

STATE OF MISSOURI  
OFFICE OF ADMINISTRATION



# DIVISION OF PERSONNEL

Fiscal Year

# 2014

# Annual Report

Nancy Johnston, Director



# FY 2014

# Annual Report

## DiVision OF PERSONNEL

**Nancy Johnston, Director**

**Guy Krause, Deputy Director**  
Manager of Pay, Leave and Reporting

**Allan Forbis, Manager**  
Center for Management and  
Professional Development

**Marian Buschjost, Manager**  
Employee Services

**Aaron Hart, Manager**  
Human Resources Service Center

### What's Inside...

#### The Division of Personnel

Missouri State Government and the Division of Personnel	4
Functional Organizational Chart	5
Distribution of Resources	6
Accomplishments	8
Mission and Vision Statements	9
WeSave Employee Discount Program	10
<i>In the Spotlight!</i>	11
PERforM: State Employee Planning and Appraisal System	12
EASe: The DOP's Online Application System	13
Applicant Characteristics	14

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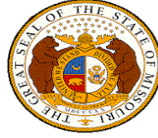
#### The State Workforce

15	Employee and Applicant Data by County
17	Number of State Employees
18	Age
19	Gender
20	Ethnicity
21	Length of State Service
22	Classification and Pay Systems
23	Employee Distribution
24	Executive Branch Turnover
25	Retirements
26	Labor Relations

#### Professional Development

Center for Management and Professional Development	27
Agency Training Reports	23
Employee Recognition Programs	32

**Jeremiah W. (Jay) Nixon**  
Governor



**Nancy Johnston**  
Director

**Doug Nelson**  
Commissioner

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Dear Colleagues,

I am once again honored to present the Division of Personnel's Annual Report.

The Division of Personnel continues to encourage applicants to consider careers in public service while embracing partnership opportunities with our agency customers. Supporting agency recruitment efforts is critically important, especially now as the economy continues to improve and the market for employees becomes more dynamic and competitive.

In Fiscal Year 2014, some examples of the Division of Personnel's commitment to our customers included:

- Continued improvements to our online application process, EASe;
- Working with the Department of Corrections as they implemented their new, streamlined Corrections Officer I application process;
- Assisting the Children's Division's employee retention efforts by providing support in the creation of their career ladder for Children's Service Workers;
- Responding to agency customer requests and completing a significant number of class revisions to enhance the quality of applicant pools;
- Developing a suite of SAM II (Statewide Advantage for Missouri -- Missouri's statewide integrated personnel and payroll system) training opportunities our agency customers can utilize to better train and onboard Human Resources staff;
- Continued focus on regional training and online course offerings to ensure the most economical use of our customer's time and resources;
- Developing a new employee orientation process for Office of Administration employees that can serve as a model for other state agencies;
- Making significant database improvements to the information the state operators utilize to serve the public and state employees.

Serving our customers -- applicants, agencies, and constituents -- is an ongoing process. We will continue our efforts and embrace opportunities to partner with our agency customers to make state government operations more efficient.

We look forward to an exciting year ahead.

A handwritten signature in cursive script that reads "Nancy Johnston".

Nancy Johnston  
Director

# MISSOURI STATE GOVERNMENT

**Missouri  
Citizens**

## The Legislative Branch

The **Senate** has 34 members, elected for two four-year terms.

The **House of Representatives** had 160 members (3 vacancies) serving during the 97<sup>th</sup> General Assembly (2013-2014). Each member is elected during the general election and limited to four two-year terms.

*Employees in Executive Branch agencies equal approximately 90% of the total number of state workers.*

The Division of Personnel within the Office of Administration provides consultation and expertise in personnel management to all Executive Branch agencies.

Missouri Revised Statutes  
Chapter 36 State Personnel Law (36.030) Merit and (36.031) Uniform Classification and Pay Plan (UCP)

To further define the structure of Executive Branch agencies and the scope of the Division of Personnel's work, the State Personnel Law identifies the state agencies that are in the Merit System.

The Missouri Merit System is based on the principles of merit and fitness derived from competitive examinations for employment and advancement, objective and consistent human resource management policies and procedures and the ability of employees to appeal disciplinary actions. Chapter 36 (36.030) provides that the Division of Personnel will be charged with the implementation and administration of Merit System practices.

## The Executive Branch

**Governor**  
**Lieutenant Governor**  
**Secretary of State**  
**State Auditor**  
**State Treasurer**  
**Attorney General**  
*and...*  
**16 Executive Branch Agencies**

Approximately 35,500 state employees in six Executive Branch agencies and selected sections of three other agencies comprise the Merit System administered by the Division of Personnel.

### Totally Merit & Uniform Classification and Pay (UCP)\*

Office of Administration  
Department of Corrections  
Department of Health & Senior Services  
Department of Mental Health  
Department of Natural Resources  
Department of Social Services

### Partially Merit & UCP

Department of Economic Development  
Department of Labor and Industrial Relations  
Department of Public Safety

### Non-Merit Executive Branch Agencies

Department of Agriculture (UCP)  
Department of Conservation  
Department of Elementary and Secondary Education (to be partially UCP)  
Department of Higher Education (to be partially UCP)  
Department of Insurance (to be partially UCP)  
Department of Revenue (UCP)  
Department of Transportation

\*UCP agencies are further defined on page 23

## The Judicial Branch

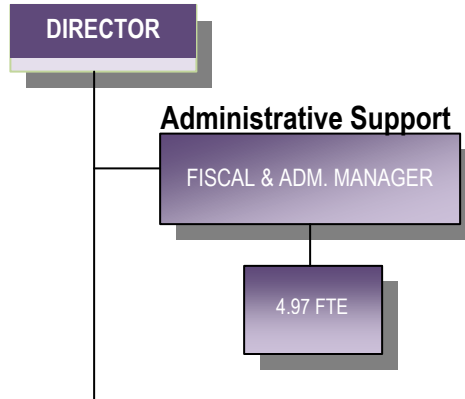
The **Supreme Court**, the state's highest court holds statewide jurisdiction;

The **Court of Appeals**, districts established by the General Assembly; and

**Circuit Courts** have original jurisdiction over all cases and matters, civil and criminal

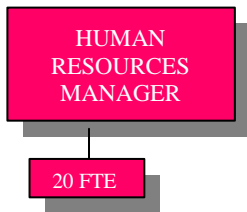
# Division of Personnel

## Organizational Chart



- \* Purchase & Supply
- \* Fiscal & Personnel Transactions
- \* Budget Preparation
- \* Testing Operations

### Employee Services Section



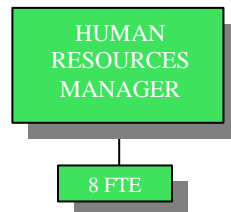
- Evaluates New and Existing Positions within UCP System
- Administers the Merit System Employment Application Process
- Develops and Maintains Job Classifications within the UCP System
- Develops and Updates Merit System Examinations

### Pay, Leave & Reporting Section



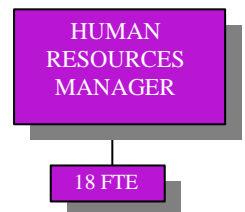
- Maintains Registers of Qualified Applicants for Merit System Agencies
- Audits/Approves Transactions from UCP Agencies through SAM II HR
- Administers Rules on Pay, Leave, Hours of Work, Overtime, Certification, Removal from Registers, Transfers, Political Activity, Conflicting Employment and Layoff
- Maintains the UCP System Pay Plan
- Maintains HR Related Tables in the SAM II HR/Payroll System MAIRS and EASEe
- Administers Statewide Performance Appraisal System *PERforM*

### Center for Management and Professional Development



- Develops and/or Provides Supervisory, Managerial and Executive Development Training Programs for State Agencies, City and County Government and Private Sector Businesses
- Provides computer and technical training programs
- Administers Statewide Recognition Programs that include State Employee of the Month, Governor's Award for Quality and Productivity, State Employee Recognition Week and Day
- Administers the State's in the Spotlight! Webpage highlighting the accomplishments of state employees
- Administers the State Employee Suggestion System
- Coordinates the WeSave Employee Discount Program

### Human Resources Service Center

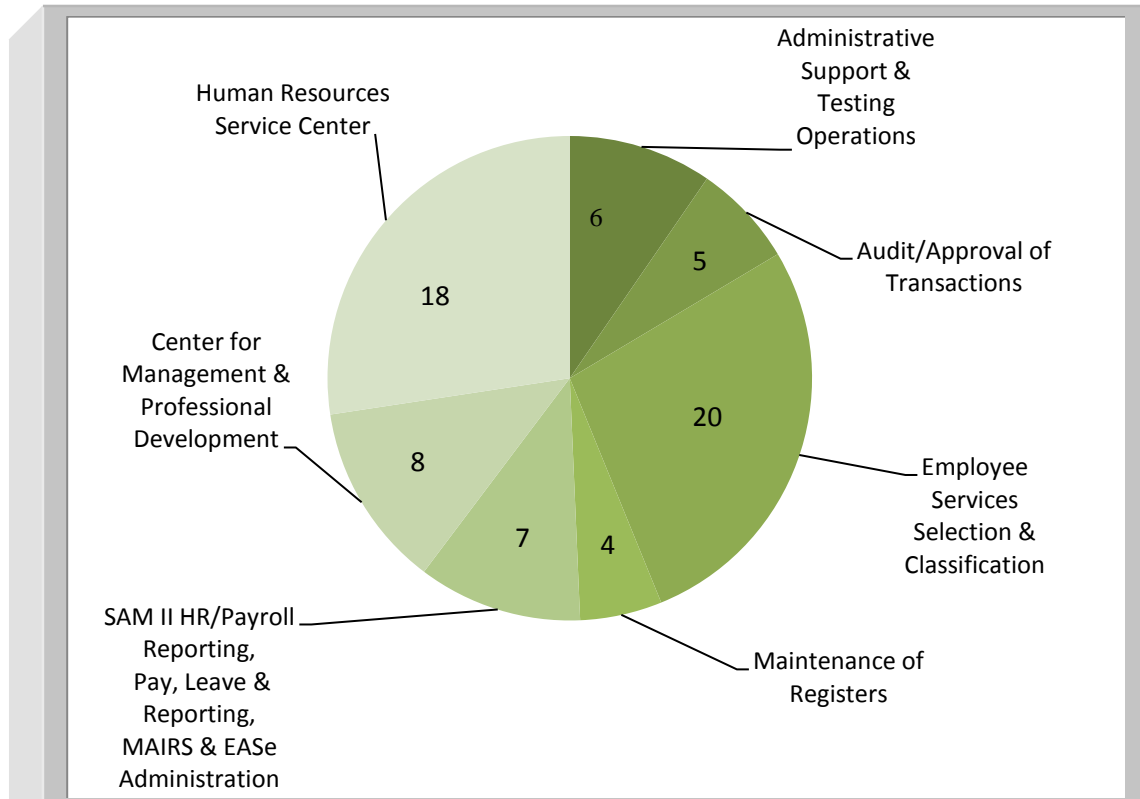


- Responsible for human resources functions for the Office of Administration
- Processes payroll for the Office of Administration
- Provides guidance to the Divisions of the Office of Administration on hiring and other employment/workforce management issues
- Investigates employee and management issues, including discrimination, sexual harassment and pay inequalities
- Provides recruitment services for the Division of the Office of Administration
- Includes a human resources call center to provide consistent and timely answers to Office of Administration employee HR inquiries
- Provides assistance to Office of Administration employees regarding the Employee Self-Service (ESS) Portal
- Includes State Operators who provide phone directory assistance to the general public and state staff
- Administers the Enterprise Timekeeping Application (ETA), an electronic time keeping system for the Office of Administration

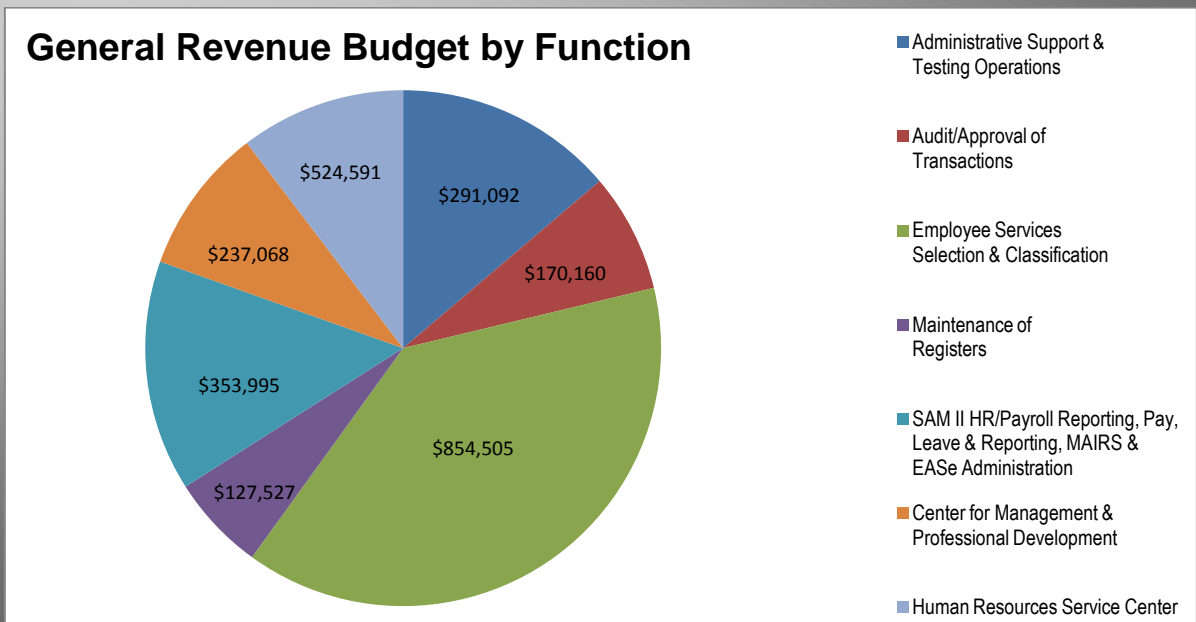
# Distribution of Resources

The Division of Personnel believes in the value and effectiveness of the programs and services each of our sections provides in relation to the monetary cost of delivering the product or service.

## FTE by Function



## General Revenue Budget by Function



**Keep away from people who try to belittle  
your ambitions. Small people always do that,  
but the really great people make you feel that  
you, too,  
can become great.**

*Mark Twain*



# Accomplishments

A sampling of the diverse breadth and scope of services provided by dedicated Division of Personnel Staff in FY14.

- Issued 6,074 Certificates of Eligibles (excludes trial certificates) providing 227,025 names of applicants to agencies on a timely basis.
- Provided technical support and analysis to assist the Personnel Advisory Board in finalizing their FY2013 Pay Plan Recommendation and began work on the FY2014 Pay Plan Recommendation that was finalized in FY 14.
- Maintained electronic and paper merit application processes allowing 36,196 job applicants to apply for 139,404 job classifications.
- Processed 10,169 additions to merit registers via written, or written and E&E (education and experience) merit exams.
- Added 71,834 names to merit registers via exams with a 100% E&E component.
- Processed 57,263 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time.
- Employee Services processed 1,428 position reviews.
- HRSC processed 3,134 Employee Status Maintenance Transactions.
- Division of Personnel staff worked with staff from the Office of Administration's Information Technology Services Division to implement continued improvements to the online Merit application, EASE.
- Aided agencies in the transfer of positions and employees as the result of organizational changes made by Executive Orders and passed legislation.
- The Center provided quarterly open enrollment regional training programs (typically near Lee's Summit, Chesterfield, Springfield and Poplar Bluff) to provide cost saving opportunities for state agencies in terms of travel and time away from the office for participants, and also provided agency-specific programs at various regional work sites across the state.
- The Center continued to offer a variety of webinars and other e-learning options that include MyQuickCoach , Insights On Demand, and a new "Study Hall Series" of video lessons in an ongoing effort to reach employees who can't often attend training, and to reinforce training concepts and information faster throughout organizations.
- Throughout FY14, the Center offered 356 professional development workshops (leadership development, communication skills, and computer and technical training) to 4,894 participants. These numbers include 762 employees who received specialized training in 37 classes held by various agencies using computer training labs maintained and supported by the Center.
- The Center continued to provide instruction in a variety of critical SAM II system processing functions; and created six (6) new programs to further support agency HR Staff. These programs include: SAM II HR Introduction, SAM II HR Position Control, SAM II HR Employee Maintenance, SAM II HR Deductions and Benefits; SAM II HR Time and Leave; and SAM II HR Pay for Agencies.
- The Center coordinated and administered State Employee of the Month ceremonies for winning employees, State Employee Recognition Week activities, including a ceremony recognizing individual employee contributions, the *In the Spotlight!* employee recognition website, and the Governor's Award for Quality and Productivity recognizing the accomplishments of state employee work teams, as well as continuing to oversee the Missouri WeSave State Employee Discount Program.
- The Center collected and processed approximately 123 suggestions through the Missouri Relies on Everyone (MoRE) State Employee Suggestion System.
- The Center continues to publish *Solutions* e-magazines disseminating practical information to help managers develop the best in themselves and others.



# Involved. Innovative. Interconnected. OUR Mission and Vision

**STEWARDSHIP** and **LEADERSHIP** serve as the foundation and basis for staff interactions and completion of work goals and assignments.



The Division's mission and vision statements include a Logo for the Division that reflects the importance of a strong vision for the future.

The Logo is prominently featured on mission and vision posters and other information for staff and customers.



VALUES and outstanding SERVICE is our commitment to the customers we serve.

S.E.R.V.I.C.E. identifies our VALUES:  
**Support, Evolving, Responsiveness, Vision, Integrity,  
Customer Focused, Educating**



To provide a visible demonstration of interest in the financial well being of state employees and a means to thank state employees for their dedication to public service, the Office of Administration provides access to the WeSave Employee Discount Program.

Now in its fourth year, the program is based around the WeSave website where state employees access a customized home page to help them find discounts on goods and services they need or want. State employees who elect to participate in this **FREE program** do so at **no cost to the state** and have opportunities to save money on direct-buy goods and services they purchase.

**WeSave provides state employees:**

- **Local Merchant Coupons**  
Employees can print coupons to redeem savings at local businesses that include area restaurants, auto service centers and more.
- **Online Merchant Offers**  
Employees can save money with WeSave's special online merchant offers that include cellular phone/service discounts, extended warranty programs, event tickets, gift delivery services and more.
- **Direct Buy Products**  
Employees who are in the market for a new television, computer, camera, etc. can browse WeSave's direct buy products for savings up to 40% off retail value.
- **WeCash**  
Employees who browse WeSave's merchant directory can find hundreds of online merchants offering WeCash on every purchase. WeCash is stored in each member's WeSave Account and can be used toward future WeSave purchases on direct buy products.

**WeSave increases the ability of state employees to save money on items family members need or want. These savings can translate into more investment dollars for savings accounts, education or retirement funds.**

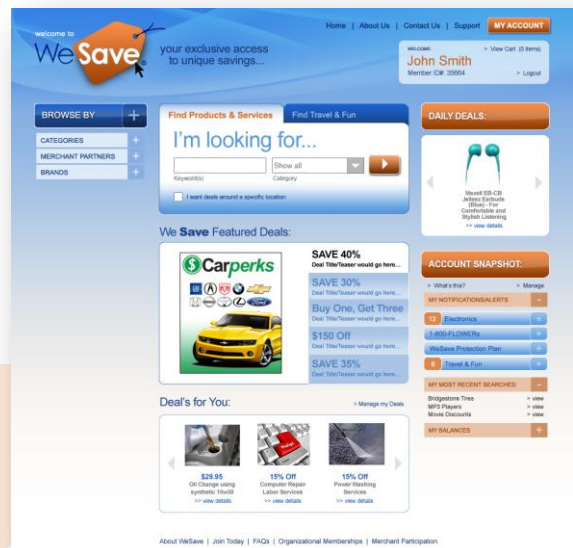
**Charitable Giving**

Employees save money while **GIVING BACK!** Employees who make purchases through WeSave not only earn cash back credit, they also help to support the Missouri State Employees Charitable Campaign (MSECC). WeSave donates 2% of every purchase made back to the MSECC. Donations from WeSave to the Charitable Campaign and a flowchart describing the donation process—along with more information—is available on the state's WeSave website.

Missouri employees can register to join WeSave at [www.wesave.com](http://www.wesave.com). Once enrolled, employees can use their personalized homepage (below) to search for items they are interested in purchasing, learn about special discounts, and periodically register for prizes.

**WeSave Statistics - FY14**

- Total Employee Registrations: 29,222
- Total Number of Employees Requesting Email Promotions: 20,442
- Missouri Purchases through the Online Mall: 107
- Total Contribution to the Missouri Charitable Campaign: \$121.62
- Total Number of Missouri Merchants Participating in WeSave: 46 Merchants



# In the Spotlight!

Missouri State Employees Building a Brighter Tomorrow

The Division of Personnel's **In the Spotlight** website provides a platform to let all Missourians learn about the outstanding state employees who work hard conducting the state's business efficiently and effectively every day.

Missouri has a broad base of dedicated state employees who provide a multitude of important services to Missouri citizens—both in the workplace and in their communities.

**In the Spotlight** provides a fun and dynamic way to acknowledge and recognize the diverse accomplishments of state employees. The website is managed by the Division's Center for Management and Professional Development (Center) and provides:

- An online form to allow state employees to submit noteworthy accomplishments.
- Video "pods" to showcase employees who want to be "seen and heard" talking about their work/life accomplishments or the accomplishments of others.
- An email link to send a picture of an employee or group of employees doing great work for their agency or community to post on the site.
- Opportunities for state leaders (supervisor, managers, executives) to be part of the site by providing brief video segments answering the questions: "What makes great work?" and "What defines a great employee?"

The Center periodically promotes the website through mini **In the Spotlight Newspapers** that highlight at least one employee and state executive in a special feature section.

The Division of Personnel encourages each state agency to support **In the Spotlight**, and their employee's efforts to submit accomplishments to the site. The Center is available to film employees who want to "tell their story" when possible.

"When you explore the website, you will learn about some of the exciting things state employees are doing, and you can see and listen to other employees and executives talk about what makes state government – and their employees – so special. It's no cliché to say that we all play an important role in our agency and work team. We should be proud of what we do and show that pride whenever we can. That's important to everyone in the Division of Personnel, and I'm sure that's true for each state agency too."

Nancy Johnston  
Director, Division of Personnel

Find In the Spotlight on the web at [www.spotlight.mo.gov](http://www.spotlight.mo.gov)

Mayme Young, Deputy Division Director in the Department of Health and Senior Services comments on the GREAT WORK of all state employees.



## Executive FEATURE

**All that's missing is YOU**

Do you know an outstanding employee who should be "In the Spotlight?" Is that person you?  
Click here for the submission form >



**Share your VOICE**

If you have a GREAT WORK or GREAT ACCOMPLISHMENT story to share through VIDEO. Let us know. It could end up right here in one of several SPECIAL In the Spotlight! marquees.



**TAKE A picture** It lasts longer!

If you have a photo of an employee doing GREAT WORK on a project or interacting positively with the public, send us the photo with a 1 sentence explanation of *Who, What, When and Where*. It may end up *In the Spotlight!*





## Productivity, Excellence and Results for Missouri (PERforM) Employee Performance Planning and Appraisal System

Creating performance objectives for employees and appraising employees uniformly across state government can be challenging. Left unresolved, determining proper formats, what critical work areas to include on planning documents and being able to easily retrieve and update employee performance data can interfere with critical supervisor/employee communication.

The Productivity, Excellence and Results for Missouri (PERforM) employee performance planning and appraisal system championed by the Division of Personnel (DOP) provides raters (supervisors) and reviewers (second-level supervisors) the ability to easily complete the appraisal process on-line.

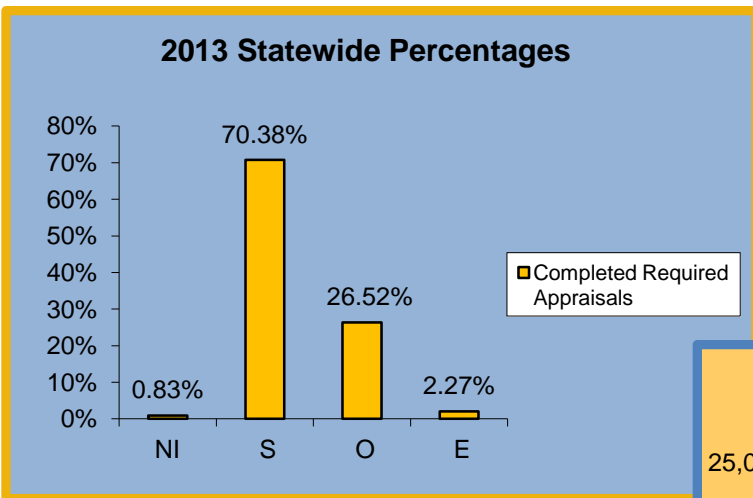
PERforM creates a standardized “across-the-board” approach for evaluating the performance of state employees, enabling consistent reporting and a shared understanding of the appraisal process – not just for supervisors (raters) but just as importantly for state employees who need to clearly understand what they must achieve. It establishes a process for accountability in the execution of tasks that entails goal setting, planning and ongoing feedback.

Using standardized performance components and the electronic storage of ratings – agency leaders can easily identify employees who are performing at established levels of successful performance and above, and implement strategies to assist employees who need help in one or more components of their job.

To assist state agencies in their implementation of PERforM, the DOP continues to present training programs on PERforM to new supervisors and managers. These programs focus on system navigation, as well as the “human element” of the appraisal cycle – the one-on-one process of establishing performance objectives, observing and providing feedback, and objectively determining and communicating performance ratings.

The DOP provides additional information and training resources for PERforM on the PERforM website at [www.perform.mo.gov](http://www.perform.mo.gov). The website contains a **Contact Us** link which allows users/agency representatives to ask DOP staff questions about the system, and seek clarification on PERforM Guidelines.

These percentages and counts are for the **Calendar Year 2013** not a Fiscal Year .



NI – Needs Improvement      O - Outstanding  
S – Successful                      E - Exceptional

### Supervisors/Managers:

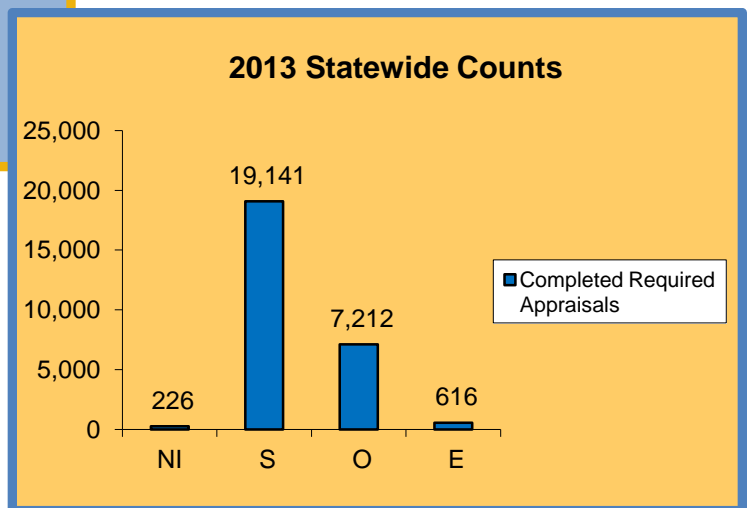
Individuals designated as Supervisors by their agency, who have performance appraisal responsibilities for one or more employees are evaluated on 3 additional components:

1. Performance Planning and documentation
2. Leadership
3. Management Skills

### PERforM Components

All state employees, regardless of job classification, are rated on 5 specific job components.

1. Knowledge of Work
2. Quality of Work
3. Situational Responsiveness
4. Initiative
5. Dependability



NI – Needs Improvement      O - Outstanding  
S – Successful                      E - Exceptional

# EASe

## The Division of Personnel's Electronic Application System

### How does EASe work?

Applying through EASe is very similar to applying with a paper application – but faster – with all of the required applicant information securely maintained. To use EASe, applicants must have an email address and access to a personal computer. To get started, the applicant provides information about their work history, education, licenses and certificates and veterans preference. Then the applicant selects the job class for which they are interested from postings on the DOP web site and answers a series of questions designed to determine their eligibility for the job class. If qualified, and depending on the job class applied for, the applicant is presented with more questions from which a rating score of their relevant education and work experience is determined. Applicants are generally added to merit registers immediately for job classes with an education and experience based examination component.

As with any system, EASe is continually monitored for needed improvements. Division of Personnel staff work with staff from the Information Technology Services Division to implement identified enhancements.



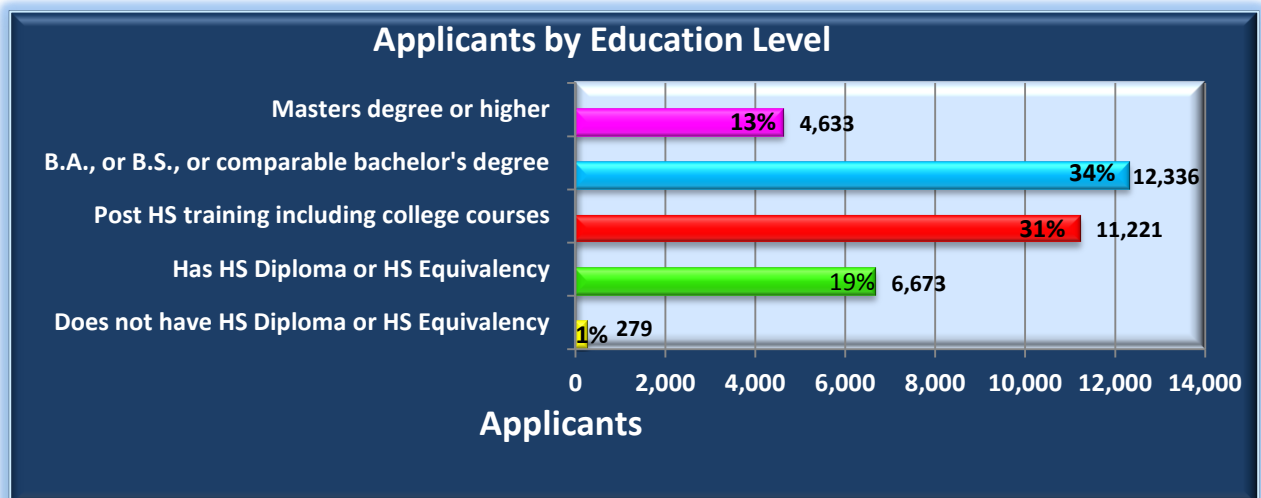
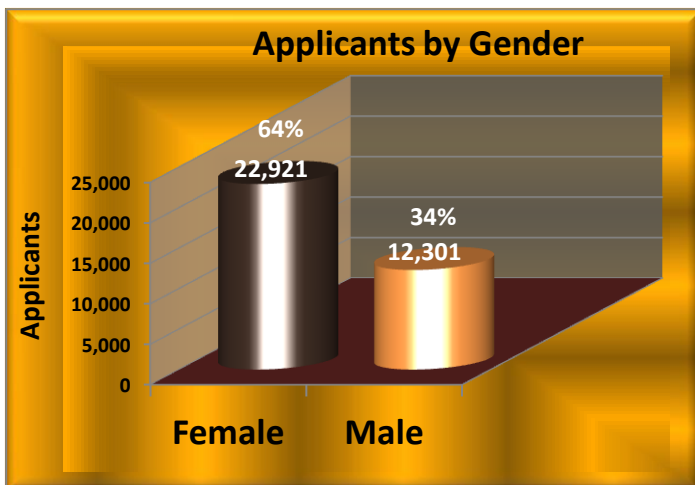
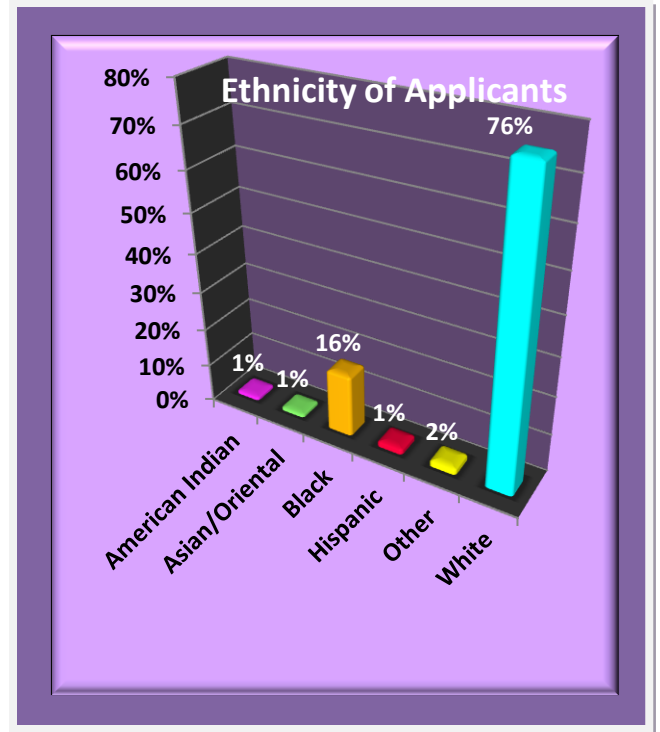
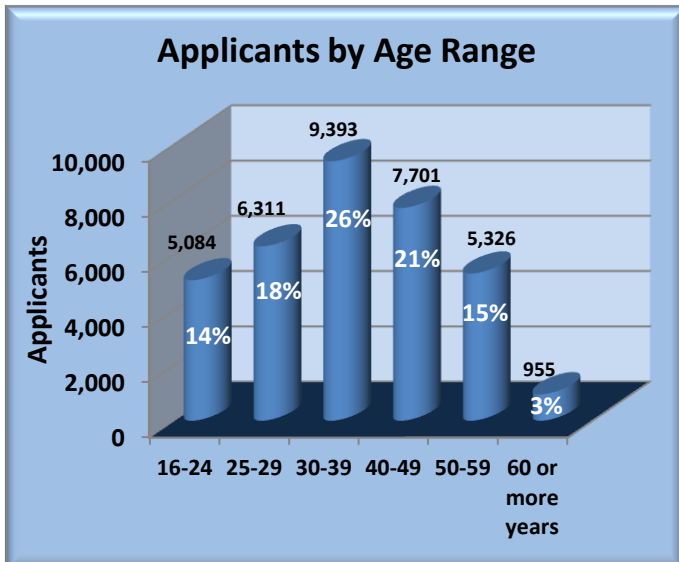
### General Application Data

FY14 Total Applicants	36,196
FY14 EASe Applicants	35,443
FY14 Total Applications for Job Classes	139,404
FY14 Job Classes Applied for Through EASe	136,425
FY14 Job Classes Applied for Using Paper Application	2,979
FY14 Applicants Registered Through EASe	15,077
Total Number of Applicants Registered Through EASe (05/02/05 through 06/30 of current FY)	243,050
Total Number of Merit UCP Job Classes	678
FY14 Total Classes Converted to EASe	2
Total Number of Classes Converted to EASe as of 06/30 of current FY	482 (71%)

The Division implemented a review process for select classes with straightforward minimum qualifications. This process inhibits applicants' names from being added to a given register until an analyst reviews their qualifications and confirms eligibility. This process was established to improve the quality of candidates certified to merit agencies.

*Many questions about EASe are covered in the FAQs about the system. Please visit the DOP's website for more information, including questions and answers about EASe, at [www.ease.mo.gov](http://www.ease.mo.gov)*

# Applicant Characteristic Survey Results



Data is based on the 36, 196 FY14 applicants who submitted the optional Applicant Characteristic Survey:  
 Age Range - 34,945 (1,251 applicants did not respond)      Ethnicity - 35,047 (1,149 applicants did not respond)  
 Gender - 35,397 (799 applicants did not respond)              Education Level - 35,317 (879 applicants did not respond)

# Employee Data by County



County	Residence	Work	County	Residence	Work
ADAIR	198	175	GASCONADE	182	30
ANDREW	282	23	GENTRY	96	59
ATCHISON	48	23	GREENE	1,307	1,788
AUDRAIN	607	704	GRUNDY	143	59
BARRY	154	108	HARRISON	126	36
BARTON	81	38	HENRY	156	78
BATES	109	73	HICKORY	54	42
BENTON	110	46	HOLT	77	23
BOLLINGER	93	32	HOWARD	131	29
BOONE	1,979	544	HOWELL	354	384
BUCHANAN	1,171	1,602	IRON	190	24
BUTLER	480	711	JACKSON	2,262	3,031
CALDWELL	267	30	JASPER	477	515
CALLAWAY	2,563	1,981	JEFFERSON	919	475
CAMDEN	270	162	JOHNSON	444	377
CAPE GIRARDEAU	730	743	KNOX	27	18
CARROLL	151	26	LACLEDE	196	152
CARTER	83	34	LAFAYETTE	591	629
CASS	258	177	LAWRENCE	346	375
CEDAR	159	95	LEWIS	45	34
CHARITON	98	22	LINCOLN	274	185
CHRISTIAN	444	146	LINN	220	61
CLARK	40	31	LIVINGSTON	395	549
CLAY	658	412	MCDONALD	46	38
CLINTON	418	1,236	MACON	315	321
COLE	6,831	13,818	MADISON	286	43
COOPER	353	386	MARIES	265	24
CRAWFORD	188	85	MARION	320	289
DADE	48	20	MERCER	24	22
DALLAS	107	37	MILLER	629	110
DAVISS	227	29	MISSISSIPPI	210	478
DEKALB	333	51	MONITEAU	695	352
DENT	189	87	MONROE	126	32
DOUGLAS	108	41	MONTGOMERY	185	118
DUNKLIN	212	183	MORGAN	267	44
FRANKLIN	579	272	NEW MADRID	157	96

# Employee Data by County (cont'd)

County	Residence	Work	County	Residence	Work
NEWTON	217	122	STE.GENEVIEVE	132	37
NODAWAY	256	294	ST. FRANCOIS	2,035	2,546
OREGON	56	28	ST. LOUIS COUNTY	3,870	3,662
OSAGE	913	17	SALINE	639	616
OZARK	62	41	SCHUYLER	43	17
PEMISCOT	105	113	SCOTLAND	41	50
PERRY	96	27	SCOTT	526	446
PETTIS	312	194	SHANNON	97	31
PHELPS	488	630	SHELBY	79	32
PIKE	466	590	STODDARD	308	130
PLATTE	239	78	STONE	102	49
POLK	148	98	SULLIVAN	32	29
PULASKI	262	85	TANEY	149	138
PUTNAM	40	23	TEXAS	489	565
RALLS	178	21	VERNON	313	383
RANDOLPH	389	542	WARREN	112	74
RAY	112	41	WASHINGTON	368	444
REYNOLDS	61	37	WAYNE	133	63
RIPLEY	107	39	WEBSTER	248	234
ST.CHARLES	874	676	WORTH	39	17
ST.CLAIR	53	22	WRIGHT	181	86
			ST. LOUIS CITY	1,728	2,988
STATE SUBTOTAL	26,060	27,901	STATE SUBTOTAL	24,201	23,557
SECOND COLUMN	24,201	23,557			
UNKNOWN	31	2			
OTHER CONVERSION	50				
OUT OF STATE	1,146	28			
TOTAL	51,488	51,488			

**Reside:** Number of active, non-temporary, > = .5% FTE's by county of residence as listed in the SAM II HR Payroll System, as of June 30, 2014.

**Work:** Number of active, non-temporary, > = .5% FTE's with work locations assigned to this county as of June 30, 2014.



# Number of Missouri State Employees: A Comparison between FY13 and FY14

Classified employees are those whose duties, responsibilities, qualifications and job titles that are prepared, adopted, maintained and administered by the Division of Personnel under the authority of the Personnel Advisory Board for Uniform Classification and Pay (UCP) System agencies. The UCP System applies to employees in nine "merit system" agencies and four other executive branch "non-merit" agencies.	Elected Officials and Non-UCP Agencies*			
	Agency	FY 13 Count	FY 14 Count	Loss/Gain
	Legislature	532	532	0
	Judiciary	3,270	3,259	11
	Public Defender	567	577	-10
	Governor	25	21	4
	Lt. Governor	5	5	0
	Secretary of State	236	227	9
	State Auditor	115	114	1
	State Treasurer	44	45	-1
	Attorney General	341	344	-3
	Conservation	1,402	1,382	20
	Elem & Sec Education**	1,709	1,743	-34
	Transportation	5,017	5,073	-56
	<b>TOTAL</b>	<b>13,263</b>	<b>13,322</b>	<b>-59</b>

\*Data is for employees listed as >=50% and permanent in the SAM II HR Payroll System

UCP Agencies	Classified				Unclassified				FY 14 Totals*	
	FY13	FY14	FY14%	Loss or Gain	FY13	FY14	FY14%	Loss or Gain	Total Count	Loss or Gain
Office of Adm.	1,876	1,638	94.35%	-238	94	93	5.36%	-1	1,736	-237
Agriculture	274	279	92.08%	5	25	23	7.59%	-2	303	4
Insurance	258	262	49.62%	4	258	265	50.19%	7	528	11
Economic Dev.	662	665	86.03%	3	100	108	13.97%	8	773	10
Higher Education**	0	0	0.00%	0	59	51	100.0%	-8	51	-8
Health & Sr. Serv	1,647	1,681	97.56%	34	44	41	2.38%	-3	1,723	29
Labor & Ind. Rel.	770	713	90.48%	-57	72	75	9.52%	3	788	-55
Mental Health	6,660	6,522	97.13%	-138	165	167	2.49%	2	6,715	-139
Natural Resources	1,432	1,388	96.52%	-44	54	50	3.48%	-4	1,438	-49
Public Safety**	2,215	2,244	47.35%	29	2,440	2,470	52.12%	30	4,739	55
Revenue	1,204	1,222	92.37%	18	90	94	7.11%	4	1,323	25
Social Services	6,866	6,859	97.85%	-7	138	145	2.07%	7	7,010	3
Corrections	10,638	10,846	98.25%	208	99	97	0.88%	-2	11,039	197
<b>TOTALS</b>	<b>34,502</b>	<b>34,319</b>	<b>89.9%</b>	<b>- 183</b>	<b>3,638</b>	<b>3,679</b>	<b>9.6%</b>	<b>41</b>	<b>38,166</b>	<b>- 154</b>

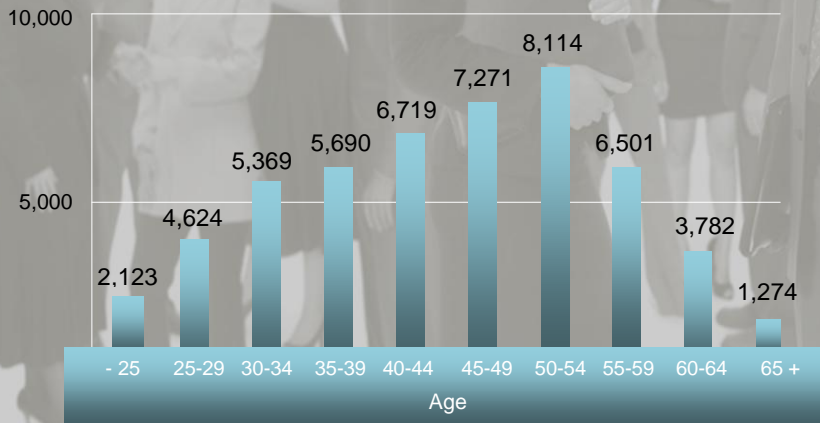
\* The total count and percentages for some agencies are higher than their combined number and percentage of classified and unclassified employees because some employees were not designated as either classified or unclassified in the SAM II HR Payroll System.

\*\* The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol civilian employees are not converted to the UCP System.

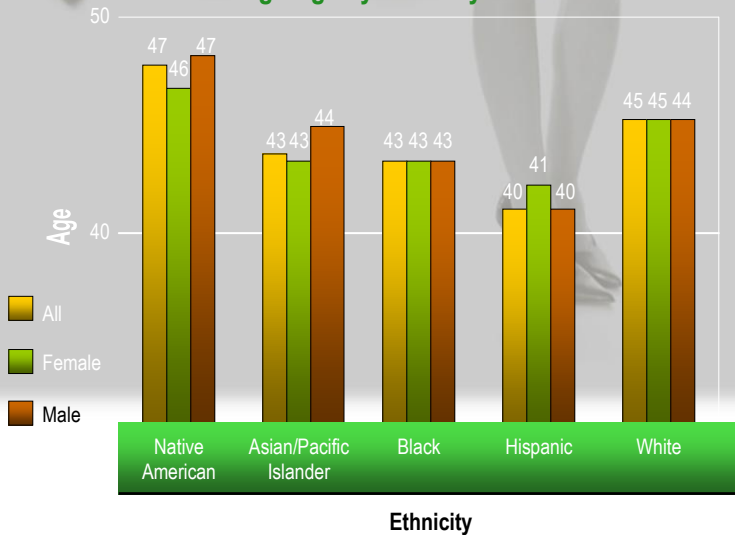
# Age

The most common age of a state employee is 51  
 2,123 state employees are under 25  
 17,806 state employees are under 40  
 32,387 state employees are between 40 and 64  
 1,274 state employees are 65 and older  
 The average age of a state employee is 45

Age Distribution of Missouri State Employees



Average Age by Ethnicity and Gender



AGENCY/ OFFICE	Average Age Employees Begin State Service by Agency	Average Age of Employees by Agency
Legislature	37	47
Judiciary	36	48
Public Defender	33	43
Governor	31	44
Lt. Governor	37	45
Secretary of State	33	45
State Auditor	30	40
State Treasurer	32	42
Attorney General	34	43
Office of Administration	32	46
Agriculture	34	47
Insurance	32	44
Conservation	31	44
Economic Development	36	49
Elem & Sec Education	36	47
Higher Education	34	46
Health & Senior Services	35	47
Transportation	31	44
Labor & Industrial Relations	34	47
Mental Health	34	44
Natural Resources	33	45
Public Safety	33	43
Revenue	31	42
Social Services	33	43
Corrections	35	45

**On average, employees begin state service when they are 34 years old.**

Data based on total >= 50% and permanent employee count of 51,488. 21 employees had an invalid or missing birthdate in the SAM II HR Payroll System. Of those with valid birthdays, 21 employees had invalid or no ethnicity listed.

**Note:** Entry age is calculated using the Leave Progression Start Date. Where the employee had a break in service, this date may not accurately reflect the actual date the employee entered state service.

**Native American = 47    Asian/Pacific Islander = 43    Black = 43    Hispanic = 40    White = 45**

# Gender

Agency	Employee Count	Females		Males	
		#	%	#	%
Legislature	532	255	47.9%	277	52.1%
Judiciary	3,259	2,517	77.2%	742	22.8%
Public Defender	577	336	58.2%	241	41.8%
Governor	21	10	47.6%	11	52.4%
Lt. Governor	5	1	20.0%	4	80.0%
Secretary of State	227	148	65.2%	79	34.8%
State Auditor	114	60	52.6%	54	47.4%
State Treasurer	45	30	66.7%	15	33.3%
Attorney General	344	211	61.3%	133	38.7%
Office of Administration	1,736	662	38.1%	1,074	61.9%
Agriculture	303	121	39.9%	182	60.1%
Insurance	528	318	60.2%	210	39.8%
Conservation	1,382	327	23.7%	1,055	76.3%
Economic Development	773	460	59.5%	313	40.5%
Elem & Sec Education	1,743	1,410	80.9%	333	19.1%
Higher Education	51	43	84.3%	8	15.7%
Health & Senior Services	1,723	1,420	82.4%	303	17.6%
Transportation	5,073	957	18.9%	4,116	81.1%
Labor & Industrial Rel	788	537	68.2%	251	31.9%
Mental Health	6,715	4,746	70.7%	1,969	29.3%
Natural Resources	1,438	589	41.0%	849	59.0%
Public Safety	4,739	2,318	48.9%	2,421	51.1%
Revenue	1,323	948	71.7%	375	28.3%
Social Services	7,010	5,688	81.1%	1,322	18.9%
Corrections	11,039	4,416	40.0%	6,623	60.0%
<b>TOTALS</b>	<b>51,488</b>	<b>28,528</b>		<b>22,960</b>	
<b>PERCENTAGES</b>		<b>55.4%</b>		<b>44.6%</b>	

Notes:

The employee count includes full-time (>=.5% FTE), "permanent" employees who have valid gender information entered in the SAM II HR/Payroll System, as of June 30, 2014.

# Ethnicity



## Ethnicity by Agency\*

Agency Description	Employee Count	Native American	%	Asian/Pacific Islander	%	Black	%	Hispanic	%	White	%
Legislature	532	2	0.38%	1	0.19%	36	6.77%	2	0.38%	485	91.17%
Judiciary	3,259	1	0.03%	5	0.15%	293	8.99%	25	0.77%	2,915	89.44%
Public Defender	577	1	0.17%	12	2.08%	40	6.93%	7	1.21%	514	89.08%
Governor	21	0	0.00%	0	0.00%	0	0.00%	0	0.00%	21	100.00%
Lt. Governor	5	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5	100.00%
Secretary of State	227	0	0.00%	4	1.76%	16	7.05%	1	0.44%	204	89.87%
State Auditor	114	1	0.88%	0	0.00%	3	2.63%	2	1.75%	108	94.74%
State Treasurer	45	0	0.00%	0	0.00%	3	6.67%	0	0.00%	42	93.33%
Attorney General	344	3	0.87%	4	1.16%	16	4.65%	4	1.16%	317	92.15%
Office of Administration	1,736	7	0.40%	23	1.32%	107	6.16%	6	0.35%	1,588	91.47%
Agriculture	303	2	0.66%	2	0.66%	9	2.97%	0	0.00%	290	95.71%
Insurance	528	1	0.19%	3	0.57%	30	5.68%	2	0.38%	492	93.18%
Conservation	1,382	8	0.58%	5	0.36%	38	2.75%	5	0.36%	1,325	95.88%
Economic Development	773	9	1.16%	14	1.81%	112	14.49%	7	0.91%	630	81.50%
Elem & Sec Education	1,743	4	0.23%	11	0.63%	192	11.02%	10	0.57%	1,525	87.49%
Higher Education	51	0	0.00%	0	0.00%	3	5.88%	0	0.00%	48	94.12%
Health & Senior Services	1,723	5	0.29%	23	1.33%	175	10.16%	17	0.99%	1,503	87.23%
Transportation	5,073	82	1.62%	25	0.49%	308	6.07%	51	1.01%	4,589	90.46%
Labor & Industrial Relations	788	5	0.63%	6	0.76%	65	8.25%	8	1.02%	704	89.34%
Mental Health	6,715	14	0.21%	102	1.52%	2,021	30.10%	64	0.95%	4,500	67.01%
Natural Resources	1,438	2	0.14%	16	1.11%	38	2.64%	7	0.49%	1,370	95.27%
Public Safety	4,739	26	0.55%	45	0.95%	445	9.39%	49	1.03%	4,173	88.06%
Revenue	1,323	6	0.45%	24	1.81%	66	4.99%	15	1.13%	1,212	91.61%
Social Services	7,010	34	0.49%	33	0.47%	1,169	16.68%	79	1.13%	5,682	81.06%
Corrections	11,039	25	0.23%	43	0.39%	703	6.37%	109	0.99%	10,148	91.93%
<b>TOTALS</b>	<b>51,488</b>	<b>238</b>	<b>0.46%</b>	<b>401</b>	<b>0.78%</b>	<b>5,888</b>	<b>11.44%</b>	<b>470</b>	<b>0.91%</b>	<b>44,390</b>	<b>86.21%</b>

<b>2.15%</b> Hispanic, Asian Pacific Islander and Native American Descent	<b>11.44 %</b> Black	<b>86.21%</b> White
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\* 101 employees have unknown ethnicity designated in the SAM II HR Payroll System, as of June 30, 2014.  
Active, non-temporary, >= 0.5 FTE as of 6/30/14

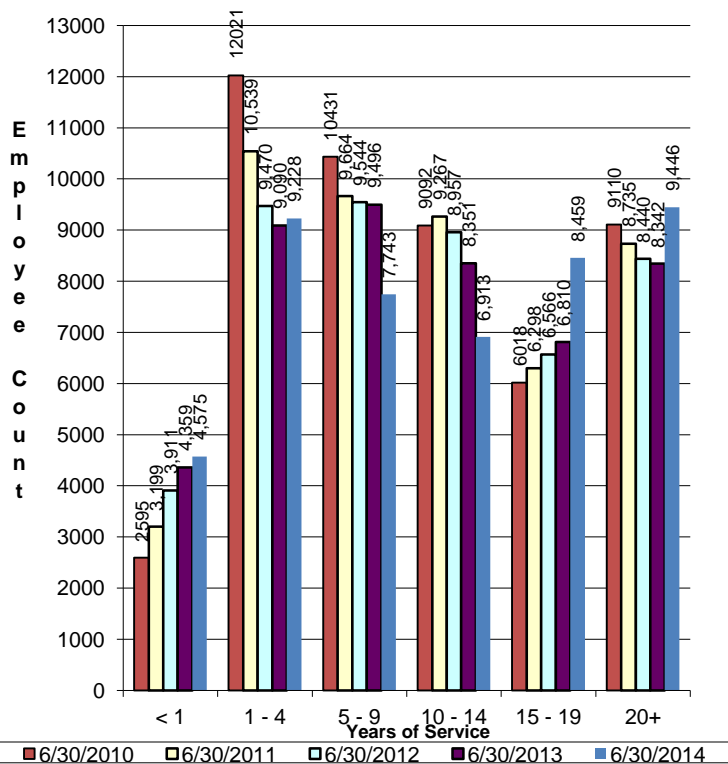
# Length of State Service

The average length of state service on 06/30/14 was 11 years and 05 months  
 The average length of state service on 06/30/13 was 11 years and 06 months  
 The average length of state service on 06/30/12 was 11 years and 07 months  
 The average length of state service on 06/30/11 was 11 years and 07 months  
 The average length of state service on 06/30/10 was 11 years and 04 months



Approximately **30%** of the workforce has been employed with the state less than **5 years**

Comparison of Years of Service Categories



Average Years/Months of Service for Executive Branch Agencies

Agency	Year/Month
Office of Administration	14/08
Agriculture	13/03
Insurance	12/01
Conservation	13/11
Economic Development	13/05
Elem & Sec Education	11/01
Higher Education	12/05
Health & Sr. Services	12/02
Transportation	13/05
Labor & Ind Relations	12/11
Mental Health	09/01
Natural Resources	13/02
Public Safety	10/08
Revenue	12/05
Social Services	11 yrs
Corrections	10/04

Service data based on the following employee totals:  
 06/30/10 – 49,267 . 06/30/11 – 47,702 . 06/30/12 – 46,888 . 06/30/13 – 46,448 . 06/30/14 – 46,364

Data was counted for EXECUTIVE BRANCH full-time (>=.50% FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System

# Classification and Pay Systems

## Uniform Classification and Pay

The majority of employees in Executive Branch agencies are under the Uniform Classification and Pay (UCP) System. The UCP System was established under Chapter 36, RSMo, and is under the direction of the Office of Administration, Director of Personnel and the Personnel Advisory Board.

The UCP System provides for a coordinated classification and compensation policy, which promotes consistent compensation practices among participating state departments. A majority of state agencies are already part of the UCP System.

## Exclusions

Employees in the Departments of Conservation, some employees of Elementary and Secondary Education, Transportation and state colleges and universities, as well as uniformed members of the Highway Patrol are not part of the UCP System. Members and employees of the Legislative and Judicial Branches and other elected officials are also excluded from the UCP System.

Uniform Classification and Pay System (UCP)		
Merit System Agencies	Non-Merit System Agencies	Non-Merit & Non-UCP
Office of Administration Department of Agriculture Land Survey <sup>1</sup> Department of Corrections Department of Economic Development Housing Development Commission Public Counsel Business & Community Services – Labor Market Information Team Workforce Development Division of Energy <sup>1</sup> Tourism Department of Health and Senior Services Department of Labor and Industrial Relations Administration Operations Employment Security Labor Standards (partially Merit) Fraud & Non-compliance Unit (Division of Workers Compensation) Department of Mental Health Department of Natural Resources Department of Public Safety SEMA Capitol Police Veterans Commission Department of Social Services	Department of Agriculture Department of Elementary and Secondary Education <sup>2 and 3</sup> Department of Economic Development Administrative Services Arts Council Business & Community Services Public Service Commission Women's Council Department of Higher Education (Coordinating Board only) <sup>2</sup> Department of Insurance, Financial Institutions and Professional Registration Professional Registration Department of Labor & Industrial Relations Commission on Human Rights Labor & Industrial Relations Commission Labor Standards (partially Non-Merit, UCP) Workers Compensation Department of Public Safety Adjutant General Fire Safety Gaming Commission Alcohol & Tobacco Control Office of Director MSHP Civilian Employees <sup>2</sup> Department of Revenue Lottery Commission State Tax Commission	Office of Administration Ethics Commission Department of Conservation Department of Elementary and Secondary Education <sup>3</sup> Department of Insurance, Financial Institutions and Professional Registration Financial Examiners Market Conduct Examiners Division of Finance Division of Credit Unions Department of Public Safety MSHP Uniformed Members Department of Transportation Non-Executive Branch Elected Officials Legislative Branch Judicial Branch State Public Defender State Colleges & Universities

Functions and Services Provided by the Division of Personnel		
Merit System Agencies	Non-Merit UCP Agencies	Non-Merit & UCP <sup>4</sup>
Certification, Selection, Appointment, Probation, Classification and Pay Hours of Work, Overtime, Leave Political Activity Performance Appraisal Mgmt & Supervisory Training Labor Relations Coordination Separation, Suspension, Dismissal for Cause and Appeals MAIRS, EASe, Administration and Reporting SAM II HR/Payroll Table Maintenance, Reporting and Agency Assistance	Classification and Pay Hours of Work, Overtime, Leave Performance Appraisal Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal <sup>5</sup> SAM II HR/Payroll Table Maintenance, Reporting and Agency Assistance	Hours of Work, Overtime, Leave Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal <sup>5</sup> SAM II HR/Payroll Table Maintenance, Reporting and Agency Assistance

<sup>1</sup> Land Survey and Division of Energy became non-merit in August 2013 as the result of House Bill 28 and Executive Order 13-03. Employees possessing merit status prior to these transfers remain covered under such provisions until such time that existing employment ends or employees voluntarily elect to change positions.

<sup>2</sup> Department of Elementary and Secondary Education, Coordinating Board for Higher Education and Highway Patrol Civilian employees have not yet fully been converted to the UCP System.

<sup>3</sup> Attorney General's Opinion #120-91 indicates that constitutional provisions exempt "professional" employees from UCP coverage.

<sup>4</sup> Hours of Work, Overtime and Leave apply to Executive Branch agencies. Non-executive agencies for the most part follow suit. Provisions on Hours of Work, Overtime, Leave and Appeals of Dismissal do not apply to colleges and universities.

<sup>5</sup> RSMo 36.390 7.) The provisions for appeals provided for dismissals of regular merit employees may be adopted by non-merit agencies of the state for any or all employees of such agencies. 8.) Agencies not adopting the provisions for appeals shall adopt dismissal procedures substantially similar to those provided for merit employees. However, these procedures need not apply to employees in policy-making positions, or to members of military or law enforcement agencies.

# Employee Pay Distribution

Pay Distribution of Employees by Agency as of June 30, 2014  
Based on full-time (100% FTE), salaried, permanent employees



Agency and Employee Count	\$5000- \$19999	\$20000 \$29999	\$30000 \$39999	\$40000 \$49999	\$50000 \$59999	\$60000 \$69999	\$70000 \$79999	\$80000 \$89999	\$90000 \$99999	Greater Than \$100000	
Legislature	506	1	70	249	79	42	33	18	11	3	0
Judiciary	3,076	0	1,304	671	255	365	49	13	5	5	409
Public Defender	568	1	110	124	89	50	133	46	6	4	5
Governor	21	0	1	0	3	4	1	1	2	1	8
Lt. Governor	5	0	0	1	0	0	2	1	1	0	0
Secretary of State	225	0	68	82	42	14	4	5	5	4	1
State Auditor	114	0	1	26	42	10	17	6	8	2	2
State Treasurer	44	0	15	9	11	2	0	2	2	2	1
Attorney General	338	0	18	94	76	65	28	27	7	13	10
Office of Administration	1,723	0	276	473	426	270	151	90	20	9	8
Agriculture	299	0	34	156	54	23	14	7	5	4	2
Insurance	513	0	99	133	60	45	51	61	40	18	6
Conservation	1,378	0	220	320	467	201	97	52	14	3	4
Economic Development	772	0	123	225	195	104	65	27	13	9	11
Elem & Sec Education	939	0	160	206	314	196	37	15	0	8	3
Higher Education	51	0	5	18	13	6	3	4	0	1	1
Health & Senior Services	1,715	0	260	663	443	226	79	29	10	1	4
MODOT	5,057	0	558	2,432	1,051	601	239	98	35	15	28
Labor & Industrial Relations	782	0	125	406	122	57	18	9	5	2	38
Mental Health	6,589	18	3,906	1,397	510	387	193	80	34	20	44
Natural Resources	1,395	0	271	458	407	168	55	24	8	2	2
Public Safety	4,656	23	1,566	1,017	720	526	332	345	72	46	9
Revenue	1,315	0	733	293	143	64	53	11	10	2	6
Social Services	6,966	0	2,396	3,794	585	74	61	25	17	6	8
Corrections	10,954	0	5,875	4,312	599	102	36	17	10	2	1
<b>Employees by Salary Level</b>	<b>43</b>	<b>18,194</b>	<b>17,559</b>	<b>6,706</b>	<b>3,602</b>	<b>1,751</b>	<b>1,013</b>	<b>340</b>	<b>182</b>	<b>611</b>	
<b>% of Employees by Salary Level</b>	<b>0.09%</b>	<b>36.39%</b>	<b>35.12%</b>	<b>13.41%</b>	<b>7.20%</b>	<b>3.50%</b>	<b>2.03%</b>	<b>0.68%</b>	<b>0.36%</b>	<b>1.22%</b>	
<b>Cumulative Totals by Salary Level</b>	<b>43</b>	<b>18,237</b>	<b>35,796</b>	<b>42,502</b>	<b>46,104</b>	<b>47,855</b>	<b>48,868</b>	<b>49,208</b>	<b>49,390</b>	<b>50,001</b>	
<b>Cumulative % by Salary Level</b>	<b>0.09%</b>	<b>36.47%</b>	<b>71.59%</b>	<b>85.00%</b>	<b>92.21%</b>	<b>95.71%</b>	<b>97.73%</b>	<b>98.41%</b>	<b>98.78%</b>	<b>100.0%</b>	

# Executive Branch Turnover by Agency

Agency	Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Reasons for Leaving Employment				
					Resigned Agency (*)	Resigned State (**)	Dismissals	Retirement	Other
Office of Administration	1,850.5	11.2%	5.8%	207	51	56	11	82	7
Agriculture	300.5	16.6%	10.3%	50	4	27	1	13	5
Insurance	521.5	16.5%	11.7%	86	25	36	4	15	6
Conservation	1,391.0	6.3%	2.4%	88	34	0	10	37	7
Economic Development	769.0	17.0%	10.1%	131	38	40	5	29	19
Elem & Sec Education	1,721.0	12.4%	6.9%	213	77	42	14	74	6
Higher Education	54.5	27.5%	25.7%	15	5	9	0	1	0
Health & Senior Services	1,709.0	14.3%	8.4%	245	35	108	18	62	22
MODOT	5,041.5	9.7%	4.8%	487	9	234	54	166	24
Labor & Ind. Relations	815.0	14.2%	9.0%	116	26	47	9	22	12
Mental Health	6,805.5	24.7%	14.7%	1,678	408	591	419	205	55
Natural Resources	1,458.5	14.3%	6.3%	209	86	6	6	58	53
Public Safety	4,731.0	18.2%	10.6%	862	225	277	223	125	12
Revenue	1,310.0	15.3%	10.8%	201	43	98	24	35	1
Social Services	6,997.0	18.8%	14.2%	1,317	184	811	53	251	18
Corrections	10,930.5	14.0%	9.6%	1,525	93	959	147	311	15
<b>TOTALS</b>	<b>46,406.0</b>	<b>16.0%</b>	<b>10.1%</b>	<b>7,430</b>	<b>1,343</b>	<b>3,341</b>	<b>998</b>	<b>1,486</b>	<b>262</b>
<b>Percent Turnover by Reason (###)</b>					<b>2.9%</b>	<b>7.2%</b>	<b>2.2%</b>	<b>3.2%</b>	<b>0.6%</b>

**Report Footnotes:**

(\*) "Resigned Agency" indicates the employee resigned from one agency and was employed by another agency.

(\*\*) "Resigned State" indicates the employee resigned from state government entirely.

These two columns represent "voluntary" turnover for the state.

(\*\*\*) "Other Terminations" indicate such separation reasons as End of Appointment, End of Term, Layoff, Deceased, etc.

Personnel Actions designating the "Reasons for Leaving Employment" were counted for the period July 1, 2013 through June 30, 2014. Data was counted for full-time (>=50% FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System.

"Total Full Time Employees" = July 1, 2013 Employee Count + June 30, 2014 Employee Count divided by 2.

"Total Turnover Percentage" = "Total Separation Actions" divided by "Total Full Time Employees".

### Effective with the reports for the quarter ending 3/31/2005, please note a change to the calculated turnover percentage by Personnel Action (PACT). Previously, the percentage turnover rate for each Personnel Action was calculated as a percentage of the total turnover ... so that the percentages by Personnel Action added up to 100%. That calculation has been changed to reflect the actual turnover percentage by Personnel Action ... so the percentages by Personnel Action add up to the Total Turnover Percentage.





# Retirements

## Employees Eligible for Retirement by Agency and Year

Source: Missouri State Employees Retirement System (MOSERS) and MoDOT (Transportation) and Patrol Employees Retirement System (MPERS)

Agency	Year Eligible for Retirement					Total	% Total Ees	% Agency
	2014	2015	2016	2017	2018			
Corrections	359	362	318	351	391	1,781	3.5%	16.1%
Social Services	208	195	201	189	241	1,034	2.0%	14.8%
Revenue	53	49	32	32	42	208	0.4%	15.7%
Public Safety	51	58	70	52	64	295	0.6%	6.2%
Natural Resources	47	71	58	42	70	288	0.6%	20.0%
Mental Health	195	243	203	194	203	1,038	2.0%	15.5%
Labor and Industrial Relations	35	31	23	20	26	138	0.3%	17.5%
Health and Senior Services	60	71	60	60	73	324	0.6%	18.8%
Higher Education	2	0	2	1	2	7	0.0%	13.7%
Elementary and Secondary Education	60	55	69	46	55	285	0.6%	16.4%
Economic Development	38	38	25	29	34	164	0.3%	21.2%
Conservation	49	54	64	38	50	255	0.5%	18.5%
Insurance	16	20	16	16	19	87	0.2%	16.5%
Agriculture	14	10	17	21	8	70	0.1%	23.1%
Office of Administration	73	87	87	91	90	670	1.3%	38.6%
Attorney General	6	5	10	11	15	47	0.1%	13.7%
State Treasurer	1	1	1	1	0	4	0.0%	8.9%
State Auditor	2	2	1	3	3	11	0.0%	9.6%
Secretary of State	11	5	9	3	5	33	0.1%	14.5%
Lt. Governor	0	0	0	0	0	0	0.0%	0.0%
Governor	1	2	1	0	0	4	0.0%	19.0%
Public Defender	14	23	15	22	25	99	0.2%	17.2%
Judiciary	98	126	94	123	110	551	1.1%	16.9%
Legislature	12	14	13	7	15	123	0.2%	23.1%
<b>MOSERS Total</b>	<b>1,398</b>	<b>1,523</b>	<b>1,393</b>	<b>1,370</b>	<b>1,541</b>	<b>7,225</b>	<b>14.0%</b>	
<b>MPERS Total</b>	<b>832</b>	<b>249</b>	<b>242</b>	<b>264</b>	<b>254</b>	<b>1,841</b>	<b>3.6%</b>	
<b>Grand Total</b>	<b>2,230</b>	<b>1,772</b>	<b>1,635</b>	<b>1,634</b>	<b>1,795</b>	<b>9,066</b>	<b>17.6%</b>	

\*Data includes active employees eligible to retire on June 30, 2014. Many of these employees were previously eligible to retire.

# Labor Relations

**22,567 state employees (39.4% of the workforce) are represented by various labor organizations**

At the end of FY14, **22,567** state employees (**39.4%** of the workforce) were represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented by 11 different bargaining units in which they share a community of interest with the other employees within their bargaining unit. The distribution of these bargaining units along with the number and percent of union members and non-members is listed below.

## Distribution of Union Representation and Membership

Labor Organization	Bargaining Unit	Total Represented Employees	Number of Members		Number of Non-Members	
			% of Total Represented Employees	% of Total Represented Employees	% of Total Represented Employees	% of Total Represented Employees
AFSCME	Patient Care Support	4,336	998	23%	3,338	(77%)
AFSCME	Craft and Maintenance	2,190	169	(8%)	2,021	(92%)
SEIU	Probation and Parole Officers I/II/III	1,225	165	(13%)	1,060	(87%)
SEIU	Patient Care Professionals	824	63	(08%)	761	(92%)
SEIU	Probation and Parole Assistants I/II	226	30	(13%)	196	(87%)
CWA	Social Services	5,336	794	(15%)	4,542	(85%)
CWA	Health & Senior Services	667	51	(08%)	616	(92%)
MOCOA	Corrections Officers	5,344	2,141	(40%)	3,203	(60%)
**IAFF	Firefighters (Adjutant General)	**	**	**	**	**
IUOE	Operating Engineers (MoDOT)	2,419	37	(02%)	2,382	(98%)
*MFT	Elementary & Secondary Education	*	*	*	*	*
<b>TOTALS</b>		<b>22,567</b>	<b>4,448</b>	<b>(20%)</b>	<b>18,119</b>	<b>(80%)</b>

**Labor Organizations:**

AFSCME: The American Federation of State, County and Municipal Employees, Council 72

SEIU: Service Employees International Union, Local 1

CWA: Communication Workers of America, Local 6355

MOCOA: Missouri Corrections Officers Association

\*\*IAFF: International Association of Firefighters

IUOE: International Union of Operating Engineers

\*MFT: Missouri Federation of Teachers

\*Data for the Missouri Federation of Teachers (MFT) bargaining unit is currently unavailable as there is question as to which classifications within the Department of Elementary and Secondary Education should be included in this particular bargaining unit. No current labor agreement is in place for this bargaining unit.

\*\* Data for the International Association of Firefighters (IAFF) bargaining unit is currently unavailable. This bargaining unit has not had an existing labor agreement in place since 2004 and the Office of Administration no longer has a valid point of contact for this particular bargaining unit.

# STATE OF MISSOURI **Center** FOR **MANAGEMENT** AND **Professional Development**

**Igniting the talent and passion of Missouri's workforce through innovative training programs and employee enrichment**

*"We inspire current and potential leaders on their journey to excellence."*

The Center for Management and Professional Development (Center) within the Division of Personnel exists to help Missouri state and local government and private sector businesses cultivate and enhance the leadership, interpersonal and technical skills of current and future leaders and front-line employees through the delivery of innovative, participant-centered training

## **LEADERSHIP AND INTERPERSONAL SKILLS TRAINING**

The Center's leadership and interpersonal communication skills programs prepare individuals to handle the challenges in today's demanding workplace that left unresolved can potentially derail any team's success. In addition to creating and providing customized workshops and webinars, the Center also provides training programs developed by universities, contract professionals, and other world class training leaders that include *Achieve Global*, *Development Dimensions International*, *The Institute for Management Studies (IMS)*, *The Center for Leadership Studies*, *FranklinCovey*, and others.

## **TECHNICAL AND COMPUTER SKILLS TRAINING**

The Center's technical and computer skills programs help learners increase their proficiency in Microsoft Office programs and other specialized software applications; and provide IT training for applications, languages, operating systems or other systems shared by multiple state agencies. In addition, the Center's computer training labs allow other organizations to bring their employees together in a pre-prepared training environment to increase staff proficiency in specialized or organizational specific software programs.

Together, the Center provides a "one-stop-shop" from which critical skills can be obtained for employees at all levels in any organization, and a customer focused support structure to effectively manage the training process.

## **STATEWIDE RECOGNITION PROGRAM ADMINISTRATION**

The Center also administers statewide recognition programs that promote employee well being, and a sense of satisfaction and accomplishment in the work all employees do to serve Missouri citizens. These programs include: State Employee Recognition Week, State Employee of the Month, Missouri State Employee Awards of Distinction, In the Spotlight employee recognition website, and the Governor's Award for Quality and Productivity. The Center also oversees the Missouri Relies on Everyone (MoRE) State Employee Suggestion System, and the WeSave State Employee Discount Program.

More information about these programs can be found throughout this report.

# The Center for Management and Professional Development Training in FY 14

Throughout FY14, the Center provided a diverse selection of training opportunities for supervisors, managers and employees.

## Workshops and Webinars

In addition to classroom training in both Jefferson City and regional areas across the state, the Center continued to use a variety of training solutions to reach employees in more efficient and cost effective ways. The Center provided *LiveClicks* webinars powered by Franklin Covey content and offered their own *Advantage* brand webinars to increase the number of webinar options for customers.

The Center's Computer Training Labs (equipped with computer work stations for each learner and supported by the Center) were also invaluable to other agencies as an additional resource to provide agency specific training to their employees in a cost effective manner.

## On-Demand Learning

As a companion to live workshops and webinars, the Center championed the use of **MyQuickCoach**, an online coaching system that brings leadership advice from respected "thought leaders" directly to an employee's computer desktop. To promote the system and provide ongoing learning to customers, free periodic video lessons were sent via email throughout the year to individuals on the Center's email distribution list. The Center also offered **Insights On Demand**, another online system that turns popular leadership videos from Franklin Covey programs into self-paced "on demand" web-based courses for individuals looking to build or reinforce the critical skills of great leadership, effectiveness and productivity. Additionally, new in FY14, the Center implemented its own **Study Hall Series** of online videos lessons combined with individual participant guides, and the opportunity to contact the Center to discuss the information contained in each lesson. All of these programs are available 24/7 to employees who have computer access.

## Executive Development

To further executive level development, the Center continued to sponsor membership to the **Institute for Management Studies (IMS)**, an international educational and professional development organization offering programs each month in Kansas City and St. Louis conducted by leading practitioners and authorities in management.

## Succession Planning

To aid agencies and organizations in their succession planning efforts, the Center created a new 1-day program entitled, **The Leader In You**, an experiential workshop for employees considering a supervisory position. Participants are introduced to the challenges and opportunities of being a supervisor through the application of discussion and activities in specific content areas. Participants leave with information to help them decide if becoming a supervisor is the next "right" career move for them.

## Solutions E-Magazine

To compliment all training programs, the Center continued to publish its on-line **Solutions** magazine, which disseminates practical information to help managers develop the best in themselves and in those who work with and for them. *Solutions* is published throughout the year in PDF format at [www.training.ia.mo.gov/Solutions.pdf](http://www.training.ia.mo.gov/Solutions.pdf).

## Training Tidbits:

**In FY14, the Center provided or sponsored a total of 356 training programs and webinars attended by 4,894 people.**

Includes 762 people who attended 37 classes held by other agencies using the Center's computer training lab

The Center's Computer and Technical Training section continued to offer a large variety of computer training programs and Microsoft Office desktop classes – as well as developing six (6) new SAM II HR programs to better serve and support agency HR staff across the state. Staff also implemented an *Open Lab* concept to allow employees to work with a staff trainer on specific "real-world" projects they were responsible for back at work.

During FY14, the Center offered two Special Invitation Leadership Series Seminars specifically designed to allow larger groups of participants to interact with their counterparts in other agencies and organizations. Sessions included *"Don't Let Work Get Your Goat"* with national speaker Andy Masters; and *"Managing the Generational Mix"* with generational expert Haydn Shaw.

To reach an ever increasing diverse group of customers from state agencies and other government and private sector organizations, the Center utilized the Constant Contact email system to "spread the word" about the Center and our large variety of training solutions. This practice expanded our scope and customer base.

The Center typically offers over **80** leadership and communication skills programs and webinars, and nearly **50** computer training classes and webinars to develop specific individual competencies.

For a complete list and description of each program and webinar, visit [www.training.ia.mo.gov](http://www.training.ia.mo.gov)

# Agency Training Reports

## The Management Training Rule

Chapter 36 prescribes that the Division of Personnel will develop, initiate and implement a central training program for executive, managerial and supervisory development in Missouri state government.

The Management Training Rule (1 CSR 20-6.010) establishes guidelines and standards for training management and supervisory staff in state government (other than elective offices and institutions of higher learning). The Rule affirms that the professional development of supervisors and managers is of paramount importance to the continuous improvement of individuals and agencies. The Rule requires a new supervisor or manager to complete a minimum of 40 hours of training within his or her first year in the position; and thereafter at least 16 hours of continuing competency-based training each year. The Rule provides a framework for developing and maintaining 24 specific leadership competencies consistent with the mission of each department and specific job responsibilities of each employee.

Each year, the Division of Personnel requests state agencies to provide information about the development of their managers and supervisors to include in this report. This combined report reflects data received from Executive Branch agencies that responded to our request.

It should be noted that all state agencies, regardless of their inclusion in this report strive to provide training for managers and supervisors (and employees in general) throughout the year.

## Agriculture

In FY14 100% of the agency's managers and supervisors were compliant with the Management Training Rule. The agency provides access to on-line training programs that are cost effective, and allow employees to receive other training as it fits their work schedule. Employees also have the opportunity to participate in training provided by the Office of Administration, other professional organizations, conferences, and other continuing education options as resources allow.

## Conservation

In FY14 over 300 supervisors and managers attended training to include *Supervisory 101*, *Supervisory Liability, Policies and Procedures*, and *Performance Management*. The agency's Professional Development Academy continued to provide training opportunities for managers and supervisor to ensure they are successful in their roles. The agency also has a partnership with the Missouri Training Institute to assist in achieving this goal by providing Manager and Supervisor Certificate programs.

## Corrections

During FY14 the department had 91% of newly promoted supervisors and managers complied with Training Rule requirements. Regional management trainers presented 199 supervisory and management courses attended by 4,347 participants. Eighty-one percent (81%) of tenured supervisors and managers attended a minimum of 16 hours of management training. In addition, many supervisors and managers attended outside programs presented by OA and other organizations. During FY14, the department partnered with the National Institute of Corrections (NIC) to conduct several webinars on *Psychological Capital* and *Unleash Your Leadership Competency Potential*. These classes were virtual instructor-led partnering NIC instructors virtually with DOC instructors on site. The department also had NIC on site to deliver a 3-part program titled *Management Development for the Future*. This program focused on building skills in mid-level managers that will assist them in becoming future leaders in the department. Unfortunately, budget constraints required the department to suspend several training programs in FY14. However, the department plans to offer those programs again during FY15.

## Economic Development

The Department of Economic Development (DED) is comprised of several administrative entities.

- **Type I: Administrative Services, Business and Community Development and Workforce Development** reports 99% of their supervisory and management personnel met or exceeded the Training rule requirement for FY14. In FY14 HR developed and delivered in-house training courses and webinars that included: *Mastering the Challenging Working Environment*, *PERforM*, *Documenting Along the Way*, and *The Art of Internal Interviewing*. A one-day department *Basic Supervision* program was also developed and delivered to field supervisors.
- **Type II and III: Missouri Arts Council, Office of Public Counsel, Public Service Commission, and Tourism** reported that 91% of their management personnel met or exceeded the Rule requirements during FY14. The Public Hearing Commission will continue to focus on industry and technical training specific to the Utility Industry.
- **The Missouri Housing Development Commission** reports that 90% of management staff met or exceeded the Rule requirements.

## Elementary and Secondary Education

In FY14 approximately 41% of managers and supervisors were compliant with the Training Rule. The department's focus remains on key areas of *Customer Service*, *Accountability*, *Problem Solving* and *Team Work*. Training on demand webinar's available via the department's intranet site include *Sexual Harassment*, *Stress Management*, and *Time Management*. The department also continues to work closely with OA Center for Management and Professional Development.

## Agency Training Reports – Continued

### Higher Education

During FY14, the department was 86% compliant with the Training Rule. On average, management and supervisory staff completed 21 hours of management training. It is the department's goal to be 100% compliant in FY15.

### Health and Senior Services

During FY14, 72% of the agency's managers and supervisors complied with the requirements of the Training Rule. The agency offered over 68 instructor-lead courses attended by 1,329 participants. New supervisors and managers attended several training courses that included: *Basic Supervision, Cultural Sensitivity, Sexual Harassment Awareness, Coaching and Difficult Conversations*, and *Performance and Documentation*. Management staff also completed, "Journey to Improvement," a performance management/quality improvement course. The department also completed its fourth session of *Next Step: Leadership*, a leader development program that provides key operational information and skills to enhance supervisory and managerial effectiveness.

### Insurance, Financial Institutions & Professional Registration

In FY14 91% of managers and supervisors were compliant with the Training Rule. In FY15, the agency plans to encourage staff to review policy regarding training, tuition reimbursement, and CEUs, as well as web-based training to foster an atmosphere of continuing growth and development. The agency is also in the process of developing a leadership development coordinator that will encourage new managers to take a core group of supervisory training to complete the 40 hour Training Rule requirement. New managers will also be guided through a 4-year program, and upon completion will receive a diploma/certificate. The agency also continues to provide yearly on-line *Diversity and Sexual Harassment Preventing* training to all staff.

### Labor & Industrial Relations

In FY14, 84% of managers and supervisors complied with the Training Rule. The department offered 150 continuing and new training opportunities for staff that included: *Basic Supervision, Hiring for Success, Employee Accountability, PERforM, Interviewing, Business Writing, Change Management, Insights Discovery Profile, Computer Skills*, and more. The department's *Leadership Development Program (LDP)* continues to be successful in preparing staff for future leadership opportunities.

### Mental Health

During FY14, the agency continued to use the Missouri Employee Learning System (MELS) to offer all active employee access to a variety of learning programs. During FY14, system use more than doubled from 407 to 911. The agency designates 28 required and accredited courses department/division wide as consumer safety training programs. In FY 14, there were 114,453 successful course completions. Software updates planned for FY15 will expand the agency's ability to create more on-line training options.

### Natural Resources

In FY14, 87% of supervisors and managers were in compliance with the Training Rule; and over 96% of managers and supervisors completed training in critical leadership competencies. A wide variety of learning opportunities in such areas as *Civil Rights and Diversity, Business Writing*, and *Effective Meetings* were well attended. Forty-five managers and supervisors also attended a week long *Basic Orientation for Supervisors*, ensuring 100% compliance with the 40-hour training requirement for new supervisors. The department continued its commitment to providing employees opportunities for growth and development through their *Leadership Ladder* program with 30 graduates. In FY15, the department will continue to provide valuable, relevant learning opportunities in such training as *Interviewing Skills, Employee Engagement, Trust*, and *Verbal Judo*.

### Office of Administration

In FY14 approximately 40% of identified executives, managers, and supervisors complied with the requirements of the Training Rule. Because the agency believes training is often underreported, during the coming year, HR staff will work more closely with each OA division to communicate what type of learning events actually apply to the Rule, and to encourage better documentation and reporting accuracy. While the agency continues to take steps to make training courses more convenient and available to staff while increasing employee awareness of training opportunities and the benefits of continued learning, budgetary restrictions continue to have an impact on some training efforts.

### Public Safety (Missouri Veterans Commission)

In FY14, 96% of all supervisors and managers were in compliance with the Training Rule. During FY14, the Commission continued the use of core leadership training sets for new managers and supervisors. During the Commission's Annual Leadership Conference, training was provided on *Performance Management, The OLIVE Program (Outcome, Lead, Inspire, Validate, Encourage)*, and *Supervisory Accountabilities (Dealing with Diversity, Discrimination, Impairment, Harassment and Liability), Leadership On Fast Forward*, and *Improving Performance (Turnaround versus Turnover)*. The Commission continues to take advantage of webinar training to facilitate training remotely to managers and supervisors in the field and to reduce travel costs.

## Agency Training Reports – Continued



### Revenue

In FY14, 100% of managers and supervisors were in compliance with the Training Rule. The department provided hard and soft skills training to 2,994 participants in learning areas that included: *Professionalism, Plain Language, Supervising Every Generation, Telephone Collector Techniques, and Fiscal Notes*. New training planned for FY15 includes a *Leadership Development Program, Quality Performance Management, Time Management, Confidentiality, Discrimination and Harassment Prevention, and Diversity*.

### Lottery

In FY14, 100% of managers and supervisors were compliant with the Training Rule. All supervisors are required to attend *Supervisor Liability, Basic Supervision, PERforM, Re-directing Employee Performance* or other relevant classes. The Lottery also offered blended learning opportunities in *Customer Service, Leadership, Team Building, Sales, Workplace Violence Prevention, Project Management, DiSC* training and many job specific topics.

### Social Services

In FY14, the agency achieved 100% compliance with the 40-hour Training Rule requirement and 86.1% compliance with the 16-hour requirement. *Civil Rights* and *Diversity* training was provided to all members of the department's executive team, new staff, and existing staff that were due to attend as required every three years. Additionally, department trainers provided training in over 40 staff development subject areas to approximately 7,400 employees. The department continues to utilize the Employee Learning Center (ELC) to track and monitor whether employees fulfill their training requirement.

### Transportation

In FY14, 93% of the agency's supervisory staff met the requirements of the Training Rule with the supervisory workforce averaging 62.12 hours of training per person. The agency continues its commitment to develop employees in both technical and interpersonal skills within its workforce through an organization-wide on-boarding program, and streamlining the way new employees are trained and developed. The agency continues training employees at all levels using a blend of in-house and vendor provided instruction. The agency has secured contracts with external vendors to facilitate a 40-hour curriculum for new supervisors, an 80-hour curriculum for mid-level supervisors, and a 16-hour curriculum for maintenance crew leaders. The agency provides a variety of personal and professional developmental opportunities for staff which is tracked and reported via a web-based Learning Management System.

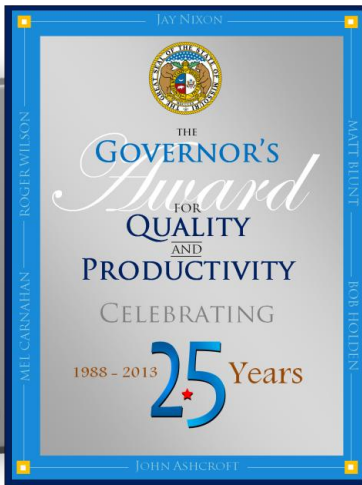
# GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY CELEBRATING 25 YEARS MISSOURI STATE EMPLOYEE WORK TEAMS RECOGNIZED FOR ENHANCING STATE GOVERNMENT

On Wednesday, October 16, 2013 three state employee work teams were awarded the prestigious Governor's Award for Quality and Productivity (GAQP) during a special ceremony held in the Rotunda of the State Capitol Building in Jefferson City.

This year marked the 25th anniversary of recognizing accomplishments that serve as an example of continuous improvement, quality and productivity in Missouri State Government. Twenty-five state employee teams applied for the GAQP in the categories of: Customer Service, Efficiency/Process Improvement, Innovation, and Technology in Government.

The Governor's Award for Quality and Productivity (GAQP) is an annual award designed to recognize outstanding accomplishments of state government employee work teams. As part of a continuous process to improve government efficiencies, the GAQP may recognize winning teams in four major categories: Customer Service; Efficiency and Process Improvement; Innovation, and Technology in Government. The goal: to establish clear winners that can serve as a statewide model of efficiency, quality, and effectiveness. A selection committee comprised of state executives evaluates each nomination and selects one winning team for each category. The committee recommends their choices for winning teams to the Governor for final approval. FY 2014 marked the Silver Anniversary of this award program with a recognition ceremony for GAQP winners.

Emcee, Nancy Johnston, Director of the Missouri Division of Personnel opens the program and welcomes team members, state officials, dignitaries and guests.



Keynote speaker Renee Slusher, Deputy Commissioner/General Counsel for the Office of Administration gives remarks on the winning teams accomplishments.



Roberta Broeker, CFO with MoDOT gives remarks on the accomplishment of the MoDOT Statewide Customer Service Team and poses with the winning team members.

Dave Sylvester, MoDOT Central District Engineer gives remarks on the accomplishment of the Route 5 Shared Four-Lane Highway team and poses with the winning team members.



George Lombardi, Director of the Department of Corrections, gives remarks on the accomplishment of the Potosi Correctional Center Reintegration Unit and poses with the team members.

Attendees at the reception enjoyed music provided by Jefferson City High School trio members.



# Recognition Programs

The Division of Personnel through the Center for Management and Professional Development (Center) proudly sponsors and coordinates five recognition programs designed to recognize and reward the creativity, ingenuity and dedication of state employees.

## STATE EMPLOYEE OF THE MONTH

Each month, all departments and offices of elected officials may submit the name of their winning Department/Agency Employee of the Month for State Employee of the Month consideration. Nominations are voted upon by a selection committee comprised of members of the **State Training Advisory Council (STAC)**. Each State Employee of the Month is honored during a ceremony held in the Governor's Office where he or she is presented with an engraved plaque in recognition of their extraordinary service and also receives a signed photo of their self with the Governor.



January 2014 State Employees of the Month  
Cpl. Lance DeClue & Lt. Justin McCullough  
Department of Public Safety/Highway Patrol



February 2014 State Employee of the Month  
Dave Winship  
Department of Transportation



March 2014 State Employee of the Month  
Shelby McCarty  
Department of Social Services  
Family Support Division



State Employee Recognition Day – May 29, 2014  
Missouri State Capitol/South Lawn

## MoRE

### State Employee Suggestion Program

The Missouri Relies on Everyone (MoRE) State Employee Suggestion Program provides state employees with a venue to submit their ideas, suggestions or recommendations on how to improve customer service, reduce cost, generate revenue, and improve work processes. The program also provides a way to recognize and reward the ingenuity and commitment to excellence of state employees for their suggestions. An online tracking system initiated by the Center allows decentralization of the review and award process of employee suggestions to each state agency. During FY14, approximately 123 suggestions were submitted to state agencies for review. Four suggestions were held for further review. Seven suggestions received monetary awards totaling \$600.00. Other suggestions received Certificates of Recognition.

### STATE EMPLOYEE RECOGNITION WEEK

Missouri State Employee Recognition Week was celebrated May 26-30, 2014. The week is set aside to give state agencies the opportunity to voice their appreciation to state employees for their dedication to public service. In addition, it serves as an education and community outreach vehicle to inform the public about the broad variety of services provided by state employees. In conjunction with this week, a special Employee Recognition Day event was held on May 29 on the south lawn of the Missouri State Capitol Building. The event was coordinated by the Division of Personnel and attended by approximately 5000+ state employees. Over 90 vendors comprised of state agencies, local merchants; and staff from the WeSave Employee Discount Program participated. In conjunction with this special week, several state employees were selected and recognized for their local, state, national, or international achievement and valor with an Employee Award of Distinction.