

STATE OF MISSOURI  
OFFICE OF ADMINISTRATION



2018  
ANNUAL REPORT



# FY 2018

# Annual Report

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Manager of Pay, Leave and Reporting

**Marian Buschjost, Manager**  
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**Aaron Hart, Manager**  
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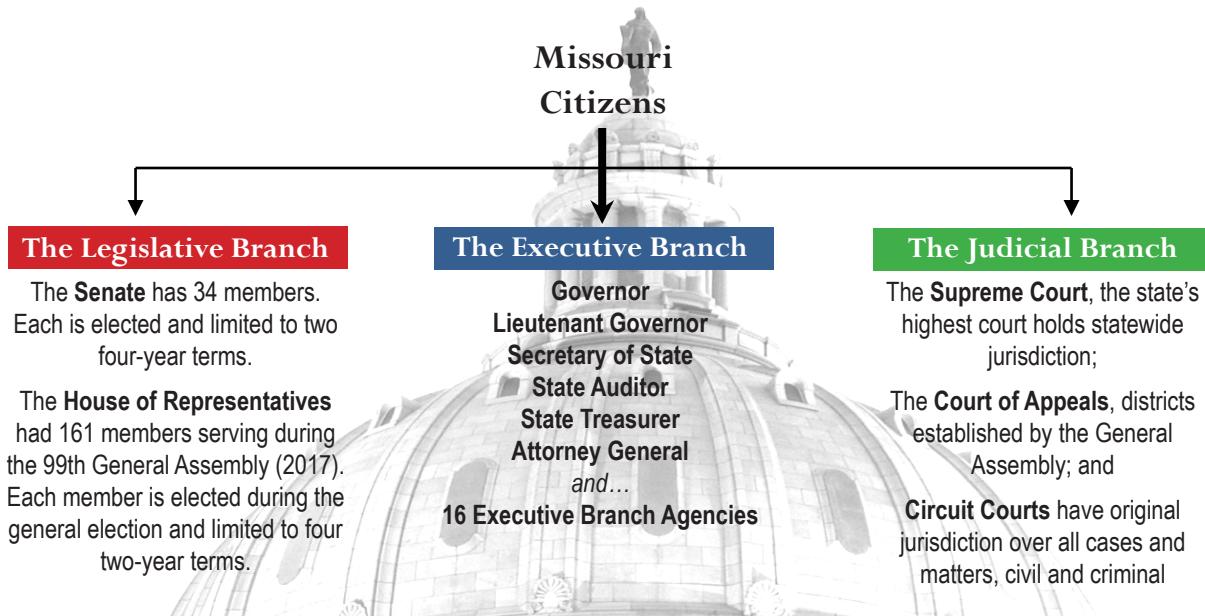
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# MISSOURI STATE GOVERNMENT



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

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

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

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

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

**Approximately 33,500 state employees in six Executive Branch agencies and selected sections of three other agencies comprise the Merit System administered by the Division of Personnel.**

## Merit & Uniform Classification and Pay (UCP)

Office of Administration  
Department of Corrections  
Department of Health & Senior Services  
Department of Mental Health  
Department of Natural Resources  
Department of Social Services

## Partially Merit & UCP

Department of Economic Development  
Department of Labor and Industrial Relations  
Department of Public Safety

## Non-Merit Executive Branch Agencies

Department of Agriculture (UCP)  
Department of Conservation  
Department of Elementary and Secondary Education (to be partially UCP)  
Department of Higher Education (to be partially UCP)  
Department of Insurance (partially UCP)  
Department of Revenue (UCP)  
Department of Transportation

**Michael L. Parson**  
Governor



**Melissa K. Theis**  
Acting Director

**Sarah H. Steelman**  
Commissioner

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It is a great privilege to present the Division of Personnel's Annual Report.

Fiscal Year 2018 marked the beginning of transformation at the Division of Personnel. These changes represent a paradigm shift away from past priorities to a focus on recruiting top talent, retaining exceptional employees, and developing effective leaders.

The Division of Personnel played an instrumental role in the implementation of ENGAGE. Based on best practices, ENGAGE is designed to:

- Facilitate frequent dialogue between supervisors and team members,
- Promote clear expectations and development goals for team members,
- Support team members in understanding how they can improve,
- Create a culture of feedback that fosters continuous improvement, and
- Offer an opportunity for leaders to explain to team members how their work contributes to their agencies' mission.

Over the past year, the Division demonstrated a commitment to serving its agency customers by,

- Exploring options to give agency's more flexibility in organizing their leadership structure through the elimination of levels within the management classifications,
- Reducing the response time on position reviews, and
- Sponsoring weekly meetings with HR Directors to establish a forum for collaboration.

In the last two months of FY 2018, Senate Bill 1007 made historic changes to State Personnel Law – Merit System. As a first step toward talent acquisition in a new era, the Division of Personnel began to integrate LinkedIn social networking as a recruitment resource. In partnership with the public information community, as well as agency colleagues, the Division began developing a brand utilizing the LinkedIn platform.

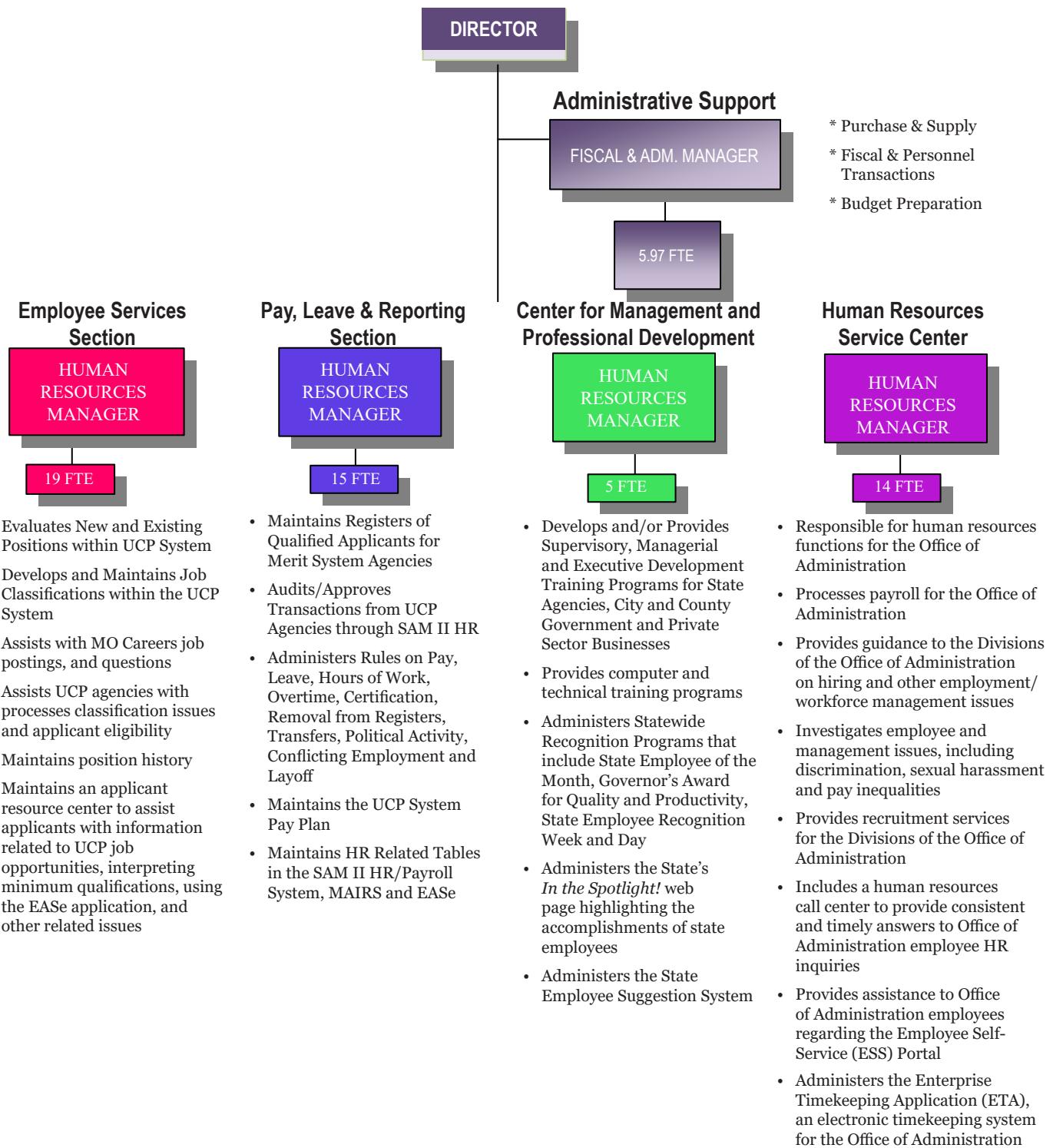
We are dedicated to serving the citizens of Missouri and enhancing the applicant experience for those considering careers in public service. The Division of Personnel will support our state agency customers to navigate Merit System law changes. We are committed to the State of Missouri being an "Employer of Choice".

Personally, this is an exciting time to be a public servant. Please join us in embracing the possibilities that await us in Fiscal Year 2019 and beyond.

*Melissa K. Theis*  
Melissa K. Theis  
Acting Director

# Division of Personnel

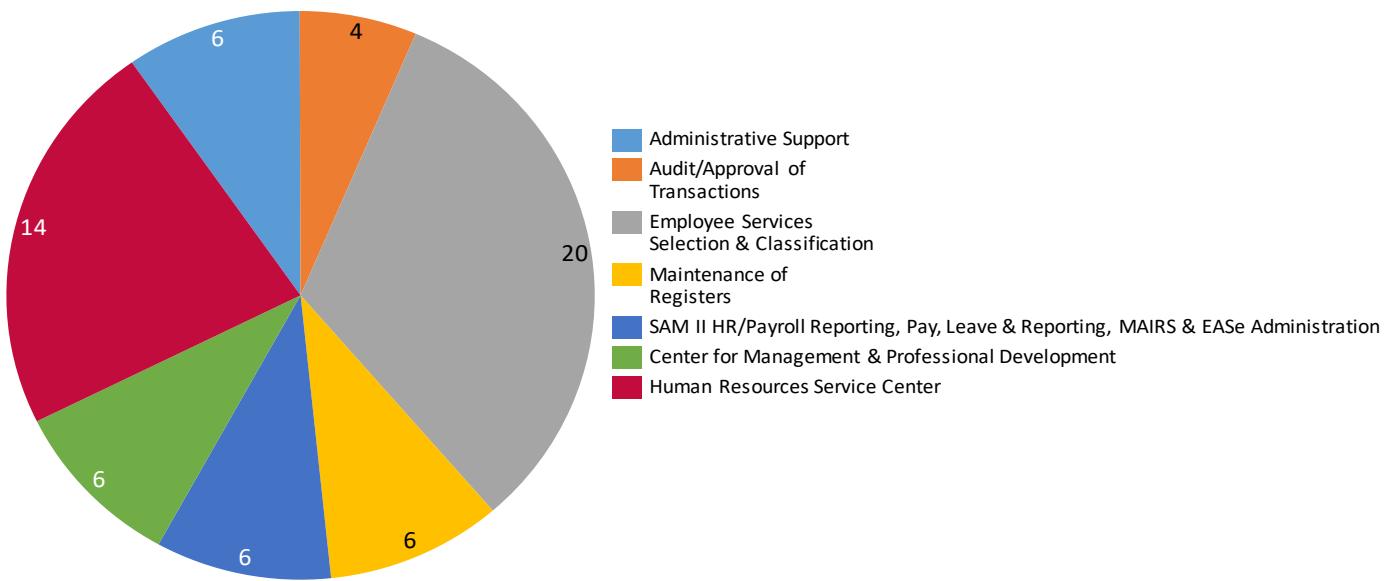
## Organizational Chart



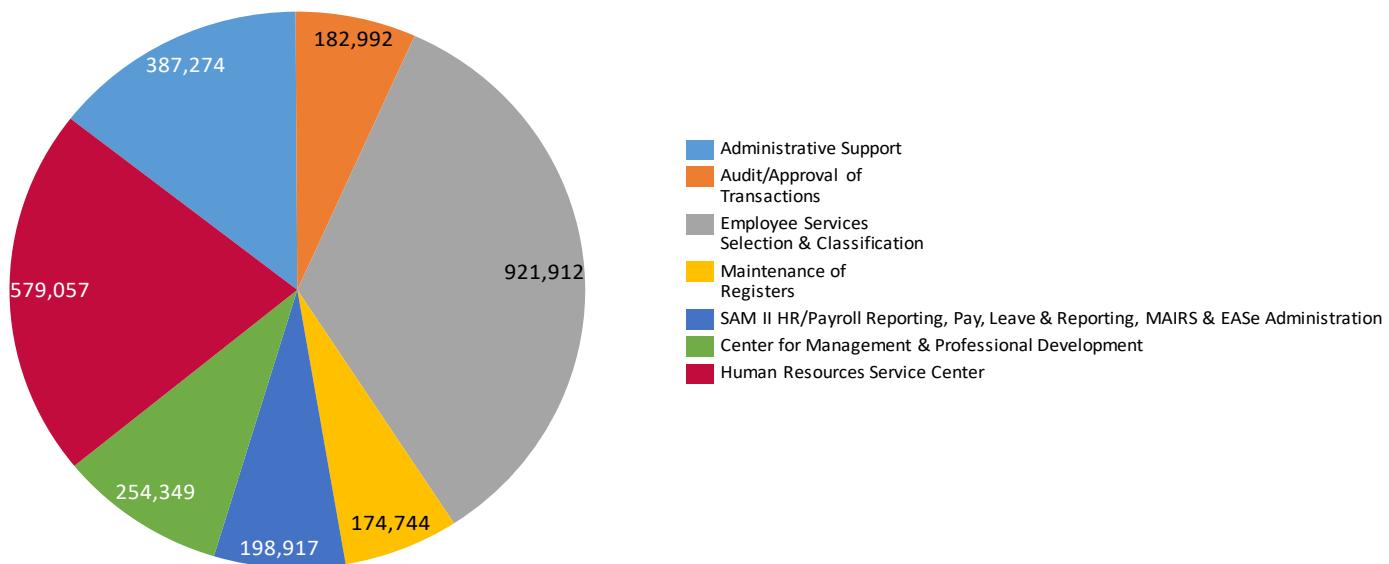
# Distribution of Resources

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.

General Revenue FTE By Function



General Revenue Expenditures by Function



# Accomplishments

A sampling of the diverse breadth and scope of services provided by dedicated Division of Personnel Staff in FY18.

- Significantly decreased the time to complete position reviews by 40%. In FY2018, Employee Services processed 1,671 position reviews with an average response time of 13 days.
- Launched ENGAGE to establish expectations on the importance of professional development conversations for all team members. Over the initial 6 months we received 920 comments, 24% expressed specific appreciation for this new approach. Overall, 73% of the comments were either positive or neutral in content.
- Provided technical support and analysis to assist the Personnel Advisory Board members in finalizing their FY2019 Pay Plan Recommendations.
- Began to formulate rules associated with Merit System Reform following the approval of historic changes to State Personnel Law.
- Gained Personnel Advisory Board approval to eliminate levels within the management classifications in an effort to increase flexibility for agency customers.
- State agencies utilized the MO Careers website for 3,536 job postings. Of these, Employee Services approved/processed 2,384 Merit postings.
- Piloted LinkedIn as a recruiting resource to feature the 51 highest priority job postings each day within the social networking platform.
- Added 79,433 names to merit registers via exams with a 100% Education and Experience component.
- Processed 65,134 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time.
- HRSC supported the Office of Administration to welcome to 327 new hires and processed 1,617 Employee Status Maintenance Transactions for Office of Administration employees.
- 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 FY2018, the Center was instrumental in providing 304 leadership, interpersonal communication and technical skills training programs and webinars attended by 4,609 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 128 suggestions through the Missouri Relies on Everyone (MoRE) State Employee Suggestion System.
- The Center published 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

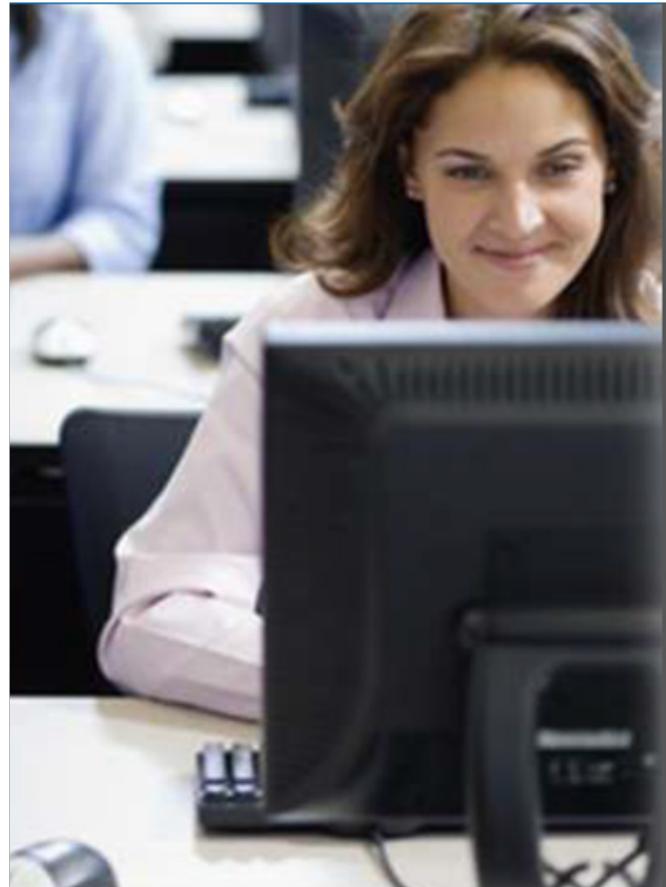
## What is MO Careers?

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 for all state agencies.

MO Careers job opportunities post to the Division of Workforce Development's job seeker website, [www.jobs.mo.gov](http://www.jobs.mo.gov). These expand the visibility of job opportunities to a larger audience.

Since its inception in January 2015, MO Careers has been used to advertise over 14,000 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://ease.mo.gov> is utilized by some UCP agencies to recruit for classifications with high numbers of job opportunities and/or ongoing recruitment.

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



# IT'S ABOUT PEOPLE, NOT PROCESS

ENGAGE is a new approach to professional development. ENGAGE is based upon team members' feedback from all departments that emphasized the need to improve professional development practices and increase interactions between supervisors and their teams. The approach is also based upon best practices from other organizations.

ENGAGE is a back-to-basics method that supports interaction among leadership and their teams. ENGAGE involves establishing clear expectations and development goals for each team member. Then team members receive regular feedback focused on how they are performing to help them and their teams improve.

ENGAGE also provides the opportunity for leaders to explain the organization's direction and for team members to understand their role and contributions. These conversations provide the opportunity to step back from the day-to-day, reflect upon work and skills, and chart a path forward to improve.



## The 4-Step Feedback Model

- 1) *"I observed that...[describe specific situation and behavior]."*
- 2) *"The impact upon me was...[describe impact]."*
- 3) *Pause for understanding. If necessary, ask questions to ensure you understand each other.*
- 4) *"I suggest that next time...[offer recommendations to improve]."*



**Schedule** – Establish monthly check-ins.

**Prepare** – Review your notes and priorities before your conversation.

**Focus** – Agree to work on a few specific development goals for the next month.

**Reflect** – Be open to feedback... whether it feels positive or more critical, feedback is meant to help you.

**Act** – Commit to using the feedback to get better and reach our goals.

**Ask** – Check with your supervisor, colleagues, and customers about how you are doing toward your development goals.



## 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.



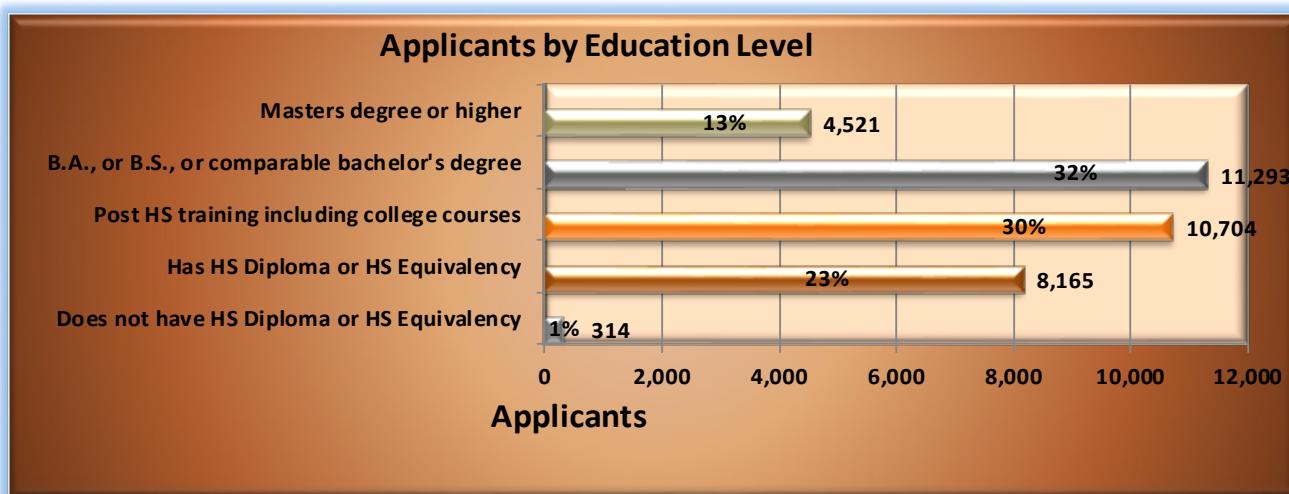
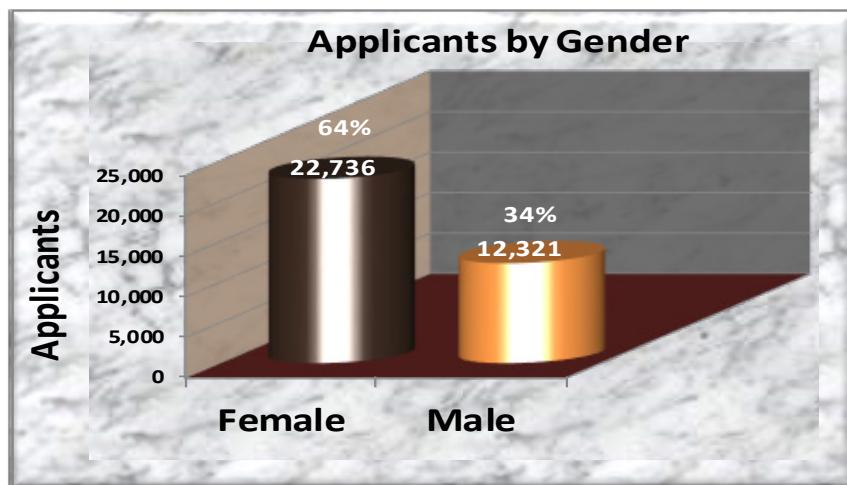
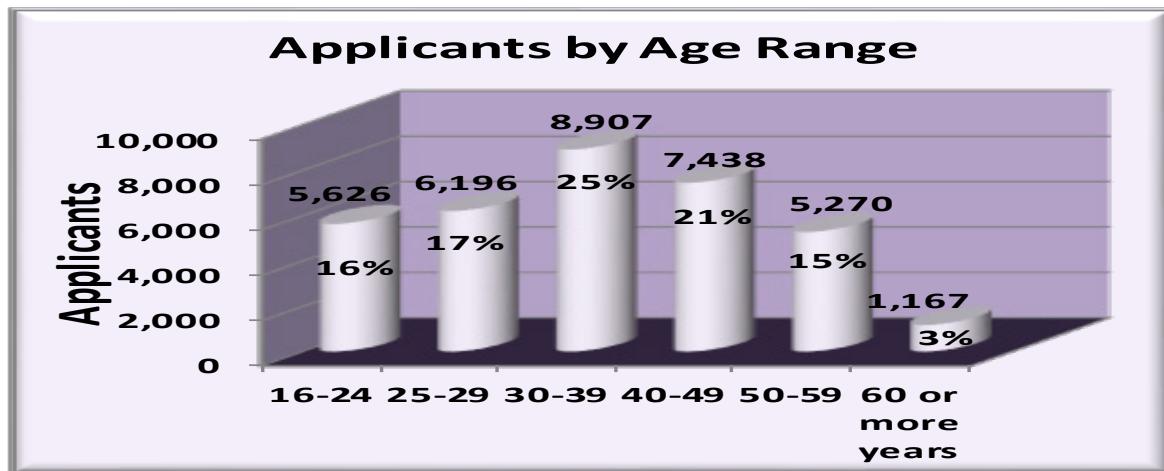
### General Application Data

<u>FY18 Total Applicants</u>	35,919
<u>FY18 EASe Applicants</u>	35,642
<u>FY18 Total Applications for Job Classes</u>	107,504
<u>FY18 Job Classes Applied for Through EASe</u>	106,567
<u>FY18 Job Classes Applied for Using Paper Application</u>	937
<u>FY18 Applicants Registered Through EASe</u>	2,032
Total Number of Applicants Registered Through EASe (05/02/05 through 06/30 of current FY)	257,927
<u>Total Number of Merit UCP Job Classes</u>	669
<u>FY18 Total Classes Converted to EASe</u>	8
Total Number of Classes Converted to EASe as of 06/30 of FY18	529 (79%)

The EASe application can be accessed at [www.ease.mo.gov](http://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 35,741 FY18 applicants who submitted the optional Applicant Characteristic Survey

Age Range - 34,604 (1,137 applicants did not respond)

Gender - 35,057 (684 applicants did not respond)

Education Level - 34,997 (744 applicants did not respond)

# Employee Data by County



County	Residence	Work
ADAIR	184	161
ANDREW	273	26
ATCHISON	43	22
AUDRAIN	587	668
BARRY	144	119
BARTON	72	36
BATES	113	78
BENTON	103	42
BOLLINGER	104	33
BOONE	1,959	521
BUCHANAN	1,136	1537
BUTLER	500	720
CALDWELL	217	27
CALLAWAY	2,393	1840
CAMDEN	282	142
CAPE GIRARDEAU	651	718
CARROLL	142	27
CARTER	74	35
CASS	257	168
CEDAR	128	39
CHARITON	107	23
CHRISTIAN	435	145
CLARK	36	29
CLAY	658	393
CLINTON	355	1025
COLE	6,517	13,396
COOPER	339	361
CRAWFORD	165	85
DADE	56	20
DALLAS	117	36
DAVIESS	182	25
DEKALB	286	65
DENT	185	82
DOUGLAS	100	38
DUNKLIN	222	186
FRANKLIN	556	269

County	Residence	Work
GASCONADE	173	37
GENTRY	91	45
GREENE	1283	1779
GRUNDY	149	61
HARRISON	105	42
HENRY	124	80
HICKORY	44	35
HOLT	71	25
HOWARD	122	27
HOWELL	303	346
IRON	162	19
JACKSON	2023	2838
JASPER	438	471
JEFFERSON	925	482
JOHNSON	455	353
KNOX	22	18
LACLEDE	202	162
LAFAYETTE	524	624
LAWRENCE	338	363
LEWIS	48	29
LINCOLN	229	174
LINN	207	84
LIVINGSTON	430	580
MCDONALD	316	26
MACON	259	312
MADISON	266	44
MARIES	293	23
MARION	49	298
MERCER	20	20
MILLER	651	97
MISSISSIPPI	194	441
MONITEAU	665	310
MONROE	125	34
MONTGOMERY	166	81
MORGAN	239	46
NEW MADRID	163	91

# Employee Data by County (cont'd)

County	Residence	Work	County	Residence	Work
NEWTON	213	101	STE. GENEVIEVE	137	38
NODAWAY	267	269	ST. FRANCOIS	2,062	2,530
OREGON	49	27	ST. LOUIS COUNTY	3,549	3,763
OSAGE	874	23	SALINE	505	429
OZARK	56	35	SCHUYLER	38	15
PEMISCOT	88	108	SCOTLAND	44	50
PERRY	84	21	SCOTT	527	453
PETTIS	313	193	SHANNON	104	45
PHELPS	493	626	SHELBY	76	32
PIKE	424	511	STODDARD	301	124
PLATTE	218	66	STONE	104	50
POLK	141	100	SULLIVAN	31	25
PULASKI	243	82	TANEY	160	135
PUTNAM	40	20	TEXAS	503	545
RALLS	182	23	VERNON	252	327
RANDOLPH	388	522	WARREN	122	63
RAY	117	44	WASHINGTON	393	408
REYNOLDS	60	38	WAYNE	140	58
RIPLEY	101	38	WEBSTER	239	226
ST. CHARLES	850	647	WORTH	31	14
ST. CLAIR	64	25	WRIGHT	163	94
			ST. LOUIS CITY	1,467	2,336
COUNTY SUBTOTAL	24,943	26,656	COUNTY SUBTOTAL	22,822	22,257
2ND CO. COLUMN	22,822	22,257			
UNKNOWN	16	6			
OTHER CONVERSION	33	0			
OUT OF STATE	1,132	27			
TOTAL	48,946	48,946			

**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, 2018.

**Work:** Number of active, non-temporary,  $\geq .5\%$  FTE's with work locations assigned to this county as of June 30, 2018.

# Number of Missouri State Employees:

## A Comparison between FY17 and FY18

Elected Officials and Non-UCP Agencies*				
Agency	FY 17 Count	FY 18 Count	Loss/Gain	
Legislature	540	530	-10	
Judiciary	3,185	3,163	-22	
Public Defender	584	587	3	
Governor	28	27	-1	
Lt. Governor	7	3	-4	
Secretary of State	211	216	5	
State Auditor	112	110	-2	
State Treasurer	46	45	-1	
Attorney General	324	333	9	
Conservation	1,384	1,366	-18	
Elem & Sec Education**	1,704	1,672	-32	
Higher Education**	53	50	-3	
Transportation	5,085	5,092	7	
<b>TOTAL</b>	<b>13,263</b>	<b>13,194</b>	<b>-69</b>	

UCP Agencies	Classified				Unclassified				FY 18 Totals*	
	FY17	FY18	FY18%	Loss/Gain	FY17	FY18	FY18%	Loss/Gain	Total Count	Loss/Gain
Office of Adm.	1,668	1,666	95.0%	-2	82	84	4.8%	2	1,753	0
Agriculture	310	311	93.4%	1	22	22	6.6%	0	333	1
Insurance	247	250	49.7%	3	259	251	49.9%	-8	503	-3
Economic Dev.	684	671	87.1%	-13	95	99	12.9%	4	770	-9
Health & Sr. Serv.	1,688	1,643	97.7%	-45	38	38	2.3%	0	1,682	-44
Labor & Ind. Rel.	590	571	89.4%	-19	63	68	10.6%	5	639	-14
Mental Health	6,120	6,001	96.8%	-119	164	174	2.8%	10	6,199	-110
Natural Resources	1,335	1,282	96.2%	-53	42	51	3.8%	9	1,333	-45
Public Safety	2,210	2,137	46.2%	-73	2,487	2,445	52.9%	-42	4,625	-105
Revenue	1,158	1,131	92.4%	-27	90	91	7.4%	1	1,224	-25
Social Services	6,432	6,317	97.7%	-115	134	137	2.1%	3	6,463	-112
Corrections	10,375	10,023	98.0%	-352	101	101	1.0%	0	10,228	-351
<b>TOTALS</b>	<b>32,817</b>	<b>32,003</b>	<b>89.7%</b>	<b>-814</b>	<b>3,577</b>	<b>3,561</b>	<b>10.0%</b>	<b>-16</b>	<b>35,752</b>	<b>-817</b>

\*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.

# Age

The most common age of a state employee is 54

2,519 state employees are under 25

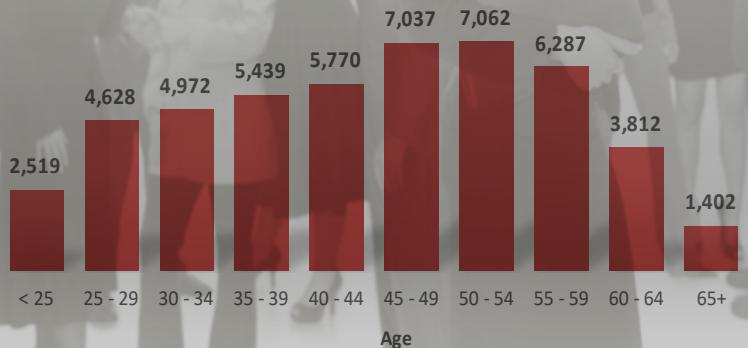
17,558 state employees are under 40

29,968 state employees are between 40 and 64

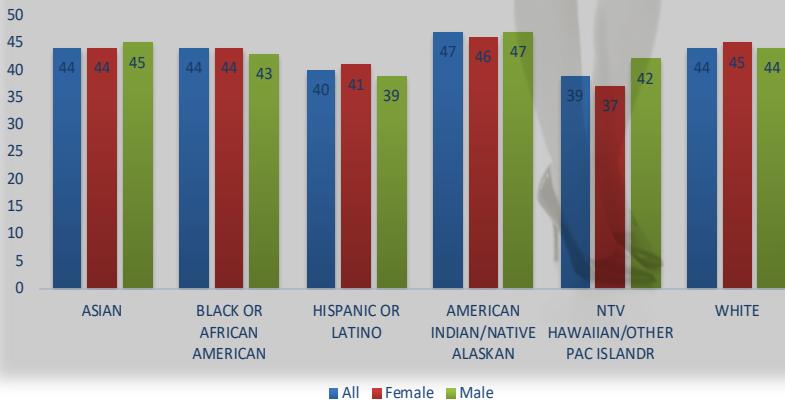
1,402 state employees are 65 and older

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 48,946.  
18 employees had an invalid or missing birthdate in the SAM II HR/Payroll System. Of those with valid birthdays, 684 employees had invalid or no ethnicity listed.

AGENCY/OFFICE	Average Age Employees Begin State Service	Average Age of Employees
Legislature	38	48
Judiciary	37	48
Public Defender	34	42
Governor	31	37
Lt. Governor	48	53
Secretary of State	33	44
State Auditor	28	37
State Treasurer	31	42
Attorney General	34	42
Office of Administration	33	47
Agriculture	33	44
Insurance	32	45
Conservation	31	44
Economic Development	36	48
Elem & Sec Education	36	47
Higher Education	31	45
Health & Senior Services	35	47
Transportation	32	44
Labor & Industrial Relations	36	49
Mental Health	35	44
Natural Resources	33	45
Public Safety	33	43
Revenue	31	41
Social Services	34	44
Corrections	34	43

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	530	246	46.4%	284	53.6%
Judiciary	3,163	2,444	77.3%	719	22.7%
Public Defender	587	334	56.9%	253	43.1%
Governor	27	12	44.4%	15	55.6%
Lt. Governor	3		0.0%	3	100%
Secretary of State	216	141	65.3%	75	34.7%
State Auditor	110	54	49.1%	56	50.9%
State Treasurer	45	25	55.6%	20	44.4%
Attorney General	333	204	61.3%	129	38.7%
Office of Administration	1,753	638	36.4%	1,115	63.6%
Agriculture	333	152	45.6%	181	54.4%
Insurance	503	309	61.4%	194	38.6%
Conservation	1,366	352	25.8%	1,014	74.2%
Economic Development	770	474	61.6%	296	38.4%
Elem & Sec Education	1,672	1,368	81.8%	304	18.2%
Higher Education	50	38	76.0%	12	24.0%
Health & Senior Services	1,682	1,369	81.4%	313	18.6%
Transportation	5,092	918	18.0%	4,174	82.0%
Labor & Industrial Rel	639	440	68.9%	199	31.1%
Mental Health	6,199	4,432	71.5%	1,767	28.5%
Natural Resources	1,333	559	41.9%	774	58.1%
Public Safety	4,625	2,190	47.4%	2,435	52.6%
Revenue	1,224	886	72.4%	338	27.6%
Social Services	6,463	5,295	81.9%	1,168	18.1%
Corrections	10,228	4,286	41.9%	5,942	58.1%
<b>TOTALS</b>	<b>48,946</b>	<b>27,166</b>		<b>21,780</b>	

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, 2018.

# Ethnicity



Agency	Employee Count	American Indian	%	Asian	%	Black or African American	%	Hispanic or Latino	%	White	%	Native Hawaiian or Other Pacific Islander	%	2 or more Races	%
LEGISLATURE	530	2	0.38%	0	0.00%	44	8.30%	2	0.38%	479	90.38%	0	0.00%	0	0.00%
JUDICIARY	3,163	15	0.47%	19	0.60%	250	7.90%	38	1.20%	2650	83.78%	1	0.03%	39	1.23%
PUBLIC DEFENDER	587	1	0.17%	7	1.19%	38	6.47%	15	2.56%	509	86.71%	0	0.00%	7	1.19%
GOVERNOR	27	0	0.00%	0	0.00%	0	0.00%	0	0.00%	27	100.00%	0	0.00%	0	0.00%
LT. GOVERNOR	3	0	0.00%	0	0.00%	0	0.00%	0	0.00%	3	100.00%	0	0.00%	0	0.00%
SECRETARY OF STATE	216	2	0.93%	1	0.46%	13	6.02%	2	0.93%	191	88.43%	0	0.00%	2	0.93%
STATE AUDITOR	110	0	0.00%	1	0.91%	6	5.45%	1	0.91%	98	89.09%	0	0.00%	1	0.91%
STATE TREASURER	45	0	0.00%	0	0.00%	1	2.22%	2	4.44%	42	93.33%	0	0.00%	0	0.00%
ATTORNEY GENERAL	333	3	0.90%	4	1.20%	14	4.20%	2	0.60%	309	92.79%	0	0.00%	1	0.30%
OFFICE OF ADMINISTRATION	1,753	11	0.63%	41	2.34%	114	6.50%	9	0.51%	1555	88.71%	0	0.00%	9	0.51%
AGRICULTURE	333	1	0.30%	2	0.60%	5	1.50%	2	0.60%	298	89.49%	0	0.00%	4	1.20%
INSURANCE	503	1	0.20%	6	1.19%	25	4.97%	2	0.40%	463	92.05%	0	0.00%	1	0.20%
CONSERVATION	1,366	3	0.22%	9	0.66%	28	2.05%	7	0.51%	1312	96.05%	0	0.00%	3	0.22%
ECONOMIC DEVELOPMENT	770	9	1.17%	15	1.95%	115	14.94%	8	1.04%	594	77.14%	0	0.00%	11	1.43%
ELEM & SEC EDUCATION	1,672	5	0.30%	18	1.08%	174	10.41%	15	0.90%	1386	82.89%	0	0.00%	21	1.26%
HIGHER EDUCATION	50	0	0.00%	0	0.00%	3	6.00%	0	0.00%	47	94.00%	0	0.00%	0	0.00%
HEALTH and SENIOR SERVICES	1,682	10	0.59%	23	1.37%	150	8.92%	21	1.25%	1395	82.94%	0	0.00%	17	1.01%
MODOT	5,092	61	1.20%	26	0.51%	338	6.64%	65	1.28%	4578	89.91%	0	0.00%	2	0.04%
LABOR & INDUSTRIAL RELATIONS	639	8	1.25%	6	0.94%	61	9.55%	6	0.94%	546	85.45%	1	0.16%	2	0.31%
MENTAL HEALTH	6,199	11	0.18%	115	1.86%	1969	31.76%	67	1.08%	3984	64.27%	5	0.08%	24	0.39%
NATURAL RESOURCES	1,333	5	0.38%	20	1.50%	29	2.18%	9	0.68%	1221	91.60%	0	0.00%	9	0.68%
PUBLIC SAFETY	4,625	28	0.61%	51	1.10%	389	8.41%	68	1.47%	4021	86.94%	2	0.04%	18	0.39%
REVENUE	1,224	3	0.25%	29	2.37%	65	5.31%	9	0.74%	1065	87.01%	2	0.16%	8	0.65%
SOCIAL SERVICES	6,463	27	0.42%	27	0.42%	1064	16.46%	72	1.11%	5173	80.04%	1	0.02%	50	0.77%
CORRECTIONS	10,228	29	0.28%	42	0.41%	656	6.41%	118	1.15%	9104	89.01%	6	0.06%	34	0.33%
<b>Totals</b>	<b>48,946</b>	<b>235</b>	<b>0.5%</b>	<b>462</b>	<b>0.9%</b>	<b>5,551</b>	<b>11.3%</b>	<b>540</b>	<b>1.1%</b>	<b>41,050</b>	<b>83.9%</b>	<b>18</b>	<b>0.04%</b>	<b>263</b>	<b>0.54%</b>

1.1%

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

11.3%

Black

83.9%

White

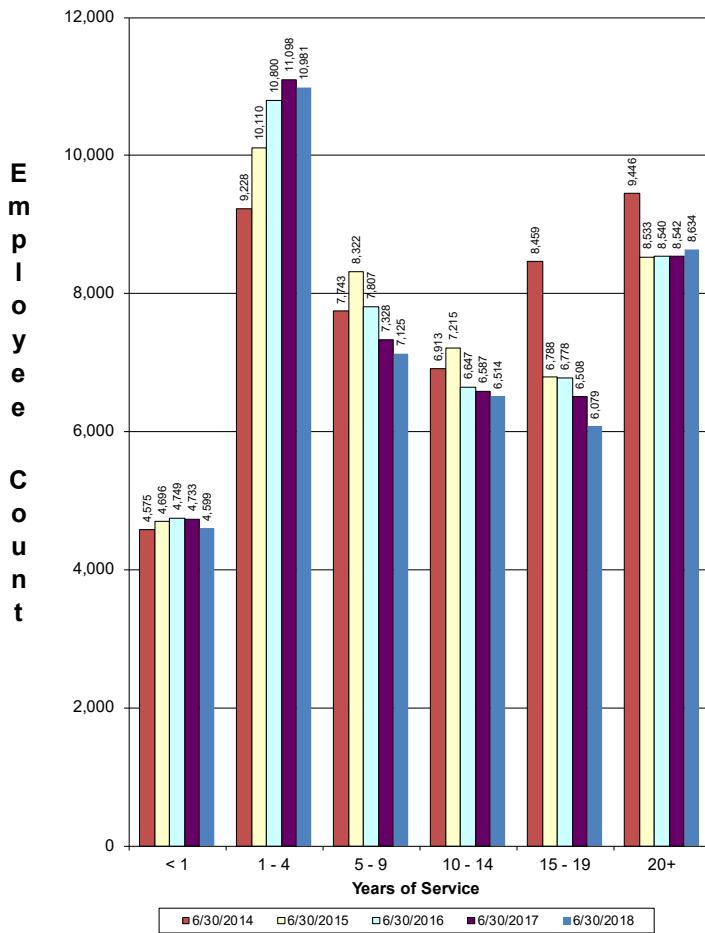
\*827 employees have unknown ethnicity designated in the SAM II HR/Payroll System, as of June 30, 2018.

Active, non-temporary, >=.5 FTE as of 6/30/18

# Length of State Service

The average length of state service on 06/30/18 was 11 years and 02 months  
 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

Approximately **35%** 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	13/11
Agriculture	11/06
Insurance	12/09
Conservation	13/07
Economic Development	12/03
Elem & Sec Education	11/02
Higher Education	14/03
Health & Sr. Services	11/01
Transportation	12/06
Labor & Ind Relations	13/03
Mental Health	09/09
Natural Resources	12/09
Public Safety	10/01
Revenue	10/01
Social Services	10/09
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 <sup>1</sup> Department of Elementary and Secondary Education <sup>2 and 3</sup> 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 <sup>3</sup>
Department of Corrections		
Department of Economic Development	Department of Energy <sup>1</sup> Department of Higher Education (Coordinating Board only) <sup>2</sup> 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 <sup>4</sup> Market Conduct Examiners <sup>4</sup> 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 <sup>2</sup>	
	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 <sup>5</sup>
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 <sup>5</sup> SAM II HR/Payroll Table Maintenance, Reporting and Agency Assistance	Hours of Work, Overtime, Leave Mgmt & Supervisory Training Labor Relations Coordination Appeal of Dismissal <sup>5</sup> SAM II HR/Payroll Table Maintenance, Reporting and Agency Assistance

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> Attorney General's Opinion #120-91 indicates that constitutional provisions exempt "professional" employees from UCP coverage.

<sup>4</sup> 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.

<sup>5</sup> 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.

<sup>6</sup> 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, 2018  
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	493		44	240	61	60	30	28	21	8
Judiciary	2,974		1,209	614	271	378	37	34	5	4
Public Defender	582		84	125	130	63	120	49	4	1
Governor	27		2	4	4	4	2	2		9
Lt. Governor	3				2				1	
Secretary of State	212		50	83	39	17	12	2	4	3
State Auditor	110			24	41	12	7	13	4	6
State Treasurer	45		12	11	8	4	3	1	2	1
Attorney General	328		4	77	72	72	28	30	22	5
Office of Administration	1,745		199	480	367	331	206	116	23	13
Agriculture	325		21	143	94	34	14	10	5	1
Insurance	490		69	121	58	42	38	67	55	30
Conservation	1,366		195	394	402	218	82	49	13	7
Economic Development	769		12	304	200	105	65	43	11	15
Elem & Sec Education	934		148	118	380	219	41	12	6	7
Higher Education	50		2	14	17	7	2	1	5	1
Health & Senior Services	1,671		192	613	456	274	96	19	12	5
Transportation	5,069		592	2,314	1,094	602	276	115	36	7
Labor & Industrial Relations	634		89	320	98	57	21	6	5	2
Mental Health	6,091	5	3,174	1,556	462	447	229	104	43	23
Natural Resources	1,322		210	313	472	207	78	25	6	5
Public Safety	4,545		1,294	900	773	571	407	446	96	42
Revenue	1,218		658	253	141	78	50	18	9	3
Social Services	6,435		845	4,391	898	146	82	39	15	5
Corrections	10,197		2,137	7,139	734	103	53	17	9	3
<b>Employees by Salary Level</b>	<b>5</b>	<b>11,242</b>	<b>20,551</b>	<b>7,274</b>	<b>4,051</b>	<b>1,979</b>	<b>1,246</b>	<b>412</b>	<b>198</b>	<b>677</b>
<b>% of Employees by Salary Level</b>	<b>0.01%</b>	<b>23.60%</b>	<b>43.14%</b>	<b>15.27%</b>	<b>8.50%</b>	<b>4.15%</b>	<b>2.62%</b>	<b>0.86%</b>	<b>0.42%</b>	<b>1.42%</b>
<b>Cumulative Totals by Salary Level</b>	<b>5</b>	<b>11,247</b>	<b>31,798</b>	<b>39,072</b>	<b>43,123</b>	<b>45,102</b>	<b>46,348</b>	<b>46,760</b>	<b>46,958</b>	<b>47,635</b>
<b>Cumulative % by Salary Level</b>	<b>0.01%</b>	<b>23.61%</b>	<b>66.75%</b>	<b>82.02%</b>	<b>90.53%</b>	<b>94.68%</b>	<b>97.30%</b>	<b>98.16%</b>	<b>98.58%</b>	<b>100.00%</b>

# 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	1,748.5	13.4%	7.9%	235	56	82	11	79	7
Agriculture	332.5	11.4%	7.2%	38	2	22	0	12	2
Insurance	504.0	13.9%	11.1%	70	23	33	3	10	1
Conservation	1,373.0	9.0%	4.4%	124	61	1	7	50	5
Economic Development	773.0	15.9%	10.6%	123	18	64	6	31	4
Elem & Sec Education	1,684.0	15.7%	11.0%	264	129	57	19	53	6
Higher Education	51.0	15.7%	11.8%	8	2	4	0	1	1
Health & Senior Services	1,697.5	16.8%	11.8%	285	62	138	19	59	7
Transportation	5,084.5	12.3%	7.6%	625	17	371	45	166	26
Labor & Industrial Relations	643.5	18.3%	10.3%	118	24	42	5	31	16
Mental Health	6,263.0	30.3%	19.8%	1,897	649	591	421	185	51
Natural Resources	1,355.5	14.2%	8.6%	192	89	27	12	56	8
Public Safety	4,678.0	28.9%	17.3%	1,350	296	514	400	128	12
Revenue	1,233.0	19.7%	14.8%	243	64	119	16	39	5
Social Services	6,505.0	21.7%	17.4%	1,411	220	911	26	233	21
Corrections	10,375.5	20.9%	14.6%	2,169	139	1,378	157	407	88
<b>TOTALS</b>	<b>44,301.5</b>	<b>20.7%</b>	<b>14.0%</b>	<b>9,152</b>	<b>1,851</b>	<b>4,354</b>	<b>1,147</b>	<b>1,540</b>	<b>260</b>
<b>Percent Turnover by Reason</b>					<b>20.2%</b>	<b>47.6%</b>	<b>12.5%</b>	<b>16.8%</b>	<b>2.8%</b>

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, 2017 through June 30, 2018.

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, 2017 Employee Count + June 30, 2018 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
	2018*	2019	2020	2021	2022			
Legislature	106	17	13	16	11	163	0.4%	30.8%
Judiciary	524	62	88	99	84	857	2.0%	27.1%
Public Defender	61	6	12	7	11	97	0.2%	16.5%
Governor	0	0	0	1	1	2	0.0%	7.4%
Lt. Governor	4	0	0	2	0	6	0.0%	200.0%
Secretary of State	40	9	11	6	8	74	0.2%	34.3%
State Auditor	12	1	5	6	2	26	0.1%	23.6%
State Treasurer	3	3	1	1	0	8	0.0%	17.8%
Attorney General	39	5	11	9	9	73	0.2%	21.9%
Office of Administration	384	92	86	78	96	736	1.7%	42.0%
Agriculture	71	8	4	8	7	98	0.2%	29.4%
Insurance	89	16	21	25	21	172	0.4%	34.2%
Conservation	228	44	31	57	52	412	0.9%	30.2%
Economic Development	145	27	25	26	35	258	0.6%	33.5%
Elementary and Secondary Education	250	51	50	76	69	496	1.1%	29.7%
Higher Education	13	1	1	10	1	26	0.1%	52.0%
Health and Senior Services	281	43	67	66	76	533	1.2%	31.7%
Labor and Industrial Relations	122	24	29	23	19	217	0.5%	34.0%
Mental Health	678	177	180	203	184	1,422	3.2%	22.9%
Natural Resources	252	36	71	47	53	459	1.0%	34.4%
Public Safety	212	64	69	59	45	449	1.0%	9.7%
Revenue	195	24	50	38	41	348	0.8%	28.4%
Social Services	725	182	188	205	216	1,516	3.5%	23.5%
Corrections	1,041	302	291	362	356	2,352	5.4%	23.0%
<b>MOSERS Total</b>	<b>5,479</b>	<b>1,195</b>	<b>1,304</b>	<b>1,435</b>	<b>1,398</b>	<b>10,811</b>	<b>24.7%</b>	
<b>MPERS Total</b>	<b>732</b>	<b>243</b>	<b>263</b>	<b>294</b>	<b>288</b>	<b>1,820</b>	<b>4.2%</b>	
<b>Grand Total</b>	<b>6,211</b>	<b>1,438</b>	<b>1,567</b>	<b>1,729</b>	<b>1,686</b>	<b>12,631</b>	<b>29.8%</b>	

\*Data includes active employees eligible to retire on June 30, 2018. Many of these employees were previously eligible to retire.

# Labor Relations

At the end of FY18, **20,688** state employees (42.3% 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.

**20,688 state employees (42.3% 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	3,835	1,011	26%	2,824	74%
AFSCME	Craft and Maintenance	2,108	147	7%	1,961	93%
SEIU	Probation & Parole Officers I/II/III	1,190	106	9%	1,084	91%
SEIU	Patient Care Professionals	828	56	7%	772	93%
SEIU	Probation & Parole Assistants I/II	158	23	15%	135	85%
CWA	Social Services/Office of Administration	4,771	582	12%	4,189	88%
CWA	Health & Senior Services	635	52	8%	583	92%
MOCOA	Corrections Officers	4,694	1,846	39%	2,848	61%
*IAFF	Firefighters (Adjutant General)	*	*	*	*	*
IUOE	Operating Engineers (MoDOT)	2,469	23	1%	2,446	99%
**MFT	Elementary & Secondary Education	**	**	**	**	**
		<b>TOTALS</b>	<b>20,688</b>	<b>3,846</b>	<b>19%</b>	<b>16,842</b>
						<b>81%</b>

**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

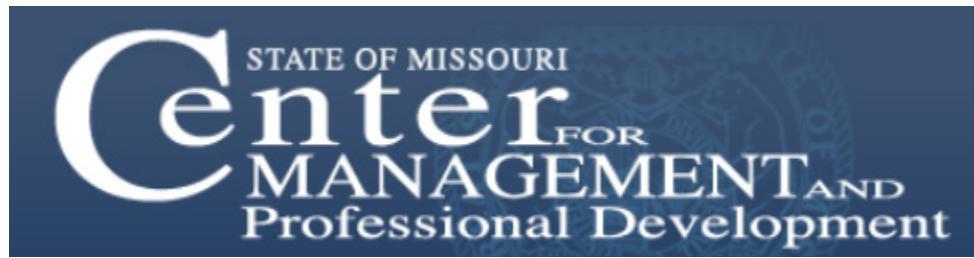
\*IAFF: International Association of Firefighters

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.



Throughout FY18, 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 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 provided many special programs to state agencies and private sector organizations that requested a customized training experience for their workforce. Staff also attended business expos, speakers showcase events and other outreach venues to inform the public about the variety of learning options available through the Center.

**In FY18, the Center provided or sponsored a total of 304 training programs and webinars attended by 4,609.**

To learn more about the Center's training programs, visit [training.oa.mo.gov](http://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 (FY18), while other agencies report on the calendar year (CY17). 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**

In FY18, the Department of Conservation provided training opportunities for managers and supervisors in a variety of programs. Over 300 supervisors and managers attended these training programs, as well as other internal training offerings such as; Supervisory 101, Performance Management and Policies and Procedures. 50 employees attended the Instructor Training Course (ITC), which is a four-day intensive presentation skills course that includes a leadership development component. 60 leaders attended a one-day “Lean Training” program which focused on efficient and effective processes.

## **Corrections**

In FY18, 61% of newly promoted supervisors and managers were in compliance with the 40-hour Training Rule requirement, and 75% 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 FY18, 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 FY18, 84% of management personnel met or exceeded the Training Rule requirements. Missouri Housing Development Commission. In FY18, 94% of management personnel met or exceeded Training Rule requirements.

## **Elementary and Secondary Education**

During FY18, 46.7% of the agency’s managers and supervisors complied with the requirements of the Management Training Rule.

## **Health and Senior Services**

In FY18, approximately 70% of management personnel met or exceeded Training Rule requirements.

## **Higher Education**

In FY18, approximately 92% of management personnel met or exceeded Training Rule requirements.

## **Insurance, Financial Institutions & Professional Registration**

During FY18, the Department implemented the Leadership Development Program to meet the educational needs of DIFP management team.

## **Labor and Industrial Relations**

In calendar year 2018, 86 percent of the Department’s managers and supervisors met the Management Training Rule. The Department continues to provide access to training programs that allow employees to maintain and enhance core skills and professional development.

## **Natural Resources**

During FY18, 84% of the agency’s managers and supervisors complied with the requirements of the Management Training Rule.

## **Office of Administration**

Due to decentralization of training efforts completed at the Division level within the Office of Administration, it is difficult to complete accurate reporting. In FY18 there was an increase in compliance with 24% of supervisors meeting the management training rule.

## **Revenue**

In FY18, 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.

## **Social Services**

In FY18, the Department achieved 99.3% compliance with the 40-hour Training Rule requirement, and 87.9% compliance with the 16-hour requirement.

## **Transportation**

In FY18, we had 95% completion for the 40 hour rule and 92% completion for the 16 hour rule.

# 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.