State of Missouri

Office of Administration

DIVISION OF
PERSONNEL

Fiscal Year

2015

Annual Report

Nancy Johnston, Director

FY 2015 Annual Report

Nancy Johnston, Director

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

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Center for Management and
Professional Development

Marian Buschjost, Manager
Employee Services

Aaron Hart, Manager
Human Resources Service Center

What's Inside . . .

The Division of Personnel

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The State Workforce

Professional Development

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Dear Colleagues,

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

In Fiscal Year 2015 the Division of Personnel continued focusing on meeting customers' daily needs while partnering with them to solve recruiting challenges. As the job market becomes more competitive for employers, we continue to work on improving our recruiting, retention and recognition efforts of state employees:

- Developed a consolidated website for posting State positions. The **MO Careers** website is a resource for applicants considering careers in Missouri state government. Merit, non-merit, and non-UCP vacancies can be found on one site. For the first time, applicants now have a one-stop-shop to find state position postings and vacancies.

- Formed the Committee to Study Recruitment and Retention to examine issues relating to total compensation and the merit system hiring process.

- Formed a recruiting team charged with attending career fairs and community events and participating in employer panels and advisory councils at various colleges and universities. The team updated promotional materials including MO Careers cards, EASe materials, Benefit Flyers and Career Fair signage. Other recruitment efforts included revamping On-Line Class Specifications to be more user friendly.

- Continued to develop programs recognizing excellence in employee performance. We championed The Governors Award for Quality and Productivity, State Employee of the Month, State Employee Recognition Week and Day, State Employee Award of Distinction and the *In The Spotlight* State Employee Recognition Website to ensure that deserving individuals are acknowledged for their accomplishments while serving as a model for others to emulate. We are proud of the role we play honoring all these great public servants.

We are dedicated to supporting agencies and helping constituents meet the challenges they face. Whether we are developing specialized training solutions for customers to address ever more complex employee training and development needs, or working creatively to address recruitment needs and retention challenges. Excellent customer service continues to be our goal -- every day.

Nancy Johnston
Director

MISSOURI STATE GOVERNMENT

Missouri Citizens

The Legislative Branch

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

The **House of Representatives** had 161 members serving during the 98th General Assembly (2015). Each member is elected during the general election and limited to four two-year terms.

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

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

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

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

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

The Missouri Merit System is based on the principles of merit and fitness derived from competitive examinations for employment and advancement and the ability of regular 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 35,500 state employees in six Executive Branch agencies and selected sections of three other agencies comprise the Merit System administered by the Division of Personnel.

Merit & Uniform Classification and Pay (UCP)*

Office of Administration

Department of Corrections

Department of Health & Senior Services

Department of Mental Health

Department of Natural Resources

Department of Social Services

Partially Merit & UCP

Department of Economic Development

Department of Labor and Industrial Relations
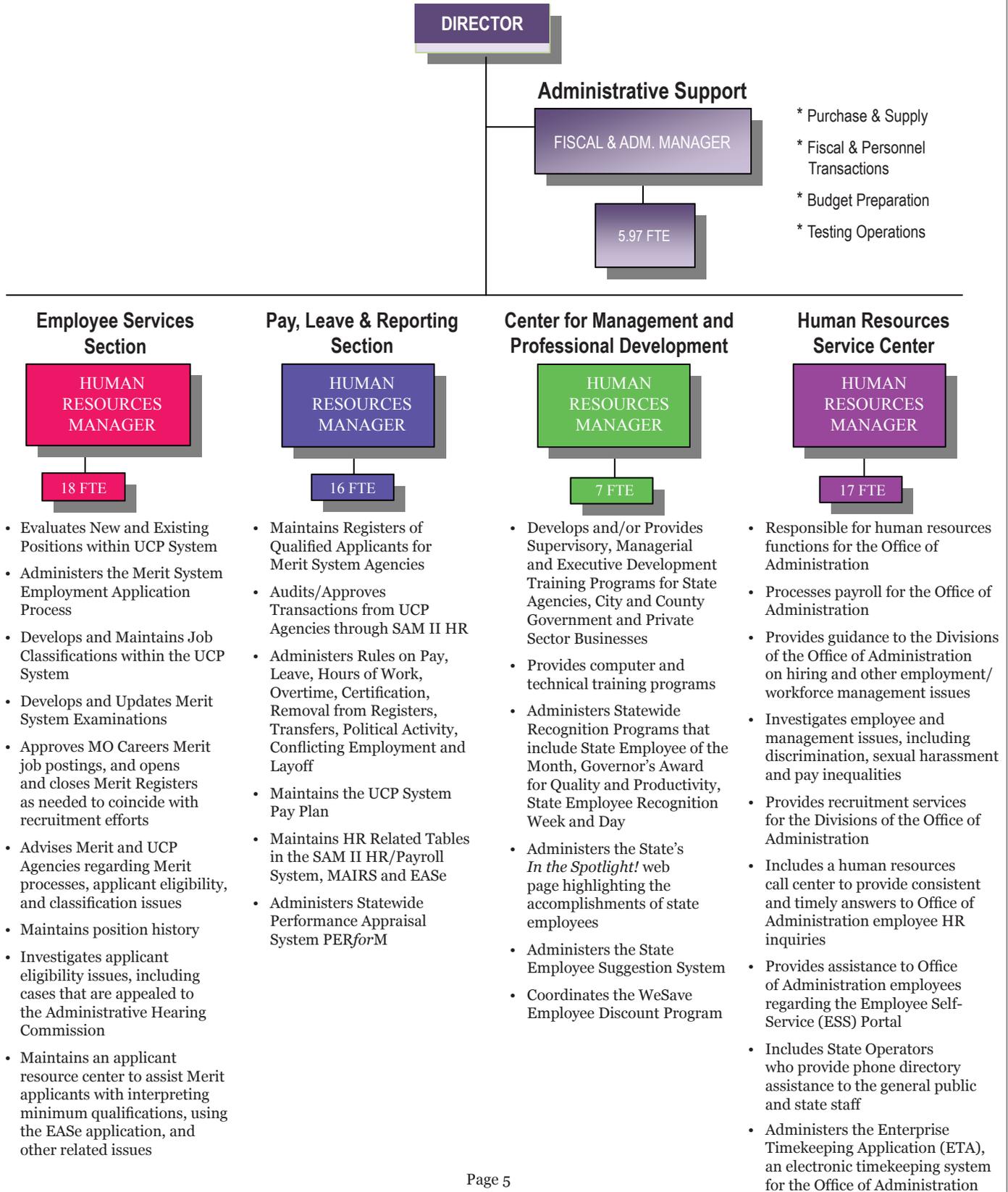
Department of Public Safety

Non-Merit Executive Branch Agencies

Department of Agriculture (UCP)

Department of Conservation

Department of Elementary and Secondary Education (to be partially UCP)

Department of Higher Education (to be partially UCP)

Department of Insurance (partially UCP)

Department of Revenue (UCP)

Department of Transportation

Division of Personnel

Organizational Chart

DIRECTOR

Administrative Support

FISCAL & ADM. MANAGER

5.97 FTE

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

Employee Services Section	Pay, Leave & Reporting Section	Center for Management and Professional Development	Human Resources Service Center
HUMAN RESOURCES MANAGER	HUMAN RESOURCES MANAGER	HUMAN RESOURCES MANAGER	HUMAN RESOURCES MANAGER
18 FTE	16 FTE	7 FTE	17 FTE

Employee Services Section

- Evaluates New and Existing Positions within UCP System
- Administers the Merit System Employment Application Process
- Develops and Maintains Job Classifications within the UCP System
- Develops and Updates Merit System Examinations
- Approves MO Careers Merit job postings, and opens and closes Merit Registers as needed to coincide with recruitment efforts
- Advises Merit and UCP Agencies regarding Merit processes, applicant eligibility, and classification issues
- Maintains position history
- Investigates applicant eligibility issues, including cases that are appealed to the Administrative Hearing Commission
- Maintains an applicant resource center to assist Merit applicants with interpreting minimum qualifications, using the EASe application, and other related issues

Pay, Leave & Reporting Section

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

Center for Management and Professional Development

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

Human Resources Service Center

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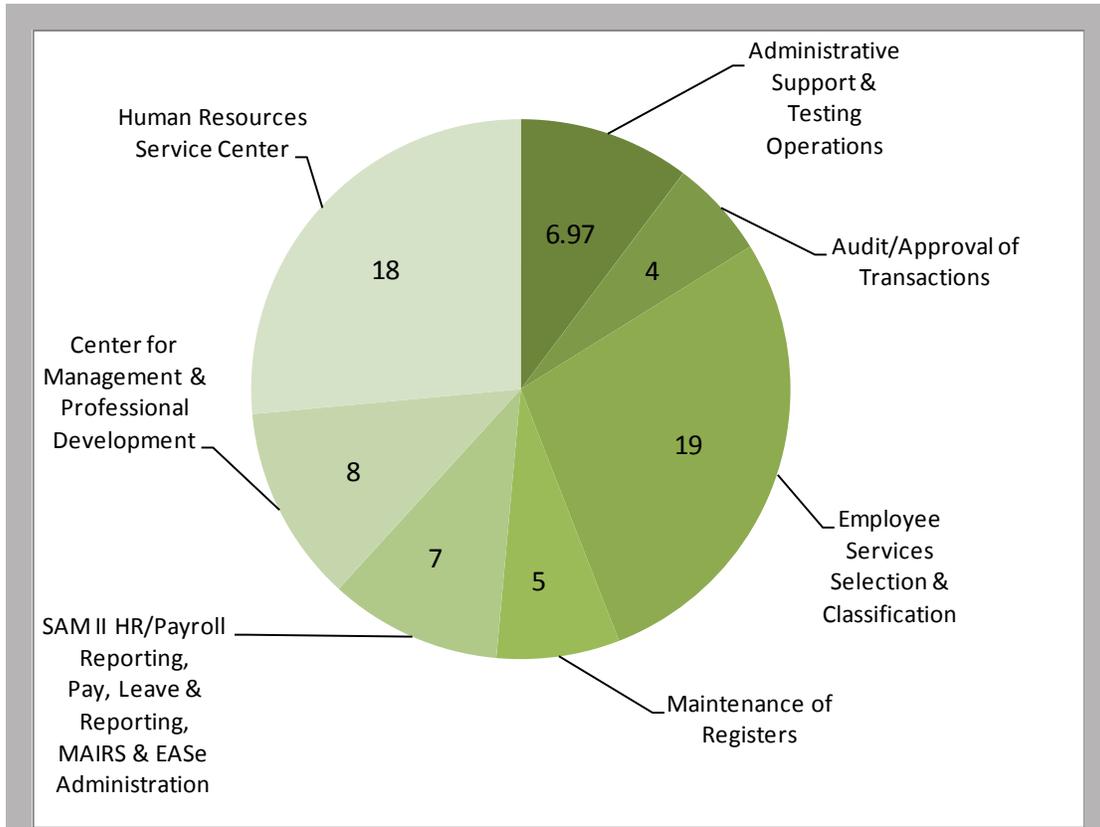- Administers the Enterprise Timekeeping Application (ETA), an electronic timekeeping system for the Office of Administration
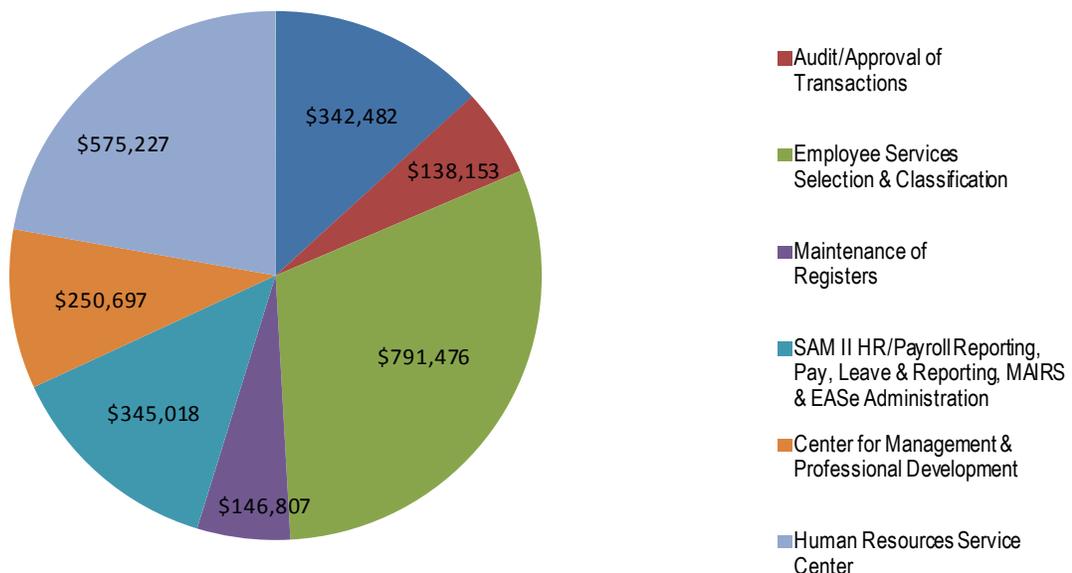
Distribution of Resources

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

FTE by Function

- Administrative Support & Testing Operations — 6.97
- Audit/Approval of Transactions — 4
- Employee Services Selection & Classification — 19
- Maintenance of Registers — 5
- SAM II HR/Payroll Reporting, Pay, Leave & Reporting, MAIRS & EASe Administration — 7
- Center for Management & Professional Development — 8
- Human Resources Service Center — 18

General Revenue Budget by Function

- Administrative Support & Testing Operations — $342,482
- Audit/Approval of Transactions — $138,153
- Employee Services Selection & Classification — $791,476
- Maintenance of Registers — $146,807
- SAM II HR/Payroll Reporting, Pay, Leave & Reporting, MAIRS & EASe Administration — $345,018
- Center for Management & Professional Development — $250,697
- Human Resources Service Center — $575,227

Someone once told me that the secret to success is being the person who other people want to see succeed.

It's more important than talent, brains, or luck.

Former Time Warner CEO Richard Parsons

Accomplishments

A sampling of the diverse breadth and scope of services provided by dedicated
Division of Personnel Staff in FY15.
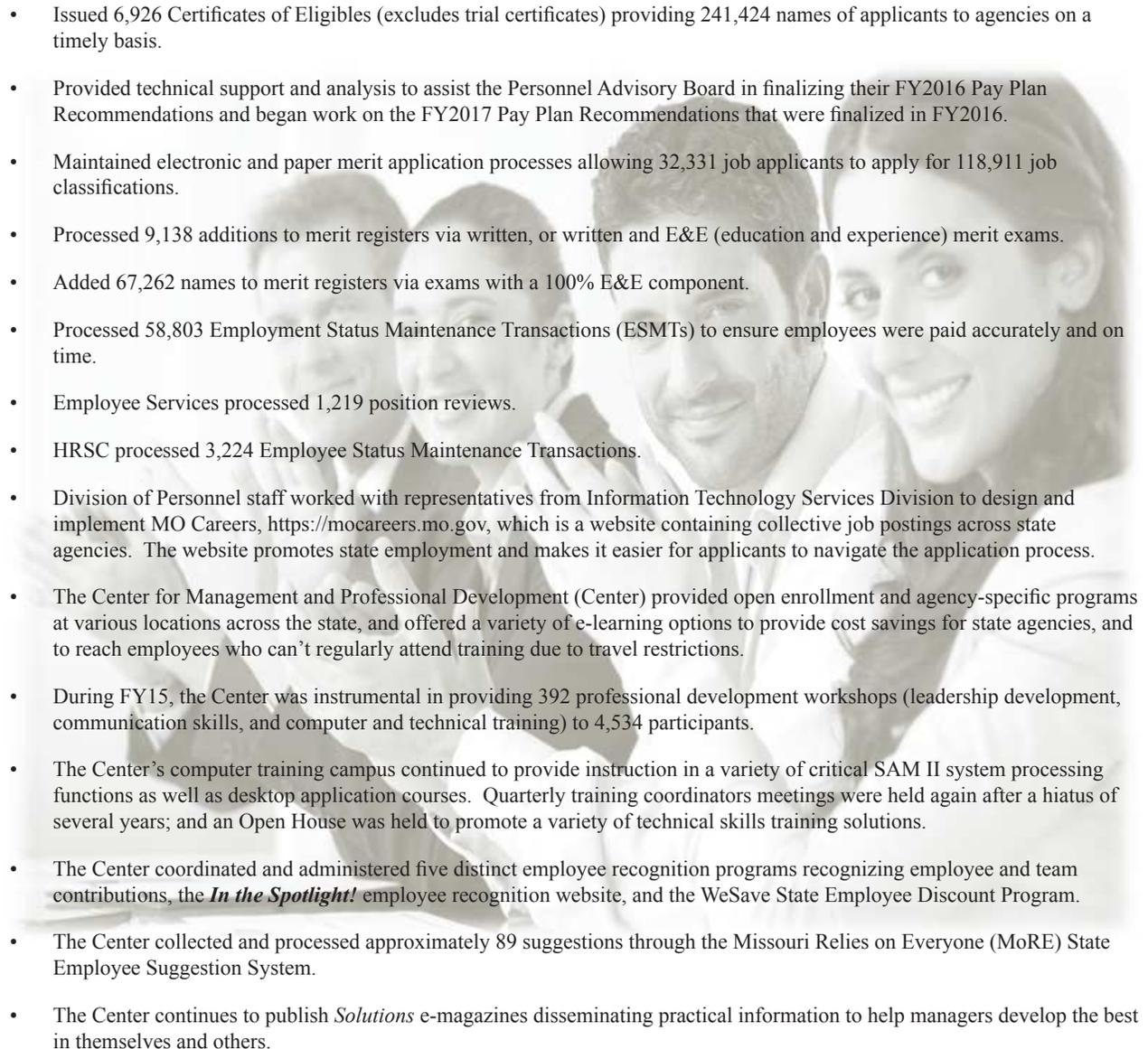
- Issued 6,926 Certificates of Eligibles (excludes trial certificates) providing 241,424 names of applicants to agencies on a timely basis.

- Provided technical support and analysis to assist the Personnel Advisory Board in finalizing their FY2016 Pay Plan Recommendations and began work on the FY2017 Pay Plan Recommendations that were finalized in FY2016.

- Maintained electronic and paper merit application processes allowing 32,331 job applicants to apply for 118,911 job classifications.

- Processed 9,138 additions to merit registers via written, or written and E&E (education and experience) merit exams.

- Added 67,262 names to merit registers via exams with a 100% E&E component.

- Processed 58,803 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time.

- Employee Services processed 1,219 position reviews.

- HRSC processed 3,224 Employee Status Maintenance Transactions.

- Division of Personnel staff worked with representatives from Information Technology Services Division to design and implement MO Careers, https://mocareers.mo.gov, which is a website containing collective job postings across state agencies. The website promotes state employment and makes it easier for applicants to navigate the application process.

- The Center for Management and Professional Development (Center) provided open enrollment and agency-specific programs at various locations across the state, and offered a variety of e-learning options to provide cost savings for state agencies, and to reach employees who can't regularly attend training due to travel restrictions.

- During FY15, the Center was instrumental in providing 392 professional development workshops (leadership development, communication skills, and computer and technical training) to 4,534 participants.

- The Center's computer training campus continued to provide instruction in a variety of critical SAM II system processing functions as well as desktop application courses. Quarterly training coordinators meetings were held again after a hiatus of several years; and an Open House was held to promote a variety of technical skills training solutions.

- The Center coordinated and administered five distinct employee recognition programs recognizing employee and team contributions, the *In the Spotlight!* employee recognition website, and the WeSave State Employee Discount Program.

- The Center collected and processed approximately 89 suggestions through the Missouri Relies on Everyone (MoRE) State Employee Suggestion System.

- The Center continues to publish *Solutions* e-magazines disseminating practical information to help managers develop the best in themselves and others.

Involved. Innovative. Interconnected.
OUR Mission and Vision

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

Supporting and inspiring EXCELLENCE in Missouri state government through the STEWARDSHIP of Human Resource services and solutions.

DiVision OF PERSONNEL
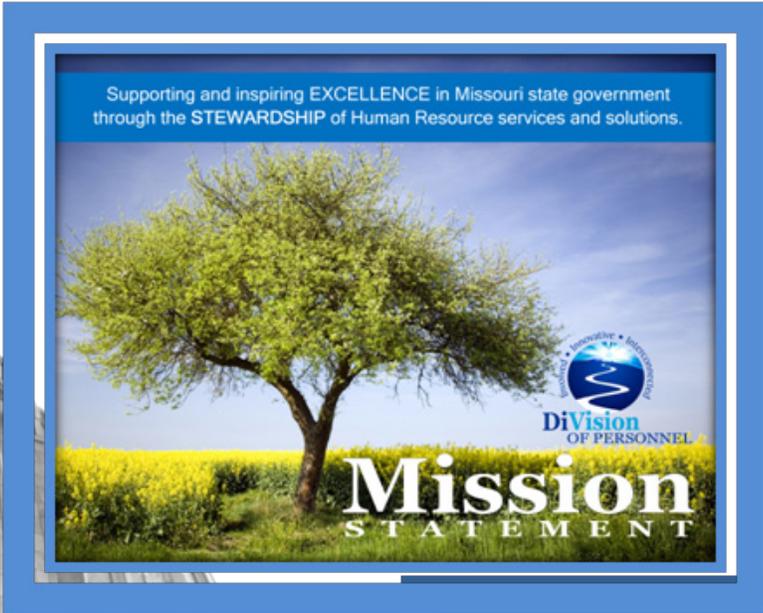
Mission STATEMENT

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

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

Vision STATEMENT

Our commitment is to provide exemplary human resource leadership through outstanding S.E.R.V.I.C.E. and innovative initiatives.

DiVision OF PERSONNEL

VALUES AND OUTSTANDING SERVICE IS OUR COMMITMENT TO THE CUSTOMERS WE SERVE.

S.E.R.V.I.C.E. IDENTIFIES OUR VALUES:
Support, Evolving, Responsiveness, Vision, Integrity, Customer Focused, Educating

MO Careers
State Employment Opportunities

MO Careers is your starting place to find a career in Missouri government!

MoCareers.mo.gov

What is MO Careers?

In January 2015, the Division of Personnel (DOP) launched MO Careers, a new website where career opportunities in all agencies of Missouri government can be advertised to job seekers.

MO Careers was designed to accommodate postings for all types of jobs, and is not limited to merit positions or agencies.

An added feature of MO Careers is that job opportunities automatically post on the Division of Workforce Development's job seeker website, www.jobs.mo.gov. This option expands the visibility of job postings to a larger audience.

In its first six months, MO Careers was used to communicate over 1,300 career opportunities in Missouri government. DOP is excited about this endeavor which benefits our applicants and also aids in the recruitment efforts of Missouri government agencies.

The Division of Personnel maintains other websites which are also designed to assist applicants.

https://meritregisters.mo.gov provides information concerning Merit registers that are open for current, future, and ongoing job opportunities within the agencies that comprise the Missouri Merit System.

http://oa.mo.gov/personnel/classification-specifications provides job class descriptions of positions in the Uniform Classification and Pay System.

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

Now in its fifth year, the program is based around the WeSave website where both active and retired state employees can find discounts on goods and services they need or want.

Active employees and retirees who elect to participate in this **FREE program** do so at **no cost to the state** and have opportunities to save money on direct-buy goods and services they purchase.

WeSave Provides:

- **Local Merchant Coupons**
  Members can print coupons to redeem savings at local businesses that include area restaurants, auto service centers and more.

- **Online Merchant Offers**
  Members can save money with WeSave's special online merchant offers that include cellular phone/service discounts, extended warranty programs, event tickets, gift delivery services and more.

- **Direct Buy Products**
  Members can browse WeSave's direct buy products for savings up to 40% off retail value.

- **Opportunities to Win Prizes**
  Throughout the year, WeSave may provide opportunities to register for prizes and other "giveaways" sponsored by merchants who advertise on the WeSave website.

WeSave increases your ability to save money on items you and other family members need or want. These savings can translate into more investment dollars for savings accounts, education or retirement funds.

Charitable Giving

Members who make purchases through WeSave also help to support the Missouri State Employees Charitable Campaign (MSECC). WeSave donates 2% of each purchase made through their online mall back to the MSECC.

Joining WeSave Is Easy

State employees and retirees can register to join WeSave at **www.wesave.com**. Once enrolled, members can search for items they are interested in purchasing, learn about special discounts, and more!

WeSave Statistics

Total Employee Registrations: 33,585

Total Number of Employees Requesting Email Promotions: 21,298

Total Number of Missouri Merchants Participating in WeSave:
44 Merchants (69 locations)

Note: Due to reconstruction of WeSave's Online Mall, no online purchases were completed in FY15. Consequently, no donations to the Missouri Charitable Campaign were provided.

In the Spotlight!

Missouri State Employees Building a Brighter Tomorrow

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

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

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

- An online form to allow state employees to submit noteworthy accomplishments.

- Video "pods" to showcase employees who want to be "seen and heard" talking about their work/life accomplishments or the accomplishments of others.

- An email link to send a picture of an employee or group of employees doing great work for their agency or community to post on the site.

- Opportunities for state leaders (supervisor, managers, executives) to be part of the site by providing brief video segments answering the questions: "What makes great work?" and "What defines a great employee?"

The Center periodically promotes the website through mini **In the Spotlight Newspapers** that highlight at least one employee and state executive in a special feature section. The Division encourages each state agency to support **In the Spotlight**, and their employee's efforts to submit accomplishments to the site. The Center is available to film employees who want to "tell their story" when possible.

All that's missing is YOU!

Do you know an outstanding employee who should be "In the Spotlight?" Is that person you?

Share your VOICE

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

TAKE A picture It lasts longer!

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

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

Nancy Johnston
Director, Division of Personnel

Find In the Spotlight on the web at **www.spotlight.mo.gov**

PER*for*M

Productivity, Excellence and Results for Missouri (PER*for*M) 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 (PER*for*M) 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.

> PER*for*M 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 PER*for*M, the DOP continues to present training programs on PER*for*M 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.
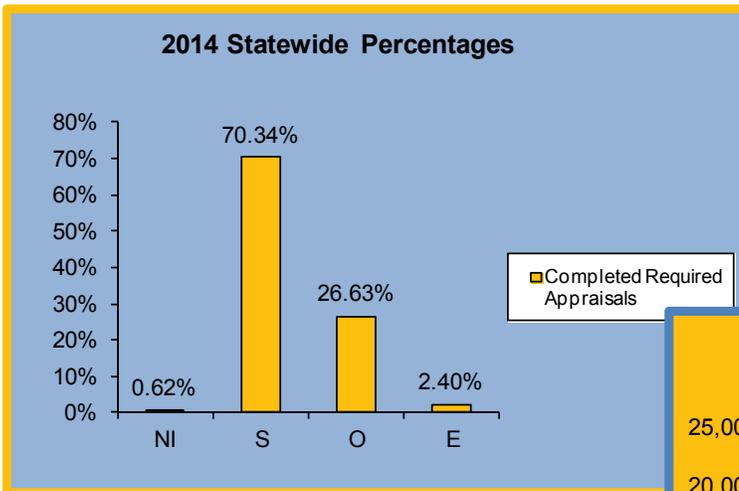
The DOP provides additional information and training resources for PER*for*M on the PER*for*M website at **www.perform.mo.gov**. The website contains a **Contact Us** link which allows users/agency representatives to ask DOP staff questions about the system, and seek clarification on PER*for*M Guidelines.

These percentages and counts are for *Calendar Year 2014* not Fiscal Year.

2014 Statewide Percentages

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

Supervisors/Managers:

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

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

PERforM Components

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

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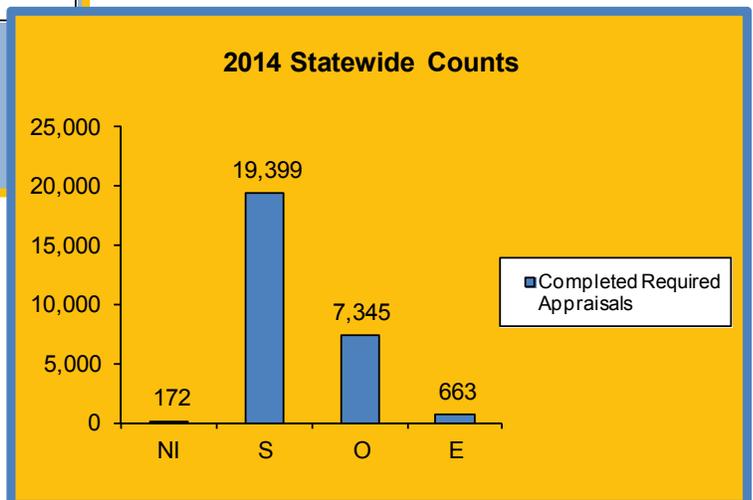4. Initiative
5. Dependability

2014 Statewide Counts

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

EASe
The Division of Personnel's Electronic Application System

How does EASe work?

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

As with any system, EASe is continually monitored for needed improvements. Division of Personnel staff work with staff from the Information Technology Services Division to implement identified enhancements.
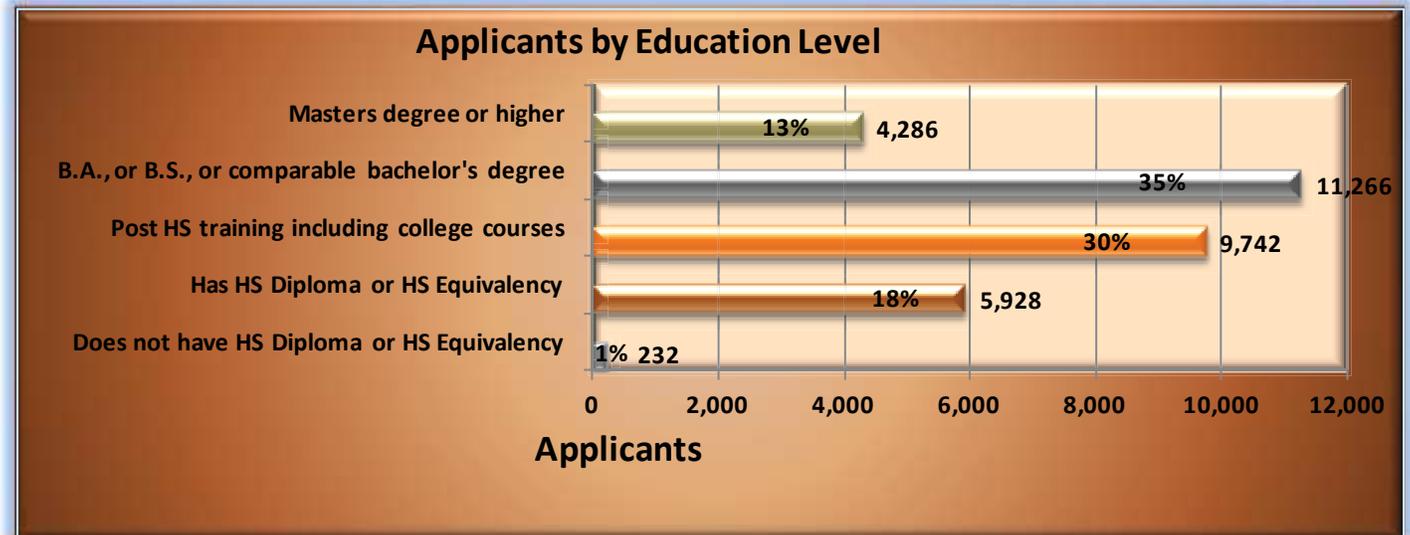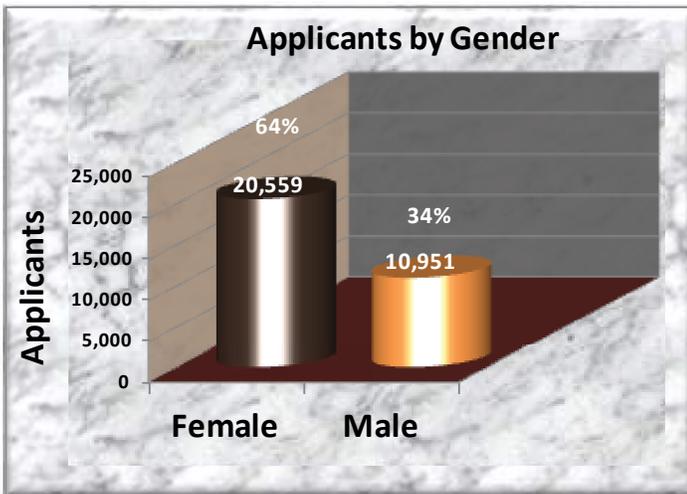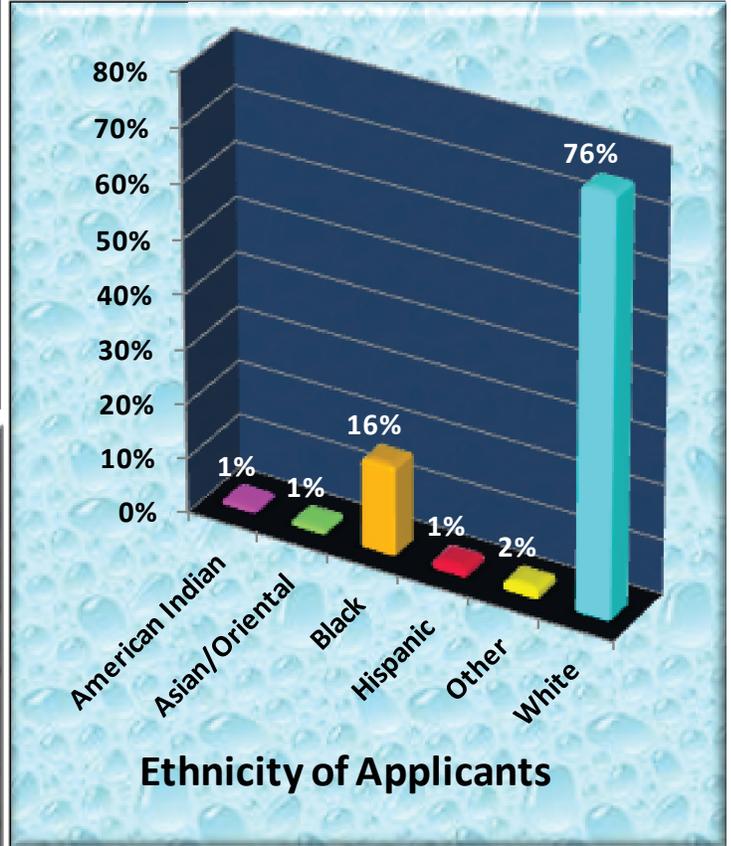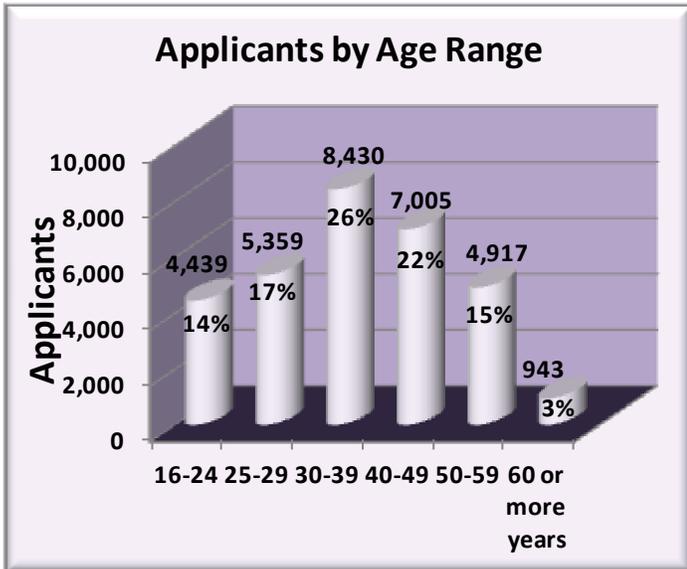
Many questions about EASe are covered in the FAQs about the system. Please visit the DOP's website for more information, including questions and answers about EASe, at www.ease.mo.gov

General Application Data

FY15 Total Applicants	32,331
FY15 EASe Applicants	31,695
FY15 Total Applications for Job Classes	118,904
FY15 Job Classes Applied for Through EASe	116,591
FY15 Job Classes Applied for Using Paper Application	2,313
FY15 Applicants Registered Through EASe	6,536
Total Number of Applicants Registered Through EASe (05/02/05 through 06/30 of current FY)	249,586
Total Number of Merit UCP Job Classes	680
FY15 Total Classes Converted to EASe	20
Total Number of Classes Converted to EASe as of 06/30 of current FY	502 (74%)

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

Applicant Characteristic Survey Results

Applicants by Age Range

Applicants

	16-24	25-29	30-39	40-49	50-59	60 or more years
	4,439 (14%)	5,359 (17%)	8,430 (26%)	7,005 (22%)	4,917 (15%)	943 (3%)

Applicants by Gender

Applicants

Female	Male
20,559 (64%)	10,951 (34%)

Ethnicity of Applicants

American Indian	Asian/Oriental	Black	Hispanic	Other	White
1%	1%	16%	1%	2%	76%

Applicants by Education Level

Applicants

Education Level	%	Applicants
Masters degree or higher	13%	4,286
B.A., or B.S., or comparable bachelor's degree	35%	11,266
Post HS training including college courses	30%	9,742
Has HS Diploma or HS Equivalency	18%	5,928
Does not have HS Diploma or HS Equivalency	1%	232

Data is based on the 32,331 FY15 applicants who submitted the optional Applicant Characteristic Survey:
Age Range - 31,309 (1,022 applicants did not respond)   Ethnicity - 31,405 (926 applicants did not respond)
Gender - 31,726 (605 applicants did not respond)   Education Level - 31,670 (661 applicants did not respond)

Employee Data by County

County	Residence	Work		County	Residence	Work
ADAIR	189	163		GASCONADE	172	35
ANDREW	279	25		GENTRY	92	50
ATCHISON	43	23		GREENE	1,303	1,770
AUDRAIN	604	718		GRUNDY	126	61
BARRY	148	105		HARRISON	114	35
BARTON	78	39		HENRY	142	80
BATES	113	76		HICKORY	51	45
BENTON	106	45		HOLT	72	25
BOLLINGER	97	30		HOWARD	141	31
BOONE	1,986	542		HOWELL	348	386
BUCHANAN	1,181	1,588		IRON	183	25
BUTLER	494	713		JACKSON	2,180	2,951
CALDWELL	252	30		JASPER	469	497
CALLAWAY	2,510	1,944		JEFFERSON	941	476
CAMDEN	276	154		JOHNSON	442	362
CAPE GIRARDEAU	654	687		KNOX	29	18
CARROLL	137	26		LACLEDE	209	164
CARTER	81	35		LAFAYETTE	568	610
CASS	259	171		LAWRENCE	340	358
CEDAR	137	43		LEWIS	44	32
CHARITON	100	22		LINCOLN	270	181
CHRISTIAN	436	141		LINN	215	60
CLARK	43	32		LIVINGSTON	407	557
CLAY	640	413		MCDONALD	49	36
CLINTON	413	1,212		MACON	308	312
COLE	6,795	13,736		MADISON	280	42
COOPER	326	380		MARIES	256	25
CRAWFORD	174	82		MARION	314	286
DADE	46	19		MERCER	26	21
DALLAS	107	39		MILLER	637	110
DAVIESS	222	29		MISSISSIPPI	188	488
DEKALB	319	50		MONITEAU	694	342
DENT	188	86		MONROE	130	33
DOUGLAS	106	40		MONTGOMERY	181	113
DUNKLIN	201	177		MORGAN	270	45
FRANKLIN	583	259		NEW MADRID	159	98

Employee Data by County (cont'd)

County	Residence	Work		County	Residence	Work
NEWTON	216	113		STE. GENEVIEVE	126	35
NODAWAY	270	290		ST. FRANCOIS	2,061	2,552
OREGON	51	30		ST. LOUIS COUNTY	3,806	3,705
OSAGE	879	17		SALINE	601	554
OZARK	63	41		SCHUYLER	43	15
PEMISCOT	97	107		SCOTLAND	40	51
PERRY	96	24		SCOTT	533	431
PETTIS	311	191		SHANNON	96	33
PHELPS	477	620		SHELBY	78	34
PIKE	455	579		STODDARD	305	127
PLATTE	229	72		STONE	99	48
POLK	153	91		SULLIVAN	31	28
PULASKI	264	87		TANEY	154	145
PUTNAM	39	20		TEXAS	513	574
RALLS	182	20		VERNON	296	360
RANDOLPH	393	547		WARREN	111	70
RAY	127	38		WASHINGTON	353	438
REYNOLDS	55	36		WAYNE	127	62
RIPLEY	112	40		WEBSTER	249	239
ST. CHARLES	888	659		WORTH	34	15
ST. CLAIR	53	22		WRIGHT	176	81
				ST. LOUIS CITY	1,683	2,851
COUNTY SUBTOTAL	25,733	27,518		COUNTY SUBTOTAL	23,865	23,208
2ND CO. COLUMN	23,865	23,208				
UNKNOWN	26	4				
OTHER CONVERSION	35					
OUT OF STATE	1,098	27				
TOTAL	50,757	50,757				

Reside: **Number of active, non-temporary, > = .5% FTE's by county of residence as listed in the SAM II HR/ Payroll System, as of June 30, 2015.**

Work: **Number of active, non-temporary, > = .5% FTE's with work locations assigned to this county as of June 30, 2015.**

Number of Missouri State Employees:
A Comparison between FY14 and FY15

Classified and covered 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

Elected Officials and Non-UCP Agencies*

Agency	FY 14 Count	FY 15 Count	Loss/Gain
Legislature	532	527	-5
Judiciary	3,259	3,222	-37
Public Defender	577	586	9
Governor	21	23	2
Lt. Governor	5	6	1
Secretary of State	227	229	2
State Auditor	114	112	-2
State Treasurer	45	45	0
Attorney General	344	343	-1
Conservation	1,382	1,373	-9
Elem & Sec Education**	1,743	1,709	-34
Higher Education**	51	56	5
Transportation	5,073	5,029	-44
TOTAL	13,373	13,260	-113

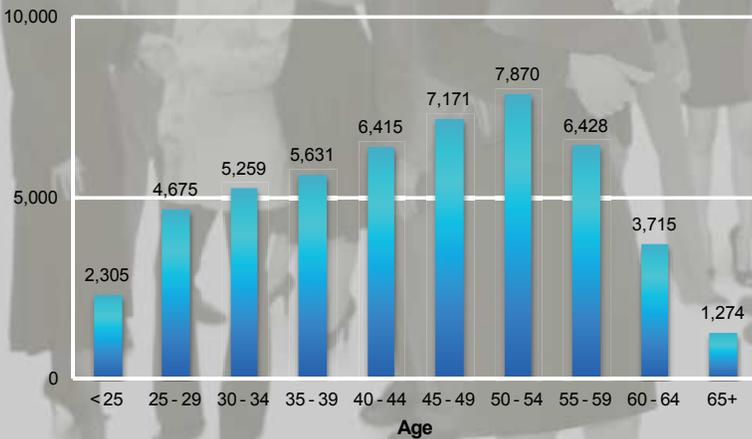| UCP Agencies	Classified				Unclassified				FY 15 Totals*	
	FY14	FY15	FY15%	Loss/Gain	FY14	FY15	FY15%	Loss/Gain	Total Count	Loss/Gain
Office of Adm.	1,638	1,667	94.9%	29	93	86	4.9%	-7	1,757	21
Agriculture	279	292	91.5%	13	23	27	8.5%	4	319	16
Insurance	262	248	47.4%	-14	265	274	52.4%	9	523	-5
Economic Dev.	665	683	87.0%	18	108	102	13.0%	-6	785	12
Health & Sr. Serv.	1,681	1,684	97.7%	3	41	37	2.1%	-4	1,723	0
Labor & Ind. Rel.	713	658	90.6%	-55	75	68	9.4%	-7	726	-62
Mental Health	6,522	6,302	97.2%	-220	167	159	2.5%	-8	6,484	-231
Natural Resources	1,388	1,341	96.1%	-47	50	54	3.9%	4	1,395	-43
Public Safety**	2,244	2,185	46.5%	-59	2,470	2,479	52.8%	9	4,694	-45
Revenue	1,222	1,162	92.1%	-60	94	96	7.6%	2	1,261	-62
Social Services	6,859	6,748	97.6%	-111	145	157	2.3%	12	6,911	-99
Corrections	10,846	10,736	98.3%	-110	97	99	0.9%	2	10,919	-120
TOTALS	34,319	33,706	89.9%	-613	3,628	3,638	9.7%	10	37,497	-618

*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.
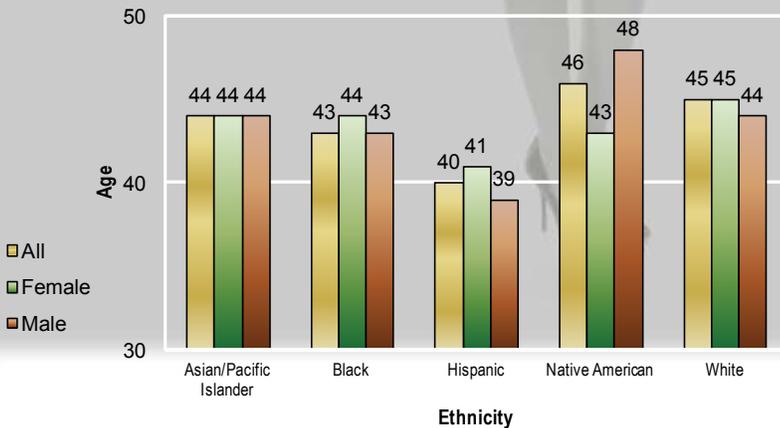
Age

The most common age of a state employee is 52

2,305 state employees are under 25

17,870 state employees are under 40

31,599 state employees are between 40 and 64

1,274 state employees are 65 and older

The average age of a state employee is 44

Age Distribution of Missouri State Employees

Age	Count
< 25	2,305
25 - 29	4,675
30 - 34	5,259
35 - 39	5,631
40 - 44	6,415
45 - 49	7,171
50 - 54	7,870
55 - 59	6,428
60 - 64	3,715
65+	1,274

Average Age by Ethnicity and Gender

Ethnicity	All	Female	Male
Asian/Pacific Islander	44	44	44
Black	43	44	43
Hispanic	40	41	39
Native American	46	43	48
White	45	45	44

Data based on total > = 50% and permanent employee count of 50,757.
14 employees had an invalid or missing birthdate in the SAM II HR/Payroll System. Of those with valid birthdays, 14 employees had invalid or no ethnicity listed.

AGENCY/OFFICE	Average Age Employees Begin State Service	Average Age of Employees
Legislature	37	47
Judiciary	36	48
Public Defender	33	42
Governor	31	43
Lt. Governor	39	49
Secretary of State	33	44
State Auditor	29	40
State Treasurer	32	41
Attorney General	34	43
Office of Administration	33	46
Agriculture	34	46
Insurance	33	44
Conservation	31	44
Economic Development	36	48
Elem & Sec Education	36	47
Higher Education	33	45
Health & Senior Services	35	47
Transportation	31	44
Labor & Industrial Relations	35	48
Mental Health	34	44
Natural Resources	33	45
Public Safety	33	43
Revenue	30	42
Social Services	33	43
Corrections	34	44

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.

Asian/Pacific Islander = 44   **Black = 43**   **Hispanic = 40**   **Native American = 46**   **White = 45**

Gender

Agency	Employee Count	Females		Males	
		#	%	#	%
Legislature	527	239	45.4%	288	54.6%
Judiciary	3,222	2,497	77.5%	725	22.5%
Public Defender	586	338	57.7%	248	42.3%
Governor	23	10	43.5%	13	56.5%
Lt. Governor	6	1	16.7%	5	83.3%
Secretary of State	229	152	66.4%	77	33.6%
State Auditor	112	60	53.6%	52	46.4%
State Treasurer	45	32	71.1%	13	28.9%
Attorney General	343	213	62.1%	130	37.9%
Office of Administration	1,757	642	36.5%	1,115	63.5%
Agriculture	319	132	41.4%	187	58.6%
Insurance	523	314	60.0%	209	40.0%
Conservation	1,373	324	23.6%	1,049	76.4%
Economic Development	785	476	60.6%	309	39.4%
Elem & Sec Education	1,709	1,391	81.4%	318	18.6%
Higher Education	56	47	83.9%	9	16.1%
Health & Senior Services	1,723	1,402	81.4%	321	18.6%
Transportation	5,029	937	18.6%	4,092	81.4%
Labor & Industrial Rel	726	497	68.5%	229	31.5%
Mental Health	6,484	4,617	71.2%	1,867	28.8%
Natural Resources	1,395	581	41.6%	814	58.4%
Public Safety	4,694	2,252	48.0%	2,442	52.0%
Revenue	1,261	899	71.3%	362	28.7%
Social Services	6,911	5,619	81.3%	1,292	18.7%
Corrections	10,919	4,416	40.4%	6,503	59.6%
TOTALS	50,757	28,088		22,669	
PERCENTAGES			55.3%		44.7%

Note: The employee count includes full-time (>=.5% FTE), "permanent" employees who have valid gender information entered in the SAM II HR/Payroll System, as of June 30, 2015.

Ethnicity

Ethnicity by Agency*

Agency	Employee Count	Native American	%	Asian/ Pacific Islander	%	Black	%	Hispanic	%	White	%
Legislature	527	2	0.4%	0	0.0%	40	7.6%	1	0.2%	482	91.5%
Judiciary	3,222	3	0.1%	5	0.2%	290	9.0%	25	0.8%	2,866	89.0%
Public Defender	586	1	0.2%	11	1.9%	39	6.7%	8	1.4%	524	89.4%
Governor	23	0	0.0%	0	0.0%	0	0.0%	0	0.0%	23	100.0%
Lt. Governor	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	100.0%
Secretary of State	229	0	0.0%	4	1.7%	22	9.6%	2	0.9%	198	86.5%
State Auditor	112	0	0.0%	1	0.9%	4	3.6%	2	1.8%	105	93.8%
State Treasurer	45	0	0.0%	0	0.0%	3	6.7%	0	0.0%	42	93.3%
Attorney General	343	3	0.9%	4	1.2%	13	3.8%	4	1.2%	319	93.0%
Office of Administration	1,757	8	0.5%	24	1.4%	105	6.0%	9	0.5%	1,607	91.5%
Agriculture	319	0	0.0%	2	0.6%	11	3.4%	1	0.3%	305	95.6%
Insurance	523	2	0.4%	4	0.8%	27	5.2%	1	0.2%	489	93.5%
Conservation	1,373	8	0.6%	7	0.5%	35	2.5%	6	0.4%	1,315	95.8%
Economic Development	785	9	1.1%	14	1.8%	123	15.7%	10	1.3%	628	80.0%
Elem & Sec Education	1,709	3	0.2%	12	0.7%	193	11.3%	11	0.6%	1,489	87.1%
Higher Education	56	0	0.0%	0	0.0%	2	3.6%	0	0.0%	54	96.4%
Health & Senior Services	1,723	6	0.3%	24	1.4%	171	9.9%	18	1.0%	1,504	87.3%
Transportation	5,029	73	1.5%	27	0.5%	309	6.1%	57	1.1%	4,551	90.5%
Labor & Industrial Relations	726	5	0.7%	5	0.7%	68	9.4%	7	1.0%	641	88.3%
Mental Health	6,484	14	0.2%	101	1.6%	2,024	31.2%	69	1.1%	4,262	65.7%
Natural Resources	1,395	2	0.1%	14	1.0%	39	2.8%	8	0.6%	1,330	95.3%
Public Safety	4,694	28	0.6%	43	0.9%	429	9.1%	54	1.2%	4,138	88.2%
Revenue	1,261	7	0.6%	27	2.1%	68	5.4%	10	0.8%	1,149	91.1%
Social Services	6,911	35	0.5%	28	0.4%	1,157	16.7%	84	1.2%	5,596	81.0%
Corrections	10,919	26	0.2%	47	0.4%	684	6.3%	116	1.1%	10,037	91.9%
TOTALS	**50,757**	**235**	**0.5%**	**404**	**0.8%**	**5,856**	**11.5%**	**503**	**1.0%**	**43,660**	**86.0%**

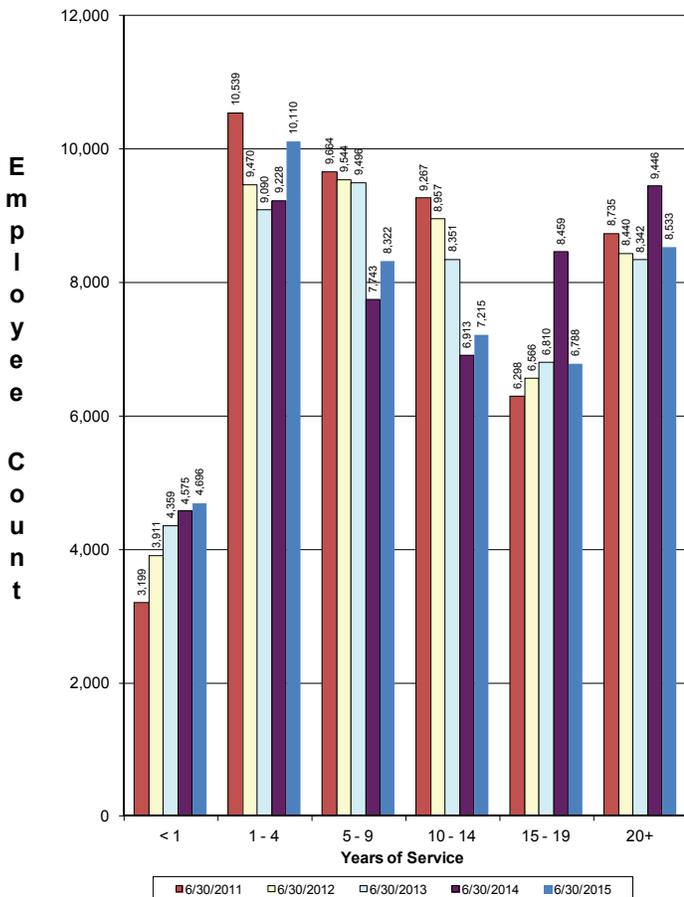| 2.2%	11.5%	86.0%
Hispanic, Asian Pacific Islander and Native American Descent	Black	White
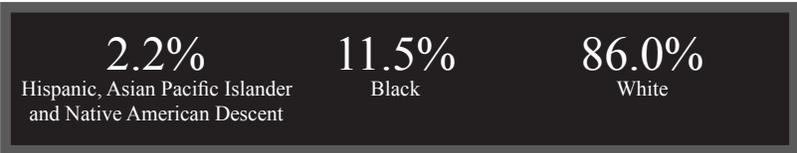
***99** employees have unknown ethnicity designated in the SAM II HR/Payroll System, as of June 30, 2015.
Active, non-temporary, >=.5 FTE as of 6/30/14

Length of State Service

The average length of state service on 06/30/15 was 11 years and 04 months
The average length of state service on 06/30/14 was 11 years and 05 months
The average length of state service on 06/30/13 was 11 years and 06 months
The average length of state service on 06/30/12 was 11 years and 07 months
The average length of state service on 06/30/11 was 11 years and 07 months

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

Comparison of Years of Service Categories

Bar chart of Employee Count by Years of Service:

Years of Service	6/30/2011	6/30/2012	6/30/2013	6/30/2014	6/30/2015
< 1	3,199	3,911		4,359	4,575 / 4,696
1 - 4	10,539	9,470	9,090	9,228	10,110
5 - 9	9,664	9,544	9,496	7,743	8,322
10 - 14	9,267	8,957	8,351	6,913	7,215
15 - 19	6,298	6,566	6,810	8,459	6,788
20+	8,735	8,440	8,342	9,446	8,533

Average Years/Months of Service for Executive Branch Agencies

Office of Administration	14/02
Agriculture	12/09
Insurance	12/04
Conservation	13/11
Economic Development	13 yrs
Elem & Sec Education	11/09
Higher Education	12/09
Health & Sr. Services	12/02
Transportation	13 yrs
Labor & Ind Relations	13/05
Mental Health	09/10
Natural Resources	13 yrs
Public Safety	10/07
Revenue	11/11
Social Services	11 yrs
Corrections	10/03

Service data based on the following employee totals:
06/30/11 – 47,702   06/30/12 – 46,888   06/30/13 – 46,448   06/30/14 – 46,364   06/30/15 – 45,664

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

Classification and Pay Systems

Uniform Classification and Pay

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

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

Exclusions

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

Uniform Classification and Pay System (UCP)

Merit System Agencies	Non-Merit System Agencies	Non-Merit & Non-UCP

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

Functions and Services Provided by the Division of Personnel

Merit System Agencies	Non-Merit System Agencies	Non-Merit & Non-UCP [4]

Certification, Selection,
  Appointment, Probation
Classification and Pay
Hours of Work, Overtime, Leave
Political Activity
Performance Appraisal
Mgmt & Supervisory Training
Labor Relations Coordination
Separation, Suspension, Dismissal for
  Cause and Appeals
MAIRS/EASe Administration and
  Reporting
SAM II HR/Payroll Table Maintenance,
  Reporting and Agency Assistance
	Classification and Pay
	Hours of Work, Overtime, Leave
	
	Performance Appraisal
	Mgmt & Supervisory Training
	Labor Relations Coordination
	Appeal of Dismissal [5]
	
	SAM II HR/Payroll Table Maintenance,
	  Reporting and Agency Assistance
		Hours of Work, Overtime, Leave
		
		Mgmt & Supervisory Training
		Labor Relations Coordination
		Appeal of Dismissal [5]
		
		SAM II HR/Payroll Table Maintenance,
		  Reporting and Agency Assistance

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

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

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

[4] 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.

[5] RSMo 36.390.6 The provisions for appeals provided for dismissals of regular merit employees may be adopted by non-merit agencies of the state for any or all employees of such agencies. RSMo 36.390.7 Agencies not adopting the provisions for appeals shall adopt dismissal procedures substantially similar to those provided for merit employees. However, these procedures need not apply to employees in policy-making positions, or to members of military or law enforcement agencies.

Employee Pay Distribution

Pay Distribution of Employees by Agency as of June 30, 2015
Based on full-time (100% FTE), salaried, permanent employees

Agency and Employee Count		$5,000-$19,999	$20,000-$29,999	$30,000-$39,999	$40,000-$49,999	$50,000-$59,999	$60,000-$69,999	$70,000-$79,999	$80,000-$89,999	$90,000-$99,999	Greater than $100,000
Legislature	498	1	65	260	61	45	33	18	10	5	
Judiciary	3,029		1,282	629	250	383	30	34	7	4	410
Public Defender	577		116	122	108	49	125	45	5	4	3
Governor	22		1	2	1	3	2		3		10
Lt. Governor	6			2		1	1	1	1		
Secretary of State	227		66	72	47	14	12	5	6	4	1
State Auditor	112		1	23	39	12	8	15	8	5	1
State Treasurer	45		16	9	10	4	1		2		3
Attorney General	338		14	94	78	59	36	23	9	15	10
Office of Administration	1,746		281	458	398	291	183	97	21	9	8
Agriculture	314		38	131	83	28	15	9	4	4	2
Insurance	511		93	123	56	52	57	62	34	27	7
Conservation	1,371		212	351	430	221	84	54	10	5	4
Economic Development	784		125	208	214	104	57	43	7	14	12
Elem & Sec Education	932		156	202	302	209	36	15	1	7	4
Higher Education	56		5	20	14	8	3	4		1	1
Health & Senior Services	1,715		245	608	481	248	92	23	14	1	3
Transportation	5,007		616	2,403	1,029	557	231	99	32	13	27
Labor & Industrial Relations	720		122	336	134	59	16	10	5	4	34
Mental Health	6,387		3,794	1,268	446	480	211	91	29	19	49
Natural Resources	1,358		267	293	480	216	60	27	8	1	6
Public Safety	4,612		1,501	873	800	498	335	471	81	41	12
Revenue	1,254		696	243	166	65	51	12	11	2	8
Social Services	6,874		2,377	3,495	759	124	59	25	17	6	12
Corrections	10,849		5,784	4,182	715	98	39	18	10	2	1
Employees by Salary Level		**1**	**17,873**	**16,407**	**7,101**	**3,828**	**1,777**	**1,201**	**335**	**193**	**628**
% of Employees by Salary Level		**0.00%**	**36.22%**	**33.25%**	**14.39%**	**7.76%**	**3.60%**	**2.43%**	**0.68%**	**0.39%**	**1.27%**
Cumulative Totals by Salary Level		**1**	**17,874**	**34,281**	**41,382**	**45,210**	**46,987**	**48,188**	**48,523**	**48,716**	**49,344**
Cumulative % by Salary Level		**0.00%**	**36.22%**	**69.47%**	**83.86%**	**91.62%**	**95.22%**	**97.66%**	**98.34%**	**98.73%**	**100.00%**

Executive Branch Turnover by Agency

Agency	Total Full Time Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Reasons for Leaving Employment				
					Resigned Agency (*)	Resigned State (**)	Dismissals	Retirement	Other (***)
Office of Administration	1,745.0	12.2%	6.4%	213	45	66	13	81	8
Agriculture	311.5	8.7%	4.8%	27	5	10	2	8	2
Insurance	524.5	15.4%	9.3%	81	24	25	11	18	3
Conservation	1,379.0	8.6%	4.8%	119	66	0	5	42	6
Economic Development	779.0	15.8%	9.5%	123	33	41	9	37	3
Elem & Sec Education	1,721.0	14.4%	8.7%	248	103	47	15	79	4
Higher Education	53.5	5.6%	5.6%	3	1	2	0	0	0
Health & Senior Services	1,720.5	14.4%	9.1%	247	36	121	24	60	6
Transportation	5,050.0	12.8%	6.8%	648	17	327	49	231	24
Labor & Industrial Relations	755.0	16.0%	11.5%	121	31	56	4	26	4
Mental Health	6,630.5	25.7%	15.6%	1,704	457	580	326	212	129
Natural Resources	1,415.0	13.9%	8.0%	197	110	3	4	75	5
Public Safety	4,738.0	22.3%	13.6%	1,056	220	422	237	159	18
Revenue	1,288.5	23.3%	12.9%	300	56	110	28	54	52
Social Services	6,956.5	18.5%	14.7%	1,290	168	855	35	202	30
Corrections	10,958.0	16.3%	11.1%	1,786	127	1,093	172	376	18
TOTALS	**46,025.5**	**17.7%**	**11.4%**	**8,163**	**1,499**	**3,758**	**934**	**1,660**	**312**
Percent Turnover by Reason (###)					**3.3%**	**8.2%**	**2.0%**	**3.6%**	**0.7%**

Footnotes:

(*) "Resigned Agency" indicates the employee resigned from one agency and was employed by another agency.
(**) "Resigned State" indicates the employee resigned from state government entirely.
These two columns represent "voluntary" turnover for the state.

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

Personnel Actions designating the "Reasons for Leaving Employment" were counted for the period July 1, 2014 through June 30, 2015.
Data was counted for full-time (>=50% FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System.

"Total Full Time Employees" = July 1, 2014 Employee Count + June 30, 2015 Employee Count divided by 2.
"Total Turnover Percentage" = "Total Separation Actions" divided by "Total Full Time Employees".

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

Retirements

Employees Eligible for Retirement by Agency and Year

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

Agency	Year Eligible for Retirement					Total	% Total Employees	% Agency
	2015*	2016	2017	2018	2019			
Legislature	79	9	8	12	14	122	0.2%	23.1%
Judiciary	468	77	115	90	73	823	1.6%	25.5%
Public Defender	63	12	21	21	8	125	0.2%	21.3%
Governor	6	1	0	0	0	7	0.0%	30.4%
Lt. Governor	1	0	0	0	0	1	0.0%	16.7%
Secretary of State	42	9	3	3	9	66	0.1%	28.8%
State Auditor	15	1	1	3	1	21	0.0%	18.8%
State Treasurer	2	2	1	0	2	7	0.0%	15.6%
Attorney General	36	6	12	14	5	73	0.1%	21.3%
Office of Administration	280	69	74	79	78	580	1.1%	33.0%
Agriculture	67	17	19	5	9	117	0.2%	36.7%
Insurance	68	16	18	16	16	134	0.3%	25.6%
Conservation	226	56	37	47	48	414	0.8%	30.2%
Economic Development	180	20	29	29	24	282	0.6%	35.9%
Elementary and Secondary Education	264	59	45	52	58	478	0.9%	28.0%
Higher Education	10	1	1	2	1	15	0.0%	26.8%
Health and Senior Services	253	56	70	62	46	487	1.0%	28.3%
Labor and Industrial Relations	135	19	20	22	23	219	0.4%	30.2%
Mental Health	757	164	176	169	193	1,459	2.9%	22.5%
Natural Resources	223	52	39	61	35	410	0.8%	29.4%
Public Safety	202	61	49	55	76	443	0.9%	9.4%
Revenue	183	30	30	35	32	310	0.6%	24.6%
Social Services	796	172	179	212	210	1,569	3.1%	22.7%
Corrections	1,154	270	330	309	336	2,399	4.7%	22.0%
MOSERS Total	**5,510**	**1,179**	**1,277**	**1,298**	**1,297**	**10,561**	**20.8%**	
MPERS Total	**765**	**228**	**254**	**242**	**260**	**1,749**	**3.4%**	
Grand Total	**6,275**	**1,407**	**1,531**	**1,540**	**1,557**	**12,310**	**24.3%**	

*Data includes active employees eligible to retire on June 30, 2015. Many of these employees were previously eligible to retire.

Labor Relations

At the end of FY15, *21,811* state employees (*38.6%* of the workforce) were represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented by 11 different bargaining units in which they share a community of interest with the other employees within their bargaining unit. The distribution of these bargaining units along with the number and percent of union members and non-members is listed below.

21,811 state employees (38.6% of the workforce) are represented by various labor organizations

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	4,150	1,002	(24%)	3,148	(76%)
AFSCME	Craft and Maintenance	2,173	151	(7%)	2,022	(93%)
SEIU	Probation & Parole Officers I/II/III	1,214	134	(11%)	1,080	(89%)
SEIU	Patient Care Professionals	818	57	(7%)	761	(93%)
SEIU	Probation & Parole Assistants I/II	211	23	(11%)	188	(89%)
CWA	Social Services/Office of Administration	4,893	741	(15%)	4,152	(85%)
CWA	Health & Senior Services	668	50	(7%)	618	(93%)
MOCOA	Corrections Officers	5,290	2,067	(39%)	3,223	(61%)
*IAFF	Firefighters (Adjutant General)	*	*	*	*	*
IUOE	Operating Engineers (MoDOT)	2,394	31	(1%)	2363	(99%)
**MFT	Elementary & Secondary Education	**	**	**	**	**
	TOTALS	21,811	4,256	(20%)	17,555	(80%)

Labor Organizations:

AFSCME: The American Federation of State, County and Municipal Employees, Council 72
SEIU: Service Employees International Union, Local 1
CWA: Communication Workers of America, Local 6355
MOCOA: Missouri Corrections Officers Association
*IAFF: International Association of Firefighters
IUOE: International Union of Operating Engineers
**MFT: Missouri Federation of Teachers

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

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

STATE OF MISSOURI
Center FOR
MANAGEMENT AND
Professional Development

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

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

Leadership and Interpersonal Skills Training

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

The variety of programs available through the Center and the subject matter experts who deliver them ensure organizations and learners receive the development solution that is right for them.

Technical and Computer Skills Training

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

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

Statewide Recognition Program Administration

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

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

The Center for Management and Professional Development

Training in FY15

Inspiring current and potential leaders on their journey to excellence.

Throughout FY15, the Center provided a diverse selection of training opportunities for supervisors, managers and employees.

Workshops and Webinars

The Center continued to offer many programs that have been part of a proven curriculum – and also introduced new programs to address other workplace issues.

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

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

On-Demand Learning

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

Executive Development

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

Solutions E-Magazine

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

To learn more about the Center's training programs, visit **www.training.oa.mo.gov**

Image: Front cover of the Center's April – June 2015 *Foundations Quarterly Training Calendar*

The Center can help organizations:

- Ensure employees work together when it is important to pull together.

- Leverage the performance and productivity of employees to achieve cost-effective and better solutions for customers.

- Maintain a competitive edge, while helping to develop and retain their workforce.

- Achieve higher morale and a renewed commitment to quality in the products and services they provide.

In FY15, the Center provided or sponsored a total of 392 training programs and webinars attended by 4,534 people.

Includes 664 people who attended 36 classes held by other agencies using the Center's computer training lab

Throughout FY15, the Center provided a variety of "special request" programs on various issues to customers in both state government and the private sector. The Center was also pleased to participate in the first *State of Missouri Small Business Symposium and Reverse Vendor Fair* for M/WBE business owners. These opportunities provided increased visibility for the Center, and often allowed a "new" audience to realize the benefits ongoing learning can provide.

To reach an ever increasing diverse group of customers from all areas across the state, the Center continues to use the Constant Contact e-mail system to "spread the word" about our training solutions.

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

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 FY15, 100% of the Missouri Department of Agriculture (MDA) managers and supervisors were compliant with the Management Training Rule requirement. MDA provides access to on-line training programs that are cost effective and allows employees to receive training when it fits their work schedule. Employees also have the opportunity to participate in training provided by the Office of Administration, other professional organizations and conferences as resources allow. During FY 2016, the MDA will strive to enhance training opportunities for all employees in accordance with Office of Administration and MDA guidelines.

Conservation

In FY15, the Department of Conservation provided training opportunities for managers and supervisors in various training areas; and continued to partner with the Missouri Training Institute (MTI) and Office of Administration to offer a variety of training programs. Over 300 supervisors and managers attended these programs, as well as other internal training offerings such as Internal Investigations; Performance Management; Policies and Procedures; Crisis Communication and Risk Management and Law Enforcement Operations training. Department staff also participated in several national programs that include the National Conservation Law Enforcement Leadership Academy (NCLELA), the National Conservation Leadership Institute (NCLI) and International Association of Chiefs of Police (IACP) Women's Leadership Institute. In addition to courses such as 7 Habits of Highly Effective People, Effective Meetings, Business Writing, Technical Writing, Extended DISC Communication Styles, and New Employee Orientation, the Department offers training specifically for a variety of safety programs and technical training specific to the areas of fish, forest and wildlife.

Corrections

During the past year, the Department's Regional Management Trainers presented 238 supervisory and management courses attended by 4,808 participants. Many managers also attended outside programs presented by OA and other organizations when funding was available. During FY15, 84% of newly promoted supervisors/managers attended the 40 hour Training Rule requirement, and 81% of tenured supervisors/managers attended at least 16 hours of management training. Because the Department training budget is still 25% below previous levels, the Department continues to explore more self-paced management training programs that supervisors/managers can attend via the Department's Learning Management System (LMS). Many new administrators and wardens also travelled to the National Institute of Corrections for New Wardens Training and Correctional Leadership Development. In addition to existing management training curriculum, a new class titled *Overcoming Negativity* was also very popular. The Department plans to add at least one new management training program each fiscal year. The Department has also developed three new asynchronous programs on ADA, ADA for Site Coordinators, and FMLA that are in included in the LMS. During FY16, all management trainers will also be certified as Insights Discovery Profile facilitators. The focus on management training during FY16 will be to ensure that all managers and supervisors receive the knowledge and skills necessary to make them successful, while keeping in mind the most cost effective method to deliver the training.

Economic Development

The Department is comprised of several administrative entities, over which it has varying degrees of oversight authority, derived from the type of transfer that placed the entity within DED:

- The Department has direct supervisory authority over all operations of entities that were Type I transfers.
- Type II entities that were transferred to DED have control of their own program policies, regulative functions and appeals.
- DED administratively approves the budget of, and receives annual reports from, Type III entities transferred to DED; such agencies have some autonomy in all other matters.

Type I: Administrative Services, Business & Community Development and Workforce Development. In FY15, 100% of Management Training Rule covered personnel met or exceeded Training Rule requirements. In FY15, HR developed and delivered several in-house training courses that included a 1-day *Coaching for Success* class for supervisors and managers, and a *Prevention of Harassment and Unlawful Discrimination* webinar. All Type I, II and III employees, excluding PSC, were required to successfully complete a post test to validate an understanding of essential elements. In FY16, the Department will finalize the development of and deliver through various mediums other courses that include: *Use of Resources, PERforM Essentials, Workplace Safety, Basic Supervision* and *ADA Essentials for Supervisor & Managers*.

Type II and III: Missouri Arts Council, Office of Public Counsel, Public Service Commission and Tourism. In FY15, 96% of management personnel met or exceeded the Training Rule requirements.

Missouri Housing Development Commission. In FY15, 91% of management personnel met or exceeded Training Rule requirements.

Agency Training Reports – Continued

Elementary and Secondary Education

During FY15, 50% of the agency's managers and supervisors complied with the requirements of the Management Training Rule. The Department continues to work closely with the Office of Administration's Center for Management and Professional Development for most of its training needs. DESE does however also provide training on demand webinars available via the Department's intranet site including *Preventing Sexual Harassment, Managing Stress*, and *Time Management*.

Insurance, Financial Institutions & Professional Registration

During FY15, the Department achieved 91% compliance with the Management Training Rule. In 2015, the Insurance Divisions developed the Leadership Development Training program – a 4-year process that includes over 100 hours of training to help develop new leaders and train them on the responsibilities associated with being managers. The program provides a framework for new managers to meet OA Training Rule requirements, and helps guide them toward the most beneficial courses the state has to offer. The program will also offer a Policy Focus discussion with HR periodically each year to help managers gain a thorough understanding of policies and procedures. Ongoing communication with HR coupled with trainings from OA transitions new managers to their roles and responsibilities while building a cooperative relationship with the Department's HR team. The Department plans on expanding the program in FY16 to ensure continued compliance with the Training Rule.

Labor and Industrial Relations

In FY15, 80% of the Department's managers and supervisors met the Training Rule requirement. The Department offered 165 continuing and new training opportunities for staff located in Jefferson City and around the state. The Department focused training efforts on providing basic and advanced training for managers and supervisors that included: *Coaching, Difficult Conversations, FMLA, Hiring for Success, Motivating Your Workforce* and *PERforM*. The Department's training unit offered a variety of programs for all employees related to interviewing, business writing, change management, ethics, diversity, computer skills and more. The Department's Leadership Development Program (LDP) continues to be a success within the Department. The LDP is designed to develop staff so they are better prepared for future leadership opportunities. The courses help employees gain skills and knowledge for their personal and professional life. Fifty-eight successful employees have graduated from the program. The fourth group was completed in August 2015. The Department has received positive reviews from attendees and nearly half of the candidates who graduated from the program have been promoted.

Mental Health

The Department utilizes a variety of training methods that include an electronic learning system, Missouri Employee Learning System (MELS), classroom trainings, conferences and webinars. Due to limited budgets and staffing needs, greater emphasis continues to be placed on increasing web-based trainings as well as utilizing in-house experts. The purchase of video production equipment in FY15 will further enhance the ability to develop DMH-specific trainings for staff to complete via MELS. In addition, all employees continue to be required to complete a variety of training courses in MELS for which they are tested to ensure understanding. There were 192,426 successful course completions in FY15 which includes department, division and facility required training. Due to the increasing number of retirement eligible employees within state government, efforts will be made in FY16 to develop a training program geared toward preparing current employees for future leadership positions. It is anticipated an emphasis will be placed on managerial and supervisory skills.

Natural Resources

In FY15, 90% of the Department's supervisors and managers were compliant with the Training Rule; and over 99% of all managers and supervisors attended training in critical leadership competencies/areas such as *Interviewing Skills, Leading at the Speed of Trust, Employee Engagement* and *7 Habits of Highly Effective People*. Executive, regional and program leadership staff attended a 2-day Leadership in Action: MDNR Today and Beyond program. Fifty-nine managers and supervisors attended the Department's week long *Basic Orientation for Supervisors*, ensuring 100% compliance with the 40 hour training requirement for new supervisors. The Department continued its commitment to providing employees opportunities for growth and development through the Leadership Ladder program. Twenty-nine employees were enrolled in the program and attended leadership courses, ensuring a foundation of leadership strength in the coming years. In FY16, the Department will continue its efforts in providing valuable and relevant learning opportunities for employees so they may fulfill the Department's mission to the citizens of Missouri. Training in communication skills, lean processes and presentation skills are among the courses to be offered.

Office of Administration

Because the Department is often decentralized in its training efforts, it is difficult to determine, and report with accuracy, the amount of training provided to employees. However, it is estimated that 42.3% of the Department's supervisors and managers met the requirements of the Training Rule. During FY15, the greatest increase in training was in the technical fields. As an example, the numbers of training hours in the Department's Information Technology Systems Division (ITSD) increased as more employees needed training to move beyond legacy systems and perform major overhauls of large systems with new programming languages. Still, many divisions reported limited training as a result of tight budget demands. In the coming year, the Department anticipates using a variety of options to increase training opportunities for all employees, and will encourage each division to make the best use of these opportunities when available and practical.

Public Safety
Reporting Organizations

Missouri Highway Patrol

In FY15, all applicable personnel were 100% compliant with the Training Rule. During 2015 and for 2016, the Training Division has expanded their own training curriculum in an effort to provide additional in-house training for staff. The Patrol feels it is important to provide employees access to quality training that is consistent with the mission of the Patrol, and that is also free of significant concerns regarding the financial impact to their division.

Missouri Veterans Commission

In FY15, 86.9% of all supervisors and managers in the Commission complied with the 16/40 Training Rule requirement. The Commission continues to provide access to training programs that allow employees to maintain and enhance core skills and professional accreditation standards. During FY15, 54 Veterans Service Program employees completed 16 hours of training to maintain accreditation with the Department of Veterans Affairs. During the Commission's Education Days event, 116 employees participated in *Surviving the Violent Intruder Training*. Employees also have the opportunity to participate in training provided by the Office of Administration, other professional organizations and conferences as resources allow.

Agency Training Reports – Continued

Revenue

Note: The following information for the Department of Revenue does not include the Missouri State Lottery and Missouri Tax Commission's training statistics, inasmuch as those are Type III agencies under the Department's structure for budget purposes only. Information for these entities is provided separately when available.

In FY15, the Department achieved 100% Training Rule compliance. The Department provided a variety of skills training programs to 3,438 participants that included Department employees and license office personnel. Department personnel developed and offered programs that include: *Supervisor Island Series* (*Conflict Management, Relationship Management, Leadership, Documentation, Walk the Talk*), *Rumors and Gossip in the Workplace, Time Management, Discrimination, Harassment and Diversity* (update) and *Confidentiality* (update). All Department employees viewed training videos related to confidentiality, cyber security, and diversity, discrimination, and harassment, and completed corresponding comprehension quizzes. New training planned for FY16 includes: *Burnout, Public Speaking, Supervision Essentials, Critical Thinking and Problem Solving*, and *Ethics Series*.

Lottery

In FY15, 100% of managers and supervisors were compliant with the Training Rule requirement. Missouri Lottery requires all new supervisors to attend the following classes: *Supervisor Liability, Basic Supervision, PERforM, Coaching Employees* or other relevant classes. Many of these training opportunities were provided by the Center for Management and Professional Development through the Office of Administration. Additionally, because Missouri Lottery is committed to developing each employee's technical and interpersonal skills, various blended learning opportunities for all staff were offered via self-learning, online training, and formal off-site classroom settings. Areas of learning included: customer service, leadership, team building, sales, project management, DiSC training and other job specific topics.

Social Services

The Department continues to be committed to providing employees with the knowledge and skills necessary to fulfill its mission, vision and guiding principles. To that end, management and leadership development is recognized as an essential element of this success. In FY15, the Department achieved 100% compliance with the 40-hour Training Rule requirement, and 75% compliance with the 16-hour requirement. *Civil Rights and Diversity* training was provided to new staff and existing staff that were due to attend as required every three years. Additionally, the Department's trainers provided training in over 40 staff development subject areas to approximately 7,100 employees. The agency continues to utilize its internal Employee Learning Center (ELC) to track and monitor how/when employees fulfill their training requirements. The ELC is a web-based tool that allows employees to manage their professional development from their computer desktop and provides for individualized employee training plans, a record of training history, on-line course registration and delivery of training courses and policy updates. Training continues to focus on the areas of leadership, communication, motivation, team building, client advocacy, trauma awareness and care, customer service, client treatment plans, transformational coaching, decision making and problem solving.

Transportation

In FY15 MoDOT continued their commitment to the development of their employees through an organizational wide Onboarding program, streamlining the way new employees are trained and developed. MoDOT has continued their commitment to developing both technical and interpersonal skills within their workforce. During FY15, 93% of MoDOT's supervisory staff met the requirements of the Training Rule – with MoDOT's supervisory workforce averaging 47 hours of training per supervisor. MoDOT continues training employees at all levels using a blend of in-house and vendor provided instruction. MoDOT has secured contracts with external vendors, to facilitate a 40-hour curriculum for new supervisors, an 80-hour curriculum for mid-level supervisors, and a 16-hour curriculum for maintenance crew leaders. MoDOT provides a variety of personal and professional development opportunities for staff, which is tracked and reported via a web-based Learning Management System.

Recognition Programs

The Division of Personnel through the Center for Management and Professional Development proudly sponsors and coordinates **5 recognition programs** designed to recognize and reward the creativity, ingenuity and dedication of state employees.

STATE EMPLOYEE OF THE MONTH

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

Photos (From Left) February 2015 State Employee of the Month, Belinda English from the Department of Social Services, and November 2014 State Employee of the Month Edna Berry from the Department of Corrections receive their plaque from Governor Nixon.

Photos (From Left) Trooper Jeffry Leathers receives both his State Employee of the Month award and his Award of Distinction for Heroism from Governor Nixon.
Dept. of Conservation employees Christopher Doran and Robert Lawrence receive their Award of Distinction for Safety and Human Relations (respectively) from Governor Nixon.

State Employee Recognition Day – June 11, 2015, Missouri State Capitol/South Lawn

STATE EMPLOYEE RECOGNITION WEEK AND DAY (SERW/SERD)

Missouri State Employee Recognition Week was celebrated June 8-12, 2015. The week is set aside to give state agencies the opportunity to voice their appreciation to state employees for their dedication to public service. In addition, it serves as an education and community outreach vehicle to inform the public about the broad variety of services provided by state employees. In conjunction with this week, a special Employee Recognition Day event was held on June 11 on the south lawn of the Missouri State Capitol Building. The event was coordinated by the Division of Personnel and attended by approximately 5,000+ state employees. Over 90 vendors and sponsors comprised of state agencies, local merchants, and merchants from the WeSave Employee Discount Program participated.

STATE EMPLOYEE AWARD OF DISTINCTION

In conjunction with State Employee Recognition Week, state employees can also be nominated each year to receive a special Award of Distinction in the categories of Heroism, Human Relations, Leadership, Public Service and Safety. Award winners are honored for their local, state, national, or international achievement and valor during a ceremony and reception with Governor Nixon.

MoRE
State Employee Suggestion Program

The Missouri Relies on Everyone (MoRE) State Employee Suggestion Program provides state employees with a venue to submit their ideas, suggestions or recommendations on how to improve customer service, reduce cost, generate revenue, and improve work processes. The program also provides a way to recognize and reward the ingenuity and commitment to excellence of state employees for their suggestions. An online tracking system initiated by the Center allows decentralization of the review and award process of employee suggestions to each state agency. During FY15, approximately 89 suggestions were submitted to state agencies for review and 11 were immediately implemented.

Governor's Award for Quality and Productivity

Missouri State Employee Work Teams Recognized for Enhancing State Government

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

On Wednesday, October 28, 2014 three state employee work teams were awarded the prestigious **Governor's Award for Quality and Productivity** (GAQP) during a special ceremony held in the Rotunda of the State Capitol Building in Jefferson City.

This year marked the 26th anniversary of recognizing accomplishments that serve as an example of continuous improvement, quality and productivity in Missouri State Government. Fifteen state employee teams applied for the GAQP in the categories of: Customer Service, Efficiency/Process Improvement, Innovation, and Technology in Government.


Keynote speaker Doug Nelson, Commissioner for the Office of Administration gives remarks on the winning teams accomplishments and presented awards.

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

Guests at the GAQP reception enjoy music provided by Jefferson City High School quartet members.
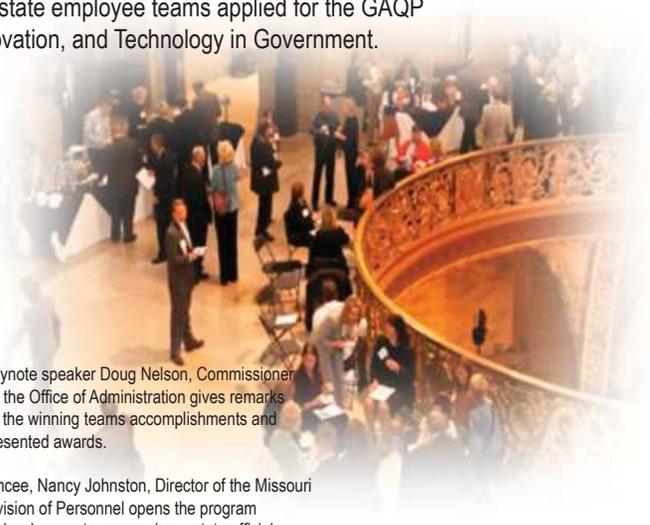
Col. Ronald Replogle, Superintendent of the Missouri State Highway Patrol, gives remarks on the accomplishment of the Digital Forensic Investigative Unit (DFIU) Team and poses with the winning team members.

Gail Vasterling, Director of the Department of Health and Senior Services, gives remarks on the accomplishment of the Missouri Eat Smart Child Care Team and poses with the winning team members.

Andrea Spillers, Deputy Director of the Department of Public Safety, gives remarks on the accomplishment of the Frequency Acquisition Team; MO Statewide Interoperability Network team and poses with the winning team members.