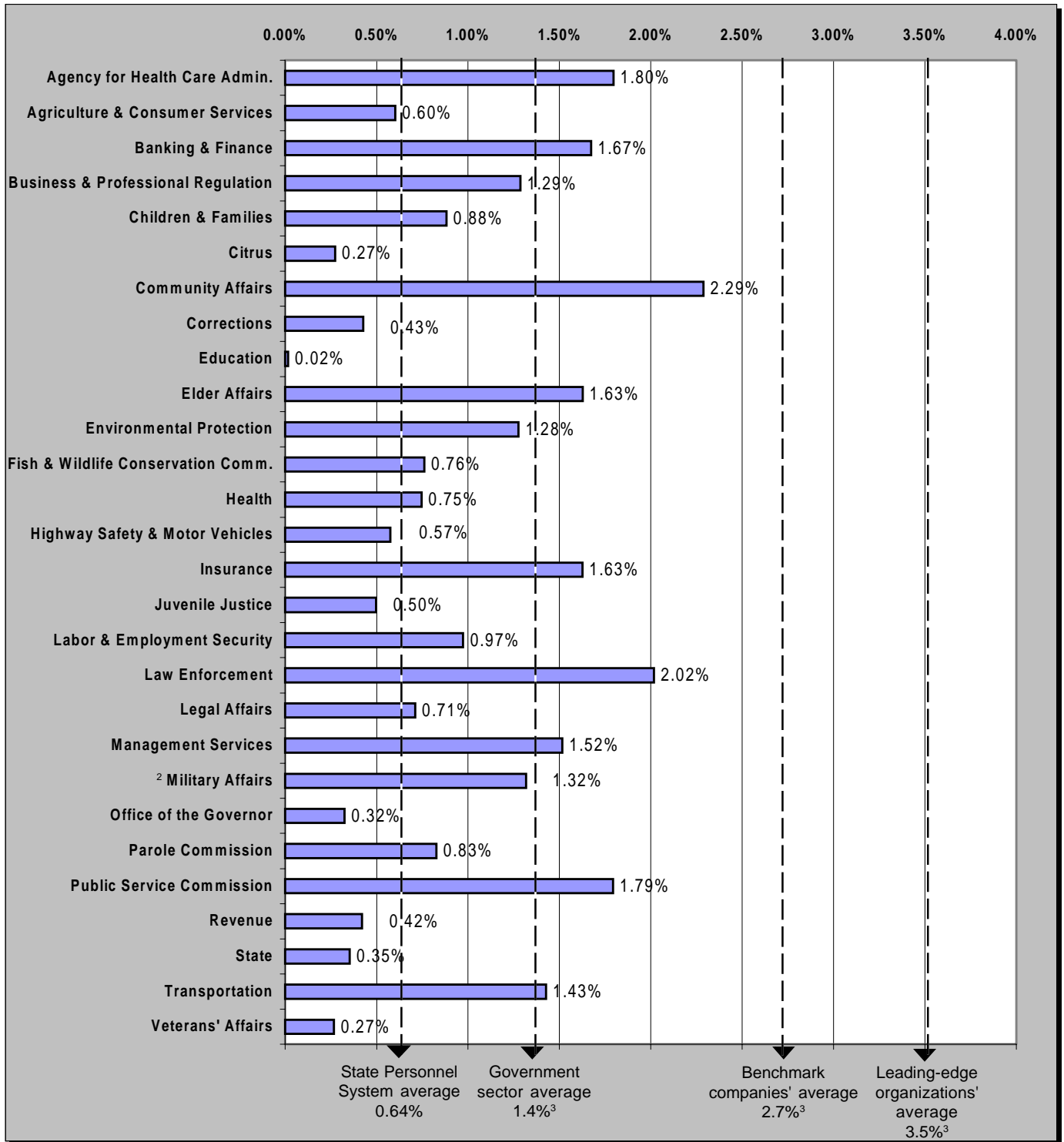
5 Fiscal Year 99-00 training expenditures for state employees only. In previous years, expenditures for college tuition payments for National Guard recruits were included.



WORKFORCE TRAINING & DEVELOPMENT

AGENCY TRAINING EXPENDITURES AS A PERCENTAGE OF SALARY BUDGET

FISCAL YEAR 1999-2000 ¹



1 Agency for Workforce Innovation was not included as it was not created until 7/1/2000.

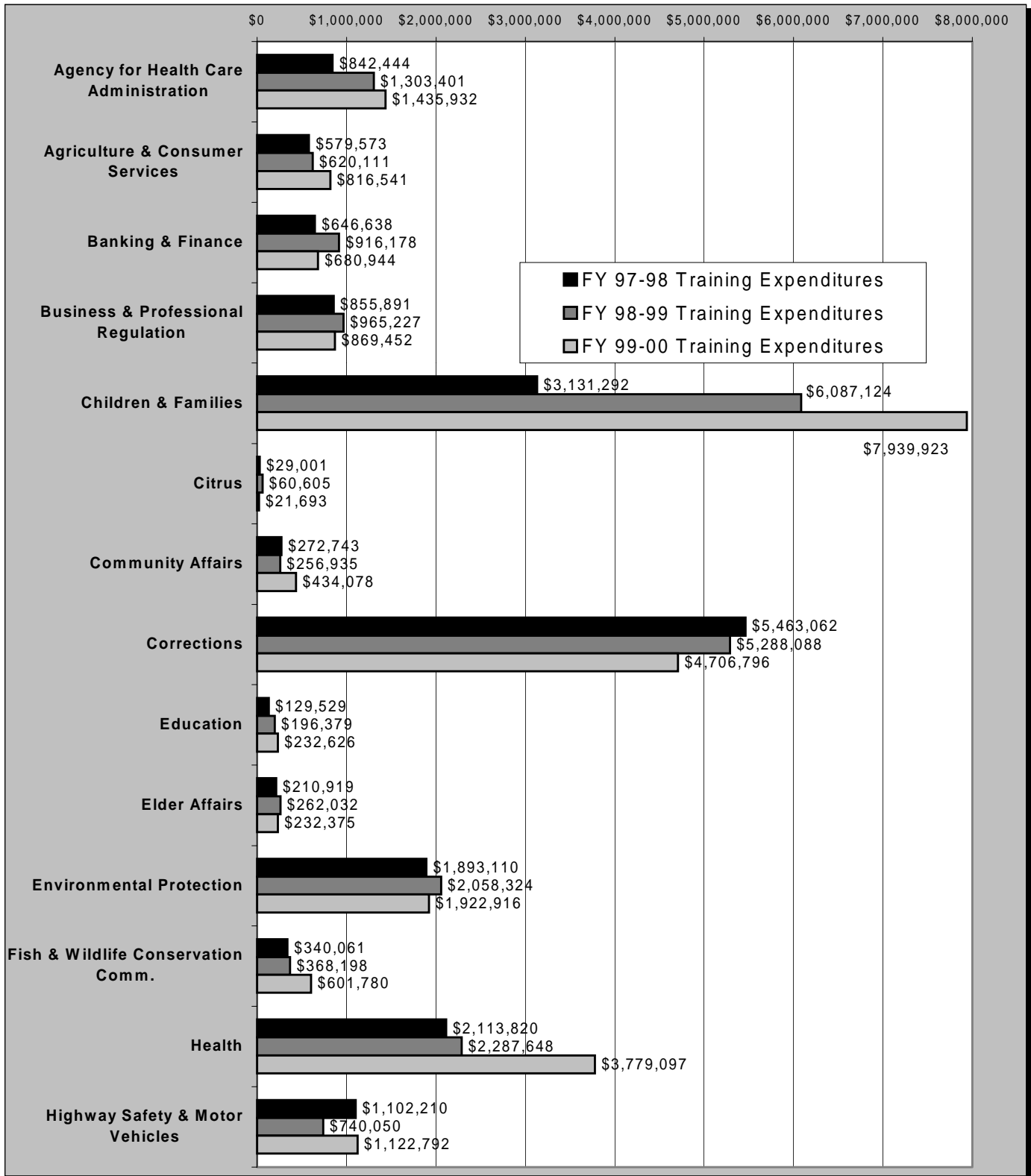
2 Fiscal Year 99-00 training expenditures for state employees only. In previous years, expenditures for college tuition payments for National Guard recruits were included.

3 Benchmarking information obtained from the American Society for Training and Development.



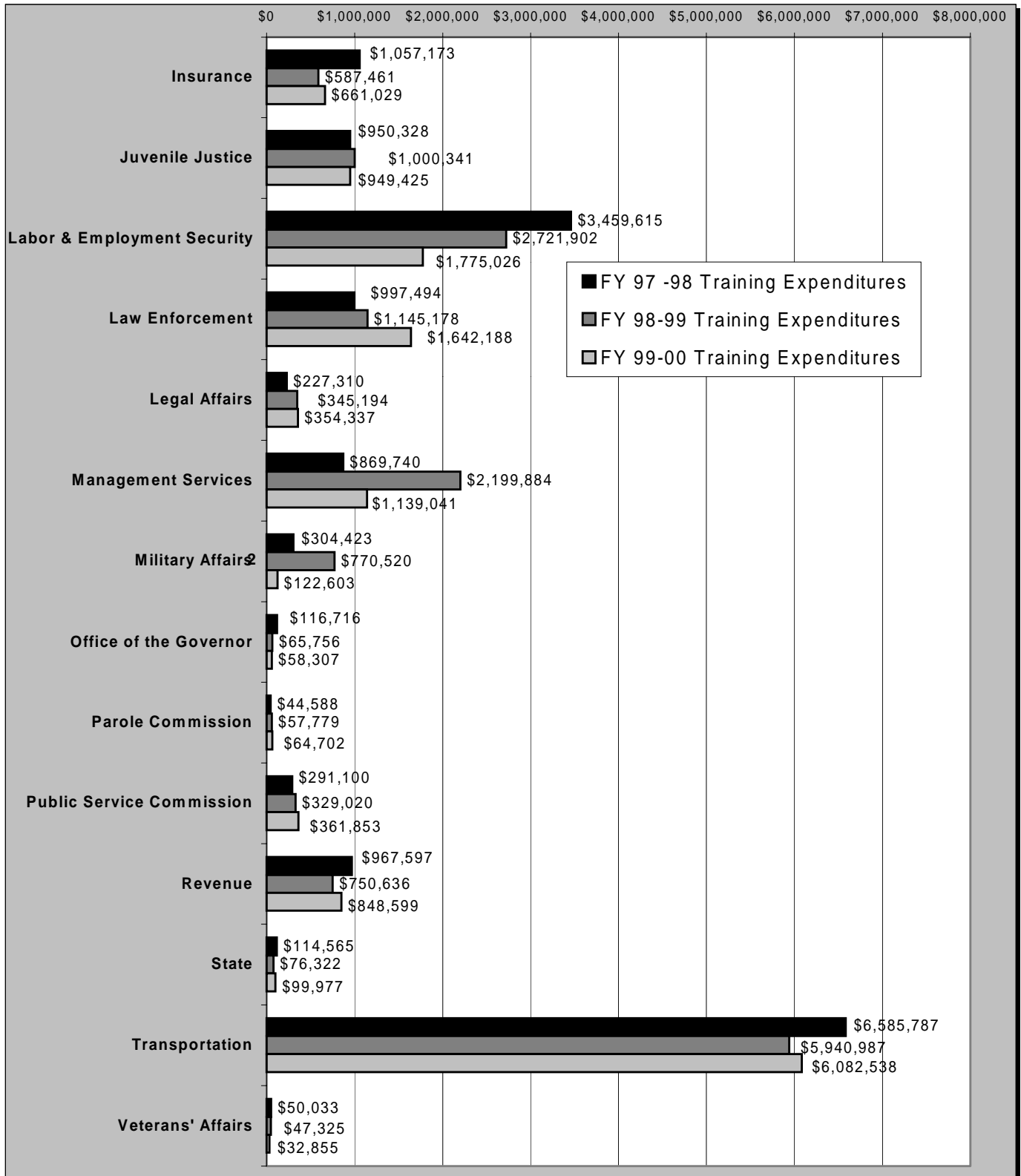
WORKFORCE TRAINING & DEVELOPMENT

TRAINING EXPENDITURES BY AGENCY FISCAL YEAR 1997-1998 THROUGH 1999-2000



WORKFORCE TRAINING & DEVELOPMENT

TRAINING EXPENDITURES BY AGENCY FISCAL YEAR 1997-1998 THROUGH 1999-2000



1 Agency for Workforce Innovation was not included as it was not created until 7/1/2000.

2 Fiscal Years 97-98 and 98-99 figures include college tuition payments for National Guard recruits.

Source: Office of the State Comptroller



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TRAINING DIRECT

FISCAL YEARS 1998-2000

TRAINING DIRECT (TD) is an Internet-based catalog, registration, payment and records management system developed by the Department of Management Services (DMS). It features professional development opportunities offered by state agencies, and public and private sector training providers. TRAINING DIRECT's self-service strategy allows approved vendors to post classes directly on the catalog while employees are free to search the catalog for training opportunities. TRAINING DIRECT makes training information and registration available 24 hours a day, seven days a week. TRAINING DIRECT allows individual agencies to register employees for specific classes rather than each agency having to satisfy minimum enrollment requirements for an individual class. This method makes training more cost effective and encourages agencies to enter into cooperative ventures that benefit the state and its employees. TRAINING DIRECT's target audience is Florida state and local government employees.

The system has shown a consistent increase in course offerings. Since the inception of TRAINING DIRECT in 1996, the Department of Management Services has made several enhancements and continues to use our agency and private sector vendors as a resource in determining future enhancements.

TRAINING DIRECT

	<i>1997-98</i>	<i>1998-99</i>	<i>1999-00</i>
No. of agencies using TrainingDIRECT	26	26	26
No. of employees attending classes offered through TrainingDIRECT	17,335	19,773	19,931
No. of advertised classes	1,469	1,875	1,610
No. of educational vendor sponsored classes	177	252	274
No. of private vendor advertised classes	545	1,345	1,841
No. of agency and private vendor sponsored classes	2,648	3,220	3,725



WORKFORCE TRAINING & DEVELOPMENT

HUMAN RESOURCE CONFERENCE

Florida statutes mandate that the Department provide up-to-date training and development to agencies. The three and one-half day annual State of Florida Human Resource Conference and Exposition was designed to provide training and professional development opportunities to human resource staff and training managers as well as ensuring that needed human resource information was disseminated to state agencies.

The 2000 Conference featured 80 workshops in the areas of management/leadership, professional development, training and development, and tools of the trade. Participants were afforded the opportunity to visit 51 vendors and 20 advertisers¹ who work in or deliver services in the field of human resource management. The overall program consisted of:

- 870 participants (including 51 vendors and 20 advertisers)
- 80 workshops (75 different topics)
- 4 general sessions
- 2 day exhibition
- 2 sponsored networking events

Evaluations by participants indicate that they overwhelmingly believe participation resulted in their being better informed and prepared in terms of human resource issues. They also believed that their participation increased consistency in human resource processes across the state. Specifically:

- 98% Felt the Conference met their training needs
- 95% Felt they learned information they could use on their job
- 90% Felt the Conference had a sufficient variety of topics
- 90% Reported guest/meetings rooms were very good.
- 91% Indicated that hotel service was very good
- 4.4 Overall rating for workshops (1-5 scale with 5 = very good)

4.6 Overall rating for keynote speakers (1-5 scale with 5 = very good)

A large number of the Conference workshops focused on technical training areas such as human resource rules updates on recruitment and selection and workforce reduction. Other workshops were designed to meet the developmental needs of agency managers and leaders. Several break-out sessions focused on the latest technologies, strategies and best practices in this field. This array of learning opportunities provided enhancement to the skills and knowledge of Florida's managers and human resource workforce at minimal cost to the State.

While these employees have a variety of conferences around the country to choose from, an analysis of the return on investment indicates that we gained substantially by coordinating the Conference in-house as compared to sending managers and staff to conferences produced by others, as shown in the chart below. The formula for calculating the economic value of the in-house conference was derived by multiplying the number of participants by the average cost of an external three-day program added to the hotel charges, compared to hotel charges and administrative cost for the Department to conduct the Conference. The Department's expenses included the necessary extras of equipment, program development and printing, keynote speakers, and related costs for the Department to coordinate the Conference. Cost-effective strategies used included partnering with Daytona Beach Community College to host the exposition and holding the event during the hotel off-season.

The total average cost for comparable conferences is approximately \$1,109,698. Subtracting this from the cost of a DMS-coordinated conference cost of \$181,218 reflect total savings to the state of \$928,480.

COMPARABLE COST OF CONFERENCE

	<i>Registration Fee for a 3-day Conference</i>	<i>Hotel Cost for Conferences</i>	<i>Total Expenses Incurred by Agencies (Hotel & Registration)</i>	<i>Expenses Paid by DMS</i>	<i>Total² Cost Incurred by State Government</i>
Comparable Coordinated	\$1,200 ³ X 800 ⁴ = \$960,000	\$89 ⁵ X 1,682 ⁶ = \$149,698	\$960,000 + \$149,698 = \$1,109,698	\$0	\$1,109,698
2000 HRM Conference	\$0 X 800 = \$0	\$65 X 1,682 ⁶ = \$ 109,330	\$109,330	\$71,888	\$181,218

1 Individuals or companies placing ads in the conference program, name pouches or portfolio.
 2 Travel reimbursements, meals, mileage and per diem not included since these expenses occur for any type of training employees may attend.
 3 Average of three professional conferences surveyed.
 4 Number of participating managers and HR staff, not including vendors and speakers.
 5 Total number of room nights.
 6 Government discount rate for the Jacksonville area.





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