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GOVERNOR



DEPT. COMM. NO. 290

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January 24, 2017

The Honorable Ronald Kouchi, President  
and Members of the Senate  
Twenty-Eighth State Legislature  
State Capitol, Room 409  
Honolulu, Hawaii 96813

The Honorable Joseph M. Souki, Speaker  
and Members of the House  
Twenty-Eighth State Legislature  
State Capitol, Room 431  
Honolulu, Hawaii 96813

Dear President Kouchi, Speaker Souki, and Members of the Legislature:

For your information and consideration, I am transmitting a copy of the Report on State of Hawaii Executive Branch Workforce Profile to the Twenty-Ninth State Legislature 2016 Regular Session submitted December 2016, *revised January 2017 (p.1)*.

In accordance with Section 93-16, Hawaii Revised Statutes, a copy of the report is also transmitted to the Legislative Reference Bureau Library, and the report may be viewed electronically at <http://dhrd.hawaii.gov/reports/workforce-reports/>.

Sincerely,

*James K. Nishimoto*

James K. Nishimoto  
Director

Enclosure

cc: Legislative Reference Bureau Library

*Electronic copy only:*

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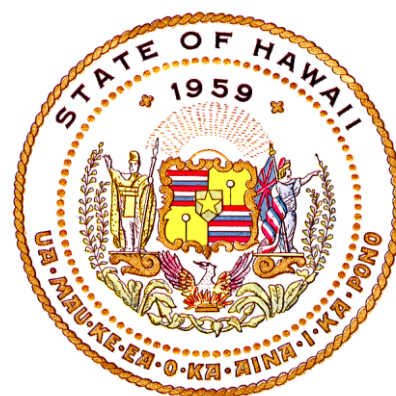
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# State of Hawaii Executive Branch Workforce Profile



David Y. Ige  
Governor  
State of Hawaii

Department of Human Resources Development  
James K. Nishimoto  
Director

Submitted December 2016  
Revised January 2017

Workforce Demographic Data  
as of June 30, 2016

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## EXECUTIVE SUMMARY

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Section 76-1.5, Hawaii Revised Statutes, requires the Department of Human Resources Development (DHRD) to compile a profile on the workforce of the entire Executive Branch. The analysis presented in this profile is based on data obtained from the Department of Education (DOE), University of Hawaii (UH), Hawaii Health Systems Corporation (HHSC), in addition to data maintained by DHRD.

The Executive Branch had 49,207 civil service and exempt employees as of June 30, 2016.<sup>1</sup> These employees provide a wide spectrum of vital services to the people of Hawaii, ranging from public education and welfare, to health and safety.

Inquiries regarding the analysis presented in this report may be directed to Ms. Sherry Shishido, Personnel Program Manager of DHRD, at (808) 587-1097, Fax (808) 587-1088, or e-mail address [sherry.c.shishido@hawaii.gov](mailto:sherry.c.shishido@hawaii.gov).

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<sup>1</sup> Casual hires were not included in this report.

## EXECUTIVE BRANCH WORKFORCE

There are four independent personnel systems in the Executive Branch. They are:

1. The personnel system administered by DHRD, which includes employees in Executive Branch departments in civil service and exempt positions.
2. The DOE system, which includes civil service and exempt employees, employees who provide support services in the classrooms (e.g., educational assistants, speech pathologists, etc.), and teachers and educational officers.
3. The University of Hawaii (UH) system, administered by the Board of Regents, which includes faculty; graduate assistants; lecturers; administrative, professional, and technical staff; and executive/managerial employees. UH's civil service employees are included in the UH personnel data system but are employed pursuant to DHRD policies, procedures, and oversight.
4. The personnel system administered by the Hawaii Health Systems Corporation (HHSC), which includes employees in civil service and exempt positions.

PERSONNEL SYSTEMS	COUNT OF EMPLOYEES	PERCENT OF TOTAL WORKFORCE
<b>Department of Human Resources Development (DHRD)</b>		
Civil Service Employees	12,905	26.23%
Exempt Employees	1,839	3.74%
<b>Department of Human Resources Development Total:</b>	<b>14,744</b>	<b>29.97%</b>
<b>Department of Education (DOE)</b>		
Civil Service Employees****	5,090	10.34%
Exempt Employees****	47	0.10%
Support Services Personnel	2,939	5.97%
Teachers & Educational Officers	13,765	27.97%
<b>Department of Education Employees Total*:</b>	<b>21,841</b>	<b>44.38%</b>
<b>University of Hawaii (UH)</b>		
Administrative, Professional & Technical Staff	2,503	5.09%
Civil Service	1,302	2.65%
Exempt	32	0.07%
Executive/Managerial	212	0.43%
Faculty	3,514	7.14%
Graduate Assistants**	1,183	2.40%
Lecturers	***	
<b>University of Hawaii Employees Total***:</b>	<b>8,746</b>	<b>17.78%</b>
<b>Hawaii Health Systems Corporation (HHSC)</b>		
Civil Service Employees	3,749	7.62%
Exempt Employees	127	0.26%
<b>Hawaii Health Systems Corporation Total:</b>	<b>3,876</b>	<b>7.88%</b>
<b>TOTAL WORKFORCE</b>	<b>49,207</b>	<b>100.00%</b>

Due to rounding of individual percentages, the sum does not equal 100%.

\*Does not include Public Charter School employees.

\*\*Graduate Assistants are full-time graduate students in degree granting programs working as non-permanent, part-time teaching or research assistants.

\*\*\*UH employs approximately 1,300 lecturers during the academic school year. Lecturers are not normally employed by UH on June 30 and are not included in the above counts. However, during the academic school year, lecturers are a significant part of UH's workforce.

\*\*\*\*Count of Employees revised January 2017.

## EXECUTIVE BRANCH WORKFORCE

**Gender distribution of employees in the Executive Branch. Numbers do not add up to total workforce due to unreported gender.**

Gender Distribution	49,172	100%
Female	30,986	63%
Male	18,186	37%

**Bargaining unit distribution of employees covered by collective bargaining in the Executive Branch.**

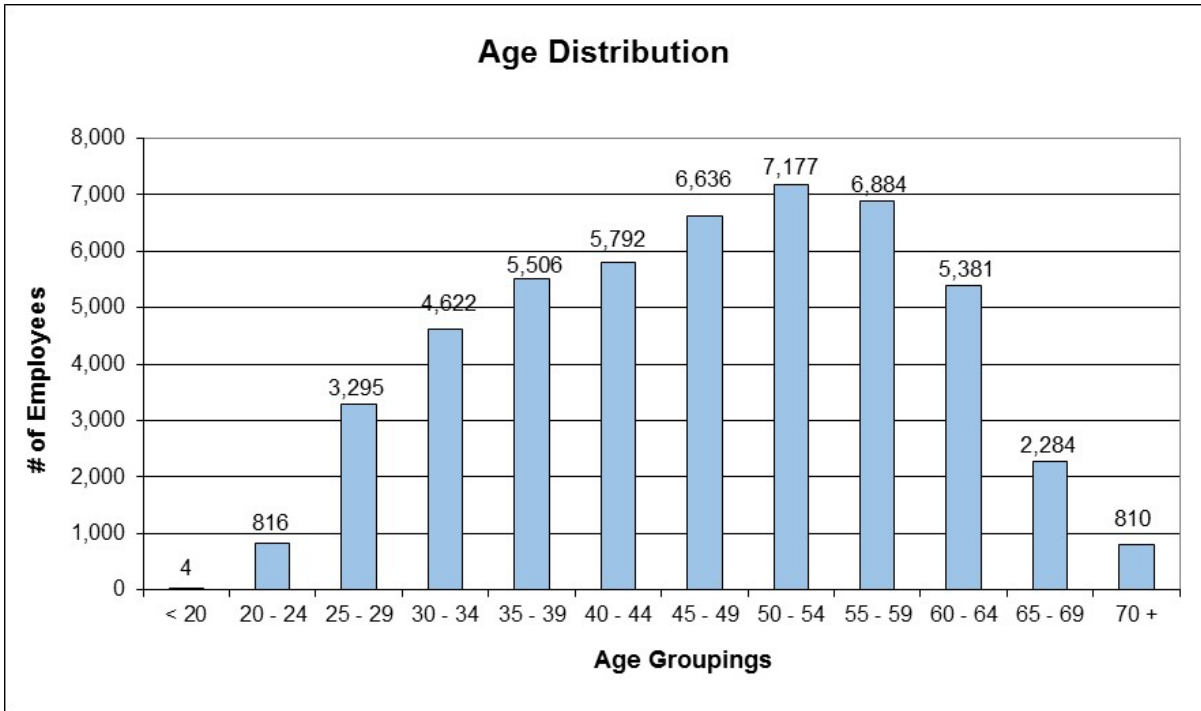
Union Code	Exclusive Representative	Collective Bargaining Group	Employee Count	Percent of Workforce
01	UPW	Blue Collar, Non-Suprvy	4,798	9.75%
02	HGEA	Blue Collar, Suprvy	457	0.93%
03	HGEA	White Collar, Non-Suprvy	9,264	18.83%
04	HGEA	White Collar, Suprvy	535	1.09%
05	HSTA	DOE Teachers	12,572	25.55%
06	HGEA	DOE Educational Officers	865	1.76%
07	UHPA	UH Faculty	3,336	6.78%
08	HGEA	UH Administrative, Professional, and Technical	2,382	4.84%
09	HGEA	Registered Professional Nurses	1,638	3.33%
10	UPW	Institutional, Health and Correctional Workers	2,706	5.50%
11	HFFA	Firefighters	176	0.36%
13	HGEA	Professional & Scientific	5,793	11.77%
14	HGEA	State Law Enforcement Officers	426	0.87%
<b>TOTAL NO. OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING:</b>			<b>44,948</b>	<b>91.34%</b>

Total Workforce: 49,207

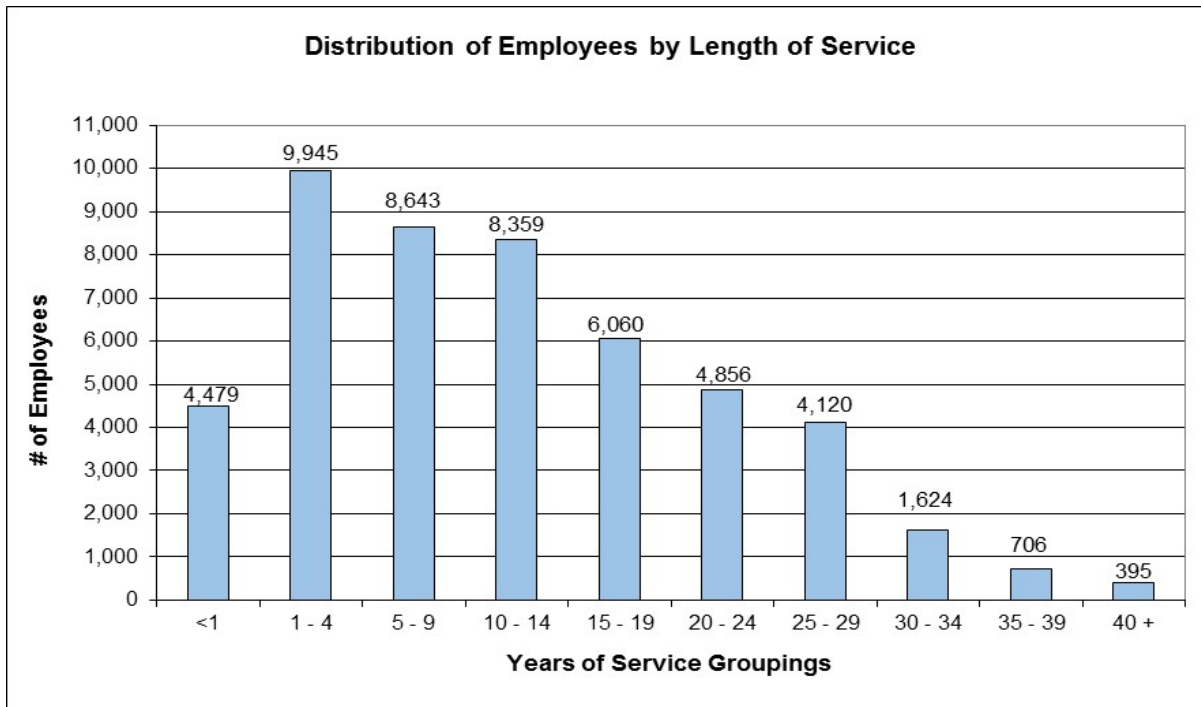
Due to rounding of individual percentages, the sum does not equal 91.34%.

# EXECUTIVE BRANCH WORKFORCE

Age distribution of employees in the Executive Branch.



Length of service of employees in the Executive Branch. Numbers do not add up to the total workforce due to unreported service dates.



## EXECUTIVE BRANCH WORKFORCE

**Five-year projection of the number of employees in the Executive Branch who will be eligible for retirement by the end of fiscal year 2020-2021 (i.e., ending June 30, 2021).**

TOTAL NUMBER OF EMPLOYEES IN THE EXECUTIVE BRANCH	NUMBER OF EMPLOYEES CURRENTLY ELIGIBLE FOR RETIREMENT (FY16)	PROJECTED NUMBER OF EMPLOYEES WHO ATTAIN FULL RETIREMENT ELIGIBILITY					TOTAL NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT BY 06/30/2021	PERCENT OF EXECUTIVE BRANCH WORKFORCE ELIGIBLE TO RETIRE BY 06/30/2021
		FY17	FY18	FY19	FY20	FY21		
49,207	6,724	1,446	1,488	1,426	1,455	1,447	13,986*	28.42%

\*Assumes no retirements of eligible employees prior to 06/30/2021.



## PERSONNEL SYSTEM ADMINISTERED BY DHRD WORKFORCE OVERVIEW

### Number of employees in the personnel system administered by DHRD.

DEPARTMENT	CIVIL SERVICE	EXEMPT	TOTAL	PERCENT OF TOTAL HRD WORKFORCE
ACCOUNTING & GENERAL SERVICES	663	77	740	5.02%
AGRICULTURE	228	22	250	1.70%
ATTORNEY GENERAL	373	235	608	4.12%
BUDGET & FINANCE	160	179	339	2.30%
BUSINESS, ECONOMIC DEVELOPMENT & TOURISM	110	159	269	1.82%
COMMERCE & CONSUMER AFFAIRS	271	173	444	3.01%
DEFENSE	171	197	368	2.50%
GOVERNOR	0	43	43	0.29%
HAWAIIAN HOME LANDS	44	74	118	0.80%
HEALTH	2,337	331	2,668	18.10%
HI STATE PUBLIC LIBRARIES SYSTEM	492	4	496	3.36%
HUMAN RESOURCES DEVELOPMENT	83	3	86	0.58%
HUMAN SERVICES	1,842	71	1,913	12.97%
LABOR & INDUSTRIAL RELATIONS	434	46	480	3.26%
LAND & NATURAL RESOURCES	690	75	765	5.19%
LIEUTENANT GOVERNOR	0	21	21	0.14%
PUBLIC SAFETY	2,435	69	2,504	16.98%
TAXATION	339	30	369	2.50%
TRANSPORTATION	2,233	30	2,263	15.35%
TOTAL:	12,905	1,839	14,744	100.00%

Due to rounding of percentages, the individual percentages do not add up to 100%.

### Gender distribution of employees in the personnel system administered by DHRD. Numbers do not add up to total workforce due to unreported gender.

DEPARTMENT	TOTAL NUMBER OF EMPLOYEES	FEMALE		MALE	
		COUNT OF EMPLOYEES	PERCENT	COUNT OF EMPLOYEES	PERCENT
ACCOUNTING & GENERAL SERVICES	740	269	36.35%	471	63.65%
AGRICULTURE	250	94	37.60%	156	62.40%
ATTORNEY GENERAL	608	407	66.94%	201	33.06%
BUDGET & FINANCE	339	205	60.47%	134	39.53%
BUSINESS, ECONOMIC DEVELOPMENT & TOURISM	269	154	57.25%	115	42.75%
COMMERCE & CONSUMER AFFAIRS	444	302	68.02%	142	31.98%
DEFENSE	368	130	35.33%	238	64.67%
GOVERNOR	41	26	63.41%	15	36.59%
HAWAIIAN HOME LANDS	118	71	60.17%	47	39.83%
HEALTH	2,657	1,763	66.35%	894	33.65%
HI STATE PUBLIC LIBRARIES SYSTEM	495	376	75.96%	119	24.04%
HUMAN RESOURCES DEVELOPMENT	86	73	84.88%	13	15.12%
HUMAN SERVICES	1,912	1,335	69.82%	577	30.18%
LABOR & INDUSTRIAL RELATIONS	480	322	67.08%	158	32.92%
LAND & NATURAL RESOURCES	763	287	37.61%	476	62.39%
LIEUTENANT GOVERNOR	21	15	71.43%	6	28.57%
PUBLIC SAFETY	2,502	677	27.06%	1,825	72.94%
TAXATION	369	245	66.40%	124	33.60%
TRANSPORTATION	2,261	615	27.20%	1,646	72.80%
TOTAL:	14,723	7,366	50.03%	7,357	49.97%

**PERSONNEL SYSTEM ADMINISTERED BY DHRD  
WORKFORCE OVERVIEW**

**Bargaining unit distribution of employees covered by collective bargaining in the personnel system administered by DHRD.**

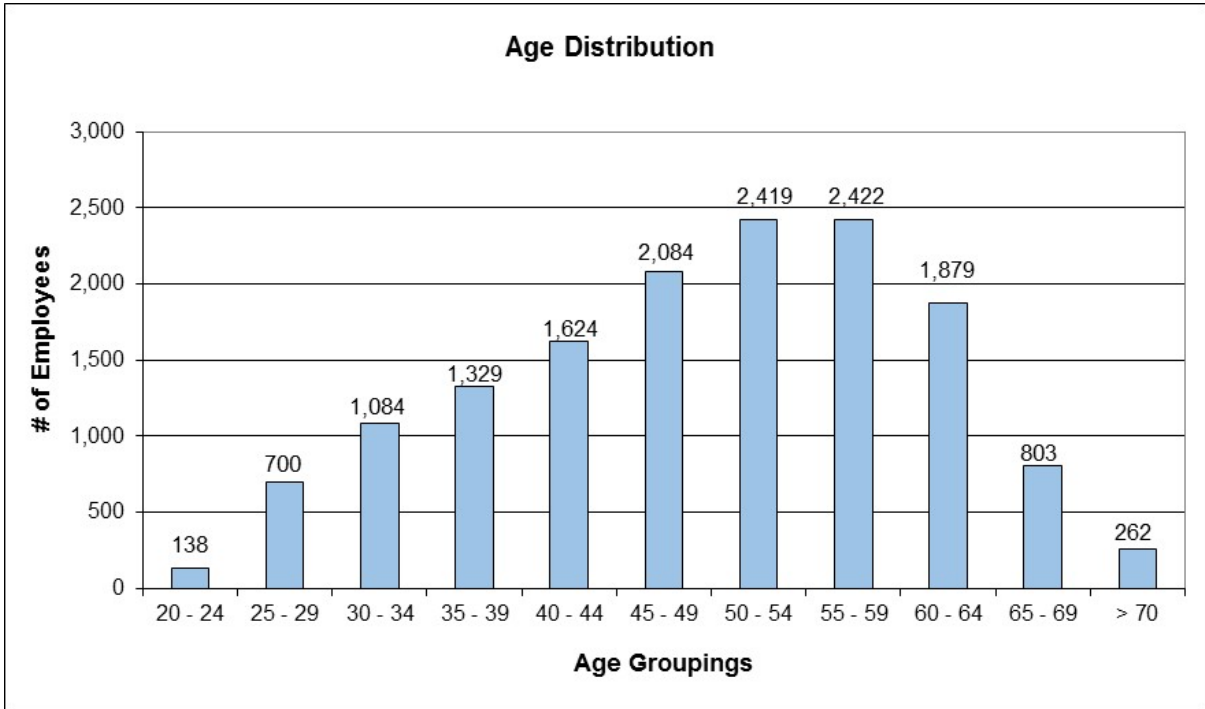
Union Code	Exclusive Representative	Collective Bargaining Group	Employee Count	Percent of Workforce
01	UPW	Blue Collar, Non-Supvry	1,886	12.79%
02	HGEA	Blue Collar, Supvry	182	1.23%
03	HGEA	White Collar, Non-Supvry	3,490	23.67%
04	HGEA	White Collar, Supvry	229	1.55%
09	HGEA	Registered Professional Nurses	398	2.70%
10	UPW	Institutional, Health and Correctional Workers	1,710	11.60%
11	HFFA	Firefighters	176	1.19%
13	HGEA	Professional & Scientific	4,445	30.15%
14	HGEA	State Law Enforcement Officers	426	2.89%
<b>TOTAL NO. OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING:</b>			<b>12,942</b>	<b>87.78%</b>

Total Workforce: 14,744

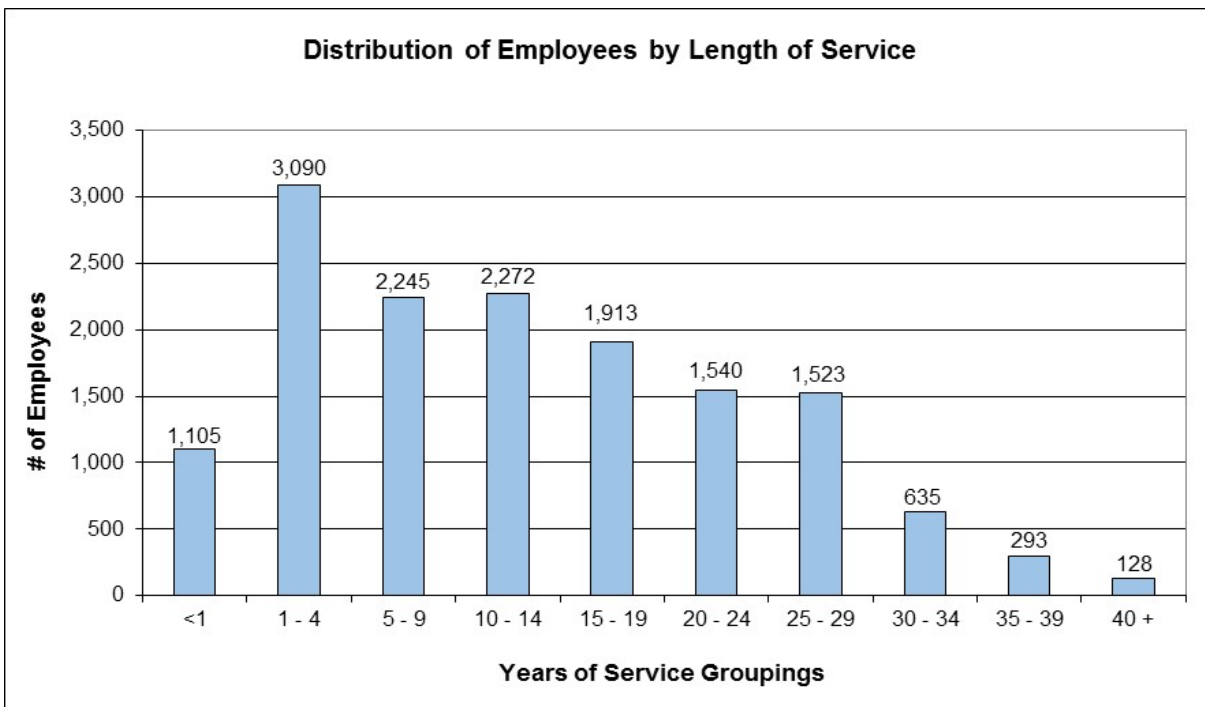
Due to rounding of percentages, the individual percentages do not add up to 87.78%.

## PERSONNEL SYSTEM ADMINISTERED BY DHRD WORKFORCE OVERVIEW

Age distribution of employees in the personnel system administered by DHRD. Fifty-three percent (53%) of the employees in the personnel system administered by DHRD are 50 years old or older.



Length of service of employees in the personnel system administered by DHRD.



## PERSONNEL SYSTEM ADMINISTERED BY DHRD WORKFORCE OVERVIEW

**Five-year projection of the number of employees in the personnel system administered by DHRD who will be eligible for retirement by the end of fiscal year 2020-2021 (i.e., ending June 30, 2021).**

DEPARTMENT	TOTAL NUMBER OF EMPLOYEES IN THE PERSONNEL SYSTEM ADMINISTERED BY DHRD	NUMBER OF EMPLOYEES CURRENTLY ELIGIBLE FOR RETIREMENT (FY16)	PROJECTED NUMBER OF EMPLOYEES WHO ATTAIN FULL RETIREMENT ELIGIBILITY					TOTAL NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT BY 06/30/2021	PERCENT OF DEPARTMENTAL WORKFORCE ELIGIBLE TO RETIRE BY 06/30/2021
			FY17	FY18	FY19	FY20	FY21		
ACCOUNTING & GENERAL SERVICES	740	151	26	30	31	29	32	299	40.41%
AGRICULTURE	250	49	13	8	6	13	8	97	38.80%
ATTORNEY GENERAL	608	125	18	19	16	18	16	212	34.87%
BUDGET & FINANCE	339	45	7	13	7	8	10	90	26.55%
BUSINESS, ECONOMIC DEVELOPMENT & TOURISM	269	56	10	8	9	10	6	99	36.80%
COMMERCE & CONSUMER AFFAIRS	444	57	19	8	17	19	11	131	29.50%
DEFENSE	368	52	13	3	6	13	9	96	26.09%
GOVERNOR	43	4	2	0	0	0	0	6	13.95%
HAWAIIAN HOME LANDS	118	26	10	2	2	4	2	46	38.98%
HEALTH	2,668	440	91	94	92	92	92	901	33.77%
HI STATE PUBLIC LIBRARIES SYSTEM	496	116	12	23	21	11	20	203	40.93%
HUMAN RESOURCES DEVELOPMENT	86	22	1	3	7	6	3	42	48.84%
HUMAN SERVICES	1,913	293	59	73	52	62	77	616	32.20%
LABOR & INDUSTRIAL RELATIONS	480	123	14	14	17	17	12	197	41.04%
LAND & NATURAL RESOURCES	765	109	32	20	26	24	22	233	30.46%
LIEUTENANT GOVERNOR	21	0	1	0	0	0	0	1	4.76%
PUBLIC SAFETY	2,504	370	67	91	88	85	77	778	31.07%
TAXATION	369	61	16	8	14	8	12	119	32.25%
TRANSPORTATION	2,263	385	83	89	76	100	87	820	36.24%
TOTALS:	14,744	2,484	494	506	487	519	496	4,986*	33.82%

\*Assumes no retirements of eligible employees prior to 06/30/2021.

DEPARTMENT OF EDUCATION  
WORKFORCE OVERVIEW

DOE's workforce includes three groups of employees—civil service and exempt employees, support services personnel, and teachers and educational officers.

Total Workforce	21,841	100%
Civil Service & Exempt	5,137	24%
Support Services Personnel	2,939	13%
Teachers & Educational Officers	13,765	63%

Gender distribution of employees in the personnel system administered by the DOE. Numbers do not add up to total workforce due to unreported gender.

Gender Distribution	21,827	100%
Female	16,008	73%
Male	5,819	27%

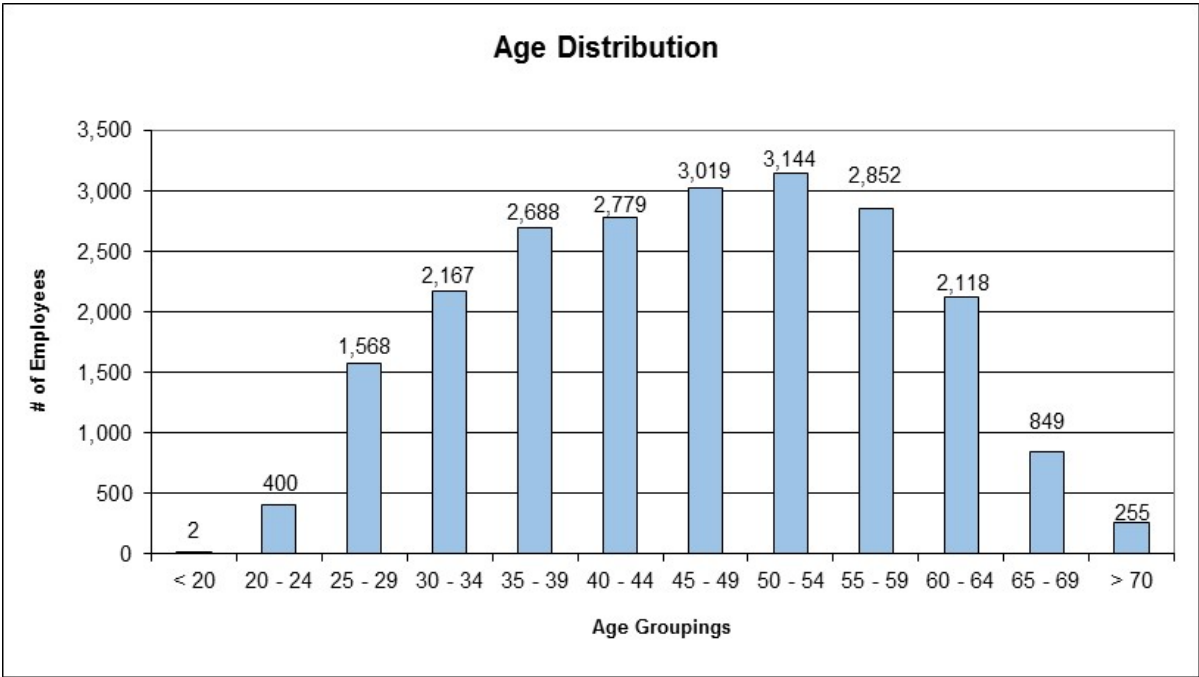
Bargaining unit distribution of employees covered by collective bargaining in the personnel system administered by the DOE.

Union Code	Exclusive Representative	Collective Bargaining Group	Employee Count	Percent of Workforce
01	UPW	Blue Collar, Non-Suprvy	1,937	8.87%
02	HGEA	Blue Collar, Suprvy	243	1.11%
03	HGEA	White Collar, Non-Suprvy	4,472	20.48%
04	HGEA	White Collar, Suprvy	258	1.18%
05	HSTA	BOE Teachers	12,572	57.56%
06	HGEA	BOE Educational Officers	865	3.96%
09	HGEA	Registered Prof'l Nurses	2	0.01%
10	UPW	Institutional, Health and Correctional Workers	23	0.11%
13	HGEA	Professional & Scientific	975	4.46%
TOTAL NUMBER OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING:			21,347	97.74%

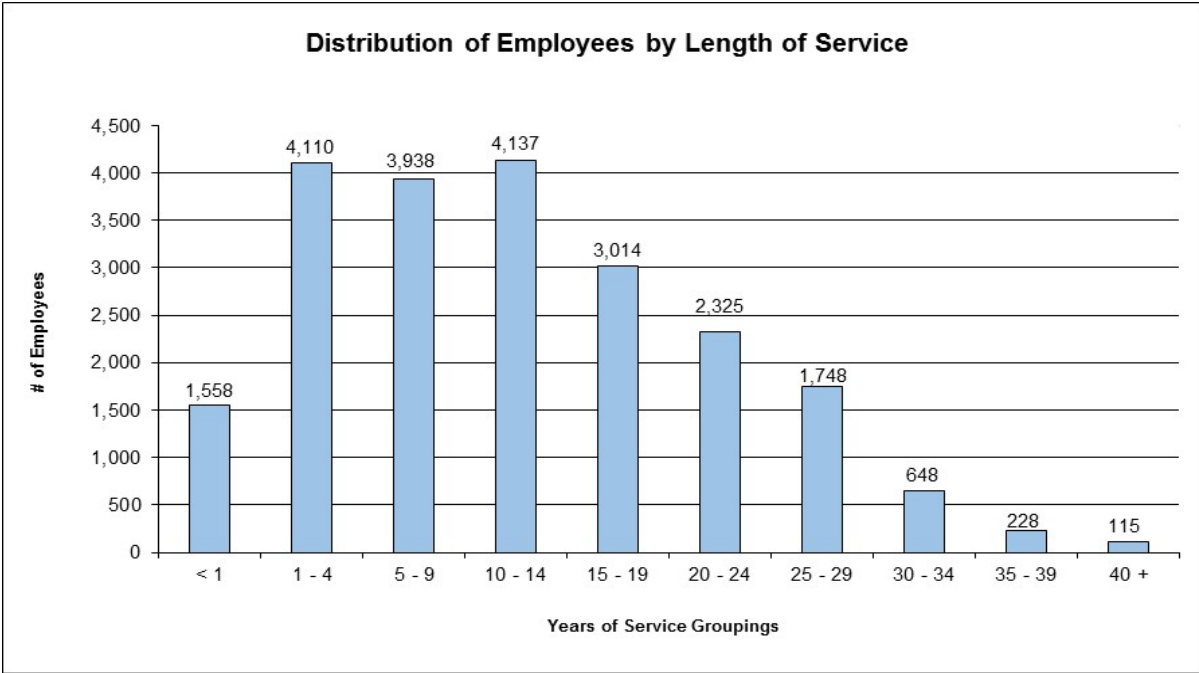
Total Workforce: 21,841

DEPARTMENT OF EDUCATION  
WORKFORCE OVERVIEW

**Age distribution of employees in the personnel system administered by the DOE.**



**Length of service of employees in the personnel system administered by the DOE. Numbers do not add up to the total workforce due to unreported service dates.**



## DEPARTMENT OF EDUCATION WORKFORCE OVERVIEW

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**Five-year projection of the number of employees in the personnel system administered by the DOE who will be eligible for retirement by the end of fiscal year 2020-2021 (i.e., ending June 30, 2021).**

DEPARTMENT OF EDUCATION	TOTAL NUMBER OF EMPLOYEES IN THE DOE WORKFORCE	NUMBER OF EMPLOYEES CURRENTLY ELIGIBLE FOR RETIREMENT (FY16)	PROJECTED NUMBER OF EMPLOYEES WHO ATTAIN FULL RETIREMENT ELIGIBILITY					TOTAL NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT BY 06/30/2021	PERCENT OF DOE WORKFORCE ELIGIBLE TO RETIRE BY 06/30/2021
			FY17	FY18	FY19	FY20	FY21		
CIVIL SERVICE & EXEMPT	5,137	744	195	174	180	169	199	1,661	32.33%
SUPPORT SERVICES PERSONNEL	2,939	377	82	112	84	91	81	827	28.14%
CERTIFICATED	13,765	1,430	324	378	345	356	341	3,174	23.06%
TOTALS:	21,841	2,551	601	664	609	616	621	5,662*	25.92%

\*Assumes no retirements of eligible employees prior to 06/30/2021.

## UNIVERSITY OF HAWAII WORKFORCE OVERVIEW

The University of Hawaii workforce includes six groups of employees—administrative, professional and technical staff; civil service and exempt employees; executive/managerial; faculty; graduate assistants; and lecturers.

Workforce	8,746	100%
Administrative, Professional & Technical Staff	2,503	28.6%
Civil Service & Exempt*	1,334	15.3%
Executive/Managerial	212	2.4%
Faculty	3,514	40.2%
Graduate Assistants**	1,183	13.5%
Lecturers	***	0.0%

\*UH's civil service and exempt employees are included in the UH personnel data system but are employed pursuant to DHRD policies and procedures.

\*\*Graduate assistants are full-time graduate students in degree granting programs working as non-permanent, part-time teaching or research assistants.

\*\*\*The University of Hawaii employs approximately 1,300 lecturers during the academic school year. Lecturers are not normally employed by UH on June 30. However, during the academic school year, lecturers are a significant part of UH's workforce.

### Gender distribution of employees in the personnel system administered by the University of Hawaii.

Gender Distribution	8,746	100%
Female	4,686	54%
Male	4,060	46%



## UNIVERSITY OF HAWAII WORKFORCE OVERVIEW

**Bargaining unit distribution of employees covered by collective bargaining in the personnel system administered by UH.**

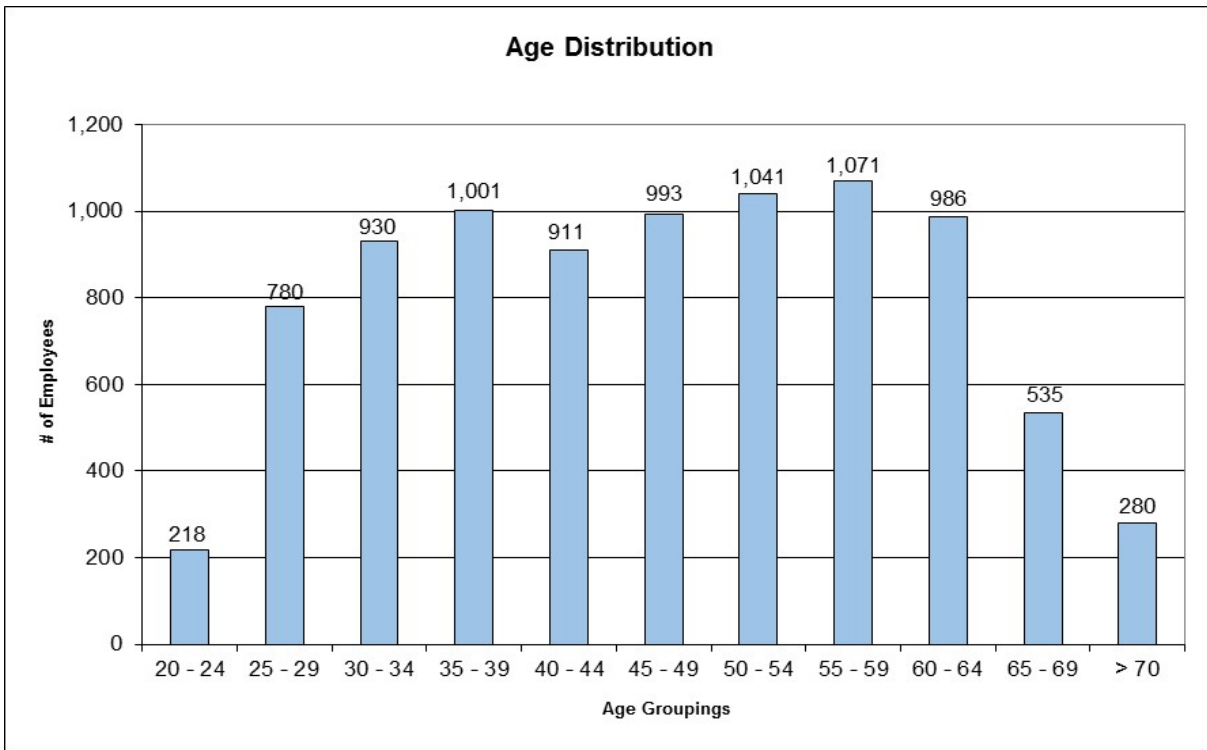
Union Code	Exclusive Representative	Collective Bargaining Group	Employee Count	Percent of Workforce
01	UPW	Blue Collar, Non-Supvry	540	6.17%
02	HGEA	Blue Collar, Supvry	13	0.15%
03	HGEA	White Collar, Non-Supvry	689	7.88%
04	HGEA	White Collar, Supvry	31	0.35%
07	UHPA	Faculty	3,336	38.14%
08	HGEA	Administrative, Professional, & Technical	2,382	27.24%
09	HGEA	Registered Prof'l Nurses	9	0.10%
10	UPW	Institutional, Health and Correctional Workers	1	0.01%
<b>TOTAL NUMBER OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING:</b>			7,001	80.05%

Total Workforce: 8,746

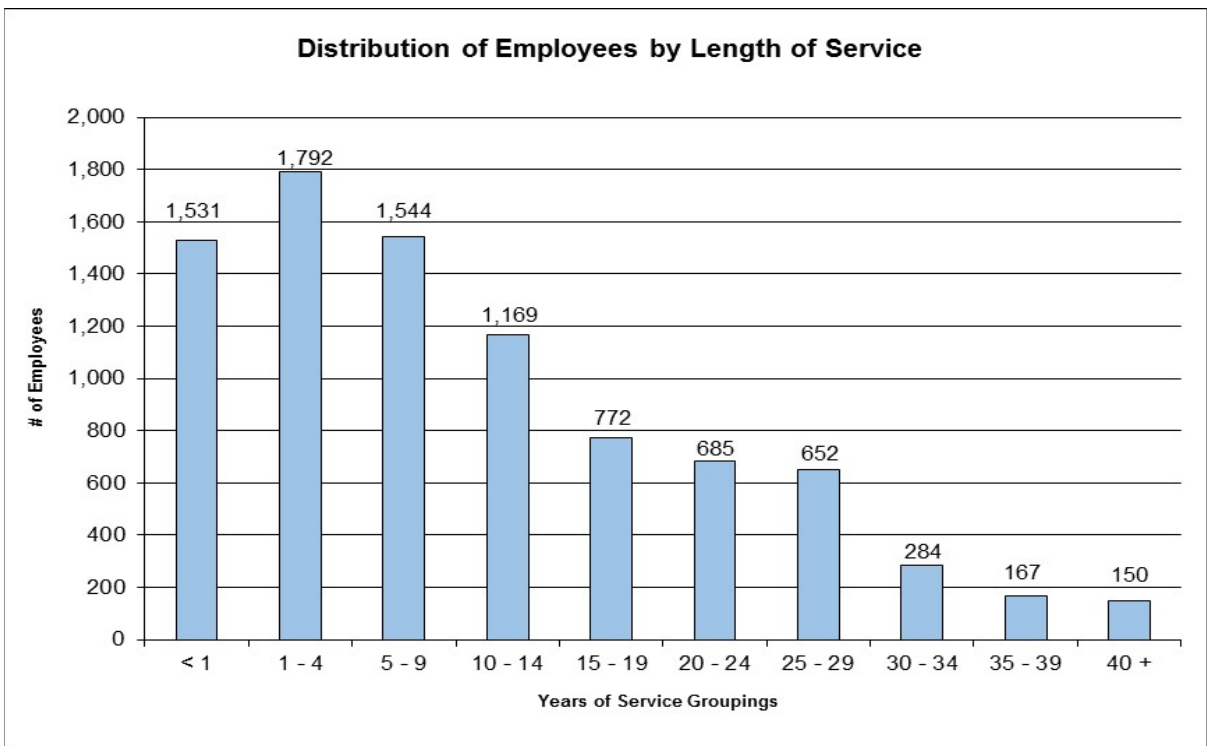
Due to rounding of individual percentages, the sum does not equal 80.05%.

# UNIVERSITY OF HAWAII WORKFORCE OVERVIEW

**Age distribution of employees in the personnel system administered by UH.**



**Length of service of employees in the personnel system administered by UH.**



# UNIVERSITY OF HAWAII WORKFORCE OVERVIEW

**Five-year projection on the number of employees in the personnel system administered by UH who will be eligible for retirement by the end of fiscal year 2020-2021 (i.e., ending June 30, 2021).**

UNIVERSITY OF HAWAII	TOTAL NUMBER OF EMPLOYEES IN THE UH WORKFORCE*	NUMBER OF EMPLOYEES CURRENTLY ELIGIBLE FOR RETIREMENT (FY16)	PROJECTED NUMBER OF EMPLOYEES WHO ATTAIN FULL RETIREMENT ELIGIBILITY					TOTAL NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT BY 06/30/2021	PERCENT OF THE UH WORKFORCE ELIGIBLE TO RETIRE BY 06/30/2021
			FY17	FY18	FY19	FY20	FY21		
ADMINISTRATIVE, PROFESSIONAL & TECHNICAL	2,503	272	62	63	60	73	65	595	23.77%
CIVIL SERVICE & EXEMPT	1,334	271	62	62	65	61	63	584	43.78%
EXECUTIVE/MANAGERIAL	212	74	9	5	4	5	5	102	48.11%
FACULTY	3,514	765	118	91	93	64	92	1,223	34.80%
TOTALS:	7,563	1,382	251	221	222	203	225	2,504**	33.11%

\*Graduate Assistants are not eligible for retirement benefits. As a result, they are not included in this analysis.

\*\*Assumes no retirements of eligible employees prior to 06/30/2021.

## HAWAII HEALTH SYSTEMS CORPORATION WORKFORCE OVERVIEW

**Number of employees in the personnel system administered by HHSC.**

Total Workforce	3,876	100%
Civil Service	3,749	97%
Exempt	127	3%

**Gender distribution of employees in the personnel system administered by the HHSC.**

Gender Distribution	3,876	100%
Female	2,926	75%
Male	950	25%

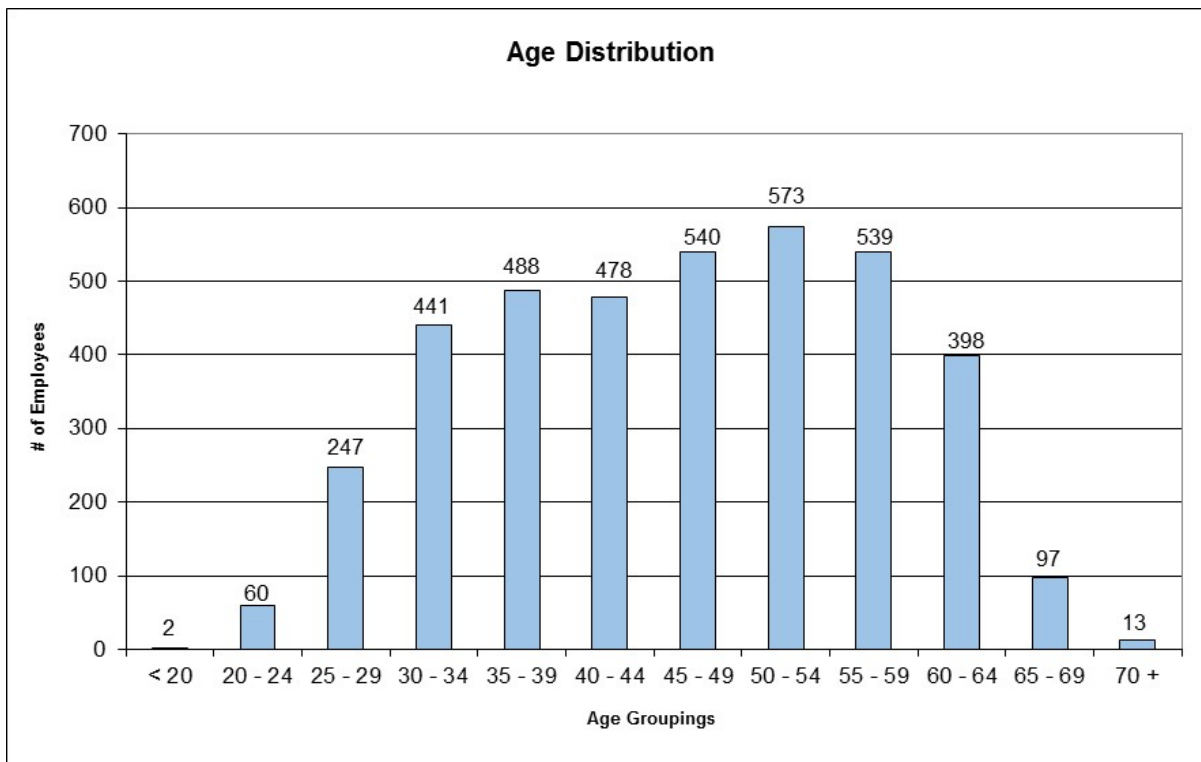
**Bargaining unit distribution of employees covered by collective bargaining in the personnel system administered by HHSC.**

Union Code	Exclusive Representative	Collective Bargaining Group	Employee Count	Percent of Workforce
01	UPW	Blue Collar, Non-Supvry	435	11.22%
02	HGEA	Blue Collar, Supvry	19	0.49%
03	HGEA	White Collar, Non-Supvry	613	15.82%
04	HGEA	White Collar, Supvry	17	0.44%
09	HGEA	Registered Prof'l Nurses	1,229	31.71%
10	UPW	Institutional, Health and Correctional Workers	972	25.08%
13	HGEA	Professional & Scientific	373	9.62%
TOTAL NUMBER OF EMPLOYEES COVERED BY COLLECTIVE BARGAINING:			3,658	94.38%

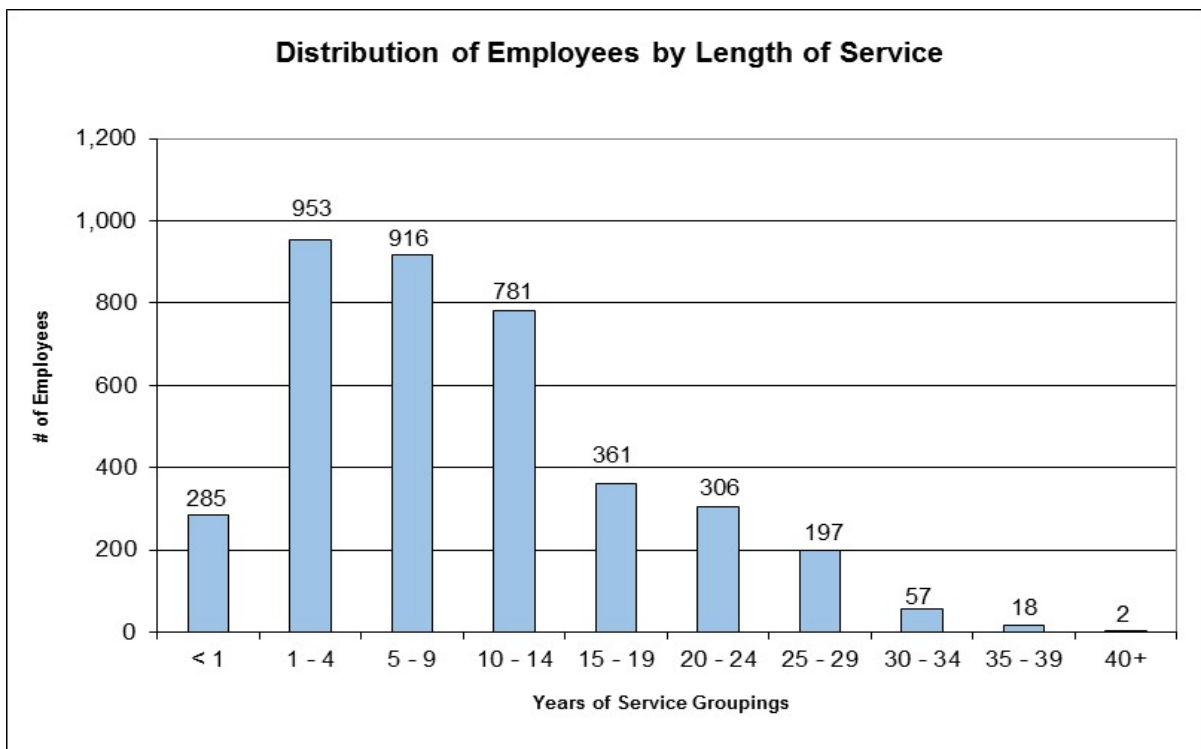
Total Workforce: 3,876

# HAWAII HEALTH SYSTEMS CORPORATION WORKFORCE OVERVIEW

**Age distribution of employees in the personnel system administered by HHSC.**



**Length of service of employees in the personnel system administered by HHSC.**



## HAWAII HEALTH SYSTEMS CORPORATION WORKFORCE OVERVIEW

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**Five-year projection on the number of employees in the personnel system administered by HHSC who will be eligible for retirement by the end of fiscal year 2020-2021 (i.e., ending June 30, 2021).**

HAWAII HEALTH SYSTEMS CORPORATION	TOTAL NUMBER OF EMPLOYEES IN THE HHSC WORKFORCE	NUMBER OF EMPLOYEES CURRENTLY ELIGIBLE FOR RETIREMENT (FY16)	PROJECTED NUMBER OF EMPLOYEES WHO ATTAIN FULL RETIREMENT ELIGIBILITY					TOTAL NUMBER OF EMPLOYEES ELIGIBLE FOR RETIREMENT ON 06/30/2021	PERCENT OF HHSC WORKFORCE ELIGIBLE TO RETIRE ON 06/30/2021
			FY17	FY18	FY19	FY20	FY21		
CIVIL SERVICE	3,749	294	96	91	107	115	103	806	21.50%
EXEMPT	127	13	4	6	1	2	2	28	22.05%
TOTALS:	3,876	307	100	97	108	117	105	834*	21.52%

\*Assumes no retirements of eligible employees prior to 06/30/2021.