

STATE OF MISSOURI
OFFICE OF ADMINISTRATION

DIVISION OF PERSONNEL

FY

2010 ANNUAL REPORT



Bill Miller, Director

Division of Personnel FY2010 Annual Report

Bill Miller, Director

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

Allan Forbis, Manager
Center for Management and Professional Development

Doug Smentkowski, Manager
Employee Services

Division of Personnel Staff Contributing to this Report:

Christy Klenklen
Cathy Philbert
Susan Nichols
Lori Gilmore
Denise Osborne



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The Division of Personnel's Annual Report is coordinated and created by the Division's Center for Management and Professional Development.

Division of Personnel Director Bill Miller speaking at the 2010 State Employee Recognition Day event at the State Capitol
Photo: Allan Forbis

Cover Photos: Luci Branyan, Missouri Division of Tourism



Jeremiah W. (Jay) Nixon
Governor

Kelvin L. Simmons
Commissioner

State of Missouri
OFFICE OF ADMINISTRATION
Division of Personnel
301 West High Street, 430 Truman Building
P.O. Box 388
Jefferson City, Missouri 65102
INTERNET: <http://www.oa.mo.gov/pers>
E-MAIL: persmail@mail.mo.gov

Bill Miller
Director

(573) 751-4162
FAX (573) 751-8641

Dear Colleagues,

It is a privilege to present the Division of Personnel's 2010 Fiscal Year report.

Over the past year, virtually every state in the nation has been faced with unprecedented economic challenges. Budget reductions and belt tightening have added to an already long list of issues for all state agencies. Despite these challenges, Missouri has been able to maintain a strong workforce, while continuing to flourish with fresh ideas, quality services and winning achievements.

It is likely, however, that in the coming year, Missouri state government, along with other public and private employers, will face continued challenges to improve services with fewer human and financial resources.

While this report presents information about some of the Division of Personnel's accomplishments, it also provides a "snapshot" of workforce demographics, pay data, professional development, various statistics and more. Our intent is to provide useful fact-based data from both a statewide and agency perspective, for informational purposes as well as future human resource planning and decision making.

It is our hope that this report will enable agencies, legislators and constituents to make proactive decisions that are in the best interest of our continued commitment to excellence in all aspects of service delivery in state government.

As we reflect on the achievements of FY10 and the challenges that await us in 2011, I would like to thank each Division of Personnel staff member for their hard work while doing even more with fewer resources. As we move forward, 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 "Bill Miller".

Bill Miller,
Director

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.

Approximately 40,000 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

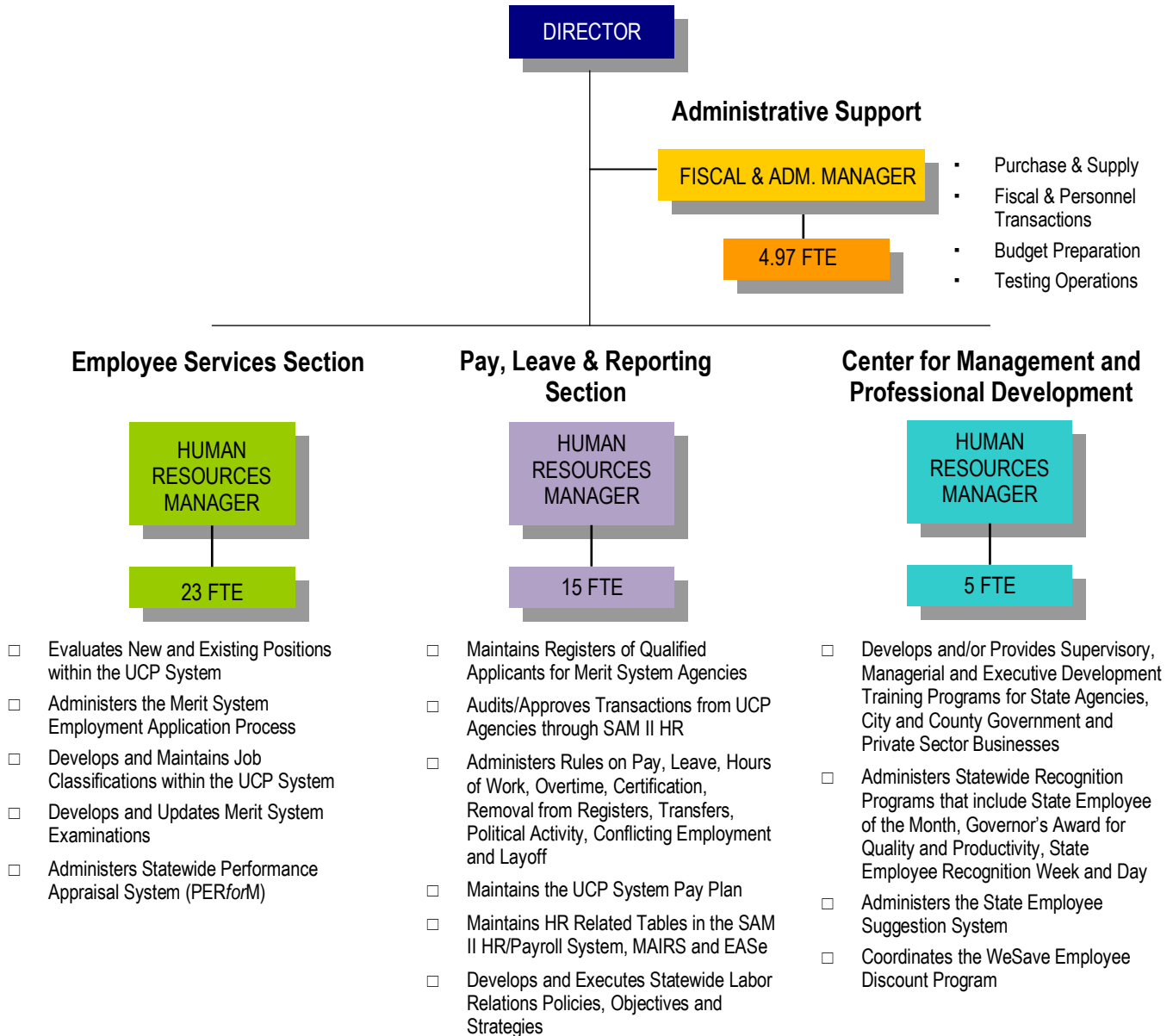
Non-Merit Executive Branch Agencies

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

Division of Personnel Overview

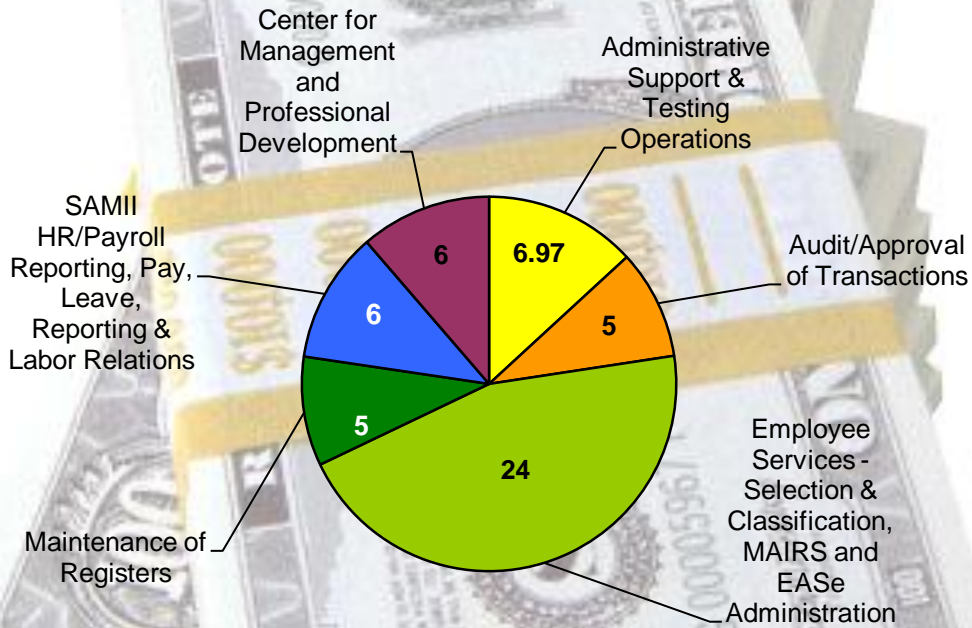
Functional Organization Chart



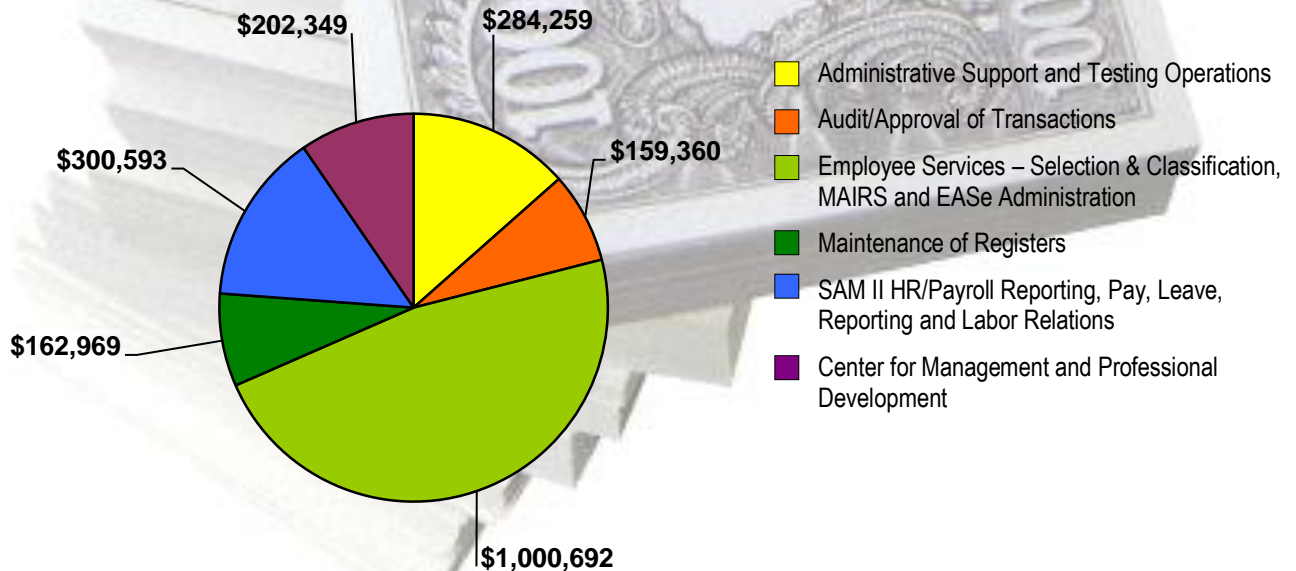
Distribution of Resources

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 FY10.

- Processed 46,238 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time
- Issued 3,880 Certificates of Eligibles (excludes trial certificates) providing 158,083 names of applicants to agencies on a timely basis
- Provided technical support and analysis to assist the Personnel Advisory Board in finalizing their FY2011 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. This included conducting labor contract negotiations for the following bargaining units: AFSCME/Direct Care and Craft & Maintenance Bargaining Units; SEIU/Probation and Parole Assistants; CWA/DSS and DHSS (Division of Senior and Disability Services & Division of Regulation and Licensure, Section for Long-Term Care). Negotiations were also conducted for the newly certified SEIU/Probation and Parole Assistants Bargaining Unit.
- Maintained electronic and paper merit application processes allowing 41,332 job applicants to apply for 153,879 job classifications
- Reviewed and allocated 608 new positions for merit agencies
- Processed 17,905 additions to merit registers via written, or written and E&E (education and experience) merit exams
- Added 74,263 names to merit registers via exams with a 100% E&E component
- Offered 123 professional development workshops and webinars attended by 1,414 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 160 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

What you get by achieving your goals is not as important as what you become by achieving your goals.

Zig Ziglar



The intent of WeSave Missouri is to help employees save money on goods and services they primarily purchase online. As employees save money on items they need or want, they may have more money to purchase other household items, or add to their savings accounts, education or retirement funds.

During FY10, in an effort to find alternative ways to help state employees maximize their household budgets in difficult economic times, the Office of Administration with assistance from the Division of Personnel entered into a cooperative agreement with WeSave.com to provide a new state employee discount program.

WeSave is a relatively new for-profit marketing company that promotes loyalty benefits for public employees in the United States. Currently in its fifth year of operation, WeSave serves the states of Georgia, Louisiana, Missouri, Nebraska, North Carolina, South Carolina and West Virginia.

An additional feature unique to Missouri's program is the added value of a one percent cash back donation from WeSave to the Missouri State Employees Charitable Campaign based upon total employee online shopping purchases.

The WeSave program serves as evidence to state employees that state leaders are working on their behalf; and is an added benefit to work in Missouri state government.

Following a pre-registration phase, the new WeSave program was activated on August 16, 2010 in conjunction with State Employee Recognition Week. At the beginning of FY11, nearly 20,000 state employees had registered for the WeSave Missouri program.

WeSave is available to state employees who voluntarily elect to activate their membership online using a personal or home email address. **There is no cost to state government, or state employees to participate in the program.**

State employees who activate their membership have access to cost saving opportunities that include:

- A customized online portal to access savings, coupons, giveaways and promotions.
- Discounts and special offers from national, regional and local Missouri merchants.
- Online shopping with cash back on every purchase.
- An online user account to manage shopping preferences, track purchases, and redeem cash back rewards

State employees can also nominate merchants they would like to see included in the program by using WeSave's online "Nominate a Merchant" form. WeSave staff contact these merchants to solicit their participation and also work with the Missouri Chamber of Commerce to identify and include other merchants. These combined efforts serve to help Missouri merchants and strengthen the economy of local Missouri communities.

PERforM

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. 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.

During FY11, the DOP will convene a review team comprised of agency users, DOP staff and IT professionals to re-evaluate PERforM, and determine what enhancements can further improve the functionality and usage of the system for all PERforM users.

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

FY10 PERforM Statistics

Raters and Reviewers (Combined)
6,805

Probationary Appraisals
2,888

Special Appraisals
1,317

Annual Appraisals
32,189

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

Needs Improvement – 316 (0.9%)
Successful – 24,278 (75.4%)
Outstanding – 7,088 (22.0%)
Exceptional – 507 (1.6%)

*Employee number and percentages based on 32,189 completed Annual Appraisals

UPDATE:

The State of Missouri's Application Process

During FY10, using the State of Missouri's Electronic Application System (EASe), qualified applicants were added to merit registers immediately upon submitting their application and related information. State agencies 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.

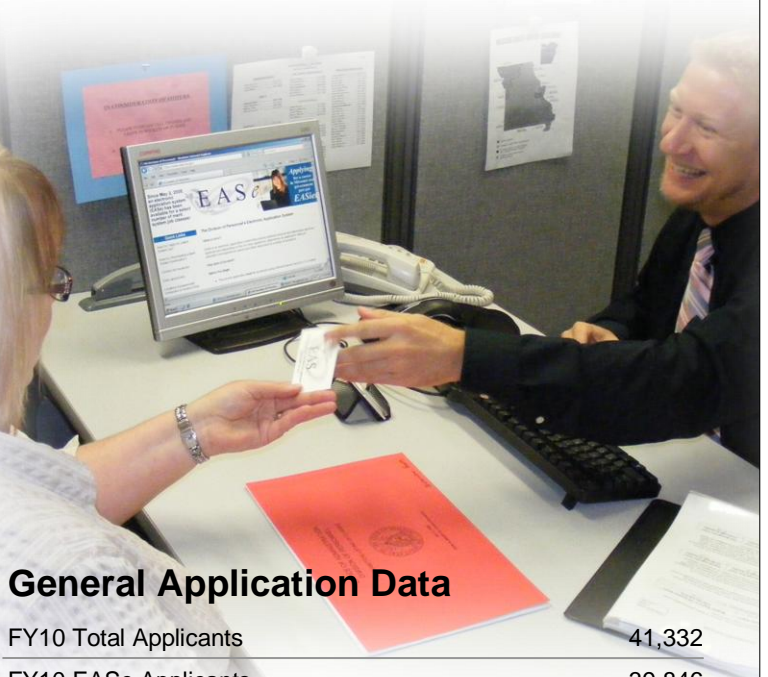
EASe

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.

When applying for a job class requiring only a rating of education and experience, EASe 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. In FY11, the DOP will establish an EASe review team comprised of DOP staff and representatives from various agencies to examine the current application process – and make recommendations to further streamline and improve the system.



General Application Data

FY10 Total Applicants	41,332
FY10 EASe Applicants	39,846
FY10 Total Applications for Job Classes	153,897
FY10 Job Classes Applied for Through EASe	149,160
FY10 Job Classes Applied for Using Paper Application	4,719
Applicants Registered Through EASe in FY10	27,542
Total Number of Applicants Registered Through EASe	177,624
Total Number of UCP Job Classes	706
Total Classes Converted to EASe in FY10	10
Total Number of Classes Converted to EASe	443

96% of all applicants (39,846) applied for merit jobs through EASe

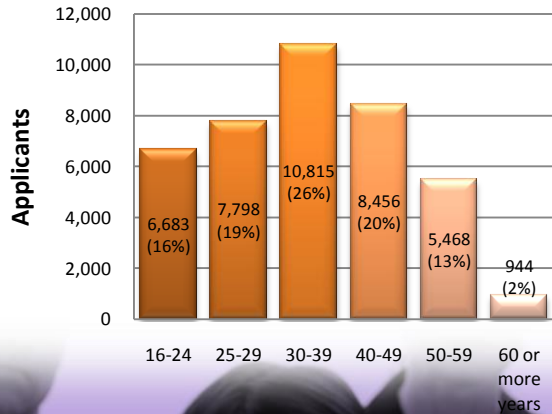
27,542 applicants registered with EASe in FY10 bringing the total number of registered users to 177,624

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.

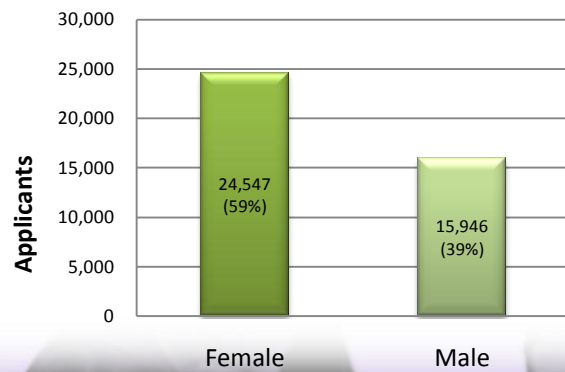
Applicant Characteristic Survey Results

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.

Number of Applicants by Age Range

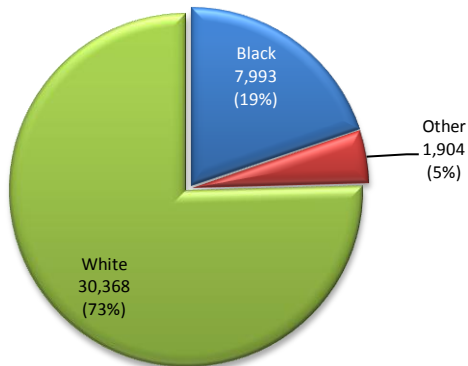


Number of Applicants by Gender

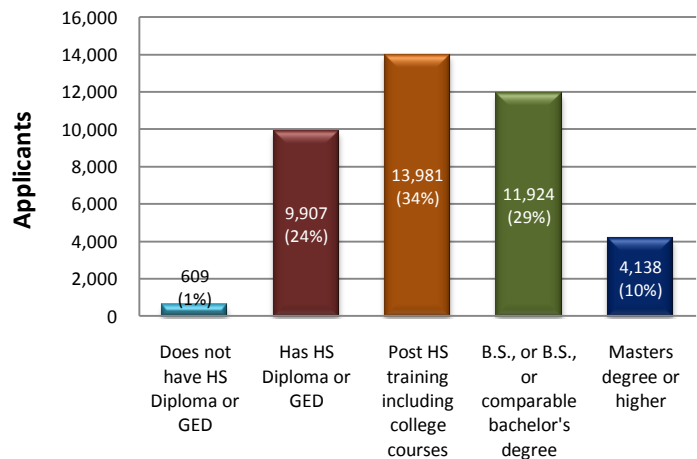


29% Possessed a Bachelor's degree
 19% African American
 73% White
45% Between the ages of 25 – 39
 59% Female
 33% Between the ages of 40 -59

Ethnicity of Applicants



Number of Applicants by Education Level



Data based on 41,332 FY10 applicants who submitted the optional survey:

Age Range – 40,164 (1,168 applicants did not indicate their age)
 Gender – 40,493 (839 applicants did not indicate their gender)
 Ethnicity – 40,265 (1,067 applicants did not indicate their ethnicity)
 Education Level – 40,559 (773 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	186	156	124	425	285	6
Andrew	St. Joseph	298	51	115	357	198	4
Atchison	NA	53	26	15	57	39	0
Audrain	NA	653	760	382	1,162	665	43
Barry	NA	163	120	86	283	172	4
Barton	NA	167	46	28	109	65	0
Bates	Kansas City	125	86	44	91	68	2
Benton	NA	127	52	83	370	181	2
Bollinger	NA	105	33	54	199	139	6
Boone	Columbia	2,034	632	1,552	6,277	4,165	116
Buchanan	St. Joseph	1,191	1,624	1,014	3,748	2,166	90
Butler	NA	514	731	361	1,370	781	29
Caldwell	Kansas City	278	26	122	378	235	24
Callaway	Jefferson City	2,779	2,040	1,249	5,005	3,070	128
Camden	NA	268	179	243	906	579	16
Cape Girardeau	NA	711	740	520	2,020	1,249	20

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, 2010.

Applicants: Number of residents from this location who applied for at least one job classification between July 1, 2009 and June 30, 2010.

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, 2009 and June 30, 2010. 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, 2009 and June 30, 2010.

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	153	34	93	357	215	5
Carter	NA	93	43	37	89	46	3
Cass	Kansas City	275	159	278	976	569	8
Cedar	NA	152	96	59	217	135	3
Chariton	NA	96	24	52	164	93	3
Christian	Springfield	410	133	354	1,322	830	12
Clark	NA	42	28	9	23	18	1
Clay	Kansas City	643	428	274	863	548	12
Clinton	Kansas City	400	1,288	323	1,107	649	45
Cole	Jefferson City	7,116	14,461	2,616	11,865	7,723	307
Cooper	NA	362	405	272	1,001	559	27
Crawford	NA	212	88	145	423	224	11
Dade	NA	55	21	22	59	43	0
Dallas	Springfield	108	55	48	155	98	2
Daviess	NA	244	29	148	489	295	15
DeKalb	St. Joseph	338	73	133	392	252	21
Dent	NA	193	66	126	424	235	5
Douglas	NA	102	41	80	313	175	8
Dunklin	NA	241	189	174	584	323	13
Franklin	St. Louis	581	271	632	1,890	1,126	45
Gasconade	NA	170	34	184	632	402	18
Gentry	NA	104	56	63	224	122	4
Greene	Springfield	1,329	1,788	1,231	4,867	3,206	60
Grundy	NA	136	55	125	425	243	8
Harrison	NA	142	42	70	226	140	12
Henry	NA	167	90	90	324	182	2
Hickory	NA	56	34	23	79	55	0
Holt	NA	78	30	35	91	50	4
Howard	Columbia	133	29	101	265	176	7
Howell	NA	365	441	187	775	463	10
Iron	NA	235	25	120	387	255	12
Jackson	Kansas City	2,609	3,440	3,361	11,946	7,119	136
Jasper	Joplin	548	607	421	1,565	1,044	23
Jefferson	St. Louis	878	461	927	3,156	1,869	61
Johnson	NA	471	400	315	1,094	682	22

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Knox	NA	36	26	14	71	44	0
Laclede	NA	200	150	169	800	450	10
Lafayette	Kansas City	612	621	233	759	476	21
Lawrence	NA	362	377	177	559	331	13
Lewis	NA	51	37	32	114	64	2
Lincoln	St. Louis	251	173	232	799	509	18
Linn	NA	275	67	147	468	276	16
Livingston	NA	433	562	297	1,164	641	26
McDonald	NA	52	55	134	405	247	8
Macon	NA	369	405	202	755	412	18
Madison	NA	304	33	120	474	284	9
Maries	NA	295	24	194	635	391	20
Marion	NA	381	366	37	107	64	1
Mercer	NA	26	24	24	58	36	3
Miller	NA	640	100	333	1,279	835	47
Mississippi	NA	227	500	168	543	259	17
Moniteau	Jefferson City	732	368	362	1,498	926	42
Monroe	NA	153	41	78	210	147	11
Montgomery	NA	217	123	152	504	296	20
Morgan	NA	284	42	183	640	382	20
New Madrid	NA	176	112	120	451	261	10
Newton	Joplin	250	133	94	328	210	5
Nodaway	NA	259	310	159	581	333	19
Oregon	NA	65	35	42	200	120	0
Osage	Jefferson City	948	24	282	1,030	688	43
Ozark	NA	57	34	24	63	39	2
Pemiscot	NA	115	126	68	272	133	1
Perry	NA	107	46	79	380	244	7
Pettis	NA	329	215	260	935	529	16
Phelps	NA	502	626	383	1,480	895	25
Pike	NA	473	613	274	792	509	38
Platte	Kansas City	215	91	72	285	177	6
Polk	Springfield	157	90	78	268	179	5
Pulaski	NA	270	84	285	1,013	632	23
Putnam	NA	38	21	13	46	27	0

Employee Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
Ralls	NA	211	22	67	255	170	7
Randolph	NA	393	563	319	973	626	24
Ray	Kansas City	128	60	75	260	150	4
Reynolds	NA	62	43	44	133	75	3
Ripley	NA	101	52	78	320	195	3
St. Charles	St. Louis	838	649	1,169	4,555	2,863	43
St. Clair	NA	58	39	19	55	29	0
Ste. Genevieve	NA	150	41	88	328	179	4
St. Francois	NA	1,936	2,479	1,459	6,097	3,696	124
St. Louis County	St. Louis	4,168	4,126	1,339	5,434	3,169	47
Saline	NA	789	762	287	1,013	636	31
Schuyler	NA	43	22	11	33	18	1
Scotland	NA	49	46	18	42	25	1
Scott	NA	599	524	408	1,358	752	31
Shannon	NA	111	41	51	156	97	4
Shelby	NA	91	32	32	94	63	3
Stoddard	NA	331	123	224	733	424	14
Stone	NA	105	53	76	292	209	2
Sullivan	NA	35	30	20	47	25	0
Taney	NA	170	157	162	686	422	6
Texas	NA	482	540	281	1,052	578	26
Vernon	NA	374	429	79	304	159	7
Warren	St. Louis	112	73	117	311	193	6
Washington	St. Louis	410	463	359	1,363	763	37
Wayne	NA	154	75	90	244	140	5
Webster	Springfield	257	240	215	725	434	23
Worth	NA	43	18	24	116	62	2
Wright	NA	165	67	104	427	277	6
St. Louis City	St. Louis	2,125	3,342	6,081	23,842	13,791	254
State Sub Total		53,298	54,530	37,937	142,740	86,487	2,655
Unknown		44	1	3,137	10,133	6,461	106
Out of State		1,211	22	258	1,006	614	14
Total		54,553	54,553	41,332	153,879	93,562	2,775

Number of Missouri State Employees: A Comparison between FY09 and FY10

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 09 Count	FY 10 Count	Loss/Gain
Legislature	562	573	11
Judiciary	3,351	3,341	-10
Public Defender	559	564	5
Governor	34	33	- 1
Lt. Governor	6	6	0
Secretary of State	249	256	7
State Auditor	119	116	- 3
State Treasurer	46	47	1
Attorney General	380	350	- 30
Conservation	1,512	1,443	- 69
Elem & Sec Education**	1,893	1,823	- 61
Transportation	6,426	6,163	- 263
TOTAL	15,137	14,724	- 413

UCP Agencies	Classified				Unclassified				FY 10 Totals*	
	FY09	FY10	FY10 %	Loss or Gain	FY09	FY10	FY10%	Loss or Gain	Total Count	Loss or Gain
Office of Adm.	1,812	1,948	95.5%	136	84	88	4.3%	4	2,040	139
Agriculture	261	257	90.5%	- 4	26	26	9.1%	0	284	- 3
Insurance	286	271	53.7%	- 15	212	234	46.3%	22	505	6
Economic Dev.	857	870	89.9%	13	98	97	10.0%	- 1	968	10
Higher Education**	0	0	0.0%	0	74	64	100.0%	- 10	64	- 10
Health & Sr. Serv	1,701	1,589	97.0%	-112	47	47	2.9%	0	1,638	- 115
Labor & Ind. Rel.	670	737	89.6%	67	89	85	10.3%	- 4	823	62
Mental Health	7,553	7,006	97.2%	- 547	194	180	2.5%	- 14	7,209	- 568
Natural Resources	1,584	1,423	96.0%	- 161	52	57	3.8%	5	1,482	- 157
Public Safety**	2,327	2,276	47.5%	- 51	2,414	2,466	51.5%	52	4,792	- 3
Revenue	1,295	1,252	93.2%	- 43	95	88	6.6%	- 7	1,343	- 51
Social Services	8,011	7,475	98.2%	- 536	132	133	1.7%	1	7,615	- 532
Corrections	10,940	10,872	98.2%	- 68	89	88	0.8%	- 1	11,066	- 70
TOTALS	37,297	35,976	90.3%	- 1,321	3,606	3,653	9.2%	47	39,829	- 1,292

* 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 50

1,821 state employees are under 25

18,591 state employees are under 40

34,856 state employees are between 40 and 64

1,082 state employees are 65 and older

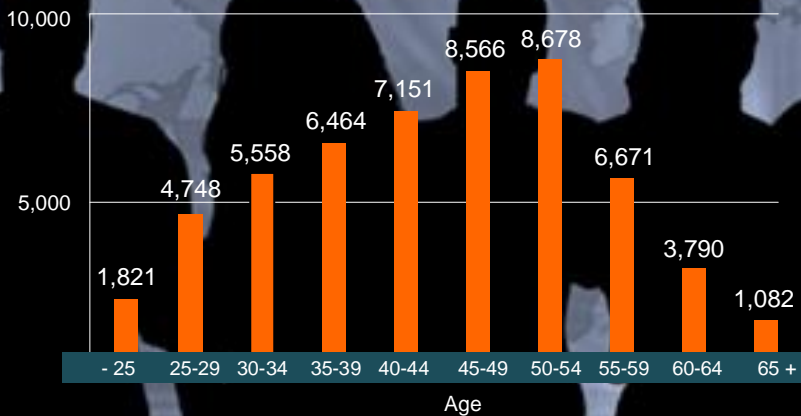
The average age of a male or female state employee is 45

Average Age Employees Begin State Service by Agency Average Age of Employees by Agency

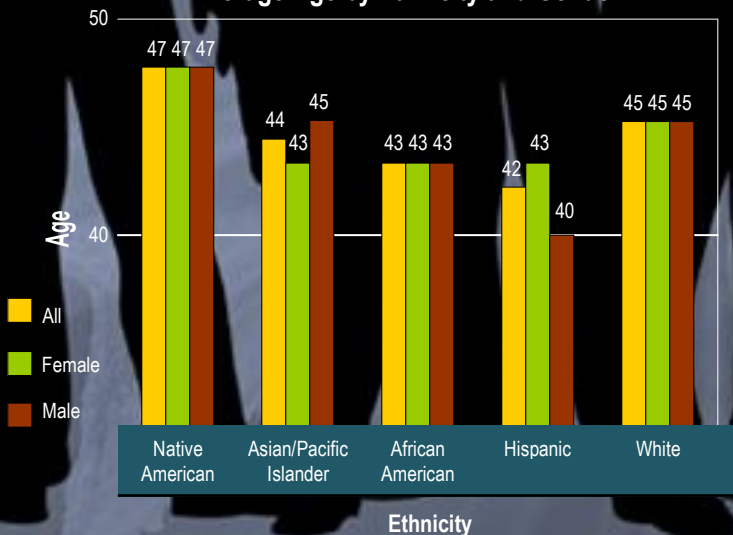
AGENCY/ OFFICE

Legislature	36	47
Judiciary	35	47
Public Defender	33	42
Governor	30	42
Lt. Governor	28	37
Secretary of State	33	44
State Auditor	28	39
State Treasurer	31	42
Attorney General	34	43
Office of Administration	32	46
Agriculture	35	48
Insurance	33	44
Conservation	31	44
Economic Development	37	48
Elem & Sec Education	36	47
Higher Education	30	39
Health & Senior Services	34	47
Transportation	31	44
Labor & Industrial Relations	34	47
Mental Health	34	44
Natural Resources	33	46
Public Safety	33	43
Revenue	31	43
Social Services	33	44
Corrections	35	45

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 54,553. 24 employees had an invalid or missing birthdate in the SAM II HR Payroll System. Of those with valid birthdays, 92 employees had invalid or no ethnicity listed.

Average Age by Ethnicity

Native American = 47 Asian/Pacific Islander = 44 African American = 43 Hispanic = 42 White = 45

Ethnicity

1.9%
Hispanic, Asian Pacific Islander
and Native American descent

11.5%
African Americans

86.4%
White

Ethnicity by Agency*

Agency	Employee Count	Native American	%	Asian/Pacific Islander	%	African American	%	Hispanic	%	White	%
Legislature	573	2	0.35%	0	0.00%	43	7.50%	2	0.35%	523	91.27%
Judiciary	3,341	3	0.09%	11	0.33%	311	9.31%	20	0.60%	2,962	88.66%
Public Defender	564	2	0.35%	8	1.42%	47	8.33%	4	0.71%	499	88.48%
Governor	33	0	0.00%	0	0.00%	1	3.03%	0	0.00%	32	96.97%
Lt. Governor	6	0	0.00%	0	0.00%	0	0.00%	0	0.00%	6	100.00%
Secretary of State	256	1	0.39%	4	1.56%	21	8.20%	1	0.39%	227	88.67%
State Auditor	116	1	0.86%	0	0.00%	12	10.34%	0	0.00%	103	88.79%
State Treasurer	47	0	0.00%	0	0.00%	2	4.26%	0	0.00%	45	95.74%
Attorney General	350	3	0.86%	1	0.29%	19	5.43%	2	0.57%	324	92.57%
Office of Adm	2,040	5	0.25%	22	1.08%	112	5.49%	7	0.34%	1,888	92.55%
Agriculture	284	1	0.35%	2	0.70%	6	2.11%	1	0.35%	274	96.48%
Insurance	505	0	0.00%	2	0.40%	22	4.36%	2	0.40%	479	94.85%
Conservation	1,443	5	0.35%	5	0.35%	44	3.05%	6	0.42%	1,381	95.70%
Economic Dev.	968	11	1.14%	14	1.45%	142	14.67%	6	0.62%	792	81.82%
Elem & Sec Edu	1,832	3	0.16%	13	0.71%	209	11.41%	12	0.66%	1,595	87.06%
Higher Education	64	0	0.00%	0	0.00%	5	7.81%	0	0.00%	59	92.19%
Health & Senior Ser	1,638	7	0.43%	17	1.04%	161	9.83%	12	0.73%	1,441	87.97%
Transportation	6,163	109	1.77%	31	0.50%	342	5.55%	63	1.02%	5,607	90.98%
Labor & Industrial Rel	823	3	0.36%	3	0.36%	73	8.87%	7	0.85%	734	89.19%
Mental Health	7,209	18	0.25%	112	1.55%	2,143	29.73%	60	0.83%	4,863	67.46%
Natural Resources	1,482	1	0.07%	17	1.15%	51	3.44%	6	0.40%	1,406	94.87%
Public Safety	4,792	27	0.56%	37	0.77%	443	9.24%	34	0.71%	4,251	88.71%
Revenue	1,343	6	0.45%	21	1.56%	65	4.84%	8	0.60%	1,242	92.48%
Social Services	7,615	26	0.34%	26	0.34%	1,319	17.32%	69	0.91%	6,166	80.97%
Corrections	11,066	26	0.23%	39	0.35%	670	6.05%	82	0.74%	10,237	92.51%
TOTALS	54,553	260	0.48%	385	0.71%	6,263	11.48%	404	0.74%	47,136	86.40%

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

Gender

Agency	Employee Count	Females		Males	
		#	%	#	%
Legislature	573	288	50.3%	284	49.6%
Judiciary	3,341	2,555	76.5%	786	23.5%
Public Defender	564	320	56.7%	244	43.3%
Governor	33	19	57.6%	14	42.4%
Lt. Governor	6	2	33.3%	4	66.7%
Secretary of State	256	177	69.1%	79	30.9%
State Auditor	116	71	61.2%	45	38.8%
State Treasurer	47	32	68.1%	15	31.9%
Attorney General	350	221	63.1%	129	36.9%
Office of Administration	2,040	769	41.9%	1,266	62.1%
Agriculture	284	105	37.0%	179	63.0%
Insurance	505	295	58.4%	210	41.6%
Conservation	1,443	336	23.3%	1,107	76.7%
Economic Development	968	597	61.7%	371	38.3%
Elem & Sec Education	1,832	1,492	81.4%	340	18.6%
Higher Education	64	51	79.7%	13	20.3%
Health & Senior Services	1,638	1,312	80.1%	326	19.9%
Transportation	6,163	1,301	21.1%	4,862	78.9%
Labor & Industrial Rel	823	573	69.7%	247	30.0%
Mental Health	7,209	5,161	71.6%	2,046	28.4%
Natural Resources	1,482	594	40.1%	888	59.9%
Public Safety	4,792	2,338	48.8%	2,454	51.2%
Revenue	1,343	978	72.8%	365	27.2%
Social Services	7,615	6,239	81.9%	1,374	18.0%
Corrections	11,066	4,530	40.9%	6,536	59.1%

TOTALS	54,553	30,356	24,184
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. 13 employees had no gender data entered in the SAM II HR/Payroll System.

Length of State Service

The average length of service on:

6/30/10 was 11 years and 4 months.

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

Average Years/Months of Service for Executive Branch Agencies

Comparison of Years of Service Categories

Years of Service	Employee Count by Year				
	2006	2007	2008	2009	2010
<1 Year	3,940	4,494	4,505	4,239	2,595
1 – 4 Years	11,747	11,213	11,387	12,072	12,021
5 – 9 Years	12,220	11,884	11,343	10,778	10,431
10 – 14 Years	8,162	8,522	8,809	9,081	9,092
15 – 19 Years	6,070	5,804	5,890	5,911	6,018
20 + Years	8,570	8,588	8,632	8,871	9,110

Office of Administration	14/05
Agriculture	13/08
Insurance	11/04
Conservation	13/11
Economic Development	11/08
Elem & Sec Education	12/04
Higher Education	9/05
Health & Sr. Services	12/09
Transportation	12/11
Labor & Ind Relations	12/11
Mental Health	10/04
Natural Resources	13/05
Public Safety	10/03
Revenue	13/04
Social Services	11/05
Corrections	9/09

Service data based on the following employee totals:

06/30/06 – 50,709
 06/30/07 – 50,506
 06/30/08 – 50,566
 06/30/09 – 50,952
 06/30/10 – 49,267

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, 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 Business & Community Services 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	Office of Administration Ethics Commission Department of Conservation Department of Elementary and Secondary Education ² Department of Transportation 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 MSWP Uniformed Officers Non-Executive Branch Elected Officials 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, MAIRS, EASe, PERforM & SAM II HR/Payroll Table Maintenance, Reporting and Assistance Management Consultation	Classification and Pay Hours of Work, Overtime, Leave Performance Appraisal Mgmt & Supervisory Training Labor Relations Coordination PERforM & SAM II HR/Payroll Table Maintenance, Reporting and Assistance Management Consultation	Hours of Work, Overtime, Leave Mgmt & Supervisory Training Labor Relations Coordination 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.

Employee Pay Distribution

Pay Distribution of Employees by Agency as of June 30, 2010



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	525	0	74	268	83	54	25	11	9	1	0
Judiciary	3,088	0	1,349	680	218	362	54	7	6	1	411
Public Defender	554	2	118	90	156	2	164	8	7	2	5
Governor	33	0	3	6	3	4	3	3	1	2	8
Lt. Governor	6	0	1	0	0	3	0	0	2	0	0
Secretary of State	250	0	95	84	39	13	7	6	2	3	1
State Auditor	116	0	5	19	42	16	15	8	8	0	3
State Treasurer	43	0	12	13	10	2	1	0	3	1	1
Attorney General	341	0	83	51	97	39	22	26	4	10	9
Office of Administration	2,021	1	365	559	541	328	151	46	9	13	8
Agriculture	275	0	36	147	54	21	7	3	7	0	0
Insurance	489	0	130	119	56	54	36	51	27	11	5
Conservation	1,441	0	276	451	369	201	101	26	8	8	1
Economic Development	965	0	281	266	206	99	63	22	13	7	8
Elem & Sec Education	950	0	182	277	341	91	44	7	1	4	3
Higher Education	64	0	8	32	10	7	2	3	0	1	1
Health & Senior Services	1,622	0	317	521	478	210	51	31	8	2	4
Transportation	6,108	1	845	2,651	1,458	705	239	121	46	30	12
Labor & Industrial Relations	814	0	222	335	124	62	18	5	4	30	14
Mental Health	7,033	200	4,394	1,177	590	369	150	54	29	13	57
Natural Resources	1,430	0	331	424	442	158	42	18	7	3	5
Public Safety	4,676	120	1,639	1,037	723	473	324	229	86	36	9
Revenue	1,330	0	759	300	131	76	45	9	6	0	4
Social Services	7,506	0	3,259	3,473	601	90	44	16	11	6	6
Corrections	10,949	0	6,243	3,926	638	90	29	13	8	1	1
Employees by Salary Level		324	21,027	16,906	7,410	3,529	1,637	723	312	185	576
% of Employees by Salary Level		0.6%	40.0%	32.1%	14.1%	6.7%	3.1%	1.4%	0.6%	0.3%	1.1%
Cumulative Totals by Salary Level		324	21,351	38,257	44,667	49,196	50,833	51,556	51,868	52,053	52,629
Cumulative % by Salary Level		0.7%	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

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	1,969	7.6%	3.1%	150	15	47	10	56	22
Agriculture	285	8.8%	3.5%	25	2	8	3	5	7
Insurance	502	10.6%	5.6%	53	11	17	7	13	5
Conservation	1,475	6.4%	2.2%	95	33	0	3	54	5
Economic Development	977	12.8%	7.6%	125	17	57	7	34	10
Elem & Sec Education	1,859	10.7%	4.0%	198	45	30	16	74	33
Higher Education	69	24.8%	17.5%	17	3	9	0	1	4
Health & Senior Services	1,690	12.3%	6.0%	208	25	76	28	59	20
Transportation	6,294	7.3%	2.2%	457	6	133	94	174	50
Labor & Ind. Relations	801	12.7%	5.0%	102	19	21	10	42	10
Mental Health	7,420	21.4%	9.8%	1,590	311	418	324	209	328
Natural Resources	1,556	14.3%	4.8%	222	43	31	3	49	96
Public Safety	4,810	17.8%	9.9%	854	200	274	232	98	50
Revenue	1,375	10.5%	5.6%	144	21	56	15	43	9
Social Services	7,874	12.9%	9.0%	1,016	77	632	70	199	38
Corrections	11,089	8.6%	5.1%	951	37	531	138	227	18
TOTALS	50,042	12.4%	6.4%	6,207	865	2,340	960	1,337	705
Percent Turnover by Reason					1.7%	4.7%	1.9%	2.7%	1.4%

(*) "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, 2009 through June 30, 2010. 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	% Total Ees	% Agency
	2010*	2011	2012	2013	2014			
Corrections	886	301	325	370	423	2,305	4.2%	20.8%
Social Services	767	201	237	235	242	1,682	3.1%	22.1%
Revenue	159	48	59	50	62	378	0.7%	28.1%
Public Safety	190	52	72	68	80	462	0.8%	9.6%
Natural Resources	213	52	51	57	55	428	0.8%	28.9%
Mental Health	684	204	272	294	256	1,710	3.1%	23.7%
Labor and Industrial Relations	115	28	22	23	41	229	0.4%	27.8%
Health and Senior Services	199	65	82	67	66	479	0.9%	29.2%
Higher Education	2	1	2	1	2	8	0.0%	12.5%
Elementary and Secondary Education	245	62	78	82	85	552	1.0%	30.1%
Economic Development	156	36	47	29	51	319	0.6%	33.0%
Conservation	117	41	44	61	55	318	0.6%	22.0%
Insurance	53	12	21	21	15	122	0.2%	24.2%
Agriculture	45	6	14	19	15	99	0.2%	34.9%
Office of Administration	248	71	86	72	66	543	1.0%	26.6%
Attorney General	16	6	9	14	11	56	0.1%	16.0%
State Treasurer	3	2	2	2	1	10	0.0%	21.3%
State Auditor	8	1	6	3	3	21	0.0%	18.1%
Secretary of State	23	9	7	11	14	64	0.1%	25.0%
Lt. Governor	0	0	0	0	0	0	0.0%	0.0%
Governor	1	0	1	2	0	4	0.0%	12.1%
Public Defender	38	14	20	9	14	95	0.2%	16.8%
Judiciary	388	81	95	99	109	772	1.4%	23.1%
Legislature	79	16	20	23	12	150	0.3%	26.2%
MOSERS Total	4,635	1,309	1,572	1,612	1,678	10,806	19.8	
MPERS Total	867	268	312	306	330	2,083	3.8	
Grand Total	5,502	1,577	1,884	1,918	2,008	12,889	23.6	

*Data includes active employees eligible to retire on June 30, 2010. Many of these employees were previously eligible to retire.

Approximately 23,748 state employees (43.5% of the workforce) are represented by various labor organizations

Labor Relations

At the end of FY10, approximately 23,748 state employees (43.5% of the workforce) were represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented by one of 12 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	4,369	1585 (36%)	2,784 (64%)
AFSCME	Craft and Maintenance	2,225	314 (14%)	1,911 (86%)
SEIU	Probation and Parole Officers	1,244	270 (22%)	974 (78%)
SEIU	Patient Care Professional	987	48 (05%)	939 (95%)
SEIU	Probation and Parole Assistants	248	27 (11%)	221 (89%)
CWA	Social Services	5,841	875 (15%)	4,966 (85%)
CWA	Health & Senior Services	425	40 (09%)	385 (91%)
MOCOA	Corrections Officers	5,357	2,645 (49%)	2,712 (51%)
MONA	Mental Health/ Registered Nurses	343	26 (08%)	317 (92%)
IAFF	Firefighters (Adjutant General)	26	14 (54%)	12 (46%)
IUOE	Operating Engineers Transportation	2,278	63 (03%)	2,215 (97%)
MFT	Elementary & Secondary Education	405	7 (02%)	398 (98%)
TOTAL		23,748	5,914 (25%)	17,834 (75%)

* 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)



STATE OF MISSOURI
Center FOR
MANAGEMENT AND
Professional Development

United We Stand.

Building a Stronger Missouri: A New Direction in FY10

To aid and enhance the productivity and economic growth of Missouri businesses and public entities, the Division of Personnel's **Center for Management and Professional Development** revitalized its mission in FY10 by expanding its customer base. In addition to providing best practice leadership training for state agencies, the Center also began to focus on helping private sector businesses and government entities cultivate and enhance the management skills of their current and potential leaders through the delivery of innovative, participant-centered training programs.

This outreach initiative may have a positive impact in key business areas that include:

- Helping Missouri employers of all sizes and sectors to improve the skills of their supervisors, managers and team leaders as a way to improve their business performance.
- Encouraging Missouri businesses and entities to value and realize the benefits that increasing leadership competency through training can provide.
- Providing an affordable resource for Missouri employers to unlock staff potential, increase productivity and improve their bottom line, thus strengthening Missouri's economy.

Leadership training prepares current and future supervisors and managers to handle the challenges present in any organization in both good and bad times – things like goal setting and execution, maintaining a culture of trust, decision making, communication and other day-to-day issues that, left unresolved, can potentially derail any forward momentum the business or organization hopes to sustain or achieve.

The Center for Management and Professional Development will help leaders:

- Ensure employees work together when it is important to pull together.
- Leverage the performance and productivity of employees to achieve cost-effective and better services for customers.
- Maintain their employer's competitive edge, while helping to develop and retain their workforce.
- Achieve higher morale and a renewed commitment to quality in the products and services Missouri businesses and government provide.

Training in FY10... *Lively and Animated!*

Throughout FY10, the Center for Management and Professional Development offered leadership and professional development training programs to managers and supervisors using best practice leadership strategies from training partners such as FranklinCovey, the Center for Leadership Studies, Achieve Global, Development Dimensions International (DDI), the University of Missouri, and other contracted trainers.

The Center also continued to sponsor membership to the **Institute for Management Studies (IMS)**, an international 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.

The Center's "**Special Invitation Leadership Seminars**" continued to reach large numbers of state supervisors and managers with content focusing on today's critical leadership issues.

To compliment its training programs, the Center 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.ia.mo.gov/Solutions.pdf.



In partnership with Missouri State University, the Center supported the state's first **Certified Public Manager** program. The CPM program helps to refine and improve the management skills of both **emerging leaders** and **existing supervisors and managers** so that they can confidently provide the highest possible service to Missouri citizens in today's dynamic public management environment.

Online Learning

During FY10, the Center championed the use of online learning strategies to reach employees in a more efficient and cost effective manner. While traditional classroom programs were still preferred by many participants, the practical aspects of webinars and other online venues gained in momentum. The Center provided *LiveClicks* webinars powered by FranklinCovey content and conducted by Division trainers – and pioneered their own *Advantage* brand webinars to increase the number of webinars available to Center customers.



The Center continued to encourage the use of *MyQuickCoach* – a new 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 system contains over 1,400 "smartbytes," each 5 – 7 minutes in length on a wealth of leadership and professional development topics that can be shared with other team members via email (even if they are not MyQuickCoach users). To promote the system and provide continuous learning to Center customers, periodic "smartbytes" are sent throughout the year to individuals included in the Center's online distribution list.

The Division of Personnel offered **123** training programs in FY10 attended by **1,414** supervisors and managers

The Division offers over **60** distinct training programs designed to develop specific supervisory and managerial competencies. For a complete list and description of each program, visit 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. 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 strive to provide training for managers and supervisors (and employees in general) throughout the year.

Agriculture

In FY10, 85% of managers and supervisors were compliant with the Training Rule. The agency provides on-line training programs that are cost effective and allows employees to receive training when it fits their work schedule. Employees will also have the opportunity to participate in training provided by the Office of Administration, professional organizations and conferences as resources allow. During FY11, the agency will strive to enhance training opportunities for all employees and managers in accordance with Office of Administration guidelines.

Corrections

During FY10, Regional Management Trainers presented 243 supervisory and management programs to 4,051 participants. In addition, many managers attended outside programs presented by OA and other organizations. Ninety-one percent of new supervisors/managers completed the 40 hour Training Rule requirement; and 70% of all supervisors/managers attended at least 16 hours of training. The agency also conducted annual training audits of all Correctional Institutions based on the calendar year to stay in line with the PERforM rating period. The focus in FY11 will be on several new classes: FMLA, Addressing Harassment, Discrimination and Retaliation in the Workplace, and revising Basic Supervision.

Economic Development

In FY10, a new on-line New Employee Orientation PowerPoint presentation was made accessible to all new and current employees. The NEO presentation includes instructions on completing benefit and employment related forms as well as the department's policies and procedures.

Public Service Commission

During FY10, the Commission provided staff with training opportunities at minimal cost with a total of 94% of managers and 75% of supervisors in compliance with the Training Rule. During FY11, the Commission will continue to focus on industry and technical training specific to the utility industry. Managers and supervisors will continue to be required to attend bi-annual Diversity training.

Elementary and Secondary Education

With the continuing decrease in the number of personnel, the department has found it increasingly difficult to meet the requirement of the Management Training Rule. The Department does fully embrace the intent of this rule and in an attempt to increase compliance, beginning in FY11 new staff will be provided a mentor for 24 hours of the training requirements. The remaining 16 hours will focus on areas that include: accountability, customer service, decisiveness, financial management, flexibility, planning, problem solving, and team work.

Health and Senior Services

During FY10, the agency offered 67 classroom sessions attended by 1195 participants. Topics included: Effective Writing, Grammar and Punctuation, Customer Service, Team Effectiveness, Developing Team Agility, Generational Differences, and Gossip in the Workplace. Quarterly management courses were held for new supervisors to help with their supervisory role and to meet the Management Training Rule. New e-learning courses were developed for employees working with Missouri residents requesting in home care services. These courses were accessed 1026 times. Required yearly training in Continuity of Operations, Preventing Sexual Harassment, and Time Coding were completed online with 7,025 participants. In FY11, the department will continue to pursue e-learning technologies with the goal of providing quality training while reducing costs.

Insurance, Financial Institutions and Professional Registration

In FY10, 90% of managers and supervisors were compliant with the Training Rule. Credit Unions plan on obtaining professional development through NCUA, SHRM and SHRMC for FY11. Insurance plans to encourage the use of e-learning for all staff, including managers. New managers/supervisors are encouraged to attend a core group of supervisor training programs offered by OA. HR will be attending SHRM and SHRMC to meet requirements.

Agency Training Reports – Cont'd.

Mental Health

During FY10, the total number of courses available through e-learning increased from 866 to 1,959. Online programs account for 1,488 of the total. Classroom based training programs tracked through e-learning increased to 475 courses. The Department continues to advance the use of electronic training and training tracking through the e-learning platform. All employees have access to e-learning and have e-learning accounts. Thirty-two DMH service providers have established e-learning accounts for their employees, enabling them to receive the same training consistent with DMH policies and best practices. Online training programs are cost effective and enable staff to participate in multiple training classes with limited time away from their primary work responsibilities.

Office of Administration

During FY10, approximately 42% of identified executives, managers and supervisors within OA 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. Throughout FY10, many divisions continued to encourage employees to seek out low cost training options due to limited training budgets. Divisions, when possible, continued to provide the requisite amount of training required of its employees by virtue of their professional standards and Office of Administration policies, subject to funding constraints. It is anticipated that budgetary restrictions during FY11 will continue to impact the ability to expand professional development of staff.

Public Safety

Missouri Veterans Commission

During FY10, the Commission implemented a personality-based training program (Synergy) modeled after the Jung-Meyers-Briggs typology/Kiersey Temperament research to identify individual personality types and to promote and facilitate professional development. The program will be used as a foundation to develop other courses for the Commission's leadership team. Agency training for managers and supervisors include: Cultural Diversity, Preventing Sexual Harassment, and Performance Management. The Commission is developing other training for new managers and supervisors to include: Supervisory Liability; FMLA/ADA; Interviewing Skills; Merit System; Labor Relations; Addressing Difficult Employees; Team Building; Conflict Resolution; Managing Performance Problems; and Media Relations. An e-learning system was also selected for basic ongoing education of direct care staff. In FY11, the feasibility of providing training for other programs through this system will be explored.

Revenue

During FY10, 100% of managers and supervisors were compliant with the 16-hour component of the Training Rule; and 94% of all first year managers and supervisors completed their prescribed 40 hours of training. The Department developed webinar classes and offered a total of 1,325 hours of webinar training on technical skills to 608 participants. All staff viewed a webinar on the importance of maintaining confidentiality and preventing the unauthorized release of information. The Department will continue to offer training on both "hard and soft" skills, emphasizing the use of webinars to minimize travel and related expenses. Upcoming training in FY11 will include courses on motivation that help promote a positive work environment in non-monetary ways; a course that encourages employees to rethink business processes by educating staff on continuous process improvement; and a program to increase staff customer relations skills.

Lottery

In FY10, 80% of supervisors/managers were compliant with the Training Rule with focus being on three competencies: Technical Knowledge, Workforce Management, and Accountable. It should be noted that 89% of those compliant exceeded the 16 hour requirement. During FY11, training efforts will focus on Sales, Customer Service, Project Management, Leadership, Teambuilding, Technology, and Human Effectiveness.

State Tax Commission

Budget restraints in FY10 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 FY11, the Commission will participate in seminars or training sessions provided by the Office of Administration or other agencies as resources allow.

Social Services

In FY10, the agency achieved 99% compliance with the 40-hour training rule and 92.8% compliance with the 16 hour requirement. Agency trainers provided more than 440 classes in over 65 staff development subject areas. Civil Rights and Diversity training was provided to new and tenured staff as required every three years. The agency continues to utilize the Employee Learning Center to track and monitor training and distribute DSS Administrative Manual Policy Updates. In FY11, the agency will focus on offering a wide selection of staff development classes such as Continuous Process Improvement, Clinical Supervision Learning Labs, Managing Change, Employee Retention and The Power of Positive Relationships in the Workplace.

Transportation

In FY10, 86% of MoDOT supervisory staff met the requirements of the Management Training Rule with an average for all supervisors of 40.7 hours. For the agency's entire workforce, the average number of hours of training per employee was 31.1 hours. The agency will continue to provide training for all levels of the organization using a blend of in-house and vendor provided instruction. Training will continue with the 40-hour High Performance Supervision curriculum for new supervisors, and the 96-hour Management Development Institute curriculum for middle managers. The agency will continue their 40-hour Introduction to Supervision curriculum available for team-lead employees and continue technical training, technology training, and safety programs. Quarterly training programs will continue to be provided through the Accelerated Leadership Development program. The agency will also begin implementing Kirkpatrick Level 3 and 4 evaluation of snow removal training—and continue to manage and track training via their web-based Learning Management System.

Employee Recognition Programs

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

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.

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 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. In 2010, the selection process was revised to create a new Pinnacle award – given, if in the opinion of the selection committee, one nomination encompasses multiple award categories, or exceeds all other nominations. In FY10, a recognition ceremony for GAQP winners was held in the Capitol Rotunda where OA Commissioner Kelvin Simmons presented awards to winning agencies and team members.

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 FY10, approximately 160 suggestions were submitted to state agencies for review. Twelve suggestions were held for further review. Four suggestions received monetary awards totaling \$300.00. Other suggestions received Certificates of Recognition.

STATE EMPLOYEE RECOGNITION WEEK

Missouri State Employee Recognition Week was celebrated during the week of August 16 - 20, 2010. 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 August 20 on the Capitol lawn coordinated by the Division of Personnel was attended by approximately 4,500 state employees. Over 80 vendors comprised of state agencies, local merchants and businesses; and staff from the WeSave Employee Discount Program 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 Award of Distinction winners, their families and fellow employees
- State Employee Recognition Day on the Capitol lawn
- OA Commissioner Kelvin Simmons congratulating winners of the Governor's Award for Quality and Productivity

