

Background on Talent Management Investments

FY20 Pay Plan

- Team members will receive a three percent cost of living salary adjustment starting in their January 31, 2020 paycheck.
- This is the second consecutive year of pay increases. In January 2019, state team members received a \$700 salary increase.
- For 2020, DOC, MDC and MoDOT have their own unique pay plans that are designed in line with the same basic principles as the overall State approach.
- Furthermore, more than 5,000 team members will receive an additional salary increase to bring their positions toward market minimum pay. All titles included in the market compensation study were treated the same and evaluated for a potential increase. More information about the study and its implementation can be found here - <https://oa.mo.gov/personnel>.
- These investments in our people are designed to improve State of Missouri's competitiveness in the labor market for both recruitment and retention, today and the future.

FY21 Pay Plan (proposed)

- The Governor's FY21 budget includes a two percent cost of living salary adjustment for all team members.
- MDC and MoDOT have their own unique pay plans that are designed in line with the same basic principles as the overall State approach.
- Salary increases would be effective in January 2021.
- If funded by the General Assembly, this would mean state team members would receive three consecutive years of salary increases.

- For someone earning ~\$35,000 in 2018 (around the average salary), these investments would represent more than a 7 percent increase from 2018 to 2021.

ENGAGE 2.0

- Survey data shows that most State of Missouri team members report their professional development has improved in the past 2 years. However, continued improvements are needed to improve the quality of coaching, feedback, recognition and reward, and accountability.
- ENGAGE 2.0 is based upon feedback from across all departments and research into best practices from across other state governments and other organizations.
- 1500+ team members from across all departments helped design and pilot ENGAGE 2.0.
- ENGAGE 2.0 will:
 - Continue the regular rhythm of monthly professional development conversations between a team member and a supervisor.
 - Provide additional tools, training, and technology to improve professional development conversations.
 - A new, shared *Growth Model* establishes a professional-development framework for all State of Missouri team members, regardless of role. This common set of expectations, behaviors, and language will help us get better through more meaningful conversations and professional development.
 - Introduce a non-evaluative, anonymous upward-feedback survey so team members can provide their supervisors constructive comments on what they are doing well and where they could improve. The results of this quarterly survey will be provided only to the

individual supervisor to help them improve their own professional development and team leadership.

- Introduce a simple and quick evaluation tool for supervisors to use to assess all team members quarterly in a fair, consistent, data-driven manner. The aggregation of this data will help departments identify their truly top performers who they want to recognize and also incentivize these team members to continue truly distinctive performance in the future.

Above and Beyond

- In the FY19 budget the legislature appropriated \$2.9 million and in FY20 \$ 1.5 million (lapsed) to the Division of Personnel for external help to develop a Reward for Performance plan for the State of Missouri. Engage 2.0 and Above and Beyond are a result of that investment.
- Across all departments, the majority of team members have pushed for better accountability for performance, including recognition and incentives for future high performance.
- Improving how we recognize performance is central to changing our workforce's culture.
- Aggregated data from the ENGAGE 2.0 evaluation tool will be used to identify team members who are performing "above and beyond" expectations for their role.
- The Governor's budget includes funding for these individuals to receive a temporary "above and beyond" salary increase to continue truly great performance. The budget assumes that departments will contribute roughly half of the funds for this effort.
- The Governor's budget includes modeling such that roughly 10% of the team members could receive a temporary salary increase of 5% of their salary, up to \$2,500, for the year.

- While tailored to Missouri's unique context, this approach to improving accountability and recognition reflects best practices from other state governments that have implemented similar practices including Arkansas, Georgia, Indiana, Nebraska, South Carolina, Tennessee, Utah, and Vermont, as well as leading private-sector organizations.