

State of Missouri
Office of Administration

Division of
Personnel

2017

Annual Report





FY 2017

Annual Report

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What's Inside . . .

The Division of Personnel

Missouri State Government and the Division of Personnel	3
Functional Organizational Chart	5
Distribution of Resources	6
Accomplishments	7
MO Careers	8
PERforM: State Employee Planning and Appraisal System	9
EASE: The DOP's Online Application System	10
Applicant Characteristics	11

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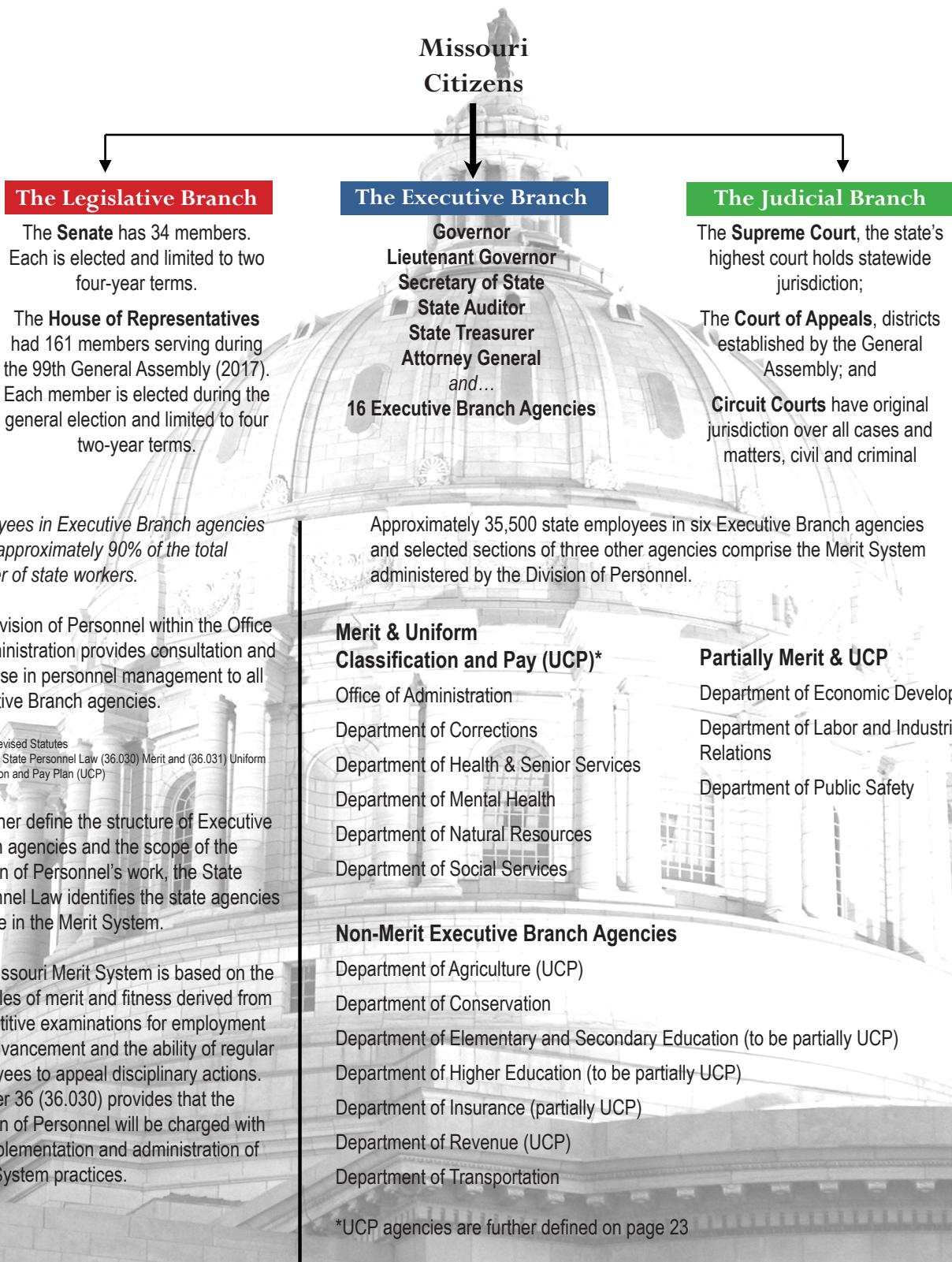
The State Workforce

12	Employee Data by County
14	Number of State Employees
15	Age
16	Gender
17	Ethnicity
18	Length of State Service
19	Classification and Pay Systems
20	Employee Pay Distribution
21	Executive Branch Turnover
22	Retirements
23	Labor Relations

Professional Development

Center for Management and Professional Development	24
Training in FY17	25
State Management Training Rule	26
Savings Offers for Employees	27
Recognition Programs	28

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Dear Colleagues,

I am honored to present the Office of Administration's Division of Personnel's Annual Report.

The Division of Personnel serves the citizens of Missouri by encouraging applicants to pursue careers in public service and striving to meet the personnel needs of its agency customers.

As public expectations continually alter the demands placed on customer agencies, these agencies must change to meet those needs. To better support agencies, the class specification process has been streamlined. Utilizing technology to expedite this process, a new team is now in place to work more closely with customer agencies.

In order to shorten turnaround times for position reviews, the Division implemented a new system that better tracks position review details, improves consistency, and has better access to historical data for reporting.

In an important step forward, the division in cooperation with the Office of Equal Opportunity, helped develop best practices for diversity inclusion and engagement, the components of which are best recruiting, hiring, training, and effective retention strategies.

We continued to develop new training opportunities designed to meet the ever-changing needs of our customers. Some new courses this year included *Critical Thinking Tools for Solving Problems in Complex Times, and Managing in Times of Information Overload*. To encourage employee engagement, the Division worked with agency coordinators to track and share best practice recognition strategies.

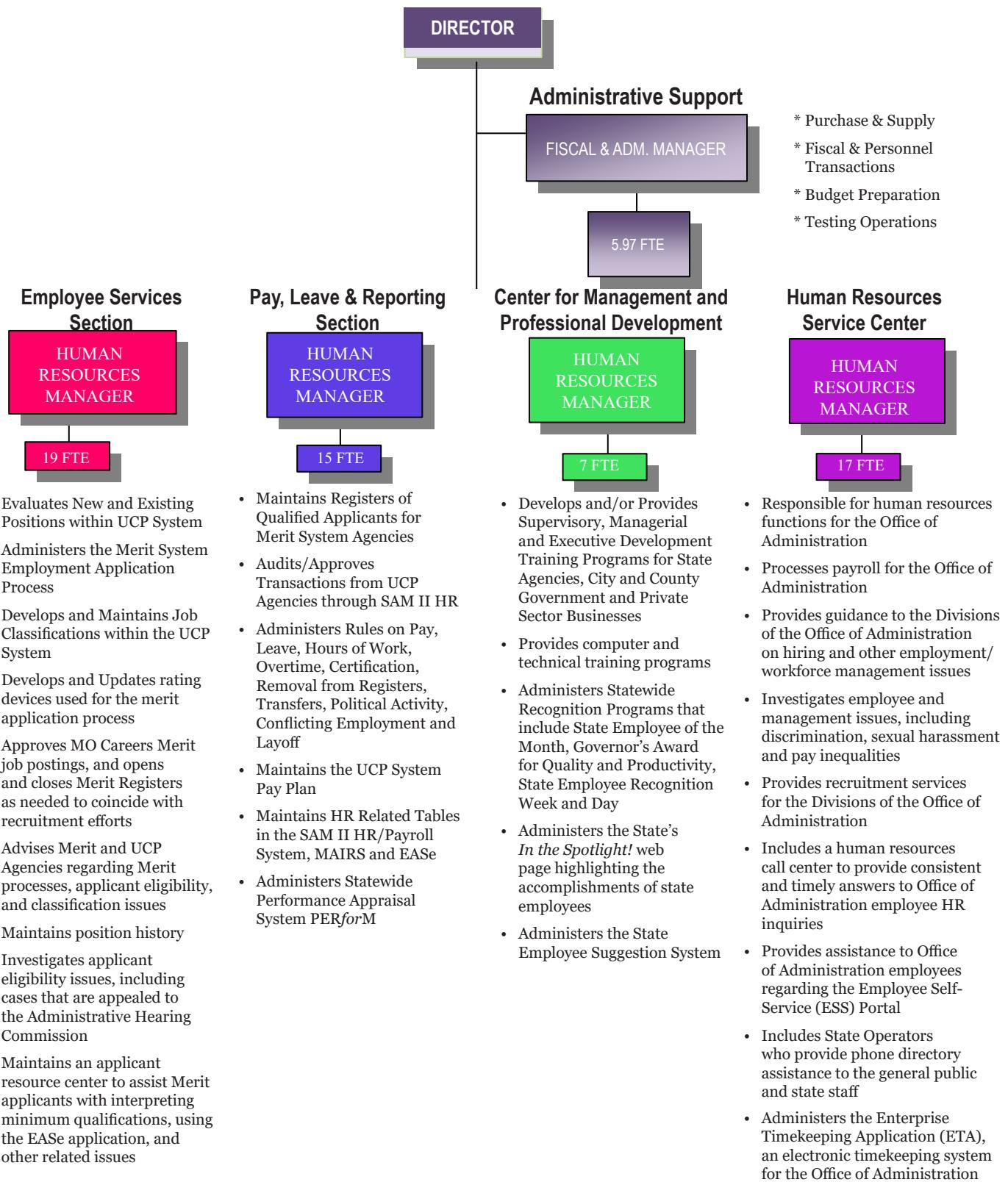
Our mission is to do our work effectively in ways that serve applicants and agencies while keeping in mind that we are responsible stewards of taxpayer dollars.

We look forward to an exciting year ahead.

Handwritten signature of Guy Krause.
Guy Krause
Acting Director

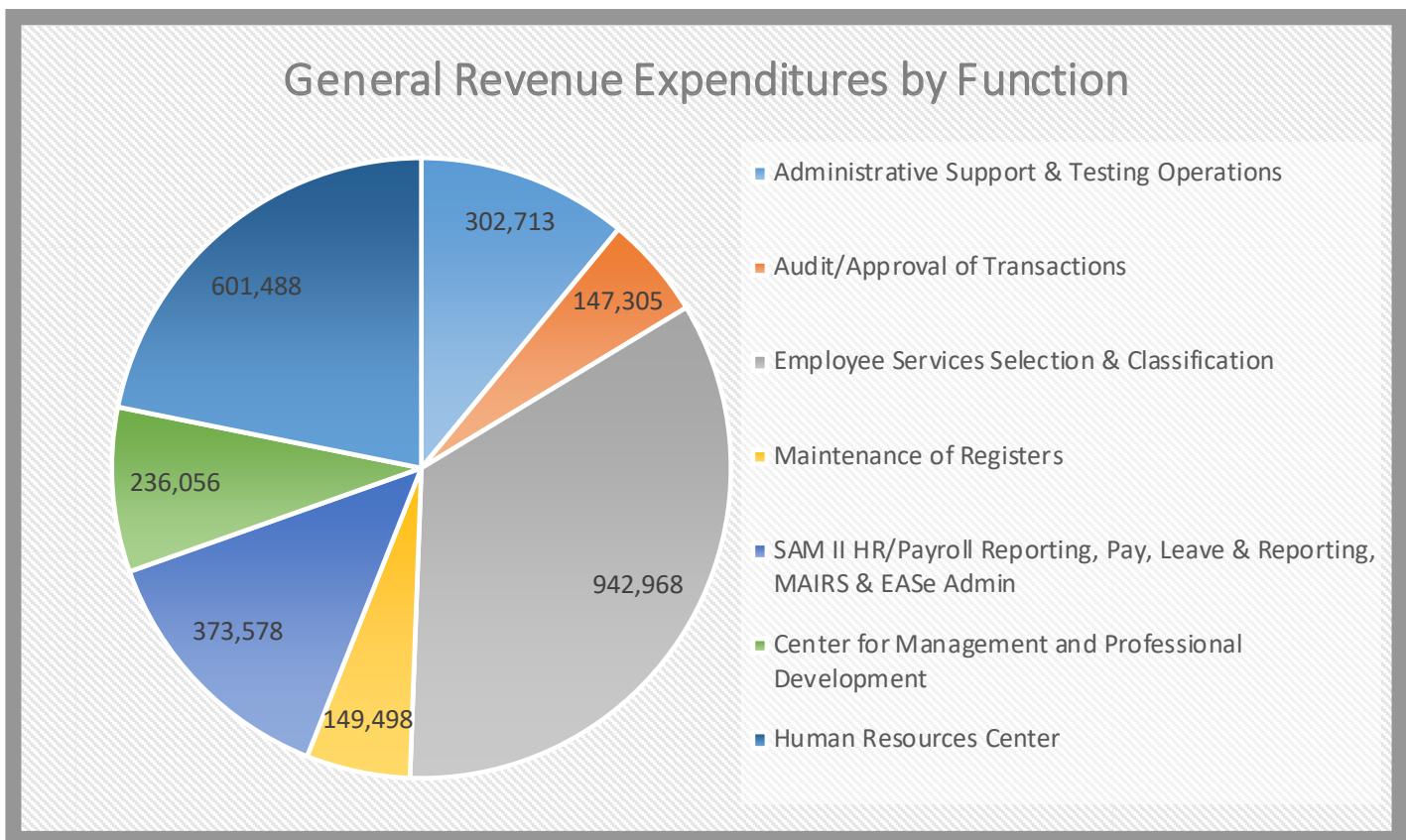
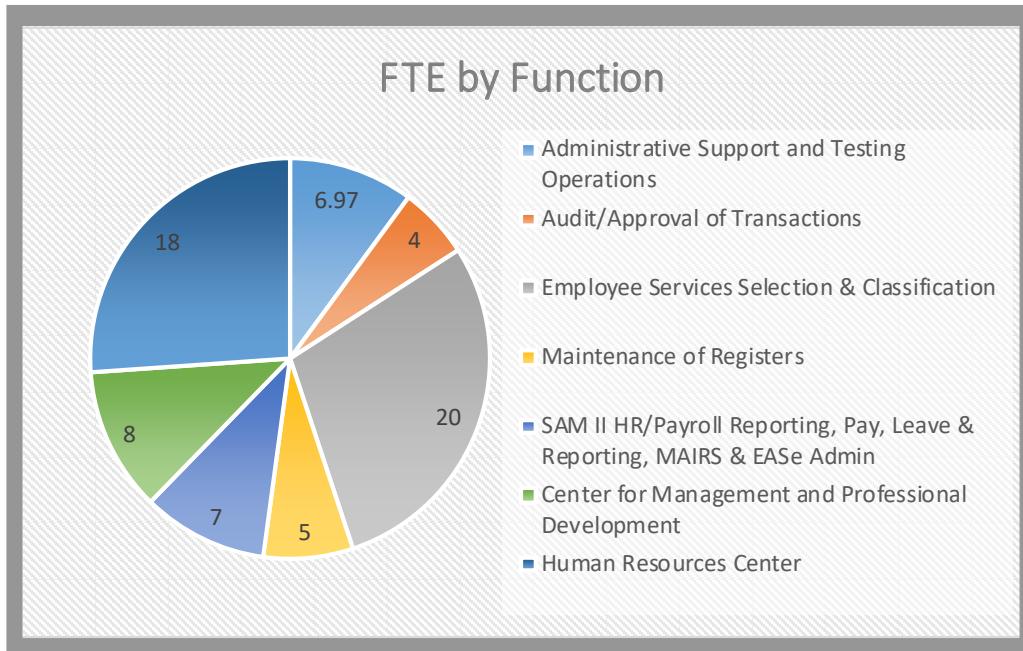
Division of Personnel

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.



Accomplishments

A sampling of the diverse breadth and scope of services provided by dedicated Division of Personnel Staff in FY17.

- Issued 7,204 Certificates of Eligibles (excludes trial certificates) providing 240,464 names of applicants to agencies on a timely basis.
- Provided technical support and analysis to assist the Personnel Advisory Board members in finalizing their FY2018 Pay Plan Recommendations and began work on the FY2019 Pay Plan Recommendations that were finalized in FY2018.
- Maintained electronic and paper merit application processes allowing 29,833 job applicants to apply for 98,946 job classifications.
- Added 73,368 names to merit registers via exams with a 100% Education and Experience component.
- Processed 64,410 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time.
- Employee Services processed 1,622 position reviews.
- HRSC processed 3,717 Employee Status Maintenance Transactions for Office of Administration employees.
- State agencies utilized the MO Careers website for 3,074 job postings. Of these, Employee Services approved/processed 2,054 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 multiple 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 FY2017, the Center was instrumental in providing 380 leadership, interpersonal communication and technical skills training programs and webinars attended by 5,394 people.
- The Center coordinated a variety of unique employee recognition programs highlighting individual and team accomplishments to serve as a model of performance excellence for others to follow.
- The Center collected and processed approximately 75 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.



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

MoCareers.mo.gov

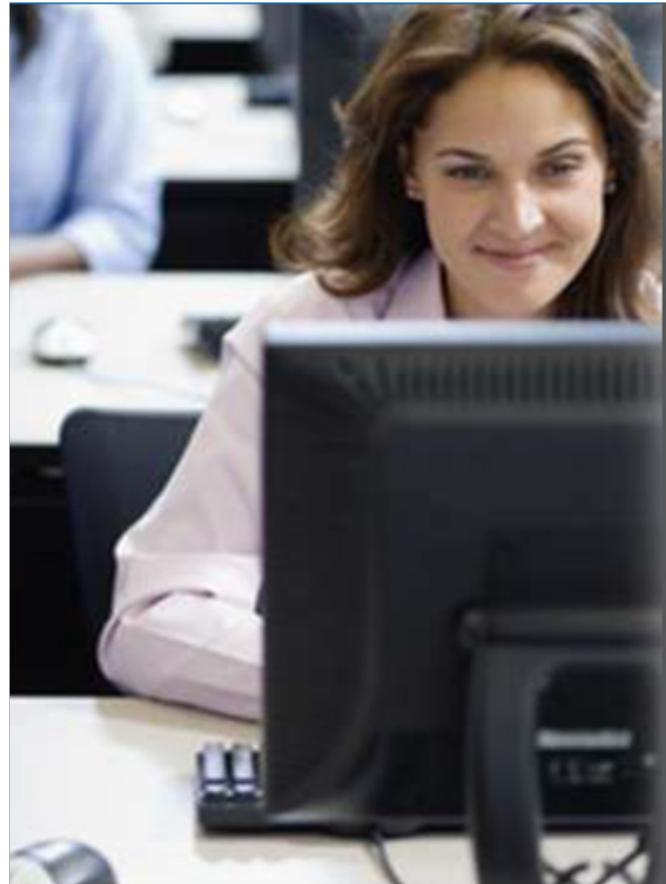
What is MO Careers?

MO Careers is a 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 8,000 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.

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



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 provides raters (supervisors) and reviewers (second-level supervisors) the ability to easily complete the appraisal process on-line.

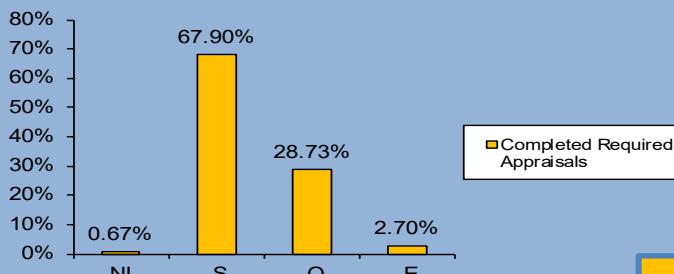
Using standardized performance components and the electronic storage of ratings – agency leaders can identify employees who are performing at established levels of successful performance and above, and implement strategies to assist employees who need help in one or more components of their job.

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 <https://.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 2016 “not Fiscal Year.”

2016 Statewide Percentages



NI – Needs Improvement
S – Successful
O - Outstanding
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:

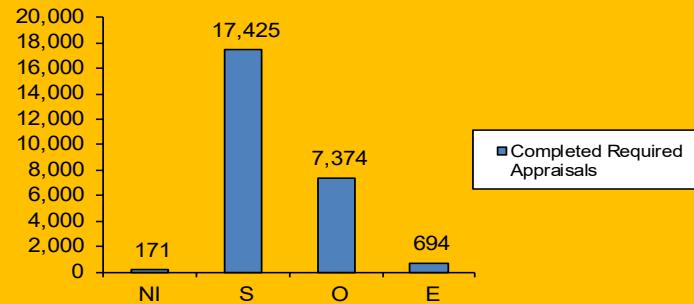
1. Performance Planning and documentation
2. Leadership
3. Management Skills

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

2016 Statewide Counts



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



The Electronic Application System

How does EASe work?

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



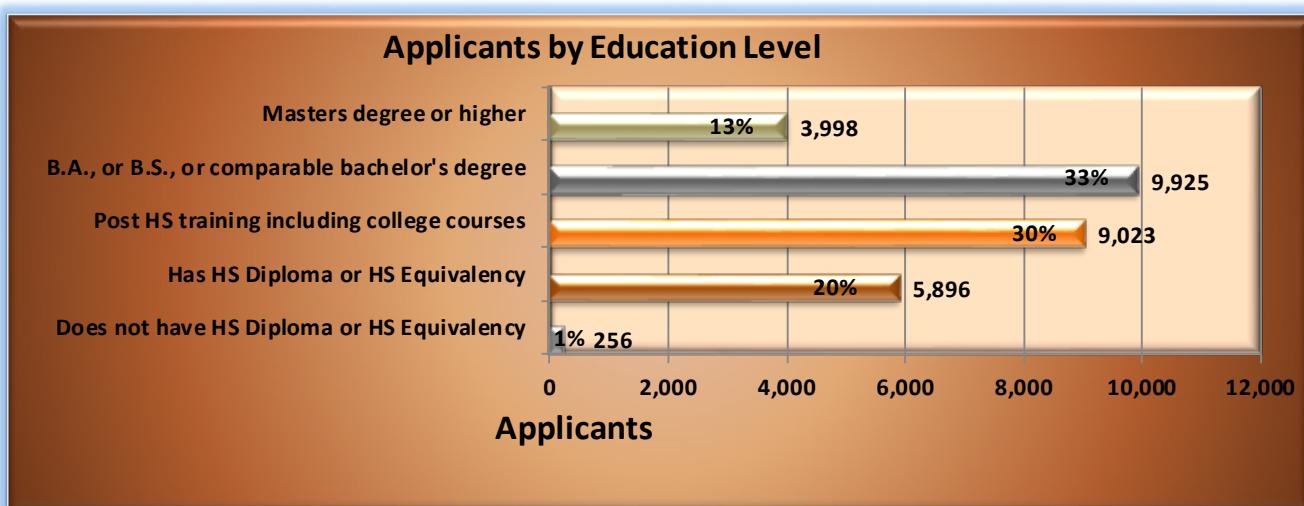
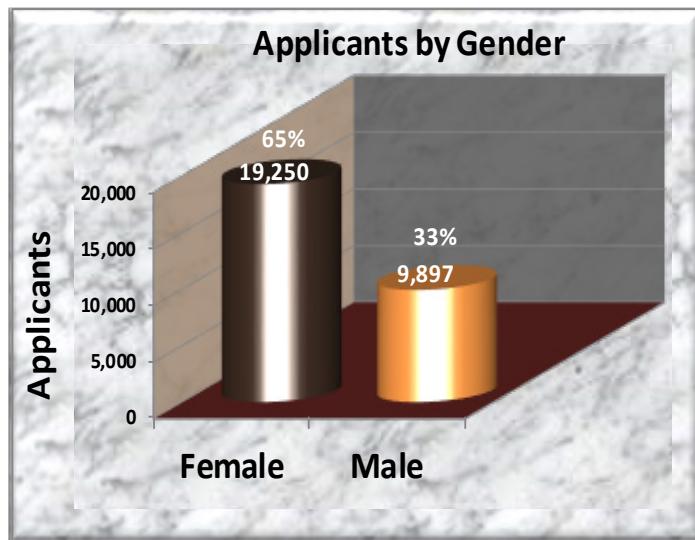
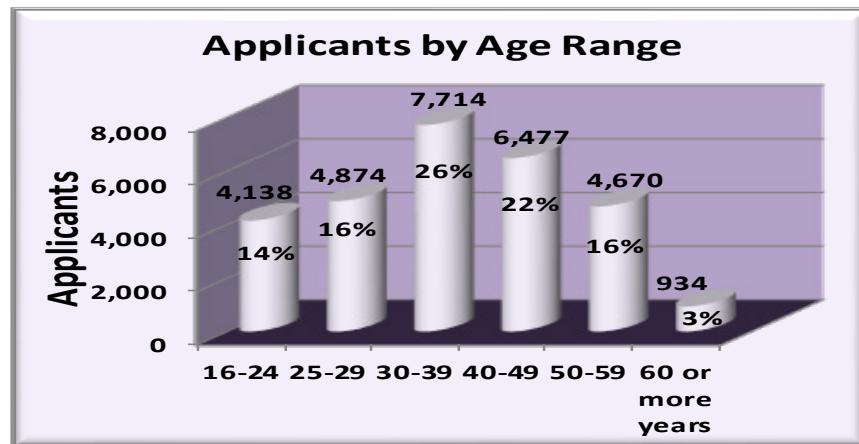
General Application Data

<u>FY17 Total Applicants</u>	29,833
<u>FY17 EASe Applicants</u>	29,482
<u>FY17 Total Applications for Job Classes</u>	98,946
<u>FY17 Job Classes Applied for Through EASe</u>	97,758
<u>FY17 Job Classes Applied for Using Paper Application</u>	1,188
<u>FY17 Applicants Registered Through EASe</u>	2,569
Total Number of Applicants Registered Through EASe (05/02/05 through 06/30 of current FY)	255,895
<u>Total Number of Merit UCP Job Classes</u>	678
<u>FY17 Total Classes Converted to EASe</u>	10
Total Number of Classes Converted to EASe as of 06/30 of FY17	519 (77%)

The EASe application can be accessed at www.ease.mo.gov. Many questions about EASe are covered in the Frequently Asked Questions. Please visit <https://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 29,673 FY17 applicants who submitted the optional Applicant Characteristic Survey:

Age Range - 28,807 (866 applicants did not respond)

Gender - 29,147 (526 applicants did not respond)

Education Level - 29,098 (575 applicants did not respond)

Employee Data by County



County	Residence	Work
ADAIR	186	163
ANDREW	277	25
ATCHISON	44	26
AUDRAIN	587	698
BARRY	146	113
BARTON	73	37
BATES	116	80
BENTON	99	43
BOLLINGER	103	33
BOONE	1,933	524
BUCHANAN	1,159	1586
BUTLER	491	723
CALDWELL	242	27
CALLAWAY	2,468	1906
CAMDEN	281	147
CAPE GIRARDEAU	650	723
CARROLL	145	27
CARTER	76	33
CASS	267	177
CEDAR	126	40
CHARITON	95	22
CHRISTIAN	441	144
CLARK	37	30
CLAY	663	401
CLINTON	364	1113
COLE	6,679	13613
COOPER	317	350
CRAWFORD	171	83
DADE	54	20
DALLAS	107	32
DAVIESS	210	24
DEKALB	297	61
DENT	192	80
DOUGLAS	97	39
DUNKLIN	214	179
FRANKLIN	61	268

County	Residence	Work
GASCONADE	167	38
GENTRY	90	45
GREENE	1,288	1776
GRUNDY	144	58
HARRISON	112	37
HENRY	133	80
HICKORY	43	34
HOLT	72	26
HOWARD	126	28
HOWELL	320	356
IRON	163	23
JACKSON	2,046	2839
JASPER	443	487
JEFFERSON	946	500
JOHNSON	440	342
KNOX	21	17
LACLEDE	203	167
LAFAYETTE	542	640
LAWRENCE	337	367
LEWIS	51	32
LINCOLN	253	180
LINN	215	86
LIVINGSTON	429	571
MCDONALD	52	34
MACON	324	321
MADISON	271	41
MARIES	270	24
MARION	299	292
MERCER	21	21
MILLER	655	99
MISSISSIPPI	191	461
MONITEAU	686	331
MONROE	133	33
MONTGOMERY	172	77
MORGAN	247	47
NEW MADRID	167	92

Employee Data by County (cont'd)

County	Residence	Work	County	Residence	Work
NEWTON	220	105	STE. GENEVIEVE	130	40
NODAWAY	276	271	ST. FRANCOIS	2071	2522
OREGON	54	29	ST. LOUIS COUNTY	3693	3607
OSAGE	890	24	SALINE	524	440
OZARK	66	39	SCHUYLER	35	16
PEMISCOT	89	106	SCOTLAND	41	48
PERRY	87	21	SCOTT	527	444
PETTIS	337	196	SHANNON	103	48
PHELPS	472	634	SHELBY	80	32
PIKE	446	547	STODDARD	294	114
PLATTE	221	72	STONE	105	52
POLK	141	96	SULLIVAN	32	26
PULASKI	243	80	TANEY	159	132
PUTNAM	39	21	TEXAS	500	557
RALLS	185	22	VERNON	280	341
RANDOLPH	394	514	WARREN	120	66
RAY	123	49	WASHINGTON	382	416
REYNOLDS	63	37	WAYNE	138	60
RIPLEY	115	39	WEBSTER	247	233
ST. CHARLES	874	643	WORTH	30	14
ST. CLAIR	56	26	WRIGHT	169	89
			ST. LOUIS CITY	1526	2731
COUNTY SUBTOTAL	25,359	27,161	COUNTY SUBTOTAL	23,258	22,630
2ND CO. COLUMN	23,258	22,630			
UNKNOWN	20	14			
OTHER CONVERSION	41				
OUT OF STATE	1,155	28			
TOTAL	49,833	49,833			

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, 2017.

Work: Number of active, non-temporary, $\geq .5\%$ FTE's with work locations assigned to this county as of June 30, 2017.

Number of Missouri State Employees:

A Comparison between FY16 and FY17

Elected Officials and Non-UCP Agencies*				
Agency	FY 16 Count	FY 17 Count	Loss/Gain	
Legislature	517	540	23	
Judiciary	3,174	3,185	11	
Public Defender	565	584	19	
Governor	21	28	7	
Lt. Governor	6	7	1	
Secretary of State	222	211	-11	
State Auditor	112	112	0	
State Treasurer	44	46	2	
Attorney General	335	324	-11	
Conservation	1,382	1,384	2	
Elem & Sec Education**	1,704	1,704	0	
Higher Education**	56	53	-3	
Transportation	5,085	5,085	0	
TOTAL	13,223	13,263	40	

UCP Agencies	Classified/Covered				Unclassified/Exempt				FY 17 Totals*	
	FY16	FY17	FY17%	Loss/Gain	FY16	FY17	FY17%	Loss/Gain	Total Count	Loss/Gain
Office of Adm.	1,677	1,668	95.2%	-9	82	82	4.7%	0	1,753	-9
Agriculture	303	310	93.4%	7	26	22	6.6%	-4	332	3
Insurance	247	247	48.8%	0	277	259	51.2%	-18	506	-18
Economic Dev.	693	684	87.8%	-9	101	95	12.2%	-6	779	-15
Health & Sr. Serv.	1,676	1,688	97.8%	12	37	38	2.2%	1	1,726	13
Labor & Ind. Rel.	632	590	90.4%	-42	71	63	9.7%	-8	653	-50
Mental Health	6,193	6,120	97.0%	-73	168	164	2.6%	-4	6,309	-77
Natural Resources	1,364	1,335	96.9%	-29	47	42	3.1%	-5	1,378	-34
Public Safety**	2,183	2,210	46.7%	27	2,504	2,487	52.6%	-17	4,730	10
Revenue	1,153	1,158	92.7%	5	97	90	7.2%	-7	1,249	-2
Social Services	6,529	6,432	97.8%	-97	145	134	2.0%	-11	6,575	-108
Corrections	10,646	10,375	98.1%	-271	99	101	1.0%	2	10,579	-269
TOTALS	33,296	32,817	89.7%	-479	3,654	3,577	10.0%	-77	36,569	-556

*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 53

2,597 state employees are under 25

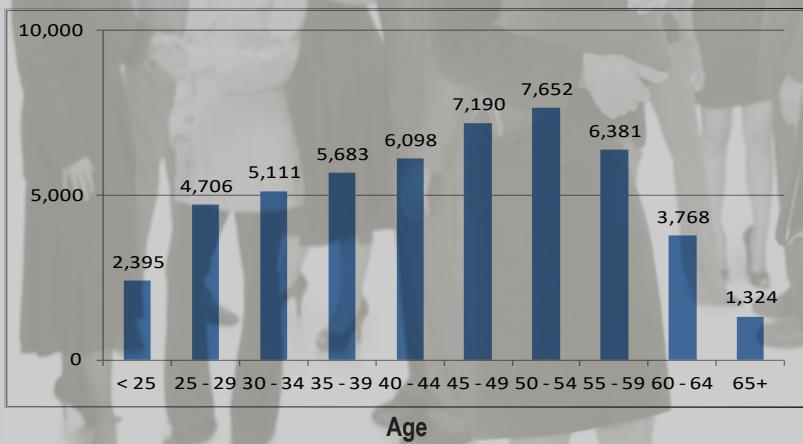
17,933 state employees are under 40

30,520 state employees are between 40 and 64

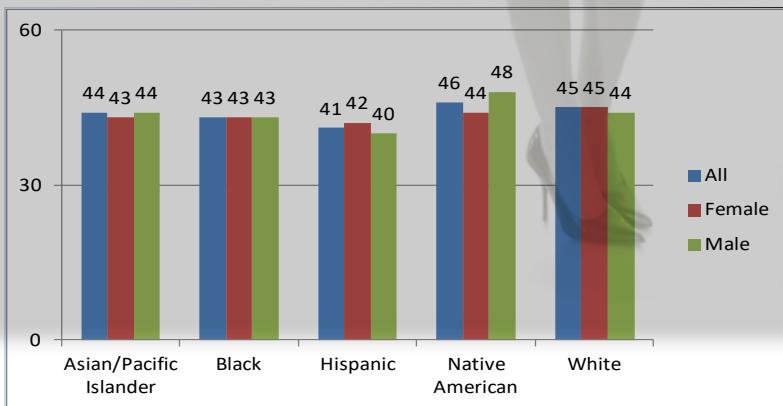
1,362 state employees are 65 and older

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 49,833.
18 employees had an invalid or missing birthdate in the SAM II HR/Payroll System. Of those with valid birthdays, 726 employees had invalid or no ethnicity listed.

AGENCY/OFFICE	Average Age Employees Begin State Service	Average Age of Employees
Legislature	38	48
Judiciary	36	48
Public Defender	33	43
Governor	30	33
Lt. Governor	42	50
Secretary of State	34	46
State Auditor	28	38
State Treasurer	32	42
Attorney General	34	43
Office of Administration	33	47
Agriculture	33	44
Insurance	33	44
Conservation	31	44
Economic Development	36	47
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	31	41
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.

Gender



Agency	Employee Count	Females		Males	
		#	%	#	%
Legislature	540	246	45.6%	294	54.4%
Judiciary	3,185	2,468	77.5%	717	22.5%
Public Defender	584	334	57.2%	250	42.8%
Governor	28	11	39.3%	17	60.7%
Lt. Governor	7	1	14.3%	6	85.7%
Secretary of State	211	137	64.9%	74	35.1%
State Auditor	112	61	54.5%	51	45.5%
State Treasurer	46	27	58.7%	19	41.3%
Attorney General	324	208	64.2%	116	35.8%
Office of Administration	1,753	639	36.5%	1,114	63.5%
Agriculture	332	149	44.9%	183	55.1%
Insurance	5206	303	59.9%	203	40.1%
Conservation	1,385	346	25.0%	1,039	75.0%
Economic Development	779	476	61.1%	303	38.9%
Elem & Sec Education	1,704	1,388	81.5%	316	18.5%
Higher Education	53	41	77.4%	12	22.6%
Health & Senior Services	1,726	1,406	81.5%	320	18.5%
Transportation	5,085	916	18.0%	4,169	82.0%
Labor & Industrial Rel	653	443	67.8%	210	32.2%
Mental Health	6,309	4,505	71.4%	1,804	28.6%
Natural Resources	1,398	573	41.6%	805	58.4%
Public Safety	4,730	2,253	47.6%	2,477	52.4%
Revenue	1,249	902	72.2%	347	27.8%
Social Services	6,575	5,375	81.7%	1,200	18.3%
Corrections	10,579	4,378	41.4%	6,201	58.6%
TOTALS	49,833	27,586		22,247	
PERCENTAGES			55.4%		44.6%

Note: The employee count includes full-time (>=.5% FTE), "permanent" employees who have valid gender information entered in the SAM II HR/Payroll System, as of June 30, 2017.

Ethnicity



Ethnicity by Agency*

Agency	Employee Count	American Indian	%	Asian	%	Black or African American	%	Hispanic or Latino	%	Native Hawaiian or Other Pacific Islander	%	2 or more Races	%	WHITE	%
LEGISLATURE	540	2	0.4%	0	0.0%	44	8.1%	2	0.4%	0	0.0%	0	0.14%	488	90.4%
JUDICIARY	3,185	5	0.2%	11	0.3%	278	8.7%	27	0.8%	0	0.0%	2	0.90%	2,793	87.7%
PUBLIC DEFENDER	584	2	0.3%	9	1.5%	43	7.4%	11	1.9%	0	0.0%	4	0.46%	506	86.6%
GOVERNOR	28	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.00%	28	100.0%
LT. GOVERNOR	7	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	1.67%	7	100.0%
SECRETARY OF STATE	211	2	0.9%	1	0.5%	13	6.2%	1	0.5%	0	0.0%	2	0.34%	186	88.2%
STATE AUDITOR	112	0	0.0%	1	0.9%	6	5.4%	2	1.8%	0	0.0%	0	0.43%	100	89.3%
STATE TREASURER	46	0	0.0%	0	0.0%	2	4.3%	1	2.2%	0	0.0%	0	0.36%	43	93.5%
ATTORNEY GENERAL	324	3	0.9%	2	0.6%	11	3.4%	3	0.9%	0	0.0%	0	0.06%	303	93.5%
OFFICE OF ADMINISTRATION	1,753	11	0.6%	43	2.5%	107	6.1%	12	0.7%	0	0.0%	7	0.06%	1,552	88.5%
AGRICULTURE	332	0	0.0%	2	0.6%	7	2.1%	2	0.6%	0	0.0%	3	0.00%	295	88.9%
INSURANCE	506	1	0.2%	6	1.2%	25	4.9%	1	0.2%	0	0.0%	1	0.40%	466	92.1%
CONSERVATION	1,385	5	0.4%	10	0.7%	30	2.2%	8	0.6%	0	0.0%	2	0.68%	1,326	95.7%
ECONOMIC DEVELOPMENT	779	10	1.3%	13	1.7%	113	14.5%	8	1.0%	0	0.0%	13	0.00%	604	77.5%
ELEM & SEC EDUCATION	1,704	6	0.4%	19	1.1%	168	9.9%	14	0.8%	0	0.0%	20	0.95%	1,416	83.1%
HIGHER EDUCATION	53	0	0.0%	0	0.0%	3	5.7%	0	0.0%	0	0.0%	0	0.00%	49	92.5%
HEALTH and SENIOR SERVICES	1,726	9	0.5%	20	1.2%	160	9.3%	23	1.3%	2	0.1%	16	0.00%	1,415	82.0%
MODOT	5,085	65	1.3%	27	0.5%	316	6.2%	66	1.3%	0	0.0%	3	0.00%	4,589	90.2%
LABOR & INDUSTRIAL RELATIONS	653	7	1.1%	5	0.8%	62	9.5%	7	1.1%	1	0.2%	3	0.20%	558	85.5%
MENTAL HEALTH	6,309	11	0.2%	110	1.7%	1,956	31.0%	68	1.1%	1	0.0%	21	1.17%	4,045	64.1%
NATURAL RESOURCES	1,378	5	0.4%	21	1.5%	29	2.1%	10	0.7%	0	0.0%	14	0.93%	1,256	91.1%
PUBLIC SAFETY	4,730	30	0.6%	47	1.0%	437	9.2%	63	1.3%	2	0.0%	16	0.33%	4,084	86.3%
REVENUE	1,249	4	0.3%	25	2.0%	67	5.4%	13	1.0%	1	0.1%	7	1.02%	1,082	86.6%
SOCIAL SERVICES	6,575	37	0.6%	34	0.5%	1,071	16.3%	66	1.0%	1	0.0%	28	0.56%	5,284	80.4%
CORRECTIONS	10,579	32	0.3%	44	0.4%	643	6.1%	116	1.1%	8	0.1%	38	0.00%	9,425	89.1%
TOTALS	49,833	247	0.5%	450	0.9%	5,591	11.2%	524	1.1%	16	0.0%	200	0.4%	41,900	84.1%

2.5%

Hispanic, Native Hawaiian or Other
Pacific Islander, and American
Indian Descent

11.2%

Black

84.1%

White

*905 employees have unknown ethnicity designated in the SAM II HR/Payroll System, as of June 30, 2017.

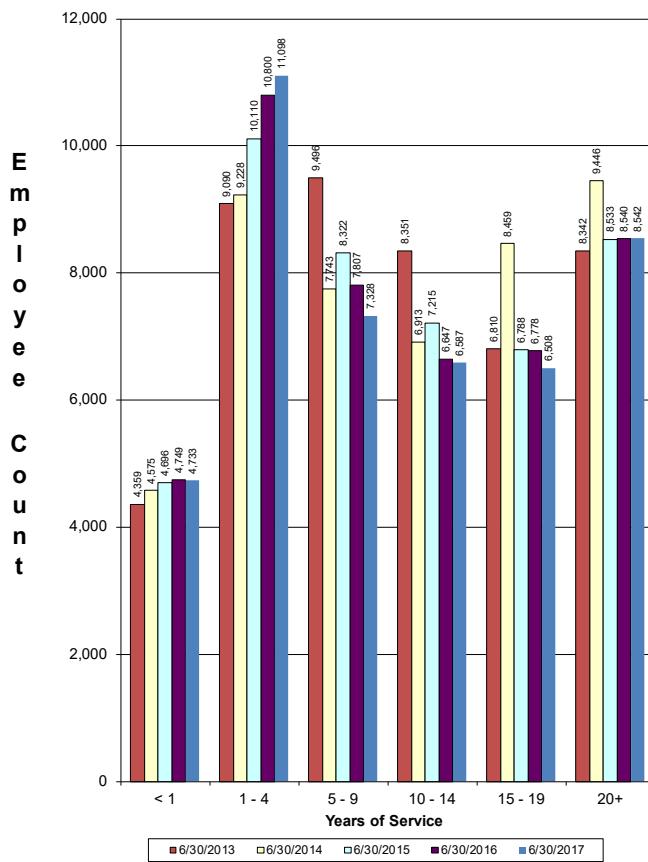
Active, non-temporary, >=.5 FTE as of 6/30/17

Length of State Service

The average length of state service on 06/30/17 was 11 years and 02 months
 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

Approximately **35%** of the
 workforce has been employed with
 the state less than **5 years**

Comparison of Years of Service Categories



Average Years/Months of Service for Executive Branch Agencies

Office of Administration	14/00
Agriculture	11/07
Insurance	12/03
Conservation	13/07
Economic Development	12/03
Elem & Sec Education	11/01
Higher Education	13/09
Health & Sr. Services	11/08
Transportation	12/07
Labor & Ind Relations	13/05
Mental Health	09/09
Natural Resources	12/09
Public Safety	10/07
Revenue	10/11
Social Services	10/11
Corrections	10/04

Classification and Pay Systems

Uniform Classification and Pay

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

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

Exclusions

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

Uniform Classification and Pay System (UCP)		
Merit System Agencies	Non-Merit System Agencies	Non-Merit & Non-UCP
Office of Administration	Department of Agriculture ¹ Department of Elementary and Secondary Education ^{2 and 3} Department of Economic Development Housing Development Commission Public Counsel Business & Community Services – Labor Market Information Team Workforce Development Tourism	Office of Administration Ethics Commission Department of Conservation Department of Elementary and Secondary Education ³
Department of Corrections		
Department of Economic Development	Department 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 Insurance, Financial Institutions and Professional Registration Financial Examiners ⁴ Market Conduct Examiners ⁴ Division of Finance Division of Credit Unions
Department of Health and Senior Services		
Department of Labor and Industrial Relations	Department of Labor and Industrial Relations Administration Operations Employment Security Labor Standards (partially Merit) Fraud & Non-compliance Unit (Division of Workers Compensation)	Department of Public Safety MSHP Uniformed Members
Department of Mental Health		
Department of Natural Resources		
Department of Public Safety	SEMA Capitol Police Veterans Commission	Department of Transportation Non-Executive Branch Elected Officials Legislative Branch Judicial Branch State Public Defender State Colleges & Universities
Department of Social Services		
	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	
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, 2017
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		50	250	67	55	26	30	15	8
Judiciary	2,994		1,245	598	273	377	37	38	4	5
Public Defender	579		101	144	90	67	115	49	5	3
Governor	28		1	1	5	7	1	3	1	9
Lt. Governor	7			1	4		1		1	
Secretary of State	209		50	78	41	15	14	3	2	4
State Auditor	111			26	32	15	8	14	6	8
State Treasurer	46		13	13	5	3	4	2		4
Attorney General	319		7	88	63	72	29	18	18	7
Office of Administration	1,744		195	493	377	330	193	116	19	12
Agriculture	322		22	139	97	32	12	13	3	1
Insurance	495		68	127	56	48	42	67	48	30
Conservation	1,384	1	186	387	409	230	89	56	12	8
Economic Development	778		17	313	190	103	73	44	13	12
Elem & Sec Education	958		151	153	364	215	47	12	5	7
Higher Education	53		2	22	13	7	3	2	2	1
Health & Senior Services	1,715		209	632	469	271	96	19	10	4
Transportation	5,063		578	2,310	1,091	612	276	112	40	10
Labor & Industrial Relations	648		83	332	114	55	17	6	5	1
Mental Health	6,216	2	3,255	1,597	478	451	223	95	40	27
Natural Resources	1,352		217	341	461	213	80	24	5	5
Public Safety	4,651		1,366	893	812	549	395	483	98	40
Revenue	1,243		671	274	134	78	53	18	8	1
Social Services	6,546		845	4,497	934	146	66	31	13	5
Corrections	10,528		2,093	7,472	765	124	42	16	12	2
Employees by Salary Level	3	11,425	21,181	7,344	4,075	1,942	1,271	387	201	661
% of Employees by Salary Level	0.01%	23.56%	43.68%	15.15%	8.40%	4.00%	2.62%	0.80%	0.41%	1.36%
Cumulative Totals by Salary Level	3	11,428	32,609	39,953	44,028	45,970	47,241	47,628	47,829	48,490
Cumulative % by Salary Level	0.01%	23.57%	67.25%	82.39%	90.80%	94.80%	97.42%	98.22%	98.64%	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	1,756.5	13.4%	7.0%	235	42	81	7	75	30
Agriculture	328.0	17.1%	7.6%	56	6	19	5	23	3
Insurance	513.5	17.3%	11.7%	89	23	37	4	20	5
Conservation	1,381.0	8.5%	4.3%	117	59	0	7	46	5
Economic Development	786.0	18.8%	11.8%	148	29	64	4	44	7
Elem & Sec Education	1,699.5	14.9%	8.2%	253	69	70	38	72	4
Higher Education	53.5	18.7%	13.1%	10	3	4	0	3	0
Health & Senior Services	1,716.0	15.0%	10.0%	257	45	127	20	57	8
Transportation	5,078.0	11.1%	6.4%	565	12	313	48	166	26
Labor & Industrial Relations	674.0	19.6%	10.8%	132	30	43	2	39	18
Mental Health	6,371.5	27.7%	17.2%	1,765	509	585	403	213	55
Natural Resources	1,393.0	13.6%	8.0%	190	70	42	5	47	26
Public Safety	4,719.5	29.1%	17.0%	1,374	268	536	399	149	22
Revenue	1,250.0	21.4%	14.7%	267	69	115	22	53	8
Social Services	6,614.5	21.0%	16.8%	1,392	202	906	29	243	12
Corrections	10,685.5	18.2%	12.7%	1,949	116	1,241	198	337	57
TOTALS	45,020.0	19.5%	12.7%	8,799	1,552	4,183	1,191	1,587	286
Percent Turnover by Reason					3.4%	9.3%	2.6%	3.5%	0.6%

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, 2016 through June 30, 2017.

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, 2016 Employee Count + June 30, 2017 Employee Count divided by 2.



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
	2017*	2018	2019	2020	2021			
Legislature	70	13	14	11	13	121	0.2%	22.4%
Judiciary	494	81	71	78	99	823	1.7%	25.8%
Public Defender	55	16	7	11	7	96	0.2%	16.4%
Governor	0	0	0	0	1	1	0.0%	3.6%
Lt. Governor	1	0	0	0	1	2	0.0%	28.6%
Secretary of State	40	3	9	7	6	65	0.1%	30.8%
State Auditor	9	5	2	2	3	21	0.0%	18.8%
State Treasurer	4	0	3	1	0	8	0.0%	17.4%
Attorney General	37	9	4	11	8	69	0.1%	21.3%
Office of Administration	307	66	72	64	57	566	1.1%	32.3%
Agriculture	70	5	9	4	8	96	0.2%	28.9%
Insurance	69	13	19	16	15	132	0.3%	26.1%
Conservation	222	40	48	32	56	398	0.8%	28.7%
Economic Development	140	25	25	22	21	233	0.5%	29.9%
Elementary and Secondary Education	227	51	52	44	62	436	0.9%	25.6%
Higher Education	8	1	1	2	4	16	0.0%	30.2%
Health and Senior Services	248	50	44	56	58	456	0.9%	26.4%
Labor and Industrial Relations	112	20	21	27	18	198	0.4%	30.3%
Mental Health	665	147	177	170	196	1,355	2.7%	21.5%
Natural Resources	216	54	31	53	43	397	0.8%	28.8%
Public Safety	206	43	63	66	57	435	0.9%	9.2%
Revenue	157	26	28	40	36	287	0.6%	23.0%
Social Services	701	183	190	178	196	1,448	2.9%	22.0%
Corrections	1,068	267	309	286	338	2,268	4.6%	21.4%
MOSERS Total	5,131	1,118	1,200	1,181	1,308	9,938	19.9%	
MPERS Total	787	232	251	266	301	1,837	3.7%	
Grand Total	5,918	1,350	1,451	1,447	1,609	11,775	23.6%	

*Data includes active employees eligible to retire on June 30, 2017. Many of these employees were previously eligible to retire.

Labor Relations

At the end of FY17, **21,263** state employees (42.2% 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.

21,263 state employees (42.5% 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		Number of Non-Members	
			% of Total Represented Employees		% of Total Represented Employees	
AFSCME	Patient Care Support	3,992	1,038	26%	2,954	74%
AFSCME	Craft and Maintenance	2,123	138	7%	1,985	93%
SEIU	Probation & Parole Officers I/II/III	1,211	117	10%	1,094	90%
SEIU	Patient Care Professionals	808	52	6%	756	94%
SEIU	Probation & Parole Assistants I/II	156	12	8%	144	92%
CWA	Social Services/Office of Administration	4,899	719	15%	4,180	85%
CWA	Health & Senior Services	658	60	9%	598	91%
MOCOA	Corrections Officers	5,060	2,086	41%	2,974	59%
*IAFF	Firefighters (Adjutant General)	*	*	*	*	*
IUOE	Operating Engineers (MoDOT)	2,356	23	1%	2,333	99%
**MFT	Elementary & Secondary Education	**	**	**	**	**
		TOTALS	21,263	4,286	20%	17,018
						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

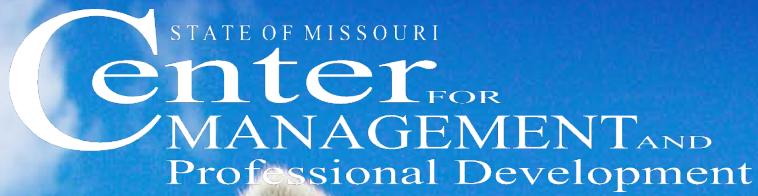
*IAFF: International Association of Firefighters

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.



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

Don't let **work** get your goat

The Center for Management and Professional Development (Center) within the Division of Personnel exists to help Missouri business organizations and government entities 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 **WORKSHOPS**, **WEBINARS** and other **ONLINE LEARNING SOLUTIONS** prepare individuals to handle the challenges present in today's demanding workplace that include goal setting, managing a diverse workforce, creating and maintaining a culture of trust, dealing with conflict, leading change and innovation, decision making, communication, performance management and other day-to-day issues that, left unresolved, can potentially derail any team's success.

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.

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.



In addition to creating and providing customized workshops and webinars, the Center also provides training programs developed by other world class training leaders. The variety of programs available and the subject matter experts who deliver them ensure organizations and learners receive the development solution that is right for them.

The Center for Management and Professional Development

Training in FY17

Inspiring current and potential leaders on their journey to excellence.

Throughout FY17, 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 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'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 convenient and efficient 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; and 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.

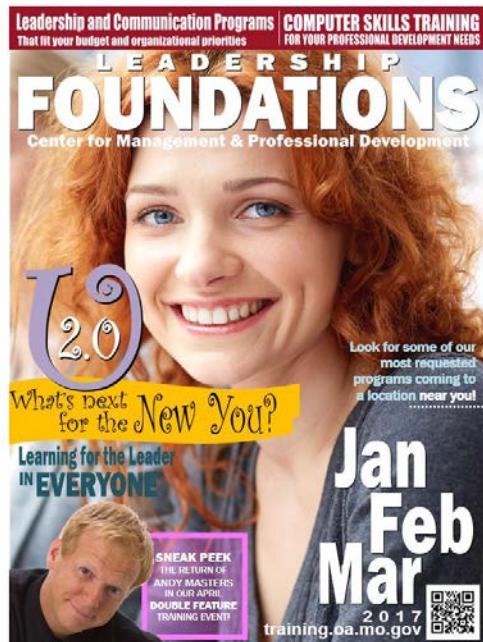


Image: Front cover of the Center's January – March 2017 Foundations Quarterly Training Calendar

Outreach and Special Events

The Center also provided many special programs to state agencies and private sector organizations that requested a customized training experience for their workforce. Staff also attended business and professional speakers showcase events and other outreach venues to inform the public about the various learning options available through the Center.



Image: Front cover of the Center's Solutions e-magazine

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.

In FY17, the Center provided or sponsored a total of 380 training programs and webinars attended by 5,394.

Includes 1,041 people who attended 67 classes held by other agencies using the Center's computer training lab.

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

The State Management Training Rule

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 the specific job responsibilities of each employee.

Chapter 36 prescribes that the Division of Personnel will develop, initiate and implement a central training program for executive, managerial and supervisory development in conjunction with this Rule. Additionally, each year, the Division requests state agencies to provide information about adherence to the Rule to include in this report. The following information reflects data received from Executive Branch agencies that responded to this request.

Due to the manner in which this data is collected, some agencies report on the fiscal year (FY17), while other agencies report on the calendar year (CY16). Regardless of their inclusion in this report, all state agencies strive to provide appropriate and pertinent training for managers and supervisors (and employees in general) throughout the year.

Conservation

The Department is currently planning to implement new technology to accurately track Training Rule requirements.

Corrections

In FY17, 81% of newly promoted supervisors and managers were in compliance with the 40-hour Training Rule requirement, and 87% of all tenured supervisors were in compliance with the 16-hour requirement.

Economic Development

The Department is comprised of several administrative entities, over which it has varying degrees of oversight authority:

Type I (Administrative Services, Business & Community Development, Energy & Workforce Development) – In FY17, 100% of applicable personnel met or exceeded Training Rule requirements.

Type II and III (Missouri Arts Council, Office of Public Counsel, Public Service Commission and Tourism) – In FY17, 96% of management personnel met or exceeded the Training Rule requirements.

Missouri Housing Development Commission. In FY17, 95% of management personnel met or exceeded Training Rule requirements.

Elementary and Secondary Education

During FY17, 62% of the agency's managers and supervisors complied with the requirements of the Management Training Rule.

Health and Senior Services

In FY17, approximately 63% of management personnel met or exceeded Training Rule requirements.

Higher Education

In FY17, approximately 77.8% of management personnel met or exceeded Training Rule requirements.

Insurance, Financial Institutions & Professional Registration

During FY17, the Department achieved 96% compliance with the Management Training Rule.

Labor and Industrial Relations

During CY16, 84% of the Department's managers and supervisors met the Training Rule requirement.

Natural Resources

In FY17, the Department achieved 100% compliance with the 40-hour Training Rule requirement, and 92% compliance with the 16-hour requirement.

Office of Administration

Because the Department is decentralized in its training efforts, compliance to the Rule is difficult to report with accuracy. However, in FY17, it is estimated that 18.6% of supervisors and managers adhered to the Training Rule.

Public Safety

Reporting Organizations:

Missouri Highway Patrol

In FY17 (calendar year 2016), all applicable personnel were 98% compliant with the Training Rule.

Missouri Gaming Commission

In FY17, 100% of managers and supervisors were compliant with the Training Rule requirement.

State Emergency Management Agency (SEMA)

In FY17, 88.75% of managers and supervisors were compliant with the Training Rule requirement.

Revenue

In FY17, the Department achieved 100% Training Rule compliance.

Note: The Department does not track compliance percentages for the Missouri State Lottery and Missouri Tax Commission as those are agencies under the Department's structure for budget purposes only. Information for these entities is provided separately when available.

Lottery

In FY17, 100% of managers and supervisors were compliant with the Training Rule requirement.

Social Services

In FY17, the Department achieved 98.1% compliance with the 40-hour Training Rule requirement, and 87.3% compliance with the 16-hour requirement.

Transportation

During FY17, 96% of MoDOT's supervisory staff met the requirements of the Training Rule – with MoDOT's supervisory workforce averaging 51 hours of training per supervisor.

Savings Offers for Employees

The Division of Personnel currently provides two unique ways for State employees to access savings opportunities for themselves and their families.

The State of Missouri Employee Discount Website is maintained by the Division of Personnel to offer active and retired Missouri state employees discounts on products and services from various vendors. All discounted products and services offered through the website are provided at no cost to state employees or the State of Missouri.

Vendors who wish to have their discounted products or services listed on the site must complete a Vendor Application Form. The vendor's offer must be of added value or represent an actual discount. Posted discount offers are limited to attractions, recreational facilities, products, services, as well as entertainment and sporting events.

Offers that compete or conflict with existing services or programs already provided to employees through the State are not accepted.

Become a WeSave member:



To help employees stretch their household income, the Division also oversees the administration of the **WeSave Employee Discount Program**. State employees who choose to participate in this FREE program can receive opportunities to save money on direct-buy products purchased from WeSave merchant partners.

Recognition Programs

The Division of Personnel through the Center for Management and Professional Development proudly coordinates a variety of recognition programs designed to acknowledge the creativity, ingenuity and dedication of state employees.



The Governor's Award for Quality and Productivity

The **Governor's Award for Quality and Productivity** (GAQP) is an annual award designed to recognize employee work teams that champion service excellence in Missouri state government. Any team of State employees who work together to implement a project within their own agency, or with another agency or (outside) business, may submit a nomination. All winning teams (projects) must meet requirements of effectiveness, responsiveness, and efficiency of such magnitude that would make the project a model of excellence in state government nationally. Each team must provide documentation that demonstrates the impact of their accomplishment in one of 3 categories: *Customer Service, Efficiency/Process Improvement, and Innovation*. A Selection Committee comprised of various state executives reviews nominations and recommends winning teams to the Governor. A GAQP ceremony is typically held each year in the Capitol.

State Employee of the Month

The **State Employee of the Month** program recognizes twelve employees each year (one employee per month) who exemplify the best efforts of all employees by going "above and beyond" their normal duties to accomplish something extraordinary. All departments and offices of elected officials may submit the name of their winning *Department* Employee of the Month for *State* Employee of the Month. Winners are selected by members of the State Training Advisory Council (STAC) and honored during an award ceremony and reception with the Governor or his designee. Winning employees typically receive an engraved plaque or framed certificate in recognition of their service.

State Employee Award of Distinction

The annual **State Employee Award of Distinction** program recognizes employees who exhibit exceptional dedication, valor, leadership and/or achievement in the categories of *Heroism, Human Relations, Leadership, Public Service and Safety*. Recognition can also be given to an employee in the category of *Innovative Suggestion of the Year* based upon submissions to the MoRE State Employee Suggestion System. A six-member Selection Committee comprised of employees from various State agencies reviews all nominations and determines a winner (or winners) in each category (when applicable). The Governor or his designee typically recognize winners of this award during an employee award ceremony in conjunction with honoring State Employee of the Month winners.

State Employee Recognition Week

Missouri State Employee Recognition Week is usually celebrated each year during late spring-early summer. The occasion is used to better inform people about the wide variety of services provided by state employees; and to show appreciation to those individuals who have chosen to make a career of public service. Beginning in 2017, rather than having a "statewide" recognition event solely for employees in Jefferson City, all State agencies were encouraged to select a week that works best for their internal work priorities, workforce requirements, and culture to hold special events of recognition and celebration for their employees, inclusive of geographic work locations.

Missouri Relies on Everyone (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 via an online submission form. The program also provides a way to recognize and reward the ingenuity and commitment to excellence of state employees for their suggestions. An online form and tracking system allows decentralization of the review and award process of employee suggestions to each state agency. Typically, internal Agency Review Teams review suggestions to determine if implementation of the suggestion is feasible and practical; and if so, what award (if any) the employee should receive for making the suggestion. Based on an established point system, the Review Team can authorize employees to be awarded up to \$300.00.