

*State of Florida*

# Annual Workforce Report

Calendar Year 1999



DEPARTMENT OF MANAGEMENT  
**SERVICES**

Division of Human  
Resource Management

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## *INTRODUCTION*

You have before you the 1999 Annual Workforce Report from the Department of Management Services' Human Resource Management Program (HRM). This compilation of facts, statistics and analyses is designed to provide a comprehensive overview of the State Personnel System. The State Personnel 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 government workforce. Much effort has gone into providing the most accurate picture of the State Personnel System both to facilitate the development of human resource strategy and, where appropriate, to comply with statutory reporting requirements. Whenever possible, the information is current as of the close of business, Calendar Year 1999. However, in cases where data is only available on a fiscal year basis (July 1, 1998, through June 30, 1999), it has been so indicated throughout the Report.

HRM is committed to attracting and retaining a high performance workforce for the State of Florida. As 1999 was drawing to a close, HRM debuted its first State Personnel System Human Resource Strategic Plan. The Plan covers three separate, but inter-related HR strategic areas, which also form the basis for the structure of this Report:

- Workforce Design
- Workforce Compensation
- Workforce Training and Development

As a result of the many recommendations generated by the Plan, a transformation of Florida's HR program has begun. A prime example is the work underway to introduce the use of competencies as the common language for describing the tasks associated with a position and identifying the candidate with competencies most closely matching the requirements of the position. Accompanying this shift to competency-based HR management will be the linking of pay to the successful performance of tasks. Rethinking the benefit package to better reflect the needs of the current and emerging workforce and focusing on performance improvement strategies that help employees develop and maintain critical skills will also be part of this transformation.

But as we embark on these initiatives, we need to examine where we have been. By tracking the issues and demographic trends suggested by this report we hope to ensure that the State's recruitment, retention and development practices can meet the challenges of the labor market. Therefore, this annual report, like the HR Strategic Plan, is a vital tool in meeting our program objectives. It is also a work in progress. Much has been accomplished to refine and clarify the data presented. The reader can expect more improvements over time.

Whether you have a specific purpose in mind or have just a general interest in the State Personnel System, we hope you find this Report helpful. Enclosed at the end of this Report is a survey to solicit your comments and suggestions. We would appreciate you taking a moment to complete and return this survey to us.



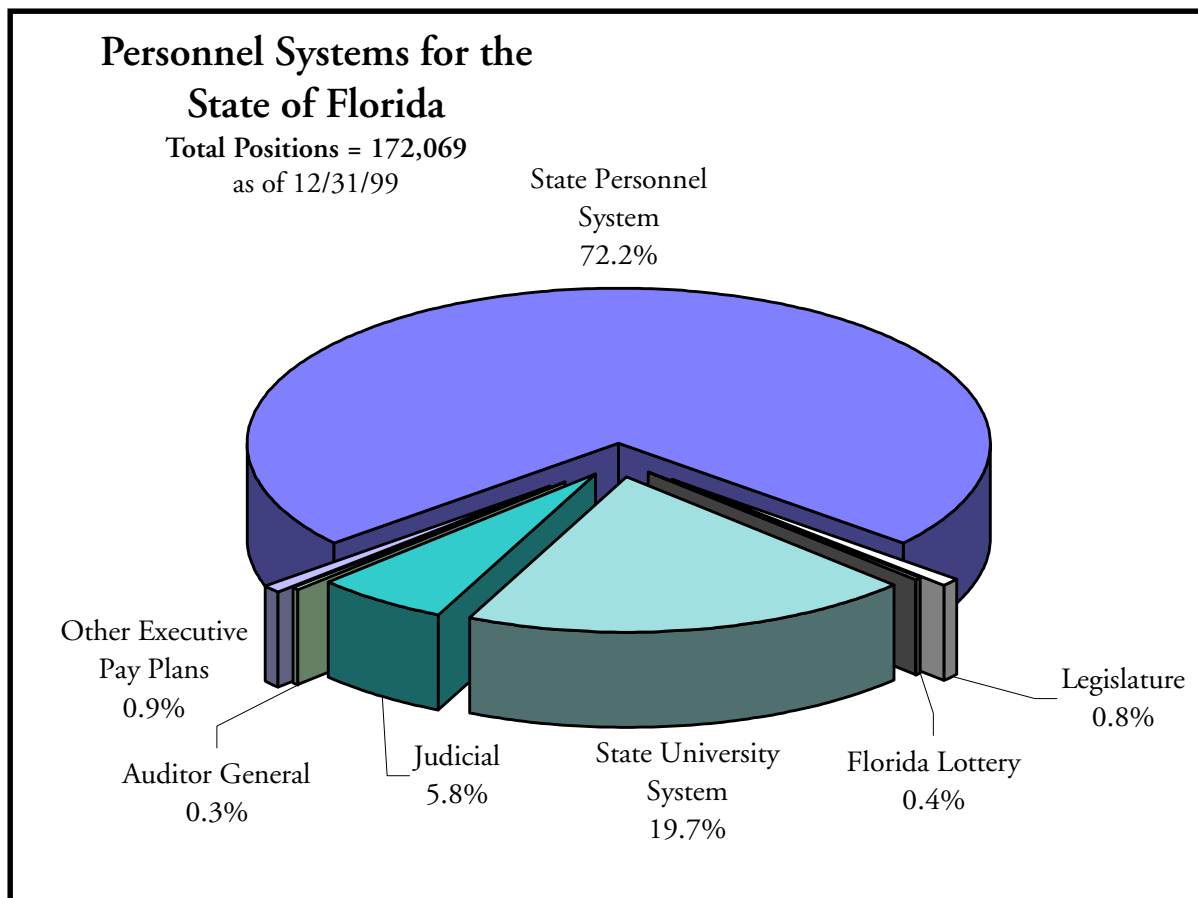
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# *THE STATE OF FLORIDA'S PERSONNEL SYSTEMS*

Florida is one of the fastest growing states in the nation, with the state's population expected to reach over sixteen million in the next six years. State government is the largest employer in Florida. State employees are under six different, autonomous personnel structures, with the State Personnel System (comprised of the Career Service (CS), Selected Exempt Service (SES) and the Senior Management Service (SMS)) making up the largest component. There were 172,069 total established positions in all state systems during 1999. The State Personnel System, which is the focus of this Workforce Report, accounted for 124,160 of those positions. The Department of Management Services' Division of Human Resource Management (HRM) is responsible for developing policies for the human resource program of the State Personnel System.

Most state jobs in the State Personnel System are in the Career Service. Policy-making positions and those in upper management are in the SMS. Middle management and professional positions, such as doctors and lawyers, are in the SES. HRM is responsible for the design, implementation and maintenance of the classification and pay plans of the State Personnel System.

The State Personnel System must be able to recruit, select, train, develop and maintain an efficient, effective and responsible workforce. Knowledge of the State's workforce composition assists Human Resource Management in becoming more proactive in providing services to customers and meeting agencies' human resource needs. Through analysis of our workforce profile, we can recognize the needs and trends which may have an impact on management decisions, program priorities and planning.



Source: Cooperative Personnel Employment System (COPES) and the personnel offices of the State University System, Florida Legislature and the Auditor General's office.



## ESTABLISHED POSITIONS BY SYSTEM AND PAY PLAN

SYSTEM AND PAY PLAN	ESTABLISHED POSITIONS				
	1995	1996	1997	1998	1999
<b>State Personnel System</b>					
Career Service	119,933	120,652	121,650	120,855	119,878
Selected Exempt Service	3,327	3,502	3,514	3,474	3,746
Senior Management Service	469	503	504	509	536
	<b>123,729</b>	<b>124,657</b>	<b>125,668</b>	<b>124,838</b>	<b>124,160</b>
<b>State University System</b>					
University Support Personnel System	15,403	15,347	15,108	15,382	15,828
General Faculty	12,651	12,847	10,385	12,592	13,175
Administrative & Professional (A&P)	3,281	3,583	3,956	4,305	4,921
A&P - Executive Service	46	47	47	45	45
	<b>31,381<sup>1</sup></b>	<b>31,824<sup>1</sup></b>	<b>29,496<sup>1</sup></b>	<b>32,324<sup>1</sup></b>	<b>33,969<sup>1</sup></b>
<b>Judicial</b>					
<b>Justice Administration</b>					
State Attorney	4,541	4,723	4,708	5,158	3,478
Public Defender	2,179	2,274	2,138	2,429	1,262
State Attorney with SMS Benefits	54	52	54	58	1,849
Public Defender with SMS Benefits	61	63	64	65	1,287
Capital Collateral Representative	52	73	60	95	98
Justice Administration Commission	30	30	84	30	29
<b>State Courts System</b>	1,619	1,698	1,727	1,862	1,088
Courts with SMS Benefits	55	56	57	59	900
	<b>8,591</b>	<b>8,969</b>	<b>8,892</b>	<b>9,756</b>	<b>9,991</b>
<b>Auditor General</b>					
Office of the Auditor General	589	616	619	619	455
	<b>589</b>	<b>616</b>	<b>619</b>	<b>619<sup>2</sup></b>	<b>455<sup>2</sup></b>
<b>Legislature</b>					
Legislative Pay Plan	1,204	1,193	1,153	1,211	1,312
	<b>1,204</b>	<b>1,193</b>	<b>1,153</b>	<b>1,211<sup>3</sup></b>	<b>1,312<sup>3</sup></b>
<b>Florida Lottery</b>					
Non-Managerial	714	717	652	682	676
Managerial	23	21	22	40	39
	<b>737</b>	<b>738</b>	<b>674</b>	<b>722</b>	<b>715</b>
<b>Other Executive Pay Plans</b>					
Instructional (CESA) <sup>4</sup>	279	0	n/a	n/a	n/a
Administrative & Professional (CESA) <sup>4</sup>	29	1	n/a	n/a	n/a
Classified (CESA) <sup>4</sup>	30	0	n/a	n/a	n/a
Managerial (CESA) <sup>4</sup>	8	0	n/a	n/a	n/a
Fixed Salary - Elected and Appointed	875	885	1,097	902	934
Exempt (Governor's Office)	212	250	225	247	237
School for the Deaf and the Blind	204	207	213	219	226
Other Exempt - Fixed Annual Salary	76	74	65	69	70
	<b>1,713</b>	<b>1,417</b>	<b>1,600</b>	<b>1,437</b>	<b>1,467</b>
<b>TOTALS</b>	<b>167,944</b>	<b>169,414</b>	<b>168,102</b>	<b>170,907</b>	<b>172,069</b>

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

2 Excludes 88 positions in Office of Program Policy Analysis and Government Accountability (OPPAGA). Reported by the Auditor General's personnel office.

3 Excludes interns and legislators as reported by Legislative Personnel Office.

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

Source: Cooperative Personnel Employment System (COPES).

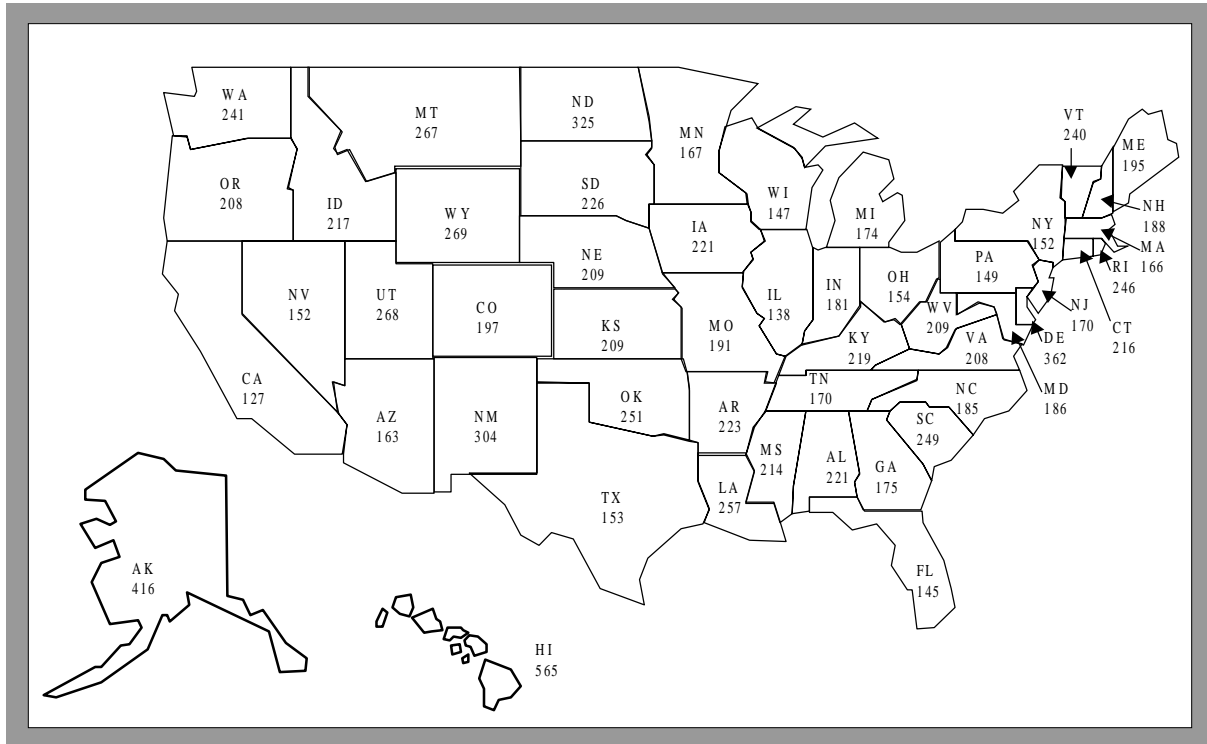




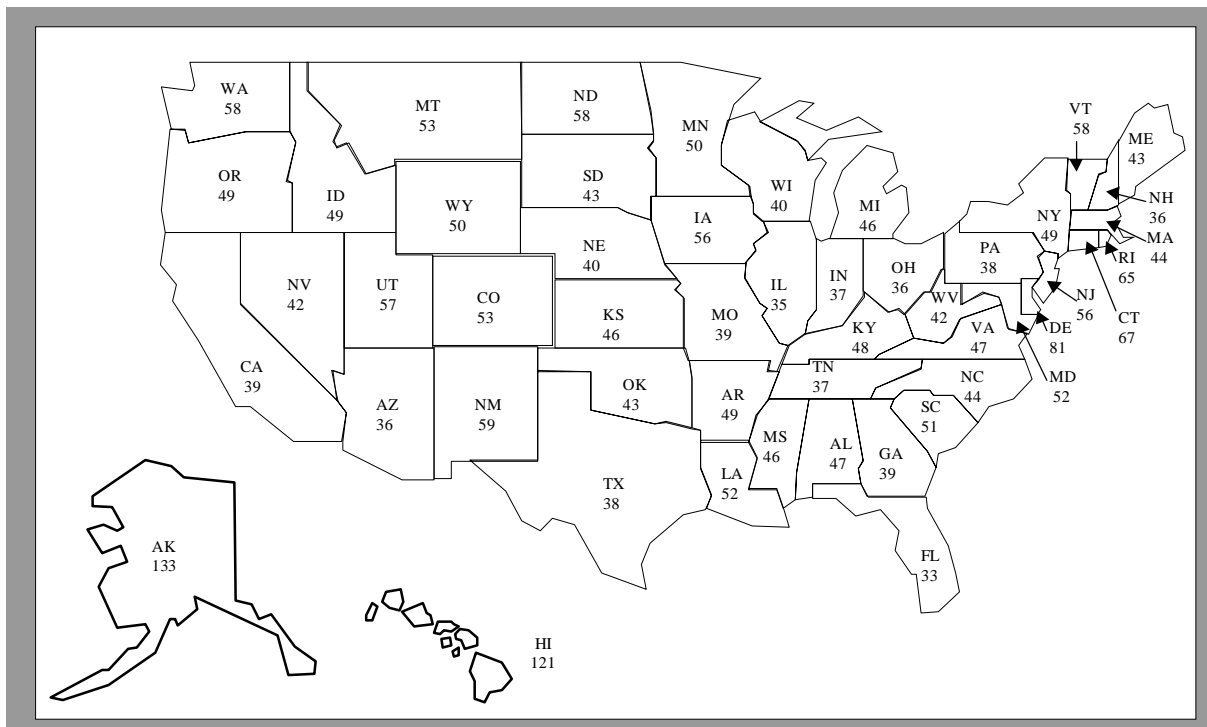
# STATE JOBS AND STATE PAYROLL

March 1998

RATIO OF STATE EMPLOYEES TO STATE POPULATION  
PER 10,000 POPULATION <sup>1</sup>



STATE EMPLOYEE PAYROLL EXPENDITURE DOLLARS  
PER STATE RESIDENT <sup>1</sup>



<sup>1</sup> March 1998, United States Census Data



The U.S. Census Bureau asks each state to report a count of the total number of state employees. The ratio of state employees to 10,000 population is useful as one indicator in gauging the efficiency of a state's public workforce in comparison to those found in other states. In 1998, Florida ranked third of 50 states. Only California and Illinois had lower ratios. Florida's ratio of state workers per 10,000 population in 1998 was 145 compared to 155 in 1997. Compared to other states, Florida's ratio has improved, moving from eighth place in 1997 to third place in 1998. The national average in 1998 was rounded to 176 state employees per 10,000 population compared to 177 in 1997. Florida's ranking is 18% below average.

The U.S. Census Bureau also asks each state to submit its total state public payroll expenditures for the month of March 1998. Using the state payroll expenditure figures for March along with population estimates for each state, we are able to compare the labor costs of state public services. In 1998, the Florida state public workforce moved to the lowest position of the 50 states in payroll costs borne by taxpayers. In 1998, state public payroll expenditures amounted to \$33 for each state resident compared to \$34 in 1997.

There are several factors responsible for this improvement over the already good standings from 1997. The most obvious explanation is the declining number of State full-time equivalencies (FTEs) and the growth in the number of state residents. The increased number of state residents in Florida has lowered the shared cost of public services, and since the number of FTE's has remained constant, state employees are serving a larger population of residents. There is a range of other factors such as the return on investments in information technology which may be aiding the workforce to do more with the same or less resources.

### 10 States with the Lowest Worker to Population Ratios

<i>1997</i>		<i>1998</i>	
1. CA	126	1. CA	127
2. IL	141	2. IL	138
3. WI	148	3. FL	145
4. TX	150	4. WI	147
5. PA	151	5. PA	149
6. NV	152	6. NV	152
7. NY	152	7. NY	152
8. FL	155	8. TX	153
9. OH	160	9. OH	154
10. AZ	161	10. AZ	163

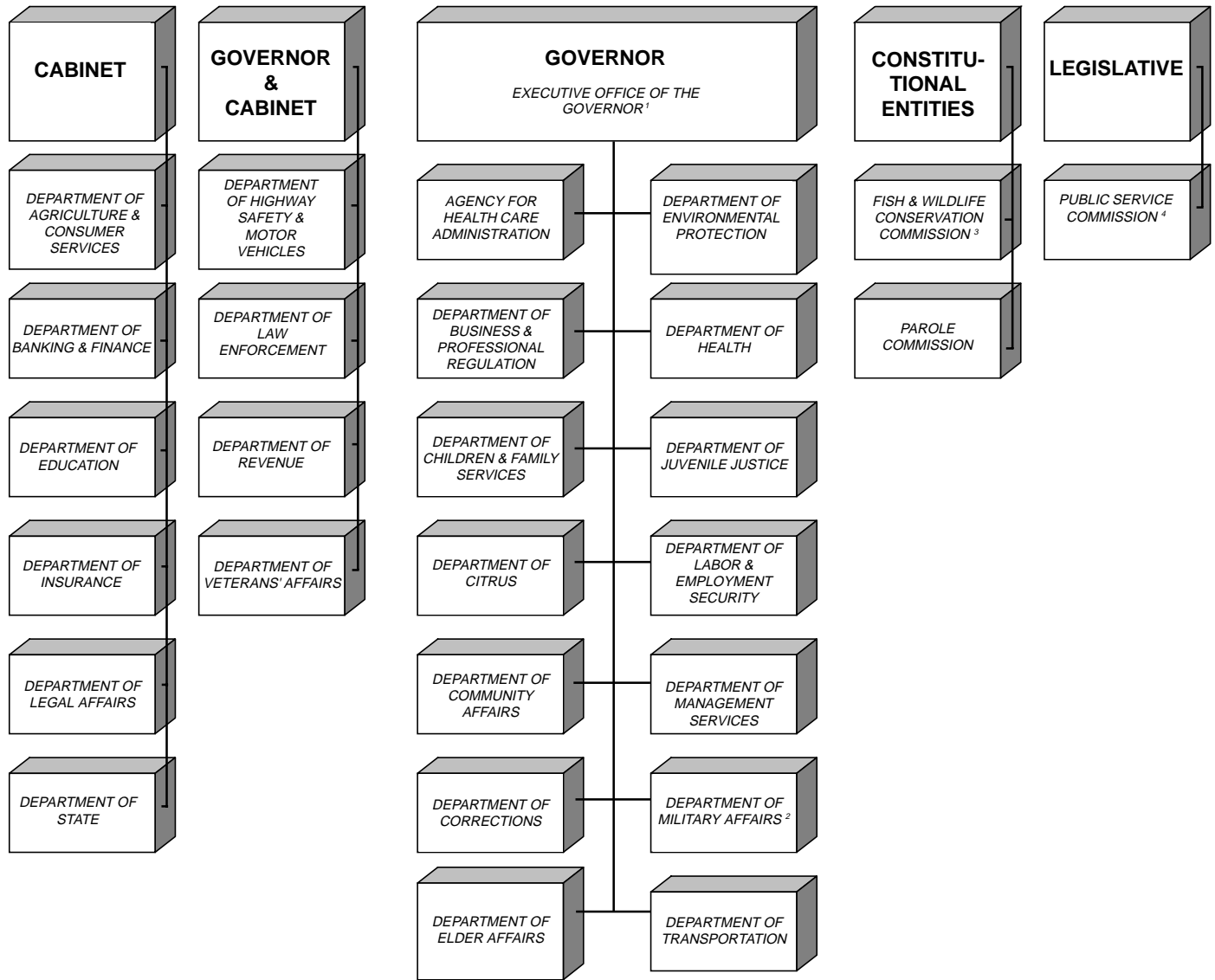
### 10 States with the Lowest Public Payroll Ratios

<i>1997</i>		<i>1998</i>	
1. FL	34	1. FL	33
2. AZ	34	2. IL	35
3. TX	35	3. NH	36
4. IL	35	4. OH	36
5. OH	36	5. AZ	36
6. NH	37	6. IN	37
7. TN	37	7. TN	37
8. GA	37	8. TX	38
9. MO	38	9. PA	38
10. PA	38	10. GA	39



# 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. Within the Executive Branch, there are 28 departments and other autonomous entities that operate as nominally centralized but with managerial decentralization. The following chart depicts the agencies which are governed by the State Personnel System policies.



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

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

3 Formerly, Florida Game and Fresh Water Fish Commission.

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

Source: Chapters 20 and 110, Florida Statutes.



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# WORKFORCE DESIGN

Workforce design is defined as the structure, systems and people of Florida's State Personnel System. The State Personnel System, comprised of the Career Service, Selected Exempt Service and the Senior Management Service, is one of six autonomous personnel structures in Florida state government and is the largest component. There are 28 departments in the Executive Branch as well as other autonomous entities which are governed by the State Personnel System. Information regarding positions, employee profiles, EEO/AA representation, employment trends, classification plans, employee mobility, personnel actions and collective bargaining grievances appealed to the Department of Management Services (Step 3) and bargaining unit information are included. The reports on Equal Employment Opportunity and Affirmation Action and the administration of the Selected Exempt and Senior Management Services are included in this section to comply with reporting requirements of the Florida Statutes.

Human Resource Management has undertaken the reengineering of the Career Service classification and pay system through the competency-based system initiative. The number one recommendation in the State Personnel System Human Resource Strategic Plan (a five year plan) is to continue the implementation of the competency-based human resource system. Reengineering of this system will modernize the entire human resource structure as well as improve and align methods for recruitment, selection, classification, performance appraisals and staff development.

The following observations regarding the State Personnel System's Workforce Design can be made from an analysis of information in this section:

- The three largest agencies in the State Personnel System, based on the total number of employees, continues to be the Departments of Corrections, Children and Family Services and Health.
- The State Personnel System employee profile indicates that the average age for a typical State employee is 44 years old with 11 years of service. This contrasts with last year's average age of 43 years old and 10 years of service. This profile is consistent with the national trend toward an aging and more experienced workforce.
- The percentage of females in Career Service has remained at 56% for the past three years and the percentage of females in the Selected Exempt Services has remained at 39% for the past two years. The percentage of females in the Senior Management Service has shown a slow upward trend since 1995, increasing a little more than 1% each year.
- According to the Equal Employment Opportunity and Affirmative Action report, seven agencies have either met or have made great strides toward meeting their goals for Fiscal Year 1998-99, two of which received this recognition last year - Elder Affairs and Juvenile Justice.
- Overall, agencies continue to do well in having a workforce representative of the available labor market for both females and ethnic minorities in Career Service positions.
- In the Selected Exempt Service, female representation is below that for the available labor market, but above the representation for ethnic minorities. Although there has been a small percentage increase in both female and ethnic minority representation in the Senior Management Service, improvements are still needed.
- As a result of a review of classes no longer being used, the total number of Career Service job classes was reduced from 1,522 in 1998 to 1,364 in 1999.
- From 1998 to 1999, the total number of established positions declined from 110,823 to 110,027. The largest decrease in the number of established positions was in the Employment Security/Unemployment Compensation Occupational Group. This decrease was due to workforce reduction in the Department of Labor and Employment Security.
- The Career Service turnover rate has declined from 8.54% in 1998 to 7.37% in 1999 for job classes with full-time equivalent (FTE) positions of 50 or greater. Further, Career Service separations from state government due to any reason have also declined from 13.17% in 1998 to 10.96% in 1999 for classes with 50 FTE or greater.
- The majority of the Step 3 grievances involved disciplinary issues; DMS ruled in favor of the agency in 74% of the cases, while another 18% were either withdrawn by the union or settled.



## POSITIONS BY AGENCY

*Career Service, Selected Exempt Service and Senior Management Service  
as of 12/31/99*

AGENCY NAME	ESTABLISHED POSITIONS	NO. OF EMPLOYEES	% OF TOTAL EMPLOYEES	VACANCIES <sup>1</sup>	
				NUMBER	% OF ESTABLISHED
Agency for Health Care Administration	2,002	1,880	1.6%	141	1.4%
Agriculture and Consumer Services	3,570	3,279	2.9%	296	2.9%
Banking and Finance	895	833	0.7%	68	0.7%
Business and Professional Regulation	1,699	1,571	1.4%	133	1.3%
Children and Family Services	26,461	24,169	21.0%	2,455	24.0%
Citrus	151	134	0.1%	19	0.2%
Community Affairs	439	410	0.4%	33	0.3%
Corrections	28,313	26,204	22.8%	2,308	22.5%
Education	1,038	949	0.8%	102	1.0%
<i>School for the Deaf and the Blind</i> <sup>2,3</sup>	432	430	0.4%	15	0.1%
Elder Affairs	350	321	0.3%	32	0.3%
Environmental Protection	3,588	3,428	3.0%	184	1.8%
Fish and Wildlife Conservation Commission	1,761	1,674	1.5%	89	0.9%
Health	13,025	12,027	10.5%	1,355	13.2%
Highway Safety and Motor Vehicles	4,936	4,664	4.1%	293	2.9%
Insurance	1,533	1,393	1.2%	146	1.4%
Juvenile Justice	5,503	5,081	4.4%	436	4.3%
Labor and Employment Security	5,894	5,267	4.6%	650	6.3%
Law Enforcement	1,735	1,623	1.4%	126	1.2%
Legal Affairs	1,009	949	0.8%	64	0.6%
Management Services	1,588	1,427	1.2%	165	1.6%
<i>Administrative Hearings</i> <sup>3</sup>	71	65	0.1%	6	0.1%
<i>Retirement</i> <sup>3</sup>	249	237	0.2%	16	0.2%
Military Affairs <sup>2</sup>	207	188	0.2%	19	0.2%
Office of the Governor <sup>2</sup>	89	78	0.1%	11	0.1%
Parole Commission	181	171	0.1%	11	0.1%
Public Service Commission	394	376	0.3%	19	0.2%
Revenue	5,513	5,206	4.5%	345	3.4%
State	700	662	0.6%	45	0.4%
<i>Ringling Museum</i> <sup>3</sup>	60	60	0.1%	1	0.0%
Transportation	10,367	9,787	8.5%	622	6.1%
Veterans' Affairs	407	366	0.3%	45	0.4%
<b>TOTAL</b>	<b>124,160</b>	<b>114,909</b>	<b>100%</b>	<b>10,250</b>	<b>100%</b>

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. (Numbers are rounded.)

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

3 These organizations have separate operating level designations in COPES.

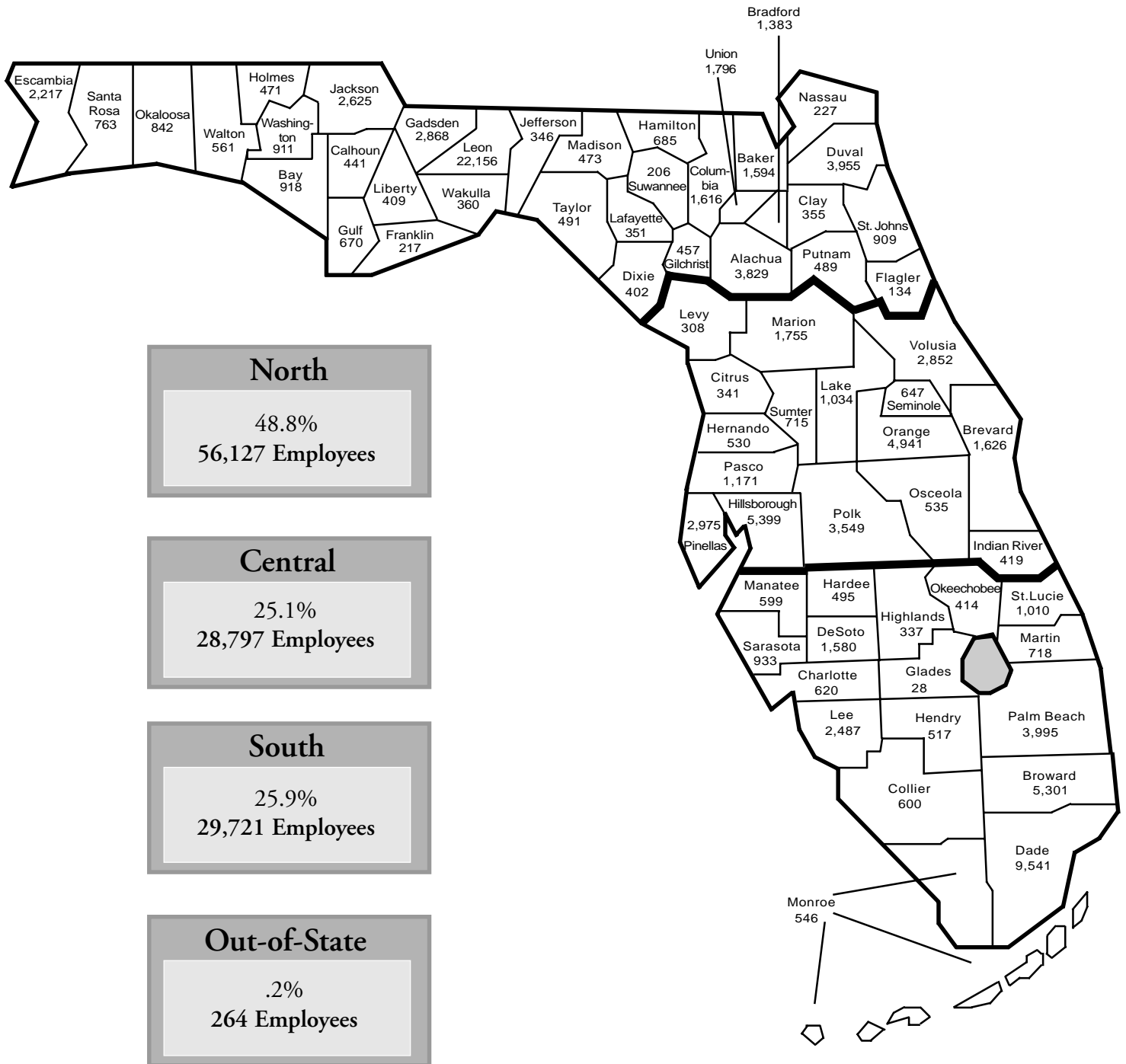
Source: Cooperative Personnel Employment System (COPES).



# EMPLOYEES BY REGION

*Career Service, Selected Exempt Service and Senior Management Service  
as of 12/31/99*

With a total of 22,156 employees, Leon County has the largest number of employees, followed by Dade County with 9,541 and Hillsborough County with 5,399.



Source: Cooperative Personnel Employment System (COPES).



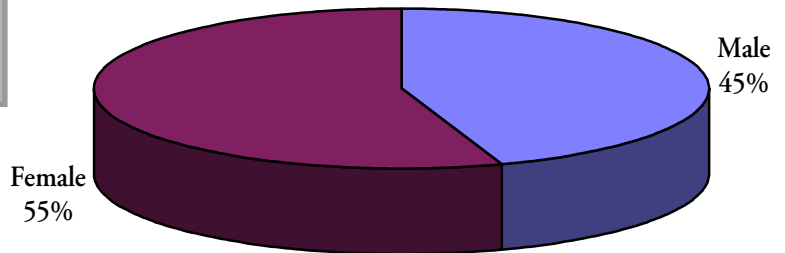
# STATE PERSONNEL SYSTEM - WORKFORCE PROFILE

## Career Service, Selected Exempt Service and Senior Management Service as of 12/31/99

<b>State Personnel System</b>	TOTAL POSITIONS	124,160	The "Average" Employee: <ul style="list-style-type: none"> <li>• is 44 years old</li> <li>• has 11 years of service</li> <li>• earns \$30,577 annually</li> </ul>
	TOTAL EMPLOYEES	114,909	
	MALE	45%	
	FEMALE	55%	
	ETHNIC MINORITY <sup>1</sup>	36%	

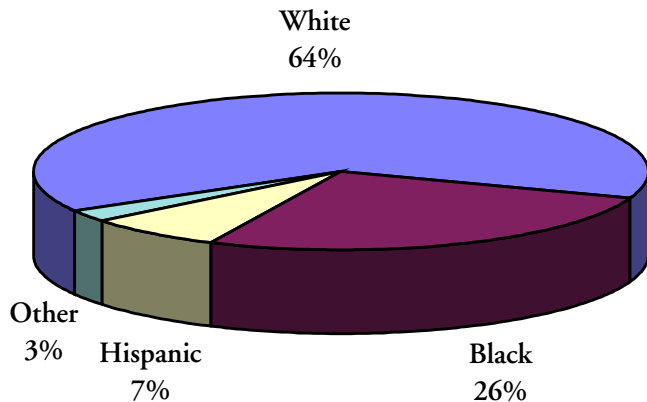
### Male/Female Ratio

	Number	Percent	Average Salary
Male	51,410	44.7%	\$33,326
Female	63,499	55.3%	\$28,351



### Ethnic Diversity

	Number	Percent	Average Salary
White	73,522	64.0%	\$32,302
Black	30,197	26.3%	\$26,532
Hispanic	8,322	7.2%	\$28,575
Other	2,856	2.5%	\$34,789
Unknown <sup>2</sup>	12	0%	\$29,726



<sup>1</sup> Ethnic Minority consists of Blacks, Hispanics or "Other" which includes Asian/Pacific Islanders, Native American/Alaskan Natives or Others.

<sup>2</sup> "Unknown" category due to race not disclosed. "Unknown" category not represented in charts due to small percentage.

Source: Cooperative Personnel Employment System (COPES).

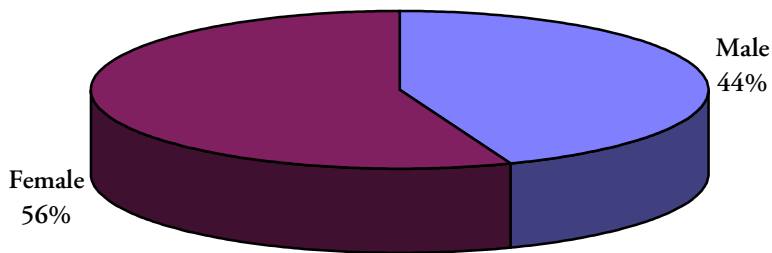


# CAREER SERVICE PROFILE

*as of 12/31/99*

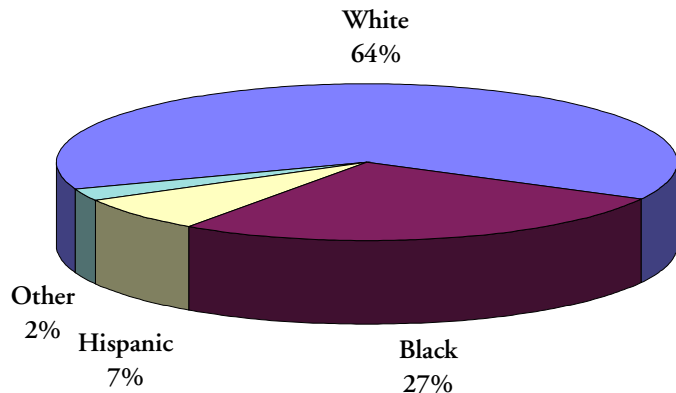
<b>Career Service</b>	TOTAL POSITIONS	119,878	The "Average" Employee: <ul style="list-style-type: none"> <li>• is 44 years old</li> <li>• has 11 years of service</li> <li>• earns \$29,287 annually</li> </ul>
	TOTAL EMPLOYEES	110,952	
	MALE	44%	
	FEMALE	56%	
	ETHNIC MINORITY <sup>1</sup>	37%	

## Male/Female Ratio



	Number	Percent	Average Salary
Male	48,954	44.1%	\$31,459
Female	61,998	55.8%	\$27,573

## Ethnic Diversity



	Number	Percent	Average Salary
White	70,409	63.5%	\$30,815
Black	29,819	26.8%	\$26,104
Hispanic	8,072	7.3%	\$27,299
Other	2,640	2.4%	\$30,593
Unknown <sup>2</sup>	12	.01%	\$29,726

<sup>1</sup> Ethnic Minority consists of Blacks, Hispanics or "Other" which includes Asian/Pacific Islanders, Native American/Alaskan Natives or Others.

<sup>2</sup> "Unknown" category due to race not disclosed. "Unknown" category not shown on charts due to small percentage.

Source: Cooperative Personnel Employment System (COPES).





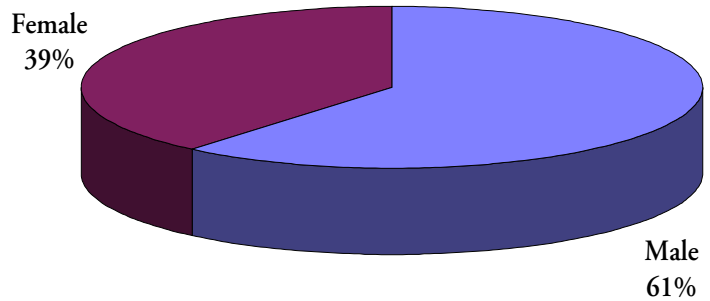
# SELECTED EXEMPT SERVICE PROFILE

*as of 12/31/99*

<b>Selected Exempt Service</b>	TOTAL POSITIONS	3,746	The "Average" Employee: <ul style="list-style-type: none"> <li>• is 48 years old</li> <li>• has 12 years of service</li> <li>• earns \$63,369 annually</li> </ul>
	TOTAL EMPLOYEES	3,440	
	MALE	61%	
	FEMALE	39%	
	ETHNIC MINORITY <sup>1</sup>	22%	

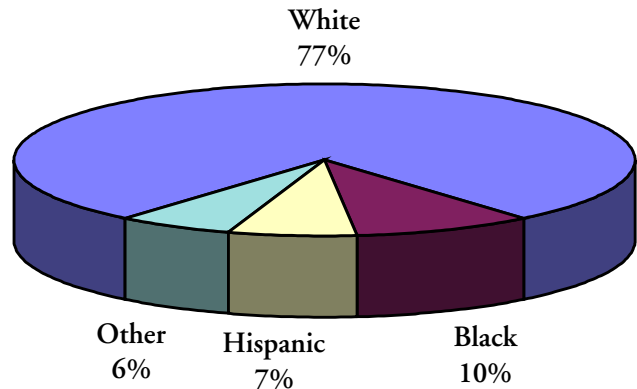
## Male/Female Ratio

	Number	Percent	Average Salary
Male	2,102	61.1%	\$67,124
Female	1,338	38.9%	\$57,469



## Ethnic Diversity

	Number	Percent <sup>2</sup>	Average Salary
White	2,672	77.7%	\$62,061
Black	329	9.6%	\$56,223
Hispanic	227	6.6%	\$67,807
Other	212	6.2%	\$86,185



<sup>1</sup> Ethnic Minority consists of Blacks, Hispanics or "Other" which includes Asian/Pacific Islanders, Native American/Alaskan Natives or Others.

<sup>2</sup> Totals may not equal 100% due to rounding.

Source: Cooperative Personnel Employment System (COPES).



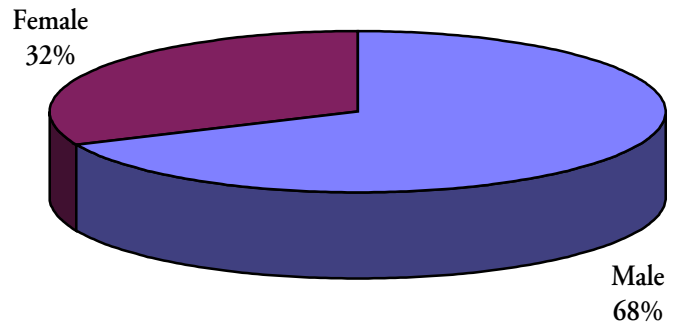
# SENIOR MANAGEMENT SERVICE PROFILE

*as of 12/31/99*

<b>Senior Management Service</b>	TOTAL POSITIONS	536	The "Average" Employee: <ul style="list-style-type: none"> <li>• is 49 years old</li> <li>• has 15 years of service</li> <li>• earns \$89,141 annually</li> </ul>
	TOTAL EMPLOYEES	517	
	MALE	68%	
	FEMALE	32%	
	ETHNIC MINORITY <sup>1</sup>	15%	

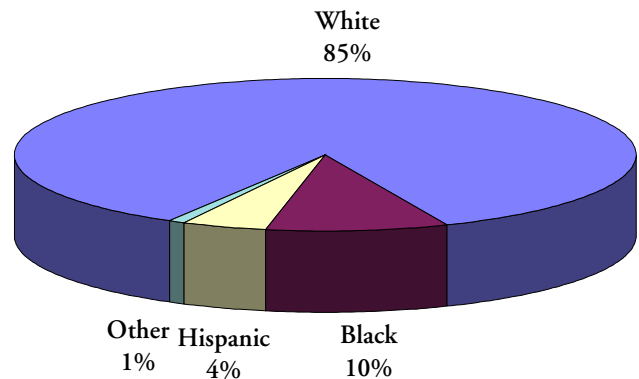
## Male/Female Ratio

	Number	Percent	Average Salary
Male	354	68.5%	\$90,914
Female	163	31.5%	\$85,289



## Ethnic Diversity

	Number	Percent <sup>2</sup>	Average Salary
White	441	85.3%	\$89,387
Black	49	9.5%	\$87,604
Hispanic	23	4.4%	\$89,333
Other	4	.08%	\$79,743



<sup>1</sup> Ethnic Minority consists of Blacks, Hispanics or "Other" which includes Asian/Pacific Islanders, Native American/Alaskan Natives or Others.

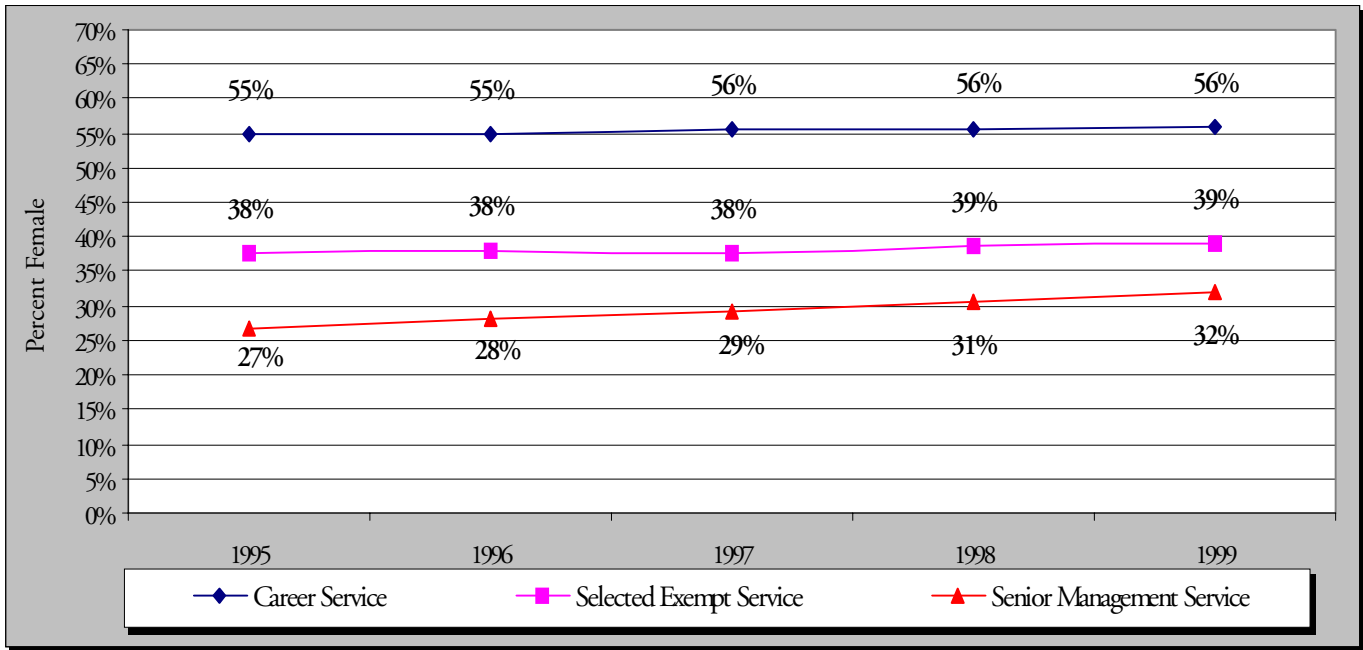
<sup>2</sup> Totals may not equal 100% due to rounding.

Source: Cooperative Personnel Employment System (COPES).



## *GENDER REPRESENTATION BY PAY PLAN*

### FEMALE REPRESENTATION BY PAY PLAN



Source: Cooperative Personnel Employment System (COPES).

### REPRESENTATION BY PAY PLAN AS COMPARED TO THE AVAILABLE LABOR MARKET (ALM) *as of 12/31/99*

	MALES		FEMALES	
	State	ALM	State	ALM
Career Service	44%	54%	56%	46%
Selected Exempt Service <sup>1</sup>	61%	54%	39%	46%
Senior Management Service <sup>2</sup>	68%	61%	32%	39%

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

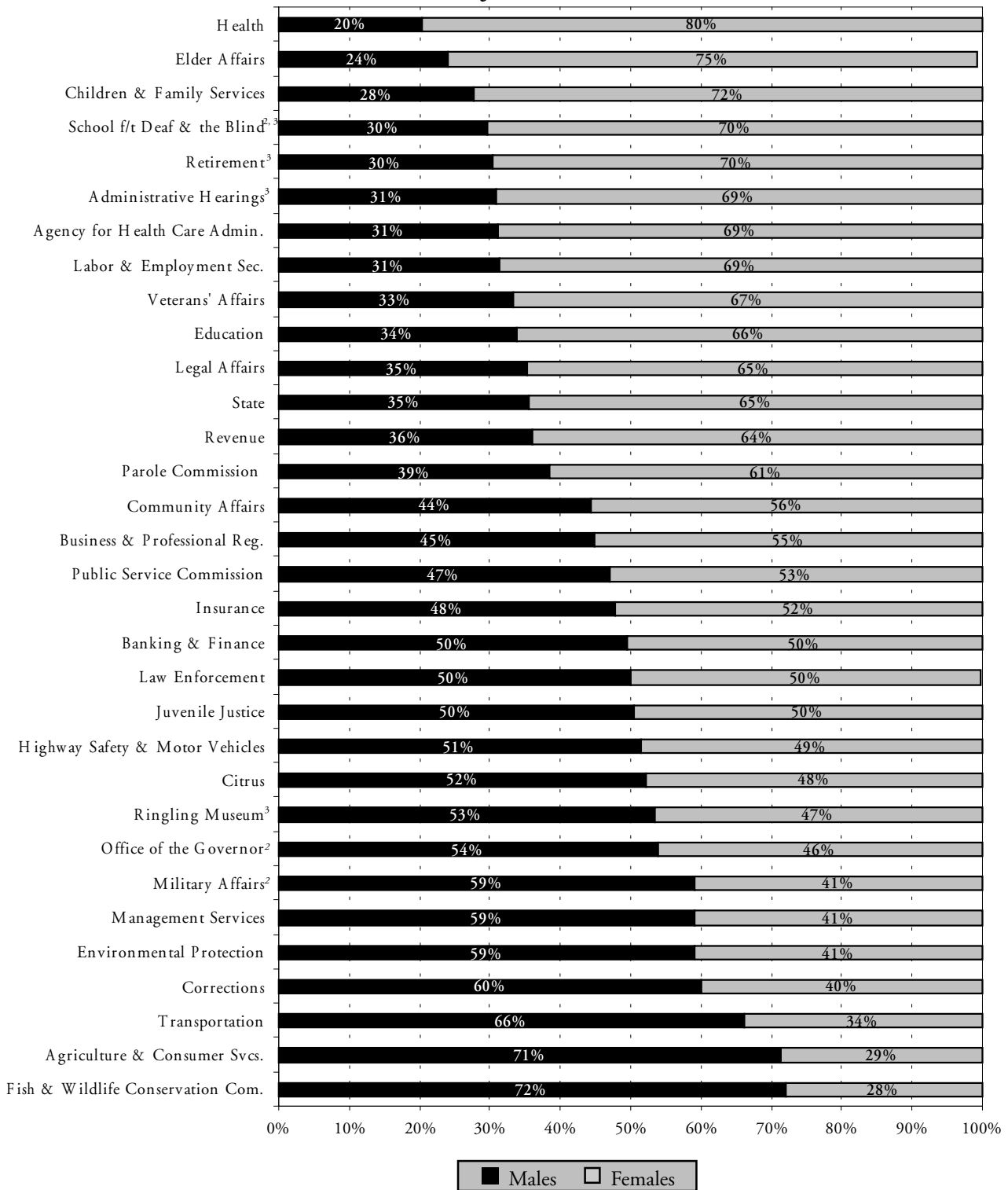
<sup>2</sup> Available Labor Market figure represents the available number of Males and Females in the Officials/Administrators job category.

Source: Available Labor Market (ALM) statistics derived from the 1990 Census of Population and Housing, Equal Employment Opportunity (EEO) file. State statistics derived from the Cooperative Personnel Employment System (COPES).



# ***GENDER REPRESENTATION BY AGENCY***

*Career Service, Selected Exempt Service and Senior Management Service <sup>1</sup>  
as of 12/31/99*



<sup>1</sup> Totals may not equal 100% because gender was not reported in all cases.

<sup>2</sup> These agencies have employees in other pay plans which are not reflected in this chart.

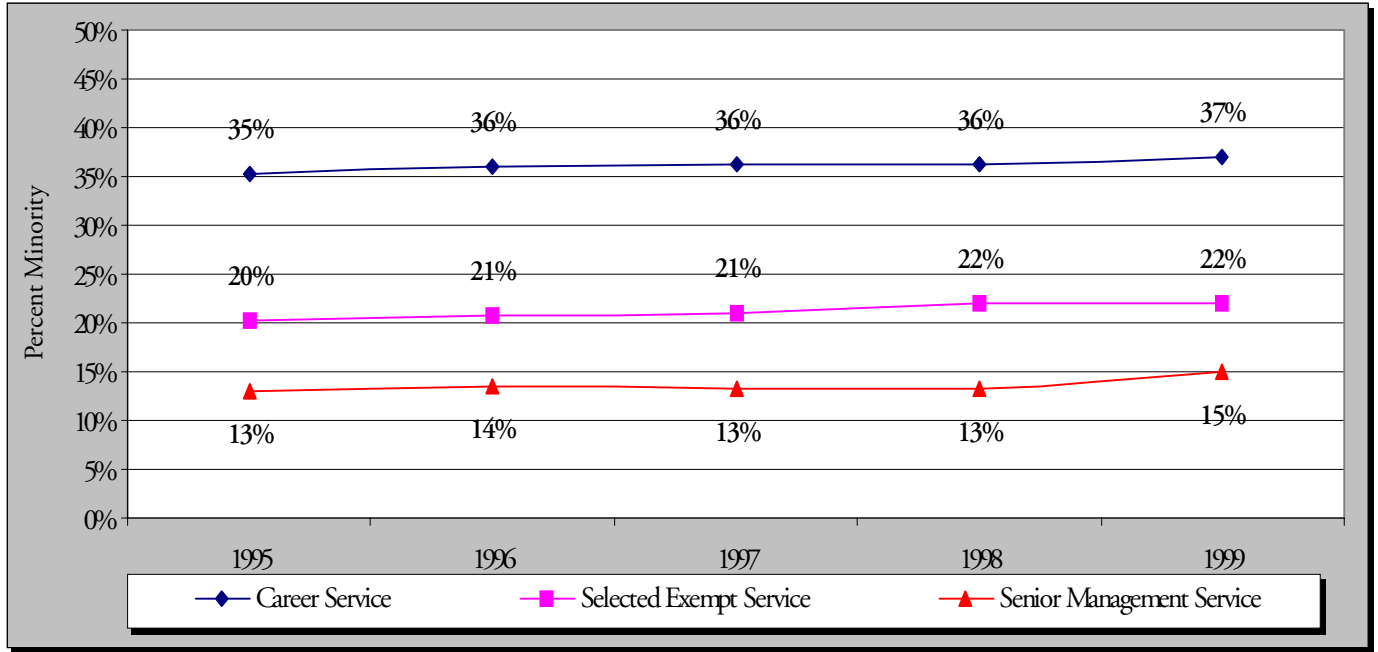
<sup>3</sup> These organizations have separate operating level designations in COPES.

Source: Cooperative Personnel Employment System (COPES).



# ETHNIC MINORITY REPRESENTATION BY PAY PLAN

## ETHNIC MINORITY<sup>1</sup> REPRESENTATION BY PAY PLAN



Source: Cooperative Personnel Employment System (COPES).

## REPRESENTATION BY PAY PLAN AS COMPARED TO THE AVAILABLE LABOR MARKET (ALM) *as of 12/31/99*

	WHITE		ETHNIC MINORITY	
	State	ALM	State	ALM
Career Service	63%	73%	37%	27%
Selected Exempt Service <sup>2</sup>	78%	82%	22%	18%
Senior Management Service <sup>3</sup>	85%	83%	15%	17%

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

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

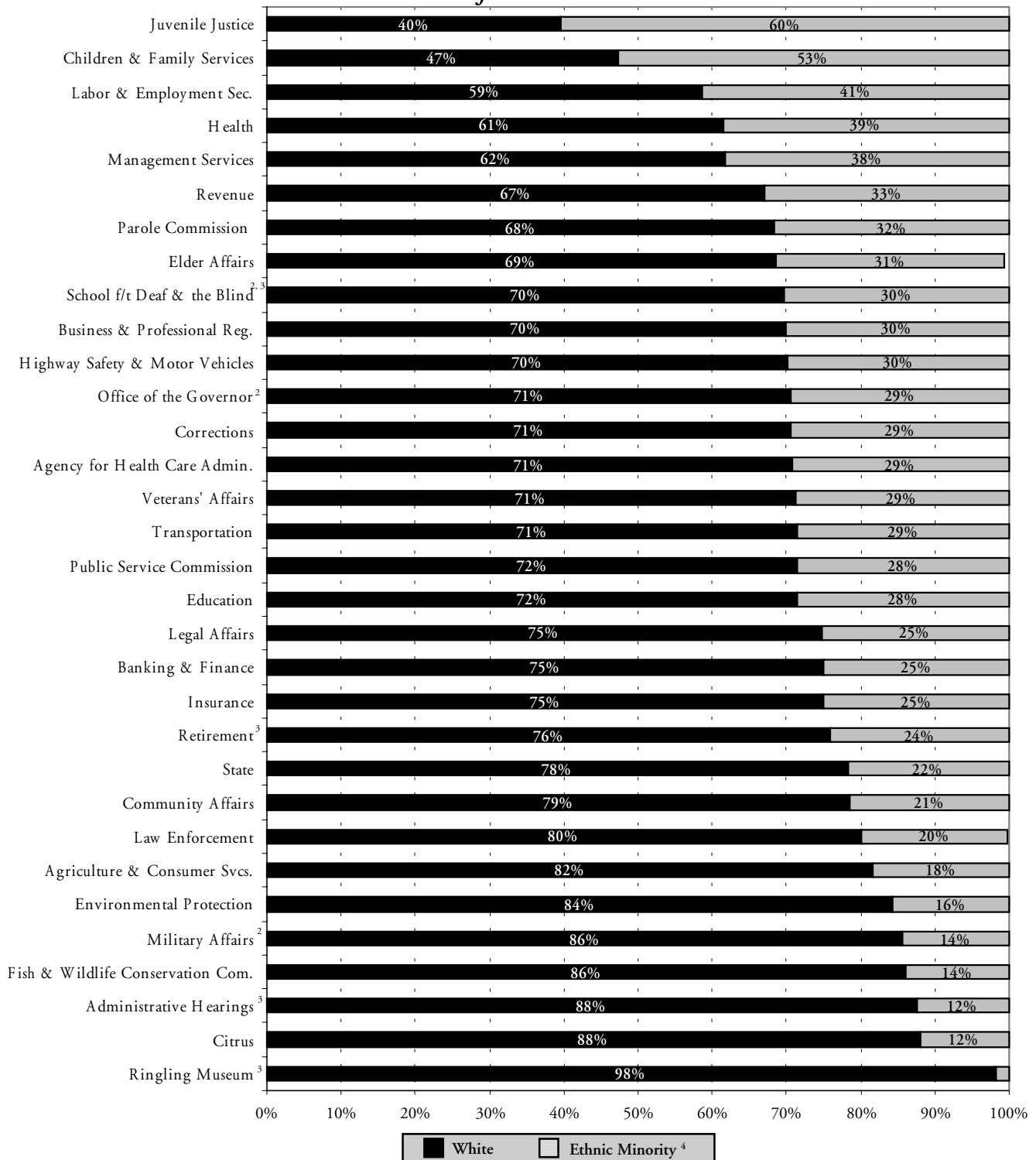
3 Available Labor Market figure represents the number of Whites and Minorities in the Officials/Administrators job categories.

Source: Available Labor Market (ALM) statistics derived from the 1990 Census of Population and Housing, Equal Employment Opportunity (EEO) file. State statistics derived from the Cooperative Personnel Employment System (COPES).



# ETHNIC MINORITY REPRESENTATION BY AGENCY

Career Service, Selected Exempt Service and Senior Management Service <sup>1</sup>  
as of 12/31/99



<sup>1</sup> Totals may not equal 100% because race was not reported in all cases.

<sup>2</sup> These agencies have employees in other pay plans which are not reflected in this chart.

<sup>3</sup> These organizations have separate operating level designations in COPES.

<sup>4</sup> Ethnic Minority consists of employees having declared themselves as Black, Hispanic, Asian/Pacific Islander, Native American/Alaskan Native or Other.

Source: Cooperative Personnel Employment System (COPES).



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# ***EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION REPORT, SECTION 110.112, FLORIDA STATUTES***

It is the policy of the State of Florida to support equal employment opportunity through programs of affirmative and positive action that will allow full utilization of women and minorities. To that end, each executive agency is required to develop and implement an Affirmative Action (AA) plan in accordance with rules adopted by the Department of Management Services (DMS). The DMS, in accordance with Section 110.112(2)(d), Florida Statutes, is required to report in its Annual Workforce Report information relating to the implementation, continuance, updating and results of each executive agency's Affirmative Action Plan for the previous year.

The following narrative and statistical charts are provided to fulfill the DMS's reporting requirement and to provide information to interested private and public individuals in regard to the progress of agencies in meeting and maintaining their Affirmative Action goals. The narrative focuses on information provided by the executive agencies in response to a survey developed by the DMS to determine the following:

- The reasons for success or failure in meeting Affirmative Action goals;
- The significant obstacles experienced in recruiting and retaining minorities;
- The occupational groups/classes of positions in which it is difficult to attract minority or female applicants;
- The effect minority/female separations had on overall workforce goals; and
- The special programs or innovative ideas used in recruiting minorities and females.

The responses are presented in a bulleted format for ease of understanding. The tables on pages 22 through 27 show the breakdown of minority representation in the State Personnel System agencies by pay plan at the end of the fiscal year.

In general, as required by statute, agencies have developed and implemented Affirmative Action plans within their respective agency. Agencies, overall, are doing well in having an ethnic minority workforce and a female workforce representative of the available labor market in Career Service positions. Improvements, however, need to be made in both female and ethnic minority representations in both the Selected Exempt Service and Senior Management Service positions in many of the agencies.

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## **Agencies Reporting to Have Met or to Have Made Great Strides in Meeting Their AA Goals for Fiscal Year 1998-1999**

- Department of Agriculture and Consumer Services
- Department of Elder Affairs
- Department of Insurance
- Department of Juvenile Justice
- Department of Legal Affairs
- Department of Highway Safety and Motor Vehicles
- Department of Transportation

### **Reasons for Successes in Meeting AA Goals**

- Advertised on the internet and in minority newspapers
- Hired more minorities due to change in administration (new Governor)
- Internship programs with Florida Agricultural and Mechanical University (FAMU)
- More aggressive and targeted recruitment by EEO job category
- Attended Job Fairs and conferences
- Developed minority applicant recruiting database
- Advertised Job Vacancy Announcements on agency home page
- Targeted recruitment efforts



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## Reasons for Failure to Meet AA goals

- Low Hispanic labor market in North Florida
- Higher salaries paid by other agencies
- Better opportunities in private industry
- Low turnover rates in agency
- Significant portion of openings are OPS
- Massive agency reorganization
- Geographic location
- Cost of living (i.e., St. Johns County)
- Inadequate starting salaries
- Hiring freezes and reorganizations
- Limited salary advancement opportunities
- Agency merger (July 1, 1999, Game & Fresh Water Fish Commission and positions within Department of Environmental Protection were merged)
- Workforce Reduction

## Occupational Groups/Classes in Which it is Difficult to Attract Minority or Female Applicants

- Actuaries
- Administrative Law Judges
- Architects
- Attorneys
- Computer Managers
- Computer Analysts
- Computer Programmers
- Crime Lab Analysts
- Distributed Computer System Specialists
- Fisheries Biologists
- Forest Rangers
- Historians
- Historic Site Specialists
- Law Enforcement Officers
- Librarian Specialists
- Paralegal Specialists
- Plant Sciences
- Registered Nurse Specialists
- Park Positions
- Professional Engineers
- Special Agents
- Wildlife Biologists
- Officials and Administrators
- Skilled Craft Workers
- Protective Service Workers





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## Significant Obstacles Agencies Experienced in Recruiting/Retaining Minorities/Females

- Private sector and local governments can offer higher salaries
- Image of working for state government
- Better opportunities/salaries with other state governments
- Reduction in force at several agencies
- Limited qualified Hispanics and female applicants
- Geographical location of some positions
- Better opportunities in private industry
- Low turnover rates
- Insufficient applicant pool where specialized knowledge, skills and abilities are required
- Lengthy background investigations. Many applicants find employment elsewhere before a job can be offered
- Competition with other employers for limited qualified minorities
- Unfavorable background investigations
- Good economy affected all hiring and limited the pool of qualified applicants

### Agencies Reporting Minority/Female Separations Having a Negative Impact on Overall Workforce Goals

- Department of Community Affairs
- Department of Environmental Protection
- Department of Health
- Department of State

### Special AA Programs or Innovative Ideas Used in Recruiting and Maintaining Minority Representation

- Creation of a minority job bank
- Internship program with Florida students at Florida State University (FSU), Florida Agricultural and Mechanical University (FAMU) and University of Florida (UF)
- Job fairs at universities
- Management development program to assist in developing employees into senior management positions
- Established a relationship with FAMU and Bethune-Cookman College
- Mailed job notices to college placement offices and the head of chemistry at FAMU
- Developed a minority outreach internship program aimed at predominately minority populated high schools to educate children about careers in agency
- Developed a list of minority health care professionals who are interested in working for the agency
- Specialized trainee programs for law enforcement
- Minority Candidate Database Network
- Cooperative Education Internship Program
- Devoted over 6,000 hours to recruiting and distributed over 6,000 applications in 137 recruitment seminars on college campuses, military installations and criminal justice training institutions in several states
- Internship program through FAMU's College of Public Health



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## Agency Recognition in Affirmative Action

- The Department of Environmental Protection was recognized as the number four organization for employment and promotions of females by the Commission on the Status of Women. The agency has maintained a place in the top ten for the last four years.
- Four agencies, the Departments of Legal Affairs, Transportation, Juvenile Justice and Highway Safety and Motor Vehicles have ethnic minority representation that is representative of the available labor market in the Career Service, Selected Exempt Service and Senior Management Service Pay Plans.
- The Department of Insurance deserves special recognition for creative recruitment of minority candidates. Due to these efforts, the Department has achieved racial parity in almost all categories.

## Agencies' Initiatives

- The Department of Business and Professional Regulation instituted an internship program for seniors and graduate students who are Florida residents. The Program is in its third session with interns from FAMU, FSU and UF.
- The Department of Citrus established a relationship with FAMU and Bethune-Cookman College in an effort to hire chemists and laboratory personnel.
- The Florida Fish and Wildlife Conservation Commission (FWCC) developed a minority outreach internship program aimed at high schools in predominately minority populated schools. This program educates students about careers, work requirements and wildlife issues. Employs approximately 10 students as interns at FWCC during the summer.
- The Department of Juvenile Justice hires Hispanic employees in OPS positions and provides these employees with an opportunity to gain experience.
- The Department of Health developed an internship program through FAMU's College of Public Health and retains a list of health care professionals who are interested in working for the agency.
- The Department of Insurance has developed a Minority Candidate Database Network of applicants qualified for professional positions. It has also developed a specialized trainee program for law enforcement within several divisions of the agency.
- The Department of Legal Affairs incorporates the hiring of minorities into the job performance standards of all managers.
- The Department of Military Affairs stays involved in community activity, which increases the general populations' awareness about the Guard. This involvement also increases opportunities to attract more females and minorities.
- The Department of Revenue has developed a student internship program.
- The Department of Business and Professional Regulation instituted an internship program for senior and graduate students who are Florida residents and are enrolled in one of the universities or colleges in Florida. The intent of the program is to introduce the interns to the Department and its functions. In addition, the Department instituted a Management Development Program to assist in developing employees into senior management positions.

Agencies are to be commended for developing these innovative strategies and the Division of Human Resource Management will be sharing this information with agency personnel offices for their use in making enhancements to their diversity programs. Agencies can be contacted directly for additional information regarding these initiatives.



**MINORITY REPRESENTATION BY AGENCY**  
**CAREER SERVICE**  
*as of June 30, 1999*

	Sex	White		Black		Hispanic		Other <sup>1</sup>		Total #	%F %M
		#	%	#	%	#	%	#	%		
Agency for Health Care Administration	F	797		263		87		33		1,182	69%
	M	419		43		37		21		522	31%
		1,216	71%	306	18%	124	7%	54	3%	1,704 <sup>2</sup>	
Agriculture and Consumer Services	F	649		151		45		34		879	28%
	M	1,861		189		87		70		2,207	72%
		2,510	81%	340	11%	132	4%	104	3%	3,086	
Banking and Finance	F	251		91		16		11		369	51%
	M	277		50		26		6		359	49%
		528	73%	141	19%	42	6%	17	2%	728	
Business and Professional Regulation	F	532		196		66		17		811	55%
	M	491		84		76		16		668	45%
		1,023	69%	280	19%	142	10%	33	2%	1,480 <sup>2</sup>	
Children and Family Services	F	7,471		7,464		1,783		275		16,997	73%
	M	3,504		2,022		641		142		6,311	27%
		10,975	47%	9,486	41%	2,424	10%	417	2%	23,317 <sup>2</sup>	
Citrus	F	61		3		1		1		66	56%
	M	41		3		1		6		51	44%
		102	87%	6	5%	2	2%	7	6%	117	
Community Affairs	F	143		46		4		7		200	56%
	M	131		16		2		7		156	44%
		274	77%	62	17%	6	2%	14	4%	356	
Corrections	F	6,688		3,283		419		132		10,522	40%
	M	11,888		2,758		796		264		15,709	60%
		18,576	71%	6,041	23%	1,215	5%	396	2%	26,232 <sup>2</sup>	
Education	F	395		151		11		10		571	69%
	M	204		35		11		9		261	31%
		599	72%	186	22%	22	3%	19	2%	833 <sup>2</sup>	
- School for the Deaf and the Blind <sup>3</sup>	F	184		92		7		3		286	69%
	M	107		15		2		2		126	31%
		291	71%	107	26%	9	2%	5	1%	412	
Elder Affairs	F	160		53		12		3		228	77%
	M	47		8		6		6		67	23%
		207	70%	61	21%	18	6%	9	3%	295	
Environmental Protection	F	1,274		160		60		57		1,553	40%
	M	1,992		114		106		120		2,335	60%
		3,266	84%	274	7%	166	4%	177	5%	3,888 <sup>2</sup>	
Fish and Wildlife Conservation Commission	F	166		37		9		17		229	25%
	M	603		22		31		23		679	75%
		769	85%	59	6%	40	4%	40	4%	908	
Health	F	5,553		2,665		855		241		9,316	81%
	M	1,503		384		204		89		2,180	19%
		7,056	61%	3,049	27%	1,059	9%	330	3%	11,498 <sup>2</sup>	
Highway Safety and Motor Vehicles	F	1,463		568		168		23		2,222	49%
	M	1,744		346		199		35		2,324	51%
		3,207	71%	914	20%	367	8%	58	1%	4,546	
Insurance	F	481		171		36		18		706	55%
	M	473		49		25		21		569	45%
		954	75%	220	17%	61	5%	39	3%	1,275 <sup>2</sup>	



## CAREER SERVICE - Continued

	Sex	White		Black		Hispanic		Other <sup>1</sup>		Total #	%F %M
		#	%	#	%	#	%	#	%		
Juvenile Justice	F	971		1,320		123		35		2,450	50%
	M	955		1,341		147		30		2,473	50%
		1,926	39%	2,661	54%	270	5%	65	1%	4,923 <sup>2</sup>	
Labor and Employment Security	F	2,091		1,290		403		74		3,858	69%
	M	1,187		350		153		51		1,741	31%
		3,278	59%	1,640	29%	556	10%	125	2%	5,599	
Law Enforcement	F	545		143		29		11		728	51%
	M	586		56		30		15		687	49%
		1,131	80%	199	14%	59	4%	26	2%	1,416 <sup>2</sup>	
Legal Affairs	F	227		69		21		5		322	80%
	M	65		7		5		4		81	20%
		292	72%	76	19%	26	6%	9	2%	403	
Management Services	F	310		218		14		8		550	40%
	M	500		265		27		19		811	59%
		810	59%	483	35%	41	3%	27	2%	1,365 <sup>2</sup>	
- Administrative Hearings <sup>3</sup>	F	35		7		0		0		42	68%
	M	19		1		0		0		20	32%
		54	87%	8	13%	0	0%	0	0%	62	
- Retirement <sup>3</sup>	F	124		40		0		2		166	71%
	M	51		14		3		0		68	29%
		175	75%	54	23%	3	1%	2	1%	234	
Military Affairs <sup>4</sup>	F	70		3		0		1		74	41%
	M	83		20		1		1		105	59%
		153	85%	23	13%	1	1%	2	1%	179	
Parole Commission	F	56		29		2		1		88	62%
	M	39		10		4		1		54	38%
		95	67%	39	27%	6	4%	2	1%	142	
Public Service Commission	F	91		40		10		6		147	51%
	M	103		22		7		7		139	49%
		194	68%	62	22%	17	6%	13	5%	286	
Revenue	F	1,986		928		234		90		3,238	64%
	M	1,382		249		106		75		1,813	36%
		3,368	67%	1,177	23%	340	7%	165	3%	5,051 <sup>2</sup>	
State	F	294		96		4		7		401	67%
	M	165		23		4		3		195	33%
		459	77%	119	20%	8	1%	10	2%	596	
- Ringling Museum <sup>3</sup>	F	29		1		0		0		30	52%
	M	27		1		0		0		28	48%
		56	97%	2	3%	0	0%	0	0%	58	
Transportation	F	2,191		634		282		144		3,251	34%
	M	4,614		922		482		281		6,299	66%
		6,805	71%	1,556	16%	764	8%	425	4%	9,550	
Veterans' Affairs	F	139		57		5		3		204	66%
	M	80		17		4		1		102	33%
		219	71%	74	24%	9	3%	4	1%	307 <sup>2</sup>	
<b>TOTAL</b>		<b>70,568</b>	<b>64%</b>	<b>29,705</b>	<b>27%</b>	<b>7,929</b>	<b>7%</b>	<b>2,594</b>	<b>2%</b>	<b>110,846</b>	

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

2 Totals may not equal 100% because race and/or gender was not reported in all cases.

3 These organizations have separate operating level designations in COPEs.

4 Department of Military Affairs has employees in other pay plans which are not represented in this Report.

Source: Cooperative Personnel Employment System (COPEs).



**MINORITY REPRESENTATION BY AGENCY**  
**SELECTED EXEMPT SERVICE**  
*as of June 30, 1999*

	Sex	White		Black		Hispanic		Other <sup>1</sup>		Total #	%F %M
		#	%	#	%	#	%	#	%		
Agency for Health Care Administration	F	27		3	10%	0		0		30	68%
	M	40		3		0		1		44	59%
		67	91%	6	8%	0	0%	1	1%	74	
Agriculture and Consumer Services	F	17		4		1		0		22	29%
	M	48		2		2		1		53	71%
		65	87%	6	8%	3	4%	1	1%	75	
Banking and Finance	F	28		1		1		0		30	55%
	M	24		0		1		0		25	45%
		52	95%	1	2%	2	4%	0	0%	55	
Business and Professional Regulation	F	37		8		4		0		49	54%
	M	37		2		2		0		41	46%
		74	82%	10	11%	6	7%	0	0%	90	
Children and Family Services	F	147		25		17		18		207	47%
	M	157		14		21		39		231	53%
		304	69%	39	9%	38	9%	57	13%	438	
Citrus	F	4		0		0		0		4	21%
	M	15		0		0		0		15	79%
		19	100%	0	0%	0	0%	0	0%	19	
Community Affairs	F	12		2		2		0		16	48%
	M	15		2		0		0		17	52%
		27	82%	4	12%	2	6%	0	0%	33	
Corrections	F	59		21		10		17		107	25%
	M	210		42		29		44		325	75%
		269	62%	63	15%	39	9%	61	14%	433 <sup>2</sup>	
Education	F	14		2		0		0		16	32%
	M	29		4		1		0		34	68%
		43	86%	6	12%	1	2%	0	0%	50	
Elder Affairs	F	4		2		0		0		6	46%
	M	5		0		1		0		6	46%
		9	69%	2	15%	1	8%	0	0%	13 <sup>2</sup>	
Environmental Protection	F	48		5		2		3		58	22%
	M	196		3		6		2		207	78%
		244	92%	8	3%	8	3%	5	2%	265	
Fish and Wildlife Conservation Commission	F	6		0		0		0		6	25%
	M	17		0		0		1		18	75%
		23	96%	0	0%	0	0%	1	4%	24	
Health	F	70		10		19		30		129	40%
	M	145		8		21		23		197	60%
		215	66%	18	6%	40	12%	53	16%	326	
Highway Safety and Motor Vehicles	F	13		2		1		0		16	30%
	M	33		2		2	5%	1	3%	38	70%
		46	85%	4	7%	3	6%	1	2%	54	
Insurance	F	18		1		1		1		21	20%
	M	72		6		3		4		85	80%
		90	85%	7	7%	4	4%	5	5%	106	
Juvenile Justice	F	15		5		1		1		22	22%
	M	56		21		0		1		78	78%
		71	71%	26	26%	1	1%	2	2%	100	



## SELECTED EXEMPT SERVICE - Continued

	Sex	White		Black		Hispanic		Other <sup>1</sup>		Total #	%F %M
		#	%	#	%	#	%	#	%		
Labor and Employment Security	F	36		12		1		0		49	49%
	M	35		11		4		1		51	51%
		71	71%	23	23%	5	5%	1	1%	100	
Law Enforcement	F	12		0		0		1		13	25%
	M	36		1		0		1		38	75%
		48	94%	1	2%	0	0%	2	4%	51	
Legal Affairs	F	198		39		19		7		263	55%
	M	174		18		20		6		218	45%
		372	77%	57	12%	39	8%	13	3%	481	
Management Services	F	17		4		0		0		21	35%
	M	36		2		1		0		39	65%
		53	88%	6	10%	1	2%	0	0%	60	
- Administrative Hearings <sup>3</sup>	F	3		0		0		0		3	75%
	M	1		0		0		0		1	25%
		4	100%	0	0%	0	0%	0	0%	4	
- Retirement <sup>3</sup>	F	2		1		0		0		3	25%
	M	8		1		0		0		9	75%
		10	83%	2	17%	0	0%	0	0%	12	
Military Affairs <sup>4</sup>	F	3		0		0		0		3	50%
	M	3		0		0		0		3	50%
		6	100%	0	0%	0	0%	0	0%	6	
Office of the Governor	F	8		4		2		0		14	37%
	M	15		5		2		1		24	63%
		23	61%	9	24%	4	11%	1	3%	38 <sup>2</sup>	
Parole Commission	F	11		1		0		0		12	55%
	M	8		1		1		0		10	45%
		19	86%	2	9%	1	5%	0	0%	22	
Public Service Commission	F	35		5		1		0		41	61%
	M	23		2		1		0		26	39%
		58	87%	7	10%	2	3%	0	0%	67	
Revenue	F	34		1		0		0		35	38%
	M	52		4		0		0		56	62%
		86	95%	5	5%	0	0%	0	0%	91	
State	F	22		1		0		0		23	58%
	M	16		0		1		0		17	43%
		38	95%	1	3%	1	3%	0	0%	40	
- Ringling Museum <sup>3</sup>	F	0		0		0		0		0	0%
	M	1		0		0		0		1	100%
		1	100%	0	0%	0	0%	0	0%	1	
Transportation	F	47		7		5		1		60	25%
	M	158		8		15		3		184	75%
		205	84%	15	6%	20	8%	4	2%	244	
Veterans' Affairs	F	5		0		0		0		5	31%
	M	9		1		0		1		11	69%
		14	88%	1	6%	0	0%	1	6%	16	
<b>TOTAL</b>		<b>2,626</b>	<b>78%</b>	<b>329</b>	<b>10%</b>	<b>221</b>	<b>7%</b>	<b>209</b>	<b>6%</b>	<b>3,388</b>	

<sup>1</sup> "Other" category consists of Asian/Pacific Islanders, American Indian/Alaskan Natives or Other.

<sup>2</sup> Totals may not equal 100% because race and/or gender was not reported in all cases.

<sup>3</sup> These organizations have separate operating level designations in COPES.

<sup>4</sup> The Department of Military Affairs has employees in other pay plans that are not included in this Report.

Source: Cooperative Personnel Employment System (COPES).



**MINORITY REPRESENTATION BY AGENCY**  
**SENIOR MANAGEMENT SERVICE**  
*as of June 30, 1999*

	Sex	White		Black		Hispanic		Other <sup>1</sup>		Total #	%F %M
		#	%	#	%	#	%	#	%		
Agency for Health Care Administration	F	1		0		0		0		1	14%
	M	3		2		1		0		6	86%
		4	57%	2	29%	1	14%	0	0%	7	
Agriculture and Consumer Services	F	5		0		0		0		5	22%
	M	18		0		0		0		18	78%
		23	100%	0	0%	0	0%	0	0%	23	
Banking and Finance	F	4		0		0		0		4	20%
	M	14		2		0		0		16	80%
		18	90%	2	10%	0	0%	0	0%	20	
Business and Professional Regulation	F	4		1		3		0		8	50%
	M	8		0		0		0		8	50%
		12	75%	1	6%	3	19%	0	0%	16	
Children and Family Services	F	10		4		0		0		14	42%
	M	16		2		0		1		19	58%
		26	79%	6	18%	0	0%	1	3%	33	
Citrus	F	0		0		0		0		0	0%
	M	4		0		0		0		4	100%
		4	100%	0	0%	0	0%	0	0%	4	
Community Affairs	F	3		0		0		0		3	33%
	M	6		0		0		0		6	67%
		9	100%	0	0%	0	0%	0	0%	9	
Corrections	F	6		1		0		0		7	14%
	M	40		2		1		1		44	86%
		46	90%	3	6%	1	2%	1	2%	51	
Education	F	2		1		0		1		4	22%
	M	14		0		0		0		14	78%
		16	89%	1	6%	0	0%	1	6%	18	
Elder Affairs	F	4		1		1		0		6	67%
	M	1		0		1		0		2	22%
		5	56%	1	11%	2	22%	0	0%	9 <sup>2</sup>	
Environmental Protection	F	8		1		0		0		9	35%
	M	16		0		1		0		17	65%
		24	92%	1	4%	1	4%	0	0%	26	
Fish and Wildlife Conservation Commission	F	3		0		0		0		3	19%
	M	13		0		0		0		13	81%
		16	100%	0	0%	0	0%	0	0%	16	
Health	F	4		1		0		0		5	31%
	M	11		0		0		0		11	69%
		15	94%	1	6%	0	0%	0	0%	16	
Highway Safety and Motor Vehicles	F	2		1		0		0		3	33%
	M	6		0		0		0		6	67%
		8	89%	1	11%	0	0%	0	0%	9	
Insurance	F	6		1		0		0		7	37%
	M	8		1		3		0		12	63%
		14	74%	2	11%	3	16%	0	0%	19	



## SENIOR MANAGEMENT SERVICE - Continued

	Sex	White		Black		Hispanic		Other <sup>1</sup>		Total #	%F %M
		#	%	#	%	#	%	#	%		
Juvenile Justice	F	5		1		0		0		6	43%
	M	6		1		1		0		8	57%
		11	79%	2	14%	1	7%	0	0%	14	
Labor and Employment Security	F	4		5		0		0		9	50%
	M	7		2		0		0		9	50%
		11	61%	7	39%	0	0%	0	0%	18	
Law Enforcement	F	4		0		0		0		4	22%
	M	13		1		0		0		14	78%
		17	94%	1	6%	0	0%	0	0%	18	
Legal Affairs	F	6		0		0		0		6	32%
	M	10		3		0		0		13	68%
		16	84%	3	16%	0	0%	0	0%	19	
Management Services	F	7		0		0		0		7	37%
	M	8		2		0		1		11	58%
		15	79%	2	11%	0	0%	1	5%	19 <sup>2</sup>	
- Administrative Hearings <sup>3</sup>	F	1		0		0		0		1	100%
	M	0		0		0		0		0	0%
		1	100%	0	0%	0	0%	0	0%	1	
- Retirement <sup>3</sup>	F	0		0		0		0		0	0%
	M	1		0		0		0		1	100%
		1	100%	0	0%	0	0%	0	0%	1	
Office of the Governor	F	6		1		1		0		8	42%
	M	7		2		2		0		11	58%
		13	68%	3	16%	3	16%	0	0%	19	
Parole Commission	F	3		0		0		0		3	60%
	M	2		0		0		0		2	40%
		5	100%	0	0%	0	0%	0	0%	5	
Public Service Commission	F	3		0		1		0		4	29%
	M	10		0		0		0		10	71%
		13	93%	0	0%	1	7%	0	0%	14	
Revenue	F	4		1		0		0		5	36%
	M	9		0		0		0		9	64%
		13	93%	1	7%	0	0%	0	0%	14	
State	F	4		0		0		0		4	36%
	M	7		0		0		0		7	64%
		11	100%	0	0%	0	0%	0	0%	11	
- Ringling Museum <sup>3</sup>	F	0		0		0		0		0	0%
	M	1		0		0		0		1	100%
		1	100%	0	0%	0	0%	0	0%	1	
Transportation	F	13		1		1		0		15	27%
	M	35		1		4		0		40	73%
		48	87%	2	4%	5	9%	0	0%	55	
Veterans' Affairs	F	2		0		0		0		2	33%
	M	4		0		0		0		4	67%
		6	100%	0	0%	0	0%	0	0%	6	
<b>TOTAL</b>		<b>422</b>	<b>86%</b>	<b>42</b>	<b>9%</b>	<b>21</b>	<b>4%</b>	<b>4</b>	<b>.81%</b>	<b>491</b>	

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

2 Total may not equal 100% because race and/or gender was not reported in all cases.

3 These organizations have separate operating level designations in COPES.

Source: Cooperative Personnel Employment System (COPES).

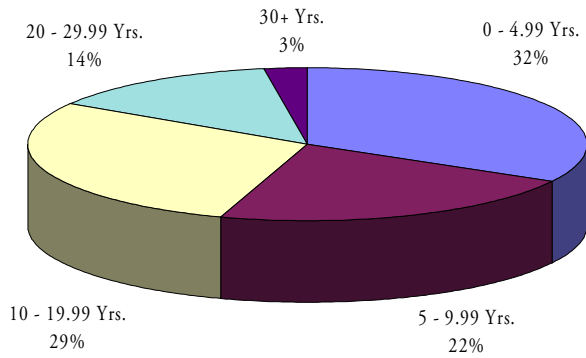




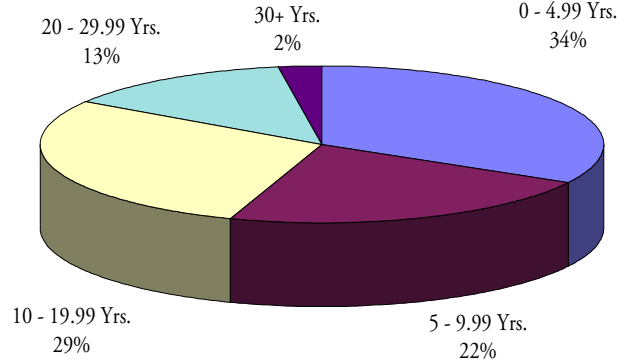
## ***LENGTH-OF-SERVICE<sup>1</sup> BY PAY PLAN***

*Career Service, Selected Exempt Service and Senior Management Service  
as of 12/31/99*

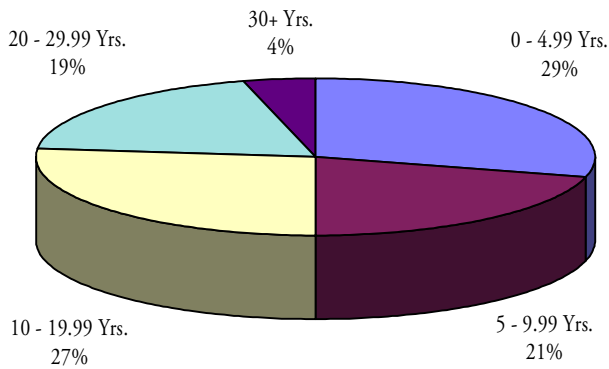
**OVERALL**



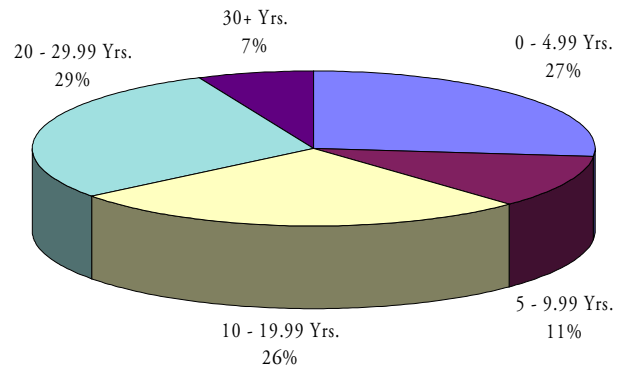
**CAREER SERVICE**



**SELECTED EXEMPT SERVICE**



**SENIOR MANAGEMENT SERVICE**



## **LENGTH-OF-SERVICE**

YEARS OF SERVICE	OVERALL		CAREER SERVICE		SELECTED EXEMPT SERVICE		SENIOR MANAGEMENT SERVICE	
	#	%	#	%	#	%	#	%
0 - 4.99 years	37,850	32%	36,706	34%	1,006	29%	138	27%
5 - 9.99 years	25,422	22%	24,652	22%	712	21%	58	11%
10 -19.99 years	33,188	29%	32,128	29%	923	27%	137	26%
20 - 29.99 years	15,561	14%	14,752	13%	660	19%	149	29%
30+ years	2,888	3%	2,714	2%	139	4%	35	7%
<b>TOTALS</b>	<b>114,909</b>		<b>110,952</b>		<b>3,440</b>		<b>517</b>	

<sup>1</sup> Includes all service with the state regardless of any breaks in service.  
Source: Cooperative Personnel Employment System (COPES).

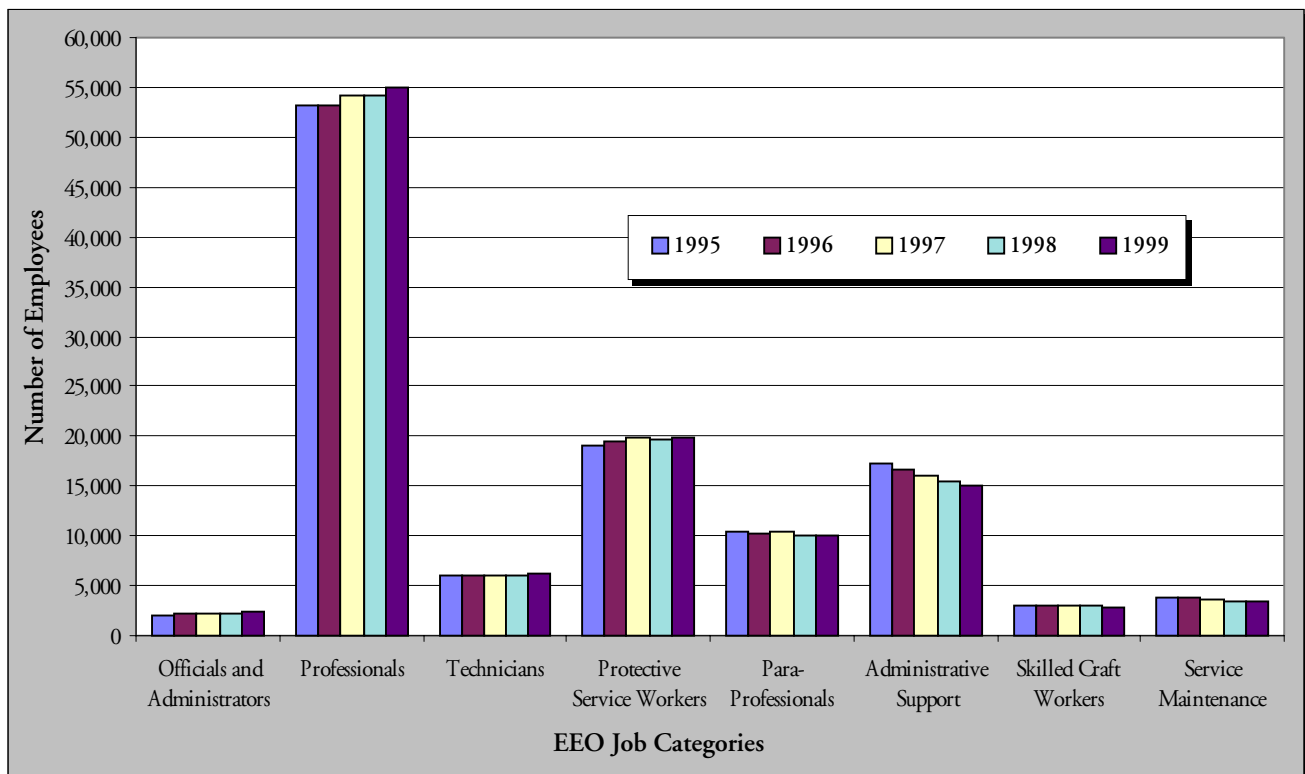


***EMPLOYMENT TRENDS BY EEO JOB CATEGORY***  
*Career Service, Selected Exempt Service and Senior Management Service*  
*as of 12/31/99*

**NUMBER OF EMPLOYEES BY EEO JOB CATEGORY**

<i>EEO Job Category</i>	<i>1995</i>	<i>1996</i>	<i>1997</i>	<i>1998</i>	<i>1999</i>	<i>95-99 % Change</i>
Officials and Administrators	2,028	2,141	2,182	2,198	2,459	21.25%
Professionals	53,229	53,247	54,250	54,278	55,081	3.48%
Technicians	6,023	6,013	6,070	6,104	6,225	3.35%
Protective Service Workers	18,970	19,443	19,828	19,745	19,828	4.52%
Para-Professionals	10,417	10,280	10,444	10,124	10,032	-3.70%
Administrative Support	17,337	16,749	16,086	15,462	15,075	-13.05%
Skilled Craft Workers	2,986	2,964	2,931	2,923	2,896	-3.01%
Service Maintenance	3,884	3,742	3,536	3,341	3,313	-14.70%
<b>TOTALS</b>	<b>114,874</b>	<b>114,579</b>	<b>115,327</b>	<b>114,175</b>	<b>114,909</b>	<b>0.03%</b>

**EMPLOYEES BY EEO JOB CATEGORY**



Source: Cooperative Personnel Employment System (COPES).



# CLASSIFICATION PLANS

## SECTIONS 110.406(1) AND 110.606(1), FLORIDA STATUTES as of 12/31/99

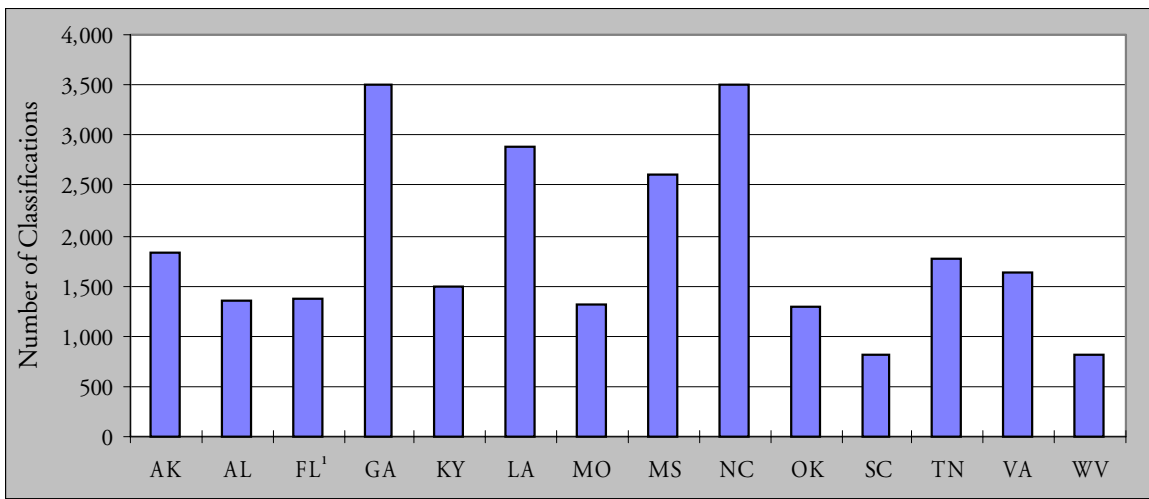
In the Career Service there are 1,364 classifications within 50 occupational groups. In addition, the Department of Transportation's broadbanding pilot program contains 137 classifications within 11 occupational groups. The majority of classes in the Career Service are assigned to one of 29 pay ranges. Due to collective bargaining, there are deviations from the regular plan for classes in the security services, professional health care and law enforcement bargaining units.

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

There are 1,052 classifications and 19 pay ranges in the Selected Exempt Service (SES). The classifications are assigned to pay ranges for administrative, professional or managerial positions. In 1999, 158 new positions were established and 44 positions were abolished.

There are 422 classifications and 6 pay ranges in the Senior Management Service (SMS). In 1999, six positions were established and four positions were abolished.

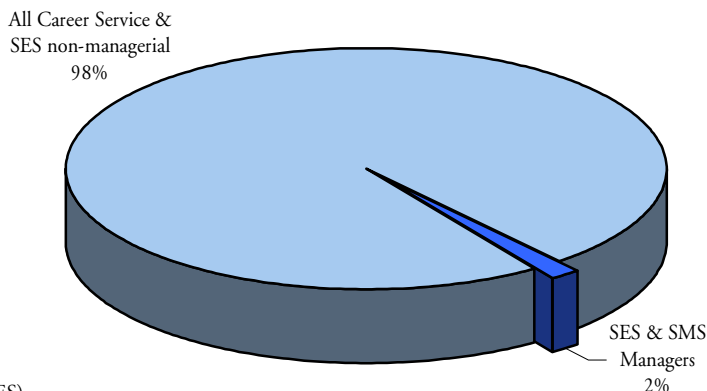
### COMPARISON WITH SOUTHEASTERN STATES



Source: 1999 Southeastern Salary Survey, July 1999.

1 Number of classifications reported in the Southeastern Salary Survey for the state of Florida included Career Service, Selected Exempt Service and Senior Management Service classifications. The chart has been corrected to reflect number of classifications in the Career Service.

### Management Ratio



Source: Cooperative Personnel Employment System (COPES)



## *CAREER SERVICE OCCUPATIONAL GROUPS*

OCCUPATIONAL GROUP	NO. OF CLASSIFICATIONS	NO. OF ESTABLISHED POSITIONS <sup>1</sup>
Accounting	28	2,602
Administrative Support	20	1,867
Agriculture	18	506
Architecture	7	61
Auditing/Budgeting/Banking/Finance/Tax	57	4,358
Civil Defense	1	6
Community Affairs	5	97
Consumer Complaints	5	168
Corrections	25	20,588
Cultural Resources	35	106
Data Processing	51	3,927
Driver License/Financial Responsibility/Vehicle Registration	14	1,251
Economics	7	75
Education	28	1,006
Electronic Repair	17	29
Employment Security/Unemployment Compensation/Etc.	44	3,571
Engineering/Public Transportation/Highway Maintenance	61	812
Environmental Protection	7	1,809
Food/Laundry/Personal Care	23	871
Forestry/Conservation	15	718
Grants	8	102
Human Services	155	23,457
Inspections	33	758
Insurance	20	345
Investigations - Non-Certified	15	783
Law Enforcement - Certified	18	3,783
Law Enforcement - Non-Certified	20	1,296
Legal	13	336
Library Services	10	140
Management Analysis	21	3,639
Marketing	14	106
Media	17	142
Medical Support	57	2,889
Office Support	60	13,602
Operational and Maintenance Support	143	3,095
Parole and Probation	11	161
Personnel	21	1,065
Photography	3	14
Planning	6	245
Professional Health Care	74	5,476
Purchasing, Distribution and Properties	36	851
Real Estate	20	201
Retirement	6	153
Scientific	51	1,271
Security-Non Sworn	13	235
State Employee Safety	4	28
Statistical	13	191
Training	26	1,167
Veterans Affairs	3	47
Veterinary	5	21
<b>TOTAL</b>	<b>1,364</b>	<b>110,027</b>

<sup>1</sup> The 9,851 established positions in the Department of Transportation (DOT) are not represented in this table due to DOT broadbanding pilot program.  
Source: Cooperative Personnel Employment System (COPES).

## EMPLOYEE MOBILITY - CAREER SERVICE

	94-95	95-96	96-97	97-98	98-99	94/95 - 98/99 % Change
<b>PERSONNEL ACTIONS</b>						
Original Appointments	19,682	15,425	14,649	15,315	14,658	-25.5%
Promotions	15,704	12,498	11,408	12,464	10,964	-30.2%
Reassignments	33,457	21,899	23,652	27,051	26,954	-19.4%
Reclassifications	5,027	3,456	2,092	6,134 <sup>1</sup>	3,338	-33.6%
Demotions	1,734	1,609	1,603	1,564	1,922	10.8%
<b>SEPARATIONS</b>						
Layoffs	285	144	78	185	1,094	283.9%
Retirements	1,567	1,656	1,715	1,852	1,737	10.8%
Deaths	231	197	190	201	211	-8.7%
Dismissals	1,505	1,385	1,430	1,426	1,251	-16.9%
Abandonments of Position	45	39	56	52	58	28.9%
Separations During Probation	933	856	692	705	620	-33.5%
Other Separations <sup>2</sup>	13,101	12,045	11,351	12,241	11,461	-12.5%
<b>TOTAL SEPARATIONS</b>	<b>17,667</b>	<b>16,322</b>	<b>15,512</b>	<b>16,662</b>	<b>16,432</b>	<b>-7.0%</b>

- 1 The large increase in reclassification actions was as a result of an initiative taken by the Department of Children and Family Services and other agencies' reorganizations.  
 2 Includes separations such as employment with another state agency, employment outside of state government or for personal reasons.

### EMPLOYMENT STATUS IN THE CAREER SERVICE as of 12/31/99

Status	No. of Employees	Definition
<i>Probationary</i>	18,137	Employees serving in the trial period of employment following original appointment or promotion into a class.
<i>Permanent</i>	91,224	Employees who have successfully completed their probationary period and have had no break in service.
<i>Substitute</i>	141	Short-term, nonpermanent appointments that usually last no more than one year.
<i>Temporary</i>	25	
<i>Emergency</i>	155	
<i>Recruitment Trainee</i>	1,031	Employees who are employed in an approved training program for a position.
<i>Cooperative Education Trainee</i>	1	Employees who are employed as part of an established Cooperative Education agreement.
<i>Vocational Rehabilitation Trainee</i>	3	Employees who are employed in an established position and are participating in a vocational rehabilitation program.
<i>Other</i>	235	Exempt, Out-of-Class and Provisional status.

Source: Cooperative Personnel Employment System (COPES).



**PERSONNEL ACTIONS BY AGENCY**  
**CAREER SERVICE**  
*Fiscal Year 1998-99*

AGENCY NAME	PERSONNEL ACTIONS						
	ORIGINAL APPOINTMENTS	PROMOTIONS	REASSIGNMENTS	RECLASSIFICATIONS	ADD/DELETE TRANSACTIONS <sup>1</sup>	DEMOTIONS	SEPARATIONS
Agency for Health Care Administration	251	366	136	165	73	19	233
Agriculture and Consumer Services	303	241	360	150	104	34	258
Banking and Finance	67	105	36	77	99	9	93
Business and Professional Regulation	135	190	93	102	107	9	157
Children and Family Services	3,342	2,205	11,047	228	3,903	552	4,071
Citrus	12	12	7	8	20	0	12
Community Affairs	42	76	31	36	7	5	72
Corrections	3,659	1,307	9,545	123	100	201	3,623
Education	149	103	71	53	111	10	205
<i>School for the Deaf and the Blind</i> <sup>2</sup>	99	35	43	10	34	3	0
Elder Affairs	29	19	4	9	17	1	37
Environmental Protection	534	437	318	227	260	58	452
Fish and Wildlife Conservation Comm.	123	99	216	68	23	3	78
Health	1,716	1,424	761	457	1,354	191	1,708
Highway Safety and Motor Vehicles	368	314	717	284	6	65	468
Insurance	169	186	76	96	122	19	174
Juvenile Justice	956	654	373	84	122	65	823
Labor and Employment Security	359	651	944	76	223	385	1,597
Law Enforcement	171	240	205	64	136	22	161
Legal Affairs	87	66	13	27	27	4	75
Management Services	186	205	88	0	369	13	244
<i>Administrative Hearing</i> <sup>2</sup>	11	2	3	3	0	0	0
<i>Retirement</i> <sup>2</sup>	15	142	9	126	9	1	0
Military Affairs	22	18	1	23	0	1	16
Parole Commission	15	36	28	21	5	2	15
Public Service Commission	24	54	5	39	33	2	29
Revenue	567	911	561	250	157	106	655
State	79	71	54	53	60	11	100
<i>Ringling Museum</i> <sup>2</sup>	20	1	0	0	15	2	0
Transportation	970	769	1,190	462	1,012	127	964
Veterans' Affairs	178	25	19	17	8	2	112
<b>TOTAL</b>	<b>14,658</b>	<b>10,964</b>	<b>26,954</b>	<b>3,338</b>	<b>8,516</b>	<b>1,922</b>	<b>16,432</b>

<sup>1</sup> 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.

<sup>2</sup> These organizations have separate operating level designations in COPES.

Source: Cooperative Personnel Employment System (COPES).

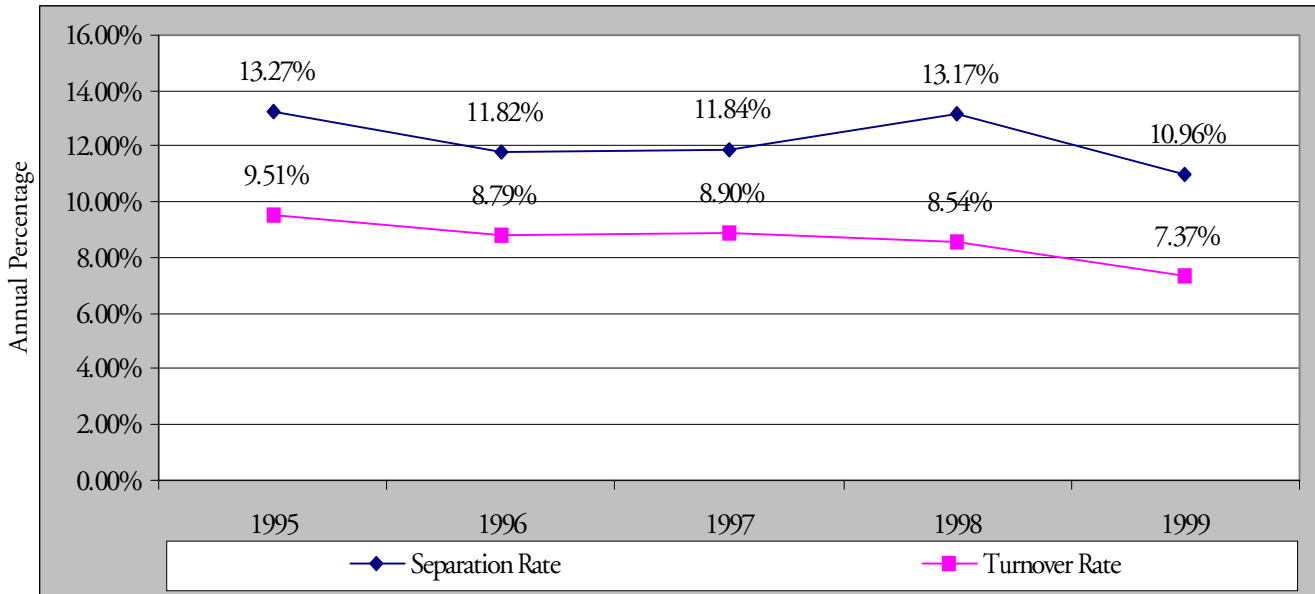


# SEPARATIONS AND TURNOVER - CAREER SERVICE

Calendar Year 1999

The chart below depicts separations from state government of Career Service employees in classes with 50 FTE or greater. Turnover rate is restricted to separations from state government generally due to economic reasons and are initiated by the employee. Separation rate represents all separations from state government including such reasons as retirements, death, layoffs, etc.

## CAREER SERVICE POSITIONS WITH 50 FTE<sup>1</sup> OR GREATER



Turnover is calculated by dividing the actual number of separations by the length of the time period (12 months) to get the average number of separations per month. Multiply the average number of separations per month by 12 and divide by the average number of positions for the calendar year. This figure is multiplied by 100 to obtain the percentage of turnover.

CLASSES <sup>2</sup> WITH THE HIGHEST SEPARATION RATE		CLASSES <sup>2</sup> WITH THE LOWEST SEPARATION RATE	
Customer Service Specialist	37.39%	Financial Administrator	0.00%
Support Service Aide	30.56%	Environmental Supervisor I	0.00%
Senior Registered Nurse - F/C	28.66%	Senior Human Services Counselor Supervisor	0.00%
Direct Services Aide	26.88%	Correctional Assistant Superintendent II	0.00%
Community Health Nurse Supervisor	26.66%	Fire Protection Specialist	0.00%
Detention Care Worker I	26.25%	Driver Licenses Supervisor II	0.00%
Human Services Worker I	25.90%	Correctional Sentence Specialist	1.19%
Operation/Maint/Supt/Trade - Level I	25.37%	HSMV Field Hearing Officer	1.42%
Institutional Security Officer	24.76%	Environmental Manager	1.44%
Family Services Counselor	24.63%	Correctional Services Administrator	1.52%
Pharmacy Technician - F/C	24.10%	Senior Clerk - F/C	1.62%
Senior Licensed Practical Nurse - F/C	23.28%	Accountant IV	1.62%
Librarian Specialist - F/C	22.22%	Regulatory Supervisor/Consultant	1.63%
Jobs and Benefits Coordinator	21.81%	Real Estate Development Specialist	1.68%
Clerk	21.50%	Word Processing Systems Operator Supervisor	1.73%
Purchasing Agent II	21.10%	Appraiser II - Ad Valorem	2.04%
Paralegal Specialist	20.34%	Real Estate - Level III	2.13%
Houseparent	20.33%	Engineer IV	2.17%
Administrative/Mgt Sup - Level I	20.16%	Office Automation Analyst	2.25%
Duty Officer	19.85%	Law Enforcement Captain	2.28%

<sup>1</sup> FTE - Full-time equivalency

<sup>2</sup> Career Service classes with 50 FTE or greater including separations from state government only.

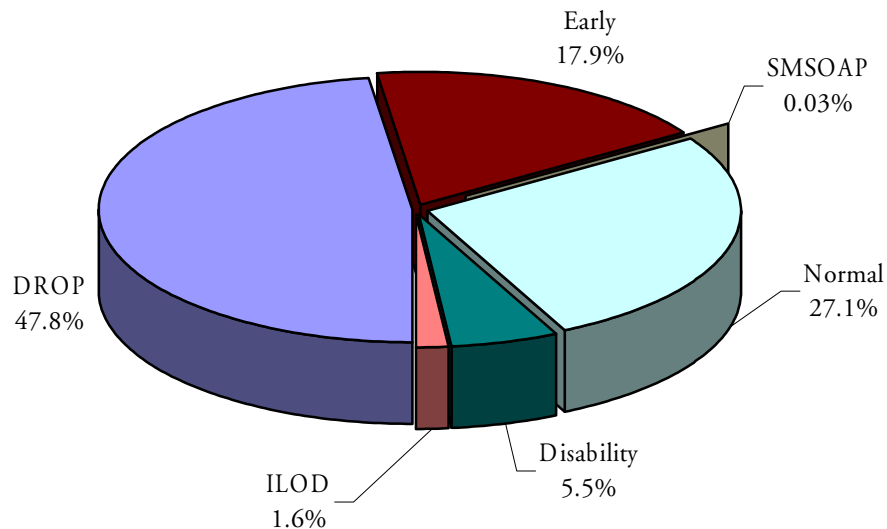
Source: Cooperative Personnel Employment System (COPES).



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# STATE EMPLOYEE RETIREMENTS

## Career Service, Selected Exempt Service and Senior Management Service Calendar Year 1999



State employees under the Florida Retirement System (FRS) "retire" under various circumstances. FRS 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 FRS membership and separating from service. In 1999, there were 869 normal retirements.

"Early" retirement requires that one satisfy service credit requirements and take a prorated reduction in benefits for every year under the normal retirement age for one's particular class of membership. In 1999, there were 576 early retirements.

"Disability" retirement requires that one have at least ten years of service and meet FRS criteria for a permanent and total disability, which is not job-related. Such employees are ensured a certain level of benefits. In 1999, there were 177 disability retirements.

"ILOD" is In-Line-Of-Duty disability retirement, which covers employees for a job-related disability which is permanent and total under FRS criteria. Such employees are ensured a certain level of benefits, even if they never satisfy the service credit criteria under the FRS. In 1999, there were 52 ILOD retirements.

"DROP" is a change in status from active FRS 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 from the date they reach normal retirement. DROP participants are considered officially retired under FRS; however, such employees have up to five years to phase out of active employment. In Calendar Year 1999, a total of 1,535 employees in the State Personnel System began this phased retirement option. As of June 30, 1999, a total of 3,550 employees in the State Personnel System were participating in DROP.

Also, in 1999 there was only one state employee who, as a member of the Senior Management Service Optional Annuity Program (SMSOAP), separated from State government and initiated an annuity. SMSOAP is a defined contribution program for which the State pays all required contributions on behalf of employees (employees can make optional contributions). SMSOAP annuitants are also considered "retired" pursuant to FRS. However, SMSOAP members are not eligible for DROP because they do not accumulate benefits under FRS.

Source: Department of Management Services, Division of Retirement.





## *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 <sup>1</sup>**

	<i>94-95</i>	<i>95-96</i>	<i>96-97</i>	<i>97-98</i>	<i>98-99</i>
July	12,902	11,628	11,403	12,957	14,557
August	12,324	12,160	11,042	12,061	11,442
September	11,789	10,981	10,198	11,419	11,408
October	11,165	14,194	10,499	11,702	14,962
November	10,455	10,621	10,897	11,488	11,395
December	11,109	9,974	10,437	11,446	11,562
January	10,364	9,698	10,730	11,653	15,264
February	10,162	9,732	10,357	11,400	10,701
March	10,853	10,384	10,800	11,758	10,932
April	10,807	10,057	11,224	11,806	11,385
May	11,090	10,546	11,463	11,805	11,849
June	11,845	11,085	11,882	12,381	12,050 <sup>2</sup>
<b>Monthly Averages</b>	<b>11,239</b>	<b>10,922</b>	<b>10,881</b>	<b>11,823</b>	<b>12,292</b>

<sup>1</sup> OPS 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 OPS employment in the Legislature, Office of the Governor, State Courts System, State University System and the Florida Lottery.

### **SNAPSHOT OF OTHER PERSONAL SERVICES EMPLOYMENT BY AGENCY for June 1999 <sup>2</sup>**

Agency for Health Care Administration	166
Agriculture and Consumer Services	922
Banking and Finance	84
Business and Professional Regulation	386
Children and Family Services	2,556
Citrus	18
Community Affairs	149
Corrections	349
Education	526
Elder Affairs	89
Environmental Protection	1,219
Fish and Wildlife Conservation Commission	186
Health	1,620
Highway Safety and Motor Vehicles	475
Insurance	114
Juvenile Justice	1,045
Labor and Employment Security	490
Law Enforcement	114
Legal Affairs	132
Management Services	148
Military Affairs	349
Parole Commission	8
Public Service Commission	38
Revenue	227
State	173
Transportation	451
Veterans' Affairs	16
<b>TOTAL</b>	<b>12,050</b>

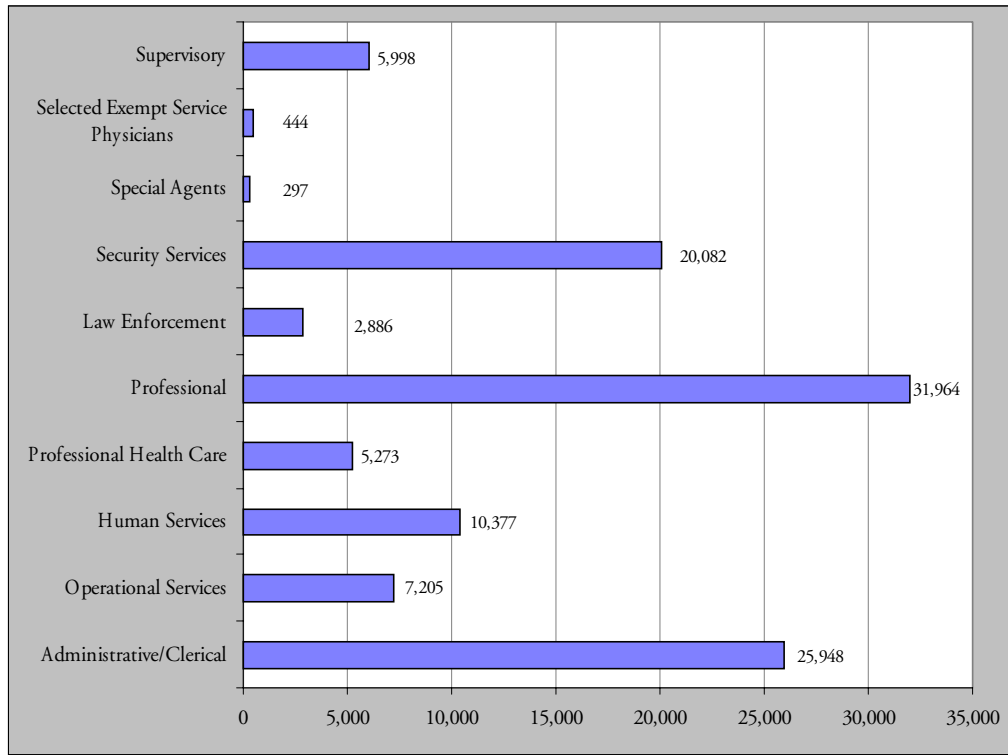
Source: Cooperative Personnel Employment System (COPES).



# COLLECTIVE BARGAINING UNITS

Calendar Year 1999

## POSITIONS BY COLLECTIVE BARGAINING UNIT



Source: Cooperative Personnel Employment System (COPES). The total number of positions covered by a collective bargaining contract is 104,476. This number does not include the supervisory unit which is not represented by a collective bargaining unit.

COLLECTIVE BARGAINING UNIT	1995	1996	1997	1998	1999	95-99 % CHANGE
Administrative/Clerical	25,758	26,592	24,758	23,745	25,948	0.7%
Operational Services	7,927	7,293	6,849	6,623	7,205	-9.1%
Human Services	10,306	10,311	9,687	8,397	10,377	0.7%
Professional	31,689	32,058	28,857	27,624	31,964	0.9%
Professional Health Care	5,444	5,419	4,985	4,836	5,273	-3.1%
Law Enforcement	2,856	2,858	2,587	2,644	2,886	1.1%
Security Services	19,901	20,543	19,121	19,060	20,082	0.9%
Special Agent	289	293	297	281	297	2.8%
Selected Exempt Physicians	444	542	433	388	444	0.1%
Supervisory <sup>1</sup>	6,829	6,693	5,719	5,342	5,998	-12.2%
<b>TOTAL</b>	<b>106,609</b>	<b>107,905</b>	<b>99,571</b>	<b>95,596</b>	<b>106,475</b>	<b>-0.13%</b>

Overall, the trend of the aggregate number of positions represented by bargaining units has remained almost the same since 1995, showing an average decline of less than one percent (1%). The positions represented by the Special Agents bargaining unit experienced the most growth (+2.8%) since 1995 and the greatest decline was in the Operational Services and Supervisory units at -9.1% and -12.2%, respectively.

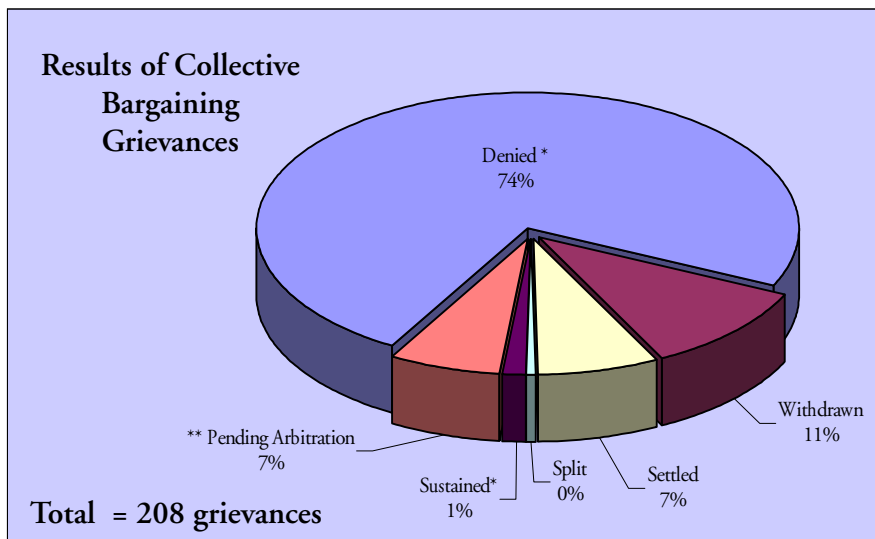
<sup>1</sup> Supervisory unit - not represented.



# COLLECTIVE BARGAINING GRIEVANCES

Calendar Year 1999

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 1999, HRM processed 208 grievances. The majority of the grievances involved disciplinary issues. The majority of disciplinary grievances involved failure to follow instructions, conduct unbecoming and negligence.



**Terms:** Denied Grievance-DMS ruled in favor of the Agency. Sustained Grievance-DMS ruled in favor of Union/Grievant.

\*\* As of August 1, 1999, certain Master Contract grievances involving determinations of just cause may be appealed directly to arbitration.

## STEP 3 GRIEVANCES BY AGENCY/UNION

	Covered Employees	1997	Covered Employees	1998	Covered Employees	1999
Agency for Health Care Administration	1,398	1	1,427	4	1,559	1
Agriculture and Consumer Services	2,320	3	2,322	2	2,438	3
Banking and Finance	608	2	609	2	626	2
Children and Family Services	20,222	30	19,682	73	19,993	63
Corrections	24,994	27	25,095	61	24,525	51
Education	632	1	1,030	2	726	0
<i>School for the Deaf and the Blind</i>	375	2	375	1	392	1
Environmental Protection	3,078	6	3,135	9	2,588	3
Fish and Wildlife Conservation Commission	N/A*	0	670	1	1,246	0
Health	9,971	9	10,042	20	10,345	23
Highway Safety and Motor Vehicles	4,644	3	4,006	0	3,984	4
Insurance	N/A*	0	1,021	1	1,009	1
Juvenile Justice	3,664	18	3,922	37	4,100	16
Labor and Employment Security	5,600	5	4,766	8	4,241	2
Law Enforcement	N/A*	0	1,182	2	1,309	0
Management Services	1,089	2	1,276	1	1,256	1
Military Affairs	N/A*	0	N/A*	0	138	3
Revenue	4,401	2	4,374	4	4,431	5
State	533	1	536	0	526	1
Transportation	8,413	9	8,375	14	8,319	20
Veterans' Affairs	204	2	215	0	313	0
<b>SUBTOTALS</b>	<b>92,146</b>	<b>123</b>	<b>94,060</b>	<b>242</b>	<b>94,064</b>	<b>200</b>
Filed directly by Union		0		5		8
<b>TOTALS</b>		<b>123</b>		<b>247</b>		<b>208</b>

\* N/A - Data not available.

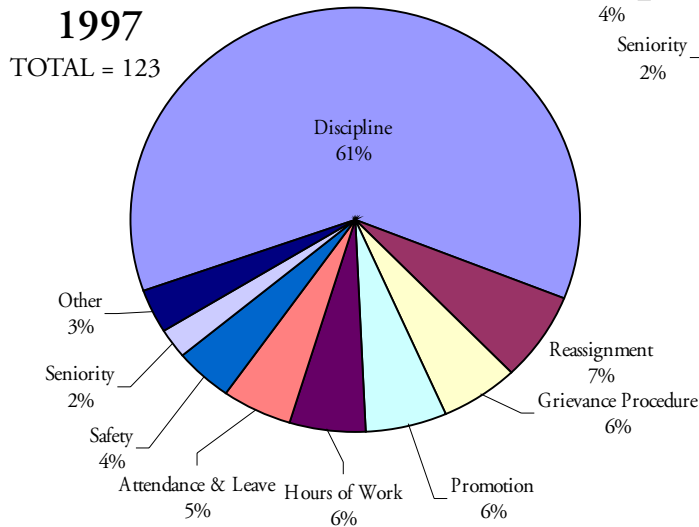
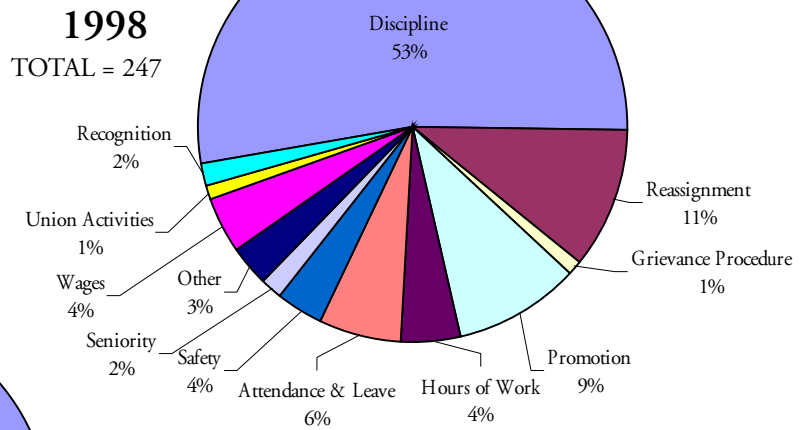
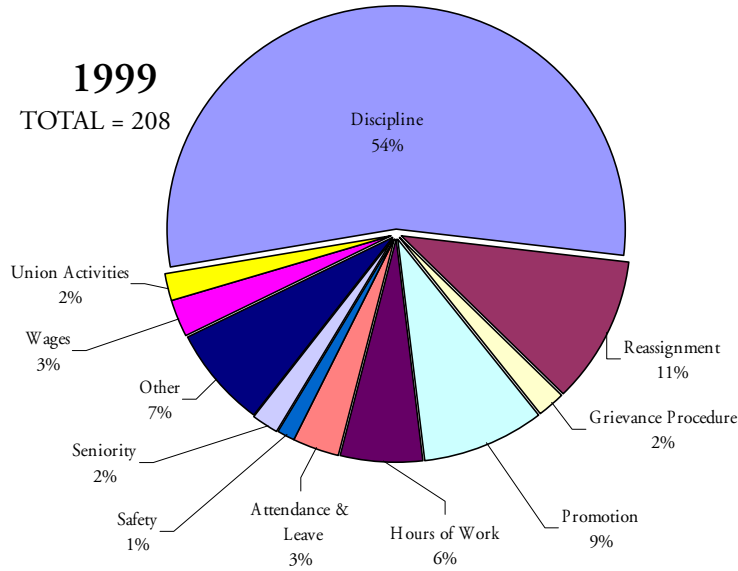
Source: HRM internal records system.



# COLLECTIVE BARGAINING GRIEVANCES

## GRIEVANCES BY VIOLATION TYPE

Discipline continues to be the predominant reason for Step 3 grievances, although there was a 16% decline in total grievances received by DMS from 1998. Of the remaining grievance categories, reassignment and promotion continue to represent the most common issues addressed.



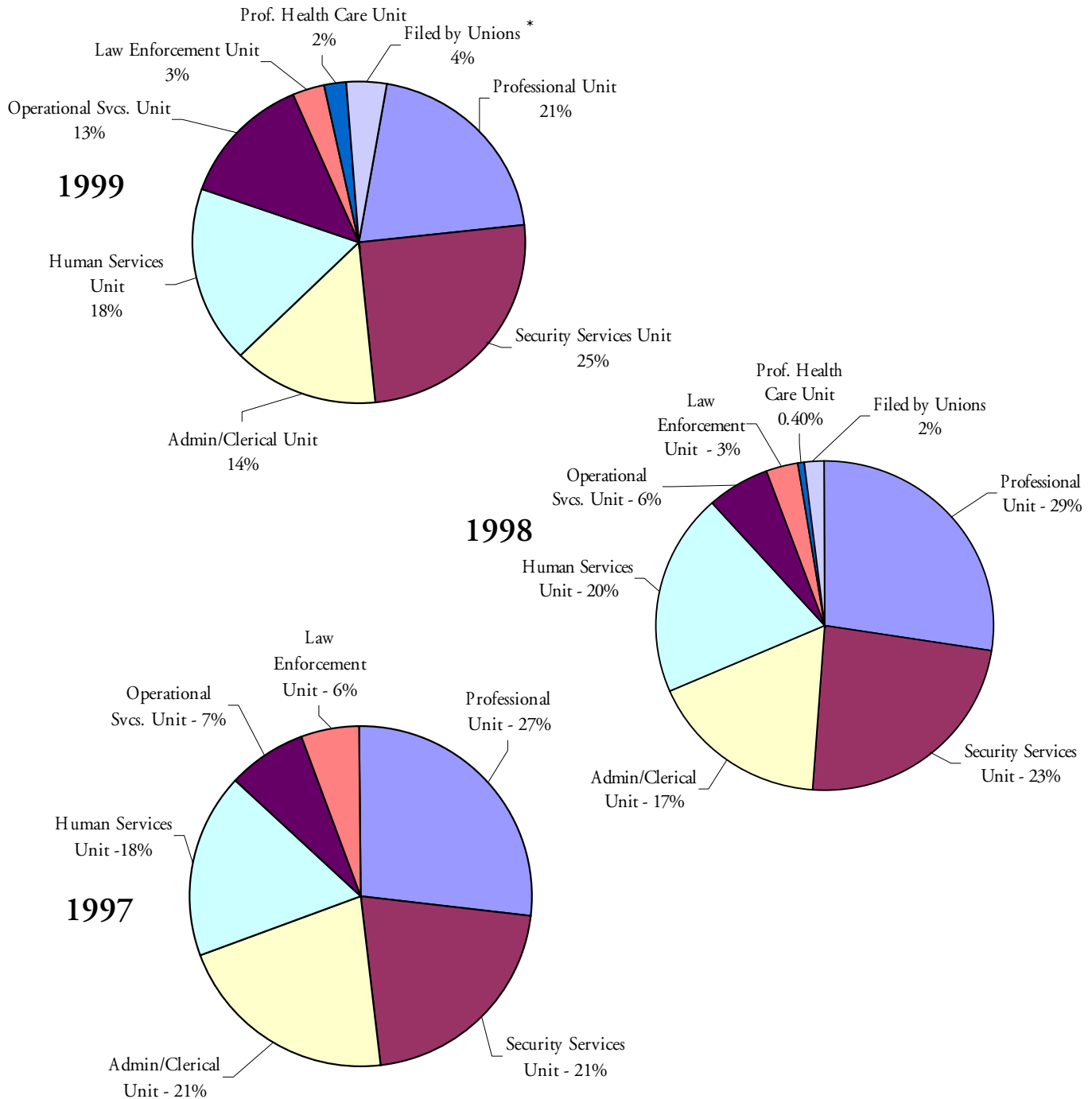
Source: HRM internal records system.



# COLLECTIVE BARGAINING GRIEVANCES

## GRIEVANCES BY COLLECTIVE BARGAINING UNIT

Although the total number of cases decreased from 1998, there was little significant change in the percentage of grievances by unit. The Security Services Unit and Professional Unit represent approximately 46% of all grievances filed at Step 3 for 1999 and approximately 50% for both 1997 and 1998.

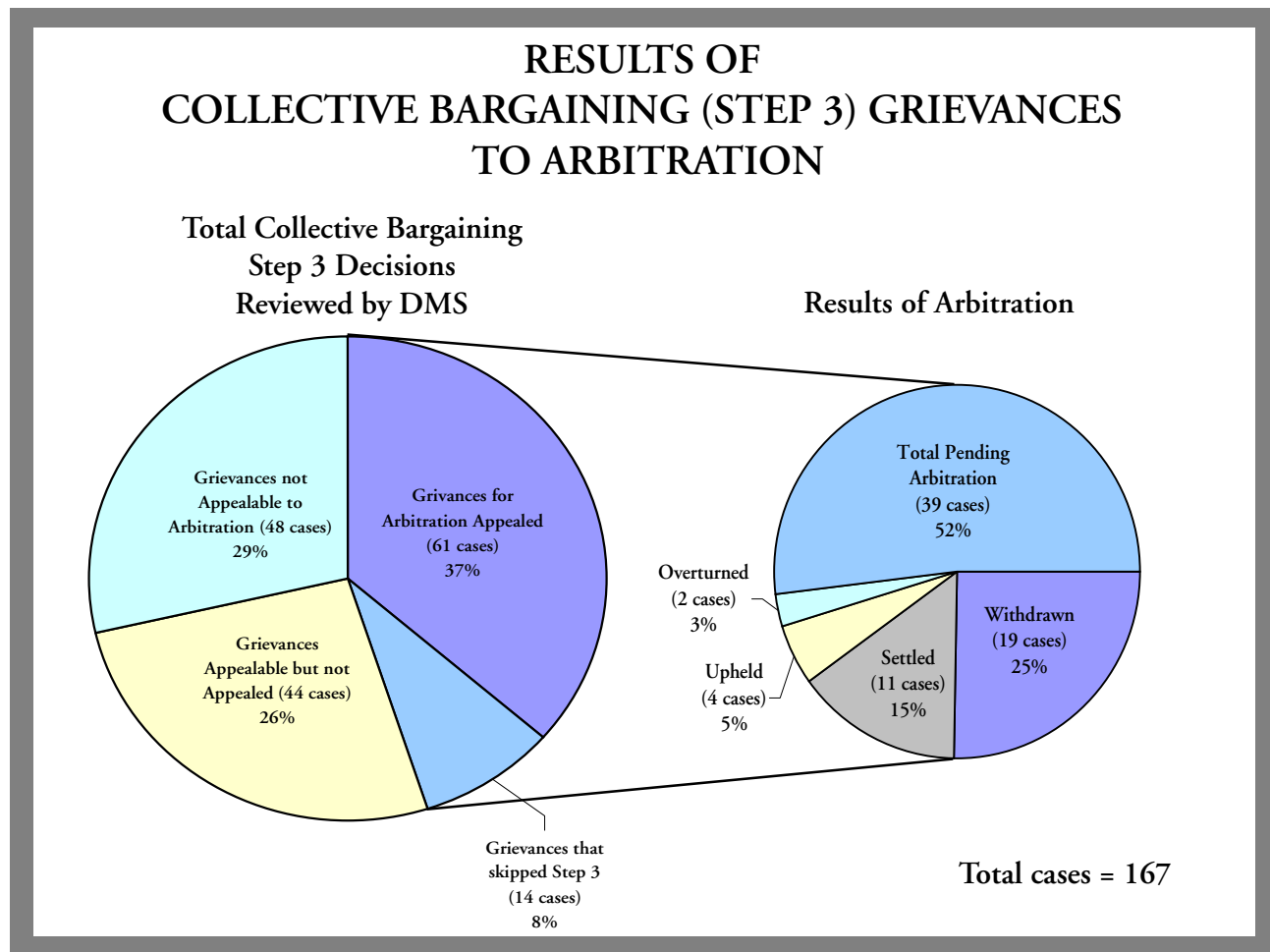


\* Police Benevolent Association 4; Florida Nurses Association 1; and AFSCME 3.  
Source: HRM internal records system.



# COLLECTIVE BARGAINING GRIEVANCES

Calendar Year 1999



Of the arbitrable grievances reviewed by DMS in 1999, 37% were appealed to arbitration. The pie chart depicting the Results of Arbitration represents the status of the grievances when they were appealed to arbitration. A decision was made on 48% of those cases appealed to arbitration; 52% are still pending. The number of cases appealed to arbitration includes the 14 grievances that by-passed an appeal to Step 3, pursuant to the Master Contract.

### Glossary of Terms:

**Withdrawn** - Grievance was withdrawn from arbitration by Union/Grievant.

**Split** - Grievance was ruled partially in favor of Union/Grievant and was ruled partially in favor of the State at arbitration.

**Settled** - Grievance was settled prior to an arbitration hearing.

**Upheld** - Grievance was ruled in favor of the State at arbitration.

**Overtuned** - Grievance was ruled in favor of the Union/Grievant at arbitration.





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# WORKFORCE COMPENSATION

"Total compensation" is defined as the total salary and benefit package provided to recruit and retain a high performance workforce for the State of Florida. The elements of Florida's current total compensation package include basic salary, health insurance, a defined benefit retirement plan, generous leave benefits and an array of other voluntary benefit choices. This section focuses on information regarding salary, payroll costs of salaries and benefits, retirement plans, health insurance, leave, awards, charitable campaign, tuition-free university courses and telecommuting. The report on the Meritorious Service Awards Program is included in this section to comply with reporting requirements of the Florida Statutes.

The following observations regarding the State Personnel System's Workforce Compensation can be made from an analysis of information in this section:

- The number of Career Service employees earning less than \$20,000 declined to 11% this year compared to 27% in 1997. In addition, approximately 59% of Career Service employees earn more than \$25,000. A major factor contributing to the decline in Career Service employees earning salaries below \$20,000 is the legislatively mandated across-the-board increases for the past three years that have targeted this population.
- The average salary for employees in the State Personnel System increased 3.7% during calendar year 1999. When compared with the 8.09% increase in salaries during Calendar Year 1998 for State Personnel System employees, this salary increase represents less than half the growth this group experienced in 1998.
- The use of approved methods of increasing an employee's base rate of pay has increased 17% over 1998, which indicates agencies are using the pay flexibility provided for in Chapter 60K-2, F.A.C. Of the 9,940 increases awarded to employees in 1999 under the flexibility provided for in Chapter 60K-2, F.A.C., 64% were for Superior Proficiency.
- The December 1999 Florida Career Service Salary Survey found that 84% of the Career Service occupational groups surveyed have hiring rates lower than the survey average. This was an increase of 16% over the 68% reported in the January 1999 survey. This supports the State's need to implement a compensation plan that includes market hiring rates, market salaries and performance-based pay increases as addressed in the State Personnel System Human Resource Strategic Plan.
- In July of 1999, the employer contribution rate for retirement decreased from 15.51% to 9.21% of salary for Career Service and Selected Exempt Service employees and from 23.10% to 11.19% for Senior Management Service employees. This represents a decrease in payroll costs, but did not impact the level of benefits in the defined benefit plan.
- The employer contribution decrease from 23.10% to 11.19% for Senior Management Service employees enrolled in the SMSOAP represents a decrease in this defined contribution benefit.
- In Calendar Year 1999, a total of 1,535 employees in the State Personnel System entered the Deferred Retirement Option Program (DRO) as compared to 3,009 employees in 1998. The higher number in 1998 is due to the fact that the DRO took effect on July 1, 1998.
- The Deferred Retirement Option Program (DRO) was the choice of 47.8% of employees reaching normal retirement date who retired during Calendar Year 1999 as compared to 27.1% of the employees choosing Normal retirement.
- In Calendar Year 1999, approximately 91.4% of the employees in the State Personnel System were enrolled in a state group health insurance plan.
- Total special compensatory leave balances for employees in the Career Service increased 4.8% from 1998 to 1999 as compared with the 9.3% increase from 1997 to 1998. Although the rate of increase in the accrual of special compensatory leave declined from the previous year, the unfunded liability for this type of leave is estimated at \$93,681,376 as of December 31, 1999.





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- State agencies spent a total of \$2,882,217 to recognize 35,842 state employees for their service, innovative suggestions and their cost-saving and revenue-enhancing efforts. This represents an increase of 51% in expenditures and a 13% increase in employees recognized. Superior accomplishment recognitions increased 19% from 1998.
  - The Governor's Year 2000 Task Force transferred \$1,064,008 to 15 executive branch agencies and 6 state universities to fund employee awards to recognize outstanding efforts to update computer systems for Y2K.
  - Florida state employees continued to be some of the most generous in the nation by contributing \$4,138,824 to the Florida State Employees Charitable Campaign (FSECC), which represents a 63% increase over the past five years.
  - A survey of telecommuting initiatives in the 50 states placed Florida in the 20% conducting formal programs with published statewide guidelines, rules or policies.
  - The Tuition-Free Courses Program was used by 5,842 state employees taking 14,330 undergraduate and 12,013 graduate level credit hours. By participating in this program, these employees saved themselves \$2,031,210 in tuition costs.



## *COMPARISON OF AVERAGE ANNUAL SALARIES AMONG SOUTHEASTERN STATES FOR CLASSIFIED<sup>1</sup> EMPLOYEES*

	<i>1995</i>	<i>1996</i>	<i>1997</i>	<i>1998<sup>2</sup></i>	<i>1999</i>	<i>95-99 % Change</i>
<i>Virginia</i>	\$26,445	\$27,882	\$29,331	\$30,506	\$31,662	19.7%
<i>North Carolina</i>	\$26,605	\$26,950	\$28,033	\$30,611	\$31,163	17.1%
<i>Alabama</i>	\$27,056	\$27,425	\$28,015	\$30,585	\$31,085	14.9%
<i>Kentucky</i>	\$26,707	\$26,458	\$27,586	\$28,827	\$30,051	12.5%
<i>Florida</i>	\$24,389	\$24,832	\$25,943	\$27,287	\$28,490 <sup>3</sup>	16.8%
<i>South Carolina</i>	\$24,332	\$24,332	\$25,536	\$27,084	\$28,235	16.0%
<i>Georgia</i>	\$25,046	\$25,046	\$26,407	\$27,206	\$28,219	12.7%
<i>Arkansas</i>	\$24,243	\$25,408	\$25,423	\$25,985	\$27,913	15.1%
<i>Tennessee</i>	\$25,608	\$26,511	\$26,792	*	\$26,620	4.0%
<i>Missouri</i>	\$22,252	\$23,504	\$24,491	\$25,297	\$26,388	18.6%
<i>Oklahoma</i>	\$23,500	\$24,595	\$24,677	\$24,623	\$26,193	11.5%
<i>Louisiana</i>	\$22,992	\$23,460	\$24,002	\$24,849	\$25,813	12.3%
<i>Mississippi</i>	\$23,656	\$23,848	\$24,036	\$25,985	*	
<i>West Virginia</i>	\$20,474	\$21,377	\$23,930	\$24,686	*	
<b>Average</b>	<b>\$24,522</b>	<b>\$21,886</b>	<b>\$26,353</b>	<b>\$27,533</b>	<b>\$28,486</b>	<b>16.2%</b>

Among the 14 southeastern states, Florida ranked sixth in 1998 in the overall average annual salaries for Career Service employees. In 1999, Florida did move up to fifth among the southeastern states. The Florida average Career Service salary of \$28,490 is approximately the same as the overall average of the southeastern states, which is \$28,486. Virginia had the highest average salary at \$31,662 and Louisiana had the lowest at \$25,813. Salary and related information from southeastern states is used only for comparison purposes since these states are not Florida's primary competitors for employees. The State Personnel System's competitors are cities, counties, water management districts, universities and private sector organizations within Florida. Each year, Florida conducts a salary survey designed to determine how state jobs salaries compare to the statewide employment market. These survey assist in making adjustments to salary levels of state jobs.

\* Data not available.

1 Employees who have some degree of civil service protection - Career Service comparable.

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

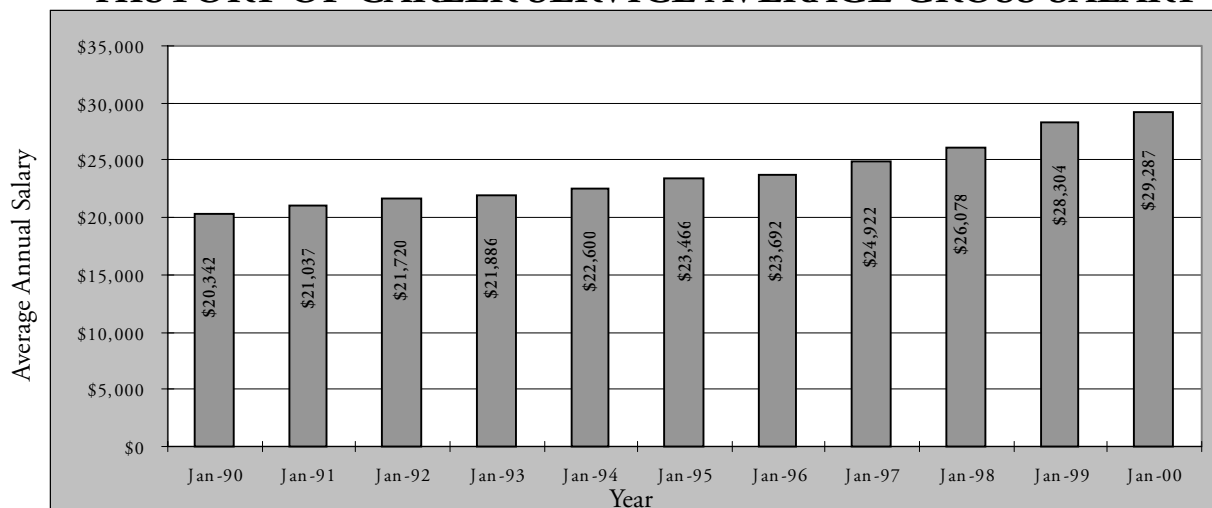
3 This figure represents the average annual salary for classified employees reported to the Southeastern States Salary Conference prior to the October 1, 1999, general wage increase.

Source: Southeastern States Fringe Benefits Survey, 1999



## CAREER SERVICE SALARIES

### HISTORY OF CAREER SERVICE AVERAGE GROSS SALARY



### CAREER SERVICE SALARY DISTRIBUTION

	\$0 - \$14,999	\$15,999 - \$19,999	\$20,000 - \$24,999	\$25,000 - \$29,999	\$30,000 - \$34,999	\$35,000 - \$39,999	\$40,000 - \$44,999	\$45,000 ABOVE	TOTAL EMPLOYEES
1995	12%	28%	27%	14%	8%	5%	3%	3%	111,337
1996	6%	27%	30%	15%	9%	6%	3%	4%	110,901
1997	5%	22%	31%	18%	10%	7%	4%	5%	111,605
1998	1%	13%	31%	23%	13%	7%	5%	7%	110,485
1999	.3%	10%	30%	25%	14%	8%	5%	7%	110,952

### INCREASES TO BASE RATE OF PAY - CAREER SERVICE

	Superior Proficiency	Added Duties	Ed. & Trng.	Reassignment	Transfer	Competitive Job Offer	Internal Pay Relationship	TOTALS
<b>% OF TOTAL INCREASES AWARDED</b>								
1996	54%	30%	1%	5%	0%	1%	8%	7,614
1997	55%	33%	2%	4%	0%	1%	5%	8,828
1998	64%	24%	1%	4%	.2%	1%	5%	8,491
1999	66%	22%	2%	4%	.27%	.63%	6%	9,940
	Superior Proficiency	Added Duties	Ed. & Trng.	Reassignment	Transfer	Competitive Job Offer	Internal Pay Relationship	TOTALS
<b>AVERAGE % INCREASE</b>								
1996	4.83%	7.00%	6.73%	9.62%	9.02%	9.99%	5.00%	
1997	4.92%	6.31%	6.85%	8.63%	9.49%	11.14%	7.51%	
1998	4.67%	6.35%	5.22%	10.20%	10.26%	11.87%	6.29%	
1999	4.17%	6.48%	5.45%	8.40%	8.79%	9.80%	7.22%	

Source: Cooperative Personnel Employment System (COPES)



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# *CAREER SERVICE*

## *ANNUAL LEGISLATIVE SALARY INCREASE HISTORY*

### *Fiscal Years 1997-98 through 1999-00*

#### *Fiscal Year 1999-00*

##### Effective 10/1/99

- 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 (PHC) employees received a one-time lump-sum pay of \$400.

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

#### *Fiscal Year 1998-99*

##### Effective 10/1/98

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

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

#### *Fiscal Year 1997-98*

##### Effective 1/1/98

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

**Anniversary Date:** Professional Health Care employees received a 3% increase to the June 30, 1997, base rate of pay. In addition, PHC employees received an increase to base rate of pay for continuous state service to a higher longevity level (step) based on the table outlined in the Agreement.



***SALARY DISTRIBUTION<sup>1</sup> BY GENDER***  
*as of 12/31/99*

Salary Range	CAREER SERVICE			SELECTED EXEMPT			SENIOR MANAGEMENT		
	% Male	% Female	Totals	% Male	% Female	Totals	% Male	% Female	Totals
0 - \$14,999	39%	61%	311	0%	0%	0	0%	0%	0
\$15,000 - \$19,999	20%	80%	11,350	0%	0%	0	0%	0%	0
\$20,000 - \$24,999	38%	62%	33,544	11%	89%	19	0%	0%	0
\$25,000 - \$29,999	48%	52%	27,322	24%	76%	38	0%	0%	0
\$30,000 - \$34,999	48%	52%	15,542	32%	68%	141	0%	0%	0
\$35,000 - \$39,999	52%	48%	8,881	35%	65%	227	0%	0%	0
\$40,000 - \$44,999	59%	41%	5,701	43%	57%	242	0%	0%	0
\$45,000 - \$49,999	58%	42%	3,297	57%	43%	253	0%	0%	0
\$50,000 - \$54,999	62%	38%	2,164	55%	45%	334	60%	40%	5
\$55,000 - \$59,999	65%	35%	1,239	69%	31%	342	0%	100%	2
\$60,000 - \$64,999	72%	28%	805	69%	31%	340	60%	40%	20
\$65,000 - \$69,999	72%	28%	425	64%	36%	385	43%	57%	21
\$70,000 - \$74,999	82%	18%	166	73%	27%	289	61%	39%	36
\$75,000 - \$79,999	90%	10%	87	71%	29%	242	55%	45%	42
\$80,000 - \$84,999	88%	13%	24	83%	17%	175	59%	41%	63
\$85,000 - \$89,999	93%	7%	30	72%	28%	104	82%	18%	95
\$90,000 - +	81%	19%	64	70%	30%	309	73%	27%	233
<b>TOTALS</b>	<b>44%</b>	<b>56%</b>	<b>110,952</b>	<b>61%</b>	<b>39%</b>	<b>3,440</b>	<b>68%</b>	<b>32%</b>	<b>517</b>

<sup>1</sup> Includes full-time and part-time employees.

Source: Cooperative Personnel Employment System (COPES).



***SALARY DISTRIBUTION<sup>1</sup> BY ETHNIC MINORITY***  
*as of 12/31/99*

Salary Range	CAREER SERVICE			SELECTED EXEMPT			SENIOR MANAGEMENT		
	% White	% Minority	Totals	% White	% Minority	Totals	% White	% Minority	Totals
0 - \$14,999	45%	55%	311	0%	0%	0	0%	0%	0
\$15,000 - \$19,999	47%	53%	11,350	0%	0%	0	0%	0%	0
\$20,000 - \$24,999	55%	45%	33,544	58%	42%	19	0%	0%	0
\$25,000 - \$29,999	63%	37%	27,322	71%	29%	38	0%	0%	0
\$30,000 - \$34,999	71%	29%	15,542	63%	37%	141	0%	0%	0
\$35,000 - \$39,999	75%	25%	8,881	73%	27%	227	0%	0%	0
\$40,000 - \$44,999	80%	20%	5,701	81%	19%	242	0%	0%	0
\$45,000 - \$49,999	82%	18%	3,297	81%	19%	253	0%	0%	0
\$50,000 - \$54,999	84%	16%	2,164	81%	19%	334	80%	20%	5
\$55,000 - \$59,999	84%	16%	1,239	88%	12%	342	100%	0%	2
\$60,000 - \$64,999	86%	14%	805	87%	13%	340	85%	15%	20
\$65,000 - \$69,999	83%	17%	425	85%	15%	385	81%	19%	21
\$70,000 - \$74,999	88%	12%	166	85%	15%	289	83%	17%	36
\$75,000 - \$79,999	84%	16%	87	81%	19%	242	90%	10%	42
\$80,000 - \$84,999	83%	17%	24	71%	29%	175	84%	16%	63
\$85,000 - \$89,999	73%	27%	30	58%	42%	104	89%	11%	95
\$90,000 - +	77%	23%	64	51%	49%	309	84%	16%	233
<b>TOTALS</b>	<b>63%</b>	<b>37%</b>	<b>110,952</b>	<b>78%</b>	<b>22%</b>	<b>3,440</b>	<b>85%</b>	<b>15%</b>	<b>517</b>

<sup>1</sup> Includes full-time and part-time employees.  
Source: Cooperative Personnel Employment System (COPES).



## COMPARISON OF BENEFITS as of 12/31/99

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

1 SMSOAP: Senior Management Service Optional Annuity Program.

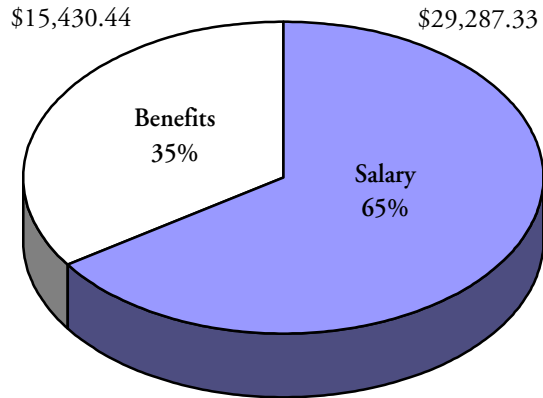
2 Benefits changed effective 1-1-2000.

Source: Chapters 110 and 121, Florida Statutes and the General Appropriations Act.



# *PAYROLL COSTS FOR SALARIES AND BENEFITS <sup>1</sup>*

## Career Service



*Percent of Total Compensation Costs*

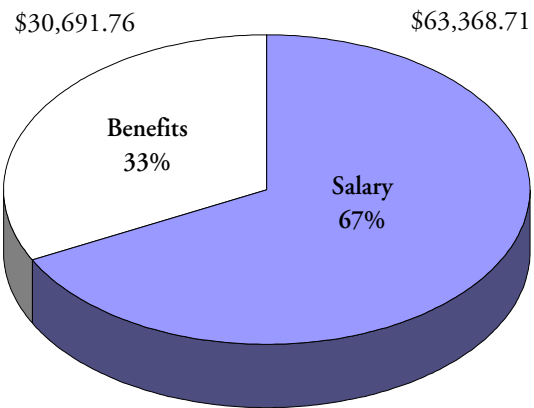
The average total compensation for a Career Service employee in 1999 was \$44,717.77. This is comprised of \$29,287.33 in salary plus \$15,430.44 in benefits.

This Career Service benefits package has a value equivalent to 53% of the employee's salary.

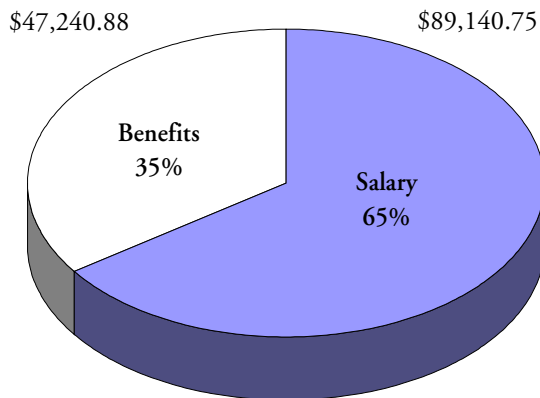
## Selected Exempt Service

The average total compensation package for a Selected Exempt Service employee in 1999 was \$94,060.47. This is comprised of \$63,368.71 in salary plus \$30,691.76 in benefits.

This Selected Exempt Service benefit package has a value equivalent to 48% of the employee's 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 1999 was \$136,381.63. This is comprised of \$89,140.75 in salary plus \$47,240.88 in benefits.

This Senior Management Service benefit package has a value equivalent to 53% of the employee's salary.

<sup>1</sup> 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 level term life and disability insurance. Senior Management Service employees are provided an enhanced retirement benefit under the FRS Senior Management Service Class. For the purposes of this table, the employee profiles depicted at the beginning of this Report (see pages 11-13) were used to calculate the benefits.





# 1999 RETIREMENT PLAN MEMBERSHIP <sup>1</sup>

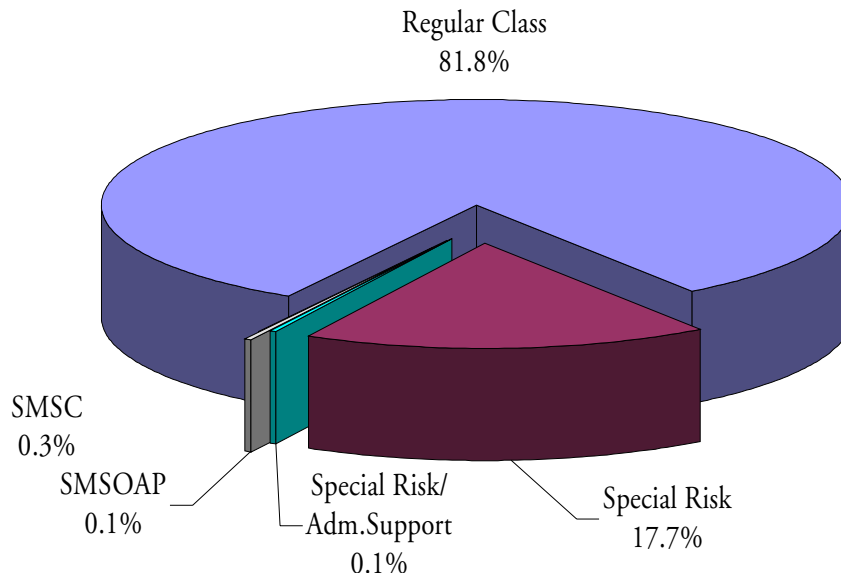
## Active Employees as of June 30, 1999

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, 1999, there were 112,638 State Personnel System employees<sup>1</sup> enrolled in FRS. (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 FRS membership:<sup>2</sup>

- **Regular Class** - for members not assigned to other classes. As of June 30, 1999, there were 92,190 Career Service and Selected Exempt Service employees in this class.
- **Special Risk Class** - for members who are employed as law enforcement officers, firefighters or correctional officers and meet the legal criteria for this class. As of June 30, 1999, there were 19,881 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, 1999, there were 152 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 SMSC by statute. As of June 30, 1999, there were 345 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 FRS Senior Management Service Class. As of June 30, 1999, there were 70<sup>3</sup> senior managers who were enrolled in SMSOAP.

### 1999 Retirement Plan Membership



<sup>1</sup> 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. DROP participants (3,550 as of 6/30/99) are captured under "1999 Retirements."

<sup>2</sup> 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.

<sup>3</sup> May include members in the Elected Officers' Class.

Source: Department of Management Services, Division of Retirement.

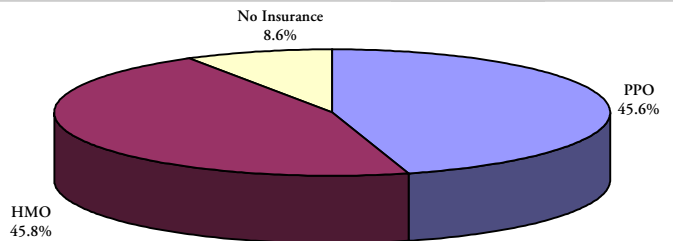


**STATE EMPLOYEES' GROUP HEALTH INSURANCE PROGRAM**  
*Career Service, Selected Exempt Service and Senior Management Service*  
*as of 12/31/99*

**EMPLOYEE PARTICIPATION BY AGENCY**

AGENCY NAME	PPO <sup>1</sup>	HMO <sup>2</sup>	NO INSURANCE <sup>3</sup>	TOTAL
Agency for Health Care Administration	695	990	162	1,847
Agriculture and Consumer Services	1,712	1,314	152	3,178
Banking and Finance	243	528	62	833
Business and Professional Regulation	544	871	106	1,521
Children and Family Services	10,894	10,912	2,499	24,305
Citrus	80	35	26	141
Community Affairs	91	299	25	415
Corrections	14,046	10,355	2,399	26,800
Education	210	668	43	921
<i>School for the Deaf and the Blind</i> <sup>4</sup>	245	122	21	388
Elder Affairs	142	147	39	328
Environmental Protection	1,393	1,786	188	3,367
Fish and Wildlife Conservation Commission	913	668	90	1,671
Health	5,684	4,827	1,016	11,527
Highway Safety and Motor Vehicles	2,065	2,270	254	4,589
Insurance	416	855	113	1,384
Juvenile Justice	2,265	2,108	375	4,748
Labor and Employment Security	2,180	2,742	605	5,527
Law Enforcement	531	964	160	1,655
Legal Affairs	433	452	56	941
Management Services	248	946	106	1,300
<i>Administrative Hearings</i> <sup>4</sup>	22	37	9	68
<i>Retirement</i> <sup>4</sup>	27	197	15	239
Military Affairs	104	62	22	188
Office of the Governor	40	38	5	83
Parole Commission	55	101	14	170
Public Service Commission	83	266	30	379
Revenue	1,883	2,722	479	5,084
State	101	514	43	658
<i>Ringling Museum</i> <sup>4</sup>	46	6	9	61
Transportation	4,579	4,453	631	9,663
Veterans' Affairs	108	166	55	329
<b>TOTALS</b>	<b>52,078</b>	<b>52,421</b>	<b>9,809</b>	<b>114,308<sup>5</sup></b>
	<b>45.6%</b>	<b>45.8%</b>	<b>8.6%</b>	
Employees included in total that are participating/ enrolled as spouses of another state employee	3,178	3,447	0	6,625

**EMPLOYEE PARTICIPATION BY PLAN**



1 PPO - Preferred Provider Organization.  
2 HMO - Health Maintenance Organization.  
3 Does not include employees that have never participated in any State Employees' Group Insurance Program.  
4 These organizations have separate operating level designations in COPES.  
5 This number does not correspond with the number on page 10 due to variances in the databases maintained by COPES and the Division of State Group Insurance.  
Source: Department of Management Services, Division of State Group Insurance.



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## *STATE HOLIDAYS*

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

- |                                       |                           |
|---------------------------------------|---------------------------|
| 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      |

If any of these holidays fall on Saturday, the preceding Friday shall be observed as a holiday. When these holidays fall on Sunday, the following Monday shall be observed as a holiday.<sup>1</sup> 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.<sup>2</sup>

### **Annual Value of Holiday Leave**

Career Service employee <sup>3</sup>	\$1,126
Selected Exempt Service employee <sup>3</sup>	\$2,438
Senior Management Service employee <sup>3</sup>	\$3,429

<sup>1</sup> Section 110.117(1), F.S.

<sup>2</sup> Section 110.117(2), F.S.

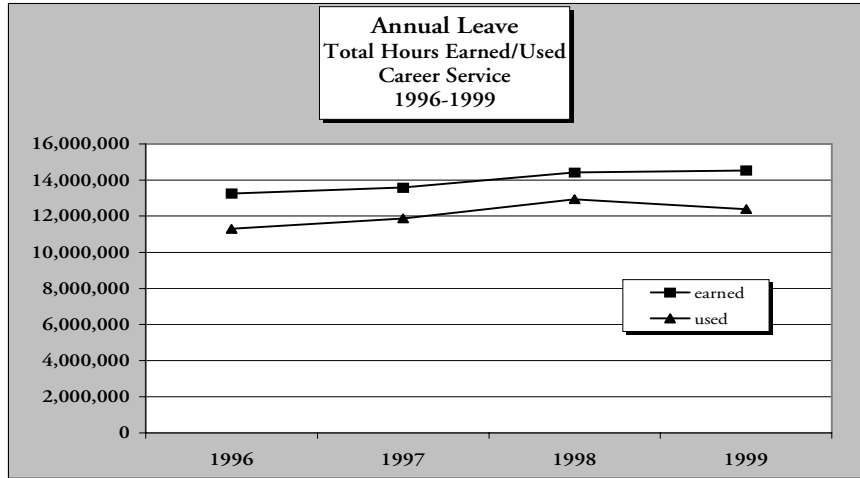
<sup>3</sup> For the purposes of this table, the employee profiles depicted at the beginning of this Report (see pages 11-13) were used to calculate the annual value.  
Source: Cooperative Personnel Employment System (COPES).



# LEAVE - CAREER SERVICE EMPLOYEES

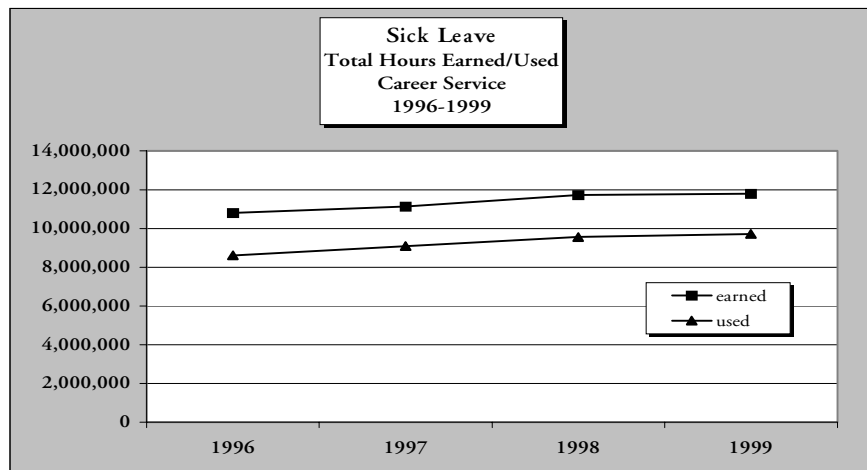
## Annual Leave

Full-time Career Service employees earn 8.667 hours of Annual Leave per month their first five years, 10.833 hours per month from five to ten years, and 13 hours per month for ten or more years of service.<sup>1</sup> In 1999, the 125,745<sup>2</sup> Career Service employees earned a total of 14,519,595 hours of Annual Leave and used a total of 12,384,988 hours. The average Career Service employee used 98 hours of Annual Leave. The total outstanding balance of Annual Leave increased 1.9% from 1998 to 1999.<sup>3</sup>



## Sick Leave

Full-time Career Service employees earn 8.667 hours of Sick Leave per month.<sup>4</sup> In 1999, the 125,745<sup>2</sup> Career Service employees earned a total of 11,787,304 hours of Sick Leave and used a total of 9,717,814 hours. The average Career Service employee used 77 hours of Sick Leave. The total outstanding balance of Sick Leave increased 1.4% from 1998 to 1999.<sup>3</sup>



1 Section 60K-5.028(1)(a), F.A.C.

2 Total employee count includes any employee who earned leave during the Calendar Year 1999.

3 1999 COPEView leave report.

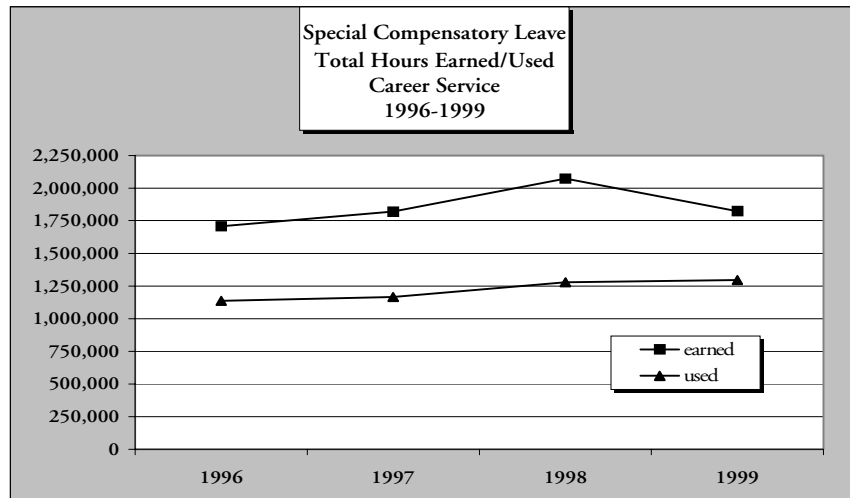
4 Section 60K-5.030(1)(a), F.A.C.



## LEAVE - CAREER SERVICE EMPLOYEES - cont'd.

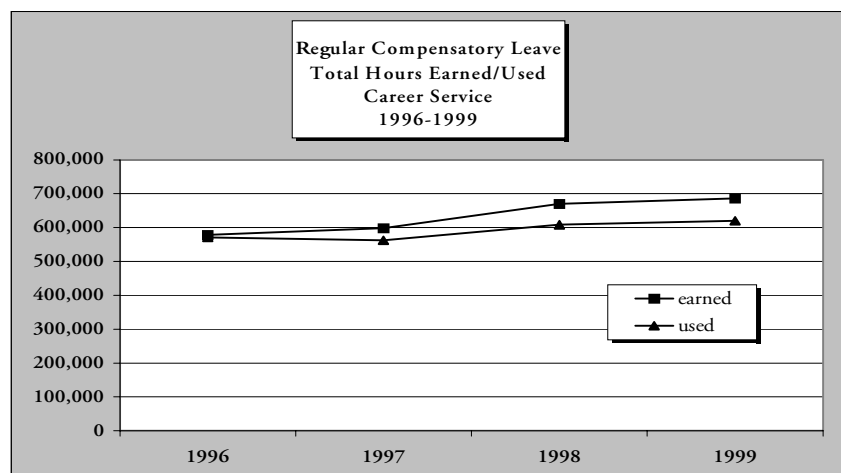
### Special Compensatory Leave

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.<sup>1</sup> In 1999, the 125,745<sup>2</sup> Career Service employees earned a total of 1,823,875 hours of Special Compensatory Leave and used a total of 1,296,232 hours. The average Career Service employee used 10 hours of Special Compensatory Leave. The total outstanding balance of Special Compensatory Leave increased 4.8% from 1998 to 1999.<sup>3</sup> This liability has been steadily increasing since 1992.<sup>4</sup>



### Regular Compensatory Leave

Excluded<sup>5</sup> Career Service employees earn Regular Compensatory Leave on an hour-for-hour basis for overtime work.<sup>6</sup> In 1999, the 125,745<sup>2</sup> Career Service employees earned a total of 686,083 hours of Regular Compensatory Leave and used a total of 620,197 hours. The average Career Service employee used 5 hours of Regular Compensatory Leave.<sup>3</sup> Prior to 1994, there were no provisions for payment of Regular Compensatory Leave. As a result of Career Service reform in October 1994, agencies can implement plans for payment of Regular Compensatory Leave instead of adding it to the employee's leave balance. Currently 13 agencies have approved payment plans. There are no provisions for payment of Regular Compensatory Leave when an employee terminates or transfers to another agency (unused balances are forfeited). The total outstanding balance of Regular Compensatory Leave increased 4.9% from 1998 to 1999.<sup>3</sup>



1 Section 60K-5.026(4)(b) and (5), F.A.C., and Section 60K-5.032(3)(e), F.A.C.

2 Total employee count includes any employee who earned leave during the Calendar Year 1999.

3 1999 COPEView leave report.

4 COPEView leave reports, 1992 - 1999.

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

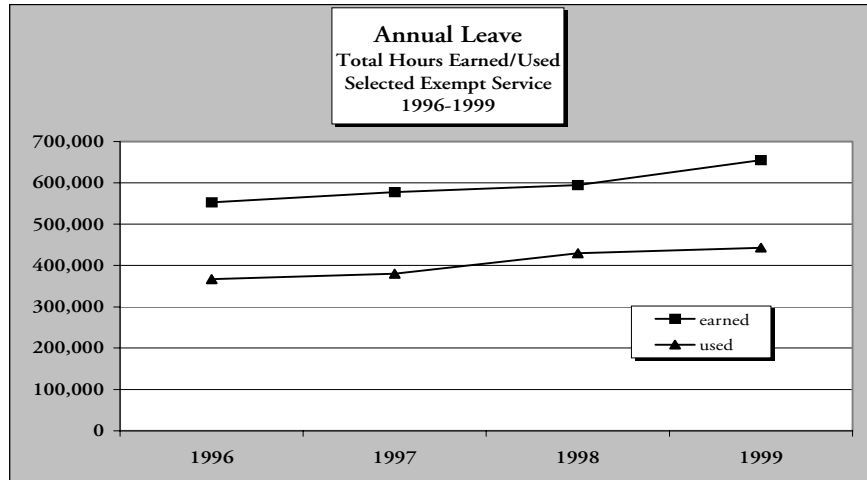
6 Section 60K-5.029(1)(a), F.A.C.



# *LEAVE - SELECTED EXEMPT SERVICE EMPLOYEES*

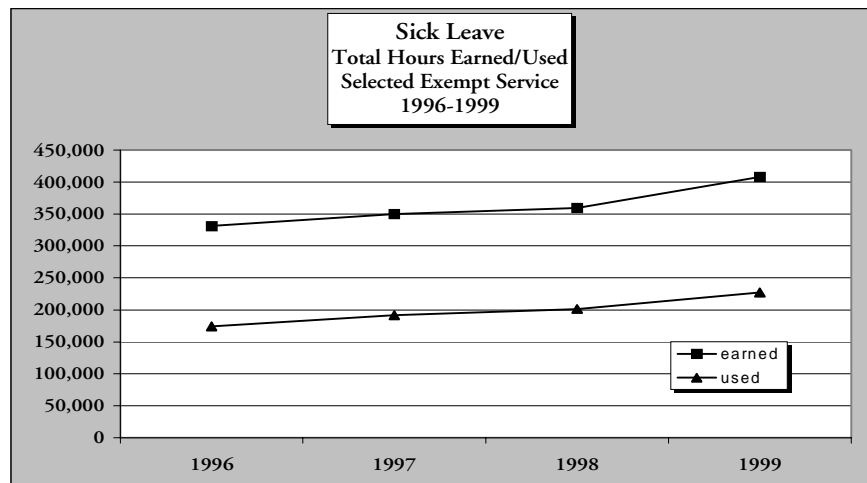
## Annual Leave

Full-time Selected Exempt Service (SES) employees earn 176 hours of Annual Leave upon appointment and on each anniversary date.<sup>1</sup> In 1999, the 3,981<sup>2</sup> SES employees earned a total of 654,980 hours of Annual Leave and used a total of 443,233 hours. The average SES employee used 111 hours of Annual Leave. The total outstanding balance of SES employee Annual Leave increased 6.1% from 1998 to 1999.<sup>3</sup>



## Sick Leave

Full-time SES employees earn 104 hours of Sick Leave upon appointment and on each anniversary date.<sup>1</sup> In 1999, the 3,981<sup>2</sup> SES employees earned a total of 407,859 hours of Sick Leave and used a total of 227,245 hours. The average employee used 57 hours of Sick Leave. The total outstanding balance of SES Sick Leave increased 14.2% from 1998 to 1999.<sup>3</sup>



1 Section 60M-1.008, F.A.C.

2 Total employee count includes any employee who earned leave during the Calendar Year 1999.

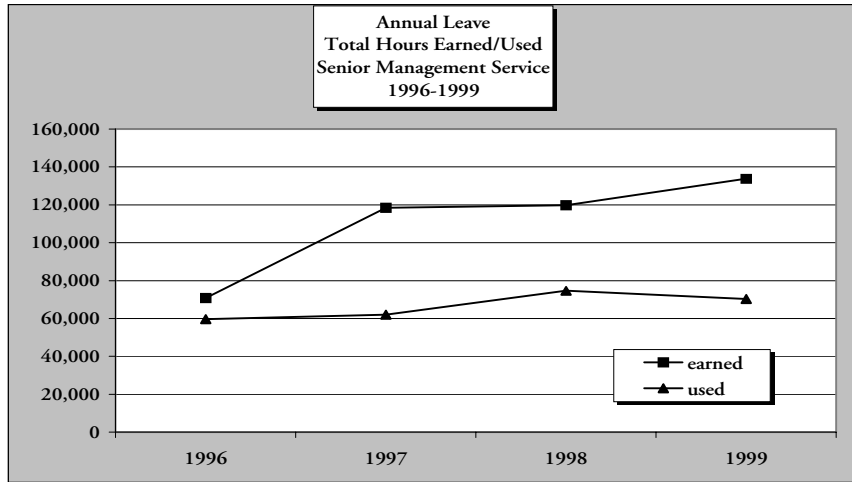
3 1999 COPESView leave report.



# *LEAVE - SENIOR MANAGEMENT SERVICE EMPLOYEES*

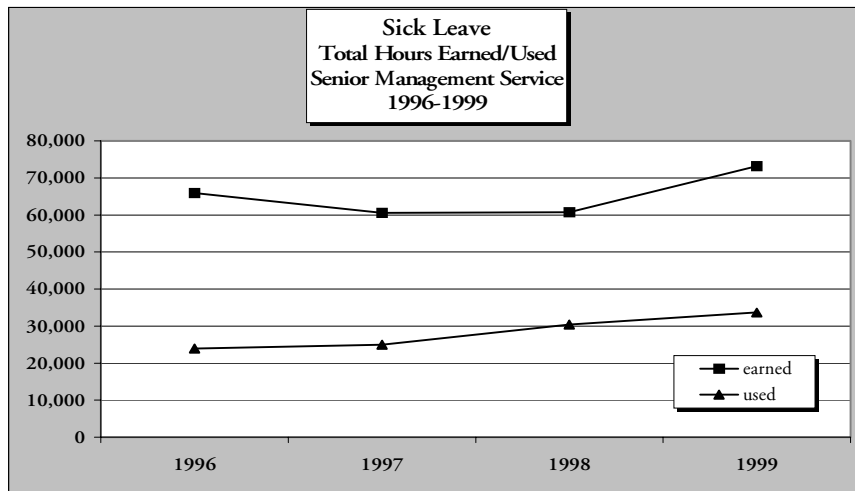
## Annual Leave

Full-time Senior Management Service (SMS) employees earn 240 hours of Annual Leave upon appointment and on each anniversary.<sup>1</sup> In 1999, the 620<sup>2</sup> SMS employees earned a total of 133,778 hours of Annual Leave and used a total of 70,268 hours. The average SMS employee used 113 hours of Annual Leave. The total outstanding balance of SMS Annual Leave decreased 1.1% from 1998 to 1999.<sup>3</sup>



## Sick Leave

Full-time SMS employees earn 120 hours of Sick Leave upon appointment and on each anniversary.<sup>1</sup> In 1999, the 620<sup>2</sup> SMS employees earned a total of 73,220 hours of Sick Leave and used a total of 33,677 hours. The average SMS employee used 54 hours of Sick Leave. The total outstanding balance of SMS Sick Leave decreased 2.9% from 1998 to 1999.<sup>3</sup>



1 Section 60N-1.007, F.A.C.

2 Total employee count includes any employee who earned leave during Calendar Year 1999.

3 1999 COPESView leave report.



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# STATE'S LEAVE LIABILITY<sup>1</sup>

as of 12/31/99

If all State Personnel System employees had left at the end of Calendar Year 1999 and were paid for all leave due to them, we calculate that the liability would have been as follows:



Annual Leave<sup>2</sup>

If the total balance of 14,398,111 hours of Annual Leave were paid on December 31, 1999, it would have cost the State approximately \$287,821,586.



Special Compensatory Leave<sup>3</sup>

If the total balance of 5,578,118 hours of Special Compensatory Leave were paid on December 31, 1999, it would have cost the State approximately \$93,681,376.



Sick Leave<sup>4</sup>

If the total balance of 25,421,714 hours of Sick Leave were paid on December 31, 1999, it would have cost the State approximately \$136,306,212.

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1 Estimated based on COPEs data. This is different data than was used in 1998 and cannot be compared to last year's Workforce Report. 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 12/31/99 (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 SES and SMS). Does not include DROP annual leave payments.

3 Special compensatory leave liability = special compensatory leave balance 12/31/99 x average regular rate of pay (includes employer's share of social security and medicare).

4 Sick leave liability = 25% of sick leave balance 12/31/99 (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, up to 480 hours or 25% of the current balance, whichever is less. Includes 1/8 of pre-1973 sick leave balances.



# MERITORIOUS SERVICE AWARDS PROGRAM

## SECTION 110.1245, FLORIDA STATUTES

### Calendar Year 1999

The Department of Management Services is required to submit a report to the Legislature each year which outlines each agency's level of participation in the Meritorious Service Awards Program. The Program has three components: superior accomplishment, suggestion and service. Through the superior accomplishment component, agencies provide incentives and recognition to employees who make exceptional contributions in improving the efficiency or effectiveness of state government operations. The suggestion component encourages and rewards employees for submitting ideas that measurably reduce costs or generate additional revenue. In the service component, agencies recognize employees at retirement or when they have completed increments of five years of service to the State.

	Suggestion Component				Superior Accomplishment Component		Service Component		
	No. of Suggestions Received	No. of Awards	Actual Cost Savings	Expenditures for Adopted Suggestions <sup>1</sup>	No. of Employees Recognized	Total Expenditures Incurred <sup>1</sup>	No. Recognized for Length of Service	No. Recognized for Retirement	Total Expenditures Incurred <sup>1</sup>
Agency for Health Care Adm.	10	2	\$157,336	\$1,250	60	\$13,029	333	11	\$1,688
Agriculture & Consumer Svcs.	32	12	\$4,990	\$1,866	83	\$66,411	582	63	\$3,767
Banking & Finance	2	0	\$0	\$0	217	\$87,016	141	7	\$633
Business & Professional Reg.	9	1	\$0	\$35	12	\$4,652	360	30	\$2,626
Children & Family Services	21	0	\$0	\$0	2,103	\$685,015	3,964	289	\$36,993
Citrus	2	0	\$0	\$0	23	\$8,979	19	3	\$531
Community Affairs	0	0	\$0	\$0	0	\$0	0	0	\$0
Corrections	8	1	\$0	\$47	214	\$66,644	3,102	157	\$2,705
Education	1	0	\$0	\$0	231	\$58,095	0	2	\$70
<i>School for Deaf &amp; the Blind</i>	0	0	\$0	\$0	49	\$7,183	103	5	\$350
Elder Affairs	0	0	\$0	\$0	69	\$65,216	17	4	\$170
Environmental Protection	20	0	\$0	\$0	4,349	\$444,328	755	17	\$3,684
Fish & Wildlife Conserv. Com.	5	0	\$0	\$0	50	\$17,359	54	21	\$1,049
Health	9	6	\$0	\$2,955	752	\$14,313	2,128	71	\$11,747
Highway Safety & Motor Veh.	14	3	\$0	\$8	800	\$194,897	325	73	\$3,212
Insurance	9	1	\$26,517	\$1,326	21	\$7,250	246	14	\$3,127
Juvenile Justice	5	0	\$0	\$0	515	\$30,747	1,052	14	\$700
Labor & Employment Security	10	3	\$0	\$2,000	547	\$227,054	1,140	247	\$1,479
Law Enforcement	0	0	\$0	\$0	212	\$108,704	212	21	\$2,500
Legal Affairs	0	0	\$0	\$0	57	\$25,065	473	0	\$10,138
<i>Statewide Prosecution</i>	0	0	\$0	\$0	42	\$6,350	0	0	\$0
Lottery	8	0	\$0	\$74	58	\$11,425	10	3	\$644
Management Services <sup>2</sup>	3	0	\$0	\$0	519	\$279,136	103	24	\$1,137
<i>Administrative Hearings</i>	0	0	\$0	\$0	8	\$12,432	0	0	\$0
<i>Retirement</i>	5	1	\$55,000	\$5,500	13	\$8,982	74	2	\$830
Military Affairs <sup>3</sup>									
Parole Commission	6	0	\$0	\$0	13	\$5,323	7	2	\$60
Public Service Commission	5	0	\$0	\$0	39	\$7,777	67	3	\$150
Revenue	57	3	\$0	\$500	2,523	\$190,753	1,129	45	\$10,726
State	0	0	\$0	\$0	84	\$1,080	114	4	\$512
Transportation	44	9	\$20,000	\$3,888	2,620	\$96,085	1,611	219	\$1,338
Veterans' Affairs	5	0	\$0	\$0	36	\$8,702	7	2	\$200
<b>TOTALS</b>	<b>290</b>	<b>42</b>	<b>\$263,843</b>	<b>\$19,449</b>	<b>16,319</b>	<b>\$2,760,002</b>	<b>18,128</b>	<b>1,353</b>	<b>\$102,766</b>

<sup>1</sup> Totals are rounded.

<sup>2</sup> Does not include the Division of State Group Insurance since it was not part of DMS in 1999.

<sup>3</sup> Department of Military Affairs did not report.

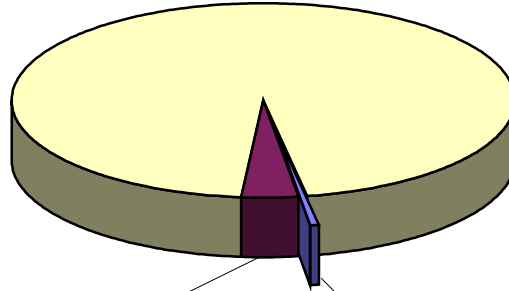
Source: As reported by agencies in the Meritorious Service Awards Program, 1999 Annual Report to Legislature survey.



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# MERITORIOUS SERVICE AWARDS PROGRAM

**SUPERIOR ACCOMPLISHMENT COMPONENT**  
\$2,760,002 spent to recognize 16,319 employees.



**SERVICE COMPONENT**  
\$102,766 spent to recognize 19,481 employees.

**SUGGESTION COMPONENT**  
\$19,449 spent to recognize 42 employees.

A total of \$2,882,217 was spent by the agencies to recognize 35,842 employees for all components of the Program.

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## EXAMPLES OF OUTSTANDING AGENCY ACTIVITIES AND INNOVATIONS

The exemplary achievements, cost-saving and revenue-enhancing efforts, customer and quality improvement initiatives of state employees are much too long to list. Below are a few examples of the outstanding activities<sup>1</sup> from various state agency employees:

- DOT employees designed and built a breakaway gate arm for use on toll gates at state-owned and/or operated facilities which will save in damage claims and repairs. Plans to produce these units in Florida and then retrofit them to all toll gates (some 240 units) will save tens of thousands of dollars.
- Staff at Florida School for the Deaf and the Blind went beyond the normal call of duty during a hurricane evacuation last year. The staff's professionalism and caring attitude turned a traumatic and difficult situation into a positive learning experience for the school's students.
- Fish and Wildlife Conservation Commission employee, Officer Mark Hollinhead, received a heroism/valor award for risking his own life to rescue 12 victims from capsized boats during a storm on Lake Okeechobee last year.
- Personal Initiative and/or Team Outstanding Service Awards were given to Fish and Wildlife Conservation Commission employees for securing grants and additional revenue. Examples include: \$131,475 of additional funding to enhance wildlife habitat at Appalachian Wildlife Management Area; \$120,000 grant to study the movements and habitat use of bears in Ocala National Forest; and \$8,000 of outside funding to facilitate extensive reclamation work at Tenorac Fish Management Area.

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## EMPLOYEE RECOGNITION/AWARDS FOR THE STATE'S YEAR 2000 READINESS ACTIVITIES <sup>2</sup>

Florida's Year 2000 Task Force and the Governor's Year 2000 Project Office were created to coordinate and manage the Y2K remediation issue on behalf of executive and judicial state agencies. The Y2K Task Force approved funding for awards to recognize the dedicated and extraordinary efforts of state employees who participated in the state's Y2K remediation efforts. Agencies submitted proposals with Special Y2K Achievement Award nominations for the employees they wanted to recognize. The Task Force agreed to fund awards of up to \$1,000 per employee if the agency paid the taxes and benefits associated with each award. From November 1998 through November 1999, the Task Force approved the transfer of \$1,064,008 to 15 executive state agencies and to 6 of the state's universities for employee awards in recognition of outstanding efforts to update computer systems for Y2K.

<sup>1</sup> Source: As reported by the agencies in the Meritorious Service Awards Program, 1999 Annual Report to the Legislature.

<sup>2</sup> Source: Governor's Y2K Project Office.



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# TELECOMMUTING PROGRAM

## Telecommuting and Remote Work Options Are Growing

*Telecommute Magazine* recently reported research results based on the American Internet User Survey conducted by Cyber Dialogue which showed an estimated 15.7 million telecommuters in the U.S. work force. Telecommuting has become a powerful recruitment and retention tool for employers trying to gain an advantage in the skilled worker shortage—a result of a strong U.S. economy with extremely low unemployment rates. Telecommuting options have exploded in the workplace because of the increased use of computers and the Internet. The study found that among the full-time employed population, 7.4 million telecommute at least part of the time. Recently the survey began tracking full-time teleworkers and found an estimated 900,000 employees who work full time for a company but never or rarely go into the office.

Information or knowledge workers will be the fastest growing category of employees in the next decade, causing the trend towards telecommuting and remote work options to grow. A driving force behind this growing trend is the changing social values and the need for more diverse and flexible work/family life options. Telecommuting can extend geographic boundaries in recruitment and make it easier for the State to recruit and retain key personnel, especially in the critical technology job classes. Increased flexibility and reduction in travel may also allow a greater proportion of persons with disabilities better access to government jobs and increase the number of retirement-age workers remaining in the workforce.

## Telecommuting as a Recruitment Tool

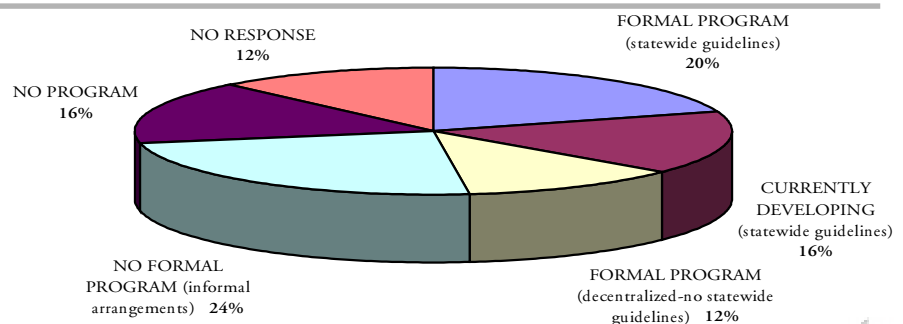
The State of Florida recently conducted a survey of the other 49 states to gather benchmarking information and to find out how other states utilize telecommuting or teleworking as a recruitment tool. Florida has not taken advantage of its formal telecommuting program as a recruitment tool and state jobs are not advertised as telecommuting or telework positions. Selection criteria for telecommuting candidates include a documented, satisfactory work history in the position before being allowed to participate. Newly hired employees that have not completed their probationary period and employees who are on a Performance Improvement Plan because they need to overcome some deficiency in their performance, are not considered eligible for the telecommuting program.

Forty-four states (88%) responded to the survey. Of these 93% indicated that they require an employee to have an established work history with documented successful performance in the position before being allowed to telecommute. Three states (7%) reported that telecommuting is an option at the time of hire and that the employee's ability to perform the work is assessed during the selection process. One state indicated that, while the telecommuting option was discouraged for new hires, it is not prohibited in ADA situations. Only one state indicated that agencies actually advertise state jobs as telecommuting or telework positions.

We also sought to determine how many states have formal employee telecommuting programs with written policies or statewide guidelines. The 50-state telecommuting survey revealed the following:

- Ten (10) states, including Florida, have a formal, statewide program with established statute, rules, policies or guidelines; five (5) others are in the process of establishing statewide guidelines; and three (3) states are currently conducting statewide pilot or demonstration projects.
- Four (4) states have formal decentralized programs which allow agencies to establish their own policies and procedures for telecommuting and two (2) states have pilot projects in one or more state agencies.
- Twelve (12) states responded that they have no formal policies or written guidelines, but some agencies allow employees to telecommute or telework through informal arrangements.
- Eight (8) states reported that they have no telecommuting program and six (6) states did not respond to the survey.

## TELECOMMUTING INITIATIVES IN THE 50 STATES



Source: Data from a survey conducted January 2000.



# *FLORIDA'S TELECOMMUTING PROGRAM*

## *Calendar Year 1999*

Telecommuting in Florida is now an acceptable work arrangement for employees in many state agencies. After years of surveying and studying its productivity and cost-saving benefits, telecommuting got the full endorsement of the Legislature in 1998 as a permanent workplace option for state employees. Increasing access by state employees to advanced technologies, such as the Internet and personal computers, has been a factor in the adoption of telecommuting in Florida. Computers, cellular phones, fax and e-mail capabilities, and advanced communication links have removed the physical barriers that once required workers to be in their offices in order to perform their jobs. In the new workplace, the physical location is not critical to performing the duties of a position. Work schedules are more flexible and the focus is on performance – quality work products delivered on time. Today, effective state managers do not equate presence with performance. They realize that monitoring performance and supervision by electronic means is more efficient than “watching people work.”

Participation in the state employee telecommuting program has increased each year since 1991, when it started as a pilot program. During 1999, the State of Florida had 384 official telecommuters. Thirteen state agencies had official programs with established policies and procedures; two agencies were in the process of establishing formal programs; and two others were researching the possibilities.

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

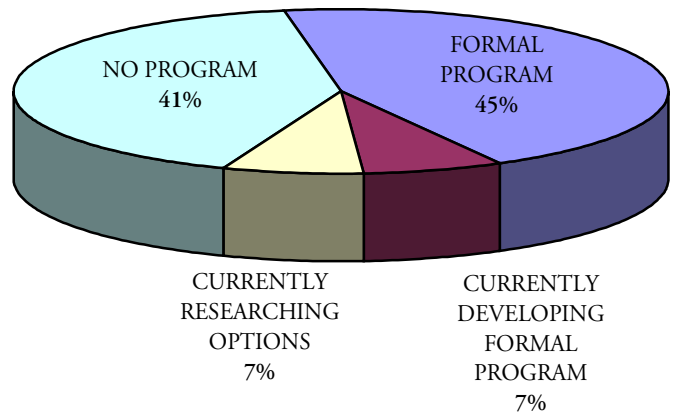
Established Program	No. of Telecommuters
Agriculture and Consumer Services <sup>1</sup>	0
Children and Family Services	5
Community Affairs	2
Corrections	37
Environmental Protection	12
Health	3
Highway Safety and Motor Vehicles	16
Labor and Employment Security	12
Legal Affairs	3
Management Services	14
Public Service Commission	15
Revenue	248
Transportation	17
<b>TOTAL</b>	<b>384</b>

## TELECOMMUTING INITIATIVES IN FLORIDA'S AGENCIES

**Recently developed policies (program not yet implemented):** Banking and Finance and Business and Professional Regulation.

**Currently researching options:** Agency for Health Care Administration and Office of the Governor.

**No Program** - Citrus, Education, School for the Deaf and the Blind, Elder Affairs, Fish and Wildlife Conservation Commission, Insurance, Juvenile Justice, Law Enforcement, Military Affairs, Parole Commission, State and Veterans' Affairs.



<sup>1</sup> Established program but currently no active telecommuters.



## ***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 and a number of Independent Unaffiliated Charities. The FSECC 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 FSECC promotes informed giving and charitable integrity. Charitable organizations, approved by a Statewide Steering Committee to participate in the FSECC, are reviewed and screened to insure they meet the eligibility requirements presented in Section 110.181, Florida Statutes.

<i><b>United Way Fiscal Agent Area</b></i>	<i><b>1995</b></i>	<i><b>1996</b></i>	<i><b>1997</b></i>	<i><b>1998</b></i>	<i><b>1999</b></i>	<i><b>95 - 99 % Change</b></i>
Alachua	\$84,071	\$106,281	\$112,398	\$126,908	\$123,559	47%
Big Bend	\$1,183,279	\$1,304,255	\$1,540,677	\$1,713,443	\$1,974,479	67%
Brevard	\$40,780	\$41,798	\$51,508	\$48,790	\$51,841	27%
Broward	\$74,857	\$113,565	\$131,274	\$129,110	\$128,069 <sup>2</sup>	71%
Central Florida	\$68,090	\$78,909	\$89,340	\$105,443	\$114,661	68%
Charlotte	\$3,357	\$4,186	\$3,276	\$7,727	\$4,926	47%
Citrus <sup>1</sup>	\$0	\$0	\$0	\$2,792	\$1,543 <sup>2</sup>	
Collier	\$5,143	\$1,892	\$6,639	\$8,374	\$10,361	101%
Dade	\$123,553	\$140,302	\$167,612	\$175,624	\$207,950	68%
Escambia	\$56,682	\$53,377	\$63,640	\$71,610	\$73,862	30%
Heart of Florida	\$174,088	\$190,732	\$220,549	\$247,907	\$274,702	58%
Hernando	\$2,602	\$2,486	\$3,413	\$4,497	\$4,345	67%
Hillsborough	\$314,265	\$364,605	\$420,720	\$434,453	\$443,752	41%
Lake/Sumter	\$12,691	\$10,342	\$13,188	\$12,076	\$18,109	43%
Lee	\$30,002	\$34,182	\$35,896	\$36,734	\$38,492	28%
Manatee	\$2,243	\$4,038	\$5,446	\$3,681	\$4,541	103%
Marion	\$22,465	\$28,742	\$31,612	\$32,332	\$29,874	33%
Martin	\$6,918	\$10,593	\$13,981	\$10,495	\$9,148 <sup>2</sup>	32%
Monroe	\$9,805	\$9,988	\$8,863	\$9,574	\$15,295	56%
Northeast Florida	\$109,758	\$108,789	\$129,071	\$153,767	\$162,489	48%
Northwest Florida	\$43,224	\$42,307	\$55,882	\$68,109	\$72,077	67%
Okaloosa/Walton	\$12,169	\$9,647	\$14,487	\$16,979	\$16,957	39%
Okeechobee <sup>1</sup>				\$2,645	\$2,882 <sup>2</sup>	
Palm Beach	\$56,316	\$70,095	\$65,736	\$64,541	\$77,548	38%
Pasco	\$10,564	\$11,634	\$10,687	\$13,516	\$12,845	22%
Pinellas	\$47,531	\$49,803	\$51,344	\$61,007	\$67,407	42%
St. Lucie	\$7,632	\$15,419	\$22,863	\$25,576	\$29,995	293%
Santa Rosa	\$2,948	\$6,058	\$9,909	\$9,014	\$9,408	219%
Sarasota	\$18,809	\$20,568	\$23,144	\$27,048	\$37,676	100%
Suwannee Valley	\$22,269	\$20,440	\$27,519	\$36,703	\$38,380	72%
Volusia/Flagler	\$60,889	\$62,216	\$69,994	\$77,548	\$81,650	34%
<b>TOTALS</b>	<b>\$2,607,000</b>	<b>\$2,917,249</b>	<b>\$3,400,669</b>	<b>\$3,738,023</b>	<b>\$4,138,824</b>	<b>59%</b>

Florida state employees continue to be extremely generous. FSECC contributions have increased 59% over the past 5 years. In a survey of total dollars raised in Florida as compared to other states with similar numbers of employees, Florida ranked number one. Results from a DMS survey during February 2000 of states with 150,000 – 200,000 employees revealed: Florida with 194,177 employees raised \$4,138,824; Pennsylvania with 187,104 employees raised \$3,768,945; Ohio with 179,303 employees raised \$3,759,490; Michigan with 173,575 employees raised approximately \$2,100,000; and Illinois with 167,134 employees raised \$2,922,000.

1 Some of the smaller counties may choose not to participate in the FSECC every year or choose to be a part of another larger county's campaign.

2 1999 amount raised is an estimate.

Source for state employee populations: *1998-99 Book of the States*, Volume 32, Council of State Governments.

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



## *TUITION-FREE UNIVERSITY COURSES*

The Department of Management Services administers the Tuition-Free Courses Program for the State Personnel System. State employees primarily use the Program for their own professional development. Therefore, as a fringe benefit, the Program aids employers in both recruiting and retaining staff. Full-time State employees filling regularly established positions may take up to six (6) credit hours of tuition-free courses per term at a state university, on a space-available basis. It is not required that employees have permanent status nor that they limit themselves to courses directly related to their current position. However, participation is subject to supervisory approval to ensure there is no conflict with the employee's official duties or work schedule. In 1999, the value of undergraduate level courses up to \$5,250 per year was exempt from federal tax liability. Graduate level courses are taxable unless the coursework meets the "qualifying education" criteria prescribed by the Internal Revenue Service. Agencies are responsible for certifying if a graduate course is relevant to the employee's position, such that it may be deemed "qualifying education."

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

Tuition-Free Courses Program Participation for 1998-99 <sup>1</sup>	State Employees Enrolled <sup>2</sup>	Undergraduate Level Credit Hours	Graduate Level Credit Hours	Employee Tuition Cost Savings <sup>3</sup>
University of Florida	165	351	1,078	\$138,339.83
Florida State University	1,452	3,705	2,598	\$467,749.89
Florida Agricultural & Mechanical University	438	1,710	568	\$144,553.94
University of South Florida	959	1,973	1,453	\$256,943.86
Florida Atlantic University	395	1,265	455	\$110,871.00
University of West Florida	236	597	388	\$ 71,908.67
University of Central Florida	502	1,069	1,152	\$180,442.87
Florida International University	1,119	2,445.3	3,056	\$460,324.33
University of North Florida	360	729	792	\$123,775.47
Florida Gulf Coast University	216	486	473	\$ 76,300.33
<b>TOTAL</b>	<b>5,842</b>	<b>14,330.3</b>	<b>12,013</b>	<b>\$2,031,210.19</b>

<sup>1</sup> Excludes the State University System employees.

<sup>2</sup> Individual employees may be counted more than once if enrolled more than one semester.

<sup>3</sup> Excludes additional fees. Calculated using \$46.99 per credit hour for undergraduate level courses and \$113.03 per credit hour for graduate level courses.

Source: State University System, Board of Regents.







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# WORKFORCE TRAINING & DEVELOPMENT

The field of Human Resource Development (HRD) has traditionally been focused on providing skills training to employees. As a natural result of evolution in HRD theory, practice and structure the focus of HRD is shifting to the area of Performance Improvement at both the individual and organizational level. Florida is also experiencing this transition to Performance Improvement and several State agencies are migrating to Performance Improvement by titling former Bureaus or Offices of Training to Bureaus or Offices of Performance Improvement and focusing their work effort on Performance Improvement in the total organization.

Currently, each State agency designs, implements and administers training and development plans to address employee and organizational performance, and to prepare employees for greater responsibilities and enhance the agency's ability to retain a highly-qualified, motivated and productive workforce. The Workforce Training and Development section of this report includes information regarding training expenditures, training technology (TRAINing DIRECT) and employee-to-trainer ratios. Organizations realize that they must have better-trained employees and a strategic focus to meet the challenges of the 21st Century. Therefore, the Performance Improvement process is critical in developing and maintaining a competent, qualified and productive workforce. 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 in order to enhance their effectiveness in providing services to their internal customers and to the citizens of Florida.

The Division of Human Resource Management has developed a State Personnel System HR Strategic Plan to direct and focus Florida's HR efforts for the next five years. Workforce Training and Development is a major component of the HR Strategic Plan and efforts in the areas of Training and Performance Improvement are being aligned to support the strategic direction.

The following observations regarding the State Personnel System's Workforce Training and Development can be made from an analysis of information in this section:

- The available training expenditure data indicates that the State Personnel System agencies are spending a much smaller percentage of their total salary budget for training as compared to benchmark and leading edge organizations in the public and private sector. While this is not a measure of quality, it is a measure of an organization's commitment to training.
- The majority of the State Personnel System agencies are spending less than the Government Sector Benchmark of 1.6% of Payroll costs. There has been an overall reduction in the State Average from .75% of payroll costs in 1997-98 to .61% in 98-99.
- Differences reflected in agency training expenditures may be the result of a large number of variables that impact training, such as types, frequency, turnover, source of training, cost and particular need.
- The number of TRAINing DIRECT registrants has continued to increase annually since its inception in October 1996.
- The Employee-to-Trainer Ratio by agency reflects an overall positive position by Florida in the area of staffing. The Government Sector average is 635:1, employees to trainers while the Florida average is 237:1. Data included in this chart is not benchmarking data but simply an average.

As an additional opportunity for information and training for HR professionals the State offers an annual **HR Conference and Exposition**. The Division of Human Resource Management in partnership with Daytona Beach Community College sponsors the conference. Not only is the State of Florida's conference comparable in its offerings to other national human resource conferences, Florida's conference realized a training cost savings of \$918,386. Among the benefits from the 1999 conference are:

- Approximately 750 state employees were provided with an opportunity to enhance their knowledge and skills in Human Resources.
- Eighty workshops with 66 different topics afforded employees the opportunity to hear and discuss current HR issues with nationally recognized speakers and with peers from around the state.
- A two-day Exposition spotlighted HR and employee benefit products from 45 vendors. This conference allowed employees the opportunity to review cutting edge HR technology and new products in the areas of educational resources, HR management, administration and employee benefits.





# STATE TRAINING EXPENDITURES

*Fiscal Year 1998-99*

AGENCY	FTE's <sup>1</sup>	TOTAL TRAINING EXPENDITURES <sup>2</sup>	AGENCY TOTAL SALARY BUDGET <sup>3</sup>	% TRAINING OF SALARY BUDGET
Agency for Health Care Administration	1,813.50	\$1,303,401.49	\$79,598,324.00	1.64%
Agriculture and Consumer Services	3,220.85	\$620,110.89	\$135,054,520.00	0.46%
Banking and Finance	819.63	\$916,178.10	\$40,798,226.00	2.25%
Business and Professional Regulation	1,560.25	\$965,227.40	\$70,995,410.00	1.36%
Children and Family Services	23,661.39	\$6,087,123.57	\$901,792,448.00	0.68%
Citrus	138.08	\$60,605.20	\$8,398,014.00	0.72%
Community Affairs	409.25	\$256,934.85	\$20,400,470.00	1.26%
Corrections	26,467.40	\$5,288,088.08	\$1,111,303,692.00	0.48%
Education	1,568.35	\$196,379.01	\$1,388,544,039.00	0.01%
Elder Affairs	307	\$262,032.39	\$14,477,474.00	1.81%
Environmental Protection	3,402.50	\$2,058,324.02	\$189,191,889.00	1.09%
Fish and Wildlife Conservation Comm.	1,654.25	\$368,197.76	\$44,938,692.00	0.82%
Health	11,646.25	\$2,287,647.51	\$487,101,191.00	0.47%
Highway Safety and Motor Vehicles	4,649.00	\$740,049.93	\$197,856,006.00	0.37%
Insurance	1,383.00	\$587,460.67	\$64,148,416.00	0.92%
Juvenile Justice	4,996.00	\$1,000,340.83	\$187,931,409.00	0.53%
Labor and Employment Security	5,406.25	\$2,721,901.71	\$255,465,722.00	1.07%
Law Enforcement	1,486.00	\$1,145,177.51	\$76,297,775.00	1.50%
Legal Affairs	917.5	\$345,194.42	\$48,677,076.00	0.71%
Management Services	1,649.95	\$2,199,884.49	\$78,570,386.00	2.80%
Military Affairs	238	\$770,519.66	\$9,007,320.00	8.55%
Office of the Governor	273	\$65,755.82	\$18,334,851.00	0.36%
Parole Commission	176	\$57,778.92	\$7,824,345.00	0.74%
Public Service Commission	371	\$329,019.73	\$20,364,062.00	1.62%
Revenue	5,106.65	\$750,635.69	\$206,477,308.00	0.36%
State	697	\$76,322.40	\$28,302,478.00	0.27%
Transportation	9,728.00	\$5,940,987.29	\$434,448,751.00	1.37%
Veterans' Affairs	342.5	\$47,324.96	\$11,698,275.00	0.40%
				<b>Average</b>
<b>TOTAL</b>	<b>114,088.55</b>	<b>\$37,448,604.30</b>	<b>\$6,137,998,569.00</b>	<b>0.61%</b>

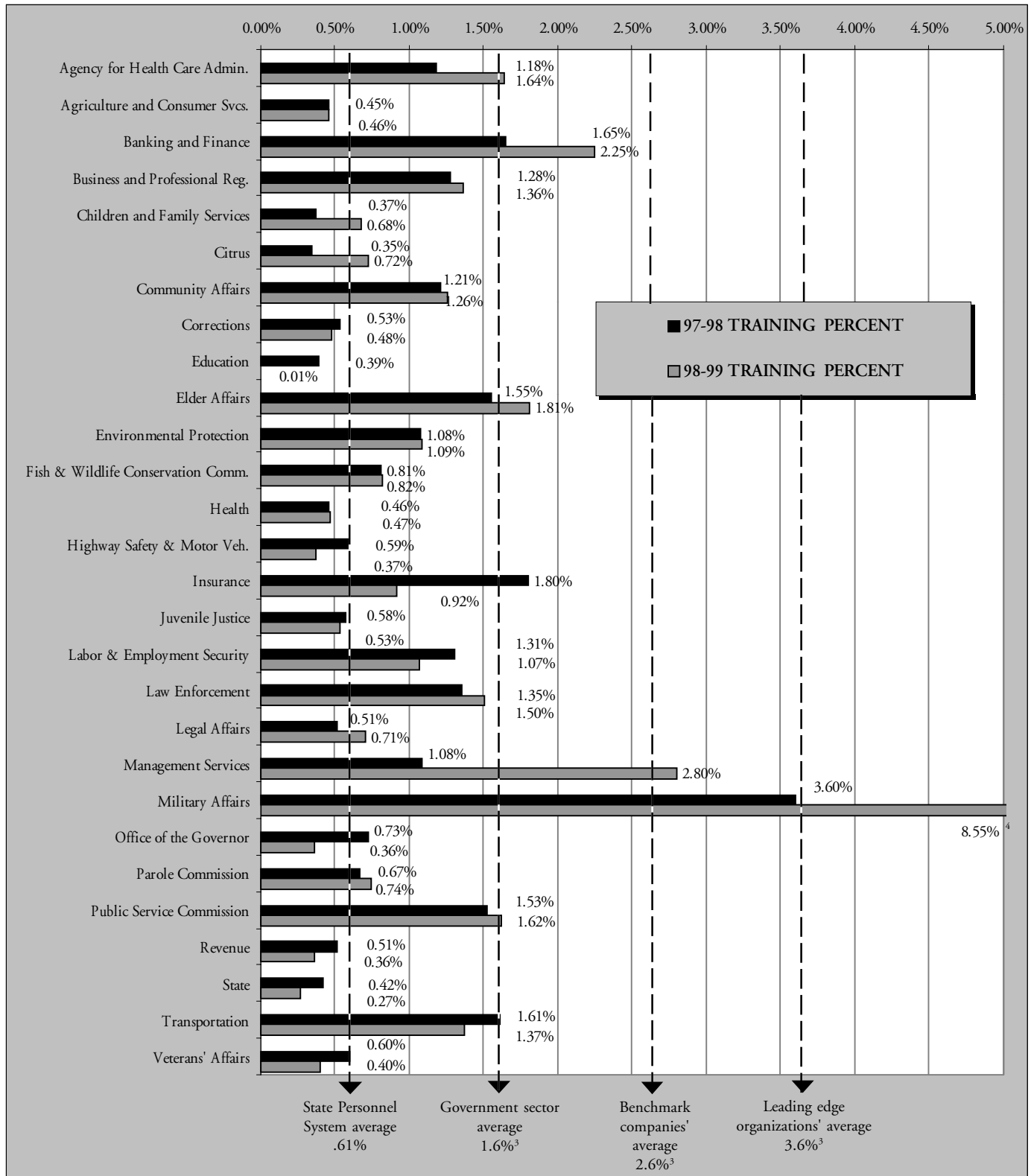
1 Does not include OPS.

2 Agency training expenditures from Comptroller's Office rounded to the nearest dollar.

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



# AGENCY TRAINING EXPENDITURES AS A PERCENTAGE OF SALARY BUDGET



1 Agency training expenditures from Comptroller's Office rounded to the nearest dollar.

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

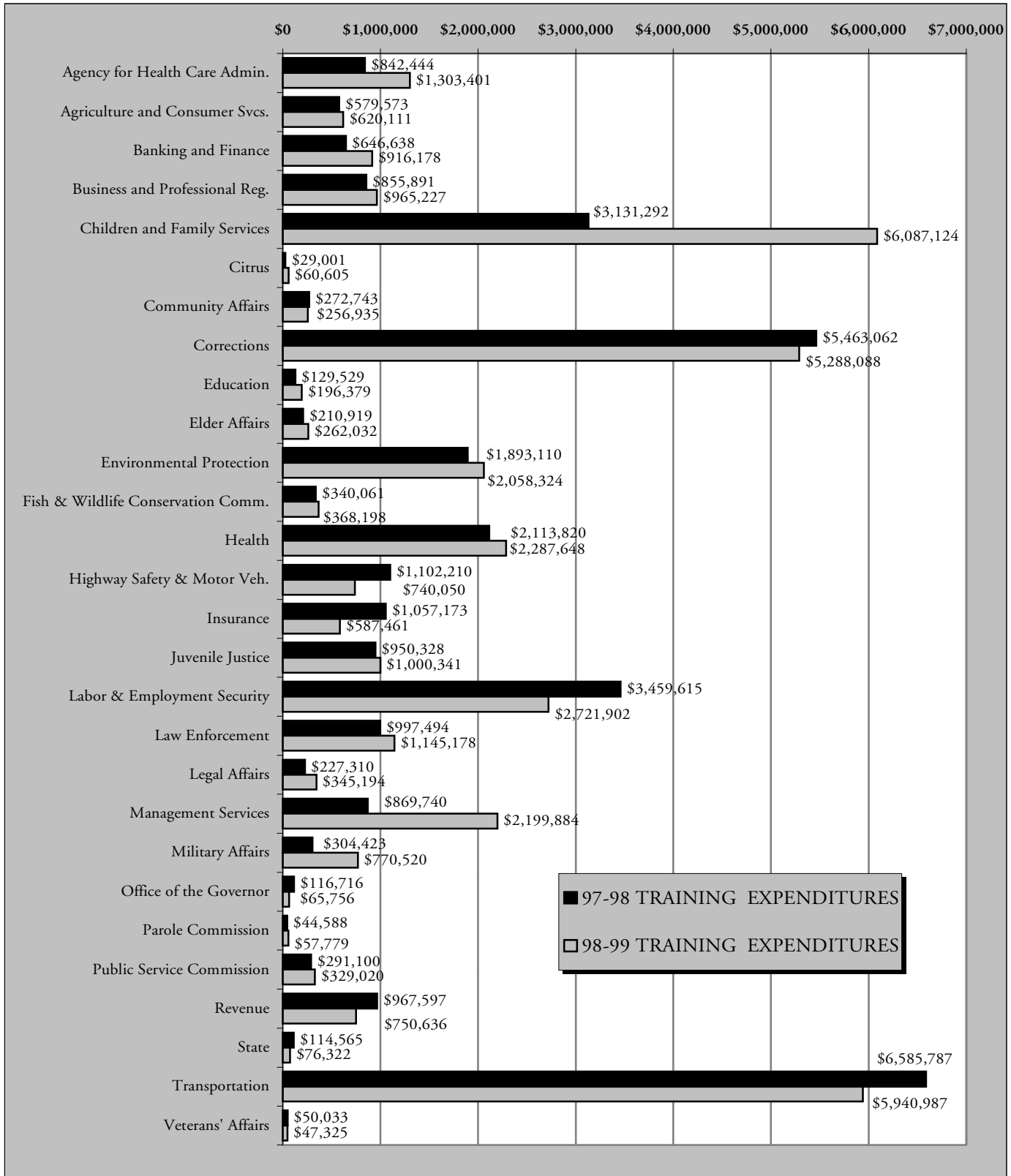
3 Benchmarking information obtained from the American Society for Training and Development.

4 Department of Military Affairs exceeded scale.



# AGENCY TRAINING EXPENDITURES

## Fiscal Year 1997-98 and 1998-99



Source: Office of the State Comptroller



# *AGENCY EMPLOYEE-TO-TRAINER RATIO*

*Fiscal Year 1998-99*

This year for the first time, we are presenting an overall view of Training and Development staffing in Florida's State Personnel System agencies. The data reported in the ASTD study indicates that the average ratio of employees to trainer in State Personnel System agencies is better than that of other government agencies (federal, states, counties). However, there remains a significant need for additional staffing for Training and Development in many agencies as illustrated by the agencies reporting "0" for trainer FTE's. This data reflects the lack of Training and Development positions to address their training needs. Please note that these ratios should not be viewed as benchmarks.

AGENCY	FTE's	FULL-TIME TRAINERS <sup>1</sup>	RATIO
Agency for Health Care Administration	1,813.50	3	605:1
Agriculture and Consumer Services	3,220.85	8	403:1
Banking and Finance	819.63	4	205:1
Business and Professional Regulation	1,560.25	6	260:1
Children and Family Services	23,661.39	40	592:1
Citrus	138.08	1	138:1
Community Affairs	409.25	0	0
Corrections	26,467.40	100	265:1
Education	1,568.35	2	784:1
Elder Affairs	307.00	0	0
Environmental Protection	3,402.50	14	243:1
Fish and Wildlife Conservation Commission	1,654.25	0	0
Health	11,646.25	126	92:1
Highway Safety and Motor Vehicles	4,649.00	33	141:1
Insurance	1,383.00	2	692:1
Juvenile Justice	4,996.00	42	119:1
Labor and Employment Security	5,406.25	19	285:1
Law Enforcement	1,486.00	16	93:1
Legal Affairs	917.50	5	184:1
Management Services	1,649.95	2	825:1
Military Affairs	238.00	1	238:1
Office of the Governor	273.00	0	0
Parole Commission	176.00	1	176:1
Public Service Commission	371.00	0.5	742:1
Revenue	5,106.65	38	134:1
State	697.00	1	697:1
Transportation	9,728.00	15	649:1
Veterans' Affairs	342.50	1	343:1
<b>State Personnel System Average</b>			<b>237:1</b>
<b>Government Sector Average</b>			<b>635:1<sup>2</sup></b>

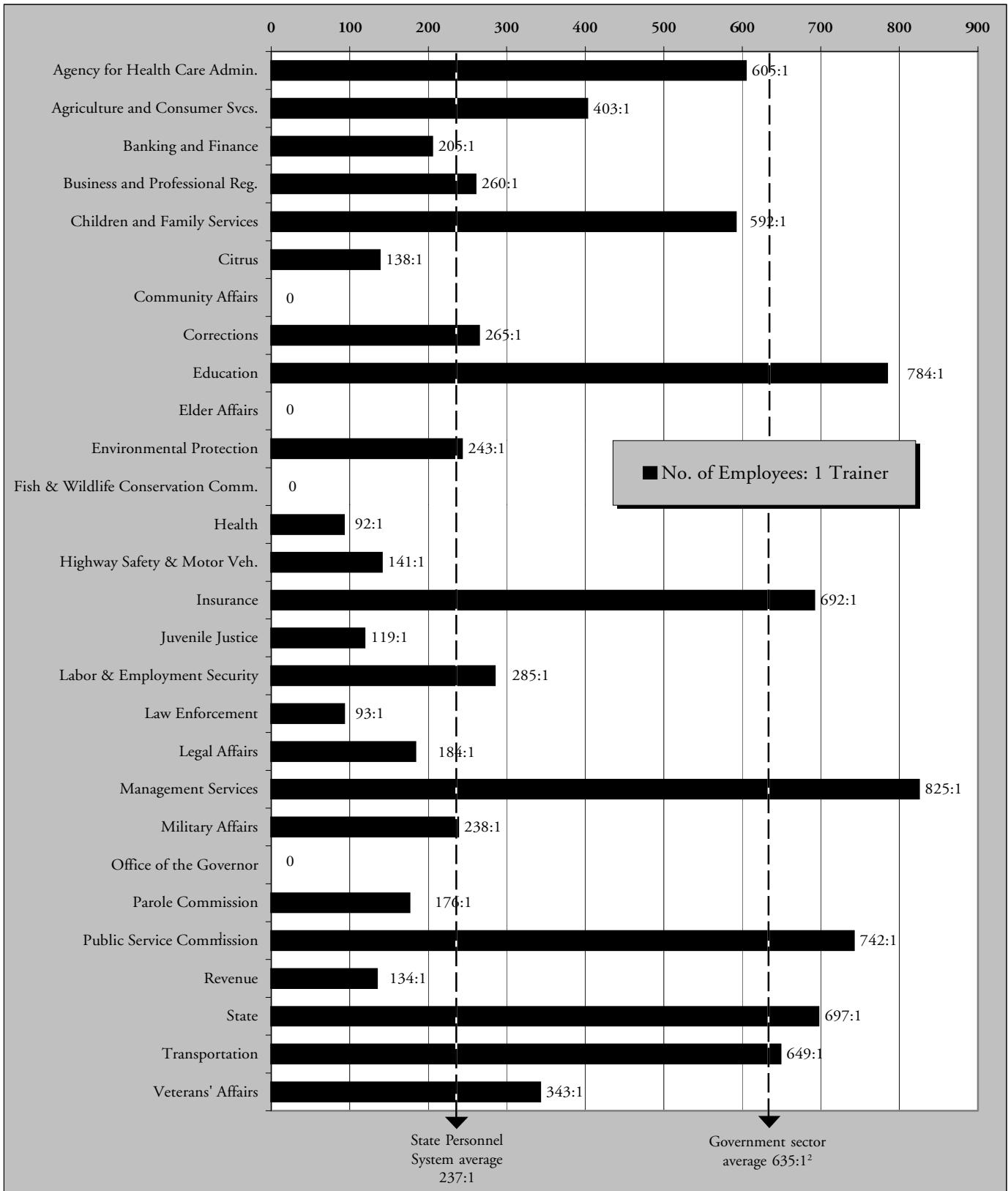
1 Information obtained from agency personnel officers and/or training managers.

2 Source - American Society for Training and Development.



# AGENCY EMPLOYEE-TO-TRAINER RATIO

## Fiscal Year 1998-99



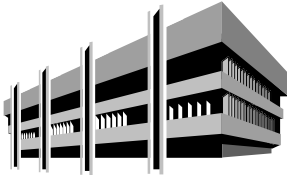
1 Public Service Commission has a half-time (.5) full-time equivalent trainer position.

2 Source: American Society for Training and Development.



# *TRAINing DIRECT*

## *Fiscal Year 1998-1999*



26 agencies actively used TRAINing DIRECT



Educational vendors sponsored 252 classes



*Agencies advertised 1,875 classes*

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

The system has shown a consistent increase in course offerings. Since its inception in 1996, DMS has made several enhancements and continues to use our agency and private sector vendors as a resource in determining future enhancements.



19,773 employees attended classes offered on TRAINing DIRECT



Agencies and private vendors sponsored 3,220 classes



Private vendors advertised 1,345 classes

TRAINing DIRECT	1997-98	1998-99
No. of agencies using TD	26	26
No. of employees attending classes offered through TD	17,335	19,773
No. of advertised classes	1,469	1,875
No. of educational vendor sponsored classes	177	252
No. of private vendor advertised classes	545	1,345
No. of agency and private vendor sponsored classes	2,648	3,220



# *HUMAN RESOURCE CONFERENCE*

The three and one-half day annual State of Florida Human Resource (HR) Conference and Exposition provides HR managers and professional HR staff in Florida State Government with the latest technologies, strategies and practices in their field. The intent is to provide strategic and innovative learning experiences designed to improve the capabilities, processes and practices of HR professionals.

## 1999 HR Conference at-a-Glance

- 853 Attendees (including approximately 100 vendors)
- 80 Workshops (66 different topics)
- 4 Special general sessions
- 2 Exhibitions
- 2 Sponsored Networking Events
- Speakers from 9 different states
- Speakers from 10 different Florida cities

By providing a conference of this magnitude, the Division of Human Resource Management (HRM) is able to target technical and other types of training to meet agencies' needs. Whether training is in technical areas such as Public Records Retention Laws, or Personnel Selection Methods or in areas of management improvement such as leadership development or personnel transition management, the conference provides an extraordinary opportunity to enhance employee and management HR skills throughout Florida at a minimal cost to the state. Other states in the southeast recognize and appreciate the merits of our HR conference and are showing interest in partnering for development of their respective HR employees.

### Value to the State

The value to the state is in the enhanced knowledge and skills of employees and managers, which translates into increased efficiency and productivity. In terms of monetary value to the state, a comparison should be made between the training provided to produce increased efficiency and productivity, and the savings gained by HRM administering the conference in lieu of sending employees and managers to conferences produced by others. The estimated savings is calculated by multiplying the average registration cost of similar conferences by the total number of attendees, adding the increased hotel cost of other conferences and subtracting any HRM expenses incurred in promoting and developing the conference ourselves.

## Cost Benefit Analysis of '99 Conference

<i>Average Registration Cost of Similar 3 1/2 Day Conference</i>	+	<i>Additional Hotel Cost for Similar Conferences</i>	=	<i>Total Extra Cost of Similar Conference</i>	-	<i>HRM Conference Administration Cost</i>	=
<b>\$903,600<sup>1</sup></b>	<b>+</b>	<b>\$63,252<sup>2</sup></b>	<b>=</b>	<b>\$966,852<sup>3</sup></b>	<b>-</b>	<b>\$48,466<sup>4</sup></b>	<b>=</b>
<b>TOTAL COST SAVINGS = \$918,386<sup>5</sup></b>							

1 \$1,200 in registration cost x 753 attendees, excluding vendors.

2 Normal hotel cost (\$89) - HRM negotiated hotel cost (\$59) = \$21. \$21 x 753 attendees x 4 nights.

3 Registration cost + extra hotel cost

4 Equipment, programs, keynote speakers, etc.

5 Similar conference cost - HRM conference administration costs.



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## *1999 Annual Workforce Report Survey*

The 1999 Annual State of Florida Workforce Report has been prepared to share with you up-to-date statistical data about the State Personnel System for 1999, employment and human resource (HR) trends over the past five years, and to encourage the tracking of data for human resource planning and decision-making. Your input is important to us.

Please take a moment to answer a few short questions and provide some comments about this year's report. A printed mailing label is provided on the opposite side of this page. Please fold the survey according to the guide marks. Affix postage and tape the edges to seal.

Please rate the presentation aspects of the report. *Circle one.*

1. Format	excellent	good	fair	poor
2. Readability	excellent	good	fair	poor
3. Content	excellent	good	fair	poor
4. Comprehensiveness	excellent	good	fair	poor
5. Graphics	excellent	good	fair	poor

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As a resource, did the report convey information you expected? *Please explain.*

What information in the report was useful to you? *Choose all that apply:*

- Benchmarking
- Comparisons
- Trends
- Workforce Demographics
- Other: *(Please specify)*

In what capacity do you consult the Annual Workforce Report?

- Executive/ Legislature
- Florida State Agency
- General Public/ Public Interest
- Non-Florida State Agency
- Local or Federal Government Agency

How would you rate the overall quality of the report? *Choose one please.*

- Excellent
- Good
- Fair
- Poor





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*Division of Human Resource Management*  
*4050 Esplanade Way, Building 4040, Suite 360*  
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