

STATE OF MISSOURI
OFFICE OF ADMINISTRATION
DIVISION OF PERSONNEL



“There is nothing new in the world except the history you do not know.”

Harry Truman

Division Overview

The Personnel Advisory Board

Workforce Analysis and Statistics

Employee Data by County

Planning and Projections

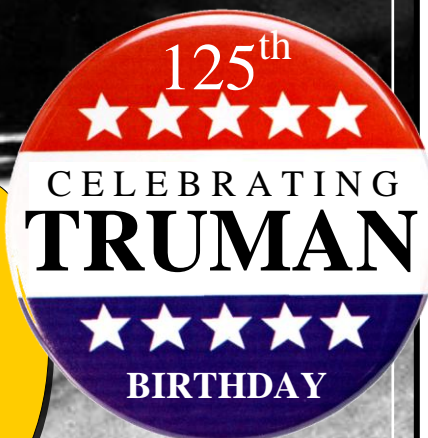
Events and Achievements

Professional Development

EASe: The State of Missouri's Electronic Application System

PERforM: The New Online Employee Planning and Appraisal Process

FY
2009
Annual Report



Chester L. White, Director

CELEBRATING
HARRY S. TRUMAN

Harry S. Truman was born in Lamar, Missouri on May 8, 1884. Truman's family moved several times during his childhood and youth, first, in 1887, to a farm near Grandview, then, in 1890, to Independence, and finally, in 1902, to Kansas City.

Truman was elected in 1922, to be one of three judges of the Jackson County Court. Judge Truman, whose duties were in fact administrative rather than judicial, built a reputation for honesty and efficiency in the management of county affairs. He was defeated for reelection in 1924, but won election as presiding judge in the Jackson County Court in 1926. He won reelection in 1930.

In 1934, Truman was elected to the United States Senate and reelected in 1940. As a Senator, Truman gained national prominence as chairman of the Senate Special Committee to Investigate the National Defense Program. This committee, which came to be called the Truman Committee, sought with considerable success to ensure that defense contractors delivered to the nation quality goods at fair prices.

In 1945, Truman's remarkable life led him to the Vice Presidency with President Franklin D. Roosevelt. On January 20, 1945, Truman took the vice-presidential oath, and after President Roosevelt's unexpected death only eighty-two days later on April 12, 1945, Truman was sworn in as the nations' thirty-third President.

Truman later called his first year as President a "year of decisions." He oversaw during his first two months in office the ending of the war in Europe. He participated in a conference at Potsdam, Germany, governing defeated Germany, and to lay some groundwork for the final stage of the war against Japan. Truman approved the dropping of two atomic bombs on Japan on August 6 and 9, 1945. Japan surrendered on August 14, and American forces of occupation began to land by the end of the month. This first year of Truman's presidency also saw the founding of the United Nations and the development of an increasingly strained and confrontational relationship with the Soviet Union.

Truman's presidency was marked throughout by important foreign and domestic policy initiatives. Central to almost everything Truman undertook in his foreign policy was the desire to prevent the expansion of the influence of the Soviet Union. In his domestic policies, Truman sought to accomplish the difficult transition from a war to a peace economy without plunging the nation into recession, and he hoped to extend "New Deal" social programs to include more government protection and services and to reach more people. Truman was also able to use his powers as President to achieve some important civil rights legislation. He issued executive orders desegregating the armed forces and forbidding racial discrimination in Federal employment. He also established a Committee on Civil Rights and encouraged the Justice Department to argue before the Supreme Court on behalf of plaintiffs fighting against segregation.

In 1948, Truman won reelection. His defeat had been widely expected and often predicted, but Truman's energy in undertaking his campaign and his willingness to confront issues won a plurality of the electorate for him. His famous "Whistlestop" campaign tour through the country has passed into political folklore, as has the photograph of the beaming Truman holding up the newspaper whose headline proclaimed, "Dewey Defeats Truman."

Truman left the presidency and retired to Independence in January 1953. For the nearly two decades of his life remaining to him, he delighted in being "Mr. Citizen," as he called himself in a book of memoirs. He spent his days reading, writing, lecturing and taking long walks. He took particular satisfaction in founding and supporting his Library, which made his papers available to scholars, and which opened its doors to everyone who wished to have a glimpse of his remarkable life and career.



Photo: Harry S Truman Library and Museum



State of Missouri
Office of Administration
Division of Personnel

**FY2009
Annual Report**

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Cover Photo:
Courtesy of Harry S Truman Library and Museum



Jeremiah W. (Jay) Nixon
Governor

Kelvin L. Simmons
Commissioner

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Director

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Dear Colleagues,

It is a privilege to present the Division of Personnel's 2009 Fiscal Year report.

Harry Truman once said, "I found that the men and women who got to the top were those who did the jobs they had in hand, with everything they had of *energy* and *enthusiasm* and *hard work*." During FY09, Division of Personnel staff continued to serve our agency partners, state employees and job applicants with an abundance of all three. I would like to thank each staff member for their hard work while doing even more with fewer resources.

This report highlights some of our accomplishments and provides information on workforce demographics, pay data, turnover rates, labor relations, professional development and recognition programs. In essence, it is a "snapshot" of the state's workforce for informational purposes as well as future human resource planning and decision-making.

As we reflect on the achievements of FY09 and the challenges that await us in 2010, we welcome your observations about how well we have accomplished our work and how we can serve you in the future.

Sincerely,

A handwritten signature in black ink that reads "Chester L. White".

Chester L. White,
Director

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Office of Administration Commissioner Kelvin Simmons listens as Governor Jay Nixon addresses employees at the 2009 State Employee Recognition Day event at the Capitol.

MISSOURI STATE GOVERNMENT

Missouri
Citizens

The Legislative Branch

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

The **House of Representatives** has 163 members, elected during each general election for a two-year term.

The Executive Branch

Governor
Lieutenant Governor
Secretary of State
State Auditor
State Treasurer
Attorney General
And...

16 Executive Branch Agencies

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.

Employees in Executive Branch agencies equal approximately 91% 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.

Over 38,000 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 (UCP)
Department of Insurance (UCP)
Department of Revenue (UCP)
Department of Transportation

*UCP agencies are further defined on page 23



The Personnel Advisory Board

Personnel Advisory Board
Truman State Office Bldg.
301 W. High Street
Suite 430
Jefferson City, MO 65101
Telephone: (573) 751-4576
FAX: (573) 522-8462

Board Members

Kenneth McClure
Chair

Karen Ferguson
Vice Chair

Paul Bloch
Member

Alan Green
Member

Duncan Kincheloe
Member

Gary O'Bannon
Member

Vacant
Member

Each member's appointment is for a term of six years and/or until each member's successor is appointed and qualified.

Dear Colleagues,

Within the Office of Administration, the State Personnel Law (Chapter 36 RSMo) provides for a Personnel Advisory Board of seven members, six of whom are appointed by the Governor with the advice and consent of the Senate. Four members are appointed from the public at large, one is an executive in state government and one is a non-management state employee. The seventh member is the person designated as the State Equal Employment Opportunity Officer.

The Board conducts hearings of appeals on dismissals and other disciplinary actions and has broad rulemaking authority in various areas of human resource administration. Responsibilities also include advising the Division of Personnel on the administration of the Missouri Merit System, meeting with appointing authorities regarding personnel management needs, approving changes to classification and pay plans and making recommendations to the governor and the General Assembly regarding state compensation policy.

The Director of Personnel serves as the Secretary to the Board and provides staff and logistical support to the Board when necessary.

Typically, the Board holds a public meeting on the second Tuesday of each month to address issues the Director of the Division of Personnel places on their agenda.

In closed sessions, the Board decides appeals from:

- Merit agency employees who are dismissed, demoted involuntarily with cause, or suspended without pay for more than five working days;
- Non-merit agency employees who are dismissed and whose agencies have not adopted appeal procedures substantially the same as the Board's; and
- Employees who claim to have been disciplined for engaging in "whistleblowing" under section 105.055, RSMo 2007.

The Board also decides appeals resulting from actions taken by the Director of the Division of Personnel, which include the Director's decision to deny an employee's application to take an examination, an applicant's claim of unfair treatment in the examination process, or removal from a register.

During FY10, the Board will continue to function in a manner consistent with State Personnel Law, fulfilling its commitment to fairness and equality in human resource management.

Sincerely,

A handwritten signature in black ink, appearing to read "Kenneth McClure".

Kenneth McClure
Personnel Advisory Board Chair

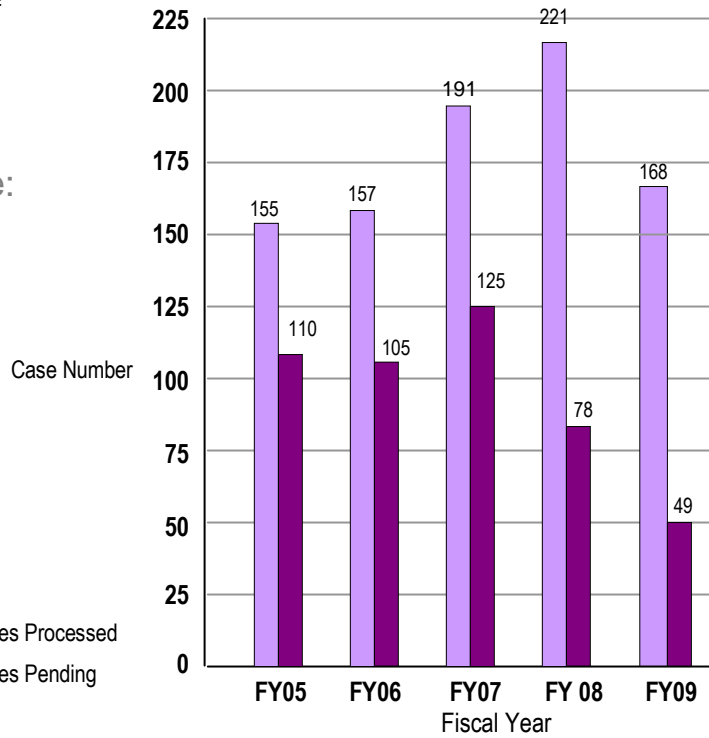
Personnel Advisory Board Benchmarks and Measures

The Personnel Advisory Board measures its performance by the average time between the filing of a disciplinary appeal and the date of the final decision.

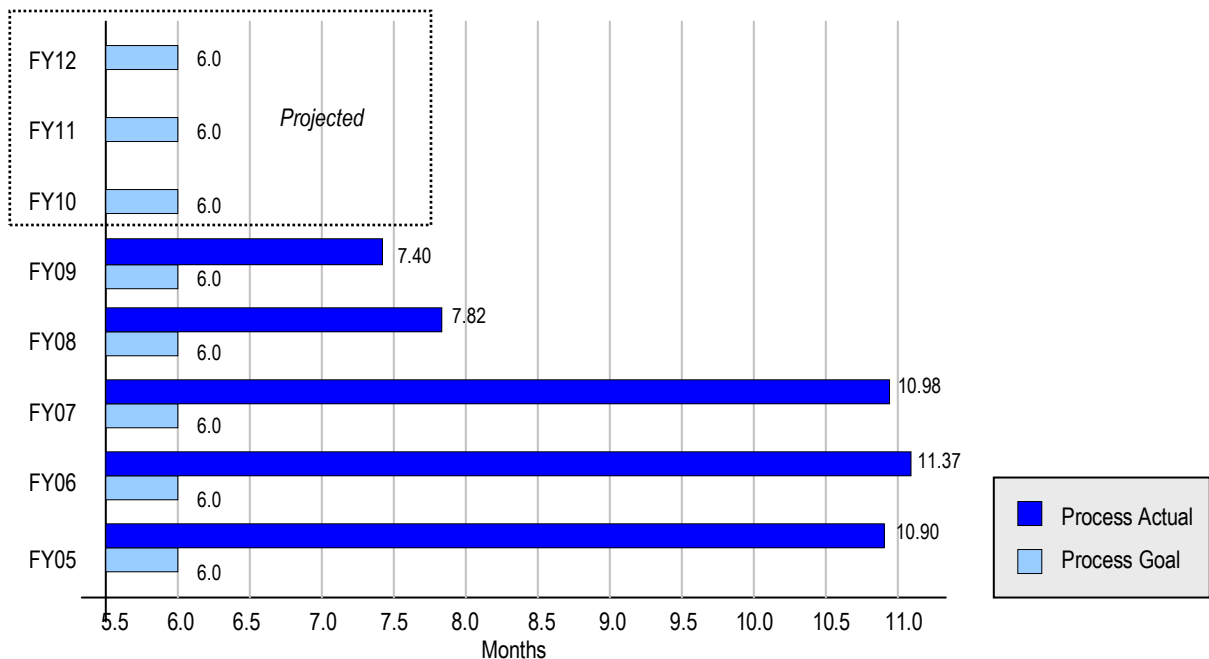
FY 09 Statistics:

Average time to process a case:
7.4 months
168 cases processed
49 appeals pending

Personnel Advisory Board Caseload



Personnel Advisory Board Case Processing Time



Division of Personnel Overview

Mission

The Division of Personnel provides leadership, assistance, guidance, training and consultation to agency managers, employees and applicants in the areas of selections, classification, employee relations, employee development and compensation. By responding to the needs of stakeholders and providing policies and practices that are equitable and progressive, we contribute to the continuous improvement of human resource management functions that provide the state with a diverse, effective, efficient, and competitive workforce.

Values

Responsiveness: We strive to understand the needs of those with whom we interact and provide timely, professional and courteous service to all stakeholders.

Knowledge: We encourage and support learning and the development of the skills and attributes that are essential to the delivery of human resources management services.

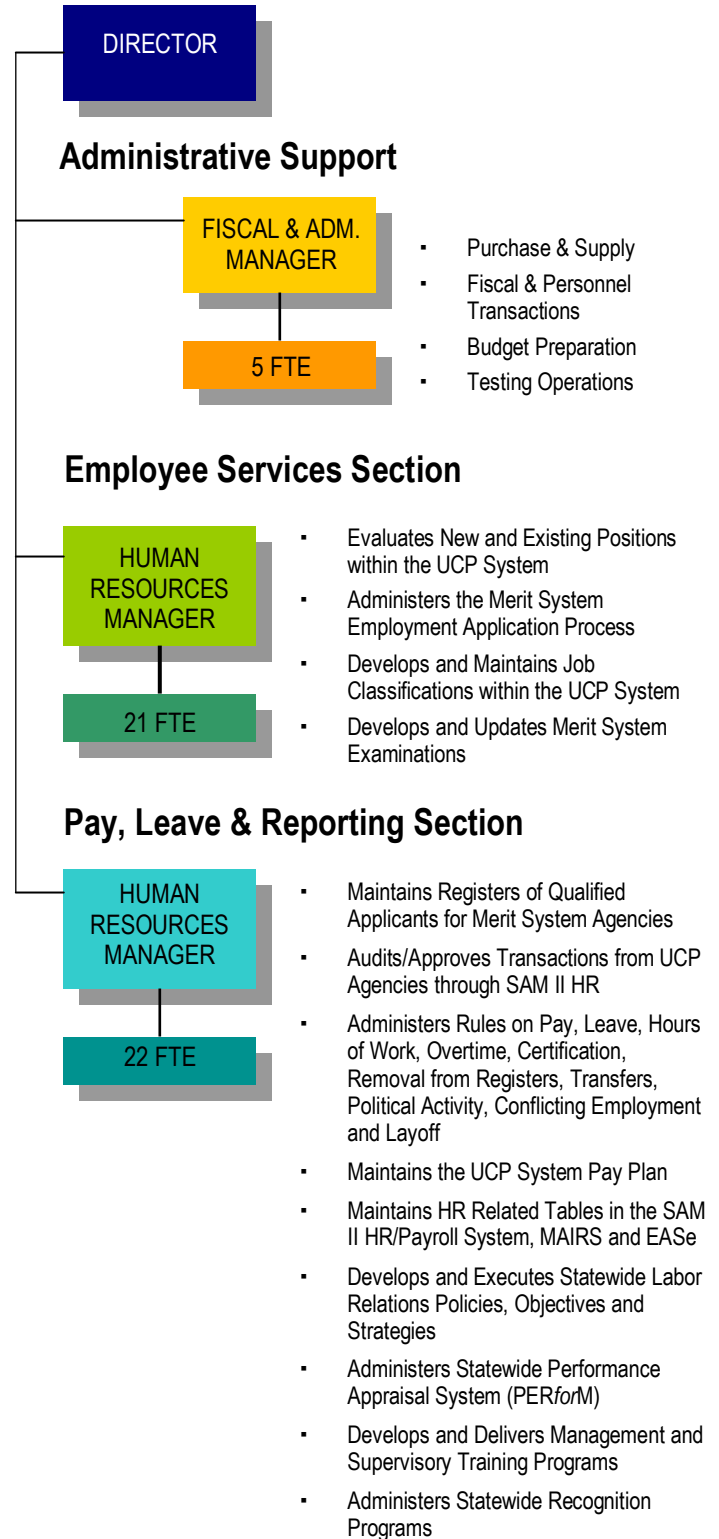
Accountability: We are responsible to our stakeholders for determining priorities, developing policies and improving procedures to ensure the quality of the services we deliver.

Diversity: We value, support, respect and encourage diversity within our state's workforce.

Integrity: We uphold fairness, ethics and objectivity in the application of the laws and practices governing human resources administration in state government.

Cooperation: We form alliances, partnerships and cooperative ventures with agencies to develop, implement and promote sound human resource management practices and services in state government.

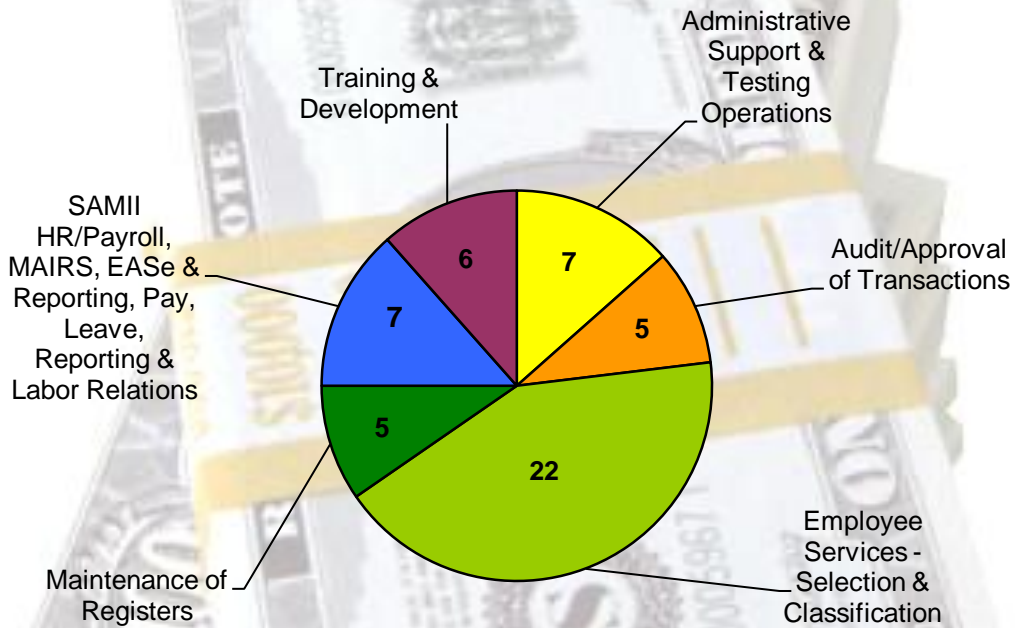
Functional Organization Chart



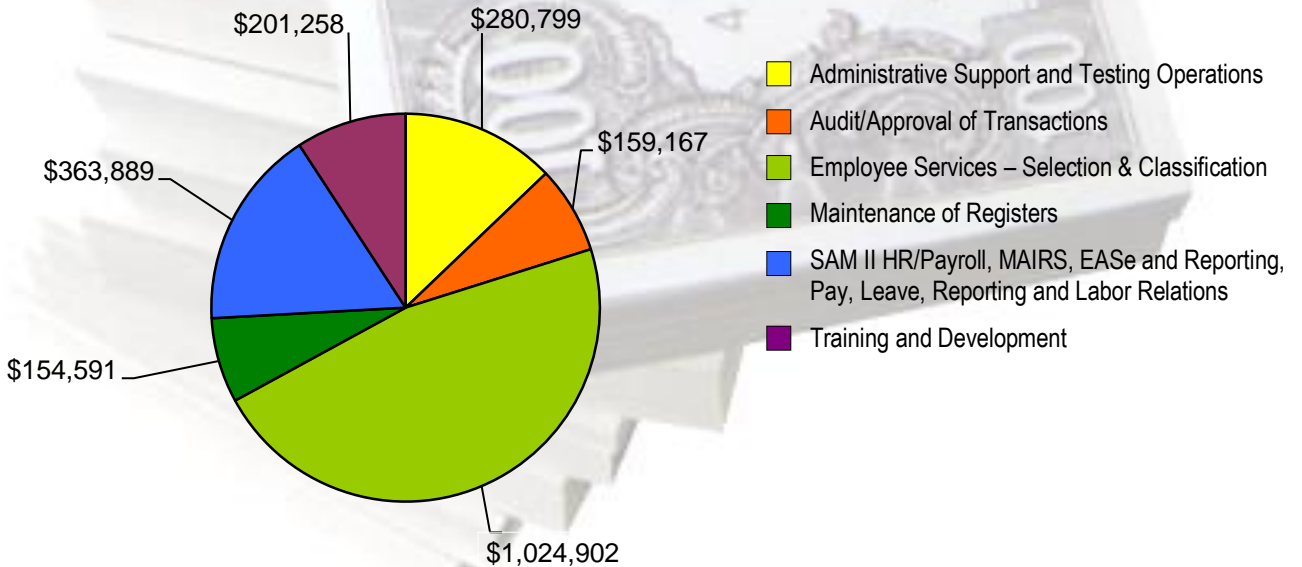
Distribution of Resources

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



Personal Services Budget by Function



Accomplishments

A sampling of the diverse breadth and scope of services provided by dedicated Division of Personnel staff in FY09.

- Processed 55,903 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time
- Issued 5,644 Certificates of Eligibles (excludes trial certificates) providing 212,209 names of applicants to agencies on a timely basis
- Provided technical support and analysis to assist the Personnel Advisory Board in finalizing their FY2010 Pay Plan Recommendation
- Maintained all labor agreements to ensure the state can effectively manage its operations and workforce while upholding the legal rights of employees and the labor organizations who represent them
- Maintained electronic and paper merit application processes allowing 51,148 job applicants to apply for 210,517 job classifications
- Reviewed and allocated 893 new positions for merit agencies
- Processed 23,050 additions to merit registers via written, or written and E&E (education and experience) merit exams
- Added 99,172 names to merit registers via exams with a 100% E&E component
- Offered 133 management and supervisory training sessions attended by 1,859 participants
- Published quarterly "Solutions" e-magazines disseminating practical information to help managers develop the best in themselves and in those who work with them
- Collected and processed 200 suggestions through the *Missouri Relies on Everyone* (MoRE), state employee suggestion program
- Coordinated and administered State Employee of the Month ceremonies for each winning state employee; State Employee Recognition Week activities, including a ceremony at the State Capitol recognizing employee contributions; and the Governor's Award for Quality and Productivity recognizing the accomplishments of state employee work teams

"In proportion as the structure of government gives force to public opinion it is essential that public opinion should be enlightened."

George Washington

As an election year, FY09 provided several opportunities for political campaign rallies at the State Capitol

Accomplishment:

PERforM

Creating performance objectives for employees and appraising employees uniformly across state government was challenging for many years. Determining proper formats, what critical work areas to include on planning documents and being able to easily retrieve and update this data often interfered with this important employee communication process. As a result, the way performance appraisals were created, communicated and documented was inconsistent at best – not only across state government, but also within individual agencies. Frequently, when employees moved to other state agencies, or even other divisions within the same agency, they could never be sure what appraisal process – if any – they would encounter.

However, for the first time in the history of Executive Branch agencies, the Productivity, Excellence and Results for Missouri (PERforM) employee performance planning and appraisal system championed by the Division of Personnel (DOP) gives raters (supervisors) and reviewers (second-level supervisors) the ability to easily complete the appraisal process on-line.

PERforM has further created and standardized an “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.

Through the use of standardized performance components and the electronic storage of ratings, reports on section, division and agency performance can easily be produced to help agency leaders identify employees who are

performing at established levels of successful performance and above, and to 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 about PERforM, such as PERforM Guidelines, Frequently Asked Questions and training resources on the PERforM website at www.perform.mo.gov. Through this website, state employees can also subscribe to PERforM News which is a Listserv group created by the DOP to send email notifications of system updates and other informational announcements to PERforM users.

In addition, 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.

After two highly successful annual appraisal periods, DOP staff – with assistance from the OA Information Technology Services Division (ITSD) continue to work on enhancements to the system to make it even easier and better to use.

In 2008, over 7,100 raters and reviewers helped to complete over 35,000 appraisals for state employees.

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

Supervisors/Managers:

In addition to the 5 components listed above, individuals designated as supervisors by their agency that have performance appraisal responsibility for one or more employees are evaluated on 3 additional components:

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

2008 PERforM Statistics

Raters and Reviewers (Combined)
7, 149

Probationary Appraisals
3,281

Special Appraisals
1,415

Annual Appraisals
30,367

**Breakdown of Employee Annual Appraisal Ratings per Performance Category:*

- Needs Improvement – 323 (1.1%)
- Successful – 23,356 (76.9%)
- Outstanding – 6,213 (20.4%)
- Exceptional – 475 (1.6%)

*Employee number and percentages based on 30,367 completed Annual Appraisals

UPDATE:

The State of Missouri's Electronic Application System

EAS_e

During FY09, the State of Missouri's Electronic Application System (EAS_e), continued to speed up the application process for job applicants while improving access and cutting costs to state government.

As a result of using EAS_e, qualified applicants were added to merit registers immediately upon submitting their application and related information. State agencies benefited from the online application because they were provided with applicants more quickly; and agency personnel staff were able to view applications at their computers and correspond with applicants using e-mail. While the Division of Personnel (DOP) continues to administer a small number of written merit exams, scheduling and exam results are sent to applicants electronically to significantly reduce the cost of postage.

How does EAS_e work?

Applying through EAS_e is very similar to applying with a paper application, but is a faster process with all of the required applicant information securely maintained. To use EAS_e, 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.

When applying for a job class requiring a rating of education and experience, EAS_e applicants are added to registers almost immediately upon completing the electronic application.

As with any system, as questions and comments are submitted, DOP staff respond to each one individually and continue to make system enhancements. Many questions about EAS_e are covered in the FAQs about the system. Please visit the DOP's website for more information, including questions and answers about EAS_e, at www.ease.mo.gov.



FY09 Statistics

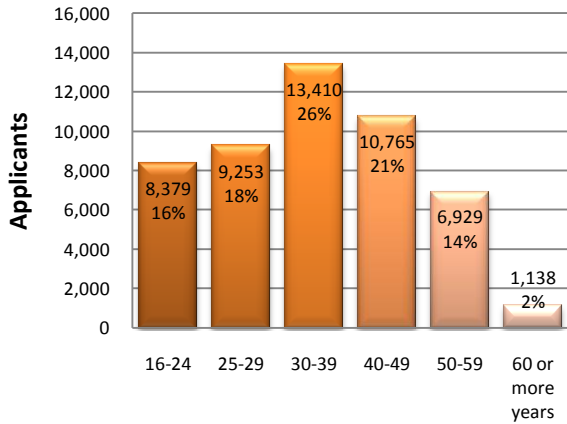
- 95% of all applicants (48,726) applied for merit jobs through EAS_e
- 38,291 applicants registered with EAS_e in FY09 bringing the total number of registered users to 150,082
- During FY09, 53 additional job classifications were converted to EAS_e
- In total, exams for 433 job classifications (57% of all merit exams) were available through EAS_e
- EAS_e applicants applied for an average of 4 job classifications
- In total, EAS_e applicants applied for 205,332 job classifications

Applicant Characteristic Survey Results

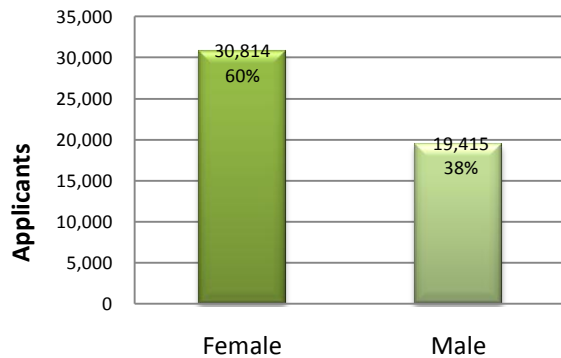
As part of the electronic or paper application process, applicants have the option of submitting voluntary demographic data that in no way affects their application. However, the results of the data help to provide a demographic snapshot of job applicants.

<p>27%</p> <p>Possessed a Bachelor's degree</p>	<p>61%</p> <p>Completed high school and some college courses</p>	<p>44%</p> <p>Between the ages of 25 – 39</p>	<p>19%</p> <p>African American</p>	<p>60%</p> <p>Female</p>
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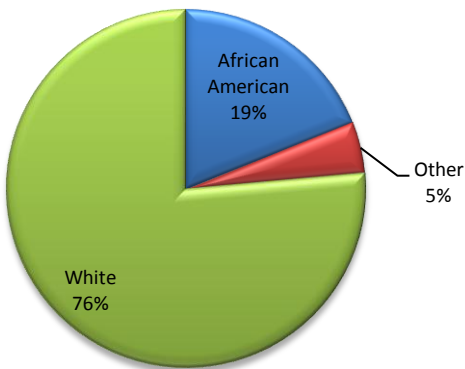
Number of Applicants by Age Range



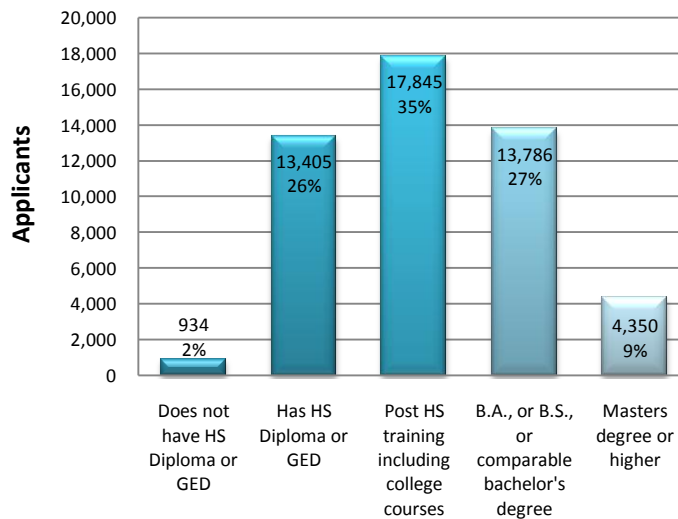
Number of Applicants by Gender



Ethnicity of Applicants



Number of Applicants by Education Level



Data based on 51,148 FY09 applicants who submitted the optional Applicant Characteristic Survey:

Age Range – 49,874 (1,274 applicants did not indicate their age)
 Gender – 50,229 (919 applicants did not indicate their gender)
 Ethnicity – 49,993 (1,155 applicants did not indicate their ethnicity)
 Education Level – 50,320 (828 applicants did not indicate their education level)

Employee Data by County

Employees, Applicants, Registers and Appointments

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Adair	NA	196	165	156	565	344	10
Andrew	St. Joseph	300	53	136	498	291	17
Atchison	NA	59	31	18	59	29	0
Audrain	NA	657	770	467	1,760	989	55
Barry	NA	171	122	104	328	219	6
Barton	NA	170	49	34	192	123	2
Bates	Kansas City	125	88	75	220	147	4
Benton	NA	134	55	163	534	292	6
Bollinger	NA	101	36	59	145	91	5
Boone	Columbia	2,211	824	1,888	8,240	5,612	168
Buchanan	St. Joseph	1,233	1,668	1,293	4,853	2,676	110
Butler	NA	528	746	529	2,638	1,405	49
Caldwell	Kansas City	286	28	266	965	559	52
Callaway	Jefferson City	2,920	2,077	1,460	6,474	4,009	205
Camden	NA	275	184	310	1,504	931	15
Cape Girardeau	NA	729	760	573	2,739	1,741	37

Legend:

Reside: Number of employees by county of residence as listed in the SAM II HR Payroll System.

Work: Number of employees with work locations assigned to this county as of June 30, 2009.

Applicants: Number of residents from this location who applied for at least one job classification between July 1, 2008 and June 30, 2009.

Classes: Number of total job classes for which applicants residing in each county applied. Applications are "active" for six months, during which time applicants can add classes to an application. This data includes those additions.

Register Additions: Number of residents who submitted an application between July 1, 2008 and June 30, 2009. Register types include Reinstatement, Open, Promotional, Reemployment and Transfer.

Received Appointments: Number of residents who received an appointment to a Merit System position between July 1, 2008 and June 30, 2009.

Metropolitan Statistical Area (MSA): Counties included in an MSA are part of an urbanized area typically consisting of at least 50,000 persons. Based on 2008 population estimates, 73% of Missouri residents live in MSAs. Missouri has seven (7) MSAs comprised of 33 counties:

Columbia: Boone, Howard

Jefferson City: Callaway, Cole, Moniteau, Osage

Joplin: Jasper, Newton

Kansas City: Bates, Caldwell, Cass, Clay, Clinton, Jackson, Lafayette, Platte, Ray

Springfield: Christian, Dallas, Greene, Polk, Webster

St. Joseph: Andrew, Buchanan, DeKalb

St. Louis: Franklin, Jefferson, Lincoln, St. Charles, St. Louis County, Warren, Washington, St. Louis City

County data continued on the following pages...

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Carroll	NA	146	34	238	862	531	33
Carter	NA	96	44	41	150	92	3
Cass	Kansas City	283	166	306	1,149	691	22
Cedar	NA	154	108	83	311	206	13
Chariton	NA	98	27	69	262	151	12
Christian	Springfield	412	139	403	1,819	1,147	25
Clark	NA	42	32	15	42	22	2
Clay	Kansas City	647	445	313	979	635	27
Clinton	Kansas City	403	1,276	466	1,626	1,000	87
Cole	Jefferson City	7,347	14,911	3,547	17,893	11,601	496
Cooper	NA	343	409	319	1,460	845	39
Crawford	NA	218	96	170	606	308	15
Dade	NA	53	22	22	91	64	3
Dallas	Springfield	116	60	83	293	202	5
Daviess	NA	255	31	219	815	459	44
DeKalb	St. Joseph	338	80	180	505	326	38
Dent	NA	210	69	164	623	351	11
Douglas	NA	102	42	80	340	190	6
Dunklin	NA	243	202	252	976	492	16
Franklin	St. Louis	581	276	740	2,818	1,588	51
Gasconade	NA	164	36	196	670	375	25
Gentry	NA	108	57	70	239	122	9
Greene	Springfield	1,335	1,819	1,511	6,888	4,414	86
Grundy	NA	150	56	298	1,175	720	46
Harrison	NA	142	44	89	294	169	19
Henry	NA	172	102	134	521	311	6
Hickory	NA	60	36	48	128	94	3
Holt	NA	78	33	43	101	60	1
Howard	Columbia	149	31	116	352	210	14
Howell	NA	376	446	199	867	489	16
Iron	NA	222	27	156	519	312	18
Jackson	Kansas City	2,743	3,586	4,119	15,886	9,220	340
Jasper	Joplin	572	638	568	2,397	1,567	40
Jefferson	St. Louis	894	482	1,028	3,794	2,294	72
Johnson	NA	484	401	359	1,534	976	31

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Knox	NA	40	26	14	69	33	2
Laclede	NA	220	162	228	786	487	8
Lafayette	Kansas City	630	617	260	867	546	32
Lawrence	NA	371	373	163	665	402	16
Lewis	NA	55	38	40	113	84	4
Lincoln	St. Louis	253	178	273	1,037	651	27
Linn	NA	285	70	379	1,379	804	74
Livingston	NA	454	580	663	2,869	1,754	146
McDonald	NA	57	54	36	84	55	2
Macon	NA	387	420	185	611	377	18
Madison	NA	312	35	258	1,051	645	28
Maries	NA	301	26	136	507	295	18
Marion	NA	389	373	247	719	454	25
Mercer	NA	29	22	57	196	113	4
Miller	NA	659	104	494	2,249	1,426	45
Mississippi	NA	225	498	227	1,007	552	20
Moniteau	Jefferson City	754	367	449	2,169	1,335	59
Monroe	NA	159	42	107	530	305	10
Montgomery	NA	214	131	168	541	319	26
Morgan	NA	292	42	252	949	603	32
New Madrid	NA	177	119	158	695	380	8
Newton	Joplin	262	137	124	500	311	14
Nodaway	NA	257	314	226	845	503	30
Oregon	NA	67	41	38	165	97	4
Osage	Jefferson City	966	28	388	1,716	1,122	51
Ozark	NA	57	34	25	88	57	1
Pemiscot	NA	126	136	116	467	240	7
Perry	NA	104	48	84	355	210	7
Pettis	NA	327	216	365	1,514	904	20
Phelps	NA	518	653	484	1,889	1,220	59
Pike	NA	480	623	319	1,100	706	46
Platte	Kansas City	223	98	81	265	158	4
Polk	Springfield	158	93	112	482	279	11
Pulaski	NA	287	84	334	1,497	886	32
Putnam	NA	37	21	13	35	19	1

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Ralls	NA	216	20	97	373	252	27
Randolph	NA	407	564	415	1,635	975	50
Ray	Kansas City	129	62	85	307	192	12
Reynolds	NA	65	43	51	170	111	3
Ripley	NA	108	53	85	391	222	7
St. Charles	St. Louis	850	693	1,318	5,327	3,473	57
St. Clair	NA	62	41	30	114	68	0
Ste. Genevieve	NA	147	43	98	410	235	10
St. Francois	NA	1,984	2,495	1,691	7,427	4,312	184
St. Louis County	St. Louis	4,270	4,236	1,485	6,773	3,904	91
Saline	NA	828	816	337	1,330	835	31
Schuyler	NA	46	22	9	17	12	0
Scotland	NA	51	50	14	33	23	1
Scott	NA	625	527	514	1,997	1,167	33
Shannon	NA	115	42	54	183	108	4
Shelby	NA	93	34	40	152	100	4
Stoddard	NA	346	121	306	1,294	681	25
Stone	NA	114	53	109	386	223	7
Sullivan	NA	38	33	50	205	109	3
Taney	NA	167	166	202	771	488	9
Texas	NA	484	547	407	1,541	902	39
Vernon	NA	371	408	115	541	326	17
Warren	St. Louis	112	74	119	451	264	6
Washington	St. Louis	414	470	420	1,710	941	45
Wayne	NA	171	76	126	431	237	10
Webster	Springfield	264	235	264	984	644	25
Worth	NA	46	18	34	133	62	5
Wright	NA	174	71	134	511	334	9
St. Louis City	St. Louis	2,251	3,499	7,132	31,282	17,810	406
State Sub Total		54,954	56,234	47,419	197,589	119,034	4,426
Unknown		43	2	3,412	11,619	7,392	167
Out of State		1,304	22	317	1,309	814	24
Total		56,258	56,258	51,148	210,517	127,240	4,617

Number of Missouri State Employees: A Comparison between FY08 and FY09

Elected Officials and Non-UCP Agencies*

Classified employees are those whose duties, responsibilities, qualifications and job titles 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.

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

Agency	FY 08 Count	FY 09 Count	Loss/Gain
Legislature	581	562	-19
Judiciary	3,385	3,351	-34
Public Defender	554	559	5
Governor	27	34	7
Lt. Governor	5	6	1
Secretary of State	260	249	-11
State Auditor	123	119	-4
State Treasurer	50	46	-4
Attorney General	406	380	-26
Conservation	1,529	1,512	-17
Elem & Sec Education**	1,884	1,893	9
Transportation	6,286	6,426	140
TOTAL	15,090	15,137	47

UCP Agencies	Classified				Unclassified				FY 09 Totals*	
	FY08	FY09	FY09 %	Loss or Gain	FY08	FY09	FY09%	Loss or Gain	Total Count	Loss or Gain
Office of Adm.	1,789	1,812	95.3%	23	111	84	4.4%	-27	1,901	-6
Agriculture	252	261	90.4%	9	28	26	9.1%	-2	287	7
Insurance	281	286	57.3%	5	200	212	42.5%	12	499	17
Economic Dev.	842	857	89.5%	15	98	98	10.2%	0	958	17
Higher Education**	0	0	0.0%	0	70	74	100.0%	4	74	4
Health & Sr. Serv	1,682	1,701	97.0%	19	52	47	2.7%	-5	1,753	15
Labor & Ind. Rel.	641	670	88.0%	29	90	89	11.7%	-1	761	29
Mental Health	7,524	7,553	97.1%	29	225	194	2.5%	-31	7,777	-2
Natural Resources	1,567	1,584	96.6%	17	62	52	3.2%	-10	1,639	5
Public Safety**	2,304	2,327	48.5%	23	2,406	2,414	50.3%	8	4,795	31
Revenue	1,323	1,295	92.9%	-28	91	95	6.8%	4	1,394	-31
Social Services	8,021	8,011	98.3%	-10	141	132	1.6%	-9	8,147	-24
Corrections	10,681	10,940	98.2%	259	99	89	0.8%	-10	11,136	192
TOTALS	36,907	37,297	90.7%	390	3,673	3,606	8.8%	-67	41,121	254

* 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.

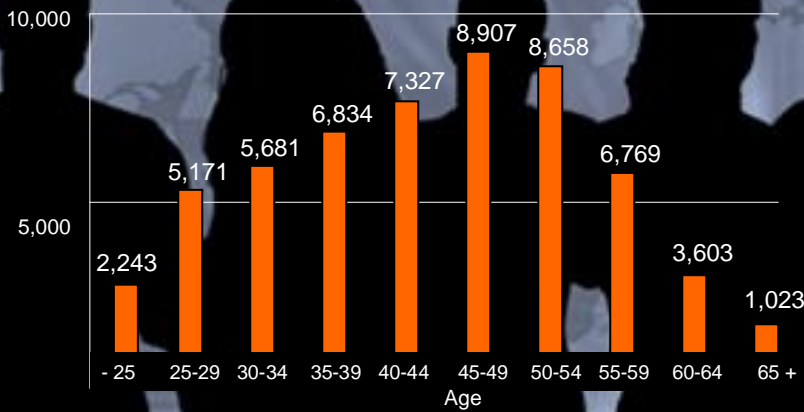
** The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol civilian employees are not converted to the UCP System.

Age

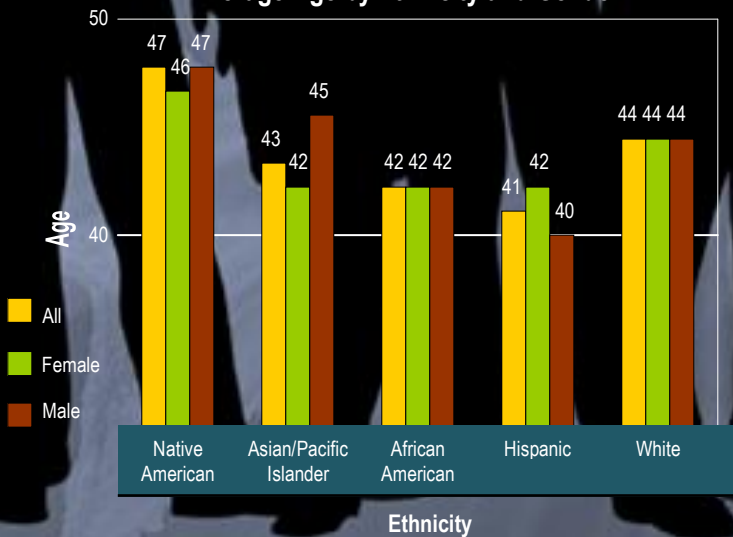
The most common age of a employee is 49
 2,243 state employees are under 25
 19,929 state employees are under 40
 36,287 state employees are between 40 and 64
 1,023 state employees are 65 and older
 The average age of a male or female state employee is 44

AGENCY/ OFFICE	Average Age Employees Begin State Service by Agency	Average Age of Employees by Agency
Legislature	35	46
Judiciary	35	47
Public Defender	34	42
Governor	30	40
Lt. Governor	28	36
Secretary of State	33	43
State Auditor	28	38
State Treasurer	29	41
Attorney General	34	42
Office of Administration	32	46
Agriculture	35	48
Insurance	34	44
Conservation	31	44
Economic Development	37	48
Elem & Sec Education	36	47
Higher Education	30	38
Health & Senior Services	34	46
Transportation	31	43
Labor & Industrial Relations	34	47
Mental Health	34	44
Natural Resources	33	45
Public Safety	33	43
Revenue	31	43
Social Services	33	43
Corrections	35	44

Age Distribution of Missouri State Employees



Average Age by Ethnicity and Gender



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

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.

Data based on total employee count of 56,258.
 76 employees had no ethnicity listed and 42 employees had an invalid or missing birthdate in the SAM II HR Payroll System

Average Age by Ethnicity

Native American = 47 Asian/Pacific Islander = 43 African American = 42 Hispanic = 41 White = 44

Ethnicity

1.9%
Hispanic, Asian Pacific Islander
and Native American descent

11.6%
African Americans

86.3%
White

Ethnicity by Agency*

Agency	Employee Count	Native American	%	Asian/Pacific Islander	%	African American	%	Hispanic	%	White	%
Legislature	562	1	0.18%	0	0.00%	42	7.47%	1	0.18%	513	91.28%
Judiciary	3,351	3	0.09%	14	0.42%	317	9.46%	25	0.75%	2,958	88.27%
Public Defender	559	1	0.18%	5	0.89%	45	8.05%	5	0.89%	500	89.45%
Governor	34	0	0.00%	0	0.00%	2	5.88%	0	0.00%	32	94.12%
Lt. Governor	6	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6	100.00%
Secretary of State	249	1	0.40%	5	2.01%	19	7.63%	2	0.80%	219	87.95%
State Auditor	119	1	0.84%	0	0.00%	13	10.92%	0	0.00%	105	88.24%
State Treasurer	46	0	0.00%	0	0.00%	1	2.17%	0	0.00%	45	97.83%
Attorney General	380	4	1.05%	2	0.53%	20	5.26%	3	0.79%	350	92.11%
Office of Adm	1,901	7	0.37%	19	1.00%	81	4.26%	6	0.32%	1,783	93.79%
Agriculture	287	1	0.35%	2	0.70%	6	2.09%	1	0.35%	276	96.17%
Insurance	499	1	0.20%	0	0.00%	22	4.41%	0	0.00%	473	94.79%
Conservation	1,512	6	0.40%	5	0.33%	46	3.04%	6	0.40%	1,447	95.70%
Economic Dev.	958	12	1.25%	12	1.25%	139	14.51%	8	0.84%	782	81.63%
Elem & Sec Edu	1,893	2	0.11%	12	0.63%	217	11.46%	11	0.58%	1,650	87.16%
Higher Education	74	0	0.00%	0	0.00%	6	8.11%	0	0.00%	68	91.89%
Health & Senior Ser	1,753	7	0.40%	20	1.14%	157	8.96%	12	0.68%	1,557	88.82%
Transportation	6,426	105	1.63%	32	0.50%	361	5.62%	62	0.96%	5,843	90.93%
Labor & Industrial Rel	761	2	0.26%	3	0.39%	56	7.36%	5	0.66%	695	91.33%
Mental Health	7,777	21	0.27%	116	1.49%	2,268	29.16%	62	0.80%	5,284	67.94%
Natural Resources	1,639	2	0.12%	18	1.10%	54	3.29%	8	0.49%	1,553	94.75%
Public Safety	4,795	26	0.54%	30	0.63%	438	9.13%	29	0.60%	4,267	88.99%
Revenue	1,394	4	0.29%	19	1.36%	65	4.66%	5	0.36%	1,294	92.83%
Social Services	8,147	32	0.39%	27	0.33%	1,434	17.60%	67	0.82%	6,563	80.56%
Corrections	11,136	27	0.24%	42	0.38%	694	6.23%	83	0.75%	10,273	92.25%
TOTALS	56,258	266	0.5%	383	0.7%	6,503	11.6%	401	0.7%	48,536	86.3%

* 169 employees have unknown ethnicity designated in the SAM II HR Payroll System.

Gender

Agency	Employee Count	Females		Males	
		#	%	#	%
Legislature	562	282	50.2%	277	49.3%
Judiciary	3,351	2,557	76.3%	794	23.7%
Public Defender	559	323	57.8%	236	42.2%
Governor	34	18	52.9%	16	47.1%
Lt. Governor	6	2	33.3%	4	66.7%
Secretary of State	249	174	69.9%	75	30.1%
State Auditor	119	74	62.2%	45	37.8%
State Treasurer	46	30	65.2%	16	34.8%
Attorney General	380	242	63.7%	138	36.3%
Office of Administration	1,901	797	41.9%	1,102	58.0%
Agriculture	287	107	37.3%	180	62.7%
Insurance	499	296	59.3%	202	40.5%
Conservation	1,512	358	23.7%	1,154	76.3%
Economic Development	958	580	60.5%	377	39.4%
Elem & Sec Education	1,893	1,520	80.3%	373	19.7%
Higher Education	74	59	79.7%	15	20.3%
Health & Senior Services	1,753	1,405	80.1%	348	19.9%
Transportation	6,426	1,359	21.1%	5,066	78.8%
Labor & Industrial Rel	761	532	69.9%	229	30.1%
Mental Health	7,777	5,468	70.3%	2,298	29.5%
Natural Resources	1,639	658	40.1%	978	59.7%
Public Safety	4,795	2,361	49.2%	2,434	50.8%
Revenue	1,394	1,016	72.9%	378	27.1%
Social Services	8,147	6,698	82.2%	1,447	17.8%
Corrections	11,136	4,603	41.3%	6,532	58.7%

TOTALS	56,258	31,519	24,714
PERCENTAGES		56%	44%

Notes:

The employee count includes full-time (>=50% FTE), "permanent" employees who have valid gender information entered in the SAM II HR/Payroll System. 25 employees had no gender data entered in the SAM II HR/Payroll System.

Length of State Service

The average length of service on:

6/30/09 was 10 years and 11 months.

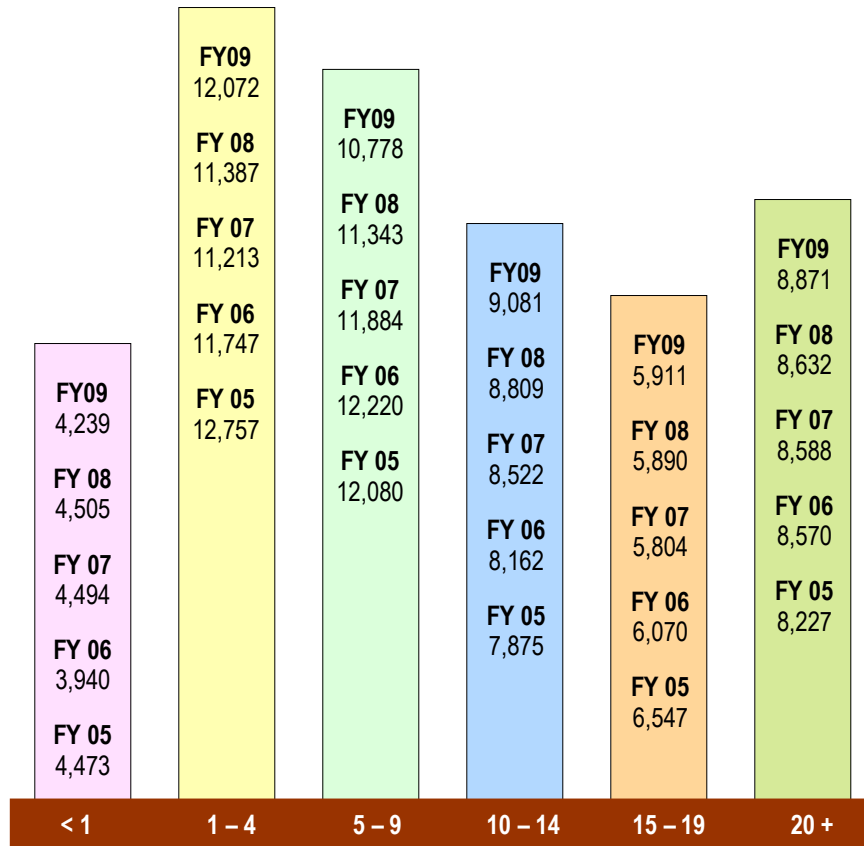
6/30/08 was 10 years and 10 months.

6/30/07 was 10 years and 10 months.

6/30/06 was 10 years and 9 months.

Approximately 32% of the workforce has been employed with the state less than 5 years

Comparison of Years of Service Categories for Executive Branch Agencies



Average Years/Months of Service for Executive Branch Agencies

Office of Administration	14/04
Agriculture	13/06
Insurance	10/10
Conservation	13/04
Economic Development	11/07
Elem & Sec Education	12/02
Higher Education	8/03
Health & Sr. Services	12/03
Transportation	12/06
Labor & Ind Relations	14/00
Mental Health	10/01
Natural Resources	12/08
Public Safety	10/00
Revenue	12/10
Social Services	10/08
Corrections	9/03

Service data based on the following employee totals:

06/30/05 – 51,959
 06/30/06 – 50,709
 06/30/07 – 50,506
 06/30/08 – 50,566
 06/30/09 – 50,952

Data was counted for 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 pay equity among participating state departments. A majority of state agencies are already part of the UCP System.

Exclusions

Employees in the Departments of Conservation, Elementary and Secondary Education, Transportation and state colleges and universities, as well as uniformed members of the Highway Patrol and Water 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 ³
Office of Administration Department of Corrections Department of Health and Senior Services Department of Mental Health Department of Natural Resources Department of Social Services Department of Economic Development Housing Development Commission Public Counsel Tourism Workforce Development Department of Labor and Industrial Relations Administration Operations Employment Security Labor Standards (partially Merit) Department of Public Safety Adjutant General (SEMA) Capitol Police Veterans' Commission	Department of Agriculture Department of Elementary and Secondary Education ^{1 and 2} Department of Higher Education (Coordinating Board only) ¹ Department of Insurance, Financial Institutions and Professional Registration Department of Revenue Lottery Commission State Tax Commission Department of Economic Development Administrative Services Arts Council Public Service Commission Women's Council Department of Labor & Industrial Relations Commission on Human Rights Labor & Industrial Relations Commission Workers Compensation Department of Public Safety Adjutant General (National Guard) Fire Safety Gaming Commission Alcohol & Tobacco Control Office of Director MSHP Civilian Employees ¹ MSWP Civilian Employees	Department of Conservation Department of Elementary and Secondary Education ² Department of Transportation Elected Officials Department of Insurance, Financial Institutions and Professional Registration Credit Unions Finance Department of Public Safety MSHP Uniformed Members MSWP Uniformed Officers Non-Executive Branch Legislative Branch Judicial Branch State Public Defender State Colleges & Universities
Functions and Services Provided by the Division of Personnel		
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, PERforM & SAM II HR/Payroll Table Maintenance, Reporting and Assistance	Classification and Pay Hours of Work, Overtime, Leave Performance Appraisal Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal ⁴ PERforM & SAM II HR/Payroll Table Maintenance, Reporting and Assistance	Hours of Work, Overtime, Leave Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal ⁴ SAM II HR/Payroll Table Maintenance, Reporting and Assistance

¹ 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.

² Attorney General's Opinion #120-91 indicates that constitutional provisions exempt "professional" employees from UCP coverage.

³ 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.

⁴ Missouri Revised Statutes 36.390 (7) and (8) provide information of dismissals in non-merit agencies.

Employee Pay Distribution

Pay Distribution of Employees by Agency as of June 30, 2009

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	526	1	63	273	92	50	24	12	9	2	0
Judiciary	3,090	0	1,338	687	223	366	53	8	7	1	407
Public Defender	548	6	113	74	173	2	159	8	6	2	5
Governor	34	0	4	4	4	5	4	3	1	2	7
Lt. Governor	6	0	1	0	0	3	0	0	2	0	0
Secretary of State	242	0	96	78	36	12	7	7	2	3	1
State Auditor	117	0	5	24	38	17	14	8	8	0	3
State Treasurer	41	0	12	13	8	2	1	1	2	1	1
Attorney General	370	0	95	106	60	40	29	19	3	9	9
Office of Administration	1,882	1	262	485	556	339	159	54	10	10	6
Agriculture	272	0	52	129	55	20	6	3	7	0	0
Insurance	485	0	141	119	47	55	30	45	32	10	6
Conservation	1,508	0	294	469	383	210	103	29	9	9	2
Economic Development	952	0	252	278	205	111	58	23	10	7	8
Elem & Sec Education	934	0	185	259	336	99	40	8	1	4	2
Higher Education	74	0	8	39	12	6	3	4	0	1	1
Health & Senior Services	1,737	0	362	565	488	222	51	33	9	3	4
Transportation	6,355	1	966	2,679	1,534	718	244	125	46	29	13
Labor & Industrial Relations	747	0	207	284	129	53	22	4	2	32	14
Mental Health	7,575	244	4,677	1,305	655	372	154	54	30	14	70
Natural Resources	1,595	1	438	452	463	167	44	15	8	4	3
Public Safety	4,683	115	1,678	1,041	679	471	329	236	87	38	9
Revenue	1,381	0	768	327	132	86	44	11	6	0	7
Social Services	8,017	0	3,613	3,604	622	92	44	17	12	6	7
Corrections	10,995	0	6,214	3,966	668	94	29	13	8	2	1
Employees by Salary Level		369	21,844	17,260	7,598	3,612	1,651	740	317	189	586
% of Employees by Salary Level		0.7%	40.3%	31.9%	14.0%	6.7%	3.0%	1.4%	0.6%	0.3%	1.1%
Cumulative Totals by Salary Level		369	22,213	39,473	47,071	50,683	52,334	53,074	53,391	53,580	54,166
Cumulative % by Salary Level			41.0%	72.9%	86.9%	93.6%	96.6%	98.0%	98.6%	98.9%	100.0%

Based on full-time (100% FTE), salaried, permanent employees.

Executive Branch Turnover by Agency

(07/01/2008 – 06/30/2009)

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	1,904	11.0%	4.1%	210	37	41	11	63	58
Agriculture	284	10.6%	4.9%	30	5	9	4	9	3
Insurance	491	13.2%	8.1%	65	30	10	3	7	15
Conservation	1,517	5.7%	2.2%	87	33	0	7	44	3
Economic Development	949	13.0%	7.9%	123	24	51	4	36	8
Elem & Sec Education	1,884	11.1%	5.5%	209	76	28	21	59	25
Higher Education	72	7.0%	7.0%	5	2	3	0	0	0
Health & Senior Services	1,743	10.7%	5.9%	186	34	69	7	50	26
Transportation	6,351	7.1%	2.2%	451	6	132	100	180	33
Labor & Ind. Relations	747	24.4%	7.1%	182	30	23	8	50	71
Mental Health	7,809	20.7%	11.2%	1,616	406	469	441	190	110
Natural Resources	1,634	9.6%	4.3%	157	43	27	7	48	32
Public Safety	4,806	18.7%	10.8%	897	197	321	247	98	34
Revenue	1,409	11.4%	7.2%	161	34	67	14	33	13
Social Services	8,157	13.0%	9.5%	1,059	124	651	67	163	54
Corrections	11,028	10.5%	6.6%	1,153	54	678	146	220	55
TOTALS	50,781	13.0%	7.3%	6,591	1,135	2,579	1,087	1,250	540
Percent Turnover by Reason					2.2%	5.1%	2.1%	2.5%	1.1%

(*) "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" indicates 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, 2008 through June 30, 2009. Data was counted for full-time (>=50% FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System.

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	%
	2009*	2010	2011	2012	2013		
Corrections	834	287	338	342	392	2,193	3.9%
Social Services	797	217	251	261	253	1,779	3.2%
Revenue	159	59	53	60	57	388	0.7%
Public Safety	188	73	76	92	74	503	0.9%
Natural Resources	209	65	64	60	59	457	0.8%
Mental Health	678	247	275	292	308	1,800	3.2%
Labor and Industrial Relations	137	22	32	22	22	235	0.4%
Health and Senior Services	195	67	72	89	70	493	0.9%
Higher Education	2	2	1	1	1	7	0.0%
Elementary and Secondary Education	258	73	76	81	88	576	1.0%
Economic Development	163	30	42	48	27	310	0.6%
Conservation	201	45	51	48	64	409	0.7%
Insurance	48	16	13	22	22	121	0.2%
Agriculture	41	13	8	14	21	97	0.2%
Office of Administration	252	71	84	88	74	569	1.0%
Attorney General	19	6	9	10	16	60	0.1%
State Treasurer	3	0	2	2	2	9	0.0%
State Auditor	7	2	1	6	3	19	0.0%
Secretary of State	19	7	11	8	12	57	0.1%
Lt. Governor	0	0	0	0	0	0	0.0%
Governor	0	0	0	0	1	1	0.0%
Public Defender	32	9	18	19	10	88	0.2%
Judiciary	375	83	89	103	104	745	1.3%
Legislature	79	16	17	21	24	157	0.3%
MOSERS Total	4,696	1,410	1,583	1,689	1,704	11,082	19.7%
MPERS Total	831	233	279	330	316	1,989	3.5%
Grand Total	5,527	1,643	1,862	2,019	2,020	13,071	23.2%

*Data includes active employees eligible to retire on June 30, 2009. Several of these employees were previously eligible to retire.

Labor Relations

Approximately 23,969 state employees (43.7% of the workforce) are represented by various labor organizations

At the end of FY09, approximately 23,969 state employees (43.7% of the workforce) were represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented by one of 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 % of Total Represented Employees	Number of Non-Members % of Total Represented Employees
AFSCME	Patient Care Support	4,489	1081 (24%)	3,408 (76%)
AFSCME	Craft and Maintenance	2,410	244 (10%)	2,166 (90%)
SEIU	Probation and Parole	1,252	284 (23%)	968 (77%)
SEIU	Patient Care Professional	1,030	51 (05%)	979 (95%)
CWA	Social Services	6,198	970 (16%)	5,228 (84%)
CWA	Health & Senior Services	471	38 (08%)	433 (92%)
MOCOA	Corrections Officers	5,406	2,778 (51%)	2,628 (49%)
MONA	Mental Health/ Registered Nurses	350	32 (09%)	318 (91%)
IAFF	Firefighters (Adjutant General)	26	13 (50%)	13 (50%)
IUOE	Transportation	2,003	39 (02%)	1,964 (98%)
MFT	Elementary & Secondary Education	334	4 (01%)	330 (99%)
TOTAL		23,969	5,534 (23%)	18,435 (77%)

* Labor Organizations:

AFSCME: The American Federation of State, County and Municipal Employees, Council 72 (AFL-CIO affiliated)

SEIU: Service Employees International Union, Local 2000

CWA: Communication Workers of America, Local 6355 (AFL-CIO affiliated)

MOCOA: Missouri Corrections Officers Association

MONA: Missouri Nurses Association (AFL-CIO affiliated)

IAFF: International Association of Firefighters (AFL-CIO affiliated)

IUOE: International Union of Operating Engineers (AFL-CIO affiliated)

MFT: Missouri Federation of Teachers (AFL-CIO affiliated)

Professional Development

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. During FY09, the Division assisted the State Training Advisory Council (STAC) in reexamining and revising the Rule to ensure it continues to reflect the needs of state agencies.

Throughout FY09, the Division offered managerial and supervisory training programs; each centered on the development of one or two specific leadership competencies. Workshops consisting of both new and existing programs were offered to managers and supervisors using best practice leadership development strategies from training partners such as FranklinCovey, the Center for Leadership Studies, VitalSmarts, Achieve Global, Development Dimensions International (DDI), the University of Missouri, other local colleges and Division staff.

The Division also sponsors state membership to the **Institute for Management Studies (IMS)**. IMS is an international not-for-profit educational and professional development organization offering specialized training programs each month in Kansas City and St. Louis conducted by leading practitioners, authors and authorities in the area of management. IMS sessions offer state executives, managers and supervisors the opportunity to participate and interchange with their professional counterparts in the private sector.

FY09 Highlights

During FY09, the Division continued to provide training on the online employee appraisal process, *PERforM* and a variety of leadership topics. The Division also introduced new *LiveClicks* webinars powered by FranklinCovey content and conducted by Division trainers. Additionally, the Division championed and piloted a new "world-class online coaching system" that brings on-demand business and leadership advice from a variety of respected thought leaders directly to an individual's computer desktop. The Division's "Special Invitation Leadership Seminars" continued to reach large numbers of state supervisors and managers with content focusing on today's critical leadership issues. The Division also continued to encourage participation in the state's first Certified Public Manager program, temporarily postponed by the weakened economy.

To compliment its training programs, the Division continues to publish an on-line magazine, aptly named *Solutions*, which disseminates practical information to help managers develop the best in themselves and in those who work with and for them. *Solutions* is published quarterly in PDF format at www.training.oa.mo.gov/Solutions.pdf.

The Division of Personnel offered **133** training programs in FY09 attended by **1,859** supervisors and managers

The Division offers over **50** distinct training programs designed to develop specific supervisory and managerial competencies. For a complete list and description of each program, visit www.training.oa.mo.gov



Training participants engaging in discussion during one of the Division of Personnel's Special Invitation Leadership Seminars.

Agency Training Reports

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. The following information 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 provide training for managers and supervisors (and employees in general) throughout the year.

Agriculture

During FY10, the agency will follow the guidelines established by the Management Training Rule and continue to encourage and motivate managers and staff to complete the training needed to be in compliance with the Training Rule. Additionally the agency will provide workshops that vary from customer service training to grant writing; and encourage managers to attend outside trainings, seminars, and conferences for professional development.

Corrections

During FY09, Regional management trainers presented 151 programs to 3,411 participants. In addition, many managers attended outside programs presented by OA and other organizations. Seventy-eight percent of new supervisors/managers completed the 40 hour Training Rule requirement, and 81% of all supervisors/managers attended at least 16 hours of training. During the year, the agency hosted a program from the National Institute of Corrections titled "Management Development for the Future." Agency trainers are currently revising this curriculum to make it specific to Corrections leaders. This program will be the focus of management training in FY10.

Economic Development

In FY09, the Division of Workforce Development (DWD) utilized webinars in training new and existing staff on updates/changes to programs and services offered by the Career Centers throughout the State. DWD successfully implemented a webinar for New Employee Orientation and is working to create a web based version of the program for the agency's intranet home page allowing employees quick access to information about policies and employee benefits. In the coming year, the agency will research learning opportunities that would reduce the cost of travel and allow more employees to benefit from training.

Public Service Commission

During FY09, the Commission provided staff with training opportunities at minimal cost that satisfied the Training Rule with a total of 92% of managers and 100% of supervisors in compliance with the Training Rule. During FY10, the Commission will focus on industry and technical training specific to the Utility Industry. Managers and supervisors will continue to receive Preventing Sexual Harassment training.

Elementary and Secondary Education

During FY09, 51.9% of agency managers/supervisors completed 16 or more training hours in accordance with the Training Rule. The agency has begun offering "training on demand" Employee Orientation and Preventing Sexual Harassment webinars that allow employees to receive training when it fits their schedule while reducing travel expenses and time out of the office – especially for employees located outside Jefferson City. During FY10, the agency will explore new ways to offer additional training and anticipates adding Time Management and Stress Management to their webinar format. The agency will continue to partner with the Division of Personnel's Training and Development Unit for future trainings in compliance with the Training Rule. Employees will also have the opportunity to participate in training through professional organizations and conferences.

Health and Senior Services

During FY09, the agency provided 109 classroom sessions attended by 2,242 participants. Topics included: PERforM Updates, Institute of Management Excellence, Performance Management & Documentation, Gossip in the Workplace, Handling Emotions Under Pressure, and CPR. Monthly New Employee Orientation programs were also held. Online courses developed in FY09 included: Time Coding, DELTA (e-timesheet) Training for Employees, and DELTA Supervisory Training. Revisions were made to Sexual Harassment and Continuity of Operations (COOP) online courses. The online courses have been accessed more than 2,436 times and an additional online course, Small Business Regulatory Fairness Analysis Update, was taken by 756 employees. In FY09 all employees received online access to their own individual training records, and supervisors also received access to the e-records of each of their employees. In FY10, training will focus on developing more online courses with alternative training options promoted through the agency's Learning Management System.

Higher Education

During FY09, 100% of all supervisors and managers were compliant with the Management Training Rule, attending more than 704 hours of training. The agency offers a variety of in-house trainings such as: Workplace Violence Prevention, Traffic Safety, Identity Theft, Cultural Sensitivity, Preventing Sexual Harassment, and CPR and First Aid. The goal for FY10 is to provide safety training for both work and home, sales and marketing training to the MDHE Loan staff, and other customer service related training. In addition, the agency will explore development of an in-house training tracking system.

Insurance, Financial Institutions and Professional Registration

In FY09, 88% of managers and supervisors were compliant with the Training Rule. In FY10, Credit Unions will focus training offered through NCUA, SHRM and SHRMC; Finance will coordinate and provide an Annual Spring Conference to include staff training; Professional Registration plans to schedule webinars/audio conferences to meet requirements; Insurance plans to continue to encourage the use of on-line web-based training tools for individuals who prefer a non-traditional classroom setting. New managers will be encouraged to take a core group of supervisor trainings offered by Division of Personnel's Training and Development unit. The agency's HR team will be attending SHRM and SHRMC to meet their training requirements.

Labor and Industrial Relations

In FY09, 75% of managers and supervisors were compliant with the Training Rule. The agency's training unit offered a total of 20 continuing and new training opportunities in the Jefferson City area and field staff took advantage of on-line training provided by a private vendor. Additionally agency managers and supervisors received mandatory courses on-site. For fiscal year 2010, the agency will focus on frequent, shorter training programs covering topics identified through focus groups. The agency will also offer on-site training to field staff outside of Jefferson City and expects this venue to increase the percent of managers and supervisors meeting the 40/16 Rule requirement.

Agency Training Reports

Mental Health

During FY09, the agency continued to advance the use of electronic training and tracking through an in-house e-learning platform. This web-based application standardizes safety training across all agency facilities; and as best practices evolve, training materials can be updated and revised with little turnaround time. On-line training programs are cost effective and enable staff to participate in multiple training classes with limited time away from their duty stations. Currently, all agency employees have eLearning accounts and are assigned targeted training courses. E-learning accounts were recently extended to some contracted service provider employees so that they receive the same training, consistent with agency policies and best practices. There are now a total of 866 courses on eLearning (at the department, division, and facilities levels) of which 197 courses are on-line programs and 669 courses are classroom-based and tracked electronically.

Natural Resources

Learning opportunities throughout FY09, consistent with the Training Rule, were available through the agency. Other specialty training as outlined by state statutes or department guidelines, along with classes offered through the Office of Administration provided required training not available within the department. The agency is in the third year of its Succession Planning Leadership Program providing specific developmental opportunities to the 111 participants enrolled in the program. The agency also implemented a Succession Planning Program for Administrative Support Staff with 24 participants. Additionally the Succession Planning Leadership and Administrative Program were offered as a model program to other state agencies. The FY10 training initiative is the development of more intensive agency specific trainings to encourage executives, managers, and supervisors to excel within the agency.

Office of Administration

In FY09, approximately 58% of all agency executives, managers and supervisors complied with the requirements of the Training Rule. The agency does not have a centralized training function specifically for its employees. The training function and arrangements are coordinated at the division level. Some training is provided through programs offered through the Division of Personnel. Some training is done through outside vendors and, on a limited basis, internally. Like many other agencies, the agency is also interested in providing more opportunities for online learning in the coming year.

Public Safety

Missouri Veterans' Commission

During FY10, the Commission will offer core courses of Cultural Diversity, Preventing Sexual Harassment and PERforM for new employees. Additionally the Commission will evaluate e-learning for basic and ongoing education and develop in-house Basic Supervisor and Leadership core training in compliance with the 40-hour Training Rule requirement. This will include personality-based training modeled after the Jung-Meyers-Briggs typology/Kiersey Temperament research which will provide tools to identify individual personality types, and improve areas to facilitate professional development. This, along with courses offered by the Division of Personnel's Training and Development Unit will cover many of the basic competencies for the Commission's leadership team and provide the foundation for leadership from the same perspective Commission-wide.

Revenue

During FY09, 97.7% of managers and supervisors were compliant with the 16-hour component of the Training Rule; and 100% of all first year managers and supervisors completed their prescribed 40 hours of training. All staff received training on diversity, and prevention of discrimination and sexual harassment. The agency combined its technical and soft skills training staff to offer more training opportunities, share resources, develop new class content and identify new ways of training delivery. FY10 training will include: increasing mentoring skills, workforce management efficiency, customer relations, webinars for field personnel, training for professional staff [e.g., attorneys, investigators], the creation of a training newsletter and the development of accountability measures to ensure the agency is providing quality training initiatives. Additionally as all divisions have similar training on diversity, and discrimination prevention, the agency will examine the feasibility of offering this agency-wide to large groups for new employees and also as a refresher course.

Lottery

In FY09, 100% of managers and supervisors were compliant with the Training Rule. Internal training was given on: Project Management; 7 Habits of Highly Effective People; 7 Habits of Highly Effective Managers; Respect in the Workplace and FMLA training for supervisors. Training initiatives for FY10 include an "All Employee Conference," 7 Habits of Highly Effective Managers; and training for new employees that includes: Winning Service, 7 Habits for Highly Effective People, and New Lottery Sales Representative orientation. Other training programs will focus on Respect in the Workplace, Ethics and various leadership topics.

State Tax Commission

Budget restraints in FY09 resulted in delaying the anticipated development of a management training policy. As resources become available, the Commission plans to implement programs providing educational and managerial opportunities for managers and supervisors. During FY10, the Commission will participate in any seminars or training sessions provided by the Office of Administration or other agencies as resources allow.

Social Services

In FY09, the agency achieved 100% compliance with the 40-hour Training Rule requirement and 92% compliance with the 16-hour requirement. Agency trainers filled approximately 39,000 training seats, providing training in over 97 staff development subject areas. Civil Rights and Diversity training were provided to new and existing staff. Statewide training initiatives also included Situational Leadership, Effective Discipline, Performance Management, and Supervisory Case Review. The agency continues to utilize their Employee Learning Center to track and monitor training and distribute Agency Administrative Manual Policy Updates. In FY10, training will focus on Leadership Development, Clinical Supervision Learning Labs, Supervisory Case Review Methods, Long-Distance Management, The Credibility Factor and Transformational Coaching.

Transportation

In FY09, 82% of supervisors and managers were compliant with the Training Rule. The agency will continue to provide training for all levels of the agency using a blend of in-house and vendor provided instruction. Professional development will continue with a 40-hour High Performance Supervision curriculum, a 96-hour Management Development Institute curriculum, and various technical, technology, and safety training programs. The agency continues to provide and track training via a web-based Learning Management System. Current efforts will improve the agency's ability to identify leaders through the Accelerated Leadership Development Program. The agency is also expanding its 40-hour Introduction to Supervision curriculum to be available for all team-lead level employees. On a statewide basis, the agency recommends that OA continue to provide high-quality leadership development courses, invest in an online coaching program and continue to offer high-end computer software skills training.

Employee Recognition Programs

The Division of Personnel proudly sponsors and coordinates four distinct programs designed to recognize and reward the creativity, ingenuity and dedication of state employees.

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 Division of Personnel allows decentralization of the review and award process of employee suggestions to each state agency. During FY09, approximately 200 suggestions were submitted to state agencies for review. In total, 11 suggestions were implemented. Nine suggestions received monetary awards totaling \$675.00. Other suggestions received Certificates of Recognition.

THE GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

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 from five major categories: Customer Service, Efficiency, Innovation, Process Improvement, 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 of the five categories. The committee recommends their choices for winning teams to the Governor for final approval. In FY09, a recognition ceremony for GAQP winners was held in the Capitol Rotunda where the Governor presented awards to winning agencies and team members.

STATE EMPLOYEE OF THE MONTH

The Division of Personnel assumed the administrative duties for the State Employee of the Month Program in 1990. 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 typically 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.

STATE EMPLOYEE RECOGNITION WEEK

Missouri State Employee Recognition Week was celebrated during the week of May 25 - 29, 2009. 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 designed to inform the public about the broad variety of services provided by state government employees. In conjunction with this week, a special Employee Recognition Day event held on May 29 on the Capitol lawn was attended by approximately 5,000 state employees. Over 70 vendors comprised of state agencies, the Jefferson City Area Chamber of Commerce and other Chamber members participated. During this special week, Governor Jay Nixon also recognized selected state employees for their local, state, national, or international achievement and valor.

Photos from top to bottom:

Governor Jay Nixon greeting State Employee of the Month (EOM) winners, their families and fellow employees
 Governor Jay Nixon and First Lady Georganne Wheeler Nixon participating in a EOM photo opportunity
 State Employee Recognition Day on the Capitol lawn



