

State of Missouri
Office of Administration



Division of Personnel

2016 Annual Report

Nancy Johnston, Director



FY 2016

Annual Report

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DIVISION OF PERSONNEL 2016 ANNUAL REPORT

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Governor



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

In Fiscal Year 2016 the Division of Personnel continued to serve customers by focusing on meeting applicants' needs, partnering with agency customers to address recruitment and retention challenges, and striving to motivate state employees through recognition efforts. We worked to accomplish this in the following ways.

- Helped produce data and provided staff support for a comprehensive Compensation and Benefits Study. Findings from the study include:
 - Base salary for the 37,906 employees included in the scope of the pay study is, on average, approximately 10.4 percent below market;
 - Total cash compensation (the sum of base salary and incentives, the latter of which the state does not provide) is, on average, 12.6 percent below market;
 - The benefits offered by the state are above market and improve the overall market position of the state; however, state employees remain 4.6 percent below market when totaling base salary, incentives and benefits;
 - The cost to adjust compensation to the threshold of market competitiveness is \$13,690,388 as a result of 5,050 state employees being paid below that threshold;
 - Missouri ranks last among the 50 states in average employee pay; however, it should be noted that the state primarily competes for talent with Missouri private industry and local governments;
 - The state is not the only state to offer 10-year vesting for retirement; however the competitive labor market (and most states) offers a shorter vesting period. Data reports that the median years required to achieve full vesting is five years.
- Partnered with agencies to provide more flexibility regarding minimum standard qualifications for job classes where the state is facing acute recruiting challenges.
- Created career ladders for:
 - Entry level positions designed to attract recent high school graduates and other applicants new to the job market;

DIVISION OF PERSONNEL 2016 ANNUAL REPORT

- Positions that build career opportunities designed to retain current employees and recruit new ones.
- Partnered with a nonprofit organization to help students with disabilities obtain marketable skills by giving them real work experiences through internship opportunities.
- Continued to develop the Office of Administration's Internship program created to encourage highly successful college students to consider careers in public service.
- Broadened our recruiting efforts to include high schools in communities that have a significant number of state employment opportunities.
- Developed new leadership, communication and computer training solutions that address ever-changing workplace challenges.

Providing solutions to agency customers and attracting applicants to careers in public service is challenging in a dynamic job market. Our dedication to meeting the needs of applicants and agencies reflects our commitment to excellent customer service.

- Developed a consolidated website for posting State positions. The website, MO Careers, is a resource for applicants considering careers in Missouri state government. Both merit and non-merit 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

MISSOURI STATE GOVERNMENT

Missouri
Citizens

The Legislative Branch

The **Senate** has 34 members. Each is elected and limited to two four-year terms.

The **House of Representatives** had 161 members serving during the 98th General Assembly (2016). 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.

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.

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.

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

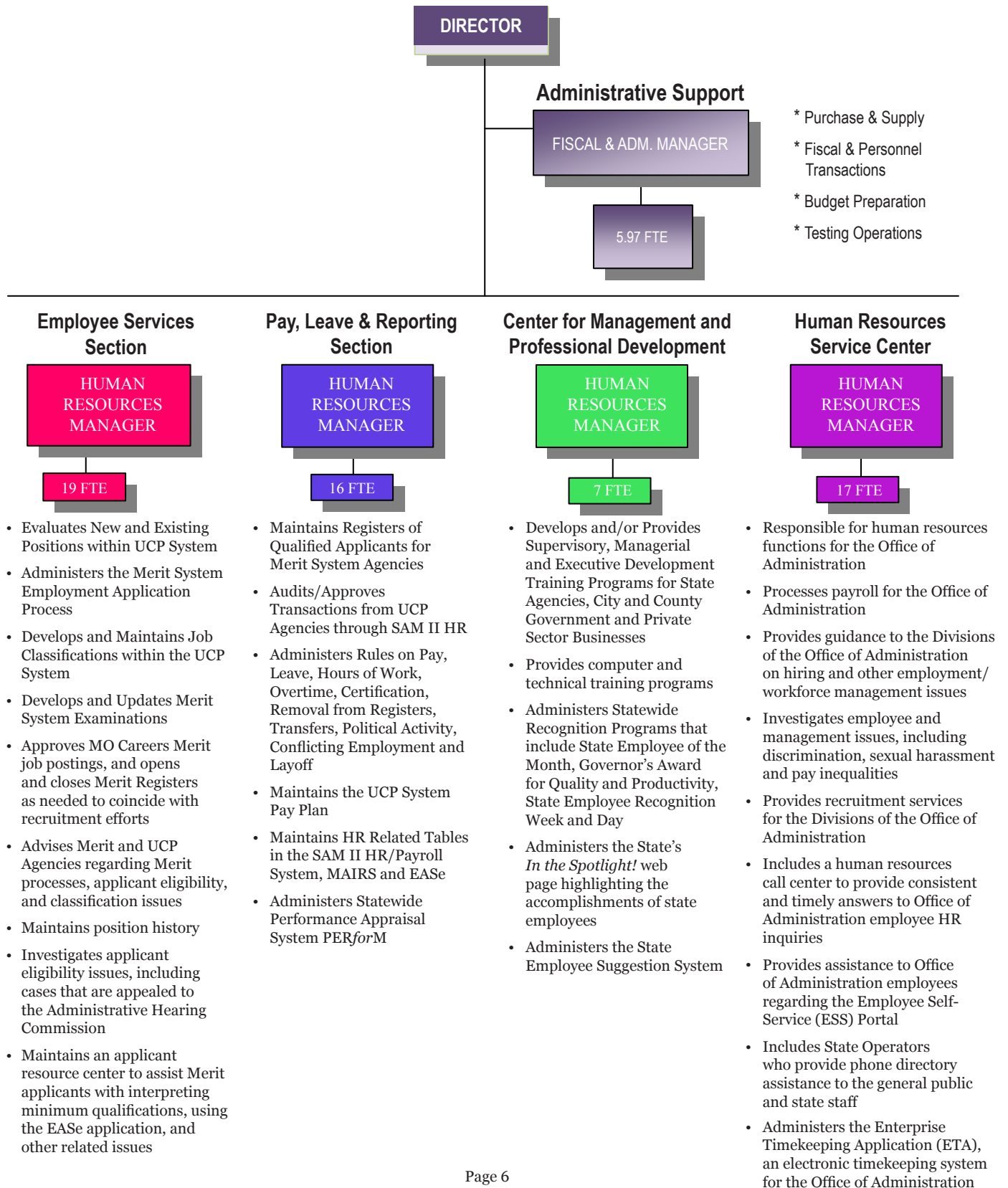
Non-Merit Executive Branch Agencies

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

*UCP agencies are further defined on page 23

Division of Personnel

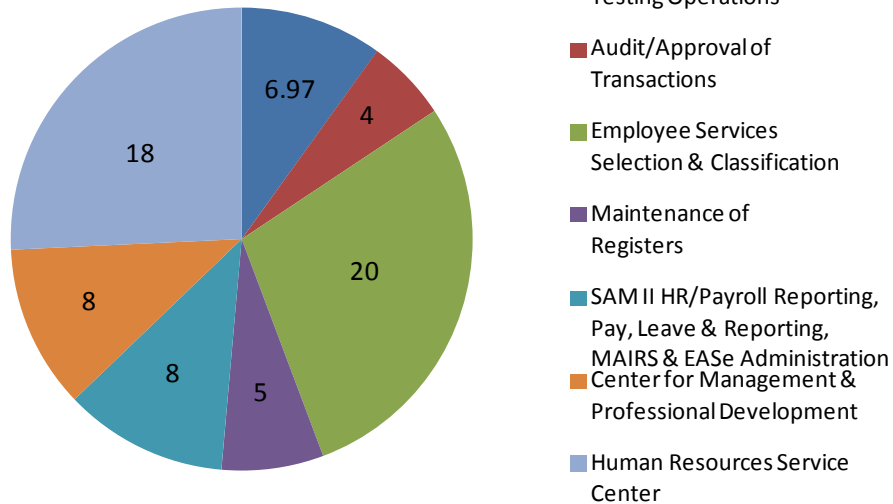
Organizational Chart



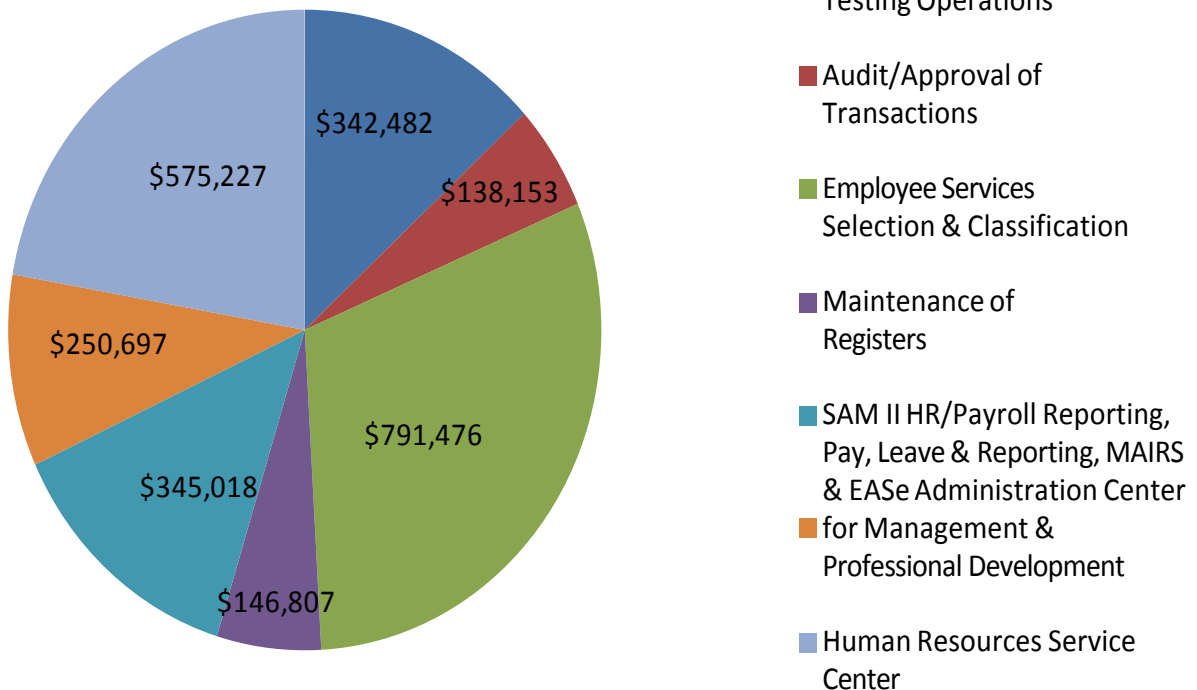
Distribution of Resources

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

FTE by Function



General Revenue Budget by Function



Success...seems to be connected with action. Successful people keep moving. They make mistakes, but they don't quit.

Conrad Hilton



Accomplishments

A sampling of the diverse breadth and scope of services provided by dedicated
Division of Personnel Staff in FY16.

- Issued 7,383 Certificates of Eligibles (excludes trial certificates) providing 225,405 names of applicants to agencies on a timely basis.
- Provided technical support and analysis to assist the Personnel Advisory Board members in finalizing their FY2017 Pay Plan Recommendations and began work on the FY2018 Pay Plan Recommendations that were finalized in FY2017.
- Maintained electronic and paper merit application processes allowing 29,872 job applicants to apply for 105,316 job classifications.
- Processed 2,060 additions to merit registers requiring written Merit exams.
- Added 65,594 names to merit registers via exams with a 100% E&E component.
- Processed 61,575 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time.
- Employee Services processed 1,522 position reviews.
- HRSC processed 1,228 Employee Status Maintenance Transactions.
- Employee Services' staff developed employment guides to assist applicants in identifying jobs/titles based upon education and/or work experience. The "Merit System/UCP Eligibility Based on Education Level" guides can be viewed at <http://oa.mo.gov/personnel/information-job-applicants>.
- Employee Services staff processed 1,067 Job Opportunity Announcements to open Merit registers for recruitment.
- State agencies utilized the MO Careers website for 2,831 job postings. Of these, Employee Services approved/processed 1,929 Merit postings.
- 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 FY16, the Center was instrumental in providing 356 professional development workshops (leadership development, communication skills, and computer and technical training) to 4,426 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.
- The Center coordinated and administered five distinct employee recognition programs recognizing employee and team contributions, and the ***In the Spotlight!*** employee recognition website.
- The Center collected and processed approximately 72 suggestions through the Missouri Relies on Everyone (MoRE) State Employee Suggestion System.
- The Center continued 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.



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**



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

MoCareers.mo.gov

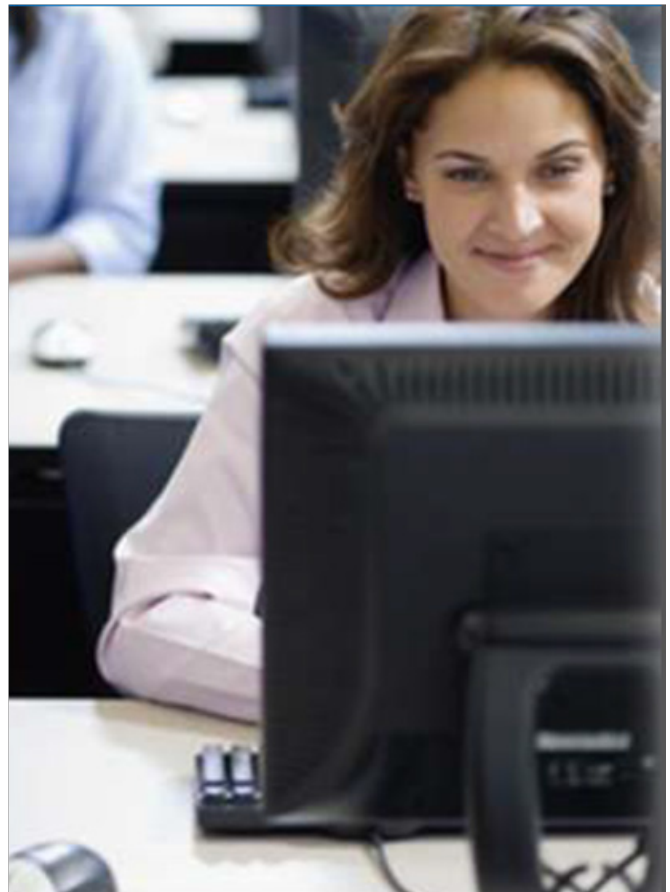
What is MO Careers?

MO Careers is a new state 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.

MO Careers 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.

Since its inception in January 2015, MO Careers has been used to advertise over 5,000 career opportunities in Missouri government. New opportunities are posted daily, so this number continues to grow.



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.

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.



"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



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

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

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

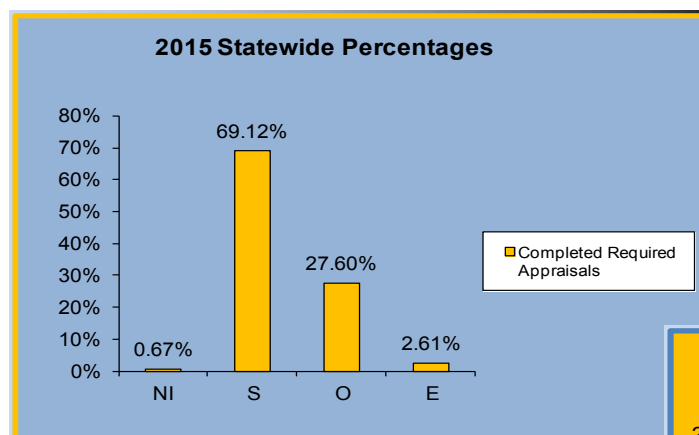
PERforM creates a standardized “across-the-board” approach for evaluating the performance of state employees, enabling consistent reporting and a shared understanding of the appraisal process – not just for supervisors (raters) but just as importantly for state employees who need to clearly understand what they must achieve. It establishes a process for accountability in the execution of tasks that entails goal setting, planning and ongoing feedback.

Using standardized performance components and the electronic storage of ratings – agency leaders can easily identify employees who are performing at established levels of successful performance and above, and implement strategies to assist employees who need help in one or more components of their job.

To assist state agencies in their implementation of PERforM, the DOP continues to present training programs on PERforM to new supervisors and managers. These programs focus on system navigation, as well as the “human element” of the appraisal cycle – the one-on-one process of establishing performance objectives, observing and providing feedback, and objectively determining and communicating performance ratings.

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

These percentages and counts are for Calendar Year 2015 “not Fiscal Year.”



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

Supervisors/Managers:

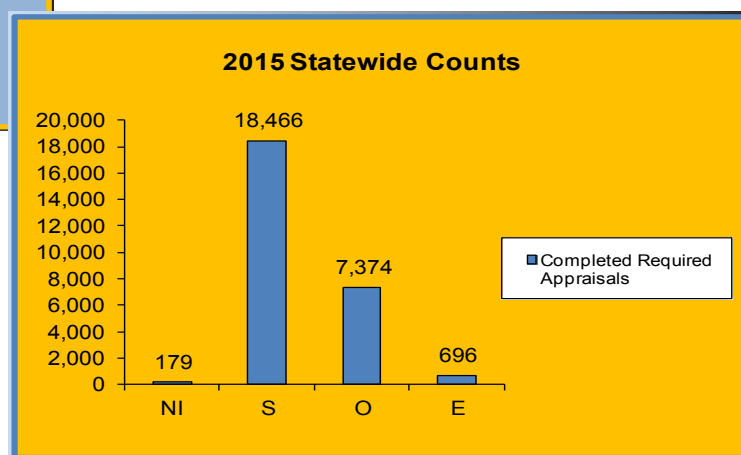
Individuals designated as Supervisors by their agency, who have performance appraisal responsibilities for one or more employees are evaluated on 3 additional components:

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



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

EAS_e

The Division of Personnel's Electronic Application System

How does EAS_e work?

Applying through EAS_e is very similar to applying with a paper application – but faster – with all of the required applicant information securely maintained. To use EAS_e, applicants must have an email address and access to a personal computer. To get started, the applicant provides information about their work history, education, professional credentials, and military service. 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 numerical rating 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, EAS_e is continually monitored for needed improvements. Division of Personnel staff work with staff from the Information Technology Services Division to implement identified enhancements.



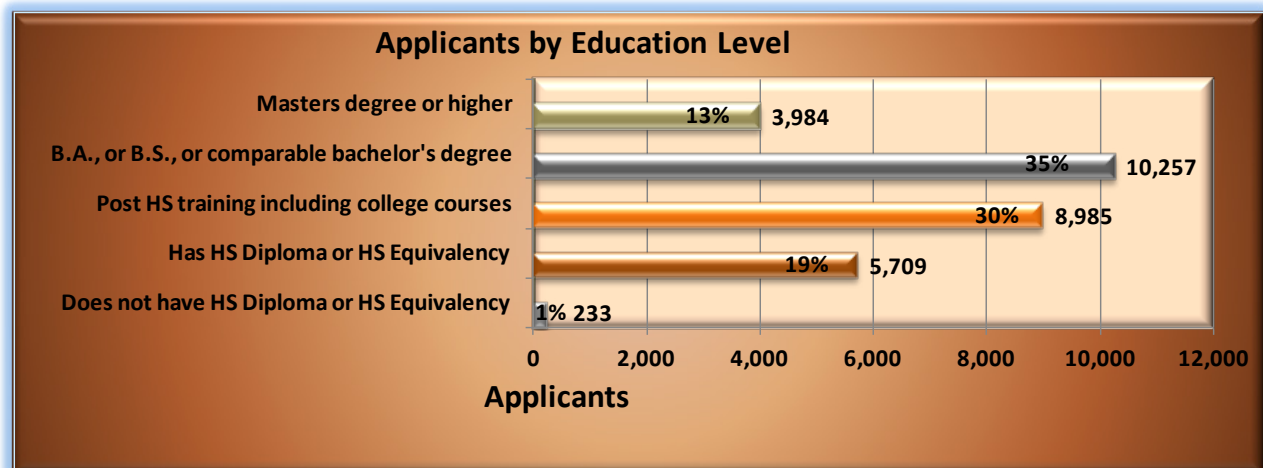
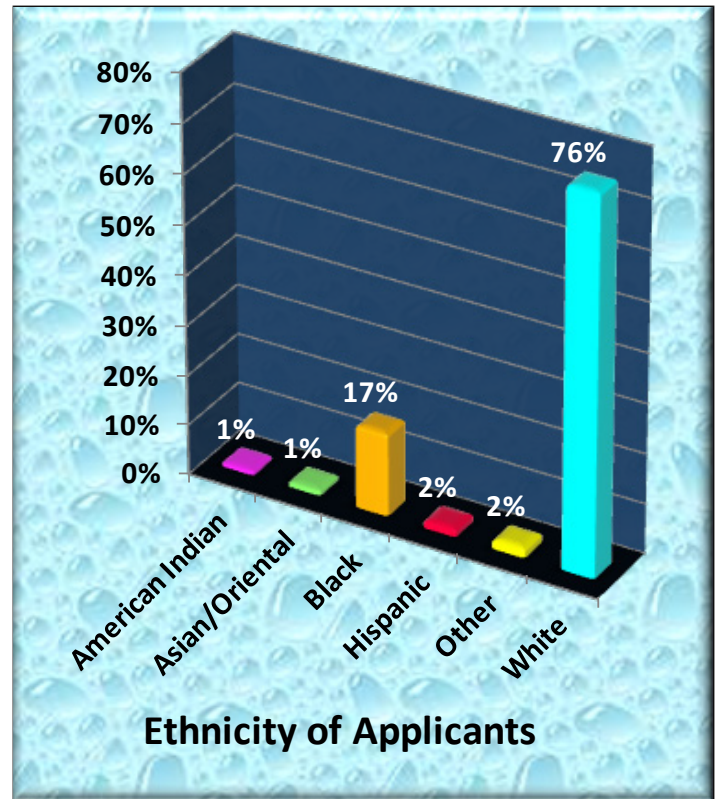
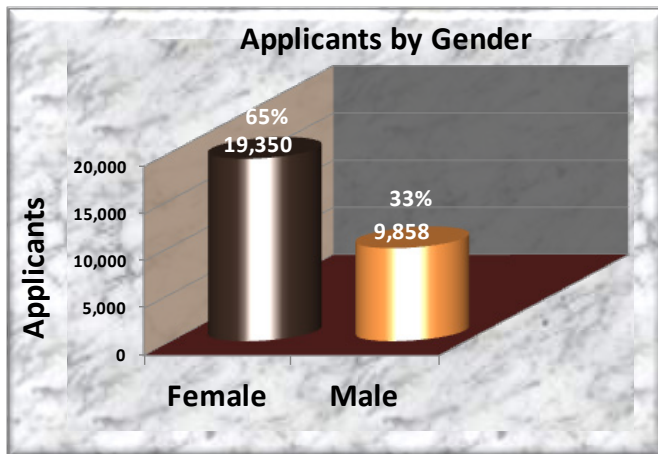
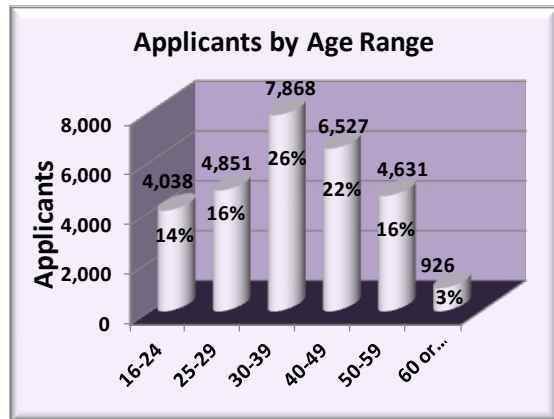
General Application Data

FY16 Total Applicants	29,872
FY16 EAS _e Applicants	29,444
FY16 Total Applications for Job Classes	105,316
FY16 Job Classes Applied for Through EAS _e	103,905
FY16 Job Classes Applied for Using Paper Application	1,412
FY16 Applicants Registered Through EAS _e	3,740
Total Number of Applicants Registered Through EAS _e (05/02/05 through 06/30 of current FY)	253,326
Total Number of Merit UCP Job Classes	680
FY16 Total Classes Converted to EAS _e	5
Total Number of Classes Converted to EAS _e as of 06/30 of current FY	507 (75%)

The EAS_e application can be accessed at www.ease.mo.gov. Many questions about EAS_e are covered in the Frequently Asked Questions. Please visit <http://oa.mo.gov/personnel/job-applicants/missouri-merit-system/electronic-application-system-ease-faqs> to view information about the system.

The Division maintains 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 29,723 FY15 applicants who submitted the optional Applicant Characteristic Survey:

Age Range - 28,841 (882 applicants did not respond)
 Gender - 29,208 (515 applicants did not respond)

Ethnicity - 28,899 (824 applicants did not respond)
 Education Level - 29,168 (555 applicants did not respond)

Employee Data by County



County	Residence	Work		County	Residence	Work
ADAIR	189	160		GASCONADE	172	35
ANDREW	278	26		GENTRY	96	53
ATCHISON	43	23		GREENE	1,306	1,784
AUDRAIN	586	711		GRUNDY	141	61
BARRY	158	123		HARRISON	112	39
BARTON	75	39		HENRY	137	83
BATES	117	73		HICKORY	47	40
BENTON	108	45		HOLT	73	26
BOLLINGER	96	28		HOWARD	128	29
BOONE	1,953	526		HOWELL	333	375
BUCHANAN	1,171	1,559		IRON	175	24
BUTLER	481	710		JACKSON	2,113	2,909
CALDWELL	253	26		JASPER	462	497
CALLAWAY	2,507	1,897		JEFFERSON	923	502
CAMDEN	286	145		JOHNSON	425	348
CAPE GIRARDEAU	646	717		KNOX	28	18
CARROLL	131	28		LACLEDE	208	168
CARTER	77	34		LAFAYETTE	575	651
CASS	263	175		LAWRENCE	339	369
CEDAR	138	43		LEWIS	45	34
CHARITON	95	22		LINCOLN	252	179
CHRISTIAN	435	141		LINN	211	80
CLARK	36	31		LIVINGSTON	416	562
CLAY	649	395		MCDONALD	54	37
CLINTON	377	1,155		MACON	313	316
COLE	6,790	13,795		MADISON	290	46
COOPER	319	364		MARIES	266	26
CRAWFORD	176	87		MARION	315	289
DADE	51	20		MERCER	22	20
DALLAS	103	37		MILLER	649	100
DAVISS	209	23		MISSISSIPPI	180	471
DEKALB	303	63		MONITEAU	710	353
DENT	194	79		MONROE	128	34
DOUGLAS	105	41		MONTGOMERY	181	87
DUNKLIN	207	176		MORGAN	266	44
FRANKLIN	574	263		NEW MADRID	169	89

Employee Data by County (cont'd)

County	Residence	Work		County	Residence	Work
NEWTON	210	118		STE. GENEVIEVE	133	41
NODAWAY	272	282		ST. FRANCOIS	2,060	2,551
OREGON	50	28		ST. LOUIS COUNTY	3,796	3,653
OSAGE	881	26		SALINE	518	428
OZARK	70	42		SCHUYLER	42	17
PEMISCOT	96	108		SCOTLAND	38	49
PERRY	93	21		SCOTT	521	417
PETTIS	315	181		SHANNON	95	44
PHELPS	478	623		SHELBY	77	33
PIKE	418	563		STODDARD	304	117
PLATTE	222	68		STONE	100	53
POLK	151	92		SULLIVAN	33	24
PULASKI	249	81		TANEY	153	125
PUTNAM	39	23		TEXAS	499	560
RALLS	186	21		VERNON	290	351
RANDOLPH	400	538		WARREN	105	66
RAY	127	41		WASHINGTON	382	433
REYNOLDS	54	35		WAYNE	135	58
RIPLEY	113	43		WEBSTER	245	230
ST. CHARLES	887	667		WORTH	31	14
ST. CLAIR	51	25		WRIGHT	167	85
				ST. LOUIS CITY	1,588	2,768
COUNTY SUBTOTAL	25,771	27,406		COUNTY SUBTOTAL	23,572	22,895
2ND CO. COLUMN	23,572	22,895				
UNKNOWN	26	1				
OTHER CONVERSION	52					
OUT OF STATE	1,110	8				
TOTAL	50,531	50,301				

Reside: Number of active, non-temporary, $\geq .5\%$ FTE's by county of residence as listed in the SAM II HR/ Payroll System, as of June 30, 2016.

Work: Number of active, non-temporary, $\geq .5\%$ FTE's with work locations assigned to this county as of June 30, 2016.

Number of Missouri State Employees:

A Comparison between FY15 and FY16

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.	Elected Officials and Non-UCP Agencies*			
	Agency	FY 15 Count	FY 16 Count	Loss/Gain
	Legislature	527	517	-10
	Judiciary	3,222	3,174	-48
	Public Defender	586	565	-21
	Governor	23	21	-2
	Lt. Governor	6	6	0
	Secretary of State	229	222	-7
	State Auditor	112	112	0
	State Treasurer	45	44	-1
*Data is for employees listed as >=50% and permanent in the SAM II HR/Payroll System	Attorney General	343	335	-8
	Conservation	1,373	1,382	9
	Elem & Sec Education**	1,709	1,704	-5
	Higher Education**	56	56	0
	Transportation	5,029	5,085	56
	TOTAL	13,260	13,223	-37

UCP Agencies	Classified/Covered				Unclassified/Exempt				FY 16 Totals*	
	FY15	FY16	FY16%	Loss/Gain	FY15	FY16	FY16%	Loss/Gain	Total Count	Loss/Gain
Office of Adm.	1,667	1,677	95.2%	10	86	82	4.7%	-4	1,762	5
Agriculture	292	303	92.1%	11	27	26	7.9%	-1	329	10
Insurance	248	247	47.1%	-1	274	277	52.9%	3	524	1
Economic Dev.	683	693	87.3%	10	102	101	12.7%	-1	794	9
Health & Sr. Serv.	1,684	1,676	97.8%	-8	37	37	2.2%	0	1,714	-9
Labor & Ind. Rel.	658	632	89.8%	-26	68	71	10.1%	3	704	-22
Mental Health	6,302	6,193	97.0%	-109	159	168	2.6%	9	6,384	-100
Natural Resources	1,341	1,364	96.7%	23	54	47	3.3%	-7	1,411	16
Public Safety**	2,185	2,183	46.3%	-2	2,479	2,504	53.1%	25	4,719	25
Revenue	1,162	1,153	91.9%	-9	96	97	7.7%	1	1,255	-6
Social Services	6,748	6,529	97.7%	-219	157	145	2.2%	-12	6,681	-230
Corrections	10,736	10,646	98.4%	-90	99	99	0.9%	0	10,817	-102
TOTALS	33,706	33,296	90.1%	-410	3,683	3,654	9.9%	16	37,094	-403

*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

2,395 state employees are under 25

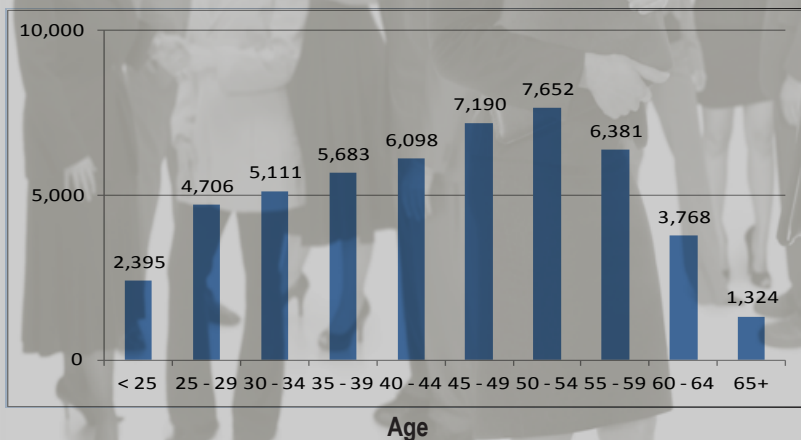
17,895 state employees are under 40

31,089 state employees are between 40 and 64

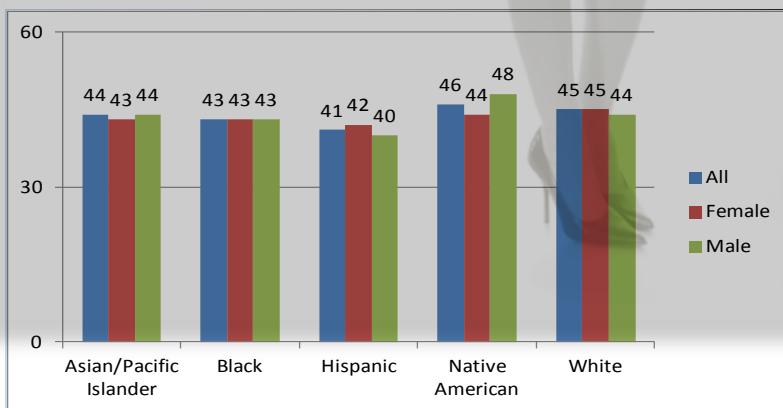
1,324 state employees are 65 and older

The average age of a state employee is 44

Age Distribution of Missouri State Employees



Average Age by Ethnicity and Gender



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	48
Judiciary	36	48
Public Defender	33	43
Governor	32	45
Lt. Governor	39	50
Secretary of State	33	45
State Auditor	28	39
State Treasurer	32	41
Attorney General	34	43
Office of Administration	33	47
Agriculture	33	46
Insurance	32	44
Conservation	31	44
Economic Development	36	48
Elem & Sec Education	36	47
Higher Education	32	45
Health & Senior Services	35	46
Transportation	32	44
Labor & Industrial Relations	35	48
Mental Health	34	44
Natural Resources	33	45
Public Safety	33	43
Revenue	30	42
Social Services	33	44
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 = 41

Native American = 46

White = 45

Gender

Agency	Employee Count	Females		Males	
		#	%	#	%
Legislature	531	256	48.2%	275	51.8%
Judiciary	3,174	2,454	77.3%	720	22.7%
Public Defender	565	328	58.1%	237	42.0%
Governor	21	8	38.1%	13	61.9%
Lt. Governor	6	1	16.7%	5	83.3%
Secretary of State	222	146	65.8%	76	34.2%
State Auditor	112	62	55.4%	50	44.6%
State Treasurer	44	28	63.6%	16	36.4%
Attorney General	335	212	63.3%	123	36.7%
Office of Administration	1,762	633	35.9%	1,129	64.1%
Agriculture	329	143	43.5%	186	56.5%
Insurance	524	314	60.0%	210	40.1%
Conservation	1,382	342	24.8%	10,40	75.3%
Economic Development	794	479	60.3%	315	39.7%
Elem & Sec Education	1,704	1,380	81.0%	324	19.0%
Higher Education	56	47	83.9%	9	16.1%
Health & Senior Services	1,714	1,394	81.3%	320	18.7%
Transportation	5,085	919	18.1%	4,166	81.9%
Labor & Industrial Rel	704	472	67.1%	232	33.0%
Mental Health	6,384	4,554	71.3%	1,830	28.7%
Natural Resources	1,411	600	42.5%	811	57.5%
Public Safety	4,719	2,245	47.6%	2,474	52.4%
Revenue	1,255	902	71.9%	353	28.1%
Social Services	6,681	5,462	81.8%	1,219	18.3%
Corrections	10,817	4,433	41.0%	6,384	59.0%
TOTALS	50,331	27,814		22,517	
PERCENTAGES			55.3%		44.7%

Note: The employee count includes full-time ($\geq .5$ FTE), "permanent" employees who have valid gender information entered in the SAM II HR/Payroll System, as of June 30, 2016.

Ethnicity



Ethnicity by Agency*

Agency	Employee Count	Native American	%	Asian/ Pacific Islander	%	Black	%	Hispanic	%	White	%
Legislature	531	2	0.4%	0	0.0%	38	7.2%	1	0.2%	485	91.3%
Judiciary	3,174	4	0.1%	6	0.2%	272	8.6%	25	0.8%	2,818	89.0%
Public Defender	565	1	0.2%	9	1.6%	42	7.4%	10	1.8%	500	88.5%
Governor	21	0	0.0%	0	0.0%	1	4.8%	0	0.0%	20	95.2%
Lt. Governor	6	0	0.0%	0	0.0%	0	0.0%	0	0.0%	6	100.0%
Secretary of State	222	0	0.0%	3	1.4%	21	9.5%	2	0.9%	193	86.9%
State Auditor	112	0	0.0%	6	5.4%	5	4.5%	2	1.8%	99	88.4%
State Treasurer	44	0	0.0%	0	0.0%	1	2.3%	1	2.3%	42	93.4%
Attorney General	335	3	0.9%	3	.9%	11	3.3%	5	1.5%	313	93.4%
Office of Administration	1,762	9	0.5%	33	1.9%	113	6.4%	10	.6%	1,593	90.4%
Agriculture	329	1	.3%	2	0.6%	8	2.4%	1	0.3%	317	96.4%
Insurance	524	1	.2%	5	1.0%	25	4.8%	1	0.2%	491	93.7
Conservation	1,382	6	.4%	10	.7%	32	2.3%	8	.6%	1,325	95.9%
Economic Development	794	8	1.0%	15	1.9%	124	15.6%	8	1.0%	637	80.2%
Elem & Sec Education	1,704	4	0.2%	16	.9%	182	10.7%	14	.8%	1,487	87.3%
Higher Education	56	0	0.0%	0	0.0%	2	3.6%	0	0.0%	54	96.4%
Health & Senior Services	1,714	5	0.3%	25	1.5%	174	10.2%	22	1.3%	1,488	86.8%
Transportation	5,085	67	1.3%	29	.6%	295	5.8%	60	1.2%	4,622	90.1%
Labor & Industrial Relations	704	5	0.7%	3	.4%	64	9.0%	6	.9%	626	89.0%
Mental Health	6,384	11	.2%	109	1.7%	2,058	32.2%	62	1.0%	4,131	64.7%
Natural Resources	1,411	3	.2%	19	1.4%	35	2.5%	8	0.6%	1,343	95.2%
Public Safety	4,719	25	.5%	51	1.1%	434	9.2%	62	1.3%	4,144	87.8%
Revenue	1,255	4	.3%	25	2.0%	69	5.5%	9	.7%	1,148	91.5%
Social Services	6,681	41	.6%	29	0.4%	1,128	16.9%	70	1.0%	5,406	80.9%
Corrections	10,817	24	0.2%	47	0.4%	675	6.2%	128	1.2%	9,924	91.7%
TOTALS	50,331	224	0.4%	445	0.9%	5,809	11.5%	515	1.0%	43,212	86.0%

2.2%
Hispanic, Asian Pacific Islander
and Native American Descent

11.5%
Black

86.0%
White

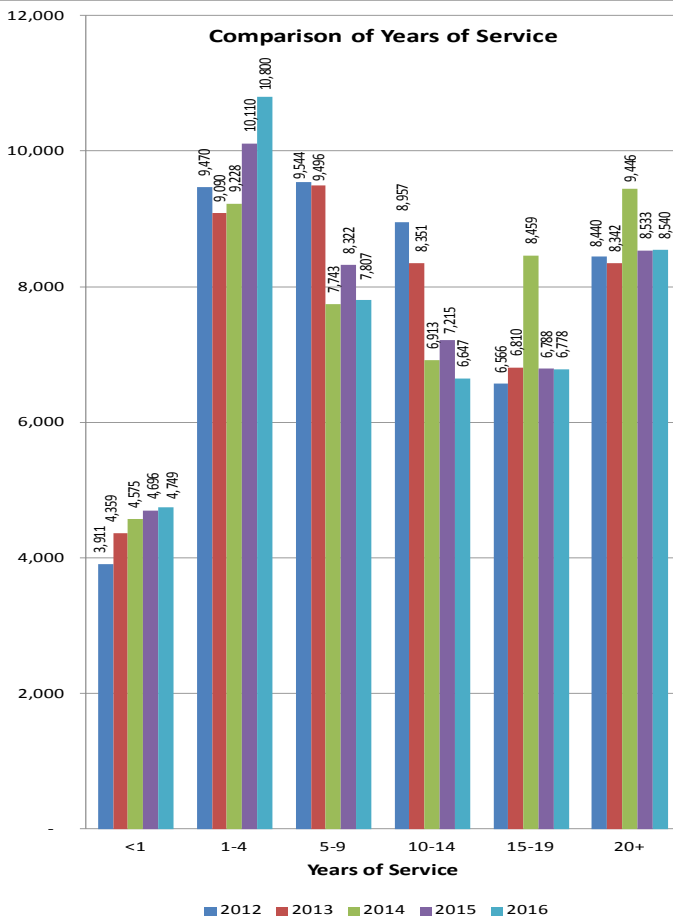
*103 employees have unknown ethnicity designated in the SAM II HR/Payroll System, as of June 30, 2016.

Active, non-temporary, >= .5 FTE as of 6/30/15

Length of State Service

The average length of state service on 06/30/16 was 11 years and 03 months
 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

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



Average Years/Months of Service for Executive Branch Agencies

Office of Administration	14/01
Agriculture	12/07
Insurance	12/05
Conservation	13/07
Economic Development	12/03
Elem & Sec Education	11/05
Higher Education	13/00
Health & Sr. Services	11/01
Transportation	12/09
Labor & Ind Relations	13/05
Mental Health	09/09
Natural Resources	12/08
Public Safety	10/08
Revenue	11/08
Social Services	11/01
Corrections	10/03

Service data based on the following employee totals:

06/30/12 – 46,888 06/30/13 – 46,448 06/30/14 – 46,364 06/30/15 – 45,664 06/30/16 – 45,321

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 Corrections Department of Economic Development Housing Development Commission Public Counsel Business & Community Services – Labor Market Information Team Workforce Development 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 ¹ 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 Division of Energy ¹ Department of Higher Education (Coordinating Board only) ² Department of Insurance, Financial Institutions and Professional Registration Division of Insurance Company Regulation Division of Insurance Market Regulation Division of Insurance Consumer Affairs Division of Administration Division of 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 ⁴ Market Conduct Examiners ⁴ 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 ⁵
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 RSMo 374.115. Insurance examiners appointed or employed by the director of the department of insurance, financial institutions and professional registration shall be compensated according to the applicable levels established and published by the National Association of Insurance Commissioners.

⁵ 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.

⁶ 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	501	1	60	250	76	45	24	25	13	7	
Judiciary	2,997		1,275	612	250	365	32	37	8	4	414
Public Defender	558		107	104	109	54	127	44	5	3	5
Governor	20		1	2	0	1	2	2	2	1	9
Lt. Governor	6			1	1	0	1	2	1		
Secretary of State	220		63	78	45	10	10	3	6	4	1
State Auditor	111			27	39	10	8	14	7	5	1
State Treasurer	44		16	9	6	6	1	1	2		3
Attorney General	329		16	83	86	52	36	20	13	12	11
Office of Administration	1,752		274	460	397	295	184	104	20	10	8
Agriculture	322		28	140	91	31	11	12	4	3	2
Insurance	513		84	126	55	44	59	73	35	28	9
Conservation	1,380		238	370	417	212	72	52	11	3	5
Economic Development	793		37	303	212	105	59	42	9	12	14
Elem & Sec Education	954		154	217	304	217	35	14	2	7	4
Higher Education	56		5	22	13	8	4	3			1
Health & Senior Services	1,706		232	608	483	250	93	22	12	1	5
Transportation	5,062		616	2,382	1,047	595	233	104	41	14	30
Labor & Industrial Relations	697		132	309	130	56	17	8	6	3	36
Mental Health	6,277	3	3,729	1,235	440	460	222	84	33	21	50
Natural Resources	1,376		274	305	476	220	60	26	8	2	5
Public Safety	4,643		1,507	858	806	531	328	474	86	40	13
Revenue	1,248		687	250	158	72	52	11	10	2	6
Social Services	6,649		2,274	3,407	727	124	59	26	18	5	9
Corrections	10,758		5,801	4,107	685	98	36	17	11	2	1
Employees by Salary Level		4	17,610	16,265	7,053	3,861	1,765	1,220	363	189	642
% of Employees by Salary Level		0.01%	35.96%	33.21%	14.40%	7.88%	3.60%	2.49%	.74%	0.39%	1.31%
Cumulative Totals by Salary Level		4	17,614	33,879	40,932	44,793	46,558	47,778	48,141	48,330	48,972
Cumulative % by Salary Level		0.01%	35.97%	69.18%	83.58%	91.47%	95.07%	97.56%	98.30%	98.69%	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	1,758.0	11.7%	6.5%	205	41	74	12	63	15
Agriculture	325.0	12.6%	8.9%	41	7	22	2	9	1
Insurance	524.5	13.5%	8.8%	71	14	32	7	13	1
Conservation	1377.5	9.4%	4.8%	130	66	0	10	50	4
Economic Development	786.5	17.5%	10.8%	138	29	56	3	47	3
Elem & Sec Education	1,704.5	17.4%	10.3%	297	27	149	38	80	3
Higher Education	56.0	5.4%	1.8%	3	1	0	0	2	0
Health & Senior Services	1,714	16.4%	10.0%	281	51	121	23	79	7
Transportation	5,052	10.3%	6.0%	519	8	293	42	151	25
Labor & Industrial Relations	713.5	14.6%	9.4%	104	29	38	5	28	4
Mental Health	6,443	28.0%	17.4%	1,806	498	620	371	206	111
Natural Resources	1,405.0	11.6%	6.5%	163	75	17	6	54	11
Public Safety	4,728	23.7%	15.3%	1,121	274	450	279	105	13
Revenue	1,259	17.8%	13.5%	224	52	118	14	39	1
Social Services	6,789	20.7%	16.6%	1,408	218	911	35	228	16
Corrections	10,848.5	17.7%	12.7%	1,917	126	1,247	162	359	23
TOTALS	45,484.5	18.5%	12.5%	8,428	1,516	4,148	1,009	1,513	242
Percent Turnover by Reason (###)					3.3%	9.1%	2.2%	3.3%	0.5%

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, 2015 through June 30, 2016.

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, 2015 Employee Count + June 30, 2016 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
	2016*	2017	2018	2019	2020			
Legislature	78	7	13	13	10	121	0.2%	38.10%
Judiciary	474	100	89	74	81	818	6.3%	25.8%
Public Defender	60	19	21	8	11	119	1.1%	21.1%
Governor	6	0	0	0	2	8	0.0%	38.1%
Lt. Governor	1	0	0	0	0	1	.00%	16.7%
Secretary of State	45	3	3	9	6	66	0.4%	29.7%
State Auditor	11	1	3	1	4	20	0.2%	17.9%
State Treasurer	2	1	0	4	1	8	0.1%	18.2%
Attorney General	35	11	12	5	14	77	0.7%	23.0%
Office of Administration	297	69	74	73	64	577	3.5%	32.8%
Agriculture	78	17	5	9	5	114	0.7%	34.7%
Insurance	71	17	15	17	18	138	0.3%	25.6%
Conservation	235	33	45	48	32	393	2.8%	28.4%
Economic Development	163	18	28	24	22	255	1.6%	32.1%
Elementary and Secondary Education	251	38	54	57	49	449	3.4%	26.4%
Higher Education	8	1	2	1	2	14	0.1%	25.0%
Health and Senior Services	237	63	59	48	58	465	3.4%	27.1%
Labor and Industrial Relations	127	19	23	21	29	219	1.4%	31.1%
Mental Health	721	153	168	183	179	1,404	12.7%	22.0%
Natural Resources	224	38	59	34	50	405	2.8%	28.7%
Public Safety	211	44	53	67	66	441	9.4%	9.4%
Revenue	175	25	34	31	44	309	2.5%	24.6%
Social Services	749	161	207	196	184	1,497	13.8%	22.4%
Corrections	1,117	282	292	319	299	2,309	21.5%	21.4%
MOSERS Total	5,383	1,120	1,259	1,243	1,230	10,235	20.3%	
MPERS Total	805	256	238	256	275	1,830	3.6%	
Grand Total	6,188	1,376	1,497	1,499	1,505	12,065	23.9%	

*Data includes active employees eligible to retire on June 30, 2016. Many of these employees were previously eligible to retire.

Labor Relations

At the end of FY16, **21,234** state employees (**40.5%** of the workforce) were represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented by 9 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.

21,234 state employees (40.5% 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	4,042	1,052	(26%)	2,990	(74%)
AFSCME	Craft and Maintenance	2,155	154	(7%)	2,001	(93%)
SEIU	Probation & Parole Officers I/II/III	1,209	119	(10%)	1,090	(90%)
SEIU	Patient Care Professionals	790	57	(7%)	733	(93%)
SEIU	Probation & Parole Assistants I/II	168	18	(11%)	150	(89%)
CWA	Social Services/Office of Administration	4,581	648	(14%)	3,933	(86%)
CWA	Health & Senior Services	662	68	(10%)	594	(90%)
MOCOA	Corrections Officers	5,243	2,140	(41%)	3,103	(59%)
*IAFF	Firefighters (Adjutant General)	*	*	*	*	*
IUOE	Operating Engineers (MoDOT)	2,384	30	(1%)	2,354	(99%)
**MFT	Elementary & Secondary Education	**	**	**	**	**
TOTALS		21,234	4,286	(20%)	16,948	(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**

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 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 new State Employee Discount Website.

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

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



The Center for Management and Professional Development Training in FY16

Inspiring current and potential leaders on their journey to excellence.

Throughout FY16, 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 continued to offer its own **Study Hall Series** of 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 individuals who have computer access.

Outreach and Special Events

The Center also provides many special programs to state agencies and private sector organizations who want to provide a customized training experience for their workforce. Staff also continue to attend business expos, speakers showcase events and other outreach venues to inform the public about the variety of learning options available through the Center.

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 2016 *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 FY16, the Center provided or sponsored a total of 356 training programs and webinars attended by 4,426 people.

Includes 806 people who attended 27 classes held by other agencies using the Center's computer training lab

The Center was pleased to participate in the *State of Missouri Capital Connection Business Expo* for M/WBE business owners. This event provided increased visibility for the Center, and 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 email 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.

Conservation

In FY16, the agency provided training opportunities for managers and supervisors in various programs. The agency continues to partner with the Missouri Training Institute (MTI) for programs such as the Master Manager and Supervisor Certificate Series, and with the Office of Administration to offer Supervisory Liability, 7 Habits of Managers and other programs. Over 300 supervisors and managers attended these training programs, as well as other internal training offerings such as Internal Investigations; Supervisory 101; Performance Management; Policies and Procedures; Systematic Development of Informed Consent; Crisis Communication, and Risk Management and Law Enforcement Operations training.

The agency also participated in other national programs to include the National Conservation Law Enforcement Leadership Academy (NCLELA), the National Conservation Leadership Institute (NCLI) and International Association of Chiefs of Police (IACP) and the Women's Leadership Institute.

In addition to courses such as 7 Habits of Highly Effective People, Customer Service, Generational Differences, Interview Skills, Ethics, Effective Meetings, Business Writing, Technical Writing, Wildlife Code 101, Extended DISC Communication Styles, and New Employee Orientation, the agency 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 agency's Management Trainers presented 259 supervisory and management courses attended by 5,094 participants. In addition, many managers attended outside programs presented by OA and other organizations. During FY16, 73% of newly promoted supervisors/managers attended the 40 hour CORE requirement; and 83% of tenured supervisors/managers attended at least 16 hours of management training. Budget continues to be a challenge for the agency—still 25% below the previous level of funding for training. The agency is continuing to explore more self-paced management training programs that supervisors/managers can attend via a Learning Management System (LMS). During FY16, a virtual instructor led training program was delivered using Adobe Connect. (Psychological Capital Development) This program received excellent evaluations and saved resources due to staff being able to complete the training at their worksites.

Many new administrators and Wardens also travelled to the National Institute of Corrections for "New Wardens Training" and "Correctional Leadership Development." In addition to other management training classes, a new Insights-Team Building program was added to the curriculum. The agency will try to add at least one new management class each fiscal year while continuing to offer several asynchronous management training programs via the LMS. The focus of management training during FY17 will be to ensure that managers and supervisors receive the knowledge and skills necessary to make them successful, while always keeping in mind the most cost effective method to deliver the training.

Economic Development

The Department of Economic Development 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.
- Entities that were "type II" 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 entities that were "type III" transferred to DED; such agencies have some autonomy in all other matters.

Type I: Administrative Services, Business & Community Development and Workforce Development. In FY16, 99% of Management Training Rule (MTR) covered personnel met or exceeded the MTR requirements. In FY17, the Department will develop and deliver DED's Prevention of Harassment and Unlawful Discrimination. Additionally, the Department will develop and deliver Effective Interviewing and Candidate Selection training. This training is in support of a pilot project for a portion of the Division of Workforce Development. Human Resources will finalize and deliver Microaggression training as an optional training opportunity for supervisors and managers.

Type II and III: Missouri Arts Council, Office of Public Counsel, Public Service Commission and Tourism. In FY16, 100% of management personnel met or exceeded the MTR requirements within the Missouri Arts Council, Office of Public Counsel and Tourism. Within Public Service Commission, 100% of executives and supervisors and 71% of managers met or exceeded the MTR requirements.

Missouri Housing Development Commission. In FY16, 100% of management personnel met or exceeded the MTR requirement. The Division offers adequate training opportunities to supervisor/managers to meet or exceed the MTR requirement and will continue to offer in-house and state training opportunities in FY17.

Agency Training Reports – Continued

Elementary and Secondary Education

During FY16, 52.5% 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. Specific areas to be targeted in the coming year are manager/supervisor training for anyone who has direct supervision of staff; interview training for anyone who is involved in filling vacancies in their area, office, division; and time management training for all employees. The agency will also be looking at providing appropriate procurement practices training for employees who have contracts and bidding in their scope of responsibilities. The agency also provides "training on demand" webinar's, available via the agency's intranet site including Sexual Harassment, Managing Stress, and Time Management.

Health and Senior Services

In FY16, the DHSS offered over 40 individual courses attended by more than 1,300 participants on a variety of development topics that included: Generational Differences, Coaching and Difficult Conversations, Dealing with Difficult People, Effective Writing, Structured Interviews, Basic Supervision, and the Institute of Management Excellence (IME). The agency achieved approximately 65% compliance with the Management Training Rule.

As well as other courses, the Next Step Leadership course continued in its fourth year with tremendous success. This course provides information on key operational functions to enhance management effectiveness and productivity. Participants chosen by division leaders meet monthly to explore leadership qualities and responsibilities.

Higher Education

During FY16, the agency was 94 percent compliant with the Management Training Rule. There were 17 supervisors/managers required to attend management training. Of those individuals, 16 supervisors/managers were required to attend 16 hours and 1 was required to attend 40 hours of on-going training. On average, management/supervisory staff completed 21 hours of management training.

MDHE emails quarterly newsletters to all staff with information on classes that are offered through both the Center for Management and Professional Development and other professional organizations. This has helped everyone remain mindful of the importance of training for staff, customers and the agency.

The agency also follows-up with staff twice per year regarding management training requirements and their hours earned; and will continue to remind all staff about the importance of training. The new Commissioner of Higher Education, Zora Mulligan, will assist in furthering the agency's training efforts by discussing this requirement with senior staff.

Insurance, Financial Institutions & Professional Registration

In FY16, 98% of the agency's managers and supervisors complied with the Management Training Rule.

DIFP also implemented the Leadership Development Program to meet the educational needs of the DIFP management team. This program guides new and seasoned managers through 100 hours of leadership courses, policy review trainings and Human Resource situational discussions over a four year training period. There are currently 18 individuals going through the program. Individuals are recognized as they annually complete each year's plan of progression and are formally recognized by the Department Director during quarterly employee meetings. This program seems well received by staff members.

Labor and Industrial Relations

The Department of Labor and Industrial Relations tracks training hours for managers and supervisors on a calendar year since it ties directly to PERforM. In calendar year, 2015, 83% of the agency's managers and supervisors met Management Training Rule requirements. The agency continues to provide access to training programs that allow employees to maintain and enhance core skills and professional development. The agency offered 140 continuing and new training opportunities to staff statewide. Training was provided in the areas of coaching, difficult conversations, documentation, FMLA, Hiring, Motivation and PERforM. The agency also offered training to all employees emphasizing business writing, interviewing skills, workplace harassment, Microsoft Office, creativity, ethics and change management. The agency is currently working on implementing a new learning management system and looks forward to offering a comprehensive portal for training.

Mental Health

The Department of Mental Health utilizes a variety of training methods to meet the training needs of employees, including an online learning management 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. Since FY15, DMH trainers have been utilizing video and audio production equipment to develop DMH-specific trainings for staff to complete online. All employees are required to complete a variety of training courses in MELS in which they must demonstrate understanding of the subject matter by completing an assessment with no less than 100% accuracy. There are currently 15,256 registered user accounts in the MELS system—with 207,362 logged course completions during FY16. This is an increase of 14,936 online course trainings from FY15. DMH has implemented supervisory trainings to assist current leaders with the various situations that arise when working with staff.

Mental Health Continued

Such trainings include effective interviewing techniques, providing effective feedback, managing difficult conversations, and many other interpersonal skills to assist in reducing turnover and increasing productivity and morale. DMH will be working to reintroduce a Leadership Training Academy in order to prepare current employees for future leadership positions and to invest in their long-term careers with DMH.

Natural Resources

In FY16, 90% of the agency's supervisors and managers were in compliance with the Management Training Rule; 95% of them attained at least 15 hours of training during the fiscal year. Over 98% of agency managers and supervisors attended training in critical leadership competencies including; team building, the hiring process and business writing. Fifty three new managers and supervisors attended our week long Basic Orientation for Supervisors, ensuring 100% compliance with the 40 hour training rule. All agency employees attended Lean awareness training, designed to support the agency's "E3 Enhancing Effectiveness and Efficiency" initiative. This culture change is intended to empower staff to make changes to their processes to improve the services provided to Missouri citizens. The agency launched an Administrative Professionals Academy, which is providing a 12-month curriculum in course topics including administration, communication, interpersonal skills, group dynamics, information management, self-management and growth.

In FY17, the agency's ninth Leadership Ladder group will commence and the agency will continue its efforts in providing valuable and relevant learning opportunities for employees so they may fulfill the agency's mission. Training in civil rights and diversity, Leading at the Speed of Trust and LeaderFISH are among the courses to be offered.

Public Safety Missouri Gaming Commission

The Commission continues to focus their training efforts on keeping staff current with the constantly evolving gaming industry while maintaining and enhancing core skills and professional accreditation standards. During FY16, the Commission provided a total of 3000 contact hours of specialized instruction. Each year, the Commission presents at least 60 hours of gaming-related technical training for new Highway Patrol Gaming Division members and civilian regulatory agents. This is augmented with outsourced training programs in criminal, financial, regulatory and background investigative techniques; computer technology and network security; and professional continuing education for 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.

Agency Training Reports – Continued

Public Safety Continued

Missouri Gaming Commission Cont.:

Enhanced internal reporting policy and an increased executive focus on formal professional development has improved management training compliance rates in recent years. In FY2017, the goal of the Commission is to continue to train staff to proactively adapt to the evolving technologies and business models of the casino, fantasy sports, and charitable gaming industries. The Commission has contracted with an online training service to reduce training costs while increasing availability to staff statewide.

Missouri Highway Patrol

The Highway Patrol's applicable personnel are 96% compliant with the Management Training Rule. During 2015 and for 2016, the Training Division expanded the Patrol's training curriculum in an effort to provide additional in-house training for personnel. The Patrol feels it is important to provide employees access to quality training free of significant concerns regarding the financial impact to their division; and will continue to provide leadership training that is consistent with the mission of the Missouri State Highway Patrol.

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 37.3% of the Department's supervisors and managers met the requirements of the Training Rule. 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.

Revenue

Note: This information does not include the Missouri State Lottery and Missouri Tax Commission's statistics, inasmuch as those are Type III agencies under the Department's structure for budget purposes only.

In FY16, the agency achieved 100% Management Training Rule compliance. The agency provided various training programs to 3,117 participants, including agency employees and license office personnel. All training was provided using internally developed resources or free ones. Agency personnel developed and offered the following classes: Burnout, Public Speaking, Supervision Essentials, Stress, Time and Energy Management. Additionally, all agency employees viewed training videos related to confidentiality, cyber security and diversity, discrimination, and harassment, and completed corresponding comprehension quizzes.

New training planned for FY17 includes The Ethical Employee (three part series consisting of Intro to Ethics, Behavior, Actions and Attitude and Personal and Professional Ethics), Process Improvement Workshops and Motor Vehicle 1010-Introduction to Motor Vehicles.

Social Services

The agency continues to be committed to providing its 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 FY16, the agency achieved 97% compliance with the 40 hour training requirement, and 86% compliance with the 16 hour requirement. The agency's focus has been on providing learning opportunities to employees that promote customer service, coaching, decision making, change management and problem solving. The agency provided staff development training in over 40 subject areas to approximately 7,200 employees. Additionally Civil Rights and Diversity training was provided to new staff and to existing staff due to attend as required every three years. The agency continued to utilize their Employee Learning Center (ELC) to track and monitor fulfillment of employee 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.

Lottery

In FY16, 100% of managers and supervisors were compliant with Management Training Rule Requirements. The Lottery provided new managers and supervisors various courses to enhance their supervisory skills. Many of these programs were provided by the Center for Management and Professional Development through the Office of Administration. The Lottery also offered technical and interpersonal skills training to other staff through various blended learning options that included self-learning, online training, and instructor-led classroom settings. The Lottery also increased the number of licenses in their e-learning platform to increase training accessibility and relevance for staff. Training in customer service, communication skills, conflict management, leadership, team development, sales, project management, DiSC training, and many job specific topics were offered. Various staff members also attended leadership training and professional development opportunities through industry organizations including the North American Association of State and Provincial Lotteries and Public Gaming Research Institute. Additionally, all employees completed training in Preventing Discrimination and Harassment, Information Security, Workplace Diversity and Responsible Gambling.

Transportation

In FY16 MoDOT continued their commitment to the development of employees through an organizational-wide Onboarding program, streamlining the way new employees are trained and developed; and developing both technical and interpersonal skills for all staff within their workforce. During FY16, 96% of MoDOT's supervisory staff met the requirements of the Management Training Rule. FY16 saw supervisory staff averaging 54.4 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. The agency provides a variety of personal and professional development opportunities for staff, which is tracked and reported via a web-based Learning Management System.

Supreme Court

The Supreme Court of Missouri recognizes the need for accurate and consistent training of supervisors. The Supreme Court is in the process of establishing a minimum training standard for supervisors. In FY 2017, the objective is to have all supervisors attend the Basic Supervision course offered by the Center for Management and Professional Development by the end of calendar year 2016. Other courses are being reviewed to form an entry level supervisor's course module. Once the basic courses are successfully completed, supervisors and staff will be able to select other courses that pertain to their specific development needs.

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.

AWARDS OF DISTINCTION & 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 in combination with the 2016 Awards of Distinction winners during a ceremony and cake and punch reception held in August, where he or she is presented with an engraved plaque or framed certificate in recognition of their extraordinary service.



Karla Smith (DSS) receives the Awards of Distinction for Human Relations from Governor Nixon.



Kristin Gentry (DSS) receives the Award of Distinction for Innovative Suggestion of the Year from Governor Nixon.



David Eppright (MoDOT) receives the Awards of Distinction for Heroism from Governor Nixon.



January 2016 SEOM Bryan Courtney (DPS) and Governor Nixon.



June 2016 SEOMs MSHPTroopers Brooks McGinnis and Gregory Primm and Governor Nixon.



July 2016 SEOM Patricia Nettleton (DSS) and Governor Nixon.

State Employee Recognition Day June 9, 2016 Missouri State Capitol South Lawn



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 FY16, approximately 80 suggestions were submitted to state agencies for review, and 12 were chosen to be immediately implemented.

STATE EMPLOYEE RECOGNITION WEEK AND DAY [SERW/SERD]

Missouri State Employee Recognition Week was celebrated June 6 -10, 2016. 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 9 on the south lawn of the Missouri State Capitol Building. The event was coordinated by the Division of Personnel and attended by approximately 5000+ state employees. Over 90 new and existing vendors and sponsors comprised of state agencies and local/national merchants. Photos of the event are shown below.



GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

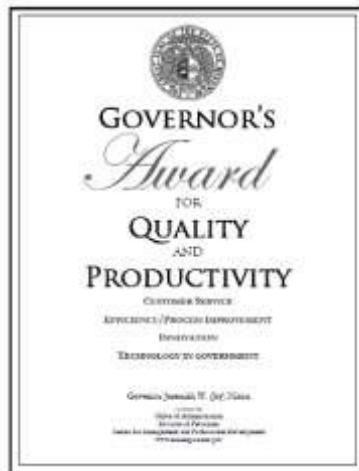
MISSOURI STATE EMPLOYEE WORK TEAMS RECOGNIZED FOR ENHANCING STATE GOVERNMENT

On Wednesday, October 28, 2015, two 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.

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.

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



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



To open the 2015 ceremony, GAQP winners, dignitaries and guests were treated to an Acapella singing of The National Anthem by Miss Carey Cossey (Dept. of Corrections) during the Presentation of the Colors by the Dept. of Corrections Honor Guard.



Commissioner Doug Nelson presents Col. J. Bret Johnson and Dept. of Public Safety Director, Lane Robers, with the Efficiency/Process Improvement awards; and, all three pose with members of the MACHS Fingerprint Portal winning team.



Miss Nakisha Blankenship (Dept. of Corrections) closed the ceremony with her Acapella version of God Bless America, while the Dept. of Corrections Honor Guard Retired the Colors.



Attendees at the reception enjoyed refreshments and music provided by Jefferson City High School String Trio.



Commissioner Doug Nelson presents Conservation Director, Robert "Bob" Ziehmer with the Technology in Government award; and, both men pose with members of the MO Hunting Mobile Application winning team.