

State of Florida
Annual Workforce Report

January through December, 2001



DEPARTMENT OF MANAGEMENT
SERVICES

Division of Human
Resource Management

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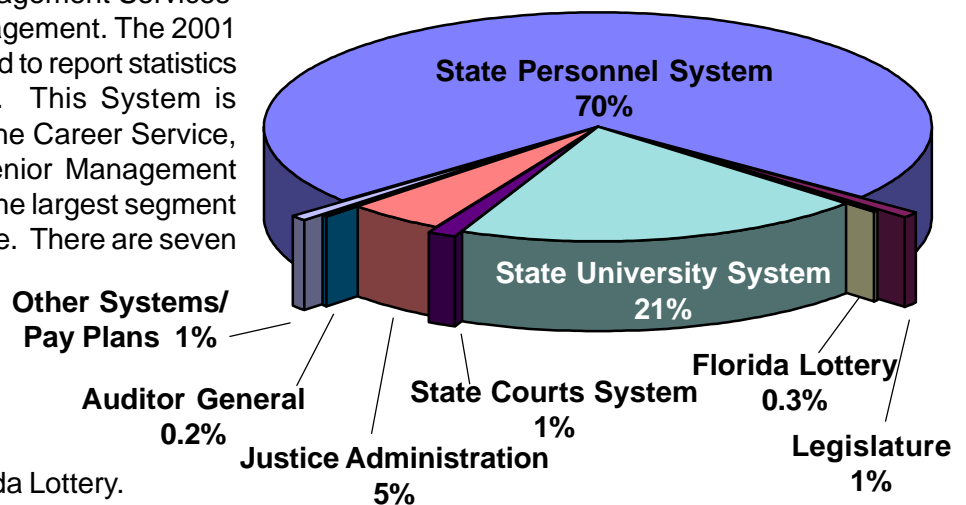
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Welcome to the ninth Annual Workforce Report issued by The Department of Management Services' Division of Human Resource Management. The 2001 Annual Workforce Report is intended to report statistics on the State Personnel System. This System is comprised 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. There are seven main personnel systems in the State of Florida. These systems include the State Personnel System, the State University System, Justice Administration, State Courts System, Auditor General, Legislature and the Florida Lottery.

FLORIDA'S PERSONNEL SYSTEMS



State government is the largest single employer in the State of Florida with 170,662 established positions at the end of 2001 for all seven state personnel systems. 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/pay plans and the number of established positions in each are presented on page 4. 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.

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' (DMS) 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, Savings Sharing Program which replaced the Meritorious Service Awards Program, Section 110.1245, Florida Statutes.

The Report is structured to provide a comprehensive view of the State's human resources. The first section, Workforce Design, provides information on the structure, systems, and employees of Florida's State Personnel System. The next section, Workforce Compensation, presents data on the State's compensation package including leave and benefits. The last section, Workforce Training and Development, provides insight into the State's efforts in training and developing its workforce.

The primary source of 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 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, December 31, 2001. However, in cases where data is only available or required on a fiscal year basis (July 1, 2000, through June 30, 2001), it has been



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so indicated in the Report.

Please note, on July 1, 2001, approximately 16,000 positions were transferred from the Career Service pay plan to the Selected Exempt Service pay plan as part of the Governor's Service First Initiative. This transfer impacts the statistics and trends presented in this year's Report. Please keep this in mind when reviewing the numeric data pertaining to the number of positions, average salaries, minority representation, leave balances, occupational groups, personnel actions, turnover rates, and other statistics provided in the tables, charts and graphs.

This year's Report also highlights new programs and initiatives established during 2001, which were designed to modernize the State's workforce. These include the Governor's Service First Initiative, Broadbanding (the State's new classification and compensation system), and the Human Resource Outsourcing Project.

Service First

The Department of Management Services' Division of Human Resource Management is responsible for the implementation of the Governor's Service First Initiative, which is designed to increase accountability of employees and managers, and improve services to Florida's citizens. This historical civil service reform legislation was signed into law by Governor Bush on May 14, 2001, and was the first major overhaul of Florida's civil service system in over 30 years. The new law modernizes Florida's state workforce and addresses many of the concerns and suggestions expressed by state employees. It provides improved benefits for state employees, more accountability to taxpayers, and streamlines many of the personnel system's antiquated and bureaucratic processes.

Service First transferred approximately 16,000 managers, supervisors and confidential positions to Selected Exempt status, ensuring more accountability in the state workforce and providing these workers with an enhanced benefits package (these employees now receive health, life and disability insurance fully paid by the State of Florida).

It also eliminated the unfair practice of using length-

of-service as the basis for "bumping" in a workforce reduction. In addition, it added "poor performance" as an action that can be specifically disciplined and provided for a streamlined hiring process that will allow agencies to hire qualified employees in a more expedient, less bureaucratic fashion.

In particular, this legislation has moved the emphasis on state employee compensation from pay-for-attendance to pay-for-performance. State employees are to be recognized for their contributions in terms of job performance and implemented ideas for reducing state expenses through the receipt of bonuses. Each agency must develop a plan in accordance with the criteria established by statute and must submit their plan to the Governor's Office of Policy and Budget for approval. Lump-sum bonuses are awarded to employees for improved efficiencies and superior performance and are based on performance evaluations that include at least 40 percent peer input. When Service First legislation was signed into law, the Legislature provided \$15.5 million to fund non-recurring performance lump-sum bonuses which equates to 0.25% of each agency's initial approved allocation for salaries. Additionally, state agencies can also increase the availability of permanent salary dollars by retaining 20 percent or more of salaries from positions eliminated due to implementation of cost-saving measures.

In the upcoming fiscal year, Governor Bush will continue his involvement in monitoring the implementation and progress of the initiative, including the establishment of a proposed broadbanding classification and compensation system targeted for implementation on July 1, 2002.

To support the Governor's goal of "creating a smaller, more effective, more efficient government that fully harnesses the power of technology," the Department of Management Services' Division of Human Resource Management accomplished several key priorities to implement the Service First legislation over the past year:

- Designed and proposed a broadband classification and compensation system reducing over 3,300 classifications to approximately 145 occupational levels;



- Developed the Savings Sharing Program to reward employees who incorporate strategies for increasing productivity and efficiency;
- Developed strategies and guidelines for assessing and rewarding employee performance and initiating career development plans for each employee;
- Developed strategies for improving employee knowledge and skills and establishing a Professional Development Program for managers;
- Obtained approval to outsource personnel and payroll preparation transactions to streamline and improve human resource work processes, to redirect savings to other priorities of the State, and to enhance services and manager's access to state-of-the-art technology;
- Developed guidelines to administer the Educational Voucher Program¹ to provide assistance to transitioning employees who occupy a position or are assigned to a work unit that is identified to be affected by a reorganization, program phase out, grant elimination, downsizing, outsourcing, budget reduction, or reductions in force. Since the program's inception, over 309 employees have participated in this program (with over \$129,739 paid in matriculation fees);
- Developed the *Managing Change* guidelines and a database to assist agencies with workforce transition and placement of affected employees. This guideline was developed to assist agency heads in transitioning their workforce without prejudice and in an orderly and uniform manner;
- Streamlined the 44 chapters of the State's existing personnel rules on January 1, 2002 and replaced them with only 10 chapters which eliminated redundant definitions and provided agencies with maximum flexibility to manage their workforce; and
- Provided workforce-related information for trend analysis and effective human resource decision-making.

These process improvement strategies as well as those designed to increase employee effectiveness and efficiency, will result in a smaller, more productive and easier to manage workforce. DMS' Human Resource Management is modernizing the Executive Branch human resource infrastructure to ensure that the State of Florida will be a competitive employer, capable of recruiting and retaining the best and brightest employees. It is our goal to make the State Personnel System the model human resource system for the public sector by implementing best practices, streamlining human resource processes, and eliminating inefficiencies in the delivery of services. Through partnerships with entities from both private and public sectors, the Department of Management Services' Division of Human Resource Management will continue to research and analyze trends, innovations and best practices and incorporate these into key human resource policies, practices and strategies.

Broadbanding

Among many changes to State of Florida's personnel practices, Governor Bush's Service First Initiative established parameters for totally restructuring the State's job classification and pay system. The Service First legislation required the Department of Management Services to limit the number of occupational groups in Florida's personnel system to no more than 50, and provided for a maximum of six classification levels for each occupation within the occupational group, thus essentially establishing a limit of 300 job classification levels for the State Personnel System. The law also stated that the accompanying pay plan shall provide for broad-based salary ranges for each occupational group. The Federal Standard Occupational Classification (SOC) system serves as the structural foundation for the new system. Using the SOC as the foundation provides the State a system that serves as a common language in classifying jobs since the SOC catalogs most jobs that are performed in the United States.

Broadbanding is representative of cutting-edge

¹ The 2002 Legislature reinstated the Tuition Free Courses program which allows state employees to take up to six credit hours of coursework per semester at state universities or community colleges on a space available basis.



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practice in human resource management, and offers a logical path to modernizing Florida's antiquated personnel system. The proposed broadband system will be used by all executive branch state agencies, including the Executive Office of the Governor, and shall encompass the Career Service, Selected Exempt Service, and Senior Management Service classes. Personnel not included in the broadbanding initiative are employees of the State University System, Legislative and Judicial branches, elected officials, Lottery employees, and those in other miscellaneous pay plans.

The proposed Broadbanding Report was submitted to the Governor and the Legislature on December 1, 2001 (*see <http://www.state.fl.us/dms/hrm/reports/reports.html>*). This Report offered two major compensation proposals to support broadbanding implementation. One of the options, the Twenty-Five Pay Band proposal, was adopted by the 2002 Legislature. As a result, \$1.3 million dollars was included in the fiscal year 2002-2003 appropriations to convert from the existing pay grade-based structure to the more modern broad pay band system.

HR Outsourcing

An Invitation to Negotiate for HR Outsourcing was issued on April 17, 2001. The Department of Management Services is seeking to outsource the processing of transactions to a service provider, which includes the advertisement of vacancies, collection of timesheets, processing of new employee appointments, orientation, leave use and accrual, payroll preparation, benefit enrollment, and maintenance of employee records. The service provider must also be able to assist in the recruitment and the training of state employees and administer the record keeping activities associated with a responsible workforce, while providing State agencies and citizens the appropriate access to the information it maintains and manages.

The Department of Management Services is not considering outsourcing policy and management responsibilities. The selection of qualified applicants, specialized recruitment, labor relations, discipline,

grievances, appraisal of employee performance, and collective bargaining responsibilities will continue to be performed by the State.

The Department of Management Services completed a proof of concept case study for outsourcing personnel and payroll preparation services for most State agencies. The business case study shows that by consolidating similar functions across agencies, the State makes tremendous gains in service delivery and avoids future costs of up to \$173 million over seven years.¹

The Governor has recommended full deployment of the project for fiscal year 2002-2003. For the first time, state decision-makers and managers will have immediate access to accurate agency personnel data to ensure a higher level of accountability in managing state resources. Performance management will become a tangible practice rather than a buzz word. The State will be able to measure and better manage business functions such as payroll transaction costs, recruitment costs, cost per employee for service delivery, and time measurement for completion of personnel processes.

Not only will state employees be benefactors of improved performance in delivery of human resource services, but the citizens of the State of Florida will realize a more efficient government through cost reductions. Rather than the budget growing on an annual basis at a rate of two and a half percent, the investment received for the project is capped over the seven-year period.

The 2002 Legislature provided authority to proceed with the outsourcing project. The HR Outsourcing initiative brings up-to-date technology and service efficiency to a sector of government which has been unchanged for almost 20 years.

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¹ Page 20, Human Resource Outsourcing Business Plan, September 2001.





Over the past several years, the number of authorized positions in the State's workforce has decreased. In an effort to modernize the State's workforce, Governor Bush and the Legislature asked all state agencies to evaluate the size of their workforce, and as part of the process for establishing program priorities submit proposals to reduce the size of Florida's bureaucracy without negatively impacting core services.

State Personnel System Positions and Employees

At the end of 2001, there was a total of 120,128 authorized positions in the state workforce of which 119,748 were established positions in the State Personnel System.

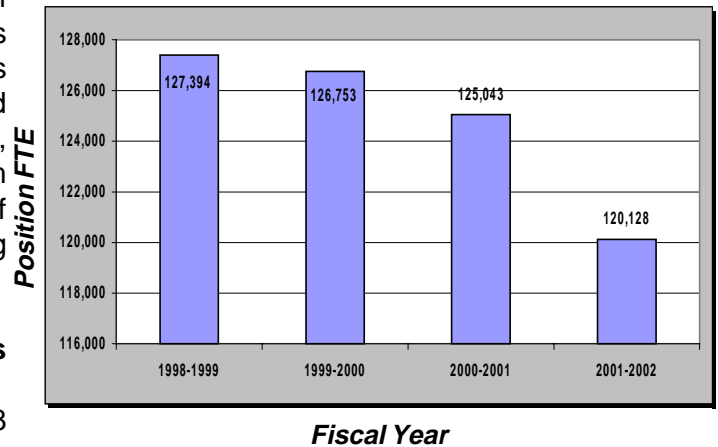
The majority of positions (98,322) and employees (90,519) in the State Personnel System are in the Career Service pay plan. Since 2000, the number of positions in Career Service has declined by 20,591, just over 17%. Since 1997, the decline has been 23,328 positions or 19.2%. This decrease is primarily due to the transfer of approximately 16,000 supervisory, managerial and confidential positions from the Career Service pay plan to the Selected Exempt Service pay plan as part of the Governor's Service First Initiative.

Managers, supervisors, confidential employees and certain professional positions, such as doctors and lawyers, are in the Selected Exempt Service pay plan. A total of 20,899 positions and 19,454 employees were in this pay plan at the end of 2001. The number of positions in the Selected Exempt Service has shown a significant increase, which is explained by the transfer of approximately 16,000 positions into this service pay plan.

Policy-making positions and others in upper management are in the Senior Management Service pay plan and accounted for 527 positions and 499 employees at the end of 2001. Since 2000, the number of positions in this service has declined by 20, more than a three percent reduction.

Another category of employment in state agencies governed by the State Personnel System as well as in

STATE WORKFORCE AUTHORIZED POSITIONS



Source: Office of Policy and Budget, Office of the Governor.

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 and are for a limited period of time. Governor Bush is seeking to reform the way OPS employees have been used in the past. Effective July 1, 2001, Section 110.131, Florida Statutes, was amended to require time extensions beyond 1,040 hours be approved in advance by the Office of Policy and Budget, which is expected to significantly reduce the number of OPS employees. During fiscal year 2000-2001, there was a monthly average of 12,339 individuals employed in Other Personal Services in agencies governed by the State Personnel System. This number was four percent more than the previous fiscal year with the increase being significantly impacted by the citrus canker outbreak requiring a large number of additional temporary workers. Without this situation, the average number of OPS employees would have decreased.

Profiles of Each State Personnel System Pay Plan

Each of the different pay plans in the State Personnel System receives different benefits, tends to have differing levels of pay, and varying grounds for dismissal. Career Service employees may only be suspended or dismissed for cause. However, both Selected Exempt Service and Senior Management Service employees serve at the pleasure of the agency head.



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Career Service employees receive a variety of insurance benefits for which the employee pays a partial or full monthly premium depending upon the benefit. Selected Exempt Service and Senior Management Service employees have Health, Life, and Short-Term Disability Insurance benefits which premiums 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. Senior Management and 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. Prior to July 1, 2001, Senior Management Service employees received 240 hours of annual leave and 120 hours of sick leave. All State Personnel System 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 \$570,674,971 at the end of 2001. This amount has steadily increased since 1992, largely because employees are using less leave, on average, than they accrue.

For calendar year 2001, the average salary for Career Service, Selected Exempt Service, and Senior Management Service employees was \$30,121, \$44,854 and \$93,351, respectively. The average years of service for Career Service employees was 10, while employees of the Selected Exempt Service and Senior Management Service typically had 15 years of service.

Adoption Benefits

The adoption benefits law, Section 110.152, Florida Statutes, authorizes a monetary benefit for full-time and part-time state employees, paid from regular salary appropriations, who adopt a child(ren). The benefit is \$5,000 with \$10,000 total paid for special-needs adoptions. The Department of Management Services, Division of Human Resource Management administers

the adoption benefit program by providing information on the policies and procedures, accepting applications, determining applicant eligibility and awarding benefits to eligible applicants. During 2001, a total of 17 employees were awarded benefits for 20 eligible adoptions for an amount of \$138,599.38.

Education Vouchers

Since inception of the program, 309 state employees have participated in the State Employee Education Voucher program at a cost of \$129,739. This program is a benefit established to assist transitioning employees in acquiring skills or knowledge necessary to successfully transition to other positions in state government when their positions are affected by workforce reduction. The Education Voucher Program replaced the Tuition-Free University Course Program, which restricted coursework to a state university on a space-available basis. Editor's Note: The Tuition Waiver program was re-established by the 2002 Legislature and expanded to include coursework at both state universities and community colleges.

Minority Representation

In reviewing the overall workforce, the total number of employees decreased although the male-to-female ratio remained constant between 2000 and 2001. The ratio of ethnic minorities to "whites" slightly increased. Overall, the female representation in Career and Selected Exempt Services exceeded the available labor market (ALM). For ethnic minorities, the category for "black" exceeds the available labor market in Career, Selected Exempt and Senior Management Services. Likewise, the category for "other" ethnic minorities exceeds in Career and Selected Exempt Services.

Training and Development

The State is committed to becoming a more effective and efficient government, and training and development is key to the State's success. As a result, the Governor's Service First Initiative created the Professional Development Program which requires managers to be trained in the following areas: improving the performance of individual employees;

¹ See page 50 for details on the amount of each type of leave eligible for such payout.



improving the performance of groups of employees; relating the efforts of employees to the goals of the organization; strategic planning; and team leadership. This type of program will provide for the systematic development of managerial, executive or administrative skills and will positively impact the performance of the State's workforce. The HR Outsourcing provider will assist the State in providing supervisor, managers, and employees in the core Professional Development Series along with providing training on the following subjects: business rules for the State of Florida, how to facilitate change management; activity based costing; using the new HR system; career-pathing; coaching and feedback; career and succession planning; workforce assessment; and performance appraisal techniques and best practices.

To provide efficient and quality service to customers, training and skills development is necessary to keep pace with changing technologies and work processes. As provided in Section 110.235, Florida Statutes, state agencies shall implement training programs that encompass modern management principles, and that provide the framework to develop human resources through empowerment, training, and rewards for productivity enhancement; to continuously improve the quality of services; and to satisfy the expectations of the public. Furthermore, Florida Statutes require each agency to annually evaluate and report to the Department of Management Services, the training it has implemented and the progress it has made in the area of training. These plans require an annual evaluation of the implemented training and the progress it has made in the area of training. Spending in most areas of state government has decreased, and the amount spent on training for fiscal year 2000-2001 has slightly decreased relative to the agencies salary budgets. The average percentage of salary budget spent on training and development for state agencies was 0.55%, down from 0.64% for fiscal year 1999 – 2000. The public sector nationwide average was 1.4% and leading-edge organizations averaged 3.5%¹.

Additionally, in December 2001, the State launched its premier training effort with the inaugural conference, Florida Government E-XPO 2001, held in Tampa. The

three annual conferences of State Purchasing, Human Resource Management and Supplier Diversity were combined in one conference creating a one-stop resource for state, county, city and education employees. The conference was a platform showcasing our Governor's initiatives including Service First, HR Outsourcing, E-procurement and One Florida. More successful than anyone could imagine, over 1,600 people attended the conference with over 900 at the Governor's Breakfast. The conference provided an excellent networking opportunity for state human resource officers, state purchasing and procurement personnel, state vendors, entrepreneurs, Minority Business Enterprises, government and college/university purchasing staff.

For the 2002 calendar year, the State will be sponsoring Management Development Forums to provide state managers, supervisors, personnel officers, and training personnel with updated information and skills needed for effective, efficient and productive workforce management and supervision. These forums will be offered on a quarterly basis and will focus on best practices in the private sector. The first Forum was held in February 2002 and focused on Change Management. The next forum on Performance Leadership is scheduled for June 2002.

¹ American Society for Training and Development.



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Established Positions by System and Pay Plan

as of 12/31/2001

SYSTEM AND PAY PLAN	ESTABLISHED POSITIONS				
	1997	1998	1999	2000	2001
State Personnel System	125,668	124,838	124,160	123,505	119,748
Career Service	121,650	120,855	119,878	118,913	98,322
Selected Exempt Service	3,514	3,474	3,746	4,045	20,899
Senior Management Service	504	509	536	547	527
State University System	29,496	32,324	33,969	34,831	36,802
University Support Personnel System	15,108	15,382	15,828	15,944	16,441
General Faculty	10,385	12,592	13,175	13,412	14,103
Administrative & Professional (A&P)	3,956	4,305	4,921	5,429	6,207
A&P - Executive Service	47	45	45	46	51
Justice Administration	7,108	7,835	8,003	8,313	8,281
State Attorney	4,708	5,158	3,478	3,633	3,640
Public Defender	2,138	2,429	1,262	1,313	1,301
State Attorney with Paid Insurance	54	58	1,849	1,920	1,874
Public Defender with Paid Insurance	64	65	1,287	1,319	1,336
Capital Collateral Representative	60	95	98	41	45
Justice Administrative Commission	84	30	29	87	85
State Courts System	1,784	1,921	1,988	2,096	2,171
State Courts	1,727	1,862	1,088	1,195	1,242
Courts with Paid Insurance	57	59	900	901	929
Auditor General	619	619	455	450	414
Legislature	1,153	1,211	1,312	1,331	1,229
Florida Lottery	674	722	715	525	513
Non-Managerial	652	682	676	488	478
Managerial	22	40	39	37	35
Other Systems & Pay Plans	1,600	1,437	1,467	1,460	1,504
Elected and Appointed	1,116	922	955	955	981
Florida National Guard	46	49	49	49	49
Office of the Governor	225	247	237	226	211
School for the Deaf and the Blind	213	219	226	230	263
Total Established Positions	168,102	170,907	172,069	172,511	170,662
State of Florida Population	14,683,350	14,908,230	15,111,244	15,928,378¹	15,928,378¹

¹ U.S. Census Bureau, March, 2000

Source: Cooperative Personnel Employment Subsystem (COPES).



Workforce design is defined as the structure, systems, and employees 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 demographics of employees, the classification of positions, the type of personnel actions processed, the mobility, status, separations, and turnover of employees in Career Service, Other Personnel Services employment, retirement, grievances processed, and negotiation activities.

The State of Florida is growing and its needs are changing resulting in a different workforce. 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 the Available Labor Market data used for comparison purposes in the report is based on the 1990 Census. The 2000 Census data needed for meaningful comparison is not yet available.

Florida's workforce is increasingly composed of older workers. This is reflected in the average age of employees in Career Service, Selected Exempt Service and Senior Management Service as 43, 47 and 49, respectively. Also, the number of employees with more than 20 years of service has increased with retirement continuing to be the most common reason for separating from state service.

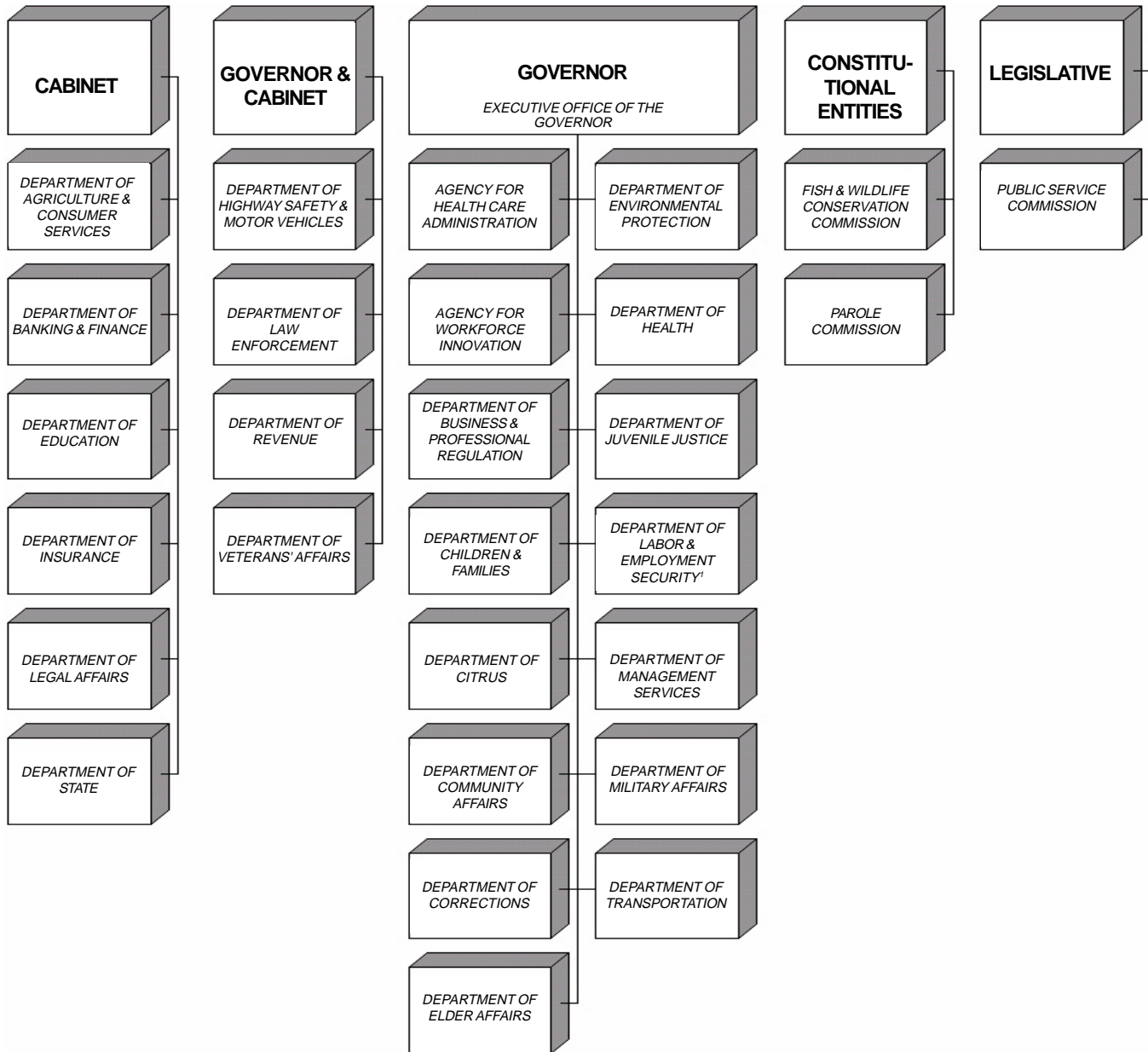
The number of employees continues to decrease in all job categories resulting from the growth in technology, outsourcing, privatization, agency reorganizations and workforce reductions. Consequently, the aggregate number of positions represented by bargaining units has decreased while

the number of personnel actions, separations and turnover has increased.

In conclusion, the changes in Florida's workforce and the mobility of its employees are representative of the national trends.

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. 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.



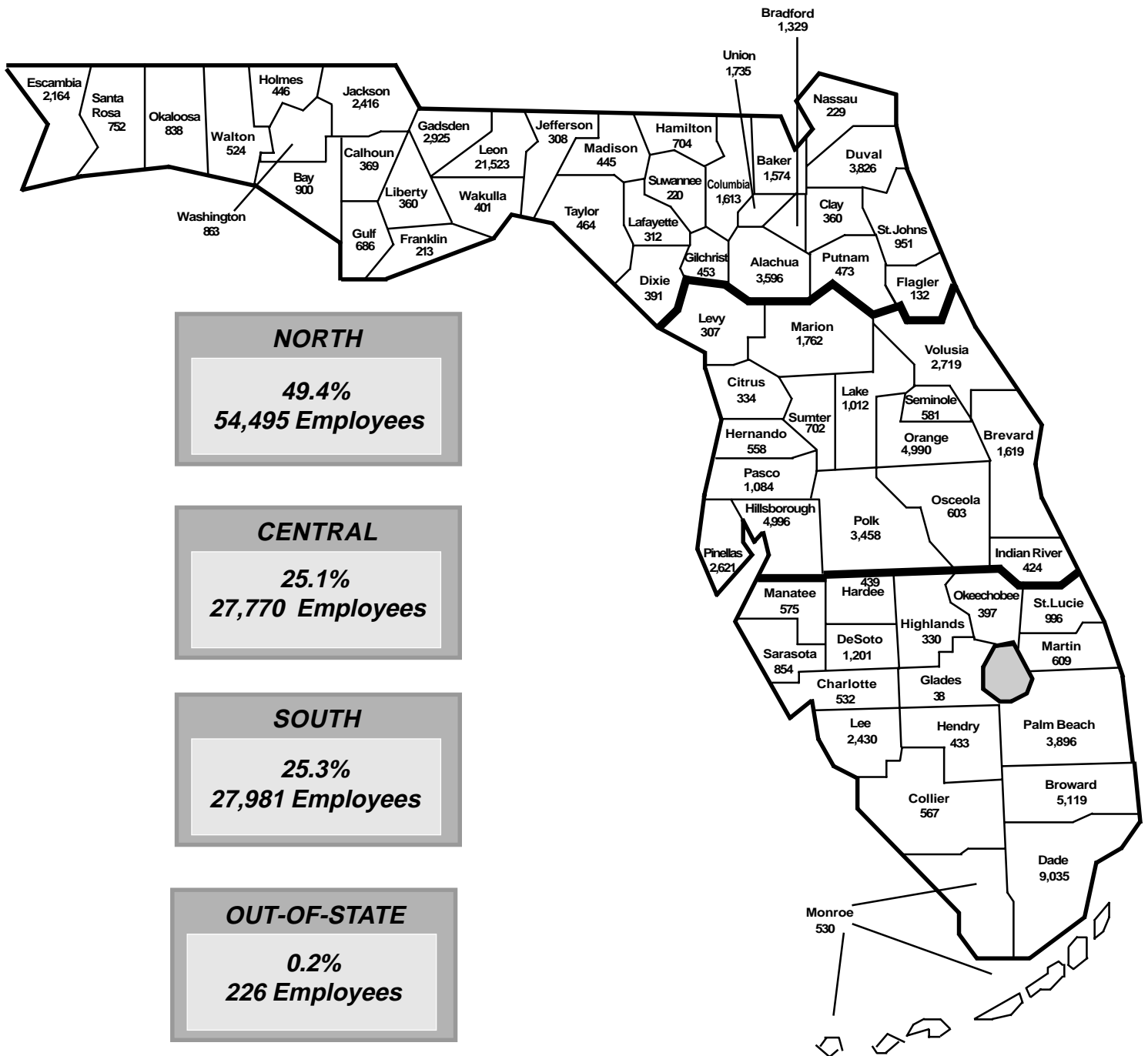
1 Scheduled for abolishment June 30, 2002.
Source: Chapters 20 and 110, Florida Statutes.



Employees by Region

*State Personnel System
as of 12/31/2001*

With a total of 21,523, Leon County has the largest number of employees in the State Personnel System, followed by Dade County with 9,035 and Broward County with 5,119.



Source: Cooperative Personnel Employment Subsystem (COPES).



Classification Plans

(includes Sections 110.406(1) and 110.606(1), Florida Statutes)

In the Career Service there are 865 classifications within 50 occupational groups, which are systematic groupings of classes according to 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 80 pay ranges. Due to collective bargaining, there are deviations from the regular plan for classes in the professional health care bargaining unit.

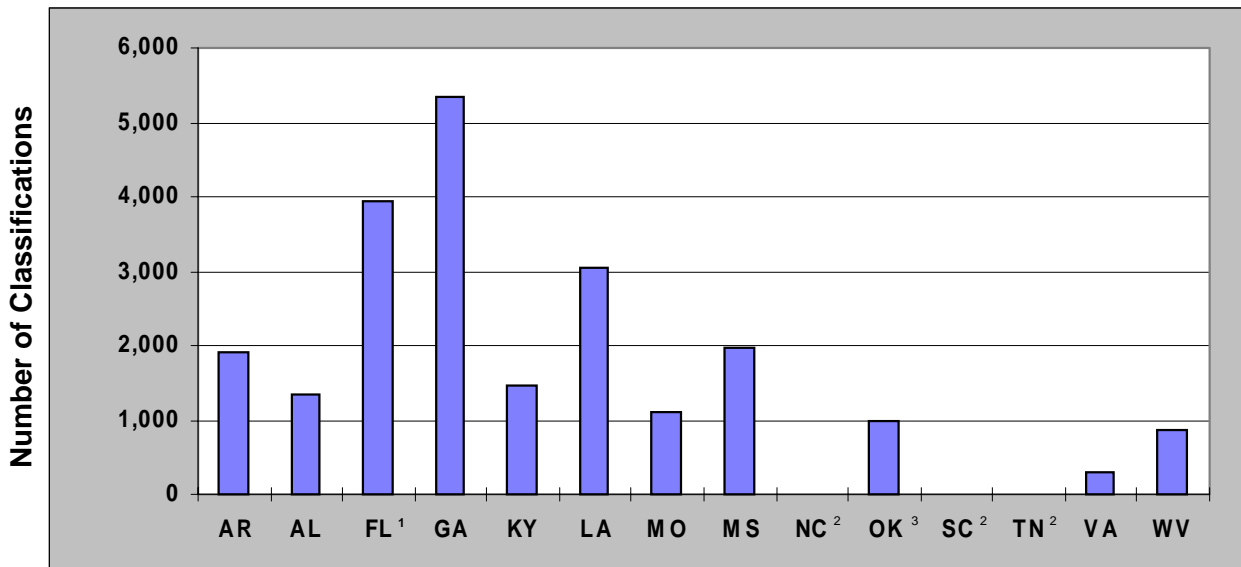
In accordance with Sections 110.406(1) and 110.606(1), Florida Statutes, the Department of Management Services is required to compile data annually regarding the administration of the Selected Exempt Service and the Senior Management Service. The following is provided to fulfill this reporting requirement.

There are 1,945 classifications and 194 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 Selected Exempt Service. In 2001, 277 new positions were established and 395 positions were abolished. As of December 31, 2001, there were 19,454 employees in the Selected Exempt Service of which approximately 16,000 were transferred from the Career Service on July 1, 2001 as part of the Service First legislation.

There are 423 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 Senior Management Service. In 2001, no new positions were established and 18 positions were abolished. As of December 31, 2001, there were 499 employees in the Senior Management Service.

COMPARISON OF NUMBER OF CLASSIFICATIONS WITH SOUTHEASTERN STATES



Source: 2001 Southeastern Salary Survey, July 2001.

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 three 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.

3 The State of Oklahoma has 386 Job Family Descriptors with approximately 1,000 levels.

Source: Cooperative Personnel Employment Subsystem (COPES)



Career Service Occupational Groups¹

<i>OCCUPATIONAL GROUP</i>	<i># CLASSES</i>	<i># POSITIONS</i>	<i>OCCUPATIONAL GROUP</i>	<i># CLASSES</i>	<i># POSITIONS</i>
TOTALS²	865	91,229			
Accounting	12	1,765	Insurance	13	246
Administrative Support	6	1,051	Investigations-Non-Sworn	13	707
Agriculture	7	412	Law Enforcement-Certified	18	3,927
Architecture	6	36	Law Enforcement-Non-Certified	10	886
Auditing/Budgeting/Banking/ Finance/Tax	32	3,615	Legal	6	331
Civil Defense	1	6	Library Services	6	88
Community Affairs	2	56	Management Analyses	14	1,845
Consumer Complaints	4	153	Marketing	9	66
Corrections	28	19,473	Media	14	114
Cultural Resources	23	64	Medical Support	40	2,713
Data Processing	45	3,051	Office Support	40	11,303
Driver License/Financial Responsibility/Vehicle Reg.	7	1,004	Operational and Maintenance Support	79	2,397
Economics	6	61	Parole and Probation	9	208
Education	14	748	Personnel	4	19
Electronic Repair	9	22	Photography	2	9
Employment Security/ Unemployment Comp./ Workers Comp./Benefits	22	2,885	Planning	6	124
Engineering/Public Transportation/Highway Maintenance	38	544	Professional Health Care	69	5,442
Environmental Protection	4	1,495	Purchasing/Distribution/Property	22	566
Food/Laundry/Personal Care	9	546	Real Estate	12	164
Forestry Conservation	11	694	Retirement	5	134
Grants	6	95	Scientific	38	1,368
Human Services	84	18,904	Security-Non-Sworn	6	204
Inspections	18	569	State Employee Safety	3	11
			Statistical	10	172
			Training	19	888
			Veterans Affairs	1	41
			Veterinary	3	7

1 The 7,093 established positions in the Department of Transportation (DOT) are not represented in this table due to DOT broadbanding pilot program.

2 Decrease in the number of classes and positions from the information reported in previous years is due to the placement of supervisory, managerial and confidential positions into the Selected Exempt Service effective July 1, 2001 (Service First legislation).

Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

Position Count by Agency

State Personnel System
as of 12/31/01

AGENCY NAME	ESTABLISHED POSITIONS	NO. OF EMPLOYEES	% OF TOTAL EMPLOYEES	VACANCIES ¹	
				NUMBER	% OF TOTAL VACANCIES
TOTAL	119,748	110,472	100.00	11,068	100.00%
Agency for Health Care Administration	1,883	1,704	1.54%	223	2.01%
Agency for Workforce Innovation	1,645	1,505	1.36%	116	1.05%
Agriculture and Consumer Services ...	3,602	3,360	3.04%	232	2.10%
Banking and Finance	899	854	0.77%	55	0.50%
Business and Professional Regulation	1,599	1,417	1.28%	220	1.99%
Children and Families	25,698	23,505	21.28%	3,058	27.63%
Citrus	150	95	0.09%	57	0.51%
Community Affairs	362	332	0.30%	19	0.17%
Corrections	26,071	24,215	21.92%	2,158	19.50%
Education	2,470	2,192	1.98%	259	2.34%
<i>School for the Deaf and the Blind</i> ² ...	461	450	0.41%	27	0.24%
Elder Affairs	376	364	0.33%	27	0.24%
Environmental Protection	3,603	3,441	3.11%	178	1.61%
Fish and Wildlife Conservation Comm.	1,815	1,701	1.54%	72	0.65%
Health	14,827	13,360	12.09%	1,424	12.87%
Highway Safety and Motor Vehicles	4,791	4,509	4.08%	294	2.66%
Insurance	1,489	1,407	1.27%	92	0.83%
Juvenile Justice	5,259	5,182	4.69%	347	3.14%
Labor and Employment Security	790	694	0.63%	124	1.12%
Law Enforcement	1,815	1,676	1.52%	128	1.16%
Legal Affairs	1,143	1,060	0.96%	85	0.77%
Management Services	1,584	1,384	1.25%	240	2.17%
<i>Administrative Hearings</i>	214	212	0.19%	6	0.05%
Military Affairs ²	228	209	0.19%	28	0.25%
Office of the Governor ²	87	78	0.07%	19	0.17%
Parole Commission	144	132	0.12%	11	0.10%
Public Service Commission	382	365	0.33%	17	0.15%
Revenue	5,605	5,367	4.86%	348	3.14%
State	683	648	0.59%	35	0.32%
Transportation	9,621	8,650	7.83%	1,116	10.08%
Veterans' Affairs	452	404	0.37%	53	0.48%

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

Source: Cooperative Personnel Employment Subsystem (COPES).



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 *

	96-97	97-98	98-99	99-00	00-01	% Change
AVERAGE	10,881	11,823	12,292	11,825	12,339	4.3%
July	11,403	12,957	14,557	12,522	12,657	
August	11,042	12,061	11,442	11,342	12,104	
September	10,198	11,419	11,408	12,912	12,204	
October	10,499	11,702	14,962	11,838	12,942	
November	10,897	11,488	11,395	11,844	12,491	
December	10,437	11,446	11,562	11,651	12,713	
January	10,730	11,653	15,264	10,825	11,671	
February	10,357	11,400	10,701	10,827	12,010	
March	10,800	11,758	10,932	10,949	12,108	
April	11,224	11,806	11,385	11,484	12,108	
May	11,463	11,805	11,849	12,065	12,087	
June	11,882	12,381	12,050	13,640	12,968	

* 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

	<i>Average No. of OPS Employees</i>	<i>Ratio²</i>		<i>Average No. of OPS Employees</i>	<i>Ratio²</i>
Agency for Health Care Administration	88	19.4:1	Insurance	102	13.8:1
Agency for Workforce Innovation	238	6.3:1	Juvenile Justice	328	15.8:1
Agriculture and Consumer Services	2,165	1.5:1	Labor and Employment Security	222	3.1:1
Banking and Finance	57	15.0:1	Law Enforcement	122	13.8:1
Business and Professional Regulation	312	4.5:1	Legal Affairs	78	13.6:1
Children and Families	2,647	8.9:1	Management Services	91	17.5:1
Citrus	13	7.3:1	Military Affairs ³	215	1.0:1
Community Affairs	115	2.9:1	Parole Commission	18	7.3:1
Corrections	317	76.4:1	Public Service Commission	30	12.1:1
Education ³	451	5.9:1	Revenue	222	24.1:1
Elder Affairs	114	3.2:1	State	147	4.4:1
Environmental Protection	942	3.6:1	Transportation	388	22.3:1
Fish and Wildlife Conservation Comm	489	3.5:1	Veterans' Affairs	17	23.8:1
Health	1,748	7.6:1	OVERALL MONTHLY AVERAGE.....	12,339	8.9 :1
Highway Safety and Motor Vehicles	662	6.8:1			

¹ The Office of the Governor is not included as they do not employ Career Service employees and are not comparable to other agencies.

² Ratio is the number of State Personnel System employees to the average number of Other Personal Services employees.

³ Departments of Education and Military Affairs have employees in other pay plans which are not represented here.

Source: Cooperative Personnel Employment Subsystem (COPES).

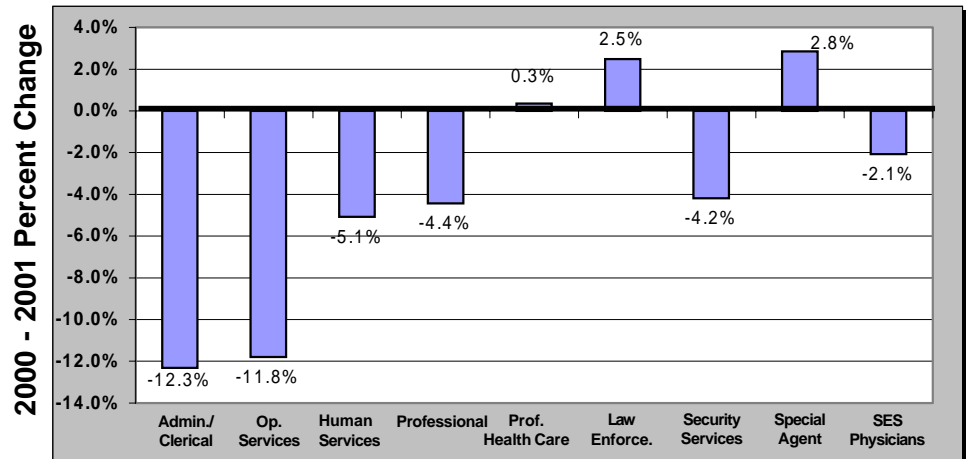


Collective Bargaining Units

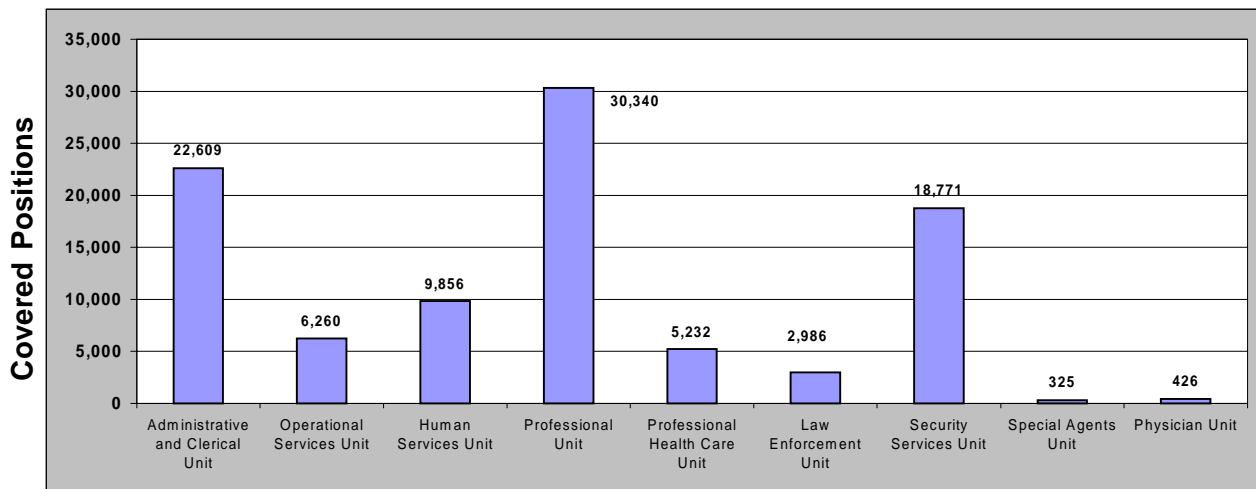
as of 12/31/2001

POSITIONS BY COLLECTIVE BARGAINING UNIT

Overall, the trend of the aggregate number of established positions represented by bargaining units has decreased since 2000, showing an overall decline of 6.5%. The positions represented by the Special Agents bargaining unit experienced the most growth (2.8%) and the greatest decline was in the Administrative/Clerical Unit (12.3%) and Operational Services Unit (11.8%).



	1997	1998	1999	2000	2001	00-01 % Change
TOTAL	97,574	93,598	104,476	103,481	96,805¹	-6.5%
Administrative/Clerical Unit	24,758	23,745	25,948	25,782	22,609	-12.3%
Operational Services Unit	6,849	6,623	7,205	7,097	6,260	-11.8%
Human Services Unit	10,311	8,397	10,377	10,384	9,856	-5.1%
Professional Unit	28,857	27,624	31,964	31,746	30,340	-4.4%
Professional Health Care Unit	4,985	4,836	5,273	5,214	5,232	0.3%
Law Enforcement Unit	2,587	2,644	2,886	2,914	2,986	2.5%
Security Services Unit	19,121	19,060	20,082	19,593	18,771	-4.2%
Special Agent Unit	297	281	297	316	325	2.8%
SES Physicians Unit	433	388	444	435	426	-2.1%



¹ The total number of positions covered by a collective bargaining contract is 96,805. This number does not include managerial, confidential & supervisory units which are not represented by a collective bargaining unit.

Source: Cooperative Personnel Employment Subsystem (COPES).



Employees by Collective Bargaining Unit

as of 12/31/01

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 years; there are more females than male state employees and fewer 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>Black</i>	<i>Hispanic</i>	<i>Other¹</i>	<i>Total</i>
Average Years	43							
Administrative/Clerical Unit	43.6	3,486	17,308	11,848	6,303	2,134	509	20,794
Operational Services Unit	45.6	4,436	1,276	3,700	1,431	388	193	5,712
Human Services Unit	41.5	2,756	6,075	3,212	5,014	474	131	8,831
Professional Health Care Unit	48.6	632	3,837	3,272	807	221	169	4,469
Professional Unit	43.8	11,219	14,517	15,824	6,151	2,817	944	25,736
Law Enforcement Unit	39.8	2,441	296	2,133	301	250	53	2,737
Security Services Unit	38.5	11,938	5,812	11,963	4,746	816	225	17,750
Special Agent Unit	43.2	234	56	235	24	26	5	290
SES Physicians Unit	55.4	230	122	119	18	65	150	352

1 "Other" category includes who have identified themselves as Asian/Pacific Islanders, Native American/Alaskan Natives or Other.

AVERAGE LENGTH-OF-SERVICE BY CBU

<i>Collective Bargaining Unit</i>	<i>Length of Service</i>	<i>Employee Count</i>
Average Length of Service	10.1	
Administrative/Clerical Unit	10.1	20,794
Operational Services Unit	11.4	5,712
Human Services Unit	9.1	8,831
Professional Health Care Unit	9.7	4,469
Professional Unit	10.5	25,736
Law Enforcement Unit	12.2	2,737
Security Services Unit	9.2	17,750
Special Agent Unit	13.5	290
SES Physicians Unit	8.3	352

AVERAGE ANNUALIZED SALARY BY CBU

<i>Collective Bargaining Unit</i>	<i>Average Salary</i>	<i>Employee Count</i>
Average Salary	\$29,756.59	
Administrative/Clerical Unit	\$24,214.78	20,794
Operational Services Unit	\$24,219.39	5,712
Human Services Unit	\$23,065.91	8,831
Professional Health Care Unit	\$42,070.48	4,469
Professional Unit	\$32,765.19	25,736
Law Enforcement Unit	\$36,815.29	2,737
Security Services Unit	\$31,013.71	17,750
Special Agent Unit	\$51,214.81	290
SES Physicians Unit	\$102,578.61	352

Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

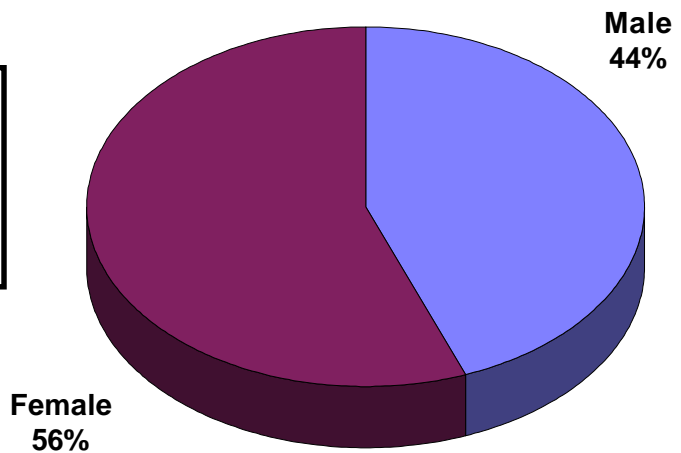
Workforce Profile - State Personnel System

as of 12/31/2001

STATE PERSONNEL SYSTEM	TOTAL POSITIONS	119,748	The "Average" Employee: • is 43 years old. • has 11 years of service. • earns \$33,001 annually.
	TOTAL EMPLOYEES	110,472	
	MALE	44%	
	FEMALE	56%	
	ETHNIC MINORITY ¹	37%	

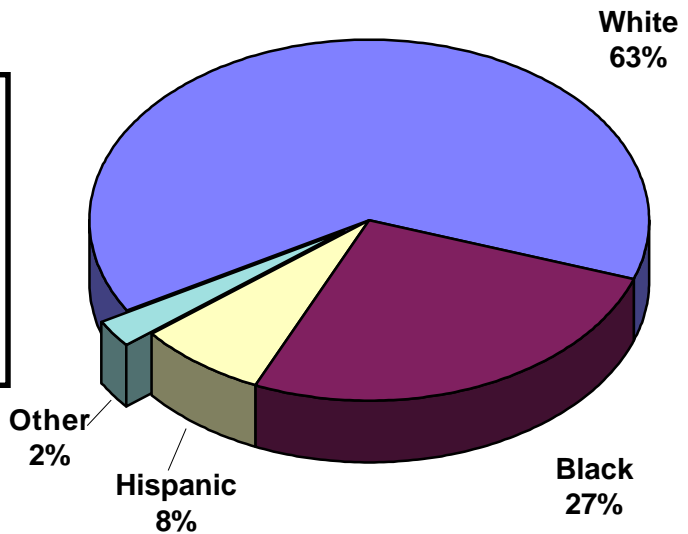
MALE/FEMALE RATIO

	No.	Percent	Average Salary
Male	48,621	44.0%	\$36,117
Female	61,851	56.0%	\$30,552



ETHNIC DIVERSITY

	No.	Percent	Average Salary
White	69,707	63.1%	\$34,929
Black	29,344	26.6%	\$28,687
Hispanic	8,524	7.7%	\$30,507
Other	2,896	2.6%	\$37,543



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).



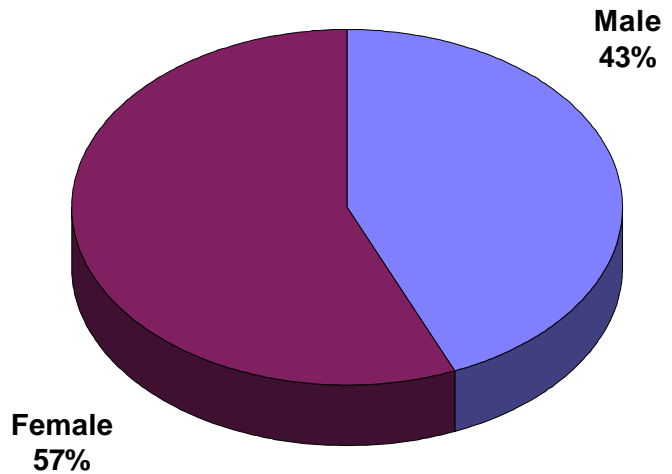
Workforce Profile - Career Service

as of 12/31/2001

CAREER SERVICE	TOTAL POSITIONS	98,322	The "Average" Employee: • is 43 years old. • has 10 years of service. • earns \$30,121 annually.
	TOTAL EMPLOYEES	90,519	
	MALE	43%	
	FEMALE	57%	
	ETHNIC MINORITY¹	39%	

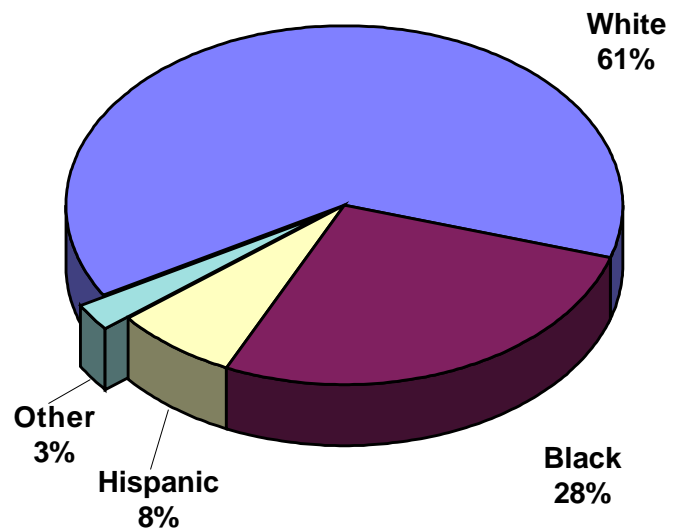
MALE/FEMALE RATIO

	No.	Percent	Average Salary
Male	39,367	43.5%	\$32,422
Female	51,152	56.5%	\$28,350



ETHNIC DIVERSITY

	No.	Percent	Average Salary
White	55,488	61.3%	\$31,570
Black	25,395	28.1%	\$21,396
Hispanic	7,318	8.1%	\$28,080
Other	2,318	2.6%	\$31,739



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

Workforce Profile - Selected Exempt Service

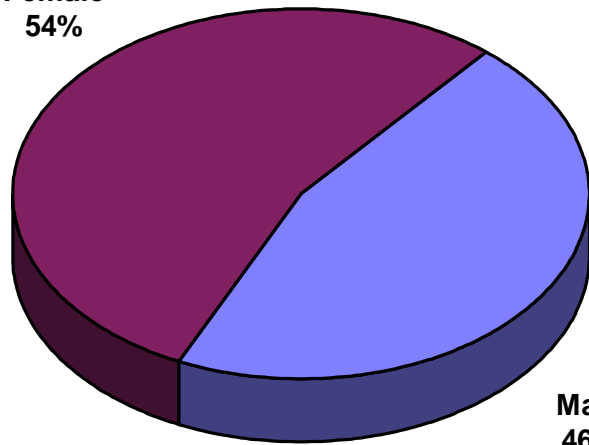
as of 12/31/2001

SELECTED EXEMPT SERVICE	TOTAL POSITIONS	20,899	The "Average" Employee: <ul style="list-style-type: none"> • is 47 years old. • has 15 years of service. • earns \$44,854 annually.
	TOTAL EMPLOYEES	19,454	
	MALE	46%	
	FEMALE	54%	
	ETHNIC MINORITY¹	29%	

MALE/FEMALE RATIO

	No.	Percent	Average Salary
Male	8,925	45.9%	\$50,261
Female	10,529	54.1%	\$40,272

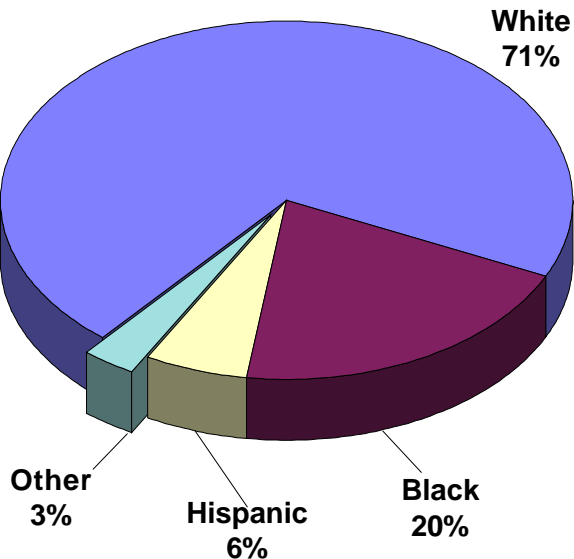
Female
54%



Male
46%

ETHNIC DIVERSITY

	No.	Percent	Average Salary
White	13,797	70.9%	\$46,654
Black	3,900	20.1%	\$36,344
Hispanic	1,186	6.1%	\$44,414
Other	570	2.9%	\$60,415



White
71%

Other
3%

Hispanic
6%

Black
20%

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).



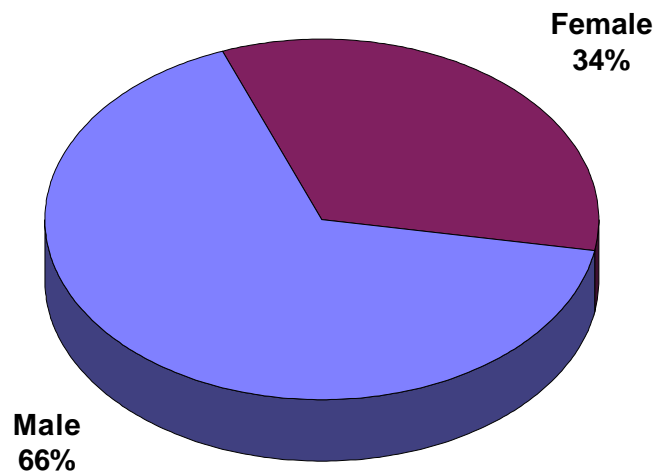
Workforce Profile - Senior Management Service

as of 12/31/2001

SENIOR MANAGEMENT SERVICE	TOTAL POSITIONS	527	The "Average" Employee: • is 49 years old. • has 15 years of service. • earns \$93,351 annually.
	TOTAL EMPLOYEES	499	
	MALE	66%	
	FEMALE	34%	
	ETHNIC MINORITY ¹	15%	

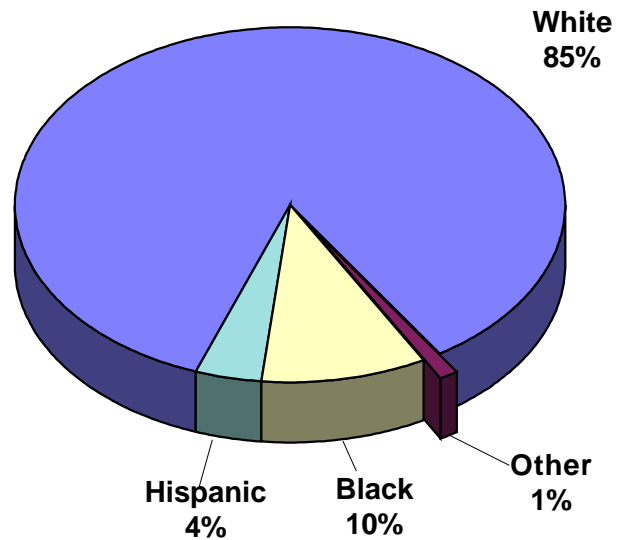
MALE/FEMALE RATIO

	No.	Percent	Average Salary
Male	329	65.9%	\$94,529
Female	170	34.1%	\$91,071



ETHNIC DIVERSITY

	No.	Percent	Average Salary
White	422	84.6%	\$93,293
Black	49	9.8%	\$94,197
Hispanic	20	4.0%	\$93,893
Other	8	1.6%	\$89,870

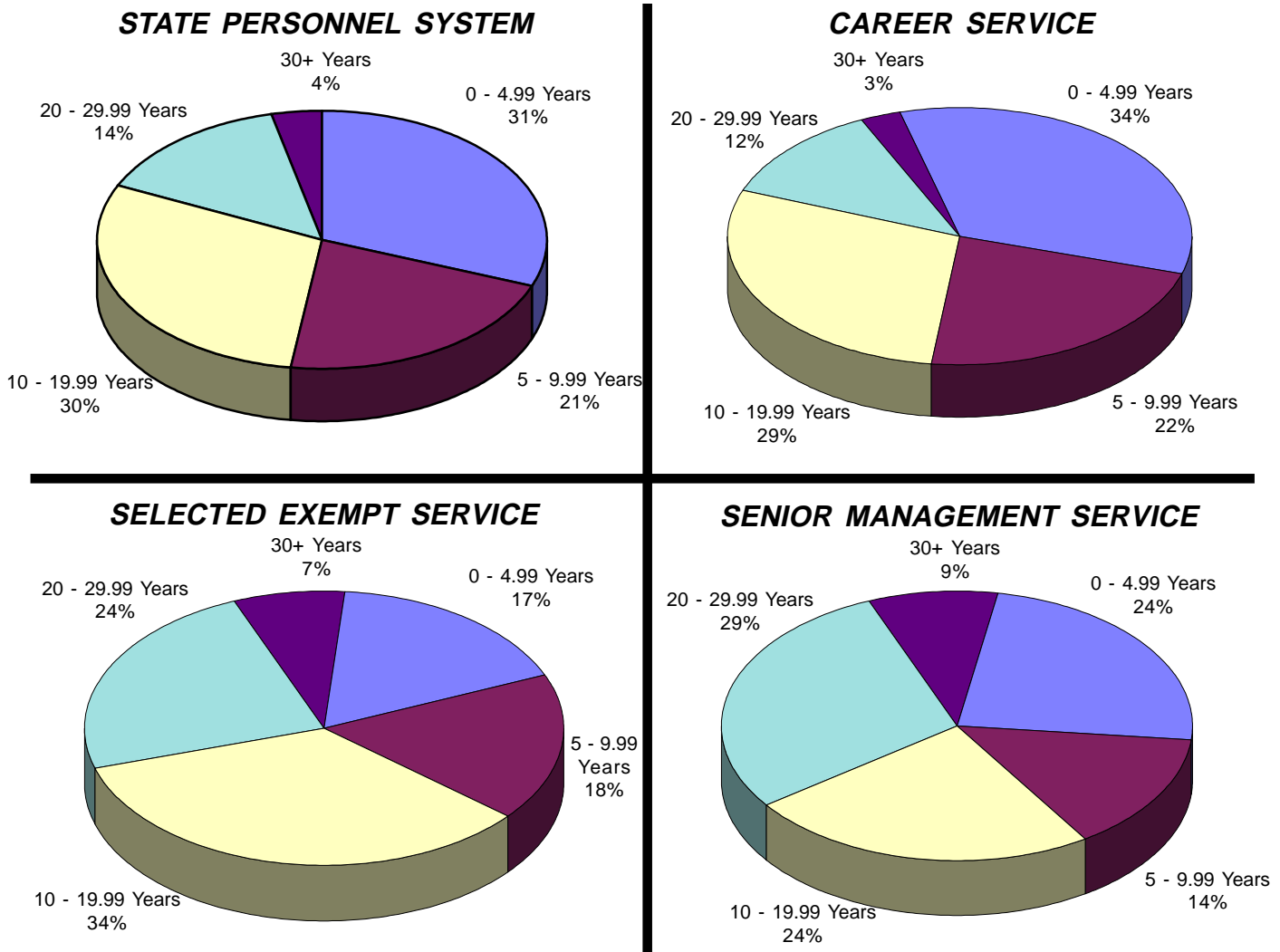


¹ Ethnic Minority consists of Blacks, Hispanics or "Other" which includes Asian/Pacific Islanders, Native American/Alaskan Natives or Others. Source: Cooperative Personnel Employment Subsystem (COPES).



Length of Service¹ by Pay Plan

State Personnel System
as of 12/31/2001



YEARS OF SERVICE	STATE PERSONNEL SYSTEM		CAREER SERVICE		SELECTED EXEMPT SERVICE		SENIOR MANAGEMENT SERVICE	
	#	%	#	%	#	%	#	%
TOTAL	110,472	100%	90,519	100%	19,454	100%	499	100%
0 - 4.99 Years	34,124	30.9%	30,652	33.9%	3,353	17.2%	119	23.8%
5 - 9.99 Years	23,686	21.4%	20,202	22.3%	3,413	17.5%	71	14.2%
10 - 19.99 Years ..	32,851	29.7%	26,090	28.8%	6,641	34.1%	120	24.0%
20 - 29.99 Years ..	15,879	14.4%	11,133	12.3%	4,601	23.7%	145	29.1%
30+ Years	3,932	3.6%	2,442	2.7%	1,446	7.4%	44	8.8%

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

Source: Cooperative Personnel Employment Subsystem (COPES).



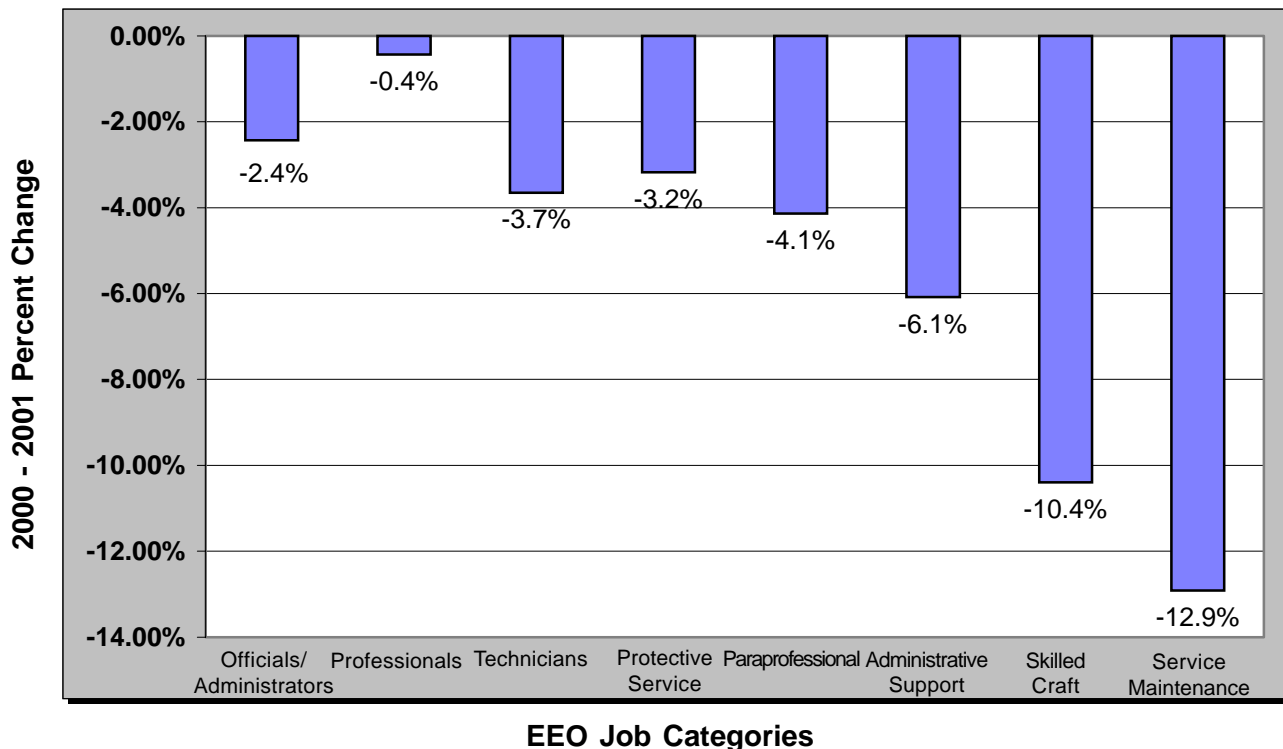
Employment Trends by EEO Job Category

*State Personnel System
as of 12/31/2001*

NUMBER OF EMPLOYEES BY EEO JOB CATEGORY

EEO Job Category	1997	1998	1999	2000	2001	00-01 % Change
TOTAL	115,327	114,175	114,909	113,593	110,472	-2.8%
Officials and Administrators	2,182	2,198	2,459	2,632	2,568	-2.4%
Professionals	54,250	54,278	55,081	54,927	54,690	-0.4%
Technicians	6,070	6,104	6,225	6,080	5,858	-3.7%
Protective Service Workers	19,828	19,745	19,828	19,727	19,100	-3.2%
Para-Professionals	10,444	10,124	10,032	9,943	9,532	-4.1%
Administrative Support	16,086	15,462	15,075	14,473	13,593	-6.1%
Skilled Craft Workers	2,931	2,923	2,896	2,799	2,508	-10.4%
Service Maintenance	3,536	3,341	3,313	3,012	2,623	-12.9%

**PERCENT CHANGE BY EEO JOB CATEGORY
2000 - 2001**



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 variety, and most importantly, commitment. It is the policy of the State of Florida to fully use the diversity of Florida's human resources and to assist in providing assurances 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. Section 110.112(2) (d), Florida Statutes, charges the Department to report the implementation, continuance, updating and results of each agency's plan for the previous fiscal year.

The following information describes the progress of the executive agencies in developing and implementing their Affirmative Action plans. Because the necessary Census 2000 data was unavailable, the analyses and comparisons regarding equal employment opportunity/affirmative action are based on 1990 Census data. The readers should note that 23 out of 29 agencies either developed or updated their Affirmative Action plans for Fiscal Year 2000-2001 in compliance with Section 110.112(2)(a), Florida Statutes. Two agencies, the Departments of Veterans' Affairs and Legal Affairs, have made great strides in reaching their Affirmative Action goals. In addition, the Departments of Banking & Finance, Environmental Protection and Management Services have also made strides in meeting their goals.

State agencies have special programs or innovative ideas to recruit minorities and females. However, hiring freezes on vacant positions due to workforce reductions and employee turnover are the most frequently cited reasons for agencies not meeting or exceeding their affirmative action goals. Additionally, the low availability of Hispanics in the northwest and panhandle portions of Florida, where almost half of state workforce exists, and opportunities for higher salaries with other employers has consistently been cited as reasons for some agencies not attaining their goals.

A number of classes and occupational groups continually present challenges in recruiting females and minorities. These include the EEO Job Categories groups of Protective Services, Technicians and Skilled Craft along with the classes of forest ranger, professional engineer, biologist, crime laboratory analyst, special agent, and paralegal specialist.

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 2000-2001 fiscal year?
- Explain what contributed to the difficulties in meeting AA goals for FY 2000-2001.
- For which occupational groups/classes do you find it difficult to find minority and female applicants?
- What effect did minority and female separations have on your overall workforce goals?
- What special programs and innovative ideas did you use in recruiting and retaining female/minority representation?

Responses are presented on pages 21 through 23. The tables on pages 24 through 29 show the breakdown of minority representation in the State Personnel System agencies by pay plan at the end of the fiscal year.

In reviewing the overall workforce, the total number of employees decreased although the male-to-female ratio remained constant between 2000 and 2001. The ratio of ethnic minorities (Black, Hispanic, Others) to White slightly decreased. Overall, the female representation in Career and Selected Exempt Services exceeded the available labor market (ALM). For ethnic minorities, the category of "Blacks" exceeds the available labor market in Career, Selected Exempt and Senior Management Services. Likewise, the category of "Other" ethnic minorities exceeds in Career and Selected Exempt Services. However, Hispanics are underrepresented in all three pay plans when compared to the available labor market. Selected Exempt Service shows the greatest percentage increase in representation given that managerial, supervisory and confidential employees are now appropriately categorized and compensated as Selected Exempt Service or Senior Management Service and receive enhanced benefits package. In addition, as new labor market statistics become available, it is likely there will be 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.



Status of Agencies' Written Affirmation Action (AA) Plans¹

Agencies² completing and implementing a new plan outlining Affirmative Action goals for Fiscal Year 2000-2001

- Department of Banking and Finance
- Department of Citrus
- Department of Community Affairs
- Department of Corrections
- Department of Environmental Protection
- Florida Fish and Wildlife Conservation Commission
- Department of Juvenile Justice
- Department of Law Enforcement
- Department of Legal Affairs
- Department of Revenue

Agencies annually updating a multi-year Affirmative Action Plan outlining goals for Fiscal Year 2000-2001

- Agency for Health Care Administration
- Department of Agriculture and Consumer Services
- Department of Business and Professional Regulation
- Department of Education
- Department of Elder Affairs
- Department of Insurance
- Department of Labor and Employment Security
- Department of Management Services
- Florida Parole Commission
- Florida School for the Deaf and the Blind
- Department of State
- Department of Transportation
- Department of Veterans' Affairs

Innovative Ideas and Special Programs Used in Recruiting Minorities and Females

- Some agencies host workshops for managers and supervisors with mandated attendance to develop skills in matters of affirmative or positive action.
- Most agencies place their job opportunity announcements (JOA) on www.myflorida.com, local minority newspapers and periodicals, and internal e-mail broadcasts.

¹ Source: Department of Management Services' survey conducted March 2001.

² Agency for Workforce Innovation was created on 7/1/2000 and was developing their plan.



WORKFORCE DESIGN

- Some agencies have trainee programs, internships and mentoring relationships with local technical schools, law enforcement academies, colleges and universities.
- Some agencies participate in community activities designed to increase public awareness on minority and female job opportunities.
- Few agencies network with local chapters of the Urban League, National Association for the Advancement of Colored People (NAACP) and other associations representing minorities.
- The Department of Transportation has a policy of “Upward Mobility” that encourages managers to promote or reassign qualified employees into EEO job categories showing a deficiency. Additionally, there are trainee programs for engineers and right-of-way positions.
- The Department of Environmental Protection features an EEO/AA committee representative of the agency’s diversity with regularly scheduled meetings of continuous review on underrepresented categories. Upon hiring, minority and female employees are paired up with other employees acting as mentors for retention purposes.
- The Department of Citrus and the Florida Fish and Wildlife Conservation Commission participate in college career fairs and job fairs at Historically Black Colleges and Universities including Florida Agriculture and Mechanical University and Bethune-Cookman College.
- The Florida Fish and Wildlife Conservation Commission (FWC) organizes community outreach projects to increase awareness of marine careers including school class talks, marine facility tours, and hosting the annual MarineQuest. FWC’s Marine Research Institute partners with University of South Florida’s Oasis Club inspiring at-risk children to consider careers in science.
- The Department of Health has an internship program with the College of Public Health at Florida Agriculture and Mechanical University.
- The Department of Insurance (DOI) maintains a database of qualified minority and female applicants for management and professional vacancies, including communication with the Urban League and local chapters of National Association for the Advancement of Colored People (NAACP). In addition, DOI has cooperative education internships and participates in career fairs at Florida Agriculture and Mechanical University, and the colleges of Florida Memorial, Edward Waters and Bethune-Cookman.
- The Department of Legal Affairs participates in job fairs at law schools and conducts recruiting activities at the national and state National Bar Associations as well as the National Conference on Preventing Crime in the Black Community.
- The Florida Parole Commission conducts workshops for managers and supervisors to develop skills in implementing its AA/EEO Plan.
- The Department of Management Services conducts recruiting efforts with the Pat Thomas Law Enforcement Officer Academy.



- The Department of Military Affairs is involved in community activities to increase public awareness of opportunities for minorities and females with the agency and Florida National Guard.

Occupational Groups & Classes Difficult to Recruit Minority & Female Applicants

Occupational Groups:

- Officials/Administrators
- Professionals
- Protective Services
- Technicians
- Skilled Craft

Classes of:

- Attorneys
- Biological Scientists
- Computer Analysts/Administrators
- Crime Laboratory Analyst
- Dentists
- Emergency Management Professionals
- Engineers
- Environmental Health Professionals
- Fire Protection Specialists
- Foresters/Forest Rangers
- Information Technology (IT) Professionals
- Inspectors
- Law Enforcement Officers
- Physicians
- Registered Nurse (RN) Specialist
- Research Scientist
- Special Agent

Minority Representation by Agency - Career Service as of 6/30/2001

AGENCY	WHITE		BLACK		HISPANIC		OTHER ¹		TOTAL				TOTAL		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black		Hisp.	Other ¹
ALL AGENCIES	33,623	34,485	9,204	20,499	3,269	4,985	1,327	1,346	47,423	61,315	68,108	29,703	8,254	2,673	108,738
	30.9%	31.7%	8.5%	18.9%	3.0%	4.6%	1.2%	1.2%	43.6%	56.4%	62.6%	27.3%	7.6%	2.5%	100.0%
Agency for Health Care Administration	373	757	55	259	30	94	16	25	474	1,135	1,130	314	124	41	1,609
	23.2%	47.0%	3.4%	16.1%	1.9%	5.8%	1.0%	1.6%	29.5%	70.5%	70.2%	19.5%	7.7%	2.5%	1.5%
Agency for Workforce Innovation	318	372	101	397	36	114	8	11	463	894	690	498	150	19	1,357
	23.4%	27.4%	7.4%	29.3%	2.7%	8.4%	0.6%	0.8%	34.1%	65.9%	50.8%	36.7%	11.1%	1.4%	1.2%
Agriculture and Consumer Services	1,965	704	187	156	105	61	72	42	2,329	963	2,669	343	166	114	3,292
	59.7%	21.4%	5.7%	4.7%	3.2%	1.9%	2.2%	1.3%	70.7%	29.3%	81.1%	10.4%	5.0%	3.5%	3.0%
Banking and Finance	300	270	44	87	26	20	7	18	377	395	570	131	46	25	772
	38.9%	35.0%	5.7%	11.3%	3.4%	2.6%	0.9%	2.3%	48.8%	51.2%	73.8%	17.0%	6.0%	3.2%	0.7%
Business & Professional Regulation	414	484	80	202	78	60	16	18	588	764	898	282	138	34	1,352
	30.6%	35.8%	5.9%	14.9%	5.8%	4.4%	1.2%	1.3%	43.5%	56.5%	66.4%	20.9%	10.2%	2.5%	1.2%
Children and Families	3,518	7,428	2,014	7,491	710	1,907	161	290	6,403	17,116	10,946	9,505	2,617	451	23,519
	15.0%	31.6%	8.6%	31.9%	3.0%	8.1%	0.7%	1.2%	27.2%	72.8%	46.5%	40.4%	11.1%	1.9%	21.6%
Citrus	27	47	2	4	1	1	6	2	36	54	74	6	2	8	90
	30.0%	52.2%	2.2%	4.4%	1.1%	1.1%	6.7%	2.2%	40.0%	60.0%	82.2%	6.7%	2.2%	8.9%	0.1%
Community Affairs	115	111	18	38	2	4	5	4	140	157	226	56	6	9	297
	38.7%	37.4%	6.1%	12.8%	0.7%	1.3%	1.7%	1.3%	47.1%	52.9%	76.1%	18.9%	2.0%	3.0%	0.3%
Corrections	11,171	6,287	2,656	3,352	743	397	259	137	14,829	10,173	17,458	6,008	1,140	396	25,002
	44.7%	25.1%	10.6%	13.4%	3.0%	1.6%	1.0%	0.5%	59.3%	40.7%	69.8%	24.0%	4.6%	1.6%	23.0%
Education	383	871	107	394	36	107	18	30	544	1,402	1,254	501	143	48	1,946
	19.7%	44.8%	5.5%	20.2%	1.8%	5.5%	0.9%	1.5%	28.0%	72.0%	64.4%	25.7%	7.3%	2.5%	1.8%
School for the Deaf and the Blind ^{2,3}	101	182	15	104	1	12	4	3	121	301	283	119	13	7	422
	23.9%	43.1%	3.6%	24.6%	0.2%	2.8%	0.9%	0.7%	28.7%	71.3%	67.1%	28.2%	3.1%	1.7%	0.4%
Elder Affairs	53	182	9	56	8	19	6	4	76	261	235	65	27	10	337
	15.7%	54.0%	2.7%	16.6%	2.4%	5.6%	1.8%	1.2%	22.6%	77.4%	69.7%	19.3%	8.0%	3.0%	0.3%
Environmental Protection	1,529	1,075	108	143	59	54	117	56	1,813	1,328	2,604	251	113	173	3,141
	48.7%	34.2%	3.4%	4.6%	1.9%	1.7%	3.7%	1.8%	57.7%	42.3%	82.9%	8.0%	3.6%	5.5%	2.9%
Fish and Wildlife Conservation Comm	1,039	360	38	59	64	16	34	25	1,175	460	1,399	97	80	59	1,635
	63.5%	22.0%	2.3%	3.6%	3.9%	1.0%	2.1%	1.5%	71.9%	28.1%	85.6%	5.9%	4.9%	3.6%	1.5%
Health	1,750	6,126	436	2,994	247	1,074	109	288	2,542	10,482	7,876	3,430	1,321	397	13,024
	13.4%	47.0%	3.3%	23.0%	1.9%	8.2%	0.8%	2.2%	19.5%	80.5%	60.5%	26.3%	10.1%	3.0%	12.0%



AGENCY	WHITE		BLACK		HISPANIC		OTHER ¹		TOTAL				TOTAL		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black		Hisp.	Other ¹
Highway Safety and Motor Vehicles	1,765 38.7%	1,389 30.5%	342 7.5%	599 13.1%	218 4.8%	177 3.9%	38 0.8%	31 0.7%	2,363 51.8%	2,196 48.2%	3,154 69.2%	941 20.6%	395 8.7%	69 1.5%	4,559 4.2%
Insurance	478 36.2%	489 37.1%	52 3.9%	193 14.6%	33 2.5%	36 2.7%	21 1.6%	17 1.3%	584 44.3%	735 55.7%	967 73.3%	245 18.6%	69 5.2%	38 2.9%	1,319 1.2%
Juvenile Justice	949 19.1%	953 19.2%	1,323 26.6%	1,388 27.9%	162 3.3%	128 2.6%	28 0.6%	36 0.7%	2,462 49.6%	2,505 50.4%	1,902 38.3%	2,711 54.6%	290 5.8%	64 1.3%	4,967 4.6%
Labor and Employment Security	144 17.1%	292 34.6%	78 9.2%	236 28.0%	28 3.3%	41 4.9%	9 1.1%	16 1.9%	259 30.7%	585 69.3%	436 51.7%	314 37.2%	69 8.2%	25 3.0%	844 0.8%
Law Enforcement	643 40.3%	610 38.2%	63 3.9%	157 9.8%	42 2.6%	47 2.9%	18 1.1%	17 1.1%	766 48.0%	831 52.0%	1,253 78.5%	220 13.8%	89 5.6%	35 2.2%	1,597 1.5%
Legal Affairs	71 15.9%	221 49.4%	11 2.5%	86 19.2%	7 1.6%	33 7.4%	5 1.1%	13 2.9%	94 21.0%	353 79.0%	292 65.3%	97 21.7%	40 8.9%	18 4.0%	447 0.4%
Management Services	464 33.6%	390 28.2%	227 16.4%	223 16.1%	29 2.1%	17 1.2%	17 1.2%	14 1.0%	737 53.4%	644 46.6%	854 61.8%	450 32.6%	46 3.3%	31 2.2%	1,381 1.3%
Administrative Hearings ²	27 36.0%	37 49.3%	2 2.7%	9 12.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	29 38.7%	46 61.3%	64 85.3%	11 14.7%	0 0.0%	0 0.0%	75 0.1%
Military Affairs ³	101 48.1%	82 39.0%	20 9.5%	3 1.4%	2 1.0%	0 0.0%	2 1.0%	0 0.0%	125 59.5%	85 40.5%	183 87.1%	23 11.0%	2 1.0%	2 1.0%	210 0.2%
Parole Commission	33 27.0%	42 34.4%	10 8.2%	29 23.8%	2 1.6%	3 2.5%	1 0.8%	2 1.6%	46 37.7%	76 62.3%	75 61.5%	39 32.0%	5 4.1%	3 2.5%	122 0.1%
Public Service Commission	104 35.9%	94 32.4%	21 7.2%	42 14.5%	7 2.4%	9 3.1%	8 2.8%	5 1.7%	140 48.3%	150 51.7%	198 68.3%	63 21.7%	16 5.5%	13 4.5%	290 0.3%
Revenue	1,381 25.7%	2,158 40.2%	259 4.8%	1,031 19.2%	108 2.0%	256 4.8%	75 1.4%	100 1.9%	1,823 34.0%	3,545 66.0%	3,539 65.9%	1,290 24.0%	364 6.8%	175 3.3%	5,368 4.9%
State	171 28.2%	283 46.6%	27 4.4%	104 17.1%	7 1.2%	6 1.0%	3 0.5%	6 1.0%	208 34.3%	399 65.7%	454 74.8%	131 21.6%	13 2.1%	9 1.5%	607 0.6%
Transportation	4,145 47.2%	2,034 23.2%	879 10.0%	579 6.6%	474 5.4%	283 3.2%	260 3.0%	127 1.4%	5,758 65.6%	3,023 34.4%	6,179 70.4%	1,458 16.6%	757 8.6%	387 4.4%	8,781 8.1%
Veterans' Affairs	91 24.2%	155 41.2%	20 5.3%	84 22.3%	4 1.1%	9 2.4%	4 1.1%	9 2.4%	119 31.6%	257 68.4%	246 65.4%	104 27.7%	13 3.5%	13 3.5%	376 0.3%

¹ "Other" category consists of Asian/Pacific Islanders, Native American/Alaskan Natives or Other.

² These organizations have separate operating level designations in COPES.

³ 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 6/30/2001

AGENCY	WHITE		BLACK		HISPANIC		OTHER ¹		TOTAL				TOTAL		
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black		Hisp.	Other ¹
ALL AGENCIES	1,756	1,133	169	215	138	117	131	86	2,194	1,551	2,889	384	255	217	3,745
	46.9%	30.3%	4.5%	5.7%	3.7%	3.1%	3.5%	2.3%	58.6%	41.4%	77.1%	10.3%	6.8%	5.8%	100.0%
Agency for Health Care Administration	38	32	2	5	2	3	3	0	45	40	70	7	5	3	85
	44.7%	37.6%	2.4%	5.9%	2.4%	3.5%	3.5%	0.0%	52.9%	47.1%	82.4%	8.2%	5.9%	3.5%	2.3%
Agency for Workforce Innovation	12	9	2	4	1	0	0	1	15	14	21	6	1	1	29
	41.4%	31.0%	6.9%	13.8%	3.4%	0.0%	0.0%	3.4%	51.7%	48.3%	72.4%	20.7%	3.4%	3.4%	0.8%
Agriculture and Consumer Services	58	17	1	3	0	1	1	0	60	21	75	4	1	1	81
	71.6%	21.0%	1.2%	3.7%	0.0%	1.2%	1.2%	0.0%	74.1%	25.9%	92.6%	4.9%	1.2%	1.2%	2.2%
Banking and Finance	23	32	0	1	1	1	0	0	24	34	55	1	2	0	58
	39.7%	55.2%	0.0%	1.7%	1.7%	1.7%	0.0%	0.0%	41.4%	58.6%	94.8%	1.7%	3.4%	0.0%	1.5%
Business & Professional Regulation	39	23	7	10	4	1	1	1	51	35	62	17	5	2	86
	45.3%	26.7%	8.1%	11.6%	4.7%	1.2%	1.2%	1.2%	59.3%	40.7%	72.1%	19.8%	5.8%	2.3%	2.3%
Children and Families	177	185	14	41	19	33	43	20	253	279	362	55	52	63	532
	33.3%	34.8%	2.6%	7.7%	3.6%	6.2%	8.1%	3.8%	47.6%	52.4%	68.0%	10.3%	9.8%	11.8%	14.2%
Citrus	12	5	0	0	0	0	0	0	12	5	17	0	0	0	17
	70.6%	29.4%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	70.6%	29.4%	100.0%	0.0%	0.0%	0.0%	0.5%
Community Affairs	15	9	3	4	0	2	0	0	18	15	24	7	2	0	33
	45.5%	27.3%	9.1%	12.1%	0.0%	6.1%	0.0%	0.0%	54.5%	45.5%	72.7%	21.2%	6.1%	0.0%	0.9%
Corrections	220	62	40	21	24	11	35	14	319	108	282	61	35	49	427
	51.5%	14.5%	9.4%	4.9%	5.6%	2.6%	8.2%	3.3%	74.7%	25.3%	66.0%	14.3%	8.2%	11.5%	11.4%
Education	96	96	10	21	3	3	1	0	110	120	192	31	6	1	230
	41.7%	41.7%	4.3%	9.1%	1.3%	1.3%	0.4%	0.0%	47.8%	52.2%	83.5%	13.5%	2.6%	0.4%	6.1%
Elder Affairs	3	8	0	5	1	1	0	0	4	14	11	5	2	0	18
	16.7%	44.4%	0.0%	27.8%	5.6%	5.6%	0.0%	0.0%	22.2%	77.8%	61.1%	27.8%	11.1%	0.0%	0.5%
Environmental Protection	170	58	4	6	6	2	3	4	183	70	228	10	8	7	253
	67.2%	22.9%	1.6%	2.4%	2.4%	0.8%	1.2%	1.6%	72.3%	27.7%	90.1%	4.0%	3.2%	2.8%	6.8%
Fish and Wildlife Conservation Comm	35	9	1	0	1	0	1	0	38	9	44	1	1	1	47
	74.5%	19.1%	2.1%	0.0%	2.1%	0.0%	2.1%	0.0%	80.9%	19.1%	93.6%	2.1%	2.1%	2.1%	1.3%
Health	141	83	9	14	20	18	27	31	197	146	224	23	38	58	343
	41.1%	24.2%	2.6%	4.1%	5.8%	5.2%	7.9%	9.0%	57.4%	42.6%	65.3%	6.7%	11.1%	16.9%	9.2%
Highway Safety and Motor Vehicles	29	18	2	0	1	1	1	0	33	19	47	2	2	1	52
	55.8%	34.6%	3.8%	0.0%	1.9%	1.9%	1.9%	0.0%	63.5%	36.5%	90.4%	3.8%	3.8%	1.9%	1.4%



AGENCY	WHITE				BLACK				HISPANIC				OTHER ¹				TOTAL				TOTAL															
	Male		Female		Male		Female		Male		Female		Male		Female		White		Black			Hisp.		Other ¹												
		%		%		%		%		%		%		%		%		%		%			%		%											
Insurance	65	66.3%	16	16.3%	6	6.1%	4	4.1%	2	2.0%	1	1.0%	4	4.1%	0	0.0%	77	78.6%	21	21.4%	10	10.2%	3	3.1%	4	4.1%	81	82.7%	10	10.2%	3	3.1%	4	4.1%	98	2.6%
Juvenile Justice	52	49.5%	25	23.8%	15	14.3%	10	9.5%	2	1.9%	1	1.0%	0	0.0%	0	0.0%	69	65.7%	36	34.3%	25	23.8%	3	2.9%	0	0.0%	77	73.3%	25	23.8%	3	2.9%	0	0.0%	105	2.8%
Labor and Employment Security	9	28.1%	17	53.1%	2	6.3%	2	6.3%	2	6.3%	0	0.0%	0	0.0%	0	0.0%	13	40.6%	19	59.4%	4	12.5%	2	6.3%	0	0.0%	26	81.3%	4	12.5%	2	6.3%	0	0.0%	32	0.9%
Law Enforcement	34	59.6%	17	29.8%	2	3.5%	1	1.8%	1	1.8%	1	1.8%	1	1.8%	0	0.0%	38	66.7%	19	33.3%	3	5.3%	2	3.5%	1	1.8%	51	89.5%	3	5.3%	2	3.5%	1	1.8%	57	1.5%
Legal Affairs	217	38.2%	221	38.9%	22	3.9%	40	7.0%	29	5.1%	25	4.4%	4	0.7%	10	1.8%	272	47.9%	296	52.1%	62	10.9%	54	9.5%	14	2.5%	438	77.1%	62	10.9%	54	9.5%	14	2.5%	568	15.2%
Management Services	35	47.9%	22	30.1%	4	5.5%	6	8.2%	1	1.4%	3	4.1%	0	0.0%	2	2.7%	40	54.8%	33	45.2%	10	13.7%	4	5.5%	2	2.7%	57	78.1%	10	13.7%	4	5.5%	2	2.7%	73	1.9%
Administrative Hearings ²	1	25.0%	3	75.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	25.0%	3	75.0%	0	0.0%	0	0.0%	0	0.0%	4	100.0%	0	0.0%	0	0.0%	0	0.0%	4	0.1%
Military Affairs ³	3	50.0%	3	50.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	3	50.0%	3	50.0%	0	0.0%	0	0.0%	0	0.0%	6	100.0%	0	0.0%	0	0.0%	0	0.0%	6	0.2%
Office of the Governor ³	12	25.5%	23	48.9%	4	8.5%	4	8.5%	3	6.4%	0	0.0%	0	0.0%	1	2.1%	19	40.4%	28	59.6%	8	17.0%	3	6.4%	1	2.1%	35	74.5%	8	17.0%	3	6.4%	1	2.1%	47	1.3%
Parole Commission	7	36.8%	7	36.8%	2	10.5%	2	10.5%	1	5.3%	0	0.0%	0	0.0%	0	0.0%	10	52.6%	9	47.4%	4	21.1%	1	5.3%	0	0.0%	14	73.7%	4	21.1%	1	5.3%	0	0.0%	19	0.5%
Public Service Commission	18	28.6%	33	52.4%	3	4.8%	5	7.9%	1	1.6%	2	3.2%	1	1.6%	0	0.0%	23	36.5%	40	63.5%	8	12.7%	3	4.8%	1	1.6%	51	81.0%	8	12.7%	3	4.8%	1	1.6%	63	1.7%
Revenue	56	62.9%	27	30.3%	3	3.4%	0	0.0%	0	0.0%	2	2.2%	0	0.0%	1	1.1%	59	66.3%	30	33.7%	3	3.4%	2	2.2%	1	1.1%	83	93.3%	3	3.4%	2	2.2%	1	1.1%	89	2.4%
State	18	43.9%	21	51.2%	0	0.0%	2	4.9%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	18	43.9%	23	56.1%	2	4.9%	0	0.0%	0	0.0%	39	95.1%	2	4.9%	0	0.0%	0	0.0%	41	1.1%
Transportation	154	65.5%	45	19.1%	9	3.8%	4	1.7%	13	5.5%	5	2.1%	4	1.7%	1	0.4%	180	76.6%	55	23.4%	13	5.5%	18	7.7%	5	2.1%	199	84.7%	13	5.5%	18	7.7%	5	2.1%	235	6.3%
Veterans' Affairs	7	41.2%	7	41.2%	2	11.8%	0	0.0%	0	0.0%	0	0.0%	1	5.9%	0	0.0%	10	58.8%	7	41.2%	2	11.8%	0	0.0%	0	0.0%	14	82.4%	2	11.8%	0	0.0%	1	5.9%	17	0.5%

¹ "Other" category consists of Asian/Pacific Islanders, Native American/Alaskan Natives or Other.

² This organizations have separate operating level designations in COPES.

³ 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 - Senior Management Service as of 6/30/2001

AGENCY	WHITE		BLACK		HISPANIC		OTHER ¹		TOTAL						
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black	Hisp.	Other ¹	TOTAL
ALL AGENCIES	305	131	23	26	12	10	3	3	343	170	436	49	22	6	513
	59.5%	25.5%	4.5%	5.1%	2.3%	1.9%	0.6%	0.6%	66.9%	33.1%	85.0%	9.6%	4.3%	1.2%	100.0%
Agency for Health Care Administration	1	3	1	1	0	0	0	0	2	4	4	2	0	0	6
	3.0%	50.0%	16.7%	16.7%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	66.7%	33.3%	0.0%	0.0%	100.0%
Agency for Workforce Innovation	1	4	1	1	0	0	0	0	2	5	5	2	0	0	7
	14.3%	57.1%	14.3%	14.3%	0.0%	0.0%	0.0%	0.0%	28.6%	71.4%	71.4%	28.6%	0.0%	0.0%	100.0%
Agriculture and Consumer Services	18	4	1	0	1	0	0	0	20	4	22	1	1	0	24
	75.0%	16.7%	4.2%	0.0%	4.2%	0.0%	0.0%	0.0%	83.3%	16.7%	91.7%	4.2%	4.2%	0.0%	100.0%
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%	100.0%
Business and Professional Regulation	11	6	1	0	0	1	0	0	12	7	17	1	1	0	19
	57.9%	31.6%	5.3%	0.0%	0.0%	5.3%	0.0%	0.0%	63.2%	36.8%	89.5%	5.3%	5.3%	0.0%	100.0%
Children and Families	25	13	0	5	0	2	0	0	25	20	38	5	2	0	45
	55.6%	28.9%	0.0%	11.1%	0.0%	4.4%	0.0%	0.0%	55.6%	44.4%	84.4%	11.1%	4.4%	0.0%	100.0%
Citrus	3	1	0	0	0	0	0	0	3	1	4	0	0	0	4
	75.0%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	75.0%	25.0%	100.0%	0.0%	0.0%	0.0%	100.0%
Community Affairs	3	2	0	1	0	0	0	0	3	3	5	1	0	0	6
	50.0%	33.3%	0.0%	16.7%	0.0%	0.0%	0.0%	0.0%	50.0%	50.0%	83.3%	16.7%	0.0%	0.0%	100.0%
Corrections	20	4	1	1	1	0	0	0	22	5	24	2	1	0	27
	74.1%	14.8%	3.7%	3.7%	3.7%	0.0%	0.0%	0.0%	81.5%	18.5%	88.9%	7.4%	3.7%	0.0%	100.0%
Education	14	7	1	2	0	0	0	1	15	10	21	3	0	1	25
	56.0%	28.0%	4.0%	8.0%	0.0%	0.0%	4.0%	4.0%	60.0%	40.0%	84.0%	12.0%	0.0%	4.0%	100.0%
Elder Affairs	2	2	0	0	1	1	1	0	4	3	4	0	2	1	7
	28.6%	28.6%	0.0%	0.0%	14.3%	14.3%	14.3%	0.0%	57.1%	42.9%	57.1%	0.0%	28.6%	14.3%	100.0%
Environmental Protection	15	11	0	1	0	0	0	0	15	12	26	1	0	0	27
	55.6%	40.7%	0.0%	3.7%	0.0%	0.0%	0.0%	0.0%	55.6%	44.4%	96.3%	3.7%	0.0%	0.0%	100.0%
Fish and Wildlife Conservation Comm	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%	100.0%
Health	12	5	1	2	0	0	0	0	13	7	17	3	0	0	20
	60.0%	25.0%	5.0%	10.0%	0.0%	0.0%	0.0%	0.0%	65.0%	35.0%	85.0%	15.0%	0.0%	0.0%	100.0%
Highway Safety and Motor Vehicles	6	2	1	1	0	0	0	0	7	3	8	2	0	0	10
	60.0%	20.0%	10.0%	10.0%	0.0%	0.0%	0.0%	0.0%	70.0%	30.0%	80.0%	20.0%	0.0%	0.0%	100.0%



AGENCY	WHITE		BLACK		HISPANIC		OTHER ¹		TOTAL					
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	White	Black	Hisp.	Other ¹
Insurance	11 52.4%	4 19.0%	1 4.8%	1 4.8%	3 14.3%	0 0.0%	0 0.0%	0 4.8%	15 71.4%	6 28.6%	2 9.5%	3 14.3%	1 4.8%	21 4.1%
Juvenile Justice	16 69.6%	1 4.3%	4 17.4%	1 4.3%	1 4.3%	0 0.0%	0 0.0%	0 0.0%	21 91.3%	2 8.7%	5 21.7%	1 4.3%	0 0.0%	23 4.5%
Labor and Employment Security	3 50.0%	3 33.3%	0 0.0%	1 16.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	3 50.0%	3 50.0%	1 16.7%	0 0.0%	0 0.0%	6 1.2%
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%	1 5.3%	0 0.0%	1 5.3%	19 3.7%
Legal Affairs	11 55.0%	6 30.0%	2 10.0%	1 5.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	13 65.0%	7 35.0%	3 15.0%	0 0.0%	0 0.0%	20 3.9%
Management Services	10 41.7%	8 33.3%	3 12.5%	1 4.2%	0 0.0%	1 4.2%	1 4.2%	0 0.0%	14 58.3%	10 41.7%	4 16.7%	1 4.2%	1 4.2%	24 4.7%
Administrative Hearings ²	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%	0 0.0%	0 0.0%	0 0.0%	1 0.2%
Office of the Governor ³	11 37.9%	10 34.5%	0 0.0%	2 6.9%	2 6.9%	3 10.3%	0 0.0%	1 3.4%	13 44.8%	16 55.2%	2 6.9%	5 17.2%	1 3.4%	29 5.7%
Parole Commission	1 20.0%	3 60.0%	1 20.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	2 40.0%	3 60.0%	1 20.0%	0 0.0%	0 0.0%	5 1.0%
Public Service Commission	10 71.4%	3 21.4%	0 0.0%	0 0.0%	0 0.0%	1 7.1%	0 0.0%	0 0.0%	10 71.4%	4 28.6%	0 0.0%	1 7.1%	0 0.0%	14 2.7%
Revenue	9 69.2%	3 23.1%	0 0.0%	1 7.7%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	9 69.2%	4 30.8%	1 7.7%	0 0.0%	0 0.0%	13 2.5%
State	9 69.2%	4 30.8%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	9 69.2%	4 30.8%	0 0.0%	0 0.0%	0 0.0%	13 2.5%
Transportation	33 64.7%	11 21.6%	1 2.0%	2 3.9%	3 5.9%	1 2.0%	0 0.0%	0 0.0%	37 72.5%	14 27.5%	3 5.9%	4 7.8%	0 0.0%	51 9.9%
Veterans' Affairs	6 85.7%	0 0.0%	0 0.0%	1 14.3%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	6 85.7%	1 14.3%	1 14.3%	0 0.0%	0 0.0%	7 1.4%

¹ "Other" category consists of Asian/Pacific Islanders, Native American/Alaskan Natives or Other.

² These organizations has separate operating level designation in COPES.

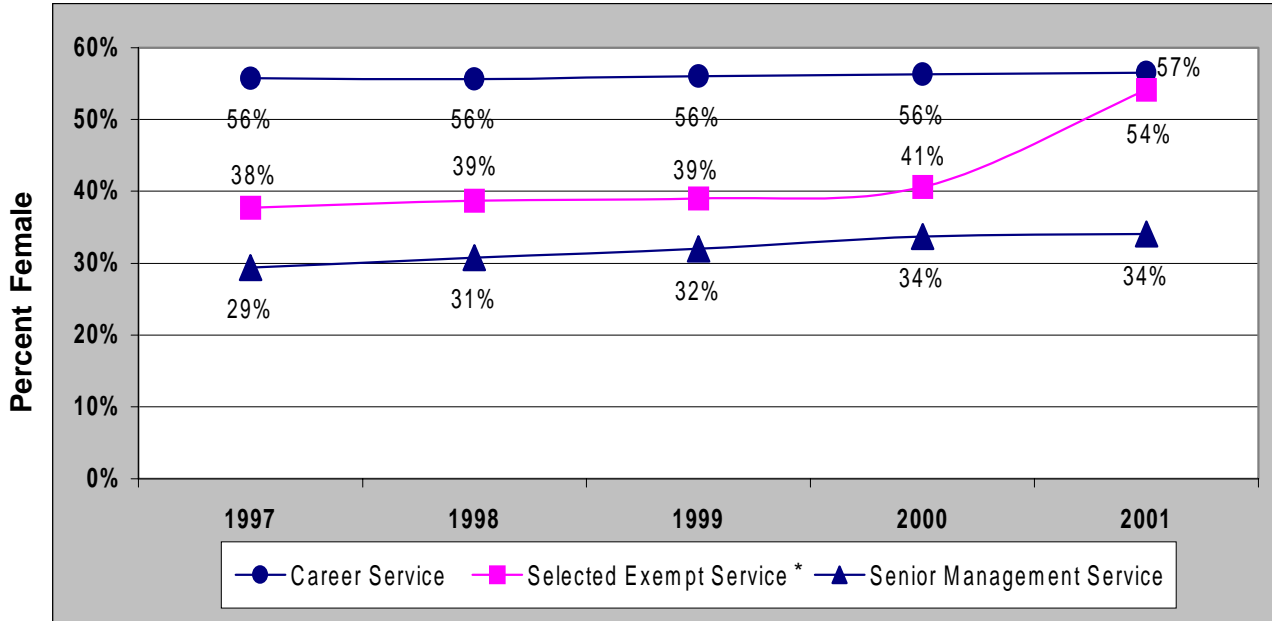
³ This organization has employees in other pay plans which are not represented in this report.

Source: Cooperative Personnel Employment Subsystem (COPES).



Gender Representation by Pay Plan

FEMALE REPRESENTATION BY PAY PLAN



* Increase in female representation in the Selected Exempt Service due to the transfer of approximately 16,000 supervisory, managerial and confidential positions from Career Service to the Selected Exempt Service effective July 1, 2001 (Service First legislation).

Source: Cooperative Personnel Employment Subsystem (COPES).

**REPRESENTATION BY PAY PLAN
AS COMPARED TO THE AVAILABLE LABOR MARKET (ALM)
as of 12/31/2001**

	MALES		FEMALES	
	State	ALM	State	ALM
Career Service	43%	54%	57%	46%
Selected Exempt Service ¹	46%	54%	54%	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.

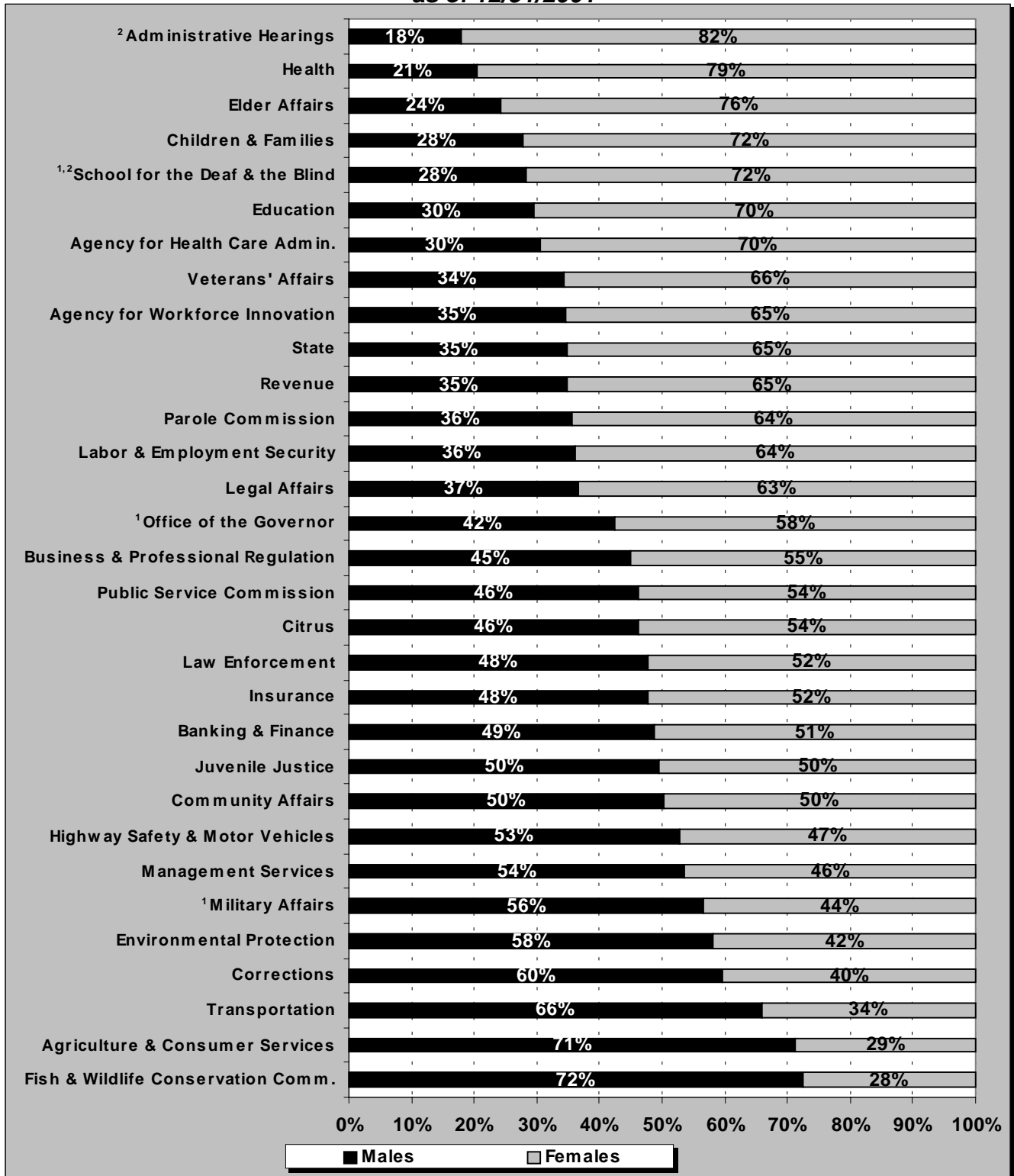
2 Available Labor Market figure represents the available number of Males and Females in the Officials/Administrators job category.

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 12/31/2001



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

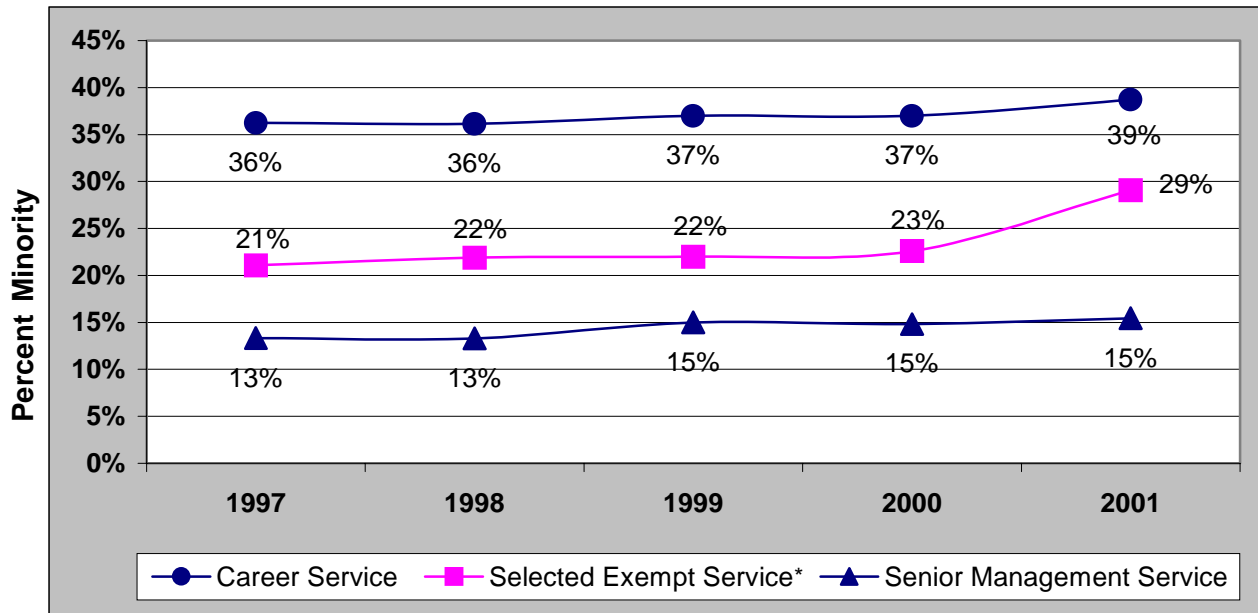
2 These organizations have separate operating level designations in the Cooperative Personnel Employment Subsystem (COPES).

Source: Cooperative Personnel Employment Subsystem (COPES).



Ethnic Minority Representation by Pay Plan

ETHNIC MINORITY¹ REPRESENTATION BY PAY PLAN



* Increase in minority representation in the Selected Exempt Service due to the transfer of approximately 16,000 supervisory, managerial and confidential positions from Career Service effective July 1, 2001 (Service First legislation).
Source: Cooperative Personnel Employment Subsystem (COPES).

REPRESENTATION BY PAY PLAN AS COMPARED TO THE AVAILABLE LABOR MARKET (ALM) as of 12/31/2001

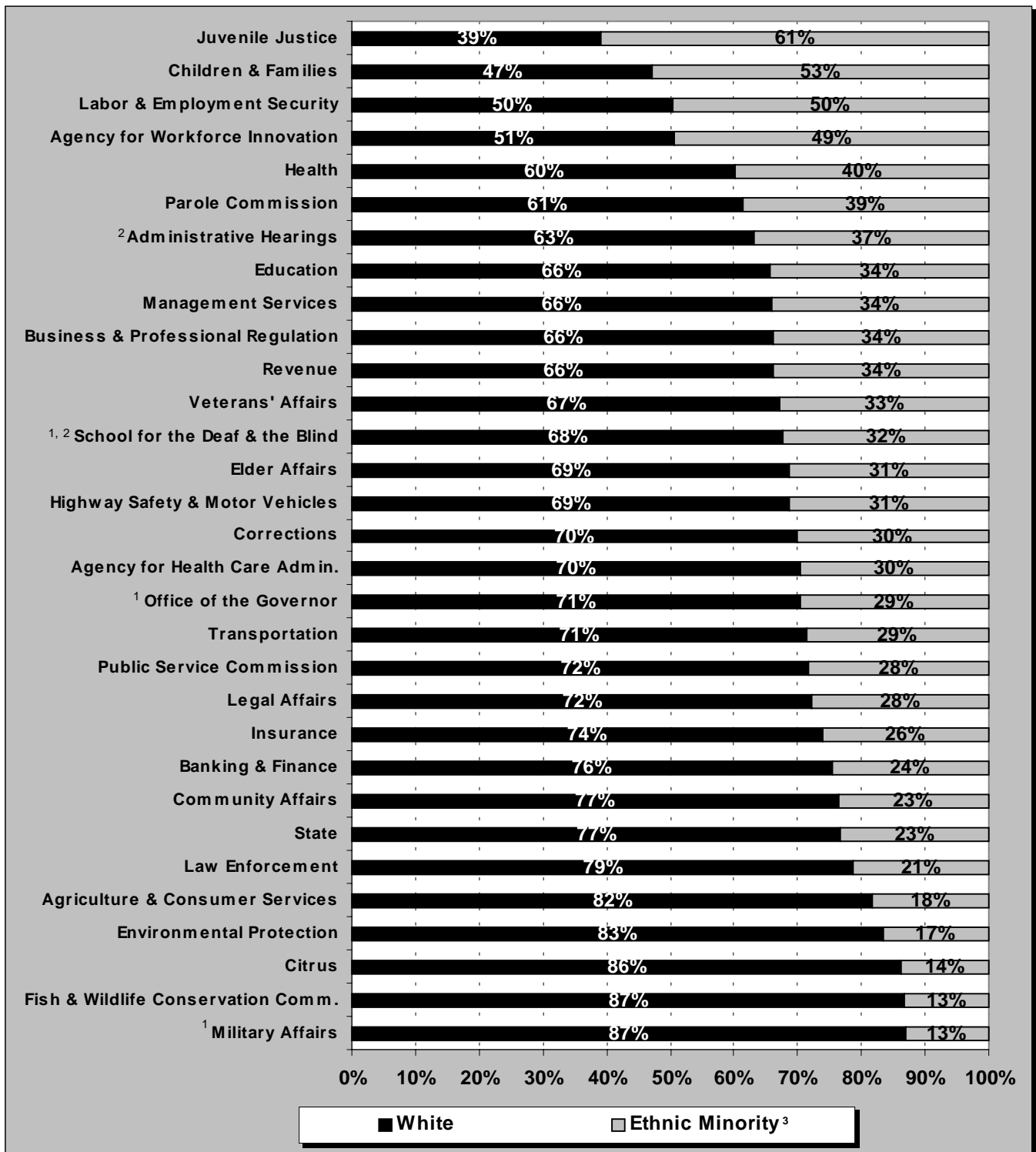
	WHITE		BLACK		HISPANIC		OTHER	
	State	ALM	State	ALM	State	ALM	State	ALM
Career Service	61%	73%	28%	12%	8%	13%	3%	2%
Selected Exempt Service ²	71%	82%	20%	7%	6%	10%	3%	2%
Senior Management Service ³	85%	83%	10%	5%	4%	10%	1%	2%

1 Ethnic Minority consists of Blacks, Hispanics, or "Other" which includes 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 12/31/2001*



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 Blacks, Hispanics, or "Other" which includes Asian/Pacific Islanders, Native American/Alaskan Natives or Others.

Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE DESIGN

Employee Mobility - Career Service

PERSONNEL ACTIONS AND SEPARATIONS Fiscal Years 96-97 to 00-01

	96-97	97-98	98-99	99-00	00-01	99/00 - 00/01 % Change
PERSONNEL ACTIONS						
Original Appointments	14,649	15,315	14,658	12,356	12,488	1.1%
Promotions	11,408	12,464	10,964	9,716	9,498	-2.2%
Reassignments	23,652	27,051	26,954	17,372	17,551	1.0%
Reclassifications	2,092	6,134	3,338	2,188	2,919	33.4%
Demotions	1,603	1,564	1,922	1,443	1,624	12.5%
TOTAL SEPARATIONS¹	15,512	16,662	16,432	16,848	17,022	1.0%
Layoffs	78	185	1,094	154	277	79.9%
Retirements	1,715	1,852	1,737	1,943	2,079	7.0%
Deaths ²	190	201	211	218	189	-13.7%
Dismissals	1,430	1,426	1,251	1,312	1,172	-10.7%
Abandonments of Position	56	52	58	49	47	-4.1%
Separations during Probation	692	705	620	544	574	5.5%
Other Separations ³	11,351	12,241	11,461	12,628	12,684	0.4%

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

2 Includes deaths in-line-of-duty.

3 Includes separations such as career advancement (4,031), employment outside of state government (2,251), terminations for personal reasons (6,135), position transferred (68), or end of appointment period (199).

EMPLOYMENT STATUS IN THE CAREER SERVICE as of 12/31/2001

Status	No. of Employees	Definition
Probationary	14,142	Employees serving in the trial period of employment following original appointment or promotion into a class.
Permanent	74,907	Employees who have successfully completed their probationary period.
Overlap	94	Employee has been temporarily appointed to perform the duties of another employee in a filled position.
Temporary	390	Short-term, nonpermanent appointments that usually last no more than one year.
Recruitment Trainee	983	Employees who are employed in an approved training program for a position.
Cooperative Education Trainee	3	Employees who are employed as part of an established Cooperative Education agreement.

Source: Cooperative Personnel Employment Subsystem (COPES).



Personnel Actions by Agency - Career Service

Fiscal Year 2000-2001

AGENCY NAME	ORIGINAL APPOINTMENTS	PROMOTIONS	REASSIGNMENTS	RECLASSIFICATIONS	ADD/DELETE TRANSACTIONS¹	DEMOTIONS	SEPARATIONS
ALL AGENCIES	12,488	9,498	17,551	2,919	4,985	1,624	17,022
Agency for Health Care Administration	123	227	108	158	2	30	327
Agency for Workforce Innovation	97	206	419	0	1	36	108
Agriculture and Consumer Services	317	210	427	74	51	39	337
Banking and Finance	53	141	41	80	0	7	73
Business and Professional Regulation	81	127	74	60	173	24	192
Children and Families	3,931	2,095	7,130	207	1,706	438	4,331
Citrus	9	8	8	0	0	0	34
Community Affairs	17	36	58	11	0	8	65
Corrections	2,066	1,018	4,207	272	149	226	3,641
Education	382	263	100	104	95	16	314
<i>School for the Deaf and the Blind² ...</i>	108	32	39	8	11	1	84
Elder Affairs	38	99	15	76	17	2	36
Environmental Protection	390	346	326	50	252	29	456
Fish & Wildlife Conservation Commission	166	198	198	101	44	10	170
Health	1,961	1,712	1,070	575	1,363	183	1,805
Highway Safety and Motor Vehicles	319	306	620	268	12	53	462
Insurance	0	2	0	3	0	0	160
Juvenile Justice	1,039	603	712	222	204	118	1,023
Labor and Employment Security	92	99	175	5	15	87	646
Law Enforcement	166	188	320	53	75	13	171
Legal Affairs	94	48	16	13	27	3	87
Management Services	113	72	68	13	107	16	355
<i>Administrative Hearings²</i>	20	11	1	10	2	0	7
Military Affairs	24	6	3	8	0	2	16
Parole Commission	11	9	15	1	5	2	39
Public Service Commission	20	43	11	36	9	2	34
Revenue	266	617	326	167	78	119	622
State	76	93	72	65	84	7	100
Transportation	339	641	965	264	497	146	1,168
Veterans' Affairs	170	42	27	15	6	7	159

1 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.

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

Source: Cooperative Personnel Employment Subsystem (COPES).



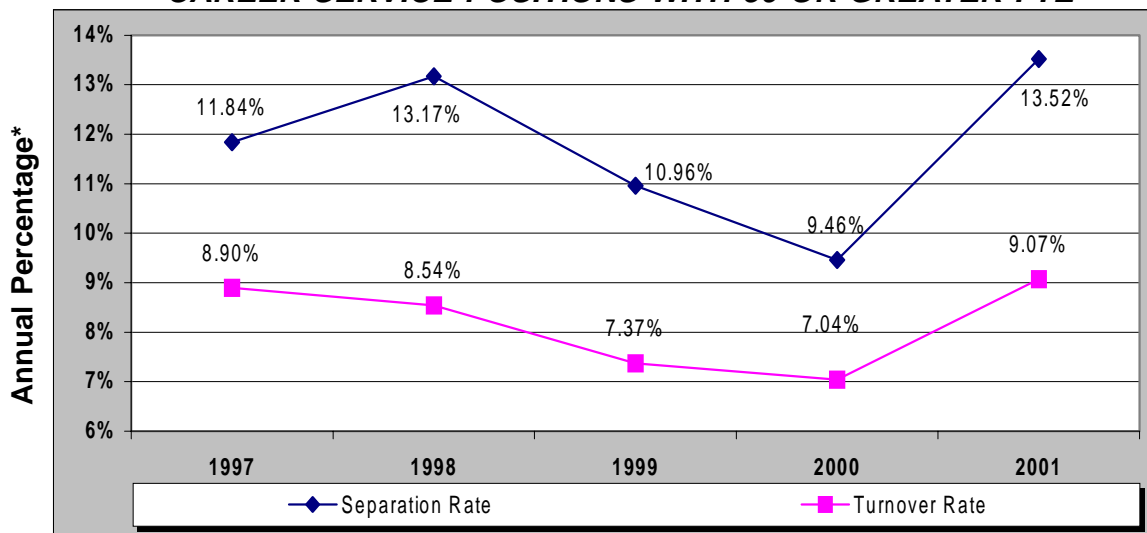
Separations and Turnover in the Career Service

Calendar Year 2001

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 and does not include the transfer of an employee to another position in state government. 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 terminations to accept employment outside of state government, terminations initiated by the employee, retirements, death, layoffs, 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



* Annual turnover and separation percent is calculated by dividing the average number of positions by the average number of separations for the calendar year. During 2001, approximately 16,000 positions were moved from the Career Service into the Selected Exempt Service. Therefore, the percent of turnover may be slightly affected.

CLASSES¹ WITH THE HIGHEST SEPARATION RATE			CLASSES¹ WITH THE LOWEST SEPARATION RATE		
6213	Food Support Worker	38.38%	1620	Revenue Administrator III	0.00%
6203	Support Services Aide	37.52%	1618	Revenue Administrator II	0.00%
1313	Vocational Instructor II - F/C	36.92%	7615	Forester	0.00%
9201	Office Support - Level I	35.76%	2122	Senior Database Analyst	1.58%
5941	Human Services Counselor III - F/C	35.71%	9240	Office Support Level IV	1.98%
5709	Human Services Worker II	35.45%	8045	Correctional Probation Supervisor	2.52%
5711	Juvenile Detention Officer	33.48%	8051	Classification Officer	2.56%
6215	Food Production & Svcs. Supervisor	32.81%	2217	Systems Program Administrator	2.79%
1006	Personnel Technician I	32.59%	4818	Environmental Supervisor II	2.79%
5990	Family Services Counselor	31.95%	1705	Senior Tax Specialist	2.87%

¹ 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 2001

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 2001, there were 896 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 2001, there were 662 early retirements.

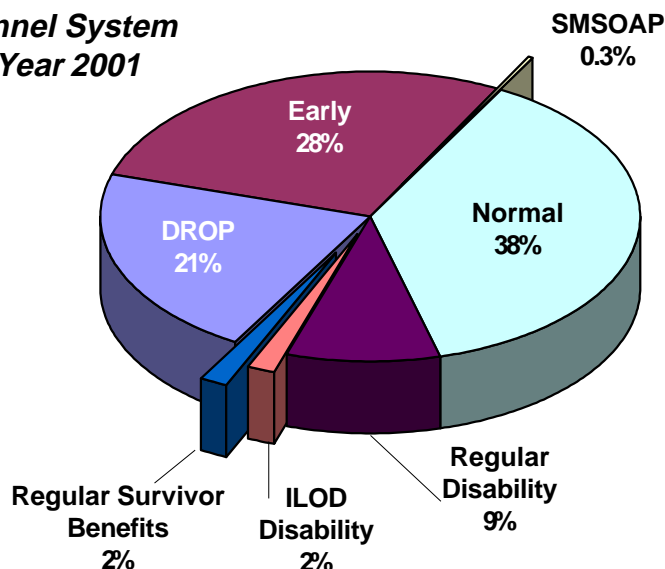
"Disability" retirement requires that an employee satisfy service credit requirements and meet Florida Retirement System criteria for a permanent and total disability which is not job-related. Such employees are ensured a certain level of benefits. In 2001, there were 218 disability retirements.

"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 2001, there were 40 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.

"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 2001, benefits were paid to the beneficiaries of 40 members that died.

"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 2001, a total of 510 employees in the State Personnel System began



this program. As of June 30, 2001 a total of 4,748 employees in the State Personnel System were participating in the program.

In 2001 there were only seven 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 seven, there were also 17 participants that separated from state government in 2001 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.

The FRS Investment Plan becomes available in 2002. This plan is a defined contribution plan for which the State pays all the required contributions on behalf of the employee (employee optional contributions are not allowed). Plan participants are considered retired pursuant to the Florida Retirement System when their contributions are rolled out of the plan, taken as a refund, or received as an annuity or other structured payment offered under the plan. FRS Investment Plan participants are not eligible to participate in the Deferred Retirement Option Program. However, they are eligible to receive Health Insurance Subsidy benefit payments after terminating employment and reaching normal retirement as defined under the plan.

Source: Department of Management Services, Division of Retirement.



Negotiation Activities in 2001

Selected Exempt Service Physicians Unit

The Selected Exempt Service Physicians Unit is represented by the Federation of Physicians and Dentists (FPD). As of January 20, 2001, the State of Florida and FPD had not reached agreement regarding a collective bargaining agreement for the employees of the Selected Exempt Service Physicians Unit. Therefore, the State declared statutory impasse on that date. The parties presented their positions to Special Master Walter J. Gershenfeld and received a report. The parties subsequently reached agreement on March 16, 2001 regarding wages and the members of the bargaining unit ratified the collective bargaining agreement for the term of July 1, 2001 to June 30, 2004. The physicians received a 2.5% anniversary date increase to base rate of pay with a lump sum bonus of \$1,150.00.

Professional Health Care Unit

The Professional Health Care Unit is represented by the Florida Nurses Association (FNA). The State of Florida and FNA conducted negotiations regarding a successor collective bargaining agreement. The parties were unable to reach agreement before the legislative impasse committee met on April 3, 2001. However, rather than seek resolution through the impasse process, the parties agreed to extend the collective bargaining agreement through December 31, 2001 and continue negotiations with the exception of the wage article. The wage article was presented to the impasse committee and resolved by the Fiscal Year 2001-2002 General Appropriations Act (GAA). The parties subsequently signed a wage agreement based upon the GAA and are continuing to negotiate a collective bargaining agreement. Members of the Professional Health Care unit received a 2.5% anniversary date increase to base rate of pay with a \$200.00 lump sum bonus.

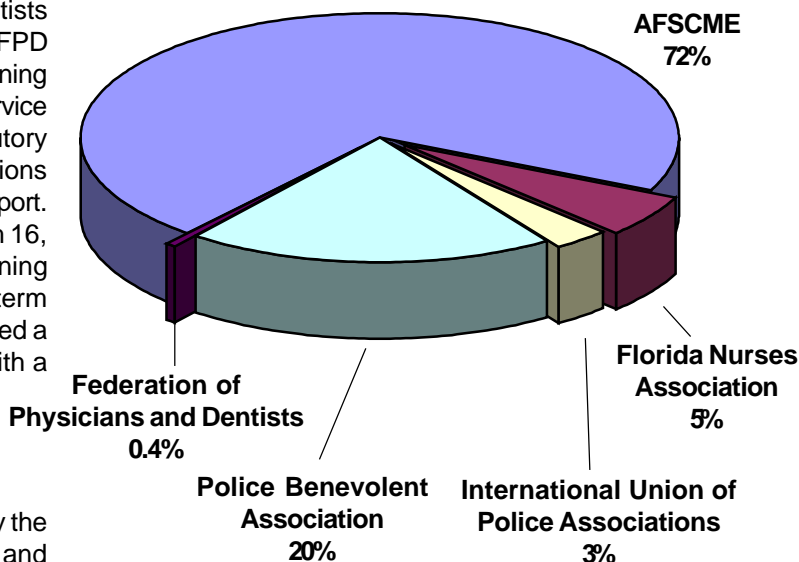
Selected Exempt Service Attorneys Unit

The State Employees Attorneys Guild (SEAG) is seeking to represent a unit of Selected Exempt Service attorneys. SEAG filed a representation-certification petition with the Public Employees Relations Commission (PERC). In June, 2001 the Public Employees Relations Commission dismissed the petition as seeking an overfragmented unit. SEAG appealed the dismissal to the First District Court of Appeal and the matter remains pending.

AFSCME Master Contract

The American Federation of State, County and Municipal Employees (AFSCME) represents the Human Services Unit,

REPRESENTATION BY EMPLOYEE ORGANIZATION



the Professional Unit, the Operational Services Unit and the Administrative and Clerical Unit. The State of Florida and AFSCME negotiated a successor Master Contract and were unable to reach agreement. The parties presented their proposals to Special Master Mark Sherman, who issued a report on March 31, 2001. The State rejected the Special Master's recommendations with the exception of his recommendations regarding the Economic Self Sufficiency Competency Based Pay Memorandum of Agreement and submitted the issues to the legislative impasse committee. The legislative impasse committee convened on April 3, 2001. AFSCME refused to participate in the legislative impasse process and sought to enjoin the committee. The Leon County Circuit Court issued an injunction, which was overturned by the Florida Supreme Court. The Legislature resolved the impasse in the GAA. The State reduced the Master Contract to writing based upon the impasse resolution and sent the Master Contract to AFSCME for ratification. AFSCME refused to submit the matter for a ratification vote and filed a lawsuit challenging the impasse resolution. Despite the unresolved status of the Master Contract, AFSCME bargaining unit members received a 2.5% increase to base rate of pay effective November 1, 2001.

Special Agent Unit

The Florida Police Benevolent Association (PBA) represents the Special Agent Unit. The State and PBA conducted limited re-opener negotiations and reached agreement regarding wages on April 3, 2001. The parties



Negotiation Activities in 2001

Continued

resolved to table issues regarding discipline and discharge, workforce reduction, reassignments, promotions, transfers, and performance review pending the outcome of the bills regarding alterations to the Career Service before the Legislature in the 2001 legislative session. The parties agreed to an amended wage article according to the provisions of the GAA. Special Agents received a 2.5% increase to base rate of pay effective November 1, 2001.

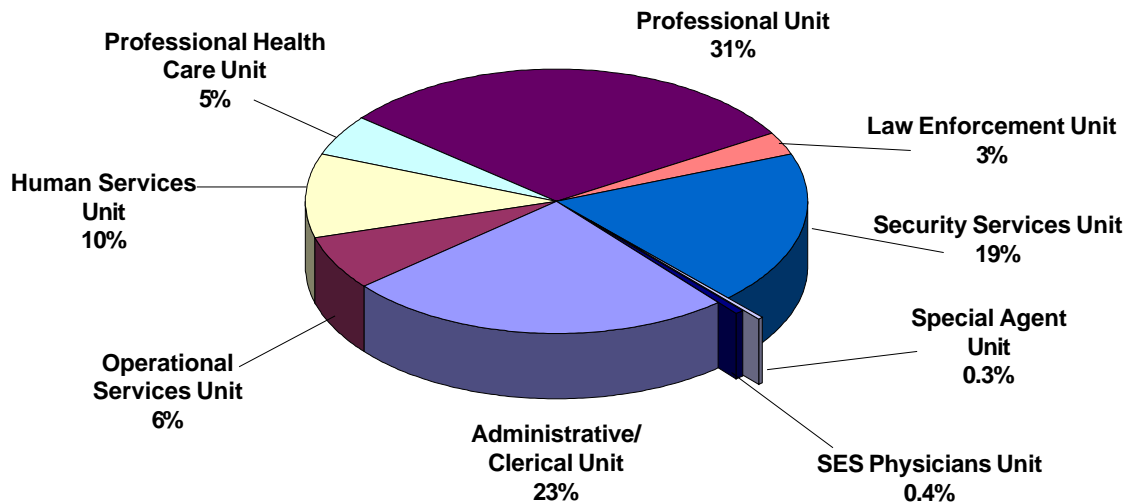
Security Services Unit

The Florida Police Benevolent Association represents the Security Services Unit. The State and PBA conducted limited re-opener negotiations and reached agreement regarding wages on April 3, 2001. The parties resolved to table issues regarding discipline and discharge, workforce reduction, reassignments, promotions, transfers, and performance reviews pending the outcome of the bills regarding alterations to the Career Service before the Legislature in the 2001 legislative session. The parties agreed to an amended wage article according to the provisions of the GAA. Members of the Security Services Unit received a 4.5% increase to base rate of pay effective November 1, 2001.

Law Enforcement Unit

The International Union of Police Associations (IUPA) represents the Law Enforcement Unit. The State of Florida and IUPA reached agreement on an initial collective bargaining agreement on April 30, 2001. The parties also agreed to a wage article on October 2, 2001 based on the provisions of the GAA. Members of the Law Enforcement bargaining unit received a 2.5% increase to base rate of pay effective November 1, 2001. IUPA filed an unfair labor practice against the State charging that the Florida Fish and Wildlife Conservation Commission unilaterally altered terms and conditions of employment regarding law enforcement officers. PERC conducted a hearing in October 2001. The matter remains pending before PERC awaiting a final order.

POSITIONS BY COLLECTIVE BARGAINING UNIT



Collective Bargaining Grievances

Calendar Year 2001

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 2001, the Department's Division of Human Resource Management (HRM) processed 193 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. Effective July 1, 2000, AFSCME just cause grievances were again appealed to Step 3. Beginning April 2001, Law Enforcement Unit grievances could be appealed directly to arbitration.

STEP 3 GRIEVANCES BY AGENCY/UNION

	1998		1999		2000		2001	
	Covered Employees	Step 3 Gr.	Covered Employees	Step 3 Gr.	Covered Employees	Step 3 Gr.	Covered Employees	Step 3 Gr.
TOTAL¹	93,598	247	104,476	208	103,481	149	86,671	193
Agency for Health Care Admin. ...	1,427	4	1,559	1	1,468	0	1,173	2
Agency for Workforce Innovation ²	-	-	-	-	1,055	1	1,100	3
Agriculture & Consumer Services	2,322	2	2,438	3	2,485	4	2,345	2
Banking & Finance	609	2	626	2	630	0	546	1
Children & Families	19,682	73	19,993	63	19,938	22	18,344	32
Citrus	*	0	*	0	110	0	42	1
Corrections	25,095	61	24,525	51	23,844	61	22,097	69
Education	1,030	2	726	0	1,380	0	1,501	1
<i>Schl. for the Deaf & the Blind ..</i>	375	1	392	1	412	0	364	0
Environmental Protection	3,135	9	2,588	3	2,570	6	2,313	3
Fish & Wildlife Conservation Com.	670	1	1,246	0	1,234	4	1,245	4
Health	10,042	20	10,345	23	11,311	15	10,759	11
Highway Safety & Motor Vehicles	4,006	0	3,984	4	3,929	4	3,733	11
Insurance	1,021	1	1,009	1	1,074	1	902	2
Juvenile Justice	3,922	37	4,100	16	4,116	15	3,876	27
Labor & Employment Security	4,766	8	4,241	2	979	1	494	3
Law Enforcement	1,182	2	1,309	0	1,364	1	1,221	2
Management Services	1,276	1	1,256	1	1,146	1	865	0
Military Affairs	*	0	138	3	150	2	117	0
Revenue	4,374	4	4,431	5	4,682	4	4,378	8
State	536	0	526	1	491	0	424	0
Transportation	8,375	14	8,319	20	7,969	4	6,471	7
Veterans' Affairs	215	0	313	0	316	0	335	2
Filed directly by Union	-	5	-	8	-	3	-	2

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

2 Agency created effective 7/1/2000.

* Data not available.

Source: Division of Human Resource Management.



Collective Bargaining Grievances

GRIEVANCES BY TYPE OF VIOLATION

Discipline continues to be the predominant reason for Step 3 grievances. There was a 30% increase in total number of grievances received at Step 3 by the Department of Management Services in 2001 from the previous year. Of the remaining grievance categories, hours of work, reassignment, attendance and leave, and promotion represent the most common issues addressed in 2001.

	1997	1998	1999	2000	2001
TOTAL	123	247	208	149	193
Discipline	76	131	114	56	115
Reassignment	8	26	22	26	11
Grievance Procedure	7	3	4	8	3
Promotion	7	23	18	9	9
Hours of Work	7	11	12	14	21
Attendance & Leave	6	15	7	14	11
Safety	5	9	2	1	2
Seniority	3	4	4	2	4
Other ¹	4	8	15	15	9
Wages	0	10	6	2	5
Union Activities	0	3	4	2	1
Recognition	0	4	0	0	2

GRIEVANCES BY COLLECTIVE BARGAINING UNIT

In addition to the increase in the total number of grievances (149 grievances in 2000 as compared to 193 grievances in 2001), there was significant change in the percentage of grievances filed by unit. The Security Services and Professional Units represent approximately 56% of all grievances filed at Step 3 for 2001 and approximately 61% for 2000. The Law Enforcement Unit grievances showed the greatest increase from last year - up 170% in 2001.

	1997	1998	1999	2000	2001
TOTAL	123	247	208	149	193
Professional Unit	33	68	43	35	39
Security Services Unit	26	58	52	55	69
Administrative/Clerical Unit ...	26	43	29	17	25
Human Services Unit	22	49	37	17	35
Operational Services Unit	9	15	28	6	4
Law Enforcement Unit	7	8	6	7	19
Professional Health Care Unit	0	1	5	4	0
Filed by Unions	0	5	8	8	2

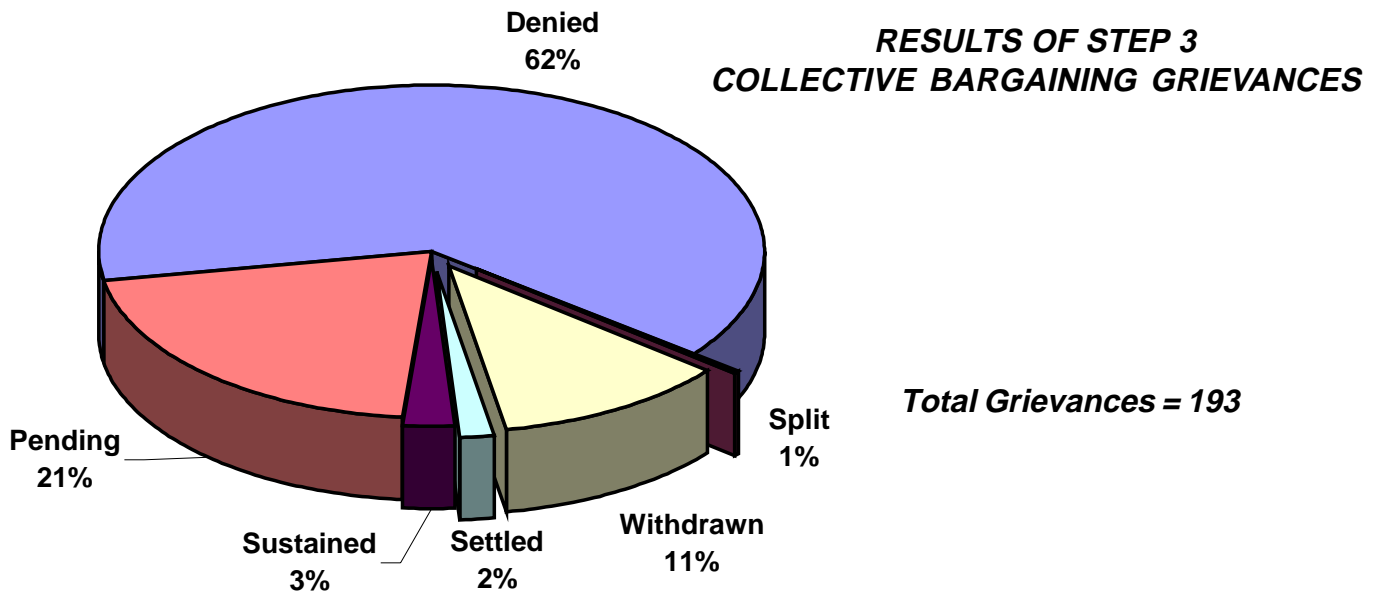
¹ In 2001, "Other" included layoff/recall (2); out of title (1); personnel records (1); performance review (1); and other (4). In 2000, "Other" included layoff/recall (1); out of title (4); personnel records (1); scope of health care professional practice (1); travel expenses (1); discrimination (1); employment outside of state government (1); classification review (3); and other (2). 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.

Source: Division of Human Resource Management.



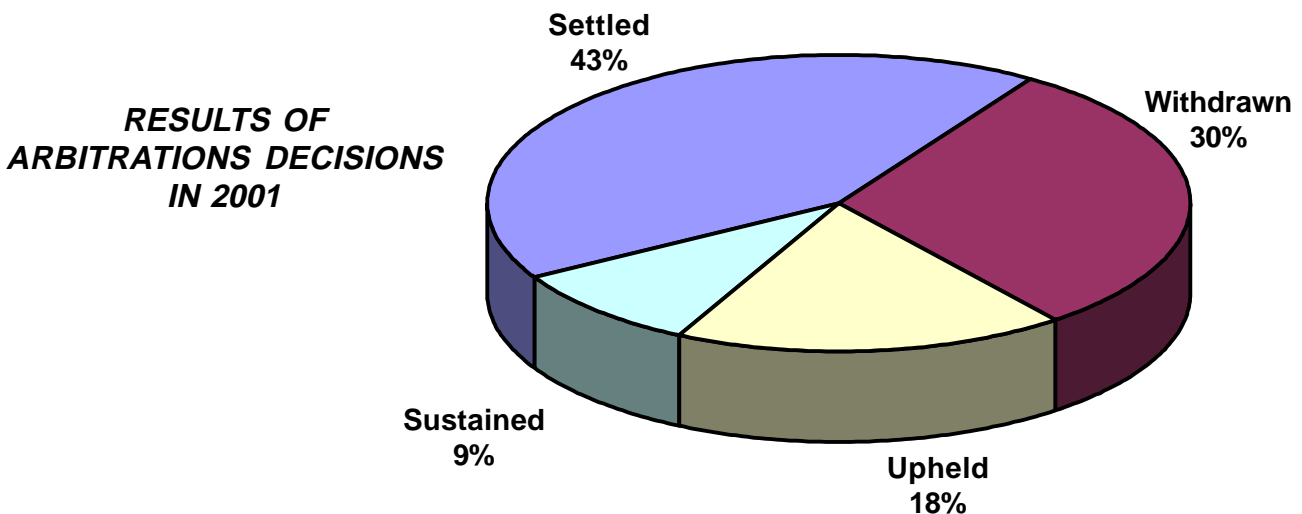
Results of Collective Bargaining Grievances

Calendar Year 2001



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

The pie chart depicts the Results of Arbitration decisions when they were appealed to arbitration. A decision was made on 33 of the cases which have been appealed to arbitration.



Glossary of Terms:

- Withdrawn** - Grievance was withdrawn by Union/Grievant.
- Denied** - Grievance was ruled in favor of the agency.
- Settled** - Grievance was settled prior to a Step 3 response or an arbitration hearing.
- Upheld** - Grievance was ruled in favor of the State at arbitration.
- Sustained** - Grievance was ruled in favor of the Union/Grievant.

Source: Division of Human Resource Management.



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, education vouchers and telecommuting.

The Florida average Career Service salary, as of December 31, 2001 was \$30,121. This is comparable with the overall average of \$30,314 among the 14 southeastern states participating in the 2001 Southeastern States Fringe Benefit survey based on July 1, 2001 salary data.

Additionally, agencies continue to use pay flexibility as provided in Rule 60L-32, effective January 1, 2002, formerly known as Rule 60K-2, Florida Administrative Code, when addressing pay plans. Beginning July 1, 2001, Service First shifted the emphasis on employee compensation to pay-for-performance instead of pay-for-attendance. In fact, "Superior Proficiency" accounted for 57% of the reasons for increases with the average amount of increase being 4.3%. State employees are recognized for their contributions in terms of job performance and implemented ideas for reducing state expenses through the receipt of bonuses. Each agency submits a bonus plan annually to the Governor explaining the eligibility criteria and method for bonus distribution, which is determined with at least 40 percent input from the employee's peers. When Service First was signed into law, the Legislature provided \$15.5 million to fund non-recurring performance lump-sum bonuses which equated to 0.25% of the agency's initial approved salary rate for the fiscal year.

State agencies can also increase the availability of permanent salary dollars by retaining 20 percent or more of salary dollars from positions being eliminated as a result of implementing cost-saving measures.

In addition to salaries, employees in the State Personnel System receive a variety of benefits. The

table on page 50 provides a comparison of the benefits received by each pay plan in the State Personnel System.

In calendar year 2001:

- The State's leave liability increased to \$570,674,971 from \$538,771,749. Increasing balances mean an increasing liability on the part of the state while decreasing balances decrease the state's liability. When employees separate from the State Personnel System, they may be eligible for a payout on unused leave. It should be noted that due to the movement of approximately 16,000 Career Service employees to the Selected Exempt Service, leave balances for Career Service State Personnel System employees have decreased in 2001 while leave balances for Selected Exempt Service employees have increased.

- Although Selected Exempt Service employees are not eligible to earn regular and special compensatory leave, they may now carry regular and special compensatory leave balances given that the 2001 legislative action specified the transfer of regular and special compensatory leave balances for employees moving from Career Service to Selected Exempt Service. Previously, employees moving from Career Service to Selected Exempt Service would forfeit their regular compensatory balance and would be paid at the Career Service regular rate of pay for their special compensatory leave.

- The Adoption Benefits program, authorized by Section 110.152, Florida Statutes, offers monetary benefits to state employees adopting a child(ren) whose permanent custody has been awarded to the Department of Children and Families or to a Florida-licensed child-placing agency. \$140,000 was funded during Fiscal Year 2000-2001 resulting in 17 employees being awarded cash benefits for 20 eligible adoptions totaling \$138,599.38.

- Effective May 14, 2001, as part of the Service First Initiative, the Meritorious Service Awards Program

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



WORKFORCE COMPENSATION

was replaced by the new Savings Sharing Program. For 2001, there is no data available given the recent implementation.

The Savings Sharing Program encourages and rewards state employees and agencies for saving the government money. Sections 110.1245 and 216.1815, Florida Statutes, govern the program charging agencies with developing a marketing strategy that promotes and encourages both employee participation and supervisors and managers to identify business processes suitable for re-engineering or initiate projects increasing operating efficiencies. The Savings Sharing Program recognizes employees or groups of employees for implementing proposals resulting in actual, measurable reductions in state expenditures. The Legislative Budget Commission may approve, based on an agency head's recommendation, a reward for the employee or employees submitting the proposal for an amount of money directly related to the savings realized.

In addition, agencies may retain a portion of their budget for implementing proposals resulting in increased operational efficiency, eliminating or reducing state expenditures, or reducing established positions provided the existing problems or activities are conducive to outsourcing, privatization or elimination of positions without jeopardizing the level of service to the public. Agencies must track and document savings realized or additional revenue generated by implementing the proposals. Again, the Legislative Budget Commission may approve an amended budget and allow the agency to retain a portion of the savings to be used for salary increases or other expenditures that do not exceed reoccurring savings.

Further information on the Florida Savings Sharing Program including the promulgated rule and pertinent statutes can be found on <http://www.state.fl.us/dms/hrm>.

- A total of 479 employees were official telecommuters as part of the State's Telecommuting Program. The Florida Parole Commission 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

The Florida average Career Service salary, as of December 31, 2001 was \$30,121. This is comparable with the overall average of \$30,314 among the 14 southeastern states participating in the 2001 Southeastern States Fringe Benefit survey based on July 1, 2001 salary data.

AVERAGE SALARY² AMONG THE SOUTHEASTERN STATES

	1997	1998 ³	1999	2000	2001	97-01 % Change
AVERAGE	\$26,014	\$27,195	\$28,486	\$29,179	\$30,314	16.5%
<i>Alabama</i>	\$28,015	\$30,585	\$31,085	\$31,259	\$32,051	14.4%
<i>Arkansas</i>	\$25,423	\$25,985	\$27,913	\$28,695	\$28,424	11.8%
<i>Florida</i>	\$25,943	\$27,287	\$28,490	\$29,747 ⁴	\$29,456	13.5%
<i>Georgia</i>	\$26,407	\$27,206	\$28,219	\$31,764	\$32,744	24.0%
<i>Kentucky</i>	\$27,586	\$28,827	\$30,051	\$30,051	\$32,555	18.0%
<i>Louisiana</i>	\$24,002	\$24,849	\$25,813	\$26,932	*	
<i>Mississippi</i>	\$24,036	\$25,985	*	\$26,564	\$26,426	9.9%
<i>Missouri</i>	\$24,491	\$25,297	\$26,388	\$27,880	\$27,871	13.8%
<i>North Carolina</i>	\$28,033	\$30,611	\$31,163	\$32,532	\$32,475	15.8%
<i>Oklahoma</i>	\$24,677	\$24,623	\$26,193	\$26,843	\$29,085	17.9%
<i>South Carolina</i>	\$25,536	\$27,084	\$28,235	\$29,963	\$31,039	21.5%
<i>Tennessee</i>	\$26,792	*	\$26,620	\$27,916	\$28,592	6.7%
<i>Virginia</i>	\$29,331	\$30,506	\$31,662	*	\$35,304	20.4%
<i>West Virginia .</i>	\$23,930	\$24,686	*	*	\$28,060	17.3%

* Data not available.

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

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

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 This figure represents the average annual salary for classified employees reported to the Southeastern States Salary Conference prior to the November 1, 2001 general wage increase and may not match salary figures presented elsewhere in this report.

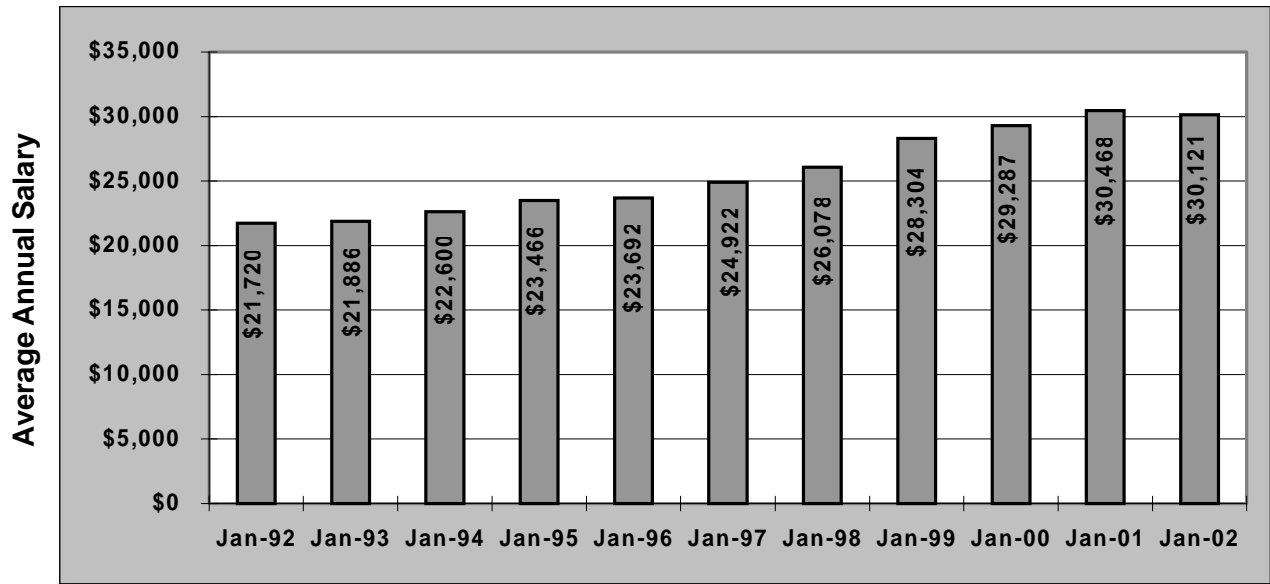
Source: Southeastern States Fringe Benefits Survey, 2001



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 Proficiency²</i>	<i>Added Duties</i>	<i>Education & 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								
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
2001 ...	57%	27%	4%	2%	0.1%	0.7%	7%	8,870

	<i>Superior Proficiency²</i>	<i>Added Duties</i>	<i>Education & Training</i>	<i>Reassignment</i>	<i>Transfer</i>	<i>Competitive Job Offer</i>	<i>Internal Pay Relationship</i>	<i>TOTAL</i>
AVERAGE % INCREASE								
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%	
2001 ...	4.3%	6.4%	4.7%	8.8%	11.1%	10.4%	4.0%	

¹ Salary figures are unadjusted and do not account for inflation.

² Abolished effective January 2002.

Source: Cooperative Personnel Employment Subsystem (COPES).



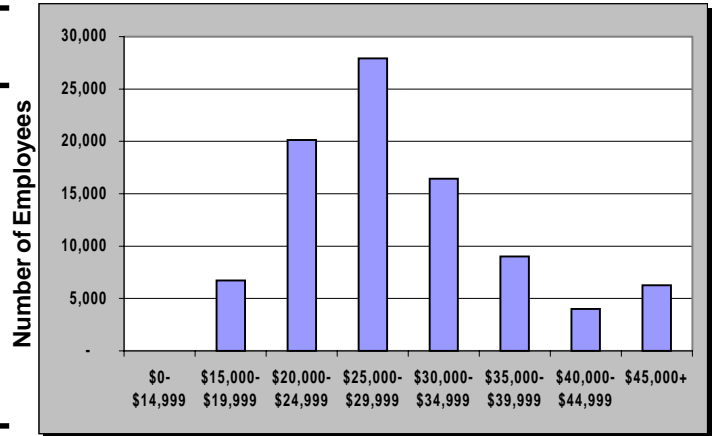
WORKFORCE COMPENSATION

Career Service Salaries

as of 12/31/2001

CAREER SERVICE SALARY DISTRIBUTION

SALARY RANGE	1997	1998	1999	2000	2001
0 - \$14,999	5%	1%	0%	0%	0%
\$15,999 - \$19,999	22%	13%	10%	8%	7%
\$20,000 - \$24,999	31%	31%	30%	21%	22%
\$25,000 - \$29,999	18%	23%	25%	30%	31%
\$30,000 - \$34,999	10%	13%	14%	17%	18%
\$35,000 - \$39,999	7%	7%	8%	9%	10%
\$40,000 - \$44,999	4%	5%	5%	6%	4%
\$45,000 ABOVE	5%	7%	7%	9%	7%



CAREER SERVICE SALARY DISTRIBUTION BY GENDER AND ETHNICITY

SALARY RANGE	COUNT					PERCENT				
	White Male	White Female	Minority Male	Minority Female	Total	White Male	White Female	Minority Male	Minority Female	% of Total
TOTAL	27,540	27,948	11,827	23,204	90,519	30%	31%	13%	26%	100%
\$0-\$14,999	2	-	-	-	2	100%	-	-	-	0% ¹
\$15,000-\$19,999 ...	630	2,357	716	3,026	6,729	9%	35%	11%	45%	7%
\$20,000-\$24,999 ...	3,097	6,944	2,392	7,704	20,137	15%	34%	12%	38%	22%
\$25,000-\$29,999 ...	8,734	8,041	4,183	6,954	27,912	31%	29%	15%	25%	31%
\$30,000-\$34,999 ...	6,255	4,771	2,329	3,098	16,453	38%	29%	14%	19%	18%
\$35,000-\$39,999 ...	3,737	2,775	1,107	1,394	9,013	41%	31%	12%	15%	10%
\$40,000-\$44,999 ...	1,750	1,316	434	518	4,018	44%	33%	11%	13%	4%
\$45,000-\$49,999 ...	1,442	774	309	226	2,751	52%	28%	11%	8%	3%
\$50,000-\$54,999 ...	711	447	143	136	1,437	49%	31%	10%	9%	2%
\$55,000-\$59,999 ...	497	239	81	70	887	56%	27%	9%	8%	1%
\$60,000-\$64,999 ...	241	125	48	26	440	55%	28%	11%	6%	0% ¹
\$65,000-\$69,999 ...	194	81	29	26	330	59%	25%	9%	8%	0% ¹
\$70,000-\$74,999 ...	97	37	21	10	165	59%	22%	13%	6%	0% ¹
\$75,000-\$79,999 ...	33	22	7	4	66	50%	33%	11%	6%	0% ¹
\$80,000-\$84,999 ...	34	5	8	5	52	65%	10%	15%	10%	0% ¹
\$85,000-\$89,999 ...	21	3	2	2	28	75%	11%	7%	7%	0% ¹
\$90,000+	65	11	18	5	99	66%	11%	18%	5%	0% ¹

¹ Result is less than 0.5%

Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE COMPENSATION

Salary Distribution by Gender & Ethnicity

as of 12/31/2001

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	6,851	6,946	2,073	3,583	19,453	35%	36%	11%	18%	100%
\$0-\$14,999	-	-	-	-	-	-	-	-	-	-
\$15,000-\$19,999 ...	31	50	17	40	138	22%	36%	12%	29%	1%
\$20,000-\$24,999 ...	126	575	162	545	1,408	9%	41%	12%	39%	7%
\$25,000-\$29,999 ...	394	889	285	780	2,348	17%	38%	12%	33%	12%
\$30,000-\$34,999 ...	672	1,118	352	688	2,830	24%	40%	12%	24%	15%
\$35,000-\$39,999 ...	814	1,115	262	505	2,696	30%	41%	10%	19%	14%
\$40,000-\$44,999 ...	754	780	184	299	2,017	37%	39%	9%	15%	10%
\$45,000-\$49,999 ...	838	730	168	243	1,979	42%	37%	8%	12%	10%
\$50,000-\$54,999 ¹ ...	694	515	130	139	1,478	47%	35%	9%	9%	8%
\$55,000-\$59,999 ...	592	362	99	84	1,137	52%	32%	9%	7%	6%
\$60,000-\$64,999 ...	510	258	79	68	915	56%	28%	9%	7%	5%
\$65,000-\$69,999 ...	396	197	57	36	686	58%	29%	8%	5%	4%
\$70,000-\$74,999 ...	327	139	54	26	546	60%	25%	10%	5%	3%
\$75,000-\$79,999 ...	265	83	44	28	420	63%	20%	10%	7%	2%
\$80,000-\$84,999 ...	165	52	30	19	266	62%	20%	11%	7%	1%
\$85,000-\$89,999 ...	102	30	31	10	173	59%	17%	18%	6%	1%
\$90,000+	171	53	119	73	416	41%	13%	29%	18%	2%

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	290	132	39	38	499	58%	26%	8%	8%	100%
\$0-\$29,999	-	-	-	-	-	-	-	-	-	-
\$30,000-\$34,999 ...	1	-	-	-	1	100%	-	-	-	0% ¹
\$35,000-\$49,999 ...	-	-	-	-	0	-	-	-	-	-
\$50,000-\$54,999 ...	-	1	-	-	1	0%	100%	0%	0%	0% ¹
\$55,000-\$59,999 ...	-	1	-	1	2	0%	50%	0%	50%	0% ¹
\$60,000-\$64,999 ...	3	4	-	1	8	38%	50%	0%	13%	2%
\$65,000-\$69,999 ...	11	2	1	-	14	79%	14%	7%	0%	3%
\$70,000-\$74,999 ...	6	9	1	1	17	35%	53%	6%	6%	3%
\$75,000-\$79,999 ...	8	11	2	2	23	35%	48%	9%	9%	5%
\$80,000-\$84,999 ...	30	16	5	3	54	56%	30%	9%	6%	11%
\$85,000-\$89,999 ...	27	17	3	3	50	54%	34%	6%	6%	10%
\$90,000+	204	71	27	27	329	62%	22%	8%	8%	66%

¹ Result is less than 0.5%.



WORKFORCE COMPENSATION

Annual Legislative Salary Increases - Career Service

FISCAL YEAR 2001-02

Effective 11/01/01

- A 2.5% increase to all Career Service employees, with the exception of pay grade 189 and Security Services Unit employees. \$600 guaranteed minimum.
- A 4.5% increase for employees in Career Service pay grade 189 (Correctional Officer Inspector Supervisor).
- A 4.5% increase to Security Services employees. Minimum and maximum of pay ranges adjusted accordingly. (Step plans were abolished through collective bargaining.)

Anniversary Date: Professional Health Care - When an employee's current base rate of pay is equal to a level on the FY00-01 Longevity Level Table, the employee is placed on the corresponding level on the FY01-02 Longevity Level Table. (a two and one-half percent (2.5%) increase in base rate of pay). When any portion of the 2.5% increase would result in the base rate of pay exceeding the maximum for the employee's pay grade on FY01-02 Longevity Level Table, the employee's base rate of pay shall be increased to the maximum of the pay grade on the FY01-02 Longevity Level Table and the employee shall be granted a one-time lump-sum payment equal to the difference between the annual maximum of the pay grade on the FY01-02 Longevity Level Table and 2.5 percent of their current annual base rate of pay. When the current base rate of pay exceeds the maximum of the pay grade on the FY01-02 Longevity Level Table for the employee's pay grade, the employee shall be granted instead a one-time lump-sum payment in an amount equal to 2.5 percent of their current annual base rate of pay. Employees' whose current base rate of pay is not equal to a longevity level shall receive an increase to the next higher longevity level.

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.

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.



WORKFORCE COMPENSATION

Comparison of Benefits

as of 12/31/2001

	CAREER SERVICE	SELECTED EXEMPT SERVICE	SENIOR MANAGEMENT SERVICE
ANNUAL LEAVE	Ranges from 8.667 to 13 hours accrued per month depending upon length of service. Upon termination from state, with a minimum of one year of service, eligible for payment of up to 240 hours.	Receives 176 hours upon appointment date and each anniversary date. Upon termination from state, may be paid up to 480 hours.	Receives 176 hours upon appointment date and each anniversary date. Effective July 1, 2001, SMS leave accrual was changed to the same as Selected Exempt Service accrual rate. Terminal payment same as for Selected Exempt Service.
SICK LEAVE	Accrues 8.667 hours per month. (104 hours annually, regardless of length of service.) 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.	Receives 104 hours upon appointment date and each anniversary date. Terminal payment benefit same as for Career Service and Senior Management Service.	Receives 104 hours upon appointment date and each anniversary date. Effective July 1, 2001, SMS leave accrual was changed to the same as Selected Exempt Service accrual rate. Terminal payment benefit same as for Career Service and Selected Exempt Service.
RETIREMENT	Regular Class: 6 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. Special Risk: 6 years vesting. Normal retirement at age 55 or 25 years at any age. Benefit factor of 3%. FRS Investment Plan: Becomes available in 2002. 1-year vesting for FRS Investment Plan. If transferring present value from Defined Benefit Plan, other rules apply.	Regular Class: Same retirement provisions as Career Service. Special Risk: Same retirement provisions as Career Service. FRS Investment Plan: Becomes available in 2002. 1-year vesting for FRS Investment Plan. If transferring present value from Defined Benefit Plan, other rules apply.	SMS Class: 6 years vesting. Normal retirement at age 62 or 30 years at any age. Benefit factor of 2%. SMSOAP¹: Immediate vesting. Defined contribution plan in lieu of above. FRS Investment Plan: Becomes available in 2002. 1-year vesting for FRS Investment Plan. If transferring present value from Defined Benefit Plan, other rules apply.
INSURANCE	Group Health: ² Employee pays monthly premium of \$37.14 for individual coverage or \$133.62 for family coverage. State pays \$220.24 or \$450.34, respectively. Life Insurance: Coverage is 150% of salary. Employee pays 20% and state pays 80%.	Group Health: State pays 100% of the premium. Life Insurance: Coverage is 200% of annual salary. State pays 100% of the premium. Short Term Disability: State pays 100% of the premium.	Group Health: State pays 100% of the premium. Life Insurance: Coverage is 200% of annual salary. State pays 100% of the premium. Short Term Disability: State pays 100% of the premium.
HOLIDAYS	Nine paid holidays each calendar year. One paid personal holiday each fiscal year.	Same holidays as Career Service.	Same holidays as Career Service.
JOB RIGHTS	Dismissal: For cause.	Dismissal: At the pleasure of.	Dismissal: At the pleasure of.

1 SMSOAP: Senior Management Service Optional Annuity Program.

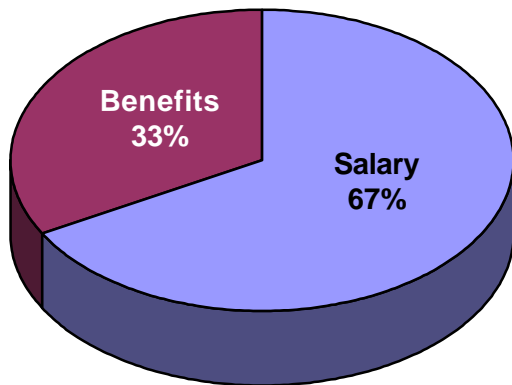
2 Benefits changed effective 7-1-2001.

Source: Chapters 110 and 121, Florida Statutes, and the General Appropriations Act for Fiscal Years 00-01 and 01-02.



WORKFORCE COMPENSATION

Payroll Costs for Salaries and Benefits¹



Percent of Total Compensation Costs

CAREER SERVICE

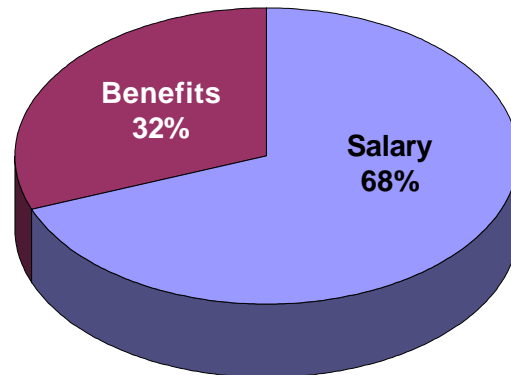
The average total compensation for a Career Service employee in 2001 was \$44,716.72. This is comprised of \$30,120.78 (67%) in salary plus \$14,595.94 (33%) in benefits.

This Career Service benefits package of \$14,595.94 has a value equivalent to 48% of the employee's \$30,120.78 salary.

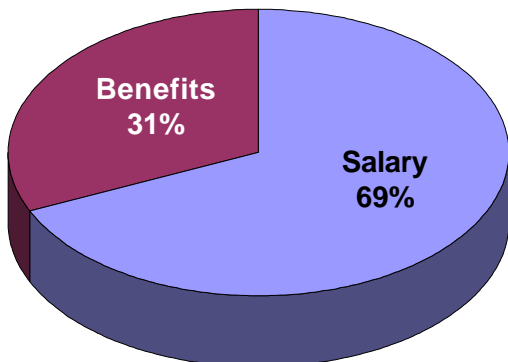
SELECTED EXEMPT SERVICE

The average total compensation package for a Selected Exempt Service employee in 2001 was \$66,401.70. This is comprised of \$44,854.38 (68%) in salary plus \$21,547.32 (32%) in benefits.

This Selected Exempt Service benefit package of \$21,547.32 has a value equivalent to 48% of the employee's \$44,854.38 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 2001 was \$135,329.44. This is comprised of \$93,351.07 (69%) in salary plus \$41,978.37 (31%) in benefits.

This Senior Management Service benefit package of \$41,978.37 has a value equivalent to 45% of the employee's \$93,351.07 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 13-17) were used to calculate the benefits.



WORKFORCE COMPENSATION

2001 Retirement Plan Membership¹

Active Employees as of 6/30/2001

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, 2001, there were 108,467 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, 2001, there were 84,673 Career Service (CS) 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, 2001, there were 23,231 Career Service and Selected Exempt Service employees in this class.

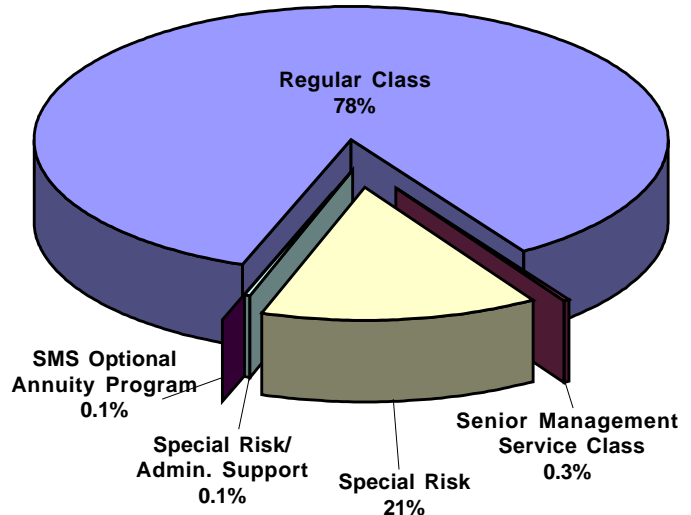
- **Special Risk Administrative Support Class** - for former Special Risk Class members who provide administrative support to special risk members within a special risk employing agency. As of June 30, 2001, there were 75 Career Service, Selected Exempt Service and Senior Management Service employees 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, 2001, there were 361 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, 2001, there were 127³ senior managers who were enrolled in this program.

- **FRS Investment Plan (Public Employee Optional Retirement Program)** - becomes available in 2002. All state employees eligible for the Florida Retirement System membership, including participants in the SMSOAP, may opt to participate in this defined contribution plan instead of the defined benefit plan currently offered (the FRS Pension Plan) or the SMSOAP. (Employees participating in the Deferred Retirement Option Program are not eligible to participate in the FRS Investment Plan.) Employees with service under the FRS Pension Plan may choose to transfer the present value of this service credit to the FRS Investment Plan as their opening account balance. Disability benefits are available under this plan; the employee may choose to keep the value of his/her account or to surrender the value of his/her account and accept guaranteed monthly benefits as offered under the FRS Pension Plan. Participants retired from the FRS Investment Plan are eligible to receive Health Insurance Subsidy benefit payments upon application after reaching normal retirement as defined under the plan.

2001 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 (4,748 as of 6/30/01) are captured under "2001 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 12/31/2001*

EMPLOYEE PARTICIPATION BY PLAN		
TOTAL	110,472	
Preferred Provider Organization (PPO)	54,468	49%
Health Maintenance Organization (HMO)	46,148	42%
No Insurance	9,856	9%

Agency	Preferred Provider Organization	Health Maintenance Organization	No State Group Insurance¹	Total
TOTAL	54,468	46,148	9,856	110,472
Agency for Health Care Administration	742	836	126	1,704
Agency for Workforce Innovation	801	619	85	1,505
Agriculture and Consumer Services	1,919	1,248	193	3,360
Banking and Finance	285	527	42	854
Business and Professional Regulation	534	779	104	1,417
Children and Families	11,296	9,657	2,552	23,505
Citrus	49	29	17	95
Community Affairs	61	247	24	332
Corrections	14,004	8,151	2,060	24,215
Education	903	1,174	115	2,192
<i>School for the Deaf and the Blind²</i>	267	133	50	450
Elder Affairs	158	154	52	364
Environmental Protection	1,564	1,662	215	3,441
Fish and Wildlife Conservation Commission	1,049	573	79	1,701
Health	6,688	5,216	1,456	13,360
Highway Safety and Motor Vehicles	2,192	2,046	271	4,509
Insurance	470	829	108	1,407
Juvenile Justice	2,615	1,987	580	5,182
Labor and Employment Security	176	335	183	694
Law Enforcement	643	922	111	1,676
Legal Affairs	492	504	64	1,060
Management Services	290	937	157	1,384
<i>Administrative Hearings²</i>	81	110	21	212
Military Affairs	125	57	27	209
Office of the Governor	38	32	8	78
Parole Commission	43	83	6	132
Public Service Commission	80	257	28	365
Revenue	2,157	2,775	435	5,367
State	106	511	31	648
Transportation	4,479	3,606	565	8,650
Veterans' Affairs	161	152	91	404
<i>Number included in total that are spouses of another state employee</i>	<i>2,375</i>	<i>1,971</i>	<i>0</i>	<i>4,346</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

Leave - Earned and Used

State Personnel System

as of 12/31/2001

CAREER SERVICE

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 2001, Career Service employees² earned a total of 12,105,112 hours of Annual Leave as compared to 14,556,761 hours in 2000, and used a total of 10,274,248 hours as compared to 12,326,523 hours in 2000. The decrease in leave earned and used is the result of approximately 16,000 employees being transferred from Career Service to Selected Exempt Service on July 1, 2001 as part of the Service First Initiative. An average of 97 hours of Annual Leave was used in the last calendar year. The total outstanding balance of Annual Leave for current Career Service employees decreased 21.89% from 2000 to 2001.³

SICK LEAVE

Full-time Career Service employees earn 8.667 hours of Sick Leave per month.⁴ In 2001, these employees earned a total of 9,861,219 hours of Sick Leave as compared to 11,727,437 hours in 2000, and used a total of 8,343,368 hours as compared to 9,907,981 hours in 2000. The decrease in leave earned and used is the result of approximately 16,000 employees being transferred from Career Service to Selected Exempt Service on July 1, 2001 as part of the Service First Initiative. An average of 79 hours of Sick Leave was used in the last calendar year. The total outstanding balance of Sick Leave for current Career Service employees decreased 26.96% from 2000 to 2001.³

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.⁵ In 2001, Career Service employees earned a total of 1,432,597 hours of Special Compensatory Leave as compared to 1,726,856 hours in 2000, and used a total of 1,162,391 hours as compared to 1,186,977 hours in 2000. The decrease in leave earned and used is the result of approximately 16,000 employees being transferred from Career Service to Selected Exempt Service on July 1, 2001, as part of the Service First Initiative. On average, Career Service employees used 11 hours of Special Compensatory Leave. The total outstanding balance of Special Compensatory Leave decreased 12.98% from 2000 to 2001.³

REGULAR COMPENSATORY LEAVE

Excluded⁶ Career Service employees earn Regular Compensatory Leave on an hour-for-hour basis for overtime work.⁷ In 2001, Career Service employees earned a total of 354,241 hours of Regular Compensatory Leave as compared to 731,383 hours in 2000, and used a total of 368,231 hours as compared to 658,219 hours in 2000 (an average of 5 hours per Career Service employee)³. The decrease in leave earned and used is the result of approximately 16,000 employees being transferred from Career Service to Selected Exempt Service on July 1, 2001, as part of the Service First Initiative. 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 employees earning it as regular compensatory leave. Currently, 19 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 decreased 53.25% from 2000 to 2001.³

1 Rule 60L-34.0041(2)(a), formerly known as Rule 60K-5.028(1)(a), Florida Administrative Code.

2 Includes any employee who earned leave during the Calendar Year 2001.

3 2001 COPEView leave report.

4 Rule 60L-34.0042(2)(a), formerly known as Rule 60K-5.030(1)(a), Florida Administrative Code.

5 Rules 60L-34.0032(3)(c) and (4) and 60L-34.0071(3)(e), formerly known as Rules 60K-5.026(4)(b) and (5) and 60K-5.032(3)(e), respectively Florida Administrative Code.

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

7 Rule 60L-34.0043(1), formerly known as Rule 60K-5.029(1)(a), Florida Administrative Code.



SELECTED EXEMPT SERVICE

ANNUAL LEAVE

Full-time Selected Exempt Service employees earn 176 hours of Annual Leave upon appointment and on each anniversary date.¹ In 2001, these employees earned a total of 4,784,462 hours of Annual Leave as compared to 699,594 hours in 2000, and used a total of 2,333,905 hours as compared to 462,701 hours in 2000 (an average of 108 hours per Selected Exempt Service employee). The increase in leave earned and used is the result of approximately 16,000 employees being transferred from Career Service to Selected Exempt Service on July 1, 2001, as part of the Service First Initiative.

SICK LEAVE

Full-time Selected Exempt Service employees earn 104 hours of Sick Leave upon appointment and on each anniversary date.¹ In 2001, these employees earned a total of 3,039,786 hours of Sick Leave as compared to 420,135 hours in 2000, and used a total of 1,689,694 hours as compared to 253,801 hours in 2000 (an average of 59 hours per Selected Exempt Service employee). The increase in leave earned and used is the result of approximately 16,000 employees being transferred from Career Service to Selected Exempt Service on July 1, 2001, as part of the Service First Initiative.

SPECIAL COMPENSATORY LEAVE

Selected Exempt Service employees are not eligible to earn Special Compensatory Leave. However, beginning July 2001, if an employee moves from the Career Service to the Selected Exempt Service, any unused Special Compensatory Leave balances are carried forward with the employee for the employee's use. In 2001, Selected Exempt Service employees transferred from the Career Service and carried forward a total of 74,622 hours of earned Special Compensatory Leave and used a total of 179,129 hours.

REGULAR COMPENSATORY LEAVE

Selected Exempt Service employees are not eligible to earn Regular Compensatory Leave. However, beginning July 2001, if an employee moves from the Career Service to the Selected Exempt Service, any unused Regular Compensatory Leave balances are carried forward with the employee for the employee's use. In 2001, Selected Exempt Service employees transferred from the Career Service and carried forward a total of 170,770 hours of earned Regular Compensatory Leave and used a total of 315,334 hours.

SENIOR MANAGEMENT SERVICE

ANNUAL LEAVE

Full-time Senior Management Service (SMS) employees earn 176 hours of Annual Leave¹ upon appointment and on each anniversary.³ In 2001, these employees earned a total of 114,422 hours of Annual Leave as compared to 132,316 hours in 2000, and used a total of 65,011 hours as compared to 63,845 hours in 2000 (an average of 107 hours per employee). The total outstanding balance of Annual Leave decreased 4.44% from 2000 to 2001.²

SICK LEAVE

Full-time Senior Management Service employees earn 104 hours of Sick Leave¹ upon appointment and on each anniversary.³ In 2001, these employees earned a total of 63,686 hours of Sick Leave as compared to 68,846 hours in 2000 and used a total of 30,806 hours of sick leave as compared to 32,923 hours in 2000 (an average of 55 hours per employee). The total outstanding balance of Sick Leave decreased 0.45% in 2001 over 2000.²

¹ Rules 60L-34.0041(1) and 60L-34.0042(1), formerly known as Rules 60M-1.008 and Rules 60N-1.007, Florida Administrative Code.

² 2001 COPESView leave report.

³ Changed effective July 1, 2001 due to Service First legislation.



WORKFORCE COMPENSATION

State's Leave Liability¹ as of 12/31/2001

If all State Personnel System employees had left at the end of Calendar Year 2001 and were paid for all leave due to them, we calculate that the liability would have been as follows:

ANNUAL LEAVE²

\$323,348,355

If the total balance of 15,367,608 hours of Annual Leave were paid on December 31, 2001, it would have cost the State approximately \$323,348,355. On December 31, 2000, the liability was an estimated \$294,194,472.³

SICK LEAVE⁴

\$148,413,500

If the total balance of 39,077,951 hours of Sick Leave were paid on December 31, 2001, it would have cost the State approximately \$148,413,500. On December 31, 2000, the liability was an estimated \$144,234,233.³

SPECIAL COMPENSATORY LEAVE⁵

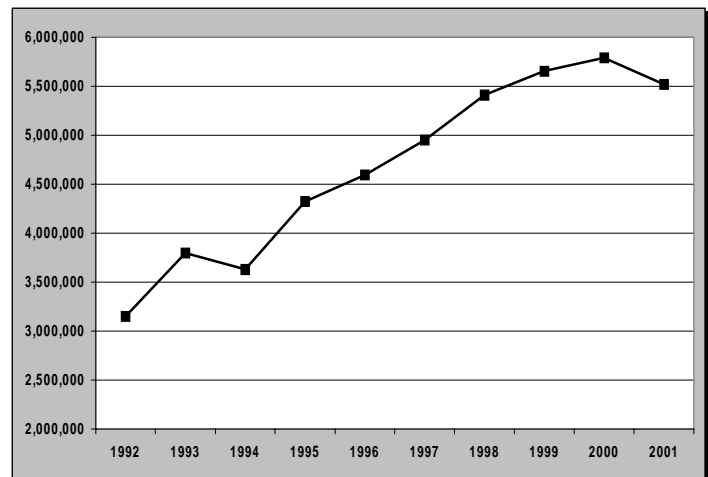
\$98,913,116

If the total balance of 5,536,945 hours of Special Compensatory Leave were paid on December 31, 2001, it would have cost the State approximately \$98,913,116. On December 31, 2000, the liability was an estimated \$100,343,044.³

Rule 60L-34, Florida Administrative Code, formerly known as Rule 60K-5, became effective on 1/2/02, and provides tools for the management of Special Compensatory Leave.

A survey of agencies⁶ indicated that round-the-clock operations and emergency response are the primary cause of high Special Compensatory Leave liability that 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), which cited these issues as causes of high Special Compensatory Leave balances.

SPECIAL COMPENSATORY LEAVE LIABILITY 1992 - 2001⁷



The unfunded Special Compensatory Leave liability must be paid at an employee's current salary upon separation from Career Service or transfer between agencies. However, if the employee is moving from a Career Service position to a Selected Exempt Service position, special compensatory leave is now transferred effective July 1, 2002.

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 12/31/01 (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 2000 Annual Workforce Report.

4 Sick leave liability = 25% of sick leave balance 12/31/01 (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 12/31/01 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 2001.



WORKFORCE COMPENSATION

State Holidays

HOLIDAYS¹

The State Personnel System grants its employees 10 paid holidays per year. 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

	AVERAGE SALARY	
	WITHOUT BENEFITS	WITH BENEFITS
Career Service employee ⁴	\$1,158.49	\$1,540.79
Selected Exempt Service employee ⁴	\$1,725.17*	\$2,292.47
Senior Management Service employee ⁴	\$3,590.43	\$4,775.27

* This represents a 31% decrease in the value of holiday leave for Selected Exempt Service employees (\$2,513.46 in 2000 Annual Workforce Report). This decrease is the result of approximately 16,000 at both higher and lower level supervisory and managerial positions being moved from Career Service to Selected Exempt Service therefore impacting the average salary reported for Selected Exempt Service employees.

State Mentoring Initiative

ADMINISTRATIVE LEAVE FOR MENTORING

In accordance with Rule 60L-34.0071(3)(i), F.A.C., formerly Rule 60K-5.032(3)(m), employees in the State Personnel System are allowed to use up to five hours per month to participate in school and/or community volunteer activities. Many employees supplemented this administrative leave with their personal leave and/or off-duty time.

1 Section 110.117(1), Florida Statutes.

2 1998-99, Book of States and 2001 National Association of State Personnel Executives survey.

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 15 - 17) and the benefit percentages depicted on page 51 were used to calculate the annual value [(hourly rate X 8) X 10] X % benefits.

Source: Cooperative Personnel Employment Subsystem (COPES).



WORKFORCE COMPENSATION

Adoption Benefits Program

The adoption benefits law, Section 110.152, Florida Statutes, authorizes a monetary benefit for full-time and part-time state employees, paid from regular salary appropriations, who adopt a child(ren). The Department of Management Services, Division of Human Resource Management, administers the adoption benefit by providing information on the program policies and procedures, accepting applications, determining applicant eligibility and awarding benefits to eligible applicants.

State employees may apply for adoption benefits during the annual April through May open enrollment period. A \$10,000 benefit is paid for an eligible special needs adoption payable in a \$5,000 lump-sum payment with the remaining benefit paid in equal monthly installments over a two-year period. A \$5,000 benefit is paid for a non-special needs or foreign adoption with a \$2,000 lump-sum payment and the remaining benefit being paid in equal monthly installments over a two-year period. Benefits for part-time employees are pro-rated proportionately.

The number of cash awards is limited to the amount of the funds appropriated by the Legislature, which

appropriated \$140,000 for adoption benefits for Fiscal Year 2000-2001. As a result of the 2001 open enrollment period, the Department of Management Services awarded benefits to 17 employees 20 eligible adoptions, totaling \$138,599.38.

The Legislature appropriated \$140,000 to fund adoption benefits during fiscal year 2000-2001. During the 2001 open enrollment period, the Department of Management Services received 111 applications for adoption benefits from 86 eligible employees. Seventeen employees were awarded benefits for 20 eligible adoptions for a total of \$138,599.38.

During the 2001 legislative session, changes were made to the adoption benefit law to authorize adoption benefits only for children whose permanent custody is awarded to the Department of Children and Families or to a Florida-licensed child-placing agency. The changes in the law became effective June 15, 2001. It is important to note that subsequent to the awarding of benefits in 2001, the applicable statutes were changed to exclude foreign adoptions. The Legislature appropriated \$140,000 to fund adoption benefits for fiscal year 2001-2002.

ADOPTION BENEFITS PROGRAM

<i>Agency</i>	<i>Number of Employees Awarded Benefits¹</i>	<i>Number of Non-Special Needs Adoptions Funded</i>	<i>Number of Special Needs Adoptions Funded</i>	<i>Number of Foreign Adoptions Funded</i>	<i>Total Benefits Awarded²</i>
TOTAL	17	6	2	12	\$138,599.38
Agriculture and Consumer Services	1	0	0	1	\$5,382.50
Children and Families	4	3	0	1	\$37,677.50
Corrections	1	1	0	0	\$10,765.00
Fish and Wildlife Conservation Commission ...	1	0	1	0	\$5,382.50
Florida State University	3	0	0	3	\$16,147.50
Health ³	4	1	1	4	\$36,331.88
Legislature	1	0	0	1	\$5,382.50
Revenue	2	1	0	2	\$21,530.00

1 Includes employees having multiple adoptions.

2 Includes employer-matching FICA (7.65%).

3 Includes non-special needs adoption benefit prorated for .75 FTE.



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	1997	1998	1999	2000¹	2001	97 - 01 % Change
TOTAL	\$3,400,669	\$3,735,325	\$4,137,552	\$4,344,501	\$4,772,473	40%
Alachua	\$112,398	\$126,908	\$123,559	\$116,376	\$122,008	9%
Big Bend	\$1,540,677	\$1,710,745	\$1,975,278	\$2,077,950	\$2,231,354	45%
Brevard	\$51,508	\$48,790	\$51,841	\$52,882	\$64,391	25%
Broward	\$131,274	\$129,110	\$128,069	\$137,442	\$147,176	12%
Central Florida	\$89,340	\$105,443	\$114,661	\$121,681	\$132,618	48%
Charlotte	\$3,276	\$7,727	\$4,926	\$6,796	\$10,113	209%
Citrus ²	\$0	\$2,792	\$284	\$0	\$2,749	-
Collier	\$6,639	\$8,374	\$10,361	\$14,792	\$11,368	71%
Dade	\$167,612	\$175,624	\$208,498	\$174,058	\$185,798	11%
Escambia	\$63,640	\$71,610	\$73,862	\$71,671	\$88,857	40%
Heart of Florida	\$220,549	\$247,907	\$274,702	\$323,230	\$319,650	45%
Hernando	\$3,413	\$4,497	\$4,345	\$2,761	\$7,090	108%
Hillsborough	\$420,720	\$434,453	\$443,752	\$468,042	\$488,169	16%
Lake/Sumter	\$13,188	\$12,076	\$18,109	\$30,291	\$28,000	112%
Lee	\$35,896	\$36,734	\$38,492	\$42,284	\$66,641	86%
Manatee	\$5,446	\$3,681	\$4,541	\$4,807	\$5,090	-7%
Marion	\$31,612	\$32,332	\$29,874	\$31,566	\$41,012	30%
Martin	\$13,981	\$10,495	\$9,148	\$13,179	\$21,130	51%
Monroe	\$8,863	\$9,574	\$15,295	\$10,217	\$15,409	74%
Northeast Florida	\$129,071	\$153,767	\$162,488	\$175,321	\$201,742	56%
Northwest Florida	\$55,882	\$68,109	\$72,077	\$72,172	\$114,948	106%
Okaloosa/Walton	\$14,487	\$16,979	\$16,957	\$27,283	\$44,961	210%
Okeechobee ²	\$0	\$2,645	\$1,435	\$4,060	\$5,609	-
Palm Beach	\$65,736	\$64,541	\$77,548	\$82,067	\$78,123	19%
Pasco	\$10,687	\$13,516	\$12,845	\$12,334	\$13,193	23%
Pinellas	\$51,344	\$61,007	\$67,407	\$68,776	\$68,199	33%
St. Lucie	\$22,863	\$25,576	\$29,995	\$39,892	\$56,777	148%
Santa Rosa	\$9,909	\$9,014	\$9,408	\$9,090	\$21,861	121%
Sarasota	\$23,144	\$27,048	\$37,764	\$28,126	\$36,047	56%
Suwannee Valley	\$27,519	\$36,703	\$38,380	\$43,030	\$54,434	98%
Volusia/Flagler	\$69,994	\$77,548	\$81,650	\$82,325	\$87,955	26%

1 Estimated amounts reported in the 2000 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



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.

Each State agency designs, implements and administers training and development plans addressing employee and organizational performance, preparing employees for greater responsibilities, and enhancing the agency's ability to retain a highly-qualified, motivated and productive workforce.

As a priority of the Service First initiative, the Governor focused on the need to develop a Professional Development Program in the following five key areas of training: improving performance of the individual, improving performance of groups of employees, relating efforts of employees to the organization's goals, strategic planning, and team leadership. In accordance with guidelines developed by the Department of Management Services' Division of Human Resource Management, in addition to the Professional Development Program, agencies are developing Career Pathing systems to assist employees in making their most significant and satisfying contributions to the agency throughout their career. The Career Pathing system's primary objective is to foster employee development and to maximize agency potential by providing personal satisfaction and professional development. Career Pathing systems include, but are not limited to, integrated processes for career assessment, performance appraisal, and career development.

An agency's process for Career Pathing provides

for evaluating all of its employees except volunteers and Other Personal Service (OPS) employees, and provides formal career pathing plans anchored to the core missions of the work unit and agency. The plan contains specific performance expectations and standards based on critical or high priority duties of the position and does not necessarily account for all assignments and work expectations. The plan addresses employee training opportunities needed to sharpen existing skills required for the position and, if appropriate, to develop skills necessary or useful for later stages of career development including training opportunities available under Chapters 110 and 235, Florida Statutes.

Available training expenditure data indicates the State Personnel System agencies have slightly decreased their average spending on training as a percentage of their total salary budget (from 0.64% of payroll costs in fiscal year 1999-2000 to 0.55% in fiscal year 2000-2001). The annual state training expenditures for each agency is not reflective of the training employees received under the education voucher program administered by the Department of Management Services. This decrease is also a reflection of the budget cuts every agency experienced in the later part of the calendar year 2001. The amount spent on training by the majority of these agencies is a much smaller percentage of their total salary budget for training than leading edge and benchmark organizations in the public and private sectors.¹ The State agencies' average of 0.55% is less than half that spent by the government sector (1.4%) and less than one-eighth of that spent by leading edge organizations in both the public and private sector (3.5%).

The Legislature, through the 2001 General Appropriations Act, repealed the annual authorization for the tuition waiver program,² which was premised on a space-available basis. Prompted by concerns that employees were not using the waivers for work-related courses, the Legislature replaced the waiver program with a voucher program and directed the Department of Management Services to develop procedures for administering the program. Because

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.

² Program was reinstated during the 2002 Legislative Session.



WORKFORCE TRAINING & DEVELOPMENT

of reduced funding, it was determined the most equitable way to award vouchers was to target transitioning employees. A transitioning employee is one who occupies a position or is assigned to a work unit that is going to be affected due to reorganization, program phase out, grant elimination, downsizing, outsourcing, budget reduction, or other reductions of the workforce. This program is a benefit established to assist transitioning employees in acquiring skills or knowledge necessary to successfully transition to other positions in state government when their positions are affected by workforce reductions. Since its inception on July 1, 2001 through May 20, 2002, there have been 309 state employees participating in the State Employee Education Voucher program. As of May 20, 2002, \$129,739 of the \$250,000 Legislative appropriation has been disbursed.



WORKFORCE TRAINING & DEVELOPMENT

Training Expenditures by Agency

Fiscal Year 1997 - 1998 through 2000 - 2001

<i>AGENCY</i>	<i>FY 97-98 Training Expenditures</i>	<i>FY 98-99 Training Expenditures</i>	<i>FY 99-00 Training Expenditures</i>	<i>FY 00-01 Training Expenditures</i>	<i>% Training to Salary Budget¹</i>
TOTAL	\$32,804,319	\$36,145,203	\$37,553,492	\$34,425,658.44	0.55%²
Agency for Health Care Admin.	\$842,444	\$1,303,401	\$1,435,932	\$898,379	1.14%
Agency for Workforce Innovation ³				\$203,374	0.46%
Agriculture & Consumer Svcs.	\$579,573	\$620,111	\$816,541	\$1,018,708	0.73%
Banking & Finance	\$646,638	\$916,178	\$680,944	\$729,541	1.72%
Business & Professional Reg.	\$855,891	\$965,227	\$869,452	\$597,351	0.90%
Children & Families	\$3,131,292	\$6,087,124	\$7,939,923	\$3,336,173	0.36%
Citrus	\$29,001	\$60,605	\$21,693	\$5,483	0.07%
Community Affairs	\$272,743	\$256,935	\$434,078	\$492,575	2.85%
Corrections	\$5,463,062	\$5,288,088	\$4,706,796	\$5,902,350	0.54%
Education	\$129,529	\$196,379	\$232,626	\$693,551	0.05%
Elder Affairs	\$210,919	\$262,032	\$232,375	\$443,155	2.84%
Environmental Protection	\$1,893,110	\$2,058,324	\$1,922,916	\$1,804,001	1.16%
Fish & Wildlife Cons. Comm.	\$340,061	\$368,198	\$601,780	\$845,201	1.03%
Health	\$2,113,820	\$2,287,648	\$3,779,097	\$3,309,695	0.63%
Highway Safety & Motor Vehicles	\$1,102,210	\$740,050	\$1,122,792	\$847,218	0.42%
Insurance	\$1,057,173	\$587,461	\$661,029	\$454,305	0.67%
Juvenile Justice	\$950,328	\$1,000,341	\$949,425	\$1,053,946	0.54%
Labor & Employment Security	\$3,459,615	\$2,721,902	\$1,775,026	\$498,814	0.71%
Law Enforcement	\$997,494	\$1,145,178	\$1,642,188	\$1,501,659	1.68%
Legal Affairs	\$227,310	\$345,194	\$354,337	\$279,681	0.51%
Management Services	\$869,740	\$2,199,884	\$1,139,041	\$588,612	0.80%
Military Affairs ⁴	\$304,423	\$770,520	\$122,603	\$2,000,395	18.50%
Office of the Governor	\$116,716	\$65,756	\$58,307	\$46,255	0.26%
Parole Commission	\$44,588	\$57,779	\$64,702	\$38,790	0.50%
Public Service Commission	\$291,100	\$329,020	\$361,853	\$327,760	1.60%
Revenue	\$967,597	\$750,636	\$848,599	\$856,711	0.40%
State	\$114,565	\$76,322	\$99,977	\$92,598	0.34%
Transportation	\$6,585,787	\$5,940,987	\$6,082,538	\$5,517,797	1.30%
Veterans' Affairs	\$50,033	\$47,325	\$32,855	\$41,580	0.31%

1 This percentage is calculated by dividing total agency training expenditures by total agency salary budget.

2 The American Society for Training and Development's 2001 State of the Industry Report indicates the government sector average = 1.4%; benchmark companies' average = 2.4%; leading-edge organization's average = 3.5%.

3 Agency for Workforce Innovation was created on 7/1/2000.

4 Fiscal Years 97-98, 98-99, 00-01 figures include college tuition payments for National Guard recruits.

Source: Office of the State Comptroller



WORKFORCE TRAINING & DEVELOPMENT

Educational Voucher Program¹

July 1, 2001 - May 20, 2002

The State Employee Education Voucher Program (Section 110.1099 Florida Statutes), administered by the Department of Management Services (Department), was established to assist transitioning employees in acquiring skills or knowledge necessary to successfully transition to another position within state government.

Transitioning employees may take up to six credit hours per semester of work related coursework at any public university, public community college, or public technical center. A transitioning employee is any full or part-time state officer or employee of an executive branch agency, cabinet agency, state university or the judicial branch of state government who is paid from regular salary appropriations occupying a position or is assigned to a work unit identified to be affected due to reorganization, program phase out, grant elimination, downsizing, outsourcing, budget reduction, or other reductions in force. The transitioning employee may apply for an education voucher with authorization from a supervisor and the Agency Head. The education voucher covers only the cost of matriculation fees as required by law. Other charges for textbooks, student financial, capital

improvement, trust, health, athletic, lab, activity and service fees are the responsibility of the employee unless otherwise waived by the educational institution or paid for by the employing agency.

In the event the matriculation fees exceed \$1,000 per term, the employee agrees to reimburse the Department if they do not remain employed by the current agency (unless involuntarily separated) for one calendar year from the time of completion of the training, do not satisfactorily complete the coursework, or voluntarily drop the course before completion, unless there are demonstrated extenuating circumstances. Additionally, each state agency may provide funds for matriculation fees when there is a need determined by the agency and there are available resources.

Education vouchers are not treated as taxable income for the employee unless the amount exceeds \$5,250 per calendar year. Expenses over this amount may continue to be excluded from taxes if the coursework meets the Internal Revenue Service's definition of "job related" (see IRS Code Section 127).

Agency Name	7/01/01 - 12/31/01		1/01/02 - 5/20/02	
	No. of Employees Enrolled	Disbursed Funds	No. of Employees Enrolled	Disbursed Funds
TOTAL	222	\$93,195.64	87	\$36,543.46
Agency for Health Care Administration	2	\$500.00	0	\$0.00
Department of Business and Professional Regulation	2	\$668.04	4	\$1,130.43
Department of Children and Families	67	\$34,723.67	38	\$19,852.14
Department of Corrections	58	\$31,053.04	6	\$1,731.89
Department of Environmental Protection	5	\$2,609.46	4	\$1,638.75
Department of Insurance	1	\$150.00	0	\$0.00
Department of Juvenile Justice	19	\$3,342.13	0	\$0.00
Department of Lottery	5	\$3,332.28	4	\$2,812.95
Department of Management Services	7	\$1,097.02	7	\$1,391.75
Department of Transportation	49	\$13,795.11	18	\$6,298.68
Florida Parole Commission	3	\$891.72	0	\$0.00
Justice Administration Commission	3	\$903.72	1	\$334.02
University of Central Florida	1	\$129.45	2	\$517.80
Florida Agricultural & Mechanical University	0	\$0.00	2	\$668.04
Florida State University	0	\$0.00	1	\$167.01

¹ An additional \$15,043 in vouchers has been awarded since January 1, 2002.



WORKFORCE TRAINING & DEVELOPMENT

EDUCATION VOUCHER PROGRAM DISBURSEMENTS

<i>Institution</i>	<i>07/01/01 - 12/31/01</i>		<i>01/01/02 - 5/20/02</i>	
	<i>No. of Employees Enrolled</i>	<i>Disbursed Funds</i>	<i>No. of Employees Enrolled</i>	<i>Disbursed Funds</i>
TOTAL	222	\$93,195.64	87	\$36,543.46
Brevard Community College	1	\$150.75	1	\$150.75
Broward Community College	4	\$489.00	2	\$253.50
Central Florida Community College	2	\$1,468.80	1	\$131.94
Chipola Community College	7	\$1,955.80	0	\$0.00
Daytona Beach Community College	4	\$517.80	2	\$517.80
Edison Community College	4	\$860.00	1	\$258.00
Erwin Technical Center	2	\$432.00	1	\$576.00
Florida Agricultural & Mechanical	15	\$6,519.54	15	\$4,971.92
Florida Atlantic University	5	\$4,690.50	12	\$6,786.51
Florida Community College of Jacksonville	1	\$118.71	0	\$0.00
Florida International University	14	\$8,653.32	9	\$4,519.53
Florida Gulf Coast University	1	\$334.02	0	\$0.00
Florida State University	15	\$7,459.08	15	\$6,925.07
George Stone Vocational Technical Center	3	\$2,490.00	0	\$0.00
Gulf Coast Community College	1	\$940.01	0	\$0.00
Hillsborough Community College	1	\$755.27	0	\$0.00
Indian River Community College	2	\$969.44	0	\$0.00
Lake City Community College	13	\$8,759.50	0	\$0.00
Lake Sumter Community College	2	\$387.00	0	\$0.00
Lee County Vocational Technical Center	1	\$847.80	0	\$0.00
Lively Technical Center	1	\$318.24	1	\$93.60
Miami Dade Community College	9	\$1,066.10	1	\$218.50
Miami Lakes Technical Education Center	1	\$124.00	0	\$0.00
North Florida Community College	2	\$1,746.08	0	\$0.00
Okaloosa-Walton Community College	3	\$3,188.88	0	\$0.00
Palm Beach Community College	1	\$255.66	1	\$137.83
Pasco-Hernando Community College	1	\$300.78	0	\$0.00
Polk Community College	6	\$1,419.00	0	\$0.00
Robert Morgan Education Center	2	\$660.00	1	\$210.00
Santa Fe Community College	4	\$516.00	0	\$0.00
Seminole Community College	1	\$129.45	2	\$517.80
Sheridan Technical Center	5	\$398.10	0	\$0.00
South Florida Community College	1	\$307.86	0	\$0.00
St. Petersburg Junior College	3	\$494.45	0	\$0.00
Tallahassee Community College	26	\$6,121.80	5	\$1,500.00
University of Central Florida	20	\$9,707.10	6	\$2,442.45
University of Florida	1	\$401.85	2	\$735.87
University of North Florida	5	\$1,972.77	1	\$803.70
University of South Florida	20	\$12,118.20	6	\$3,727.99
University of West Florida	1	\$167.01	0	\$0.00
Valencia Community College	7	\$1,618.20	2	\$1,064.70
Washington-Holmes Vocational Center	1	\$848.00	0	\$0.00
West Technical Center	3	\$517.77	0	\$0.00



Training Opportunities

Fiscal Years 1998-2001

Training Opportunities (formerly TRAINing DIRECT) 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. The system's self-service design allows approved vendors to post classes directly on the catalog, while employees are free to search the catalog for training opportunities. Training information

and registration are available 24 hours a day, seven days a week. Individual agencies are able 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 Opportunities' target audience is Florida state and local government employees.

TRAINING OPPORTUNITIES

	<i>1997-98</i>	<i>1998-99</i>	<i>1999-00</i>	<i>2000-01</i>
No. of agencies using Training Opportunities	26	26	26	25
No. of employees attending classes offered through Training Opportunities	17,335	19,773	19,931	34,516
No. of advertised classes	1,469	1,875	1,610	3,224
No. of educational vendor sponsored classes	177	252	274	213
No. of private vendor advertised classes	545	1,345	1,841	1,880
No. of agency and private vendor sponsored classes	2,648	3,220	3,725	2,214



WORKFORCE TRAINING & DEVELOPMENT

Florida Government E-XPO 2001

The First Annual Florida Government E-XPO 2001 was held in December at Tampa with over 1,600 attendees, 230 exhibitors, 74 workshops and numerous volunteers. In the past, the State hosted three annual conferences for State Purchasing, Human Resource and Supplier Diversity. The goal of Florida Government E-XPO 2001 was to combine these annual meetings into one by offering a one-stop resource for all public employees. E-XPO 2001 is yet another example of how Florida leads the nation in harnessing the power of technology to offer its citizens a better, more efficient government. It is in that spirit of efficient government that we derived the E-XPO theme of "Smarter Government for a Diverse Florida."

Florida Government E-XPO 2001 showcased the latest initiatives of the Governor including Service First, HR Outsourcing, E-Procurement and One Florida. Featured speakers included Governor Jeb Bush, Secretary Cynthia Henderson of the Department of Management Services, Tampa Mayor Dick Greco, author Philip King Howard, Commissioner Tim Moore of the Florida Department of Law Enforcement, Director Fran Brooks of the Division of Human Resource Management, Director Robert Hosay of the Division of Purchasing, and Executive Director Windell Paige of the Office of Supplier Diversity. Professional trainers from *Convergys* conducted the Professional Development Series with classes on Business Process Improvement and Reengineering for Efficiency, Change Enablement, and Employee Motivation. KPMG Consulting described its web-based solutions for greater access, better communication and convenience to both vendors and citizens with seminars on Business Operations, e-Government, e-Procurement Marketplace and One Florida Initiative.

In addition to the featured speakers, there were 74 workshops and training opportunities covering a number of topics ranging from the Governor's initiatives to workforce transition, broadbanding compensation, updates to personnel rules, professional development and other general sessions.

Some specific titles of presentations include:

- Human Resource Overview
- Broadbanding, Career Pathing & Bonuses
- Workforce Transition
- Personnel Rules Update
- Discipline & Grievances
- E-Procurement: A Vision for Change
- One Florida Initiative
- Process Improvement & Reengineering
- Transformational Change
- Satisfaction Surveys as Performance Measures
- Change Enablement
- Communicating to Influence
- Motivating Excellence
- State Group Insurance Update
- Retirement Update
- Blueprint for Continuous Learning

The E-XPO also featured an exhibition fair of 230 exhibitors and numerous one-on-one sessions that provided the opportunity for business owners to meet with key agency purchasing agents and decision-makers. These exhibitions and sessions created opportunities to learn how we are making doing business with Florida easier than ever.

The 2002 E-XPO is scheduled for August 21-23 in Tampa.



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