

**Title 1—OFFICE OF
ADMINISTRATION
Division 20—Personnel Advisory
Board and Division of Personnel
Chapter 6—Management Training**

PROPOSED AMENDMENT

1 CSR 20-6.010 Leadership Development. The Personnel Advisory Board is amending section (2).

PURPOSE: This amendment adds a required training topic and reduces the number of training hours required per year.

(2) Training Program Policy and Development. Agencies must provide for the development of employees in supervisory positions. Agencies must issue written policies to ensure they—

(A) Provide training within two (2) months of an employee’s initial appointment to a supervisory position that includes, but is not limited, to:

1. Professional Development and Performance Management. The process of developing and implementing a work environment in which employees are assigned responsibility, enabled to perform to the best of their abilities, and held accountable;

2. Employment Laws and Legal Issues. A working understanding of the laws that affect the workplace and the responsibilities supervisors have with respect to those laws;

3. Diversity. The practice of creating and maintaining a workplace culture that values trust, respect, and inclusion of all employees; and

4. Cyber and Workplace Security. An understanding of current threats and strategies supervisors should use to combat these risks;

(B) Provide training within six (6) months of an employee’s initial appointment to a supervisory position that includes, but is not limited to:

1. Mentoring and Coaching. The ability to provide an employee with constructive feedback that is information-specific, issue-focused, based on observations, used to improve performance, and accelerates the employee’s professional development;

2. Interviewing. The ability to interview and hire employment candidates by using best practices and a general understanding of the overall hiring process;

3. Project Management and Continuous Improvement. The ability to identify opportunities for improving the efficiency and effectiveness of work, develop project plans to implement changes, and manage results; [and]

4. Communication. The ability to communicate with employees and other stakeholders in a way that is clear, personalized, transparent, empathetic, collaborative, and inspiring; **and**

5. Leadership. The ability to influence and guide employees and others in order to accomplish the goals of the agency and state, and the ability to identify or develop the goals where appropriate;

(C) Maintain knowledge of the above topics on an annual basis;

(D) Institute a structure for supervisors, managers, and executives to dedicate time toward professional development **and leadership** no less than [an average of one (1) hour each week] **forty (40) hours each state fiscal year**; and

(E) Design and implement leadership development programs that are aligned with guidance from the Division of Personnel, foster a government-wide perspective, identify and develop future leaders, and support agency business initiatives and goals. All training efforts shall strive toward best practices for leadership competencies and modern training techniques.

AUTHORITY: sections 36.070 and 36.510, RSMo Supp. 2019. Original rule filed Oct. 7, 1985, effective Jan. 12, 1986. Amended: Filed Nov. 15, 2000, effective May 30, 2001. Amended: Filed June 1, 2009, effective Nov. 30, 2009. Amended: Filed Oct. 1, 2019, effective March 30, 2020. Amended: Filed January 9, 2023.*

**Original authority: 36.070, RSMo 1945, amended 1979, 1995 and 36.510, RSMo 1979, amended 1996, 2013, 2018.*

PUBLIC COST: This proposed amendment will not cost state agencies or political subdivisions more than five hundred dollars (\$500) in the aggregate.

PRIVATE COST: This proposed amendment will not cost private entities more than five hundred dollars (\$500) in the aggregate.

*NOTICE TO SUBMIT COMMENTS: Anyone may file a statement in support of or in opposition to this proposed amendment with the Personnel Advisory Board, Attn: Casey Osterkamp, Secretary, 301 W. High St., Room 430, Jefferson City, MO 65101. To be considered, comments must be received within thirty (30) days after publication of this notice in the **Missouri Register**. No public hearing is scheduled.*