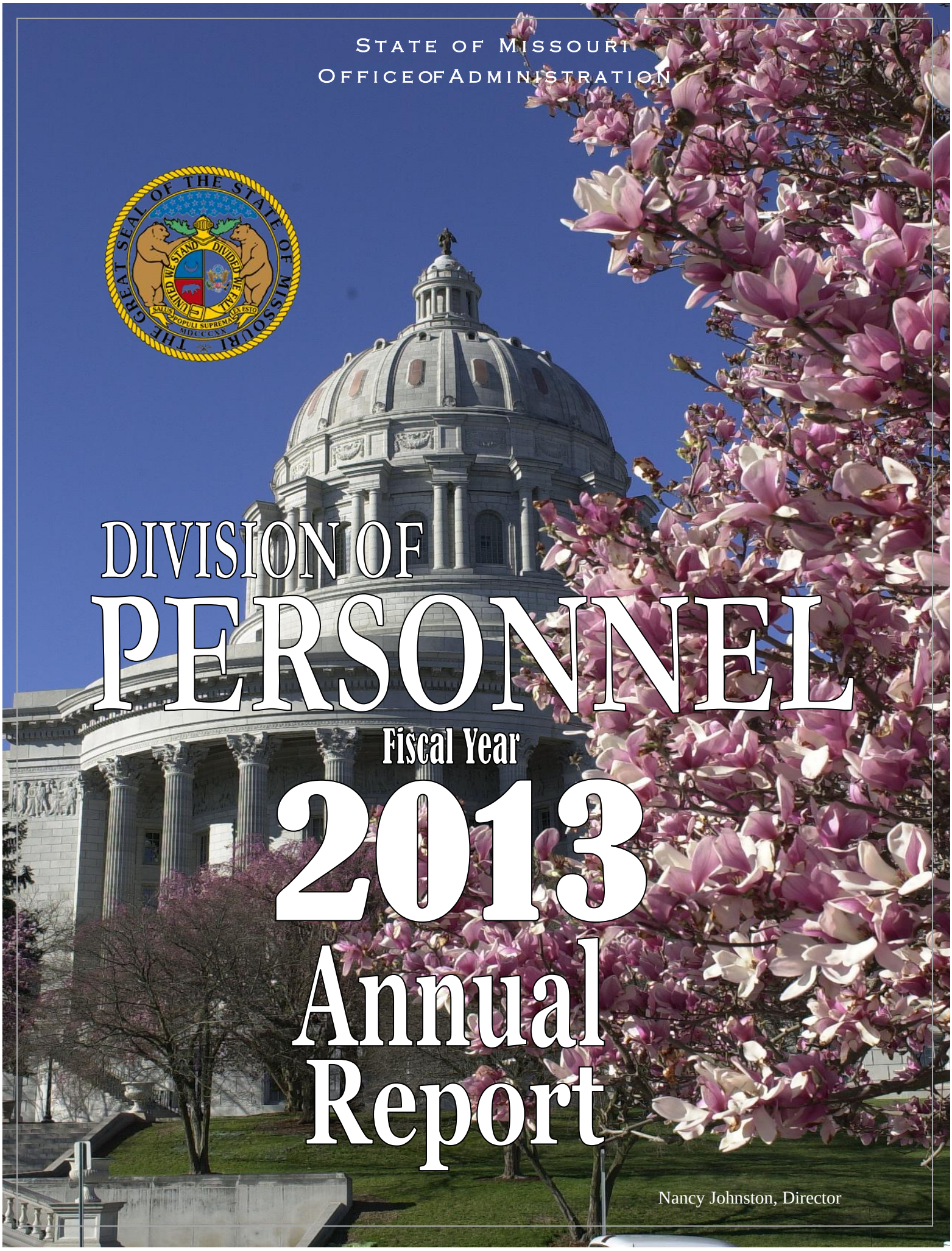


State of Missouri
Office of Administration

DIVISION OF PERSONNEL

Fiscal Year 2013 Annual Report

Nancy Johnston, Director

FY 2013 Annual Report

DiVision OF PERSONNEL

Involved • Innovative • Interconnected

Nancy Johnston, Director

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

Allan Forbis, Manager
Center for Management and Professional Development

Marian Buschjost, Manager
Employee Services

Roxy Antonio, Manager
Human Resources Service Call Center

What's Inside...

The Division of Personnel

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

Professional Development

Center for Management and Professional Development	28
Agency Training Reports	29
Employee Recognition Programs	33

Division of Personnel Staff Contributing to this Report:

Carla Schnieders, Christy Klenklen, Annette Tull, Susan Nichols, Allan Forbis and Denise Osborne

The State Workforce

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

Jeremiah W. (Jay) Nixon
Governor

Doug Nelson
Commissioner

Nancy Johnston
Director

State of Missouri
OFFICE OF ADMINISTRATION
Division of Personnel
430 Truman Building, 301 W. High Street
PO Box 388
Jefferson City, Missouri 65102
www.oa.mo.gov/pers
EMAIL: persmail@oa.mo.gov

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

Dear Colleagues,

I am honored to present the Division of Personnel 2013 Fiscal Year report.

This year we continued to make organizational changes at the Division of Personnel in order to enhance our process improvement efforts. The changes we implemented to better serve our customers in FY13 include the first re-work of our online electronic Merit System application (EASe), since it went live in 2005. This year we developed and brought on-line an Office of Administration jobs website in order to more effectively market positions that are challenging to fill even in today's job market. We began offering additional on-line training options for supervisors and managers making training opportunities easier to access and more cost effective.

We have continued to make improvements by streamlining processes, cross training between sections and response time to classification reviews, certification and audit responses. We also developed a number of initiatives designed to enhance our team approach to working with customers while also encouraging employee engagement.

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

The Division of Personnel employees continued to make customer service a top priority. I am proud of their efforts, and look forward to continuing the process of finding more innovative ways to serve our customers better.

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 163 members serving during the 97th General Assembly (2013-2014). 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

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

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

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

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

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

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

Totally Merit & Uniform Classification and Pay (UCP)*

Office of Administration

Department of Corrections

Department of Health & Senior Services

Department of Mental Health

Department of Natural Resources

Department of Social Services

Partially Merit & UCP

Department of Economic Development

Department of Labor and Industrial Relations

Department of Public Safety

Non-Merit Executive Branch Agencies

Department of Agriculture (UCP)

Department of Conservation

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

Department of Higher Education (to be partially UCP)

Department of Insurance (to be partially UCP)

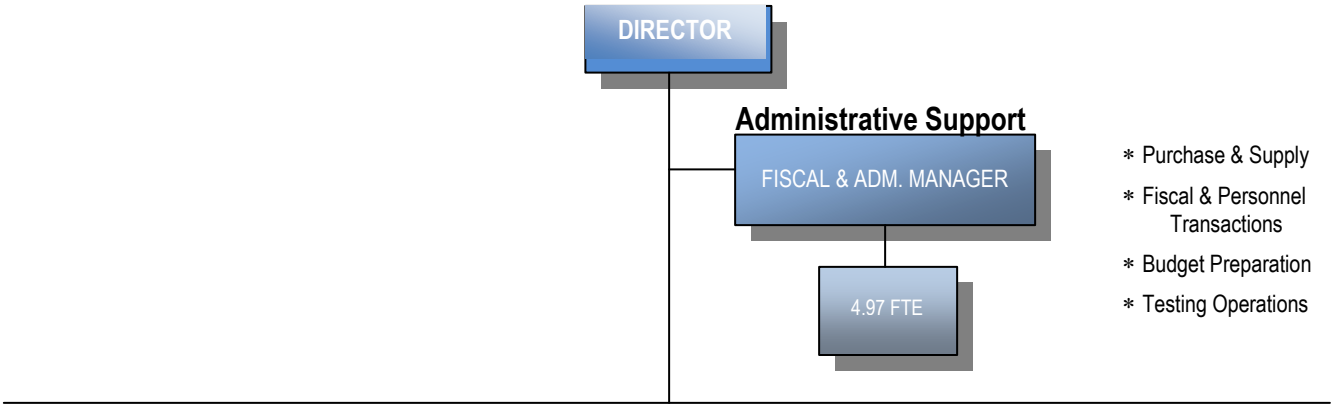
Department of Revenue (UCP)

Department of Transportation

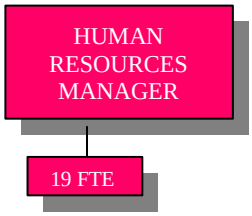
*UCP agencies are further defined on page 23

Division of Personnel

Organizational Chart

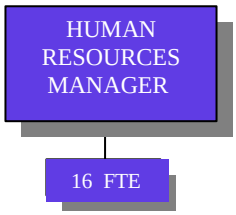


Employee Services Section



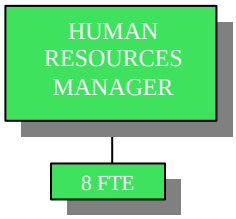
- Evaluates New and Existing Positions within UCP System
- Administers the Merit System Employment Application Process
- Develops and Maintains Job Classifications within the UCP System
- Develops and Updates Merit System Examinations

Pay, Leave & Reporting Section



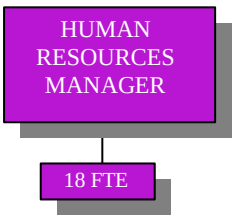
- Maintains Registers of Qualified Applicants for Merit System Agencies
- Audits/Approves Transactions from UCP Agencies through SAM II HR
- Administers Rules on Pay, Leave, Hours of Work, Overtime, Certification, Removal from Registers, Transfers, Political Activity, Conflicting Employment and Layoff
- Maintains the UCP System Pay Plan
- Maintains HR Related Tables in the SAM II HR/Payroll System MAIRS and EASEe
- Administers Statewide Performance Appraisal System 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! Webpage highlighting the accomplishments of state employees
- Administers the State Employee Suggestion System
- Coordinates the WeSave Employee Discount Program

Human Resources Service Center

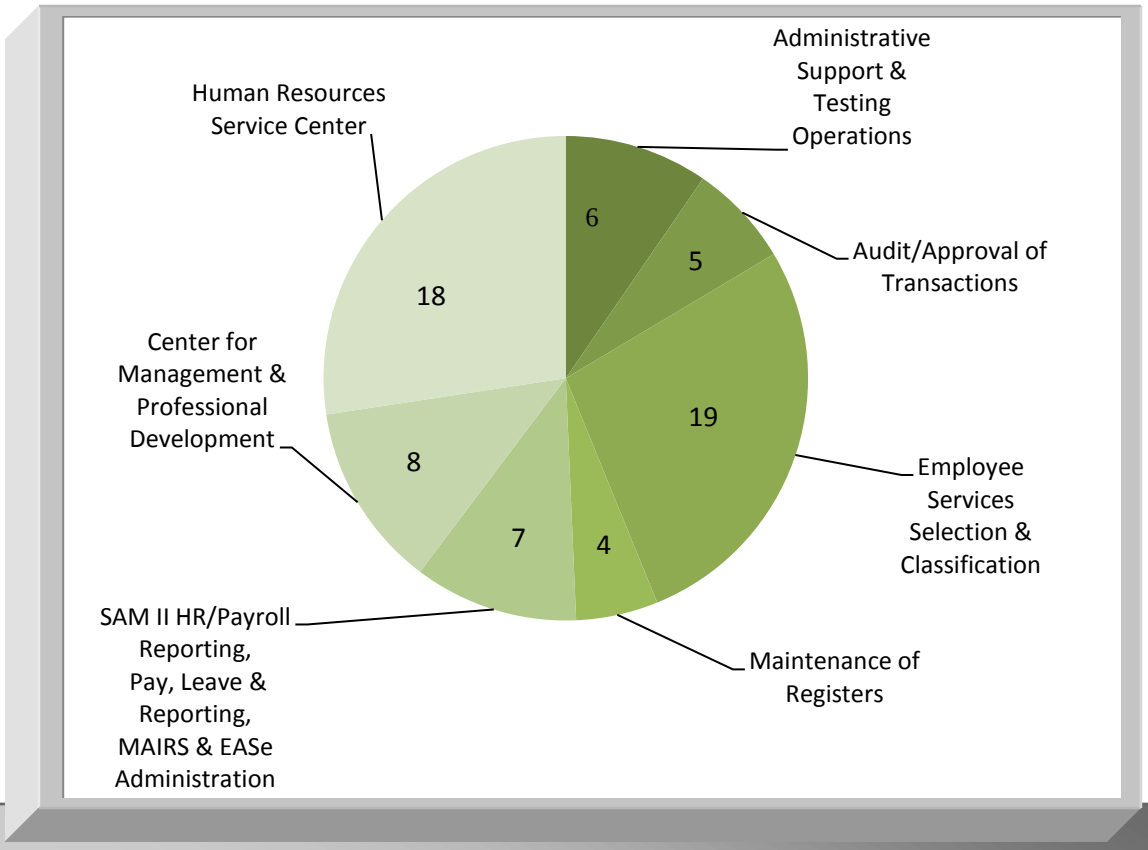


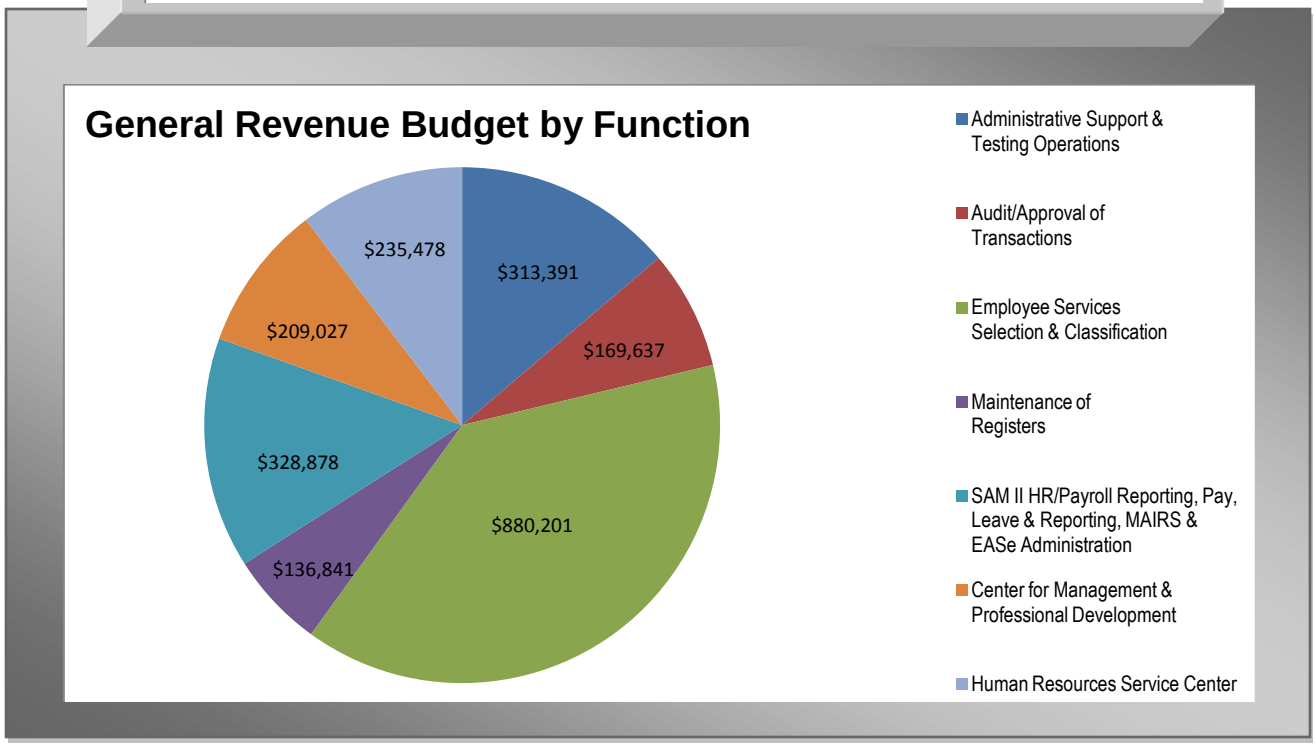
- Responsible for human resources functions for the Office of Administration
- Processes payroll for the Office of Administration
- Provides guidance to the Divisions of the Office of Administration on hiring and other employment/workforce management issues
- Investigates employee and management issues,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

Distribution of Resources

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

FTE by Function





Your outlook upon life, your estimate of yourself, your estimate of your value, are largely colored by your environment. Your whole career will be modified, shaped, molded by your surroundings, by the character of the people with whom you come in contact every day…

Orison Swett Marden

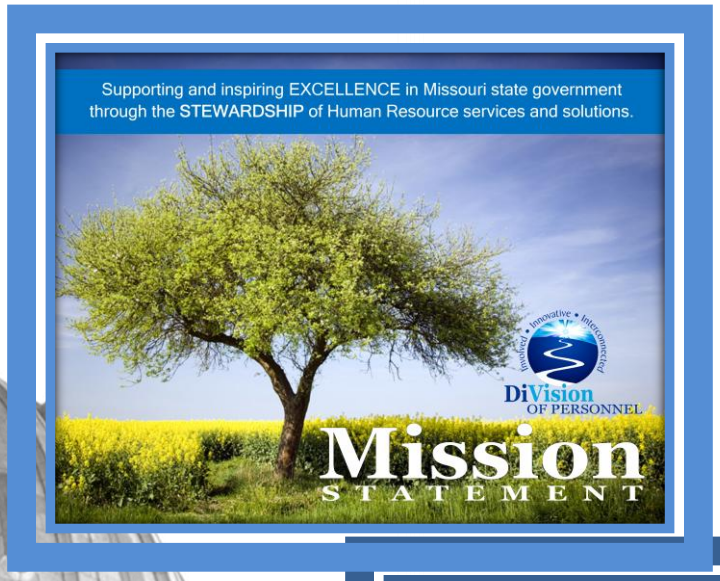
Accomplishments

A sampling of the diverse breadth and scope of services provided by dedicated Division of Personnel Staff in FY13.

- Issued 6,038 Certificates of Eligibles (excludes trial certificates) providing 220,440 names of applicants to agencies on a timely basis
- Provided technical support and analysis to assit the Personnel Advisory Board in finalizing their FY2013 Pay Plan Recommendation and began work on the FY2014 Pay Plan Recommendation that was finalized in FY2013
- Maintained electronic and paper merit application processes allowing 37,881 job applicants to apply for 146,442 job classifications
- Processed 13,484 additions to merit registers via written, or written and E&E (education and experience) merit exams
- Added 76,802 names to merit registers via exams with a 100% E&E component
- Processed 56,457 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time
- Coordinated and administered State Employee of the Month ceremonies for winning state employees; State Employee Recognition Week activities, including a ceremony recognizing individual employee contributions; the *In the Spotlight* employee recognition website, and the Governor's Award for Quality and Productivity recognizing the accomplishments of state employee work teams
- Division of Personnel staff worked with staff from the Office of Administration's Information Technology Services Division to redevelop and implement improvements to the online Merit application EASe
- 14 Merit classes were converted from a written examination to a rating of education and experience
- HRSC processed 3,194 Employee Status Maintenance Transactions
- Hiring process improvements: HRSC staff implemented a new hiring process in February 2013. As part of this new process, new forms and training were provided to OA Hiring Managers and new procedures were established to obtain applicants fingerprint background check results. By implementing these changes, the amount of time from job posting to employee being on board has been reduced by 21 days
- New procedures to handle requests covered under the American with Disabilities Act (ADA) were implemented in April 2013 and ADA training was provided to the Divisions
- New Website developed for HRSC: This website allows HRSC a place to post current job openings in the Office of Administration as well as provides a calendar of upcoming recruitment events and a brief overview of HRSC. The website also gives OA employees and applicants and additional area to find information about benefits they will receive
- Offered 306 professional development workshops and webinars attended by 5,534 participants
- Developed statewide cyber security training modules to increase employee awareness in protecting confidential information
- Continued to deliver a variety of regional training programs each quarter to reduce training and travel costs for state agencies
- Developed and provided ADA, FMLA and Preventing Sexual Harassment training classes to Office of Administration supervisors
- Published *Solutions* e-magazines disseminating practical information to help managers develop the best in themselves and others
- Collected and processed 91 suggestions through the *Missouri Relies on Everyone* (MoRE), state employee suggestion program

Involved. Innovative. Interconnected. A Division Mission and Vision

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



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

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

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

S.E.R.V.I.C.E. IDENTIFIES OUR VALUES:

Support, Evolving, Responsiveness, Vision, Integrity, Customer Focused, Educating

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

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

WeSave provides state employees:

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

WeSave Statistics

As of July 2013

Total Employee Registrations: 27,852

Total Number of Employees Requesting Email Promotions: 21,034

Missouri Purchases through the Online Mall: 803

Total Contribution to the Missouri Charitable Campaign: $1,155.04

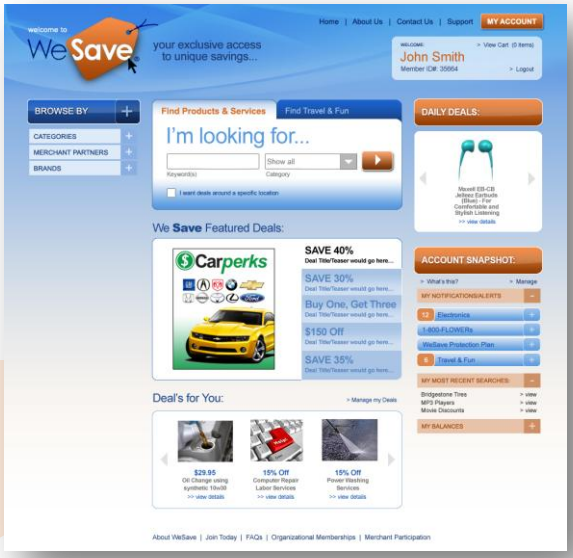
Total Number of Missouri Merchants Participating in WeSave:
58 Merchants with 79 Locations

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

Charitable Giving

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

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



In the Spotlight!

Missouri State Employees Building a Brighter Tomorrow

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

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

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

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

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

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

"Many of today's thought leaders agree that when the great work or accomplishment of someone is recognized or shared with others, that person can feel a sense of pride and receive a boost in their self-esteem. They are more confident and more productive. And from an organizational and service perspective—that's just good for business."

Doug Nelson
Commissioner, Office of Administration

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

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

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

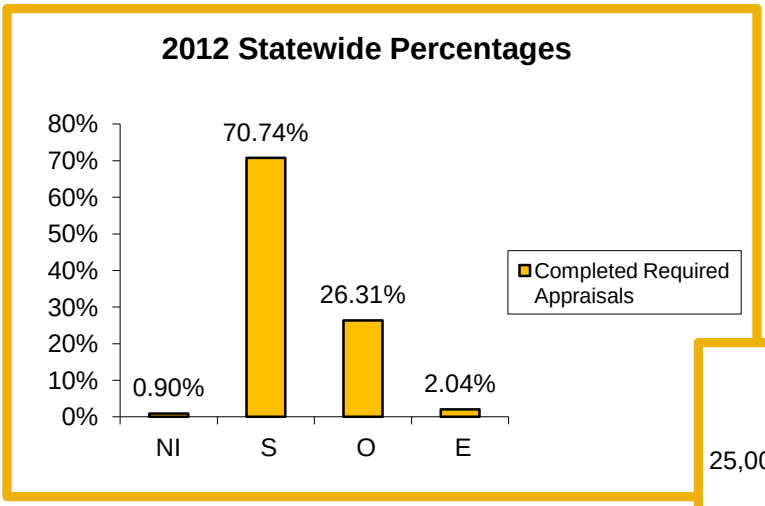
The Productivity, Excellence and Results *for* Missouri (PER*for*M) employee performance planning and appraisal system championed by the Division of Personnel (DOP) provides raters (supervisors) and reviewers (second-level supervisors) the ability to easily complete the appraisal process on-line.

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.



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

PER*for*M Components

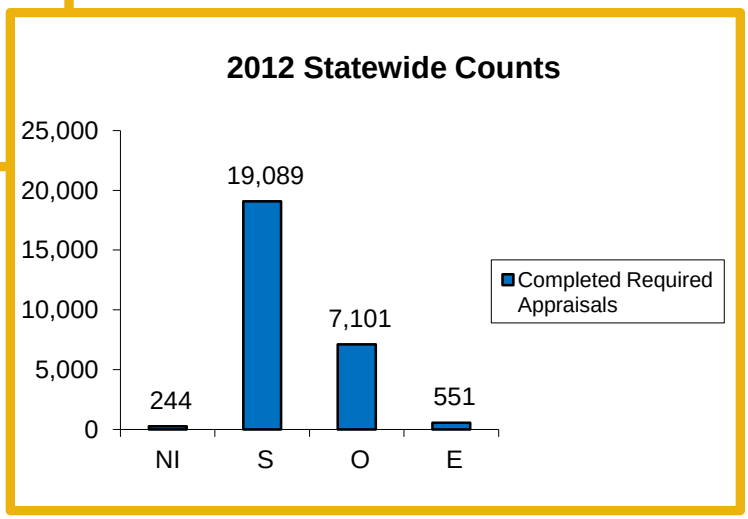
All state employees, regardless of job classification, are rated on 5 specific job components.

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

Supervisors/Managers:

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



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

EASe

The Division of Personnel's Electronic Application System

During FY12, using the State of Missouri's Electronic Application System (EASe), qualified applicants were added to merit registers immediately upon submitting their application and related information. State agencies were provided with applicants more quickly; and agency personnel staff were able to view applications at their computers and correspond with applicants using e-mail. While the Division of Personnel (DOP) continues to administer a small number of written merit exams, scheduling and exam results are sent to applicants electronically to significantly reduce the cost of postage.

How does EASe work?

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

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

As with any system, as questions and comments are submitted, DOP staff responds to each one individually and continue to make system enhancements. In May 2013, improvements to EASe were deployed to address suggestions and comments that had been received.

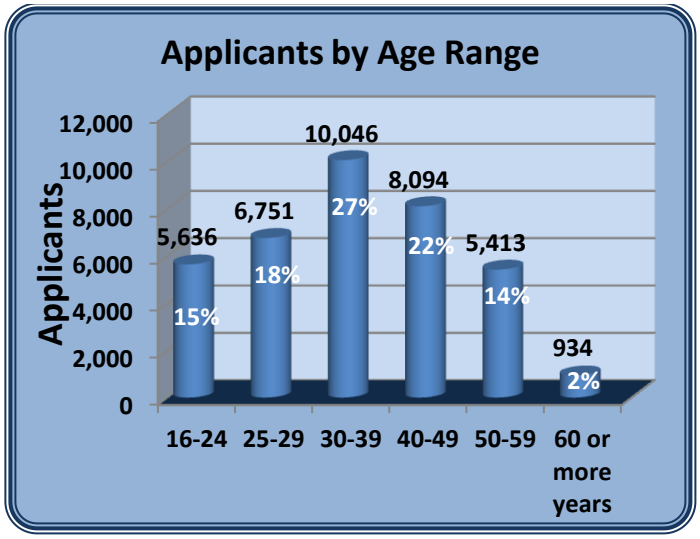
Many questions about EASe are covered in the FAQs about the system. Please visit the DOP's website for more information, including questions and answers about EASe, at www.ease.mo.gov

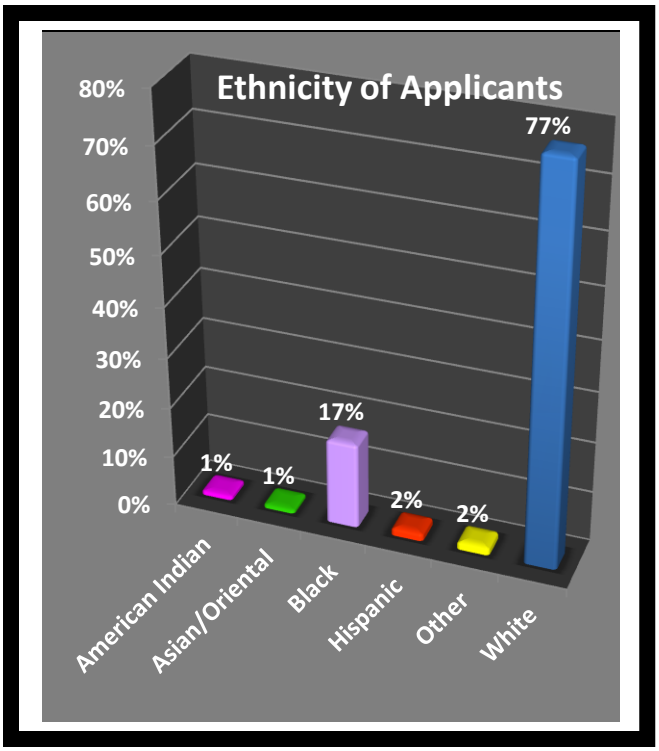
General Application Data

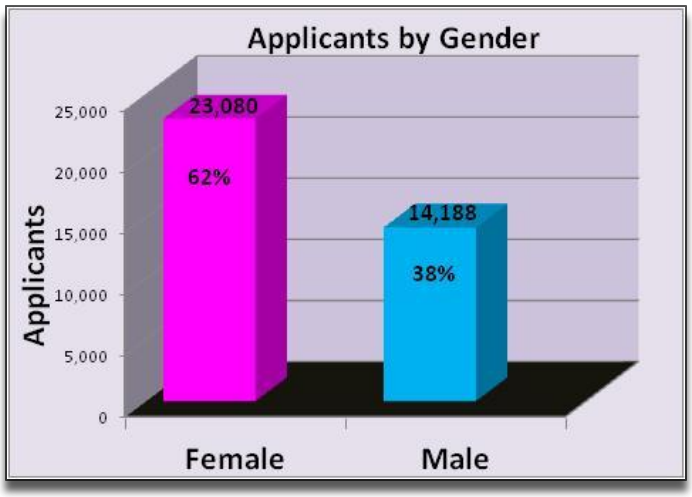
FY13 Total Applicants	37,881
FY13 EASe Applicants	36,963 (98%)
FY13 Total Applications for Job Classes	146,442
FY13 Job Classes Applied for Through EASe	143,215
FY13 Job Classes Applied for Using Paper Application	3,227
Applicants Registered Through EASe in FY13	20,554
Total Number of Applicants Registered Through EASe (05/02/05 through 07/11/13)	227,973
Total Number of Merit UCP Job Classes	681
Total Classes Converted to EASe in FY13	0
Total Number of Classes Converted to EASe	474 (70%)

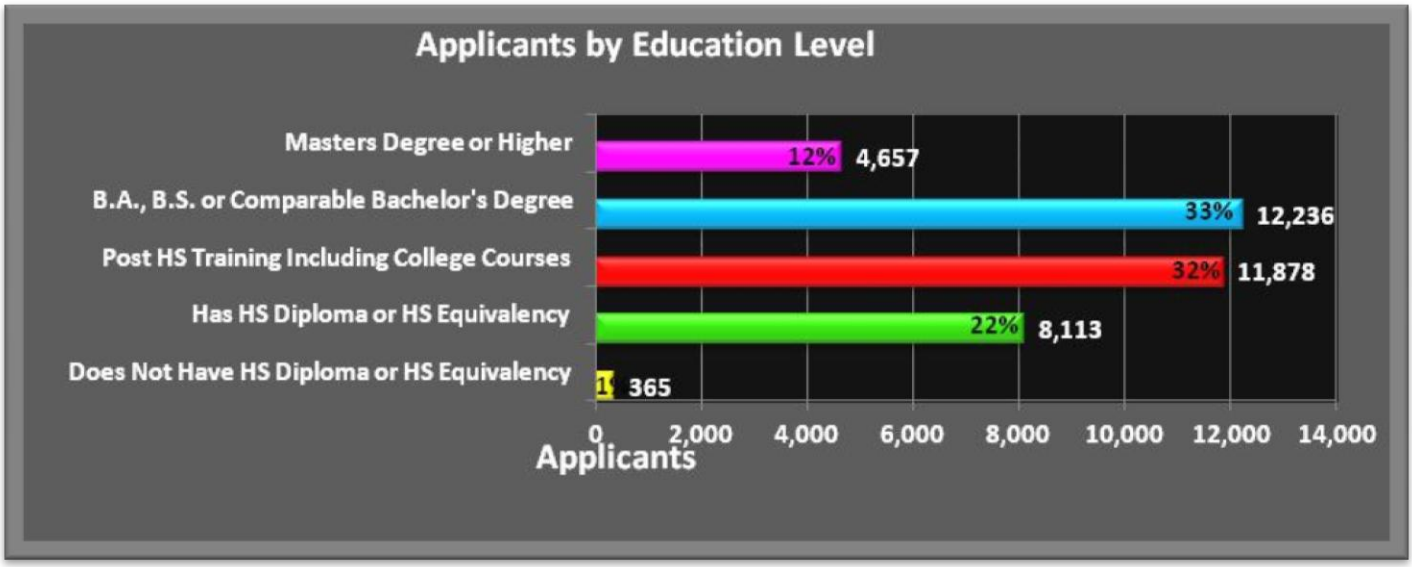
The Division implemented a review process for select classes with straightforward minimum qualifications. This process inhibits applicants' names from being added to a given register until an analyst reviews their qualifications and confirms eligibility. This process was established to improve the quality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

Applicant Characteristic Survey Results









Data is based on the 37,518 FY13 applicants who submitted the optional Applicant Characteristic Survey:
Age Range - 36,874 (644 applicants did not respond) Ethnicity - 36,935 (583 applicants did not respond)
Gender - 37,268 (250 applicants did not respond) Education Level - 37,249 (269 applicants did not respond)

Employee and Applicant Data by County

Employees, Applicants, Registers and Appointments

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
ADAIR	N/A	192	163	81	219	155	12
ANDREW	St. Joseph	280	24	77	244	148	20
ATCHISON	N/A	48	23	7	22	19	1
AUDRAIN	N/A	611	710	248	703	474	44
BARRY	N/A	163	112	69	150	109	3
BARTON	N/A	87	36	16	54	39	0
BATES	Kansas City	116	76	41	99	57	2
BENTON	N/A	116	49	60	180	105	1
BOLLINGER	N/A	85	31	30	95	55	1
BOONE	Columbia	1957	575	894	3366	2409	142
BUCHANAN	St. Joseph	1183	1589	687	1880	1147	105
BUTLER	N/A	489	709	238	838	547	27
CALDWELL	Kansas City	256	30	88	239	167	23
CALLAWAY	Jefferson City	2571	1911	826	3685	1805	154
CAMDEN	N/A	273	163	222	675	422	21
CAPE GIRARDEAU	N/A	693	734	336	1194	795	57

LEGEND

Reside: Number of employees by county of residence as listed in the SAM II HR Payroll System, as of June 30, 2013.

Work: Number of employees with work locations assigned to this county as of June 30, 2013.

Applicants: Number of residents from this location who applied for at least one job classification between July 1, 2012 and June 30, 2013.

Classes: Number of total job classes for which applicants residing in each county applied. Applications are "active" for six (6) months, during which time applicants can add classes to an application. This data includes those additions.

Register Additions: Number of residents who submitted an application between July 1, 2012 and June 30, 2013. Register types include Reinstatement, Open, Promotional, Re-employment and Transfer.

Received Appointments: Number of residents who received an appointment to a Merit System position between July 1, 2012 and June 30, 2013.

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

Columbia: Boone, Howard

Jefferson City: Callaway, Cole, Moniteau, Osage

Joplin: Jasper, Newton

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

Springfield: Christian, Dallas, Greene, Polk, Webster

St. Joseph: Andrew, Buchanan, DeKalb

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

County data continued on the following pages…

Employee and Applicant Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
CARROLL	N/A	156	27	69	193	138	14
CARTER	N/A	87	34	26	72	40	6
CASS	Kansas City	249	171	115	351	235	16
CEDAR	N/A	165	103	45	196	133	6
CHARITON	N/A	94	23	35	80	46	7
CHRISTIAN	Springfield	432	143	281	912	628	31
CLARK	N/A	38	28	19	45	25	2
CLAY	Kansas City	621	414	154	442	273	27
CLINTON	Kansas City	408	1237	250	620	401	52
COLE	Jefferson City	6715	13813	2139	8147	5586	390
COOPER	N/A	354	392	228	634	412	38
CRAWFORD	N/A	177	83	63	225	128	5
DADE	N/A	50	20	19	37	30	3
DALLAS	Springfield	106	42	34	84	57	8
DAVIESS	N/A	242	29	89	198	125	18
DEKALB	St. Joseph	329	50	85	181	129	23
DENT	N/A	181	78	87	248	164	13
DOUGLAS	N/A	107	43	65	222	138	9
DUNKLIN	N/A	218	183	102	313	171	13
FRANKLIN	St. Louis	566	246	360	901	550	48
GASCONADE	N/A	166	34	77	263	193	18
GENTRY	N/A	96	59	36	126	70	10
GREENE	Springfield	1279	1776	916	3258	2373	92
GRUNDY	N/A	138	60	88	206	111	8
HARRISON	N/A	125	36	36	68	43	3
HENRY	N/A	156	86	46	121	75	5
HICKORY	N/A	53	41	15	101	56	2
HOLT	N/A	77	24	17	36	25	2
HOWARD	Columbia	134	29	79	178	130	7
HOWELL	N/A	357	372	134	416	268	17
IRON	N/A	206	21	89	247	147	11
JACKSON	Kansas City	2345	3103	1790	5563	3683	211
JASPER	Joplin	475	492	280	979	648	27
JEFFERSON	St. Louis	907	478	471	1427	962	59
JOHNSON	N/A	430	371	219	675	478	35
KNOX	N/A	28	18	9	18	12	0
LACLEDE	N/A	199	147	110	355	216	17
LAFAYETTE	Kansas City	615	636	138	376	253	22
LAWRENCE	N/A	354	380	127	372	259	16
LEWIS	N/A	45	35	29	68	51	2
LINCOLN	St. Louis	266	184	178	456	294	36
LINN	N/A	233	63	107	274	174	12
LIVINGSTON	N/A	410	546	216	552	355	37
MCDONALD	N/A	43	37	20	70	39	0
MACON	N/A	309	312	92	205	126	14
MADISON	N/A	298	44	135	399	271	24
MARIES	N/A	276	21	80	300	204	16
MARION	N/A	322	295	166	383	250	41
MERCER	N/A	22	20	3	9	6	2
MILLER	N/A	627	109	258	1087	680	47
MISSISSIPPI	N/A	218	487	109	303	158	18

Employee and Applicant Data by County

County	Metropolitan Statistical Area	Reside	Work	Applicants	Classes	Register Additions	Received Appointments
MONITEAU	Jefferson City	724	354	270	840	494	43
MONROE	N/A	129	32	57	122	78	11
MONTGOMERY	N/A	201	120	83	167	113	16
MORGAN	N/A	268	43	128	410	276	21
NEW MADRID	N/A	161	89	79	262	157	15
NEWTON	Joplin	215	127	67	201	151	9
NODAWAY	N/A	247	293	142	332	216	32
OREGON	N/A	56	33	28	102	50	6
OSAGE	N/A	904	17	259	861	585	51
OZARK	N/A	57	38	27	66	50	1
PEMISCOT	N/A	97	113	47	155	97	6
PERRY	N/A	98	28	51	154	109	6
PETTIS	N/A	313	187	170	507	329	25
PHELPS	N/A	488	625	251	901	598	37
PIKE	N/A	471	605	196	382	244	74
PLATTE	Kansas City	232	80	39	116	74	7
POLK	Springfield	156	85	55	154	105	1
PULASKI	N/A	271	85	258	785	482	41
PUTNAM	N/A	39	22	11	41	30	2
RALLS	N/A	171	24	73	210	129	12
RANDOLPH	N/A	387	548	246	661	434	44
RAY	Kansas City	110	43	48	107	73	11
REYNOLDS	N/A	63	40	23	49	36	3
RIPLEY	N/A	104	44	40	117	69	6
ST.CHARLES	St. Louis	857	681	605	2083	1411	72
ST.CLAIR	N/A	59	23	13	30	18	4
STE.GENEVIEVE	N/A	135	35	55	167	114	7
ST. FRANCOIS	N/A	1977	2490	947	2964	1860	145
ST. LOUIS COUNTY	St. Louis	3888	3690	684	2378	1569	61
SALINE	N/A	701	670	149	555	390	32
SCHUYLER	N/A	42	17	4	50	42	3
SCOTLAND	N/A	41	50	11	56	34	1
SCOTT	N/A	543	454	238	715	416	32
SHANNON	N/A	108	33	32	62	48	5
SHELBY	N/A	80	32	19	49	35	1
STODDARD	N/A	320	130	140	359	233	25
STONE	N/A	109	55	67	222	144	10
SULLIVAN	N/A	28	30	13	23	19	1
TANEY	N/A	153	144	133	344	225	6
TEXAS	N/A	475	561	188	475	303	30
VERNON	N/A	316	395	65	142	83	11
WARREN	St. Louis	112	72	64	167	104	8
WASHINGTON	St. Louis	372	445	263	749	469	47
WAYNE	N/A	139	62	65	164	106	4
WEBSTER	Springfield	243	235	145	665	457	15
WORTH	N/A	38	17	12	30	19	2
WRIGHT	N/A	183	82	77	213	144	8
ST. LOUIS CITY	St. Louis	1798	3068	3351	11473	7552	261
STATE SUBTOTAL		**50367**	**51556**	**24243**	**77472**	**51246**	**3424**
UNKNOWN		68	2	13534	68612	42776	1247
OUT OF STATE		1148	25	104	358	226	9
TOTAL		**51583**	**51583**	**37881**	**146442**	**94248**	**4680**

Number of Missouri State Employees:
A Comparison between FY12 and FY13

Classified employees are those whose duties, responsibilities, qualifications and job titles that are prepared, adopted, maintained and administered by the Division of Personnel under the authority of the Personnel Advisory Board for Uniform Classification and Pay (UCP) System agencies. The UCP System applies to employees in nine "merit system" agencies and four other executive branch "non-merit" agencies.

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

Elected Officials and Non-UCP Agencies*

Agency	FY 12 Count	FY 13 Count	Loss/Gain
Legislature	543	532	11
Judiciary	3,218	3,270	-52
Public Defender	578	567	11
Governor	27	25	2
Lt. Governor	5	5	0
Secretary of State	240	236	4
State Auditor	111	115	-4
State Treasurer	46	44	2
Attorney General	329	341	-12
Conservation	1,407	1,402	5
Elem & Sec Education**	1,748	1,709	39
Transportation	5,111	5,017	94
TOTAL	13,363	13,263	100

UCP Agencies	Classified				Unclassified				FY 13 Totals*	
	FY12	FY13	FY13 %	Loss or Gain	FY12	FY13	FY13%	Loss or Gain	Total Count	Loss or Gain
Office of Adm.	1,890	1,876	95.08%	-14	86	94	4.76%	8	**1,973**	**-13**
Agriculture	280	274	91.64%	-6	23	25	8.36%	2	**299**	**-5**
Insurance	265	258	49.90%	-7	253	258	49.90%	5	**517**	**-2**
Economic Dev.	728	662	86.76%	- 66	104	100	13.11%	-4	**763**	**- 70**
Higher Education**	0	0	0.00%	0	59	59	100.0%	0	**59**	**0**
Health & Sr. Serv	1,584	1,647	97.23%	63	47	44	2.60%	-3	**1,694**	**60**
Labor & Ind. Rel.	842	770	91.34%	-72	73	72	8.54%	- 1	**843**	**-72**
Mental Health	6,625	6,660	97.17%	35	160	165	2.41%	5	**6,854**	**33**
Natural Resources	1,434	1,432	96.30%	-2	49	54	3.63%	5	**1,487**	**1**
Public Safety**	2,232	2,215	47.29%	-17	2,457	2,440	52.09%	-17	**4,684**	**- 52**
Revenue	1,231	1,204	92.76%	-27	92	90	6.93%	-2	**1,298**	**- 28**
Social Services	7,012	6,866	97.99%	- 146	144	138	1.97%	-6	**7,007**	**- 158**
Corrections	10,616	10,638	98.12%	22	95	99	0.91%	4	**10,842**	**4**
TOTALS	34,739	34,502	90.0%	- 237	3,642	3,638	9.4%	-4	38,320	- 302

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

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

Age

The most common age of a state employee is 50

1,981 state employees are under 25

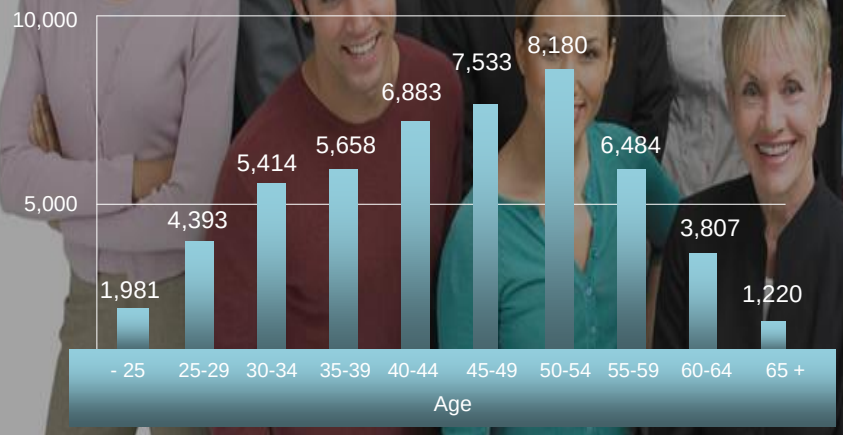
17,446 state employees are under 40

32,887 state employees are between 40 and 64

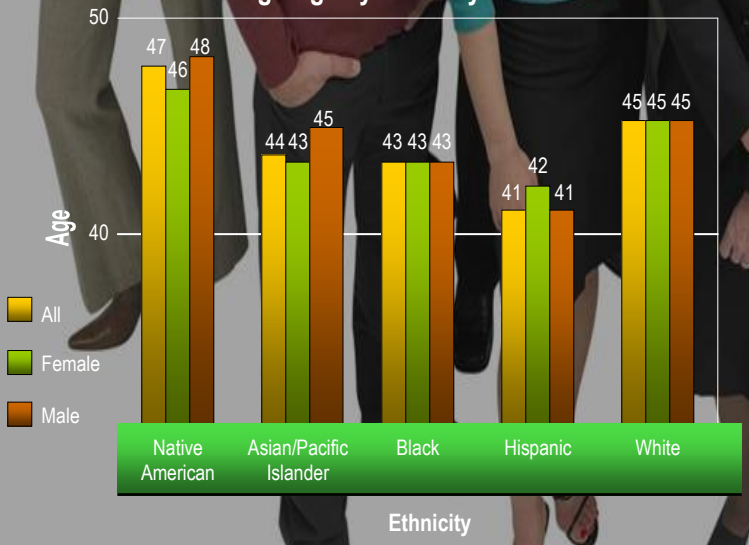
1,220 state employees are 65 and older

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

Age Distribution of Missouri State Employees



Average Age by Ethnicity and Gender



Data based on total employee count of 51,583.
30 employees had an invalid or missing birthdate in the SAM II HR Payroll System. Of those with valid birthdays, 81 employees had invalid or no ethnicity listed.

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

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.

Average Age by Ethnicity

Native American = 47 **Asian/Pacific Islander = 44** **Black = 43** **Hispanic = 41** **White = 45**

Gender

Agency	Employee Count	Females #	Females %	Males #	Males %
Legislature	532	252	47.4%	277	52.1%
Judiciary	3,270	2,528	77.3%	742	22.7%
Public Defender	567	334	58.9%	232	40.9%
Governor	25	12	48.0%	13	52.0%
Lt. Governor	5	1	20.0%	4	80.0%
Secretary of State	236	160	67.8%	76	32.2%
State Auditor	115	65	56.5%	50	43.5%
State Treasurer	44	33	75.0%	11	25.0%
Attorney General	341	208	61.0%	133	39.0%
Office of Administration	1,973	688	34.9%	1,285	65.1%
Agriculture	299	118	39.5%	181	60.5%
Insurance	517	307	59.4%	210	40.6%
Conservation	1,402	331	23.6%	1,071	76.4%
Economic Development	763	471	61.7%	292	38.3%
Elem & Sec Education	1,709	1,395	81.6%	314	18.4%
Higher Education	59	49	83.1%	10	17.0%
Health & Senior Services	1,694	1,381	81.5%	311	18.4%
Transportation	5,017	941	18.8%	4,076	81.2%
Labor & Industrial Rel	843	582	69.0%	261	31.0%
Mental Health	6,854	4,879	71.2%	1,974	28.8%
Natural Resources	1,487	616	41.4%	870	58.5%
Public Safety	4,684	2,270	48.5%	2,404	51.3%
Revenue	1,298	934	72.0%	364	28.0%
Social Services	7,007	5,727	81.7%	1,278	18.2%
Corrections	10,842	4,425	40.8%	6,411	59.1%
TOTALS	51,583	28,707		22,850	
PERCENTAGES			55.7%		44.3%

Notes:

The employee count includes full-time (>=.50% FTE), “permanent” employees who have valid gender information entered in the SAM II HR/Payroll System, as of June 30, 2013.

26 employees (5%) have unknown gender designated, as of June 30, 2013.

Ethnicity

Ethnicity by Agency*

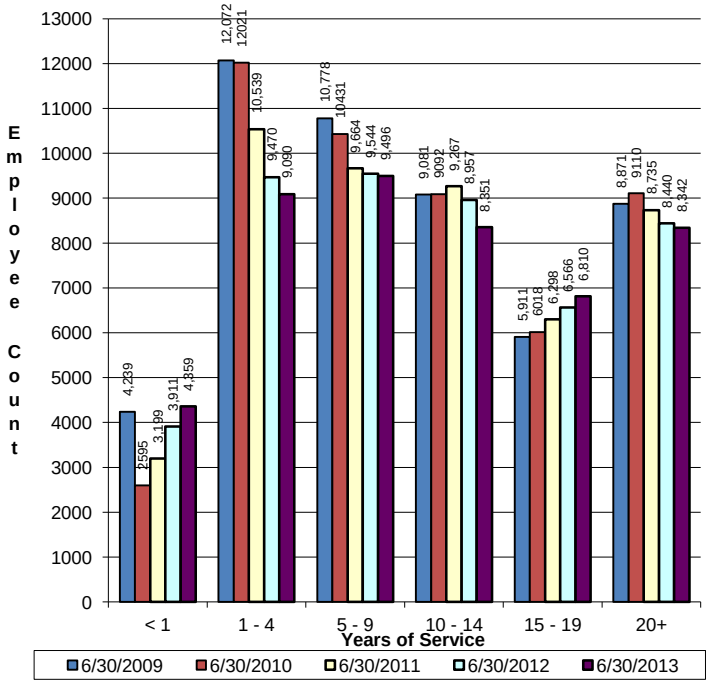
Agency Description	Employee Count	Native American	%	Asian/Pacific Islander	%	Black	%	Hispanic	%	White	%
Legislature	532	2	0.38%	1	0.19%	31	5.83%	1	0.19%	492	92.48%
Judiciary	3,270	2	0.06%	10	0.31%	295	9.02%	23	0.70%	2,917	89.20%
Public Defender	567	2	0.35%	9	1.59%	46	8.11%	4	0.71%	502	88.54%
Governor	25	0	0.00%	0	0.00%	0	0.00%	0	0.00%	25	100.00%
Lt. Governor	5	0	0.00%	0	0.00%	0	0.00%	0	0.00%	5	100.00%
Secretary of State	236	0	0.00%	2	0.85%	16	6.78%	1	0.42%	215	91.10%
State Auditor	115	1	0.87%	0	0.00%	4	3.48%	1	0.87%	109	94.78%
State Treasurer	44	0	0.00%	0	0.00%	3	6.82%	0	0.00%	41	93.18%
Attorney General	341	3	0.88%	4	1.17%	15	4.40%	3	0.88%	316	92.67%
Office of Administration	1,973	6	0.30%	30	1.52%	108	5.47%	7	0.35%	1,819	92.19%
Agriculture	299	2	0.67%	3	1.00%	11	3.68%	0	0.00%	283	94.65%
Insurance	517	1	0.19%	3	0.58%	29	5.61%	1	0.19%	483	93.42%
Conservation	1,402	6	0.43%	4	0.29%	39	2.78%	5	0.36%	1,347	96.08%
Economic Development	763	9	1.18%	13	1.70%	121	15.86%	4	0.52%	615	80.60%
Elem & Sec Education	1,709	4	0.23%	11	0.64%	183	10.71%	11	0.64%	1,499	87.71%
Higher Education	59	0	0.00%	0	0.00%	6	10.17%	0	0.00%	53	89.83%
Health & Senior Services	1,694	5	0.30%	24	1.42%	175	10.33%	16	0.94%	1,472	86.89%
Transportation	5,017	87	1.73%	25	0.50%	294	5.86%	48	0.96%	4,553	90.75%
Labor & Industrial Relations	843	5	0.59%	6	0.71%	68	8.07%	10	1.19%	754	89.44%
Mental Health	6,854	15	0.22%	90	1.31%	2,030	29.62%	62	0.90%	4,646	67.79%
Natural Resources	1,487	2	0.13%	20	1.34%	44	2.96%	7	0.47%	1,412	94.96%
Public Safety	4,684	24	0.51%	48	1.02%	426	9.09%	42	0.90%	4,133	88.24%
Revenue	1,298	6	0.46%	22	1.69%	68	5.24%	12	0.92%	1,190	91.68%
Social Services	7,007	31	0.44%	31	0.44%	1,184	16.90%	68	0.97%	5,680	81.06%
Corrections	10,842	22	0.20%	44	0.41%	680	6.27%	105	0.97%	9,973	91.98%
TOTALS	**51,583**	**235**	**0.46%**	**400**	**0.78%**	**5,876**	**11.39%**	**431**	**0.84%**	**44,534**	**86.33%**

2.1%	11.4 %	86.3%
Hispanic, Asian Pacific Islander and Native American Descent	Black	White

*** 107** employees have unknown ethnicity designated in the SAM II HR Payroll System, as of June 30, 2013.
Active, non-temporary,>=.5 FTE as of 6/30/13

Length of State Service

Comparison of Years of Service Categories



Service data based on the following employee totals:
06/30/09 – 50,952 . 06/30/10 – 49,267 . 06/30/11 – 47,702 . 06/30/12 – 46,888 . 06/30/13 – 46,448

Average Years/Months of Service for Executive Branch Agencies

	Year/Month
Office of Administration	14/07
Agriculture	12/09
Insurance	12/00
Conservation	13/08
Economic Development	13/05
Elem & Sec Education	12/04
Higher Education	10/09
Health & Sr. Services	12/05
Transportation	13/09
Labor & Ind Relations	11/11
Mental Health	10/01
Natural Resources	13/05
Public Safety	10/09
Revenue	12/09
Social Services	11/06
Corrections	10/04

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 [3]**
Office of Administration Department of Corrections Department of Health and Senior Services Department of Mental Health Department of Natural Resources Department of Social Services	Department of Agriculture Department of Elementary and Secondary Education [1 and 2] Department of Higher Education (Coordinating Board only) [1] Department of Insurance, Financial Institutions and Professional Registration Department of Revenue Lottery Commission State Tax Commission	Office of Administration Ethics Commission Department of Conservation Department of Elementary and Secondary Education [2] Department of Transportation Department of Insurance, Financial Institutions and Professional Registration Financial Examiners Market Conduct Examiners Division of Finance Division of Credit Unions
Department of Economic Development Housing Development Commission Public Counsel Tourism Workforce Development	Department of Economic Development Administrative Services Arts Council Business & Community Services Public Service Commission Women's Council	
Department of Labor and Industrial Relations Administration Operations Employment Security Labor Standards (partially Merit) Fraud & Non-compliance Unit (Division of Workers Compensation)	Department of Labor & Industrial Relations Commission on Human Rights Labor & Industrial Relations Commission Workers Compensation	
Department of Public Safety Adjutant General (SEMA) Capitol Police Veterans' Commission	Department of Public Safety Adjutant General (National Guard) Fire Safety Gaming Commission Alcohol & Tobacco Control Office of Director MSHP Civilian Employees [1]	Department of Public Safety MSHP Uniformed Members
		Non-Executive Branch Elected Officials Legislative Branch Judicial Branch State Public Defender State Colleges & Universities
Functions and Services Provided by the Division of Personnel		
Certification, Selection, Appointment, Probation, Classification and Pay Hours of Work, Overtime, Leave	Classification and Pay Hours of Work, Overtime, Leave	Hours of Work, Overtime, Leave
Performance Appraisal Mgmt & Supervisory Training Separation, Suspension,	Performance Appraisal Mgmt & Supervisory Training	Mgmt & Supervisory Training
MAIRS, EASe, PER*for*M & SAM II HR/Payroll Table Maintenance, Reporting and Assistance Management Consultation	PER*for*M & SAM II HR/Payroll Table Maintenance, Reporting and Assistance Management Consultation	SAM II HR/Payroll Table Maintenance, Reporting and Assistance

[1] The Department of Elementary and Secondary Education, the Department of Higher Education and the Highway Patrol Civilian employees are not converted to the UCP System.

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

[3] Hours of Work, Overtime and Leave apply to Executive Branch agencies. Non-executive agencies for the most part follow suit. Provisions on Hours of Work, Overtime, Leave and Appeals of Dismissal do not apply to colleges and universities.

Employee Pay Distribution

Pay Distribution of Employees by Agency as of June 30, 2013
Based on full-time (100% FTE), salaried, permanent employees

Agency and Employee Count		$5000-$19999	$20000 $29999	$30000 $39999	$40000 $49999	$50000 $59999	$60000 $69999	$70000 $79999	$80000 $89999	$90000 $99999	Greater Than $100000
Legislature	513	4	77	258	76	39	38	9	9	3	0
Judiciary	3,083	1	1,360	628	254	363	55	7	4	4	407
Public Defender	558	1	111	121	88	41	172	9	7	4	4
Governor	25	0	1	4	1	4	2	1	2	3	7
Lt. Governor	5	0	0	1	0	1	1	1	1	0	0
Secretary of State	234	0	78	85	38	17	5	1	6	3	1
State Auditor	114	0	1	31	33	12	16	9	8	2	2
State Treasurer	41	0	14	5	12	3	2	0	2	2	1
Attorney General	334	0	30	89	87	47	27	24	7	16	7
Office of Administration	1,961	1	334	618	466	285	171	53	15	9	9
Agriculture	294	0	32	159	51	24	13	6	6	3	0
Insurance	503	0	102	128	62	47	49	62	36	11	6
Conservation	1,400	0	246	419	402	179	105	29	14	3	3
Economic Development	761	0	147	217	183	100	61	24	11	10	8
Elem & Sec Education	900	0	160	173	341	164	41	10	0	8	3
Higher Education	59	0	8	23	13	8	2	3	0	1	1
Health & Senior Services	1,684	0	257	619	459	234	72	31	8	1	3
MODOT	5,003	0	580	2,406	1,029	606	214	97	32	11	28
Labor & Industrial Relations	838	0	173	413	128	57	17	7	3	2	38
Mental Health	6,728	197	4,116	1,130	553	378	201	56	36	15	46
Natural Resources	1,444	0	299	445	427	177	58	24	9	2	3
Public Safety	4,609	133	1,496	993	890	457	314	201	80	36	9
Revenue	1,290	0	713	292	142	65	52	10	9	1	6
Social Services	6,957	0	2,509	3,669	589	83	61	19	14	7	6
Corrections	10,754	0	5,876	4,099	618	100	32	17	10	1	1
Employees by Salary Level		**337**	**18,720**	**17,025**	**6,942**	**3,491**	**1,781**	**710**	**329**	**158**	**599**
% of Employees by Salary Level		**0.67%**	**37.37%**	**33.99%**	**13.86%**	**6.97%**	**3.56%**	**1.42%**	**0.66%**	**0.32%**	**1.20%**
Cumulative Totals by Salary Level		**337**	**19,057**	**36,082**	**43,024**	**46,515**	**48,296**	**49,006**	**49,335**	**49,493**	**50,092**
Cumulative % by Salary Level		**0.67%**	**38.04%**	**72.03%**	**85.89%**	**92.86%**	**96.41%**	**97.83%**	**98.49%**	**98.80%**	**100.0%**

Executive Branch Turnover by Agency

					Reasons for Leaving Employment				
Agency	Employees	Total Turnover Percentage	Voluntary Turnover Percentage	Total Separation Actions	Resigned Agency (*)	Resigned State (**)	Dismissals	Retirement	Other
Office of Administration	1,976.0	11.2%	6.3%	221	57	68	8	82	6
Agriculture	302.0	15.6%	9.9%	47	9	21	3	9	5
Insurance	517.0	15.5%	11.2%	80	27	31	2	17	3
Conservation	1,405.5	5.3%	3.0%	75	42	0	5	25	3
Economic Development	795.5	18.2%	9.6%	145	27	49	9	48	12
Elem & Sec Education	1,724.5	11.1%	4.6%	191	58	22	20	78	13
Higher Education	59.0	11.9%	11.9%	7	5	2	0	0	0
Health & Senior Services	1,667.0	14.6%	8.3%	243	37	101	17	59	29
MODOT	5,053.5	11.3%	4.0%	569	13	187	35	258	76
Labor & Ind. Relations	878.5	16.4%	11.2%	144	34	64	14	25	7
Mental Health	6,839.5	23.7%	13.7%	1,624	414	524	360	230	96
Natural Resources	1,487.5	10.1%	5.0%	150	71	4	6	57	12
Public Safety	4,703.5	20.6%	11.3%	970	220	310	268	134	38
Revenue	1,310.5	19.0%	13.2%	249	70	103	38	31	7
Social Services	7,076.0	20.0%	15.3%	1,418	191	895	59	232	41
Corrections	10,816.5	13.5%	8.7%	1,461	89	853	151	345	23
TOTALS	**46,612.0**	**16.3%**	**9.9%**	**7,594**	**1,364**	**3,234**	**995**	**1,630**	**371**
Percent Turnover by Reason					**2.9%**	**6.9%**	**2.1%**	**3.5%**	**0.8%**

Report Footnotes:

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

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

Personnel Actions designating the "Reasons for Leaving Employment" were counted for the period July 1, 2012 through June 30, 2013.
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, 2012 Employee Count + June 30, 2013 Employee Count divided by 2.
"Total Turnover Percentage" = "Total Separation Actions" divided by "Total Full Time Employees".

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

Retirements

Employees Eligible for Retirement by Agency and Year

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

Agency	Year Eligible for Retirement					Total	% Total Ees	% Agency
	2013	2014	2015	2016	2017			
Corrections	781	359	362	318	351	2,171	4.2%	20.0%
Social Services	687	208	195	201	189	1480	2.8%	20.7%
Revenue	263	53	49	32	32	429	0.8%	32.4%
Public Safety	128	51	58	70	52	359	0.7%	7.6%
Natural Resources	324	47	71	58	42	542	1.0%	36.5%
Mental Health	572	195	243	203	194	1,407	2.7%	20.6%
Labor and Industrial Relations	271	35	31	23	20	380	0.7%	41.5%
Health and Senior Services	65	60	71	60	60	316	0.6%	19.3%
Higher Education	6	2	0	2	1	11	0.0%	18.6%
Elementary and Secondary Education	283	60	55	69	46	513	1.0%	29.3%
Economic Development	167	38	38	25	29	297	0.6%	35.7%
Conservation	199	49	54	64	38	404	0.8%	28.7%
Insurance	18	16	20	16	16	86	0.2%	16.6%
Agriculture	55	14	10	17	21	117	0.2%	38.5%
Office of Administration	332	73	87	87	91	670	1.3%	33.7%
Attorney General	27	6	5	10	11	59	0.1%	17.9%
State Treasurer	7	1	1	1	1	11	0.0%	23.9%
State Auditor	14	2	2	1	3	22	0.0%	19.8%
Secretary of State	34	11	5	9	3	62	0.1%	25.8%
Lt. Governor	0	0	0	0	0	0	0.0%	0.0%
Governor	3	1	2	1	0	7	0.0%	25.9%
Public Defender	311	14	23	15	22	385	0.7%	66.6%
Judiciary	425	98	126	94	123	866	1.7%	26.9%
Legislature	77	12	14	13	7	123	0.2%	22.7%
MOSERS Total	**5,251**	**1,398**	**1,523**	**1,393**	**1,370**	**11,258**	**21.7%**	
MPERS Total	**761**	**286**	**258**	**248**	**266**	**1,819**	**3.5%**	
Grand Total	**6,012**	**1,684**	**1,781**	**1,641**	**1,636**	**13,077**	**25.2%**	

*Data includes active employees eligible to retire on June 30, 2013. Many of these employees were previously eligible to retire.

Labor Relations

22,653 state employees (39.5% of the workforce) are represented by various labor organizations

At the end of FY13, 22,653 state employees (39.5% of the workforce) were represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented by 11 different bargaining units in which they share a community of interest with the other employees within their bargaining unit. The distribution of these bargaining units along with the number and percent of union members and non-members is listed below.

Distribution of Union Representation and Membership

Labor Organization	Bargaining Unit	Total Represented Employees	Number of Members % of Total Represented Employees		Number of Non-Members % of Total Represented Employees	
AFSCME	Patient Care Support	**4,320**	1,064	25%)	3,256	75%)
AFSCME	Craft and Maintenance	**2,189**	167	(8%)	2,022	(92%)
SEIU	Probation and Parole Officers I/II/III	**1,234**	178	(14%)	1,056	(86%)
SEIU	Patient Care Professionals	**886**	65	(07%)	821	(93%)
SEIU	Probation and Parole Assistants I/II	**223**	41	(18%)	182	(82%)
CWA	Social Services	**5,397**	843	(16%)	4,554	(84%)
CWA	Health & Senior Services	**629**	53	(08%)	576	(92%)
MOCOA	Corrections Officers	**5,348**	2,220	(42%)	3,128	(58%)
**IAFF	Firefighters (Adjutant General)	**	**	**	**	**
IUOE	Operating Engineers (MoDOT)	**2,427**	39	(02%)	2,388	(98%)
*MFT	Elementary & Secondary Education	*	*	*	*	*
	TOTALS	**22,653**	**4,678**	**(21%)**	**17,804**	**(79%)**

Labor Organizations:

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

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

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

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

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

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 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 and other world class training leaders that include *Achieve Global, Development Dimensions International, the Center for Leadership Studies, and FranklinCovey*.

Technical and Computer Skills Training

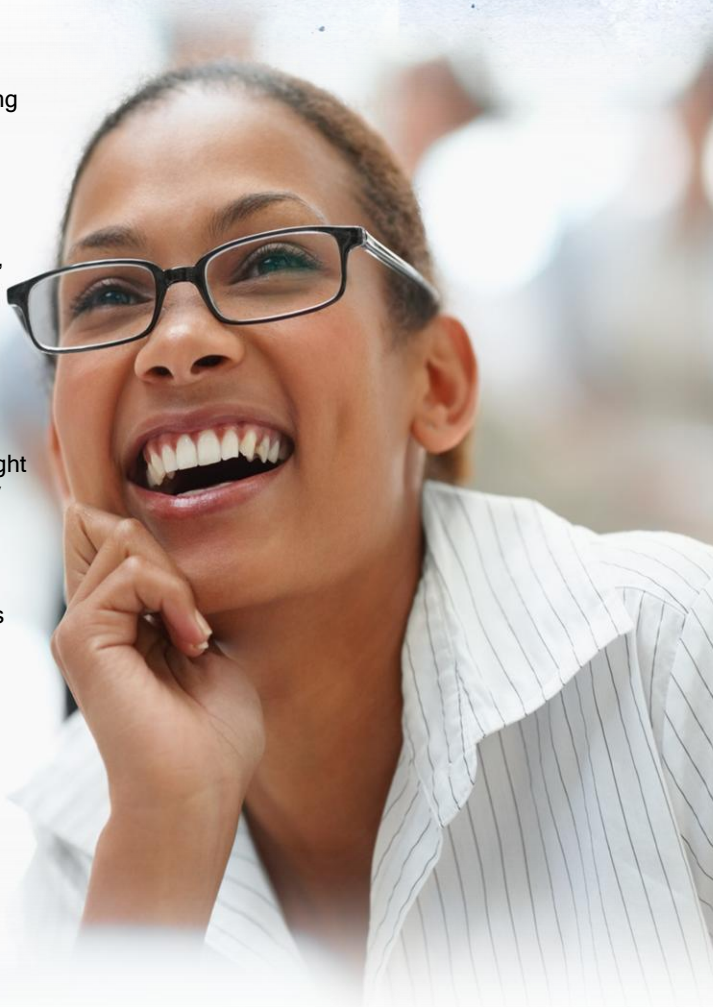
The Center's technical and computer skills programs help learners increase their proficiency in Microsoft Office programs and other specialized software applications; and provide IT training for applications, languages, operating systems or other systems shared by multiple state agencies. In addition,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

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

Statewide Recognition Program Administration

The Center also administers statewide recognition programs that include: State Employee Recognition Week, State Employee of the Month, Missouri State Employee Awards of Distinction, In the Spotlight employee recognition website, and the Governor's Award for Quality and Productivity. The Center also oversees the Missouri Relies on Everyone (MoRE) State Employee Suggestion System, and the WeSave State Employee Discount Program.

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



The Center for Management and Professional Development

Training in FY 13

Throughout FY13, the Center provided a diverse selection of training opportunities for supervisors, managers and employees.

Workshops and Webinars

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

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

On-Demand Learning

As a companion to live workshops and webinars, the Center championed the use of **MyQuickCoach** – an online coaching system that brings business and leadership advice from respected "thought leaders" directly to a computer desktop. To promote *MyQuickCoach* and provide continuous learning to Center customers, free periodic "smartbytes" were sent via email throughout the year to individuals in the Center's online distribution list.

Toward the end of FY13, the Center introduced another online learning system entitled, **Insights On Demand**. This system transforms leadership lessons from popular training 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. Both *MyQuickCoach* and *Insights On Demand* are available 24/7 to employees anywhere in the state who have computer access.

Executive Development

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

Succession Planning

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

Solutions E-Magazine

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

Statistics:

In FY13, the Center provided or sponsored a total of 306 training programs and webinars attended by 5,534 people.

Includes 340 people who attended 18 classes held by other agencies using the Center's computer training lab

The Center also developed **cyber security training modules** for the Office of Administration to increase employee awareness in protecting confidential information and the dangers of cyber attacks.

During FY13, **13,564 people accessed the Center's online Cyber Security Training module**; and **904 people accessed the Center's Health Insurance Portability and Accountability Act (HIPAA) Training module.**

The Center typically offers over **70** leadership and communication skills programs and webinars, and over **40** computer training classes and webinars to develop specific individual competencies.

For a complete list and description of each program and webinar, visit **www.training.oa.mo.gov**

Agency Training Reports

The Management Training Rule

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

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

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

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

Agriculture

In FY 2013, 100% of the Department's managers and supervisors were compliant with the Training Rule requirement. The Department 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 2014, the Department will strive to enhance training opportunities for all employees in accordance with agency guidelines.

Conservation

The Department's Professional Development Academy provides training opportunities for managers and supervisors to ensure they are successful in their roles; and is in partnership with the Missouri Training Institute (MTI) to assist in achieving this goal by providing Manager Certificate and Supervisor Certificate Series programs. In FY13, over 300 supervisors and managers attended training that also included Supervisor 101; Policies and Procedures training and Performance Management. The Department also provided learning opportunities in a variety of safety programs that included: Risk Management; Preventing & Diffusing Aggressive Behavior; Wilderness First Aid; Chainsaw Safety; Chemical Suicide Awareness; Adult CPR/First Aid; and other programs. Employees also attended technical training programs specific to the areas of fish, forest and wildlife.

Corrections

In FY13, 82% of all supervisors and managers complied with the Training Rule. Regional Management Trainers presented 176 courses attended by 3,875 participants. In addition, many managers attended outside programs presented by OA and other organizations. Due to training budget reductions, the Department was forced to reduce training offerings by 25%. The Department is continuing to explore more self-paced management training programs and also expanding the use of virtual instructor-led training programs. During FY13, the Department partnered with the National Institute of Corrections (NIC) to deliver webinars titled *Psychological Capital* and *Unleash Your Leadership Competency Potential* in conjunction with NIC staff. New management training programs are being developed on *Emotional Intelligence* and *From Research to Application: The Case for Learning and Performance*. The Department also has an 8 hour in-seat management training program on the ADA that will transition to a self-paced class for inclusion on the Department's LMS. The focus of management training during FY14 will continue to ensure that managers and supervisors receive the knowledge and skills necessary to make them successful, keeping in mind the most cost effective method to deliver the training.

Economic Development

In FY13, 96% of supervisory and management personnel in Administrative Services, Business & Community Development and Workforce Development met or exceeded the Training Rule requirement. The Department also developed and launched on-line training for key Human Resources policies. In FY14, HR will expand in-house training courses to include: Mastering the Challenging Working Environment, PERforM, and Supervisor 101. Successful completion Diversity & Prevention of Unlawful Discrimination & Sexual Harassment training will be required. In the Missouri Arts Council, Office of Public Counsel, Public Service Commission and Tourism, 88% of management personnel met or exceeded the Training Rule requirement. During FY14, the Public Service Commission will focus on industry and technical training specific to the Utility Industry. Additionally, their bi-annual Sexual Harassment training will continue for managers and supervisors. In FY13, 100% of Missouri Housing Development Commission management personnel met or exceeded the Training Rule. During FY 14, the Commission will continue to offer a variety of internal and external training opportunities.

Elementary and Secondary Education

In FY13, 56.3% of the Department's managers and supervisors were compliant with the Training Rule. The Department's focus remains on key areas that include: Customer Service, Accountability, Problem Solving, and Team Work. Training webinars on select topics such as Sexual Harassment, Stress Management, and Time Management are available on the Department's intranet site. The Department also works with the Division of Personnel's Center for Management and Professional Development for other training opportunities that are not available to offer in-house.

.

Agency Training Reports – Continued

Health and Senior Services

In FY13, 78% of the Department's supervisors and managers met or exceeded the Management Training Rule requirement. The Department promotes a core curriculum for new supervisors, which includes Basic Supervision, Coaching and Difficult Conversations, Performance Management and Documentation, Sexual Harassment Awareness, and Cultural Sensitivity. In addition to the core offering, managers and supervisors received training in program performance management and quality improvement. Middle managers attended in-house leadership development seminars on performance management, collaborative leadership, health literacy, and public health accreditation. An additional 20 managers completed the Next Step: Leadership Program, an 8-month development program aimed at enhancing supervisory and managerial effectiveness by providing information and skills on the key operational functions of the Department. Training was delivered through a variety of methods including classroom instruction, conferences and seminars, and online learning. During FY14, the Department will continue to focus on providing performance management, quality improvement training and leadership development. General training for staff was completed by attending conferences and workshops as well as mandatory training in Sexual Harassment, Continuity of Operations, Time Coding, Elder Abuse Reporting and Fixed Asset Management.

Insurance, Financial Institutions & Professional Registration

In FY13, the Department was 95% compliant with the Management Training Rule. In FY14, the Department will continue to encourage staff to seek out and attend professional development classes to obtain job-relevant designations and degrees, and to foster an atmosphere of continuing growth. The Department will continue to provide access to on-line web-based training to interested staff, and is planning to release a manager's handbook that will encourage newer managers to take a core group of training classes to complete their 40-hour training requirement. Annual on-line diversity and sexual harassment prevention will also continue to be provided to each employee.

Labor & Industrial Relations

In FY13, 85% of managers and supervisors met the Training Rule requirement. This was a 15% increase from FY12. The Department offered 81 continuing and new training opportunities for staff throughout the state; and focused heavily on providing HR policy training to managers and supervisors including: Basic Supervision, Employee Accountability, Hiring for Success: Behavioral Interviewing Techniques, PERforM, The Art of Delegating Effectively, and Workplace Policy Overview. The Department's training unit also offered a variety of classes for all employees that included: interviewing, business writing, critical thinking, telephone skills, Insights, WORD and more. The Department's Leadership Development Program (LDP) also continues to flourish. The LDP Is designed to develop staff so they are better prepared for future leadership opportunities. LDP courses help employees gain skills and knowledge for their personal and professional life. To date, 51 candidates have graduated from the program. The Department has received positive reviews from attendees, and nearly half of the candidates that have graduated from the program have been promoted.

Mental Health

In 2013, the Department launched a new electronic learning system entitled, Missouri Employee Learning System (MELS) that replaced a subscription based electronic learning platform previously used for six years. By the end of FY13, five months into MELS inception, there were 7,956 active employee accounts, supporting a total of 435 courses for Central Office and 27 facilities. A total of 28 courses were designated as Department wide Consumer Safety training programs. These courses are required for accreditation or mandated under Department Regulation. Employees are assigned to different course mixes, depending on job responsibilities and patient care contact. By the end of FY 13, completion rates for these programs averaged 40%, slightly ahead of scheduled completion projections as course cycles are based on the calendar year. In addition to the 28 Department wide courses, facilities have established another 407 courses. In total, for FY 13, there were a total of 87,702 successful course completions distributed between Department, division, and facility based courses. MELS is now being extended to external providers, Targeted Case Managers, in 27 different organizations with approximately 140 provider employees using the Service Coordinators Manual programs.

Natural Resources

In FY13, 87% of the Department's supervisors and managers were in compliance with the Management Training Rule, attending an average of five classes. Over 91% of all managers and supervisors attended at least 12 hours of training in critical leadership competencies that included: conflict management, emotional intelligence, and leadership. The Department continued its commitment to providing employees opportunities for growth and development through the Leadership Ladder program, graduating 40 employees. An additional 29 employees are enrolled in the program, ensuring a foundation of leadership in the coming years. In FY14, the Department will continue to provide valuable and relevant learning opportunities for employees that include: ethics and accountability, business writing, interviewing skills and effective meeting and facilitation. A new 1-week Basic Orientation for Supervisors will also be provided. The Leadership Ladder program will continue and training will be made available to all employees to provide development in critical organizational competencies.

Office of Administration

In FY13, the Department's greatest increase in training was accredited to technical development. The number of training hours for Information Technology Systems Division (ITSD) staff increased as greater numbers of employees received training to move beyond legacy systems and to perform major overhauls of large systems in new programming languages. Other divisions reported limiting training as a result of increasingly tight budgets, and there was an increase in online learning. Some divisions are also still working to improve their training/tracking processes. Total responses from all divisions indicated that approximately 35.4% of the Department's supervisors and managers are in compliance with the Management Training Rule.

Agency Training Reports – Continued

Public Safety

Missouri Gaming Commission

In FY13, 33 of 37 management personnel met or exceeded the minimum Training Rule requirement. The other four partially met the requirement for an agency compliance rate of 97%. The Commission continues to focus training efforts on keeping staff current with the constantly evolving gaming industry while maintaining and enhancing core skills and professional accreditation standards. During FY13, a total of 4852 contact hours of specialized instruction was provided. Each year, the Commission also provides 80 hours of gaming-related technical training for new Highway Patrol Gaming Division members and civilian regulatory agents. This is augmented with out-sourced training programs in criminal, financial, regulatory and background investigative techniques; computer technology and network security; and professional continuing education for our technical, legal, law enforcement, audit, and financial staff members. The Commission also provides ongoing training and technical assistance for licensees to enhance their regulatory and statutory compliance and for other gaming regulatory jurisdictions to promote consistent regulatory standards of integrity for the gaming industry. In FY 2014, the Commission plans to continue to train regulatory staff to proactively adapt to the evolving technologies and business models of the casino and charitable gaming industries. An enhanced internal reporting policy and an increased executive focus on formal professional development has helped to improve management training compliance rates in recent years.

Revenue

In FY13, the Department achieved 100% Training Rule compliance for managers and supervisors. The Department provided hard and soft skills training to 4,897 employees, including some license office personnel, and a small group of OA/ITSD employees. All training was provided using in-house resources or free programs when available. Department personnel developed and offered an updated class on Confidentiality and a new class on Developing Effective Supervisors.
The Department's emphasis on encouraging the use of Kaizen Process Improvement (which began in 2012), resulted in all employees being encouraged to attend Kaizen Process Improvement training—offered in either a classroom setting, or as a live webinar. In FY13, this training became mandatory for all new employees. In FY14, the Department intends to provide classes in Professionalism (required for all new employees), Plain Language (required for all new supervisors), Generations in the Workplace and a Leadership Development Program.

Lottery

In FY13, the Lottery achieved 100% Training Rule compliance. The Lottery requires all new supervisors to attend Supervisor Liability, Basic Supervision, PERforM and Re-directing Performance. The Lottery offered supervisors blended learning opportunities in order to help meet the needs of the organization. Training was offered through self-learning, online resources and in formal classroom settings in topics that include: leadership, teambuilding, sales, project management, and other job specific topics.

Social Services

In FY13, the Department achieved 99.2% compliance with the 40-hour Training Rule requirement, and 88.5% compliance with the 16-hour requirement. Civil Rights and Diversity training was provided to all members of the Department's executive team, to new staff, and to existing staff that were due to attend as required every three years. Additionally, training was provided in over 36 staff development areas to approximately 6,800 employees. The Department continued to utilize its web-based Employee Learning Center (ELC) to track and monitor the fulfillment of training requirements. The ELC allows employees to manage their own professional development and provides for individualized employee training plans, a record of training history, on-line course registration, and delivery of training courses and policy updates. The Department continues to explore alternative methods to deliver training such as expansion of on-line courses, maximizing meetings to incorporate topics that meet training requirements, and evaluating existing training to identify cost saving measures.

Transportation

In FY13, 91% of the Department's supervisory staff met the requirements of the Training Rule—up dramatically from FY12. In FY13, supervisors, on average, attended 50.62 hours of training. The Department continues training employees at all levels using a blend of in-house and vendor provided instruction, and is currently working to secure new supervisory training contracts with external vendors. This training will include a 40-hour curriculum for new supervisors, a 96-hour curriculum for mid-level supervisors, and a 16-hour curriculum for Maintenance Crew Leaders, who have assumed additional duties as a result of recent organizational restructuring. The Department also provides a variety of personal and professional development opportunities for staff, which is tracked and reported using the Department's web-based Learning Management System. In FY13, the Department also undertook an organization-wide Onboarding program, which significantly streamlines the way new employees are trained and developed.

Recognition Programs

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

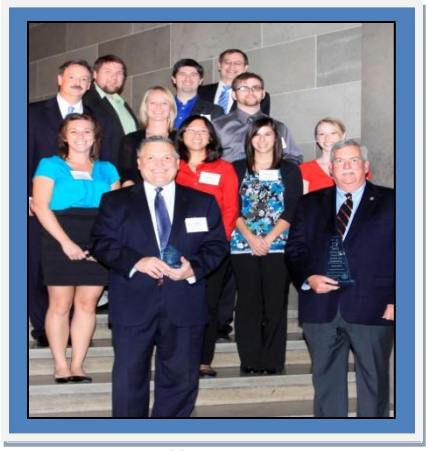
State Employee of the Month

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

June 2013 State Employee of the Month Natalie McDonald
Department of Public Safety/St. James Veterans' Home

The Governor's Award for Quality and Productivity

The Governor's Award for Quality and Productivity (GAQP) is an annual award designed to recognize outstanding accomplishments of state government employee work teams. As part of a continuous process to improve government efficiencies, the GAQP may recognize winning teams in four major categories: Customer Service; Efficiency and Process Improvement, Innovation, and Technology in Government. The GAQP Pinnacle Award can also be awarded to a nomination, if the nomination encompasses multiple award categories, or exceeds all other nominations. The overarching goal of the GAQP is to establish clear winners that can serve as a statewide model of efficiency, quality, and effectiveness. A selection committee comprised of state executive valuates each nomination and selects one winning team for each category, and the Pinnacle Award, if appliciable. The committee r4ecommends their choices for winning teams to the Governor for final approval. In FY 13, a recognition ceremony for GAQP winners was held in the Capitol Rotunda where awards were presented to winning agencies and team members.



Governor's Award for Quality and Productivity –
Innovation/Missouri Storm Aware – Department of Public Safety
and the Office of Administration

State Employee Recognition Day – 2013
Truman Office Building

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 Y13, approximately 91 suggestions were submitted to state agencies for review. Eight suggestions were held for futher review; two suggestions received Certificates of Recognition.

State Employee Recognition Week

Missouri State Employee Recognition Week was celebrated May 27-May 31, 2013. The week is set aside to give state agencies the opportunity to voice their approectiation 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. To conclude this week, a special Employee Recognition Day event was held on May 31 in the Truman State Office Building. The event was coordinated by the Division of personnel and attended by approximately 4,500 state employees. Over 90 vendors comprised of state agencies, local merchants; and staff and vendors from the We Save Employee discount Program participated. In conjunction with this special week, Governor Jay Nixon also recognized selected state employees for their local, state, national, or international achievement and valor with an Employee Award of Distinction.