

STATE OF MISSOURI  
OFFICE OF ADMINISTRATION



# DIVISION OF PERSONNEL

Fiscal Year

# 2012

# Annual Report



***FY 2012***

# Annual Report

**DiVision**  
OF PERSONNEL

**Nancy Johnston, Director**

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

**Allan Forbis, Manager**  
Center for Management and  
Professional Development

**Marian Buschjost, Manager**  
Employee Services

**Roxy Antonio, Manager**  
Human Resources Service Call Center

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*Division of Personnel Staff Contributing to this Report:*

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

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The Division of Personnel's Annual Report is coordinated by the Division's Center for Management and Professional Development

**Jeremiah W. (Jay) Nixon**  
Governor



**Nancy Johnston**  
Director

**Doug Nelson**  
Commissioner

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Dear Colleagues,

As the newly appointed Director of the Division of Personnel, I am still learning the processes and procedures of the Division. Over the last fiscal year, the Division has undergone organizational changes aimed at improving many of those processes. Service teams have been established within the Division in an effort to better serve Missouri agencies and to maintain a central mechanism for human resource functions.

Organizational changes have also led to the formation of the Human Resources Information System (HRIS) team within the Division. This team facilitates and will centralize the reporting of information and maintenance of the information systems utilized by the Division of Personnel.

While this FY 2012 report presents information about some of the Division's accomplishments, it also provides a "snapshot" of workforce demographics, pay data, professional development, various statistics and more. Our intent is to provide useful, fact-based data from both a statewide and agency perspective for informational purposes as well as future human resources planning and decision making.

Division of Personnel staff continues to work to further our commitment to excellence in all aspects of service to state government. I recognize and appreciate their hard work, and as we move forward, it is our hope that this report will enable others to recognize the accomplishments of the Division and how we can work to serve you in the future.

Sincerely,

A handwritten signature in cursive script that reads "Nancy Johnston".

Nancy Johnston  
Director

# MISSOURI STATE GOVERNMENT

**Missouri  
Citizens**

## The Legislative Branch

The **Senate** has 34 members, elected for two four-year terms.

The **House of Representatives** has 163 members, elected during each general election limited to four two-year terms

## The Executive Branch

**Governor**  
**Lieutenant Governor**  
**Secretary of State**  
**State Auditor**  
**State Treasurer**  
**Attorney General**  
*And...*  
**16 Executive Branch Agencies**

## The Judicial Branch

The **Supreme Court**, the state's highest court holds statewide jurisdiction;

The **Court of Appeals**, districts established by the General Assembly; and

**Circuit Courts** have original jurisdiction over all cases and matters, civil and criminal

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

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

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

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

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

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

### Totally Merit & Uniform Classification and Pay (UCP)\*

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

### Partially Merit & UCP

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

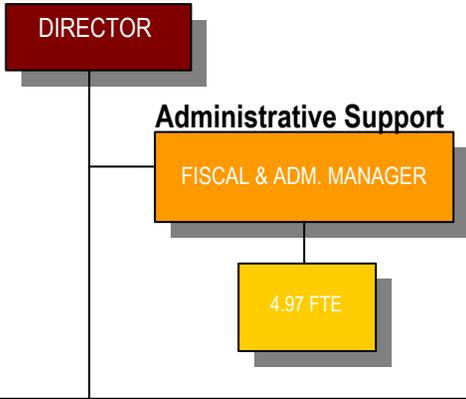
### Non-Merit Executive Branch Agencies

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

\*UCP agencies are further defined on page 25

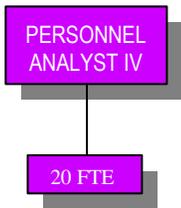
# Division of Personnel

## Functional Organization Chart



- \* Purchase & Supply
- \* Fiscal & Personnel Transactions
- \* Budget Preparation
- \* Testing Operations

### Employee Services Section



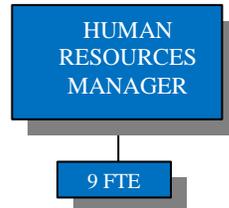
- Evaluates New and Existing Positions within UCP System
- Administers the Merit System Employment Application Process
- Develops and Maintains Job Classifications within the UCP System
- Develops and Updates Merit System Examinations
- Administers Statewide Performance Appraisal System *PERforM*

### Pay, Leave & Reporting Section



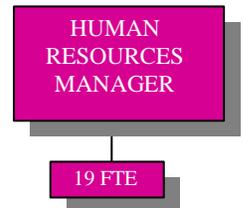
- Maintains Registers of Qualified Applicants for Merit System Agencies
- Audits/Approves Transactions from UCP Agencies through SAM II HR
- Administers Rules on Pay, Leave, Hours of Work, Overtime, Certification, Removal from Registers, Transfers, Political Activity, Conflicting Employment and Layoff
- Maintains the UCP System Pay Plan
- Maintains HR Related Tables in the SAM II HR/Payroll System MAIRS and EASEe

### Center for Management and Professional Development



- Develops and/or Provides Supervisory, Managerial and Executive Development Training Programs for State Agencies, City and County Government and Private Sector Businesses
- Provides computer and technical training programs
- Administers Statewide Recognition Programs that include State Employee of the Month, Governor's Award for Quality and Productivity, State Employee Recognition Week and Day
- Administers the State's in the Spotlight! Webpage highlighting the accomplishments of state employees
- Administers the State Employee Suggestion System
- Coordinates the WeSave Employee Discount Program

### Human Resources Service Center

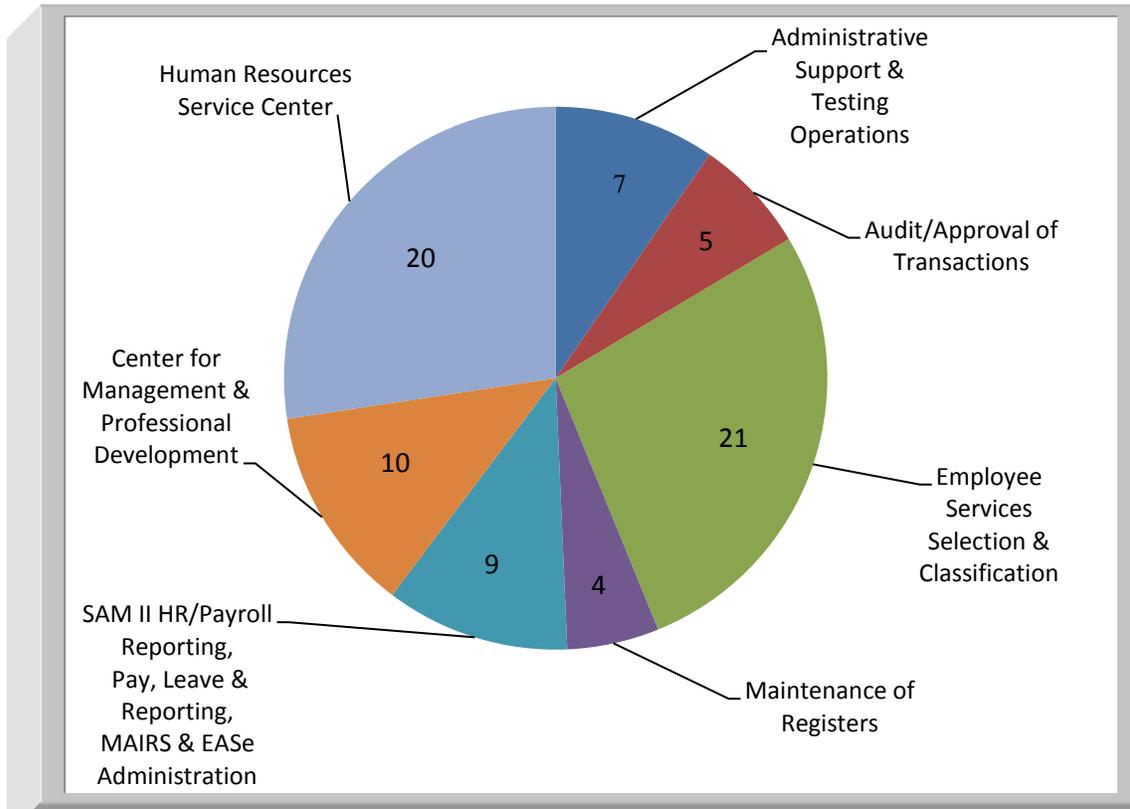


- Responsible for human resources functions for the Office of Administration
- Processes payroll for the Office of Administration
- Provides guidance to the Divisions of the Office of Administration on hiring and other employment/workforce management issues
- Investigates employee and management issues,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

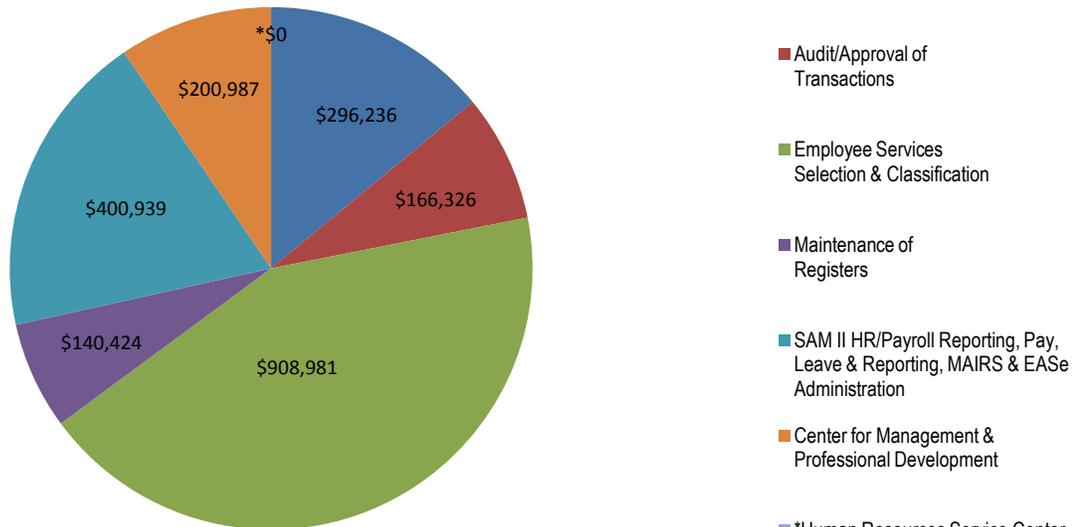
# Distribution of Resources

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

## FTE by Function



## General Revenue Budget by Function



\*The Human Resources Service Center was established July 1, 2012, so there are no expenditures to report in this Annual Report.



*“Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”*

*~Unknown*

# Accomplishments

A sampling of the diverse breadth and scope of services provided by dedicated Division of Personnel staff in FY12.

- ◆ Division of Personnel staff continued to work closely with staff from Office of Administration's Information Technology Services Division and Division of Accounting to design, implement and improve the online Missouri State Employees Self Service Portal to benefit state employees and former employees
- ◆ Updated the State of Missouri Employee Self Service (ESS) portal to include employee training records and a reimbursement section
- ◆ Processed 54,508 Employment Status Maintenance Transactions (ESMTs) to ensure employees were paid accurately and on time
- ◆ Issued 6,417 Certificates of Eligibles (excludes trial certificates) providing 234,563 names of applicants to agencies on a timely basis
- ◆ Provided technical support and analysis to assist the Personnel Advisory Board in finalizing their FY2013 Pay Plan Recommendation and began work on the FY2014 Pay Plan Recommendation that was finalized in FY13
- ◆ Maintained electronic and paper merit application processes allowing 39,764 job applicants to apply for 160,213 job classifications
- ◆ Processed 22,849 additions to merit registers via written, or written and E&E (education and experience) merit exams
- ◆ Added 64,395 names to merit registers via exams with a 100% E&E component
- ◆ Offered 224 professional development workshops and webinars attended by 4,177 participants
- ◆ Published quarterly "Solutions" e-magazines disseminating practical information to help managers develop the best in themselves and in those who work with them
- ◆ Collected and processed 119 suggestions through the *Missouri Relies on Everyone* (MoRE), state employee suggestion program
- ◆ Coordinated and administered State Employee of the Month ceremonies for each winning state employee; State Employee Recognition Week activities, including a ceremony at the State Capitol recognizing employee contributions; and the Governor's Award for Quality and Productivity recognizing the accomplishments of state employee work teams

# Involved. Innovative. Interconnected. A NEW Mission and Vision

To reflect the customers we serve and the importance of building positive relations that lead to innovation and future-oriented thinking, a special team comprised of Division of Personnel employees championed a new **MISSION** and **VISION** process during FY11. The use of two key words: **STEWARDSHIP** and **LEADERSHIP** serve as the foundation and basis for staff interactions and completion of work goals and assignments.



In conjunction with the Division's new mission and vision statements, a **NEW LOGO** for the Division that reflects the importance of a strong vision for the future was also created.

The new logo is prominently featured on mission and vision posters (as shown on this page) and other information for staff and customers.



As part of our Vision process, it was important to define our **VALUES**. We accomplished this by focusing on what each employee is accountable for – outstanding service. Using each letter of the word **S.E.R.V.I.C.E.**, our Values were identified:

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

# HR Organizational Changes

During fiscal year 2012, the Division of Personnel underwent organizational changes in an effort to improve many of the processes and procedures of the Division. Service teams have been established within the Division to better serve Missouri agencies and to maintain a central mechanism for human resource functions.

Also during this fiscal year, the Division began planning the establishment of the Human Resources Service Center (HRSC). The main goal of the Human Resources Service Center is to provide economies of scale, less redundancy and more efficiency in HR processes as well as provide consistency in policy application and procedures, leverage current resources, reduce paper transactions, and create an effective and efficient system that could be employee-focused.





# T R A N S F O R M A T I O N



## SERVICE TEAM 1:

Vera Bitherman Landon  
 Velma Long  
 Kathy Miller\*  
 Cathy Mueller  
 Terry Stockman  
 Cherry Warner  
 Sarah Zayumba

**ASSIGNED AGENCIES:**  
 DSS, DED, AGR, DHSS



## SERVICE TEAM 3:

Sharon Benton  
 Jennifer Calvin\*  
 Chris Maupin  
 Sandy Baskette  
 Angie Muenks  
 Carol Rackers  
 Angie Stapleton

**ASSIGNED AGENCIES:**  
 DMH, DPS, DIFP

**DIVISION OF PERSONNEL DIRECTOR**  
 Nancy Johnston

**DEPUTY DIVISION DIRECTOR**  
 Guy Krause

**ADMINISTRATION & FISCAL MANAGEMENT**  
 Susan Nichols, Kelly Brunson

**RECEPTION**  
 Nathan Lawson

**“THE NUCLEUS”**

**Areas of Expertise**

**CERTIFICATION**  
 Melissa Theis

**COMPENSATION**  
 Guy Krause, Gary Fogelbach

**EMPLOYEE RELATIONS**  
 Jerri Denton

**E-VERIFY & EXECUTIVE PAY**  
 Jerri Denton

**FLSA & FMLA**  
 Jerri Denton

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**HRIS**  
 Christy Klenklen – SAM II/Data Warehouse  
 Annette Tull– MAIRS/EASe, Web Maintenance  
 Carla Schnieders – Annual Report, HRIS Back-up

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**HR SERVICES CENTER**  
 Roxy Antonio, Aaron Hart, Joyce Boehm, Larry Bonnot,  
 Tom Fast, Michelle Loethen, LeAnn Meyer,  
 Cindy Buddette\*\*, Barbara Duncan\*\*, Cynthia Fischer\*\*,  
 Ronni Harwood\*\*, Mabel Henderson\*\*, Mary Limbach\*\*,  
 Gina Martin\*\*, Robin Martin\*\*, Gina Mauller\*\*,  
 Amanda Toebben\*\*, Donna Verslues\*\*, Robert Wiles\*\*

**PERFORM**  
 Vicki Watkins

**POSITION CLASSIFICATION**  
 Marian Buschjost

**RECOGNITION PROGRAMS**  
 Allan Forbis, Denise Osborne

**SAM II HR**  
 Christy Klenklen, Rhonda Kirkweg

**SELECTIONS**  
 Marian Buschjost

**TEST DEVELOPMENT**  
 Marian Buschjost

**TESTING OPERATIONS**  
 Susan Nichols, Roxanne Mason, Karen Schraer

**TRAINING**  
 Allan Forbis, Laura Mertens, Lori Gilmore, Kelly Levy,  
 Nicole Klatt, Teresa Sheridan, Eve Campbell

**TRANSACTION AUDIT**  
 Rhonda Kirkweg



## SERVICE TEAM 2:

Brenda Bell  
 Kelly Gardner  
 Debbie Koelling  
 Carol Rackers  
 Terry Roehl\*  
 Janice Wieberg (Certification and TA)

**ASSIGNED AGENCIES:**  
 OA, DOLIR, DOR

## SERVICE TEAM 4:

Judy Albert  
 Melinda Allen  
 Karen Howard\*  
 Tina Mason  
 Blanca Mora  
 Vicki Watkins

**ASSIGNED AGENCIES:**  
 DNR, DOC



Each Team will be comprised of: *Lead Analyst, Analysts, Transaction Auditor, Certification Specialist, Position Maintenance Specialist*

\* Team Leader

\*\* Staff from OA-ITSD and OA-FMDC transferred to Division of Personnel via Memorandum of Understanding in July 2012



To help State of Missouri employees stretch their household income, the Office of Administration entered into an agreement with the WeSave Employee Discount Program in May 2010.

Now in its third year, the program is based around the WeSave website where state employees access a customized home page to help them find the discounts they want. State employees who elect to participate in the program at **no cost to the state or the employee** have opportunities to save money (typically up to 40% off retail value) on direct-buy goods and services they purchase.

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

### Benefits to the State

A visible demonstration of interest in the financial well being of state employees and a means to thank state employees for their dedication to public service.

### Charitable Giving

Employees save money while **GIVING BACK!** WeSave donates 2% of every purchase made back to the Missouri State Employees Charitable Campaign. Donations from WeSave to the Charitable Campaign and a flowchart describing the donation process—along with much more information—is available on the state’s WeSave website.

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

### WeSave provides state employees:

#### Local Merchant Coupons

Employees can print coupons to redeem savings at local businesses that include area restaurants, auto service centers and more.

#### Online Merchant Offers

Employees can save money with WeSave’s special online merchant offers that include cellular phone/service discounts, extended warranty programs, event tickets, gift delivery services and more.

#### Travel Discounts

Employees who are planning a weekend getaway or family vacation can save on hotels, cruises, resorts and more.

#### Direct Buy Products

Employees who are in the market for a new television, computer, camera, etc., can browse WeSave’s direct buy products for savings up to 40% off retail value.



# In the **Spotlight!** Missouri State Employees Building a Brighter Tomorrow



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

A few months ago, the Division of Personnel established a new website entitled *In the Spotlight!* to showcase the professional and personal accomplishments of state employees at work, in local Missouri communities and beyond our borders. State executives, legislators and Missouri citizens can use this site to learn about the outstanding state employees who work hard conducting the state's business efficiently and effectively for Missouri taxpayers every day.

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

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

**All that's missing is YOU!**  
Do you know an outstanding employee who should be "In the Spotlight?" Is that person you?

**Share your VOICE**  
If you have a GREAT WORK or GREAT ACCOMPLISHMENT story to share through VIDEO. Let us know. It could end up right here in one of several SPECIAL *In the Spotlight!* marauees.

**TAKE A picture** It lasts longer!  
If you have a photo of an employee doing GREAT WORK on a project or interacting positively with the public, send us the photo with a one sentence explanation of *Who, What, When and Where*. It may end up *In the Spotlight!*

On a quarterly basis, the Center will promote the website and accomplishments of state employees to state leaders and others through *In the Spotlight!* announcements. Catch-up with all of the recent *In the Spotlight!* blogs at <http://spotlight.mo.gov/>

We hope that each state agency will continue to encourage their employees to submit appropriate accomplishments to *In the Spotlight!* and support opportunities to participate through video segments too. The Center is available to film employees who want to "tell their story" when possible.

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

Doug Nelson  
Commissioner, Office of Administration



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

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

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

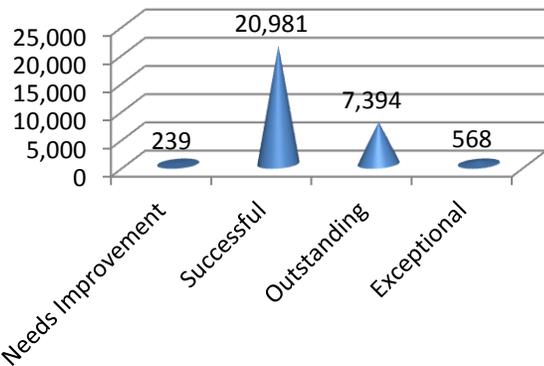
PERforM creates a standardized “across-the-board” approach for evaluating the performance of state employees, enabling consistent reporting and a shared understanding of the appraisal process – not just for supervisors (raters) but just as importantly for state employees who need to clearly understand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

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

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

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

**Number of Completed Required Appraisals Statewide (2011)**



### PERforM Components

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

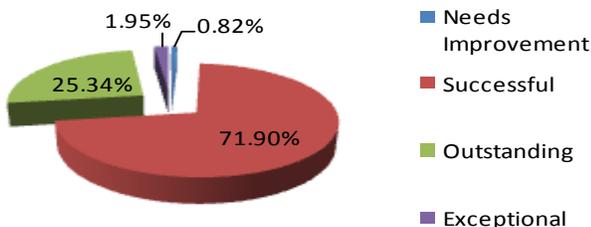
1. Knowledge of Work
2. Quality of Work
3. Situational Responsiveness
4. Initiative
5. Dependability

### Supervisors/Managers:

In addition to the 5 components listed above, individuals designated as supervisors by their agency that have performance appraisal responsibility for one or more employees are evaluated on 3 additional components:

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

**Percentage of Completed Required Appraisals Statewide (2011)**



# EASe

## The Division of Personnel's Electronic Application System

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

### How does EASe work?

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

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

As with any system, as questions and comments are submitted, DOP staff respond to each one individually and continue to make system enhancements. In FY11, the DOP established an EASe review team comprised of DOP staff and representatives from various agencies to examine the current application process – and make recommendations to further streamline and improve the system.

#### UPDATE:

During FY12, the Division implemented a new 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.



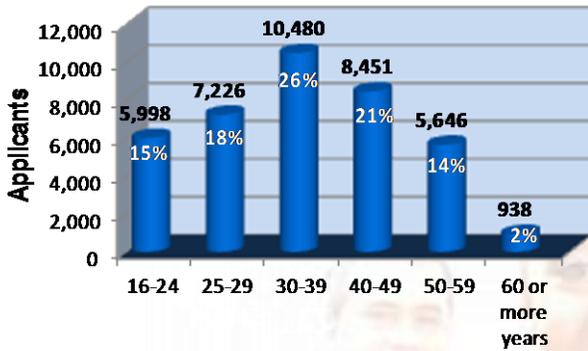
### General Application Data

|  |           |
|--|-----------|
| FY12 Total Applicants                                | 39,764    |
| FY12 EASe Applicants                                 | 38,787    |
| FY12 Total Applications for Job Classes              | 160,213   |
| FY12 Job Classes Applied for Through EASe            | 155,964   |
| FY12 Job Classes Applied for Using Paper Application | 4,249     |
| Applicants Registered Through EASe in FY12           | 14,671    |
| Total Number of Applicants Registered Through EASe   | 207,419   |
| Total Number of Merit UCP Job Classes                | 708       |
| Total Classes Converted to EASe in FY12              | 21        |
| Total Number of Classes Converted to EASe            | 480 (68%) |

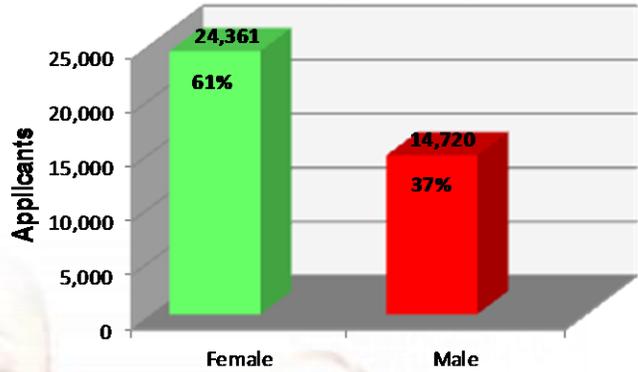
Many questions about EASe are covered in the FAQs about the system. Please visit the DOP's website for more information, including questions and answers about EASe, at [www.ease.mo.gov](http://www.ease.mo.gov)

# Applicant Characteristic Survey Results

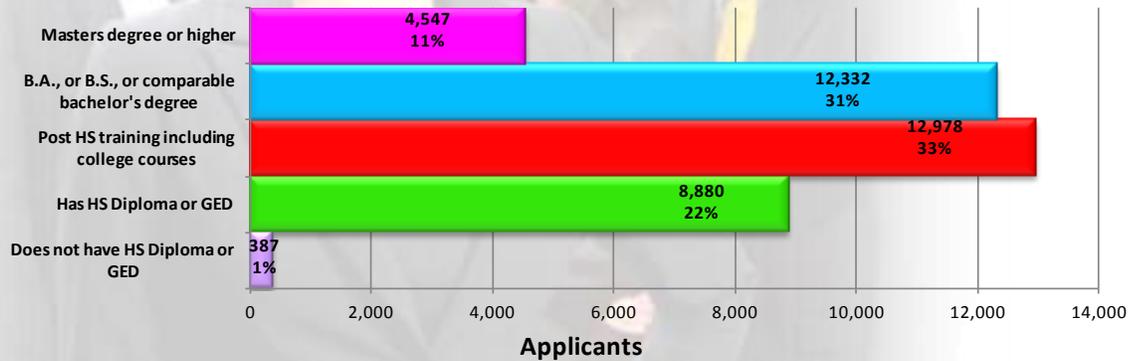
**Number of Applicants by Age Range**



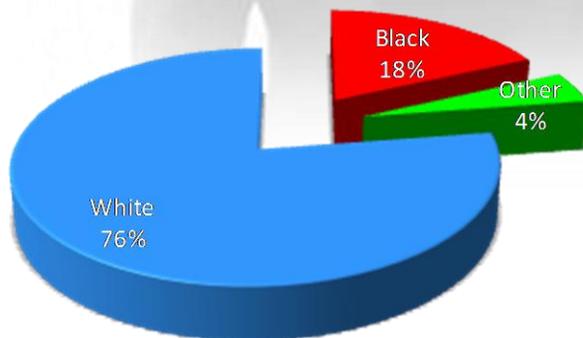
**Number of Applicants by Gender**



**Applicants by Education Level**



**Ethnicity of Applicants**



As part of the electronic or paper application process, applicants have the option of submitting voluntary demographic data that in no way affects their application. However, the results of the data help to provide a demographic snapshot of job applicants.



# Employee and Applicant Data by County

## Employees, Applicants, Registers and Appointments

| County         | Metropolitan Statistical Area | Reside | Work | Applicants | Classes | Register Additions | Received Appointments |
|----------------|-------------------------------|--------|------|------------|---------|--------------------|-----------------------|
| ADAIR          | N/A                           | 194    | 156  | 134        | 471     | 245                | 19                    |
| ANDREW         | St. Joseph                    | 282    | 24   | 144        | 539     | 296                | 16                    |
| ATCHISON       | N/A                           | 51     | 23   | 17         | 53      | 31                 | 2                     |
| AUDRAIN        | N/A                           | 619    | 721  | 398        | 1302    | 756                | 49                    |
| BARRY          | N/A                           | 155    | 110  | 97         | 370     | 190                | 12                    |
| BARTON         | N/A                           | 132    | 38   | 34         | 174     | 98                 | 7                     |
| BATES          | Kansas City                   | 114    | 81   | 45         | 129     | 66                 | 5                     |
| BENTON         | N/A                           | 124    | 51   | 74         | 257     | 152                | 9                     |
| BOLLINGER      | N/A                           | 97     | 30   | 42         | 119     | 70                 | 9                     |
| BOONE          | Columbia                      | 1959   | 570  | 1381       | 5940    | 3775               | 181                   |
| BUCHANAN       | St. Joseph                    | 1152   | 1602 | 1017       | 3854    | 2011               | 133                   |
| BUTLER         | N/A                           | 503    | 726  | 390        | 1437    | 748                | 33                    |
| CALDWELL       | Kansas City                   | 262    | 30   | 140        | 564     | 313                | 34                    |
| CALLAWAY       | Jefferson City                | 2570   | 1858 | 1333       | 5770    | 3357               | 195                   |
| CAMDEN         | N/A                           | 280    | 171  | 273        | 1155    | 697                | 31                    |
| CAPE GIRARDEAU | N/A                           | 680    | 729  | 546        | 2420    | 1471               | 39                    |

### LEGEND

**Reside:** Number of employees by county of residence as listed in the SAM II HR Payroll System, as of June 30, 2012.

**Work:** Number of employees with work locations assigned to this county as of June 30, 2012.

**Applicants:** Number of residents from this location who applied for at least one job classification between July 1, 2011 and June 30, 2012.

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

**Register Additions:** Number of residents who submitted an application between July 1, 2011 and June 30, 2012. Register types include Reinstatement, Open, Promotional, Re-employment and Transfer.

**Received Appointments:** Number of residents who received an appointment to a Merit System position between July 1, 2011 and June 30, 2012.

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

**Columbia:** Boone, Howard

**Jefferson City:** Callaway, Cole, Moniteau, Osage

**Joplin:** Jasper, Newton

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

**Springfield:** Christian, Dallas, Greene, Polk, Webster

**St. Joseph:** Andrew, Buchanan, DeKalb

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

County data continued on the following pages...

# Employee and Applicant Data by County

| County      | Metropolitan Statistical Area | Reside | Work  | Applicants | Classes | Register Additions | Received Appointments |
|-------------|-------------------------------|--------|-------|------------|---------|--------------------|-----------------------|
| CARROLL     | N/A                           | 159    | 29    | 109        | 361     | 210                | 15                    |
| CARTER      | N/A                           | 87     | 38    | 38         | 133     | 81                 | 6                     |
| CASS        | Kansas City                   | 254    | 151   | 207        | 747     | 392                | 26                    |
| CEDAR       | N/A                           | 165    | 102   | 54         | 205     | 115                | 4                     |
| CHARITON    | N/A                           | 94     | 25    | 66         | 257     | 135                | 9                     |
| CHRISTIAN   | Springfield                   | 422    | 135   | 340        | 1359    | 885                | 27                    |
| CLARK       | N/A                           | 39     | 30    | 15         | 55      | 30                 | 0                     |
| CLAY        | Kansas City                   | 618    | 411   | 210        | 702     | 421                | 31                    |
| CLINTON     | Kansas City                   | 390    | 1240  | 356        | 1169    | 668                | 77                    |
| COLE        | Jefferson City                | 6803   | 13965 | 3333       | 17373   | 10642              | 484                   |
| COOPER      | N/A                           | 359    | 393   | 278        | 1144    | 694                | 41                    |
| CRAWFORD    | N/A                           | 198    | 87    | 109        | 499     | 276                | 6                     |
| DADE        | N/A                           | 52     | 19    | 26         | 63      | 43                 | 1                     |
| DALLAS      | Springfield                   | 107    | 44    | 57         | 184     | 116                | 4                     |
| DAVIESS     | N/A                           | 234    | 27    | 148        | 461     | 254                | 31                    |
| DEKALB      | St. Joseph                    | 332    | 51    | 120        | 329     | 196                | 23                    |
| DENT        | N/A                           | 182    | 76    | 116        | 399     | 212                | 7                     |
| DOUGLAS     | N/A                           | 101    | 43    | 86         | 429     | 241                | 10                    |
| DUNKLIN     | N/A                           | 221    | 179   | 167        | 575     | 292                | 12                    |
| FRANKLIN    | St. Louis                     | 567    | 231   | 529        | 1773    | 981                | 72                    |
| GASCONADE   | N/A                           | 168    | 33    | 172        | 635     | 315                | 22                    |
| GENTRY      | N/A                           | 94     | 57    | 65         | 279     | 133                | 12                    |
| GREENE      | Springfield                   | 1275   | 1770  | 1261       | 5934    | 3562               | 122                   |
| GRUNDY      | N/A                           | 130    | 57    | 118        | 430     | 187                | 10                    |
| HARRISON    | N/A                           | 128    | 36    | 65         | 210     | 116                | 10                    |
| HENRY       | N/A                           | 151    | 85    | 75         | 296     | 161                | 5                     |
| HICKORY     | N/A                           | 54     | 41    | 24         | 96      | 51                 | 2                     |
| HOLT        | N/A                           | 77     | 23    | 32         | 97      | 57                 | 4                     |
| HOWARD      | Columbia                      | 129    | 27    | 71         | 191     | 125                | 9                     |
| HOWELL      | N/A                           | 367    | 384   | 215        | 897     | 464                | 15                    |
| IRON        | N/A                           | 218    | 24    | 143        | 473     | 256                | 13                    |
| JACKSON     | Kansas City                   | 2429   | 3259  | 2500       | 9805    | 5516               | 285                   |
| JASPER      | Joplin                        | 485    | 529   | 405        | 1501    | 867                | 50                    |
| JEFFERSON   | St. Louis                     | 907    | 461   | 810        | 3384    | 1910               | 84                    |
| JOHNSON     | N/A                           | 419    | 379   | 268        | 1048    | 592                | 27                    |
| KNOX        | N/A                           | 29     | 18    | 17         | 48      | 37                 | 3                     |
| LACLEDE     | N/A                           | 192    | 149   | 175        | 621     | 327                | 14                    |
| LAFAYETTE   | Kansas City                   | 615    | 635   | 232        | 773     | 449                | 32                    |
| LAWRENCE    | N/A                           | 345    | 362   | 158        | 606     | 326                | 20                    |
| LEWIS       | N/A                           | 43     | 35    | 34         | 60      | 40                 | 2                     |
| LINCOLN     | St. Louis                     | 245    | 181   | 260        | 928     | 550                | 32                    |
| LINN        | N/A                           | 244    | 62    | 150        | 556     | 265                | 24                    |
| LIVINGSTON  | N/A                           | 420    | 547   | 287        | 1156    | 654                | 37                    |
| MCDONALD    | N/A                           | 46     | 43    | 140        | 445     | 254                | 14                    |
| MACON       | N/A                           | 328    | 326   | 212        | 932     | 526                | 17                    |
| MADISON     | N/A                           | 294    | 35    | 132        | 530     | 335                | 17                    |
| MARIES      | N/A                           | 285    | 22    | 233        | 652     | 379                | 22                    |
| MARION      | N/A                           | 329    | 308   | 24         | 112     | 60                 | 3                     |
| MERCER      | N/A                           | 22     | 20    | 13         | 33      | 13                 | 4                     |
| MILLER      | N/A                           | 633    | 105   | 339        | 1651    | 966                | 48                    |
| MISSISSIPPI | N/A                           | 202    | 477   | 181        | 463     | 231                | 21                    |

# Employee and Applicant Data by County

| County           | Metropolitan Statistical Area | Reside | Work  | Applicants | Classes | Register Additions | Received Appointments |
|------------------|-------------------------------|--------|-------|------------|---------|--------------------|-----------------------|
| MONITEAU         | Jefferson City                | 724    | 344   | 417        | 1938    | 1101               | 63                    |
| MONROE           | N/A                           | 130    | 35    | 70         | 196     | 116                | 10                    |
| MONTGOMERY       | N/A                           | 200    | 120   | 140        | 455     | 270                | 26                    |
| MORGAN           | N/A                           | 264    | 46    | 193        | 928     | 541                | 23                    |
| NEW MADRID       | N/A                           | 159    | 97    | 117        | 421     | 196                | 11                    |
| NEWTON           | Joplin                        | 232    | 138   | 99         | 305     | 162                | 12                    |
| NODAWAY          | N/A                           | 240    | 285   | 232        | 720     | 406                | 35                    |
| OREGON           | N/A                           | 58     | 35    | 46         | 147     | 87                 | 4                     |
| OSAGE            | N/A                           | 904    | 18    | 357        | 1378    | 883                | 47                    |
| OZARK            | N/A                           | 52     | 34    | 31         | 75      | 45                 | 3                     |
| PEMISCOT         | N/A                           | 107    | 119   | 79         | 282     | 125                | 6                     |
| PERRY            | N/A                           | 97     | 28    | 74         | 271     | 153                | 3                     |
| PETTIS           | N/A                           | 305    | 186   | 246        | 965     | 503                | 30                    |
| PHELPS           | N/A                           | 476    | 621   | 394        | 1616    | 963                | 45                    |
| PIKE             | N/A                           | 479    | 596   | 396        | 1117    | 625                | 62                    |
| PLATTE           | Kansas City                   | 221    | 77    | 67         | 287     | 154                | 11                    |
| POLK             | Springfield                   | 151    | 76    | 95         | 371     | 249                | 14                    |
| PULASKI          | N/A                           | 251    | 88    | 326        | 1472    | 776                | 22                    |
| PUTNAM           | N/A                           | 38     | 22    | 15         | 52      | 31                 | 1                     |
| RALLS            | N/A                           | 200    | 28    | 81         | 202     | 130                | 10                    |
| RANDOLPH         | N/A                           | 385    | 545   | 389        | 1247    | 636                | 43                    |
| RAY              | Kansas City                   | 115    | 47    | 84         | 230     | 119                | 16                    |
| REYNOLDS         | N/A                           | 63     | 41    | 39         | 116     | 72                 | 6                     |
| RIPLEY           | N/A                           | 94     | 42    | 75         | 242     | 148                | 6                     |
| ST.CHARLES       | St. Louis                     | 845    | 596   | 937        | 3616    | 2099               | 83                    |
| ST.CLAIR         | N/A                           | 53     | 21    | 21         | 115     | 59                 | 1                     |
| STE.GENEVIEVE    | N/A                           | 131    | 35    | 84         | 414     | 218                | 8                     |
| ST. FRANCOIS     | N/A                           | 1957   | 2499  | 1494       | 5994    | 3397               | 157                   |
| ST. LOUIS COUNTY | St. Louis                     | 3872   | 3827  | 1174       | 5542    | 3175               | 76                    |
| SALINE           | N/A                           | 713    | 684   | 228        | 869     | 518                | 30                    |
| SCHUYLER         | N/A                           | 37     | 17    | 17         | 91      | 40                 | 1                     |
| SCOTLAND         | N/A                           | 46     | 49    | 33         | 108     | 50                 | 3                     |
| SCOTT            | N/A                           | 568    | 474   | 443        | 1663    | 924                | 57                    |
| SHANNON          | N/A                           | 107    | 35    | 40         | 111     | 74                 | 3                     |
| SHELBY           | N/A                           | 81     | 35    | 33         | 116     | 74                 | 2                     |
| STODDARD         | N/A                           | 325    | 121   | 199        | 735     | 383                | 30                    |
| STONE            | N/A                           | 96     | 51    | 82         | 377     | 197                | 3                     |
| SULLIVAN         | N/A                           | 28     | 31    | 15         | 35      | 13                 | 3                     |
| TANEY            | N/A                           | 158    | 145   | 140        | 474     | 266                | 13                    |
| TEXAS            | N/A                           | 468    | 550   | 338        | 1137    | 622                | 46                    |
| VERNON           | N/A                           | 341    | 414   | 80         | 268     | 155                | 9                     |
| WARREN           | St. Louis                     | 109    | 70    | 109        | 332     | 198                | 11                    |
| WASHINGTON       | St. Louis                     | 387    | 448   | 346        | 1385    | 690                | 45                    |
| WAYNE            | N/A                           | 150    | 70    | 99         | 303     | 169                | 10                    |
| WEBSTER          | Springfield                   | 248    | 235   | 249        | 1111    | 628                | 14                    |
| WORTH            | N/A                           | 40     | 17    | 22         | 48      | 35                 | 6                     |
| WRIGHT           | N/A                           | 180    | 77    | 115        | 366     | 206                | 20                    |
| ST. LOUIS CITY   | St. Louis                     | 1899   | 3105  | 5201       | 22313   | 11915              | 324                   |
| STATE SUBTOTAL   |                               | 50701  | 51960 | 36801      | 150169  | 85480              | 4104                  |
| UNKNOWN          |                               | 120    | 1     | 2775       | 9163    | 5483               | 203                   |
| OUT OF STATE     |                               | 1164   | 24    | 188        | 881     | 463                | 8                     |
| TOTAL            |                               | 51985  | 51985 | 39764      | 160213  | 91426              | 4315                  |

# Number of Missouri State Employees: A Comparison between FY11 and FY12

| Elected Officials and Non-UCP Agencies* |               |               |             |  |
|---|---------------|---------------|-------------|--|
| Agency                                  | FY 11 Count   | FY 12 Count   | Loss/Gain   |  |
| Legislature                             | 550           | 543           | -7          |  |
| Judiciary                               | 3,237         | 3,218         | -19         |  |
| Public Defender                         | 581           | 578           | -3          |  |
| Governor                                | 25            | 27            | 2           |  |
| Lt. Governor                            | 6             | 5             | -1          |  |
| Secretary of State                      | 240           | 240           | 0           |  |
| State Auditor                           | 118           | 111           | -7          |  |
| State Treasurer                         | 47            | 46            | -1          |  |
| Attorney General                        | 323           | 329           | 6           |  |
| Conservation                            | 1,374         | 1,407         | 33          |  |
| Elem & Sec Education**                  | 1,804         | 1,748         | -56         |  |
| Transportation                          | 5,843         | 5,111         | -732        |  |
| <b>TOTAL</b>                            | <b>14,148</b> | <b>13,363</b> | <b>-785</b> |  |

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

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

| UCP Agencies       | Classified    |               |              |              | Unclassified |              |             |              | FY 12 Totals* |              |
|--------------------|---------------|---------------|--------------|--------------|--------------|--------------|-------------|--------------|---------------|--------------|
|                    | FY11          | FY12          | FY12 %       | Loss or Gain | FY11         | FY12         | FY12%       | Loss or Gain | Total Count   | Loss or Gain |
| Office of Adm.     | 1,957         | 1,890         | 95.2%        | -67          | 95           | 86           | 4.3%        | -9           | 1,986         | -70          |
| Agriculture        | 268           | 280           | 92.1%        | 12           | 23           | 23           | 7.8%        | 0            | 304           | 13           |
| Insurance          | 263           | 265           | 51.1%        | 2            | 241          | 253          | 48.8%       | 12           | 519           | 14           |
| Economic Dev.      | 788           | 728           | 87.4%        | -60          | 100          | 104          | 12.5%       | 4            | 833           | -56          |
| Higher Education** | 0             | 0             | 0.0%         | 0            | 60           | 59           | 100.0%      | -1           | 59            | -1           |
| Health & Sr. Serv  | 1,541         | 1,584         | 96.9%        | 43           | 45           | 47           | 2.9%        | 2            | 1,634         | 46           |
| Labor & Ind. Rel.  | 801           | 842           | 92.0%        | 41           | 84           | 73           | 8.0%        | -11          | 915           | 30           |
| Mental Health      | 6,511         | 6,625         | 97.1%        | 114          | 170          | 160          | 2.4%        | -10          | 6,821         | 101          |
| Natural Resources  | 1,407         | 1,434         | 97.0%        | 27           | 59           | 49           | 3.3%        | -10          | 1,486         | 19           |
| Public Safety**    | 2,238         | 2,232         | 47.1%        | -6           | 2,488        | 2,457        | 51.9%       | -31          | 4,736         | -29          |
| Revenue            | 1,246         | 1,231         | 92.8%        | -15          | 88           | 92           | 6.9%        | 4            | 1,326         | -12          |
| Social Services    | 7,131         | 7,012         | 97.9%        | -119         | 138          | 144          | 2.0%        | 6            | 7,165         | -110         |
| Corrections        | 10,646        | 10,616        | 98.0%        | -30          | 93           | 95           | 0.9%        | 2            | 10,838        | -4           |
| <b>TOTALS</b>      | <b>34,797</b> | <b>34,739</b> | <b>90.0%</b> | <b>-58</b>   | <b>3,684</b> | <b>3,642</b> | <b>9.4%</b> | <b>-42</b>   | <b>38,622</b> | <b>-59</b>   |

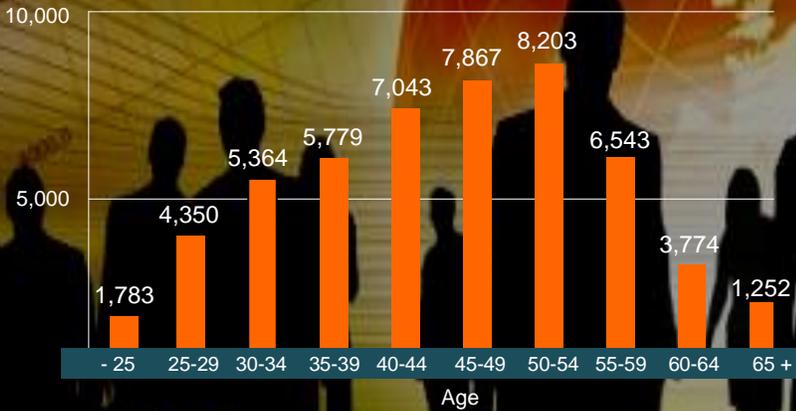
\* The total count and percentages for some agencies are higher than their combined number and percentage of classified and unclassified employees because some employees were not designated as either classified or unclassified in the SAM II HR Payroll System.

\*\* 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.

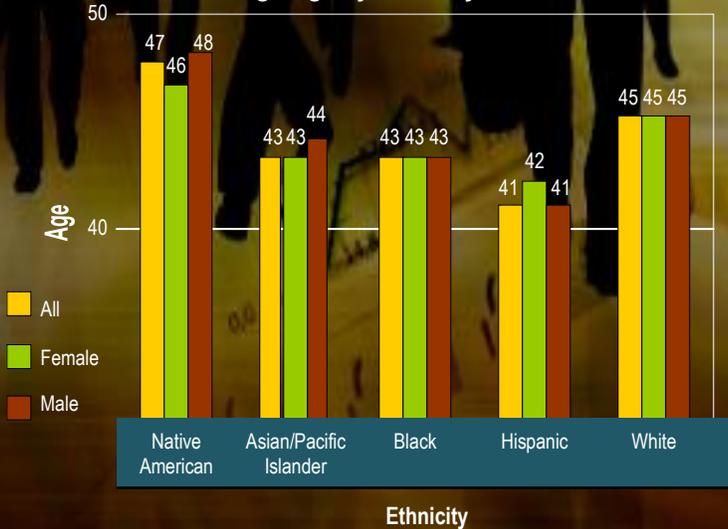
# Age

The most common age of a state employee is 49  
 1,783 state employees are under 25  
 17,276 state employees are under 40  
 33,430 state employees are between 40 and 64  
 1252 state employees are 65 and older  
 The average age of a male or female state employee is 45

Age Distribution of Missouri State Employees



Average Age by Ethnicity and Gender



Data based on total employee count of 51,985.  
 27 employees had an invalid or missing birthdate in the SAM II HR Payroll System. Of those with valid birthdays, 83 employees had invalid or no ethnicity listed.

| AGENCY/ OFFICE               | Average Age Employees Begin State Service by Agency | Average Age of Employees by Agency |
|------------------------------|---|------------------------------------|
| Legislature                  | 37  | 47                                 |
| Judiciary                    | 36  | 48                                 |
| Public Defender              | 33  | 43                                 |
| Governor                     | 31  | 43                                 |
| Lt. Governor                 | 38  | 48                                 |
| Secretary of State           | 33  | 44                                 |
| State Auditor                | 28  | 39                                 |
| State Treasurer              | 31  | 43                                 |
| Attorney General             | 34  | 42                                 |
| Office of Administration     | 33  | 47                                 |
| Agriculture                  | 34  | 46                                 |
| Insurance                    | 33  | 44                                 |
| Conservation                 | 31  | 44                                 |
| Economic Development         | 37  | 49                                 |
| Elem & Sec Education         | 36  | 47                                 |
| Higher Education             | 32  | 42                                 |
| Health & Senior Services     | 35  | 47                                 |
| Transportation               | 31  | 45                                 |
| Labor & Industrial Relations | 35  | 46                                 |
| Mental Health                | 34  | 44                                 |
| Natural Resources            | 33  | 46                                 |
| Public Safety                | 33  | 43                                 |
| Revenue                      | 30  | 42                                 |
| Social Services              | 33  | 44                                 |
| Corrections                  | 35  | 45                                 |

**On average, employees begin state service when they are 34 years old.**

**Note:** Entry age is calculated using the Leave Progression Start Date. Where the employee had a break in service, this date may not accurately reflect the actual date the employee entered state service.

Average Age by Ethnicity

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

# Gender

| Agency                   | Employee Count | Females       |       | Males         |       |
|--------------------------|----------------|---------------|-------|---------------|-------|
|                          |                | #             | %     | #             | %     |
| Legislature              | 543            | 268           | 49.4% | 275           | 50.6% |
| Judiciary                | 3,218          | 2,478         | 77.0% | 740           | 23.0% |
| Public Defender          | 578            | 339           | 58.7% | 239           | 41.4% |
| Governor                 | 27             | 14            | 51.9% | 13            | 48.2% |
| Lt. Governor             | 5              | 2             | 40.0% | 3             | 60.0% |
| Secretary of State       | 240            | 167           | 70.0% | 73            | 30.4% |
| State Auditor            | 111            | 65            | 59.6% | 46            | 41.4% |
| State Treasurer          | 46             | 31            | 67.4% | 15            | 33.0% |
| Attorney General         | 329            | 212           | 64.4% | 117           | 35.6% |
| Office of Administration | 1,986          | 694           | 35.0% | 1,291         | 65.0% |
| Agriculture              | 304            | 125           | 41.1% | 179           | 59.0% |
| Insurance                | 519            | 306           | 59.0% | 211           | 41.0% |
| Conservation             | 1,407          | 326           | 23.2% | 1,081         | 77.0% |
| Economic Development     | 833            | 507           | 61.0% | 324           | 39.0% |
| Elem & Sec Education     | 1,748          | 1,434         | 82.0% | 314           | 18.0% |
| Higher Education         | 59             | 47            | 80.0% | 12            | 20.3% |
| Health & Senior Services | 1,634          | 1,324         | 81.0% | 310           | 19.0% |
| Transportation           | 5,111          | 1,025         | 20.1% | 4,086         | 80.0% |
| Labor & Industrial Rel   | 915            | 633           | 69.2% | 282           | 31.0% |
| Mental Health            | 6,821          | 4,850         | 71.1% | 1,963         | 28.8% |
| Natural Resources        | 1,486          | 601           | 40.4% | 885           | 60.0% |
| Public Safety            | 4,736          | 2,278         | 48.1% | 2,457         | 52.0% |
| Revenue                  | 1,326          | 956           | 72.1% | 370           | 28.0% |
| Social Services          | 7,165          | 5,855         | 82.0% | 1,298         | 18.1% |
| Corrections              | 10,838         | 4,447         | 41.0% | 6,391         | 59.0% |
| <b>TOTALS</b>            | <b>51,985</b>  | <b>28,984</b> |       | <b>22,975</b> |       |
| <b>PERCENTAGES</b>       |                | <b>56%</b>    |       | <b>44%</b>    |       |

Notes:

The employee count includes full-time (>=50% FTE), "permanent" employees who have valid gender information entered in the SAM II HR/Payroll System (26 employees have unknown gender designated), as of June 30, 2012.

# Ethnicity

2.0%

Hispanic, Asian Pacific Islander  
and Native American Descent

11.3 %

Black

86.5

White

## Ethnicity by Agency\*

| Agency Description           | Employee Count | Native American | %            | Asian/Pacific Islander | %            | Black        | %             | Hispanic   | %            | White         | %             |
|------------------------------|----------------|-----------------|--------------|------------------------|--------------|--------------|---------------|------------|--------------|---------------|---------------|
| Legislature                  | 543            | 1               | 0.18%        | 1                      | 0.18%        | 33           | 6.08%         | 1          | 0.18%        | 505           | 93.00%        |
| Judiciary                    | 3,218          | 2               | 0.06%        | 12                     | 0.37%        | 293          | 9.11%         | 21         | 0.65%        | 2,862         | 88.94%        |
| Public Defender              | 578            | 3               | 0.52%        | 8                      | 1.38%        | 47           | 8.13%         | 5          | 0.87%        | 511           | 88.41%        |
| Governor                     | 27             | 0               | 0.00%        | 0                      | 0.00%        | 1            | 3.70%         | 0          | 0.00%        | 26            | 96.30%        |
| Lt. Governor                 | 5              | 0               | 0.00%        | 0                      | 0.00%        | 0            | 0.00%         | 0          | 0.00%        | 5             | 100.00%       |
| Secretary of State           | 240            | 1               | 0.42%        | 4                      | 1.67%        | 14           | 5.83%         | 1          | 0.42%        | 218           | 90.83%        |
| State Auditor                | 111            | 1               | 0.90%        | 0                      | 0.00%        | 5            | 4.50%         | 0          | 0.00%        | 105           | 94.59%        |
| State Treasurer              | 46             | 0               | 0.00%        | 0                      | 0.00%        | 3            | 6.52%         | 0          | 0.00%        | 43            | 93.48%        |
| Attorney General             | 329            | 3               | 0.91%        | 4                      | 1.22%        | 17           | 5.17%         | 2          | 0.61%        | 303           | 92.10%        |
| Office of Administration     | 1,986          | 6               | 0.30%        | 31                     | 1.56%        | 110          | 5.54%         | 5          | 0.25%        | 1,829         | 92.09%        |
| Agriculture                  | 304            | 2               | 0.66%        | 2                      | 0.66%        | 10           | 3.29%         | 0          | 0.00%        | 290           | 95.39%        |
| Insurance                    | 519            | 1               | 0.19%        | 2                      | 0.39%        | 26           | 5.01%         | 1          | 0.19%        | 487           | 93.83%        |
| Conservation                 | 1,407          | 6               | 0.43%        | 4                      | 0.28%        | 36           | 2.56%         | 5          | 0.36%        | 1,355         | 96.30%        |
| Economic Development         | 833            | 8               | 0.96%        | 12                     | 1.44%        | 130          | 15.61%        | 4          | 0.48%        | 675           | 81.03%        |
| Elem & Sec Education         | 1,748          | 4               | 0.23%        | 13                     | 0.74%        | 184          | 10.53%        | 10         | 0.57%        | 1,536         | 87.87%        |
| Higher Education             | 59             | 0               | 0.00%        | 0                      | 0.00%        | 5            | 8.47%         | 0          | 0.00%        | 54            | 91.53%        |
| Health & Senior Services     | 1,634          | 6               | 0.37%        | 20                     | 1.22%        | 151          | 9.24%         | 13         | 0.80%        | 1,444         | 88.37%        |
| Transportation               | 5,111          | 98              | 1.92%        | 26                     | 0.51%        | 277          | 5.42%         | 50         | 0.98%        | 4,656         | 91.10%        |
| Labor & Industrial Relations | 915            | 5               | 0.55%        | 7                      | 0.77%        | 81           | 8.85%         | 10         | 1.09%        | 812           | 88.74%        |
| Mental Health                | 6,821          | 16              | 0.23%        | 99                     | 1.45%        | 2,015        | 29.54%        | 56         | 0.82%        | 4,617         | 67.69%        |
| Natural Resources            | 1,486          | 1               | 0.07%        | 20                     | 1.35%        | 47           | 3.16%         | 9          | 0.61%        | 1,408         | 94.75%        |
| Public Safety                | 4,736          | 25              | 0.53%        | 42                     | 0.89%        | 417          | 8.80%         | 38         | 0.80%        | 4,213         | 88.96%        |
| Revenue                      | 1,326          | 6               | 0.45%        | 24                     | 1.81%        | 67           | 5.05%         | 13         | 0.98%        | 1,216         | 91.70%        |
| Social Services              | 7,165          | 35              | 0.49%        | 30                     | 0.42%        | 1,219        | 17.01%        | 67         | 0.94%        | 5,791         | 80.82%        |
| Corrections                  | 10,838         | 27              | 0.25%        | 34                     | 0.31%        | 668          | 6.16%         | 100        | 0.92%        | 9,996         | 92.23%        |
| <b>TOTALS</b>                | <b>51,985</b>  | <b>257</b>      | <b>0.49%</b> | <b>395</b>             | <b>0.76%</b> | <b>5,856</b> | <b>11.26%</b> | <b>411</b> | <b>0.79%</b> | <b>44,957</b> | <b>86.48%</b> |

\* 109 employees have unknown ethnicity designated in the SAM II HR Payroll System, as of June 30, 2012.

# Length of State Service

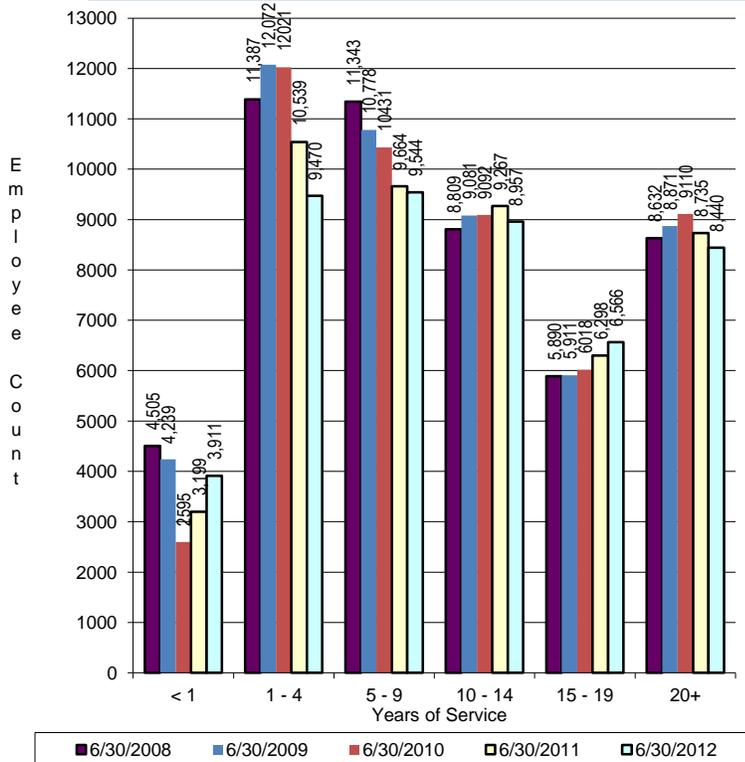
The average length of service on:  
**6/30/12** was 11 years and 7 months.  
**6/30/11** was 11 years and 7 months  
**6/30/10** was 11 years and 4 months.  
**6/30/09** was 10 years and 11 months.  
**6/30/08** was 10 years and 10 months.

Approximately **29%** of the workforce has been employed with the state less than **5 years**



## Average Years/Months of Service for Executive Branch Agencies

Comparison of Years of Service Categories



| Agency                   | Year/Month |
|--------------------------|------------|
| Office of Administration | 14/06      |
| Agriculture              | 12/09      |
| Insurance                | 11/01      |
| Conservation             | 13/03      |
| Economic Development     | 13/03      |
| Elem & Sec Education     | 12/04      |
| Higher Education         | 10/06      |
| Health & Sr. Services    | 12/09      |
| Transportation           | 14/03      |
| Labor & Ind Relations    | 11/05      |
| Mental Health            | 10/03      |
| Natural Resources        | 13/06      |
| Public Safety            | 10/07      |
| Revenue                  | 12/08      |
| Social Services          | 11/07      |
| Corrections              | 10/03      |

Service data based on the following employee totals:  
 06/30/08 – 50,566 . 06/30/09 – 50,952 . 06/30/10 – 49,267 . 06/30/11 – 47,702 . 06/30/12 – 46,888

Data was counted for EXECUTIVE BRANCH full-time (>=50% FTE), "permanent" employees only, as entered in the SAM II HR/Payroll System

# Classification and Pay Systems

## Uniform Classification and Pay

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

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

## Exclusions

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

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

<sup>1</sup> 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.

<sup>2</sup> Attorney General's Opinion #120-91 indicates that constitutional provisions exempt "professional" employees from UCP coverage.

<sup>3</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.

# Employee Pay Distribution

Pay Distribution of Employees by Agency as of June 30, 2012



| Agency and Employee Count                | \$5000-<br>\$19999 | \$20000<br>\$29999 | \$30000<br>\$39999 | \$40000<br>\$49999 | \$50000<br>\$59999 | \$60000<br>\$69999 | \$70000<br>\$79999 | \$80000<br>\$89999 | \$90000<br>\$99999 | Greater<br>Than<br>\$100000 |     |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------------------|-----|
| Legislature                              | 513                | 6                  | 73                 | 259                | 72                 | 45                 | 29                 | 15                 | 13                 | 1                           | 0   |
| Judiciary                                | 3,011              | 0                  | 1,302              | 623                | 251                | 364                | 52                 | 7                  | 4                  | 3                           | 405 |
| Public Defender                          | 571                | 1                  | 108                | 113                | 95                 | 58                 | 172                | 9                  | 7                  | 4                           | 4   |
| Governor                                 | 27                 | 0                  | 2                  | 5                  | 4                  | 2                  | 3                  | 2                  | 0                  | 2                           | 7   |
| Lt. Governor                             | 5                  | 0                  | 0                  | 0                  | 0                  | 0                  | 1                  | 3                  | 1                  | 0                           | 0   |
| Secretary of State                       | 237                | 0                  | 81                 | 86                 | 34                 | 16                 | 8                  | 7                  | 1                  | 3                           | 1   |
| State Auditor                            | 111                | 0                  | 1                  | 24                 | 37                 | 14                 | 14                 | 9                  | 8                  | 2                           | 2   |
| State Treasurer                          | 43                 | 0                  | 14                 | 6                  | 12                 | 4                  | 1                  | 0                  | 3                  | 2                           | 1   |
| Attorney General                         | 320                | 0                  | 32                 | 87                 | 86                 | 40                 | 26                 | 22                 | 9                  | 11                          | 7   |
| Office of Administration                 | 1,965              | 1                  | 330                | 618                | 476                | 293                | 167                | 51                 | 11                 | 11                          | 7   |
| Agriculture                              | 299                | 0                  | 34                 | 162                | 57                 | 20                 | 13                 | 5                  | 6                  | 2                           | 0   |
| Insurance                                | 501                | 0                  | 103                | 126                | 64                 | 52                 | 41                 | 65                 | 33                 | 11                          | 6   |
| Conservation                             | 1,406              | 0                  | 265                | 424                | 388                | 178                | 104                | 29                 | 12                 | 5                           | 1   |
| Economic Development                     | 826                | 0                  | 168                | 236                | 200                | 106                | 66                 | 20                 | 12                 | 10                          | 8   |
| Elem & Sec Education                     | 935                | 0                  | 168                | 188                | 349                | 167                | 42                 | 11                 | 0                  | 8                           | 2   |
| Higher Education                         | 59                 | 0                  | 8                  | 25                 | 11                 | 7                  | 2                  | 4                  | 0                  | 1                           | 1   |
| Health & Senior Services                 | 1,630              | 0                  | 246                | 590                | 447                | 230                | 71                 | 32                 | 9                  | 1                           | 4   |
| Transportation                           | 5,071              | 0                  | 431                | 2,416              | 1,131              | 681                | 225                | 106                | 41                 | 14                          | 26  |
| Labor & Industrial Relations             | 908                | 0                  | 224                | 422                | 126                | 67                 | 21                 | 7                  | 3                  | 1                           | 37  |
| Mental Health                            | 6,688              | 190                | 4,091              | 1,123              | 555                | 371                | 208                | 66                 | 23                 | 15                          | 46  |
| Natural Resources                        | 1,435              | 0                  | 291                | 451                | 430                | 171                | 59                 | 20                 | 7                  | 2                           | 4   |
| Public Safety                            | 4,628              | 127                | 1,529              | 971                | 885                | 453                | 325                | 209                | 83                 | 37                          | 9   |
| Revenue                                  | 1,314              | 0                  | 734                | 294                | 143                | 66                 | 53                 | 11                 | 6                  | 1                           | 6   |
| Social Services                          | 7,084              | 0                  | 2,504              | 3,771              | 622                | 85                 | 58                 | 16                 | 16                 | 6                           | 6   |
| Corrections                              | 10,694             | 0                  | 5,759              | 4,129              | 650                | 98                 | 29                 | 17                 | 10                 | 1                           | 1   |
| <b>Employees by Salary Level</b>         | <b>325</b>         | <b>18,498</b>      | <b>17,149</b>      | <b>7,125</b>       | <b>3,588</b>       | <b>1,790</b>       | <b>743</b>         | <b>318</b>         | <b>154</b>         | <b>591</b>                  |     |
| <b>% of Employees by Salary Level</b>    | <b>0.65%</b>       | <b>36.8%</b>       | <b>34.1%</b>       | <b>14.2%</b>       | <b>7.14%</b>       | <b>3.6%</b>        | <b>1.5%</b>        | <b>0.63%</b>       | <b>0.31%</b>       | <b>1.18%</b>                |     |
| <b>Cumulative Totals by Salary Level</b> | <b>325</b>         | <b>18,823</b>      | <b>35,972</b>      | <b>43,097</b>      | <b>46,685</b>      | <b>48,475</b>      | <b>49,218</b>      | <b>49,536</b>      | <b>49,690</b>      | <b>50,281</b>               |     |
| <b>Cumulative % by Salary Level</b>      | <b>0.7%</b>        | <b>37.4%</b>       | <b>71.5%</b>       | <b>85.7%</b>       | <b>92.9%</b>       | <b>96.4%</b>       | <b>97.9%</b>       | <b>98.5%</b>       | <b>98.8%</b>       | <b>100.0%</b>               |     |

# Executive Branch Turnover by Agency

| Agency                            | Employees     | Total Turnover Percentage | Voluntary Turnover Percentage | Total Separation Actions | Reasons for Leaving Employment |                     |              |              |             |
|-----------------------------------|---------------|---------------------------|-------------------------------|--------------------------|--------------------------------|---------------------|--------------|--------------|-------------|
|                                   |               |                           |                               |                          | Resigned Agency (*)            | Resigned State (**) | Dismissals   | Retirement   | Other       |
| Office of Administration          | 2,018         | 13.0%                     | 6.8%                          | 262                      | 43                             | 95                  | 27           | 85           | 12          |
| Agriculture                       | 299           | 11.1%                     | 6.4%                          | 33                       | 4                              | 15                  | 5            | 9            | 0           |
| Insurance                         | 512           | 14.5%                     | 9.8%                          | 74                       | 17                             | 33                  | 7            | 11           | 6           |
| Conservation                      | 1,384         | 4.1%                      | 1.4%                          | 57                       | 20                             | 0                   | 5            | 23           | 9           |
| Economic Development              | 859           | 14.4%                     | 8.0%                          | 124                      | 27                             | 42                  | 1            | 31           | 23          |
| Elem & Sec Education              | 1,771         | 13.6%                     | 7.5%                          | 241                      | 95                             | 37                  | 22           | 80           | 7           |
| Higher Education                  | 59            | 13.6%                     | 13.6%                         | 8                        | 8                              | 0                   | 0            | 0            | 0           |
| Health & Senior Services          | 1,611         | 14.5%                     | 8.7%                          | 233                      | 43                             | 97                  | 13           | 65           | 15          |
| Transportation                    | 5,472         | 13.5%                     | 7.1%                          | 738                      | 38                             | 352                 | 34           | 278          | 36          |
| Labor & Ind. Relations            | 902           | 13.3%                     | 7.4%                          | 120                      | 16                             | 51                  | 20           | 29           | 4           |
| Mental Health                     | 6,775         | 21.7%                     | 12.4%                         | 1,469                    | 430                            | 410                 | 346          | 210          | 73          |
| Natural Resources                 | 1,474         | 9.0%                      | 5.0%                          | 133                      | 69                             | 4                   | 9            | 35           | 16          |
| Public Safety                     | 4,762         | 22.7%                     | 12.4%                         | 1,083                    | 230                            | 362                 | 351          | 125          | 15          |
| Revenue                           | 1,332         | 16.2%                     | 10.1%                         | 216                      | 43                             | 91                  | 25           | 54           | 3           |
| Social Services                   | 7,202         | 18.3%                     | 13.4%                         | 1,318                    | 232                            | 735                 | 55           | 228          | 68          |
| Corrections                       | 10,828        | 12.3%                     | 8.1%                          | 1,334                    | 75                             | 798                 | 128          | 318          | 15          |
| <b>TOTALS</b>                     | <b>47,257</b> | <b>15.8%</b>              | <b>9.5%</b>                   | <b>7,443</b>             | <b>1,390</b>                   | <b>3,122</b>        | <b>1,048</b> | <b>1,581</b> | <b>302</b>  |
| <b>Percent Turnover by Reason</b> |               |                           |                               |                          | <b>2.9%</b>                    | <b>6.6%</b>         | <b>2.2%</b>  | <b>3.3%</b>  | <b>0.6%</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, 2011 through June 30, 2012.

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, 2011 Employee Count + June 30, 2012 Employee Count divided by 2.

"Total Turnover Percentage" = "Total Separation Actions" divided by "Total Full Time Employees".

### Effective with the reports for the quarter ending 3/31/2005, please note a change to the calculated turnover percentage by Personnel Action (PACT).

Previously, the percentage turnover rate for each Personnel Action was calculated as a percentage of the total turnover ... so that the percentages by Personnel Action added up to 100%. That calculation has been changed to reflect the actual turnover percentage by Personnel Action ... so the percentages by Personnel Action add up to the Total Turnover Percentage.

# Retirements

## Employees Eligible for Retirement by Agency and Year

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

| Agency                             | Year Eligible for Retirement |              |              |              |              | Total         | % Total Ees  | % Agency |
|------------------------------------|------------------------------|--------------|--------------|--------------|--------------|---------------|--------------|----------|
|                                    | 2012*                        | 2013         | 2014         | 2015         | 2016         |               |              |          |
| Corrections                        | 1009                         | 303          | 391          | 376          | 337          | 2,416         | 4.6%         | 22.3%    |
| Social Services                    | 833                          | 209          | 228          | 208          | 218          | 1,696         | 3.3%         | 23.7%    |
| Revenue                            | 172                          | 44           | 61           | 51           | 34           | 362           | 0.7%         | 27.3%    |
| Public Safety                      | 210                          | 58           | 62           | 66           | 72           | 468           | 0.9%         | 9.9%     |
| Natural Resources                  | 249                          | 50           | 54           | 67           | 60           | 480           | 0.9%         | 32.3%    |
| Mental Health                      | 721                          | 235          | 227          | 257          | 215          | 1,655         | 3.2%         | 24.3%    |
| Labor and Industrial Relations     | 121                          | 21           | 38           | 33           | 24           | 237           | 0.5%         | 25.9%    |
| Health and Senior Services         | 238                          | 65           | 60           | 71           | 60           | 494           | 1.0%         | 30.2%    |
| Higher Education                   | 4                            | 1            | 2            | 0            | 2            | 9             | 0.0%         | 15.3%    |
| Elementary and Secondary Education | 278                          | 71           | 75           | 61           | 70           | 555           | 1.1%         | 31.8%    |
| Economic Development               | 183                          | 25           | 45           | 39           | 27           | 319           | 0.6%         | 38.3%    |
| Conservation                       | 165                          | 55           | 55           | 55           | 64           | 394           | 0.8%         | 28.0%    |
| Insurance                          | 66                           | 18           | 16           | 20           | 16           | 136           | 0.3%         | 26.2%    |
| Agriculture                        | 47                           | 17           | 15           | 12           | 17           | 108           | 0.2%         | 35.5%    |
| Office of Administration           | 317                          | 82           | 82           | 89           | 88           | 658           | 1.3%         | 33.1%    |
| Attorney General                   | 17                           | 12           | 8            | 5            | 12           | 54            | 0.1%         | 16.4%    |
| State Treasurer                    | 5                            | 2            | 1            | 1            | 1            | 10            | 0.0%         | 21.7%    |
| State Auditor                      | 11                           | 3            | 2            | 2            | 1            | 19            | 0.0%         | 17.1%    |
| Secretary of State                 | 27                           | 11           | 14           | 6            | 11           | 69            | 0.1%         | 28.8%    |
| Lt. Governor                       | 0                            | 0            | 0            | 0            | 0            | 0             | 0.0%         | 0.0%     |
| Governor                           | 3                            | 1            | 0            | 5            | 1            | 10            | 0.0%         | 37.0%    |
| Public Defender                    | 57                           | 7            | 14           | 24           | 15           | 117           | 0.2%         | 20.2%    |
| Judiciary                          | 423                          | 87           | 105          | 127          | 99           | 841           | 1.6%         | 26.1%    |
| Legislature                        | 86                           | 18           | 16           | 17           | 14           | 151           | 0.3%         | 27.1%    |
| <b>MOSERS Total</b>                | <b>5,242</b>                 | <b>1,395</b> | <b>1,571</b> | <b>1,592</b> | <b>1,458</b> | <b>11,258</b> | <b>21.7%</b> |          |
| <b>MPERS Total</b>                 | <b>728</b>                   | <b>301</b>   | <b>285</b>   | <b>311</b>   | <b>278</b>   | <b>1,903</b>  | <b>3.7%</b>  |          |
| <b>Grand Total</b>                 | <b>5,970</b>                 | <b>1,696</b> | <b>1,856</b> | <b>1,903</b> | <b>1,736</b> | <b>13,161</b> | <b>25.3%</b> |          |

\*Data includes active employees eligible to retire on June 30, 2012. Many of these employees were previously eligible to retire.

# Labor Relations

At the end of FY12, 22,552 state employees (39.2% of the workforce) were represented by various labor organizations serving as their exclusive bargaining representatives. These employees are represented by one of 11 different bargaining units in which they share a community of interest with the other employees within their bargaining unit. The distribution of these bargaining units along with the number and percent of union members and non-members is listed below.

**22,552 state employees (39.2% 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<br>% of Total Represented Employees | Number of Non-Members<br>% of Total Represented Employees |
|---------------------|--|-----------------------------|---|---|
| AFSCME              | Patient Care Support                   | 4,289                       | 1,177 (27%)   | 2,848 (68%)   |
| AFSCME              | Craft and Maintenance                  | 2,238                       | 227 (10%)   | 1,935 (88%)   |
| SEIU                | Probation and Parole Officers I/II/III | 1,231                       | 204 (17%)   | 1,026 (83%)   |
| SEIU                | Patient Care Professionals             | 901                         | 64 (07%)  | 878 (95%)   |
| SEIU                | Probation and Parole Assistants I/II   | 230                         | 36 (16%)  | 204 (85%)   |
| CWA                 | Social Services                        | 5,486                       | 913 (17%)   | 4,758 (84%)   |
| CWA                 | Health & Senior Services               | 560                         | 56 (10%)  | 429 (92%)   |
| MOCOA               | Corrections Officers                   | 5,335                       | 2,452 (46%)   | 2,848 (53%)   |
| IAFF                | Firefighters (Adjutant General)        | 26                          | 7 (27%)   | 12 (46%)  |
| IUOE                | Operating Engineers (MoDOT)            | 2,256                       | 47 (02%)  | 2,114 (98%)   |
| MFT                 | Elementary & Secondary Education       | *                           | * *   | * *   |
| <b>TOTALS</b>       |  | <b>22,552</b>               | <b>5,183 (23%)</b>                                    | <b>17,052 (76%)</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 Missouri Federation of Teachers (MFT) bargaining unit is currently unavailable as there is question as to which classifications within the Department of Elementary and Secondary Education should be included in this particular bargaining unit. No current labor agreement is in place for this bargaining unit.)

STATE OF MISSOURI

# Center FOR MANAGEMENT AND Professional Development

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

The Center for Management and Professional Development (Center) within the Division of Personnel exists to help government entities and private sector businesses cultivate and enhance the leadership, interpersonal and technical skills of current and future leaders and front-line employees through the delivery of innovative, participant-centered training programs.

## Leadership and Interpersonal Communication Skills

The Center's leadership and interpersonal communication programs 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 and other day-to-day issues that left unresolved, can potentially derail any team's success. In addition to creating and providing customized workshops and webinars, the Center also provides training programs developed by universities and other world class training leaders that include *Achieve Global*, *Development Dimensions International*, *the Center for Leadership Studies*, and *FranklinCovey*.

## Technical and Computer Skills

The Center's technical and computer skills programs help learners from all businesses and organizations 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 and businesses to bring their employees together in a pre-prepared training environment to increase staff proficiency in specialized or organizational specific software programs.

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

# Training in FY 12

Through the Center's website and its Foundations Training Calendar published each quarter, the Center offered a diverse selection of training programs. With the addition of computer training classes—new in FY12—the Center was able to provide training in new and exciting ways for supervisors, managers and employees across the state.

Upon request, 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, or special request training to their employees in a cost effective manner.

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



As a companion to live workshops and webinars, the Center encouraged the use of *MyQuickCoach (MQC)* – an online coaching system that brings on-demand business and leadership advice from respected “thought leaders” directly to a computer desktop. To promote the system and provide continuous learning to Center customers, periodic “smartbytes” were sent throughout the year to individuals included in the Center's online distribution list.

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



In partnership with Missouri State University, the Center supported the state's **Certified Public Manager (CPM)** program. The CPM program helps to refine and improve the management skills of both *emerging leaders* and *existing supervisors and managers* so that they can confidently provide the highest possible service to Missouri citizens in today's dynamic public management environment.

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

### Statistics:

**In FY12, the Center provided or sponsored a total of 224 training programs and webinars attended by 3,679 people.**

The Center offers over **70** distinct leadership and communication skills programs and webinars, and over **40** computer training classes and webinars to develop specific competencies of state employee learners.

For a complete list and description of each program and webinar, visit [www.training.ia.mo.gov](http://www.training.ia.mo.gov)



# Agency Training Reports

## The Management Training Rule

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

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

Each year, the Division of Personnel requests state agencies to provide information about the development of their managers and supervisors to include in this report. The following information reflects data received from Executive Branch agencies that responded to our request. It should be noted that all state agencies, regardless of their inclusion in this report strive to provide training for managers and supervisors (and employees in general) throughout the year.



## Agriculture

In FY12, 100% of the Department's managers and supervisors were compliant with the Management Training Rule requirement. The Department continues to provide access to on-line training programs that are cost effective and allows employees to receive training when it fits their work schedule. Employees also have the opportunity to participate in training provided by the Office of Administration, other professional organizations and conferences as resources allow. During FY13, The Department will strive to enhance training opportunities for all employees in accordance with Management Training Rule and Department guidelines.

## Conservation

The Department's Professional Development Academy provides training opportunities for managers and supervisors to ensure they are successful in their roles. In FY12, a new Performance Management system was developed and launched, and included training for all employees. The Missouri Training Institute (MTI) conducted "Master Manager Certificate Series" and "Supervisor Certificate Series" programs, as well as Meeting Facilitation Skills training and a "Supervisory 101" train-the-trainer program. A communication/teambuilding program was also introduced to all staff utilizing the Extended DISC program.

## Corrections

During the past year the Department's three Regional Management Trainers presented 333 courses (an increase of 79 compared to last year) to approximately 4,597 participants. In addition, many managers attended outside programs presented by OA and other organizations. A snapshot of our Management Training statewide indicates that 93% of newly promoted supervisors/managers attended the required 40 hours of training, and 84% of all tenured supervisors/managers attended at least 16 hours of management training. *Note: The Department conducts annual training audits of all Correctional Institutions each calendar year, not each fiscal year, to stay in line with the PERforM rating period.* During FY12, the National Institute of Corrections conducted several webinars on both "Psychological Capital" and "Unleash Your Leadership Competency Potential." These classes were both Virtual Instructor Led training programs conducted by National Institute of Corrections staff in conjunction with Department instructors. A new curriculum on "Ethical Reasoning" was introduced and being piloted in various training regions. A new program, "Utilizing Training as a Strategic Management Tool" was well received, with 542 supervisors/managers attending the program during FY12. It should be noted that the Department's training budget was cut by 25% for FY13. Consequently, management training will be cut by at least 25%. However, the focus of management training during FY13 will be to ensure that staff receives the training necessary to make them successful supervisors and managers.

## Economic Development

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

- The Department has direct supervisory authority over all operations of entities that were "Type I" transfers.
- Entities that were "Type II" transfers have control of their own leave policies, regulative functions and appeals.
- The Department administratively approves the budget of, and receives annual reports from entities that were "Type III" transfers. These agencies have some autonomy in all other matters.

### Type I: Administrative Services, Business & Community Development and Workforce Development.

During FY12, 99% of management personnel met or exceeded Management Training Rule requirements. The Department completed the launch of their own Diversity and Discriminatory Harassment Training that consists of a web-based PowerPoint presentation, and a required post-test for employees to ensure understanding of the information presented. All employees passed the examination in FY12. Successful completion of this program will be required of each employee every 2 years. In FY13, DED will launch a HR policy training for management personnel.

### Type II and III: Missouri Arts Council, Office of Public Counsel, Public Service Commission and Tourism.

During FY12, 71% of management personnel met or exceeded Training Rule requirements.

**Missouri Housing Development Commission.** During FY12, 88% of management personnel met or exceeded Training Rule requirements.

## Elementary and Secondary Education

In FY12, 43.3% of Department managers and supervisors were compliant with the Management Training Rule. The Department continues to offer several "training on demand" webinars that serve to provide efficient and effective training efforts for employees. Focus still remains on accountability, customer service, decisiveness, financial management, flexibility, planning, problem solving, and team work as the core initiatives for all training efforts. The Department will also continue its working relationship with the Division of Personnel's Center for Management and Professional Development for other training opportunities that are not provided through "training on demand" webinars.

## Agency Training Reports – Continued

### Health and Senior Services

In FY12, the Department achieved approximately 70% compliance with the Management Training Rule via training related to 18 of the 24 competencies. The focal points of development were: Technical Knowledge, Workforce Management and Accountability. The Department offered over 24 individual courses attended by 1,626 participants on topics that included: *Coaching and Difficult Conversations*, *Cultural Sensitivity*, *Customer Service and Effective Writing*. And all employees completed mandatory training in *Sexual Harassment*, *Continuity of Operations*, and *Time Coding*. During FY12, the Department also implemented *Next Step: Leadership*, a program created to provide information on key operational functions to enhance managerial effectiveness. During FY13, the Department intends to implement another new program entitled, *Process Performance Management* with related course work on quality improvement tools.

### Higher Education

During FY12, the department achieved 57% compliance with the Management Training Rule, up from 50% in FY11. On average, staff completed 21 hours of management training. To further stress the importance of training and provide information about upcoming learning opportunities, the Department has started to send out weekly emails to all staff with information on classes offered through the Center for Management and Professional Development.

### Insurance, Financial Institutions & Professional Registration

In FY12, the Department's various sections achieved Management Training Rule compliance as follows: **Credit Unions** - 100%; **Finance** - 100%; **Professional Registration** - 79%; **Insurance** - 90%. During FY13, the Department will continue to encourage the use of on-line web-based training tools for all staff. The Department is also developing a manager's handbook that will be completed at the first of the year. The handbook will encourage newer managers to take a core group of supervisor trainings offered by OA to complete their 40 hour requirement. HR staff will be attending SHRM and SHRMC to meet training requirements, and participate in other applicable ad-hoc trainings as they come available. Diversity and Sexual Harassment Prevention training will be presented to all staff by HR to fulfill the Department's annual training requirement.

### Labor and Industrial Relations

In FY12, 100% of the Department's new managers and supervisors met the 40 hour Management Training Rule requirement, and 68% met the 16 hour training requirement. The Department offered 104 continuing and new training opportunities to staff and focused heavily on providing HR policy training to managers and supervisors that included: Basic Supervision; Documentation; FMLA for Supervisors; Hiring for Success: Behavior Interviewing Techniques; PERforM; and Understanding Overtime and Comp Time. The Department's training unit offered a variety of programs for all employees on topics that included: interviewing techniques, business writing, critical thinking, problem solving, computer skills, and more. The Department's Leadership Development Program [LDP] also continues to grow. The program is designed to better prepare staff for future leadership opportunities. The training courses offered help employees gain skills and knowledge for their personal and professional life. To date, 51 employees have graduated from the program and the third LDP group began in July. The Department has received positive reviews from attendees and nearly half of the candidates who graduated from the program have been promoted.

### Mental Health

The Department uses electronic training and training tracking through an e-Learning platform to monitor both on-line courses and classroom based courses. All employees have access to e-Learning and have e-Learning accounts. At the end of FY12, 10,075 active employee accounts were established and maintained on e-Learning. The Department realizes multiple advantages through the use of web-based training. Consumer safety programs can be standardized across all DMH facilities and locations, and training materials can be updated and revised quickly. Assignment of courses to targeted staff populations can be done automatically and supervisors can track employee progress in completing the courses. Online training programs have also proven to be cost effective. For example, the department-wide Consumer Safety Programs costs per class/student range from \$0.29 to \$0.60. With each additional course, the cost decrease. Post-tests require employees to demonstrate understanding and application of course content, providing an effectiveness measure.

### Natural Resources

In FY12, 91% of the Department's supervisors and managers were in compliance with the Management Training Rule, receiving over 14,000 hours of training. A wide variety of learning opportunities in areas such as Critical Incident Management, Effective Discipline, and the Insights Discovery Personality Assessment were attended. The Department continued its commitment to providing employees opportunities for growth and development through its Leadership Ladder program, graduating 71 employees. An additional 44 employees were enrolled in the program to ensure a foundation of leadership for the Department in the coming years. In FY13, the Department will continue to provide learning opportunities for employees in the areas of civil rights and diversity, leadership, emotional intelligence and conflict management. The Leadership Ladder program will be continued and training opportunities will be provided to all employees to provide knowledge and skill attainment in critical competencies.

### Office of Administration

Because the Department is often decentralized in its training efforts, it is difficult to determine, and report with accuracy, the amount of training provided to employees. However, during FY12, while many areas reported limited training as a result of tight budget demands, it was determined (based upon available information) that approximately 22% of managers and supervisors met the requirements of the Training Rule. During FY13, the Department anticipates increased usage of webinars, and will encourage each division to make the best use of all training opportunities when available and practical.

### Public Safety

#### Missouri Gaming Commission

The Commission continues to focus training efforts on keeping staff current with the constantly evolving gaming industry while maintaining and enhancing core skills and professional accreditation standards. During FY12, the Commission provided a total of 3834 contact hours of specialized instruction. Each year, 80 hours of gaming-related technical training for new Highway Patrol Gaming Division members and civilian regulatory agents is also provided. This is augmented with outsourced training programs in criminal, financial, regulatory and background investigative techniques; computer technology and network security; and professional continuing education for technical, legal, law enforcement, audit, and financial staff members. The Commission also provides ongoing training and technical assistance for licensees to enhance their regulatory and statutory compliance and for other gaming regulatory jurisdictions to promote consistent regulatory standards of integrity for the gaming industry. In FY13, the goal is to continue to train regulatory staff to proactively adapt to the evolving technologies and business models of the casino and charitable gaming industries. Enhanced reporting policy and an increased executive focus on formal professional development should also improve management training compliance rates.

#### Missouri Veterans Commission

In FY12, 96% of all supervisors and managers in the Commission complied with the 16/40 hour Training Rule requirement. During FY12, the Commission continued the use of core leadership training sets for new managers and supervisors that included development in: Supervisory Liability, Documentation, Corrective/Disciplinary Actions, FMLA/ADA, Interviewing Skills, Missouri Merit System, Labor Relations, Addressing Difficult Employees, Team Building, Conflict Resolution, Managing Performance Problems, and Media Relations. Training for managers and supervisors also includes mandatory Cultural Diversity, Preventing Sexual Harassment and Performance Management training. The Commission also implemented phase two of its personality-based training program (Synergy) modeled after the Jung-Meyers-Briggs typology/Kiersey Temperament research. During the Commission's Annual Leadership Conference, training was also provided on: Customer Service, Dealing with Difficult/Emotional People, Criticism (How to Give/Receive), Problem Solving Methods, and Leadership in the Workplace. During the past year, Cemeteries and VSP programs have also taken advantage of OA Personnel's new webinars to facilitate training remotely to managers and supervisors in the field and reduce travel costs.

## Agency Training Reports – Continued

### Revenue

**Note:** This information does not include the Missouri State Lottery and Missouri Tax Commission's training statistics, inasmuch as those are Type III agencies under the Department's structure for budget purposes only. In FY12, the Department achieved 100% Management Training Rule compliance. The Department provided hard and soft skills training to 5,385 employees using a combination of "free" training or internally developed programs. These programs included: Supervisor Survival Skills; Telephone Etiquette; and Confidentiality. Another new program offered by the Department—Your Role in Preventing Harassment and Discrimination, and Promoting Diversity—was provided via e-learning and consisted of PowerPoint with voice over, quiz questions and video clips. Links to applicable policies were provided for further review, and compliance was electronically certified by employees. New classes for FY13 include: Developing Effective Supervisors; Using Plain Language in Government; and Professionalism in the Workplace.

### Lottery

In FY12, 83% of managers and supervisors were compliant with the 40-hour Training Rule requirement; 79% with the 16-hour requirement. The Lottery requires all new supervisors to attend: Supervisor Liability, Basic Supervision, PERforM, and Re-directing Performance. During FY12, the Lottery offered supervisors blended learning opportunities to help meet the needs of the organization. Training was offered through self-learning, online resources, and in formal classroom settings. Opportunities in leadership, teambuilding, sales, project management, and many job specific topics were emphasized.

### Social Services

The Department continues to be committed to providing its employees with the knowledge and skills necessary to fulfill its mission, vision and guiding principles. To that end, management and leadership development is recognized as an essential element of this success. In FY12, the Department achieved 99% compliance with the 40 hour training requirement, and 87.9% compliance with the 16 hour requirement. Department trainers provided training in over 65 staff development subject areas to approximately 7,500 employees. Civil Rights and Diversity training was provided to new staff and existing staff due to attend the class as required every three years. The agency continues to utilize the Employee Learning Center to track and monitor training and distribute the Administrative Manual Policy updates. During the FY13 budget process, the General Assembly's budget reductions significantly impacted available training funds. However, the Department is committed to complying with Training Rule and is exploring alternative methods to deliver training, such as expansion of on-line courses, maximizing meetings to incorporate topics that would meet training requirements, and evaluating existing training to identify cost saving measures—each with a focus on materials that will address leadership skills, sustaining high performing teams, ethics, employee retention, communication, Mental Health First Aid, community integration, clinical supervision case consultation, and facilitating improved performance.

### Transportation

In FY12, the Department undertook a massive, organization wide reorganization that affected every employee. Despite the unprecedented changes that took place, staff made the development of technical and interpersonal skills a priority. During FY12, 96% of all supervisors met the requirements of the Management Training Rule; and 93% were compliant with the EEO Refresher Training requirement. In FY12, the Department's workforce averaged 28.77 hours of training per employee. Supervisors averaged 41.25 hours of training, and non-supervisors averaged 26.81 hours. One of the Department's largest professional development outreach efforts was the provision of Application and Interviewing Strategies classes to 42% of staff. The Department continues training employees at all levels using a blend of in-house and vendor provided instruction. Management and supervisory training includes a 40-hour curriculum for new supervisors; a 96-hour curriculum for middle managers; and a new 40-hour program for Maintenance Crew Leaders who have assumed additional duties as a result of organizational restructuring. The Department also provides a variety of personal and professional developmental opportunities for staff, which is tracked and reported via a web-based Learning Management System.

# Recognition Programs

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

## MoRE

### State Employee Suggestion Program

During FY12, approximately 119 suggestions were submitted to state agencies for review for the Missouri Relies on Everyone (MoRE) State Employee Suggestion Program. There was 1 suggestion implemented in 1 year/1 in 6 months with 10 pending further review by the program. Two suggestions received monetary awards totaling \$150.00. Nine suggestions received Certificates of Recognition. The MoRE Program provides state employees with a venue to submit their ideas, suggestions or recommendations on how to improve customer service, reduce cost, generate revenue, and improve work processes. The program also provides a way to recognize and reward the ingenuity and commitment to excellence of state employees for their suggestions. An online tracking system initiated by the Center allows decentralization of the review and award process of employee suggestions to each state agency.

### STATE EMPLOYEE RECOGNITION WEEK

Missouri State Employee Recognition Week was celebrated May 28-June 1, 2012, with the special Employee Recognition Day event was held on May 31 in the Truman State Office Building. The event was coordinated by the Division of Personnel and attended by more than 5,000 state employees. A total of 111 vendors comprised of state agencies, local merchants; and staff from the WeSave Employee Discount Program participated. The week is set aside to give state agencies the opportunity to voice their appreciation to state employees for their dedication to public service. It also serves as an education and community outreach vehicle to inform the public about the broad variety of services provided by state employees. During this special week, Governor Jay Nixon recognized selected state employees for their local, state, national, or international achievement and valor with an Employee Award of Distinction.

### STATE EMPLOYEE OF THE MONTH

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

### THE GOVERNOR'S AWARD FOR QUALITY AND PRODUCTIVITY

On October 24, 2012, four state employee work teams were awarded the prestigious Governor's Award for Quality and productivity (GAQP) during a special ceremony held in the Rotunda of the State Capitol. This is the 24<sup>th</sup> year the GAQP has been awarded to state employee work teams whose accomplishments serve as an example of continuous improvement, quality and productivity in Missouri State Government. This year 25 nominations representing 15 state agencies and 19 outside organizations were submitted for the GAQP in the categories of Customer Service, Efficiency/Process Improvement, Innovation, and Technology in Government. In a continuing effort to improve the intent of this unique program the nomination process was recently revised to create the Pinnacle Award that is awarded when, in the opinion of the Selection Committee, one nomination clearly encompasses multiple award categories in a manner that exemplifies the spirit of the GAQP or exceed all other nominations. Governor Nixon issued a news release on October 23, stating "The four teams that are being presented with this year's Governor's Award for Quality and Productivity represent the best in innovative thought, and serve as examples for all of us in maximizing our limited taxpayer resources. These teams of remarkable and creative individuals are improving the lives of Missourians every day, and I laud their tremendous accomplishments and contributions to the State of Missouri."



Photos from top to bottom:

1. Governor Nixon recognizes Brian Allen, Acting Environmental Services Program Director for the Department of Natural Resources (DNR), as a key asset in providing leadership in the response and recovery of the devastating 2011 Joplin tornado.
2. Julie Gibson, Director of Workforce Development and Chris Pieper, Director of Department of Economic Development with winning team members of the State Parks Youth Corps Team.
3. Walter Pearson, Office of Administration Assistant Commissioner at the State Employees Recognition Day on May 12, 2012.
4. Missouri State Highway Patrol's *Blue Notes Choir* sings Star Spangled Banner and God Bless America at State Employees Recognition Day on May 12, 2012.
5. Katy Morgan is honored as June 2012 State Employee of the Month.