



REFORMING FLORIDA'S STATE CAREER SERVICE

FLORIDA GOVERNMENT WOULD OPERATE EVEN BETTER UNDER AT-WILL EMPLOYMENT

Florida modernized its state government by making supervisors at-will in 2001. These reforms were a success. Several other states have gone entirely at-will. HR directors in these states report **this makes their workforces more responsive, flexible, and efficient. Florida can serve Floridians better by making the entire state workforce at-will.**

Florida Supervisors Have Been At-Will for Two Decades

- It takes up to 6 months to dismiss career service employees in Florida government.
- Florida state managers and supervisors have been at will since 2001 when the Legislature passed the Service First reforms.
- Limiting at-will employment was a compromise. Then-Gov. Bush and the State House wanted to make all state employees at-will, but the State Senate limited the reform to supervisors.

Several States Have Entirely At-Will Workforces

- Nearly all **Arizona, Georgia, Missouri, and Texas** state employees serve at-will.
- **At-will employees cannot appeal dismissals**—similar to private sector workers, they cannot be fired for discriminatory or retaliatory reasons but otherwise can be quickly dismissed.
- **Feared abuses have not materialized.** Surveys of career HR directors show patronage hiring and pretextual dismissals rarely occur in at-will states.

At-Will Employment Works

State HR directors report at-will employment makes government:

- **More responsive** to agency leaders
- **More flexible** with HR functions
- **More efficient** with HR operations

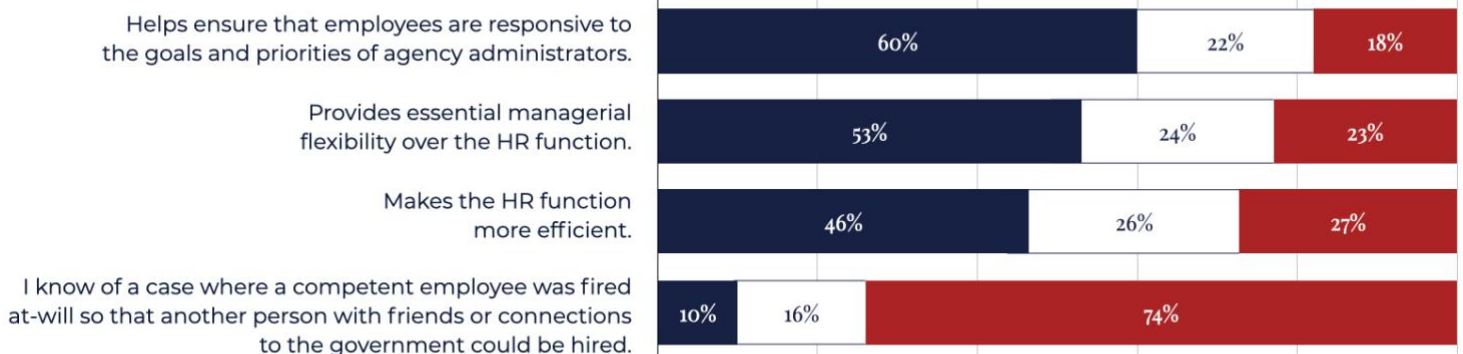
“It [Service First] gives us the flexibility to operate like we need to operate to get the job done for the citizens of Florida.”

~ **David Ferguson, former Florida Department of Transportation Personnel Director**

HR Directors' Opinions on the Effects of At-Will Employment in Georgia, Florida, Texas, and Mississippi

QUESTION: In general, at-will employment in government ...

Legend: ■ Agree □ Neither Agree Nor Disagree ■ Disagree



Source: J. D. Coggburn, R.P. Battaglio, J. S. Bowman, S. E. Condrey, D. Goodman, & J. P. West "State Government Human Resources Professionals' Commitment to Employment at Will," The American Review of Public Administration, Vol. 40 (2010), Tables 1 & 2. <https://sites.duke.edu/niou/files/2011/05/Coggburn-et-al.-State-Government-Human-Resource-Professionals-Commitment-to-Employment-at-Will.pdf>