# NATIONAL ASSOCIATION OF State Personnel Executives Communications Awards



#### TITLE OF NOMINATION:

Mississippi State Personnel Board Communications Strategy to Educate Stakeholders Regarding State Government's Greatest Resource: Its Workforce

STATE:

Mississippi

#### CONTACT:

Brittany Martin Communications Director 210 East Capitol Street, Suite 800, Jackson, MS 39201 Phone: 601-359-2701 Fax: 601-359-576-1285 brittany.martin@mspb.ms.gov



#### MISSISSIPPI STATE PERSONNEL BOARD COMMUNICATIONS STRATEGY TO EDUCATE STAKEHOLDERS REGARDING STATE GOVERNMENT'S GREATEST RESOURCE: ITS WORKFORCE NASPE COMMUNICATIONS AWARDS

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#### 1. PROVIDE A BRIEF DESCRIPTION OF THE SUBMISSION.

Communication is a vital function of the Mississippi State Personnel Board's commitment to serve its stakeholders. As the leader in state workforce information, MSPB strives to provide crucial information and resources to its key leaders including Mississippi government leaders, state workers, taxpayers, and members of the media. Goals include:

- To effectively communicate state employment trends and data.
- To promote transparency.
- **M** To create positive change for state workers.

In order to provide information to stakeholders, the MSPB staff developed a communications strategy to disseminate information about state government's greatest resource - its workforce. MSPB's communications strategy proved successful when Legislative leaders included important issues raised by MSPB in the inaugural statewide strategic plan, the media cited statistics communicated by MSPB, and taxpayers and state workers accessed the MSPB website to view a key publication nearly 300 times in approximately three months.

Two major components of the communications strategy include:

- 1. Mississippi State Personnel Board Annual Report
  - Target Audience: government leaders, state workers, taxpayers, and the general public
- 2. An Overview of the State Workforce Under the Purview of the Mississippi State Personnel Board Target Audience: government leaders, state workers, and members of the media

#### Mississippi State Personnel Board Annual Report

The Mississippi State Personnel Board Fiscal Year 2014 Annual Report provides an overview and data related to the Mississippi state workforce under MSPB purview. The MSPB Annual Report also serves as a unique communication tool for the agency as it highlights accomplishments achieved during the year and gives a more detailed overview of each of the MSPB programmatic divisions. Created with easy-to-understand graphics and terminology, this document is designed for government leaders, state workers, taxpayers, and the general public and is posted on the MSPB website in PDF format for public viewing. The MSPB Annual Report is designed in-house by MSPB staff. The document was created in Adobe InDesign. Adobe Photoshop and Adobe Illustrator were also used in the editing process.



#### An Overview of the State Workforce Under the Purview of the Mississippi State Personnel Board

The Mississippi State Personnel Board compiles "An Overview of the State Workforce" to be presented and distributed annually to the Joint Legislative Budget Committee and to other governmental leaders upon request. This presentation covers state employment data and statistics from the previous fiscal year. The primary audience



for this presentation includes government leaders and members of the media. Designed to be presented via PowerPoint presentation, the overview was created to accompany a verbal presentation explaining the data. Graphics were created using Adobe Photoshop and Adobe Illustrator. This document is produced in both PowerPoint and print format. At the annual Joint Legislative Budget Committee hearing, MSPB Executive Director Deanne Mosley uses both the PowerPoint and the print version. Printed copies of the presentation are distributed among committee members and hearing attendees including state personnel and members of the media. The MSPB Executive Director also presents the overview in print version to the House Appropriations Committee.

The presentation is modified and used at the Mississippi Association of Personnel Administrators Conference and in the MSPB Office of Workforce Development's Certified Public Manager<sup>®</sup> training program. In previous years, the overview has been presented to Rotary Clubs, university MPPA HR classes, Senate Appropriations Committee, House Appropriations Subcommittee, and Senate Appropriations Subcommittee upon request.

#### 2. HOW LONG HAS THE SUBMISSION BEEN IN EXISTENCE?

Each year, MSPB publishes a new Annual Report reflecting data from the previous fiscal year (July 1 – June 30). The first record of a Mississippi State Personnel Board Annual Report is Fiscal Year 1987. In 2010, MSPB staff overhauled the format and substance of the Annual Report from a black and white word processor document to a full-color document with more substantive information and with graphics, charts, and photos. The "An Overview of the State Workforce" document, published in conjunction with the Annual Report, was also overhauled in 2010.

#### 3. WHY WAS THE SUBMISSION CREATED?

Mississippi state workers are not unionized, and therefore, MSPB serves as the primary source for data and information related to state workers. Because Mississippi government leaders rely on MSPB for personnel data and employment trends when making budgetary and strategic planning decisions, the MSPB staff recognized the need to disseminate information in a clear, concise, and comprehensive format.

As part of its stakeholder communications strategy, MSPB presents a cumulative summary of Mississippi state government personnel including information about MSPB, workforce statistics, salary cost trends, funding projections, salary sources, employment trends, retention statistics, and retirement data.



## 4. HOW DOES THIS SUBMISSION SUPPORT THE GOALS AND OBJECTIVES OF YOUR AGENDA/ DEPARTMENT?

The Mississippi State Personnel Board's vision is "to ensure a quality workforce for the State of Mississippi." MSPB supports its vision by presenting "An Overview of State Government" at its annual budget hearing to educate members of the Joint Legislative Budget Committee (including the Lieutenant Governor of the State of Mississippi, the Speaker of the House of Representatives, the President Pro Tempore of the Mississippi State Senate, the Chairman of the Senate Appropriations Committee, the Chairman of the Senate Finance Committee, three members of the Senate named by the Lieutenant Governor, the Chairman of the Appropriations Committee of the House of



Representatives, the Chairman of the Ways and Means Committee of the House of Representatives,

and four members of the House of Representatives named by the Speaker of the House) regarding workforce data and significant trends. By advocating longterm careers in state government and promoting workforce development, MSPB presents crucial data to Legislators to assist them as they make decisions impacting state agencies and workers.

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The mission of the Mississippi State Personnel Board is "to lead the way in human capital and workforce management." One critical responsibility of this mission is to educate governmental leaders, state employees, and the citizens of Mississippi about the current status of state government's greatest asset - the state workforce. One of MSPB's core values is "willingness to share information." Publishing and posting the Annual Report in an easily-accessible way maximizes technology and enhances partnerships with stakeholders.

The communications strategy supports the agency's goals because it positions MSPB as the leader in state workforce information; makes data available to state workers; communicates the agency's mission, vision, and core values; and uses technology as a communication tool.

## 5. HAVE YOU BEEN ABLE TO MEASURE THE EFFECTIVENESS OF THIS SUBMISSION? IF SO, HOW?

Yes. The Annual Report is posted on the MSPB website. Since its posting on December 31, 2014 through March 25, 2015, it has had nearly 300 views online. It is available for use by Mississippi government leaders, members of the media, state workers, and the general public.

Individuals will frequently contact MSPB for statistical information. It is convenient for MSPB staff to direct them to the easily-accessible Annual Report on the website. From there, they can view the data and statistics in aesthetically-pleasing graphics

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and charts. By promoting transparency on its website, MSPB reduces the number of public records requests for state workforce data.

MSPB staff received nearly 75 requests from Legislators and their staff members for additional copies of the overview this year.



MSPB leaders receive constant feedback from stakeholders that the presentation is effective. For example, one veteran Legislator asked to be recognized during the House Appropriations Committee hearing to comment how effectively the crucial data about the state workforce in terms and graphics were communicated. Also, state workers have offered unsolicited comments that they are grateful to MSPB staff for serving as a voice of the state workforce; it's not just the presentation they appreciate, but the message it conveys.

Members of the media and legislators have live-tweeted statistics from the presentation. In addition, data from the presentation has prompted the state newspaper, *The Clarion-Ledger*, to run an editorial advocating pay raises for state workers.

Jeff Amy @jeffamy · Sep 30 State Personnel Board: about 20 percent of state employees got raises this year. #msleg

Emily Wagster Pettus @EWagsterPettus · Jan 20 MS Personnel Board director: Average salary of MS govt employees in FY14=\$34,655. Average for 4 surrounding states=\$43,339. #msleg

MSPB's "An Overview of the State Workforce" presentation raised awareness of crucial state employment issues to state leaders. The retention statistics cited in the presentation were used by governmental leaders as a statewide benchmark in the inaugural statewide strategic plan released in 2014. The benchmark is the "percentage of state employees leaving state service within five years of employment." Government leaders are receiving and acting upon the information communicated by MSPB when making budgetary and strategic planning

decisions. Their actions are the strongest confirmation of the effectiveness of MSPB's communications strategy.

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MISSISSIPPI STATE PERSONNEL BOARD FISCAL YEAR 2014 ANNUAL REPORT



# Fiscal Year 2014 Annual Report

# Fiscal Year 2014 Report

#### On The Cover



The Mississippi State Capitol Building photographed in April 2014.

The State of Mississippi is an equal opportunity employer and assures equal employment opportunities to all persons regardless of race, color, sex, religion, national origin, age, disability, genetic information, religious creed, or political affiliation.

Published in December 2014 by the Mississippi State Personnel Board.

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**Ensuring a Quality Workforce** 



# Managing Our Most Valuable Resources

Dear Fellow Mississippians,

It is my pleasure to present the Fiscal Year 2014 Annual Report for the Mississippi State Personnel Board to provide an overview of our State workforce and highlights of accomplishments achieved during the year.

The population of our State continues to grow, and agencies are serving more constituents with a smaller workforce. Both the number of Legislatively authorized positions and the maximum number of employees were at 10-year lows in Fiscal Year 2014.

We must be mindful of the critical issues confronting us. The State's voluntary turnover rate exceeds the national average for state and local governments. Whether the issue is the revolving door among younger workers or the looming silver tsunami, retention of high performing employees is essential to ensuring a quality workforce.

To address these challenges, we actively promoted *MSPB*+, our initiative launched in January 2012. In addition, our recruitment efforts resulted in another record breaking year for job applications which increased from 48,835 in Fiscal Year 2010 to 242,767 in Fiscal Year 2014. We also remain committed to supporting the development of our workforce. Our Certified Public Manager program was reaccredited by the National Certified Public Manager Consortium, and we created the CPM with Excellence program to encourage the continued development and engagement of our workforce.

We are honored to serve the State of Mississippi, and we look forward to continuing to confront the challenges we face. Our State workforce and its responsibilities are critical to Mississippi's future. The services it provides must be worthy of the investment our taxpayers have made and produce the return on the investment that our citizens deserve.

Sincerely,

Deanne Mosley

# We Represent 30,000 Mississippians Who Devote Their Talents to **Public Service.**

Mississippi has a rich history of innovation and culture. Whether it's blues, country, or rock and roll, this is the Birthplace of America's Music. We are musicians, writers, and artists. We are world famous entrepreneurs. We are a state of nearly three million citizens bound by a common culture.

The first heart and lung transplants were performed in Mississippi. We built the nation's first state college for women. We sent the first African American to the U.S. Congress. We are first in charitable giving virtually every year.

Mississippians are a diverse tapestry, woven from a common culture into the fabric of America. In all walks of life, Mississippians make the ordinary extraordinary. The Mississippi State Personnel Board has the privilege of representing more than 30,000 of those who devote their talents to public service.

Established by the Mississippi Legislature in 1980, the Mississippi State Personnel Board creates and oversees the policies, procedures, and growth opportunities that guide the employment experience for employees of the State of Mississippi. **Our Vision** 

To Ensure a Quality Workforce for the State of Mississippi

Our Mission To Lead the Way in Human Capital and Workforce Management

We manage the employee life cycle from pre-hire until retire, from defining the job descriptions and compensation, and to recruiting and retaining employees.

We serve more than 130 agencies, boards, and commissions; more than 30,000 current employees; more than 240,000 job applicants annually; and more than 1,000,000 online customers each year.

As the leaders in talent management and workforce development, we work hard to build a strong workforce for Mississippi and to provide educational opportunities to give our public servants the tools they need to succeed in work and life.

# **Ensuring A Quality Workforce**





In 1980, the Legislature created the Mississippi State Personnel Board to: "establish in the State of Mississippi a system of personnel administration . . . governing the establishment of employment positions, classification of positions and the employment conduct, movement and separation of state employees; to build a career service in government which will attract, select and retain the best persons, with incentives in the form of equal opportunities for initial appointment and promotions in the state service; [and] to establish a system of personnel management that will ensure the effective and efficient use of employees in the state service. . . . "Miss. Code Ann. § 25-9-101.

**Below:** The Mississippi Coat of Arms is at the top of each arch in the State Capitol's House of Representatives Chamber. The coat of arms contains the state motto, "Virtute et Armis," which means "by valor and arms."







Photos courtesy of MDA/Tourism

Above: From the heart of the Capital city, to the birthplace of Elvis Presley, to the home of the Delta blues, to the scenic Gulf Coast, MSPB is proud to serve Mississippi.

# Mississippi State Personnel Board

The Mississippi State Personnel Board is a five-member Board whose members are appointed by the Governor, with the advice and consent of the Senate. Appointments are five years in duration, and the members serve staggered terms.



#### Chairman Alwyn Luckey - Ocean Springs, Mississippi

Mr. Luckey was appointed to the Board by Governor Phil Bryant in April 2012 to fill an unexpired term. Mr. Luckey is currently the sole shareholder of The Law Firm of Alwyn H. Luckey, P.A. His law practice includes state and local government consulting, business law, construction defect/water intrusion, asbestos injury, real estate, and general practice. He has also served as judge of the City of Ocean Springs.



#### Vice-Chairman Nick P. Ardillo, Jr. - Columbus, Mississippi

Colonel Ardillo was appointed to the Board by Governor Haley Barbour to fill an unexpired term in June 2011 and was subsequently reappointed to serve through 2016. As a former Commander of Columbus Air Force Base, Colonel Ardillo, now retired from active duty, is a principal in Ardillo McCullough & Taggart, LLC, and a principal of NPA, LLC.



#### Donald Brown - Vicksburg, Mississippi

Mr. Brown was originally appointed to the Board in 2005 and was reappointed to a second five-year term on the Board by Governor Haley Barbour in 2010. Mr. Brown is the Warren County Director for the Warren-Yazoo Mental Health Service. Prior to joining that organization, he worked with the Mississippi Employment Security Commission, the Mississippi Department of Human Services, and the Vicksburg Early Education Center.



#### Donald R. Taylor - Crystal Springs, Mississippi

Colonel Taylor was appointed to the Board by Governor Phil Bryant in 2012. Colonel Taylor served as Executive Director of the Mississippi Department of Human Services from 1995 through 2008. At the time of his July 1, 2008 retirement, he was the longest serving director of a state DHS. Colonel Taylor currently hosts *Prime Time Radio* show on SuperTalk Mississippi.



#### Lee Yancey - Brandon, Mississippi

Mr. Yancey was appointed to the Board by Governor Phil Bryant in 2013. Mr. Yancey is a financial advisor for Woodridge Capital Portfolio Management. From 2008 to 2012, Mr. Yancey served as a State Senator. During that time, he served on several Senate committees including: Code, Education, Ethics, Drug Policy, Finance, Insurance, Judiciary A, and Public Health and Welfare.

# State Legislative Advisors

The Lieutenant Governor may designate two Senators and the Speaker of the House of Representatives may designate two Representatives to attend any meeting of the Mississippi State Personnel Board.

#### Senator Nickey Browning - Pontotoc, Mississippi

Senator Browning has served as Senator for District 3, which includes Calhoun, Pontotoc, and Union Counties, from 1996 to present. His committee memberships include: County Affairs - Chair; Business and Financial Institutions; Drug Policy; Energy; Finance; Highways and Transportation; and Insurance.

#### Senator Nancy Collins - Tupelo, Mississippi

Senator Collins has served as Senator for District 6, which includes Lee and Pontotoc counties, from 2011 to present. Her committee memberships include: Accountability, Efficiency, Transparency - Chair; PEER - Chair; Education - Vice Chair; Agriculture; Appropriations; Forestry; Public Health and Welfare; and Veterans and Military Affairs.

#### Representative Herb Frierson - Poplarville, Mississippi

Representative Frierson has served as Representative for District 106, which includes Lamar and Pearl River counties, from 1992 to present. His committee memberships include: Appropriations - Chair; Apportionment and Elections; Conservation and Water Resources; Education; Joint Legislative Budget Committee; and Wildlife, Fisheries and Parks.

#### Representative John Read - Gautier, Mississippi

Representative Read has served as Representative for District 112, which includes Jackson County, from 1993 to present. His committee memberships include: Conservation and Water Resources - Chair; Appropriations; Gaming; Ports, Harbors and Airports; Public Health and Human Services; Public Property; Public Utilites; and Rules.









# Personnel Advisory Council: Ready to <mark>Serve</mark>



The Personnel Advisory Council advises the Mississippi State Personnel Board in the development of policies, programs, and rules and regulations which improve public employment in the state. The council also assists in the promotion of public understanding of the purposes, policies, and practices of the state personnel system.

The council is comprised of personnel directors from five major state agencies: the Department of Health, the Department of Human Services, the Department of Mental Health, the Department of Rehabilitation Services, and the Department of Transportation. The members are appointed by, and serve terms concurrent with, the Governor.



# **Career Counseling Center**

While many of the job applications that are reviewed each month by the Mississippi State Personnel Board are submitted using the online application process, some applicants still value the face-to-face service provided in the MSPB Career Counseling Center.

The Career Counseling Center is open to applicants from 8:00 a.m. to 5:00 p.m. Monday through Friday (except on State holidays). An experienced MSPB professional is available during business hours to assist job applicants with questions regarding available positions and how to apply for a State government job in Mississippi.

MSPB professionals also assist applicants with the NEOGOV<sup>™</sup> online application system to ensure that all applicants complete their online profile and submit job applications correctly. MSPB professionals are a great resource for those applicants who need assistance searching for jobs based on a number of criteria including county, salary range and/or job category, as well as completing their online application or simply creating a Job Interest Card.



**Ensuring a Quality Workforce** 

# MISSISSIPPI +

One of the greatest challenges facing state government in Mississippi is developing a workforce that is both efficient and effective. Since January 2012, the Mississippi State Personnel Board has worked closely with the 130 agencies, boards, and commissions it serves to provide value-added services that enhance their ability to serve the citizens of Mississippi. This philosophy of service is called *MSPB*+. During the first 30 months of *MSPB*+, the Mississippi State Personnel Board worked to:

- Maximize the State's buying power and streamline the procurement process for service contracts by establishing preapproved lists of providers with set prices. This reform has turned a process that could take months into a process that can be finalized within a matter of days.
- Provide eLearning to maximize opportunities for employee training and minimize costs to governmental entities.
- Implement the MSPB Sharing Human Resource Personnel program to assist smaller agencies, boards, and commissions by outsourcing their human resource needs to MSPB at no additional cost.
- Ensure greater transparency by publishing decisions rendered by the Employee Appeals Board on the MSPB website.
- Establish and promote a college student internship program for agencies, boards, and commissions.
- Facilitate the sharing of best practices among governmental entities.
- Revise MSPB policies and procedures to focus on performance, efficiencies, and accountability.



This initiative represents our commitment to do more for those we serve by implementing significant reforms and discovering innovative ways to support our stakeholders. *MSPB*+ is a critical component of our unwavering dedication to government accountability, efficiencies, and transparency.





# Fiscal Year 2014 Annual Report

# **Promoting Best Practices**

The Excellence in Government Awards were established to recognize "excellence and innovation in the management of administrative procedures which increase the quality of public service at the state, district and local government levels." The procedures governing the award were developed pursuant to Miss. Code Ann. § 25-9-134 (2) and adopted by the Mississippi State Personnel Board. The awards recognize individuals or groups of individuals whose contributions within the last five years represent excellence in government. The inaugural awards were given in 2012.

The recipient of the 2014 Award for Excellence in State Government was the Electronic Government Oversight Committee, and the recipient of the 2014 Award for Excellence in Local and District Government was Walter W. Osborne, Jr.

The Electronic Government Oversight Committee (EGOC) was recognized for keeping the State of Mississippi at the forefront of technology and promoting efficiencies for citizens, businesses, and visitors through the enhancement of Mississippi's official website, www.ms.gov. In conjunction with Mississippi Interactive (MSI), the EGOC implemented payment processing conversion for more than 20

state agencies, redesigned the ms.gov portal with the latest technology, developed multiple applications, and executed new marketing efforts to promote ms.gov. The EGOC's partnership with MSI is based upon a self-funded model that has provided notable cost savings and cost recovery benefits to Mississippi. The State will continue to see increasing benefits and efficiencies throughout the life of the contract as additional innovative and automated services are launched. The EGOC is comprised of Secretary of State Delbert Hosemann, State Auditor Stacey Pickering, State Treasurer Lynn Fitch, Commissioner of Revenue Ed Morgan, Department of Information Technology Services Executive Director Craig Orgeron, Commissioner of Public Safety Albert Santa Cruz, and Department of Finance and Administration Executive Director Kevin Upchurch.

Walter W. Osborne, Jr., recipient of the Excellence in Local and District Government Award, serves as the City Clerk for the City of Vicksburg. Osborne was recognized for his efforts in centralizing the filing system for city records by creating an electronic filing system for board minutes, resolutions, and ordinances. He is also credited with making city records more accessible to the public. Osborne has devoted more than 30 years to public service. He began working for Warren County in 1982 as an accounting systems analyst and payroll clerk. He joined the City of Vicksburg in 1999.

# **Excellence in State Government Award**



Pictured left to right are: Mississippi State Personnel Board Chairman Alwyn Luckey, MSPB Member Donald Brown, Governor Phil Bryant, Department of ITS Executive Director Craig Orgeron (EGOC Committee Chairman), and MSPB Executive Director Deanne Mosley

# Excellence in Local and District Government Award



Pictured left to right are: Mississippi State Personnel Board Chairman Alwyn Luckey, MSPB Member Donald Brown, Governor Phil Bryant, Vicksburg City Clerk Walter Osborne, Jr., Vicksburg Mayor George Flaggs, and MSPB Executive Director Deanne Mosley





Carson Chittom, Director Human Capital Core Processes

## Human Capital Core Processes

uman capital is our greatest asset in state government. Now more than ever, getting talent in the door and efficiently managing that talent are keys to building a successful workforce.

The Office of Human Capital Core Processes (HCCP) is a unique team comprised of the MSPB professionals who provide an array of services in three main functional areas: Core Processes, Job Description Validation, and Career Counseling.

MSPB serves more than 130 agencies, boards, and commissions - about 33% of the entire state workforce. Each agency is assigned two MSPB professionals who provide guidance and advice to state agencies and conduct research and analysis of statewide workforce and human resources management issues.

The focus of the Core Processes Division is Classification and Compensation. The Classification function is a concerted effort to

## Workforce Statistics

AVERAGE AGE: 44.4 Years AVERAGE SERVICE TIME: 9.8 Years GENDER: 62% Female and 38% Male RACE: 51.6% African American, 47.1% Caucasian, and 1.3% all other races AVERAGE ANNUAL SALARY: \$34,655

As of June 30, 2014

ensure that all employment positions in the state's inventory of job classifications are properly classified. The primary Compensation function is management of the Variable Compensation Plan, which is designed to promote salary parity for similar positions across agencies.

Another of the major Compensation functions is to develop and present annual recommendations to the Legislature for future fiscal year needs, such as new

## Distribution of State Government Workforce

The Mississippi State Personnel Board has 33% of the 90,985 members of the State workforce under its purview.



positions, reallocations, special compensation plans, and additional compensation requested by agencies.

The Job Description Validation Division ensures the validity of the data contained in the class specifications for each job in our inventory. This division analyzes the jobs, not the applicants, and also provides assistance in the development of behavioral interview questions that assist agencies in finding the best fit for hiring and/or promotion.

The Career Counseling Division is responsible for the overall management of the application process from recruitment to selection. The Recruitment function involves the administration of recruitment programs that ensure open consideration of qualified applicants. The Selection function and its corresponding rules and regulations are designed to ensure fair and equitable treatment of all applicants and employees without regard to race, color, sex, religion, national origin, age, disability, genetic information, religious creed, or political affiliation. It is a compilation of applicant services ranging from the evaluation of applications to processing of transactions relative to the hiring process.

Institutions of Higher

The Division is also responsible for maintenance of the active recruitment listing on the MSPB's website through the NEOGOV<sup>™</sup> platform.

> An unparalleled resource for our customers: policies, procedures, and processes.



As of June 30, 2014

HCCP also provides workforce processes assistance to agencies by conducting an assessment of their workflow and workforce, accomplished by conducting a business flow process analysis to determine methods to streamline business processes and improve efficiency in the delivery of services. This assessment includes identifying resource-saving methods such as utilizing technology and outsourcing.

Additionally, a workforce processes study determines the skills and capabilities of an agency's current workforce and identifies staffing excess or gaps for the new business process. This results in an organizational redesign that integrates people, information, and technology with the new business process, utilizing technology, and outsourcing.

## Essential Services

MSPB provides a range of services through the Office of Human Capital Core Processes for agencies, employees, and job seekers.

- Recruitment, Selection and Retention of World-Class Employees
- Talent Management
- Career Pathing
- Workflow Analysis
- Organizational Design

Total Job Applications

The annual number of applications received by MSPB has increased nearly 400% from 48,835 in FY 2010 to 242,767 in FY 2014.



## 35.2% **Other Funds** 35.4% 22.3% 22.3% Federal Funds 42.3% **General Funds** 42.5%

The dollar amount of salaries paid by state general funds increased 0.2% from FY 2013 to FY 2014.

FY 2014

FY 2013

## Annual Average Salary Comparison



## Salary Source By Fund

## Employment in State Government: A Ten-Year Comparison

For agencies under the purview of the Mississippi State Personnel Board, employment has decreased during the last ten fiscal years.

The number of positions decreased by 7.7% from FY 2005 to FY 2014, while the maximum number of employees decreased by 4.3%.





## Population Change Data for Mississippi from 2000-2010

The U.S. Census Bureau reports that the population of Mississippi increased by 122,639, or 4.3%, between 2000 and 2010.

That figure is projected to rise another 77,515, or 2.6%, over the next decade and another 125,113, or 4.1%, by 2030.

All figures in this chart were sourced from U.S. Census Bureau data.

While employment in state government decreased during the past decade, the population grew 4.3%.

## **Retention:** The Key to a Quality Workforce

At the close of Fiscal Year 2014, 14% of the State workforce under MSPB purview were eligible for retirement. By 2019, that number is projected to grow to 31%. In only five years, we could lose nearly one-third of our workforce and the institutional knowledge those employees take with them.

Retention is key to ensuring a quality workforce for Mississippi's future. With a rapidly growing retirement age group and an average service time of just ten years, MSPB is focusing on developing training opportunities to benefit employees and their agencies.



During the past five years, 64% of those who have resigned had been employed five years or less. Of those who resigned, 62% were age 40 or under.







Jim Nelson, Jr., Director Workforce Development

## Workforce Development

The Office of Workforce Development assists agencies with effective employee training and a professional development system that inspires trust, clarifies purpose, aligns systems, and develops talent.

Workforce development is a systematic process for identifying the human capital required to meet agency goals and developing the strategies to meet those requirements.

The goal of the Office of Workforce Development is to provide State agencies with the tools, information, and training needed to ensure a quality workforce for State government.

The Office of Workforce Development has two programmatic functional areas: Talent Management and Career Development.

The Talent Management Division provides agencies with management tools to measure

performance, competencies and skill sets, and identify methods to improve performance.

The Career Development Division provides agencies and State employees with certification and professional development programs such as the Mississippi Certified Public Manager<sup>®</sup> program, the Human Resources Certification Program, and the Administrative Services Certification Program.

Our graduates make a positive impact on the lives of Mississippians.



## Training Tomorrow's Leaders Today



**MCPM 2014 Graduates.** Professional development courses such as the nationally accredited Certified Public Manager<sup>®</sup> program build leadership in state government. MSPB teaches thousands of employees every year.

Education is a lifelong process. The Mississippi State Personnel Board offers prestigious certification programs and educational opportunities to keep employees on the leading edge of the State workforce.

Led by our nationally accredited Mississippi Certified Public Manager® program, MSPB's Career Development Division provides essential knowledge and leadership skills training for successful public service.

Our graduates include executive directors and agency heads, a former statewide elected official, top managers from agencies, boards, and commissions throughout the State and virtually every area of public service.



## **CPM Reaccreditation**

In FY 2014, MSPB's Certified Public Manager<sup>®</sup> program received reaccreditation from the National Certified Public Manager<sup>®</sup> Consortium, the governing body that establishes and preserves standards for public management development programs that award the CPM designation. Accredited programs have demonstrated the ability to maintain and improve the effectiveness and professionalism of government managers. The quality and efficiency of management in government have a major impact on the lives of citizens and the orderly functioning of society. The five year reaccreditation represents extensive preparation and effort on the part of MSPB's workforce development team.

## **CPM with Excellence**

In December 2013, MSPB created the CPM with Excellence program, which is designed to encourage CPM graduates to continue their professional development and renew their commitment to lifelong learning. On December 1 of each year, CPM alumni may submit a record of the professional development activities they have completed during the previous twelve months. Professional development activities have a point value, and when a CPM graduate accumulates a minimum of 100 points, he or she is designated as a Certified Public Manager<sup>®</sup> with Excellence.

## Training Programs

### Administrative Services

The Administrative Services Certification Program provides comprehensive training to administrative staff, offering a variety of learning experiences that relate to their on-the-job challenges.

### **Professional Development**

Many courses are also available as Professional Development electives to employees who are not enrolled in a specific program. These courses address business writing, diversity training and more.

### Certified Public Manager®

Nationally Accredited

The Certified Public Manager<sup>®</sup> program translates innovative theory into practical training to measure and develop professional competency for public sector managers.

### Human Resources Certification

The development of a well-trained body of human capital practitioners at the technical and managerial levels of State government is the goal of the Human Resources Certification Program.

### **Basic Supervisory**

The Basic Supervisory Course provides skill development on the fundamentals of supervising people and programs in government, emphasizing management, budgeting, and more.

# Training In Action



"MDAC utilized MSPB's new internship program at the Ag and Forestry Museum during the summer, and we were very pleased with the ease of the process. MSPB handled all the recruiting, which allowed us to save time and select our applicants quickly, based on the criteria/qualifications that were best suited to our agency. This program helped us to recruit young, motivated individuals seeking their own career paths and hopefully, by gaining the knowledge and skills learned during their time with us, these individuals will have a better understanding of the field of agriculture."

-Cindy Hyde-Smith, Commissioner of Agriculture and Commerce

# **CareerExpos**

As part of our mission to ensure a quality workforce, MSPB participates in numerous job fairs and employment expos such as those sponsored by the Governor's Job Fair Network.

Vicksburg Area Job Fair University of Phoenix Career Fair Greenwood Leflore Area Job Fair Jobs for Jacksonians Job Fair University of Southern Mississippi Career Fair Radio People/MCC Career Expo **Pine Belt Job Fair Tougaloo College Career Fair Employability Job Fair** Mississippi State University Career Days Jackson State University Spring Career Fair Mississippi Band of Choctaw Indians Career Expo **Belhaven University Career Fair** Marshall/Benton Area Job Fair Mayor's Summer Youth Employment Expo Mississippi Employment Expo Jobs for Mississippi Graduates Spring Southern Region Military and Civilian Job Fair Military Veterans, Spouses, and Dependents Job Fair ITT Technical Institute Spring Career Fair Yazoo County Area Job Fair Rankin County Area Job Fair New Horizon Church International College and Career Fair

Vicksburg Flowood Greenwood Jackson Hattiesburg Meridian Hattiesburg Tougaloo Jackson Starkville Jackson Choctaw Jackson **Holly Springs** Jackson Jackson Pearl Biloxi Jackson Madison Yazoo City Pearl Jackson

## Representing the State at job fairs throughout Mississippi







Teselyn Funches, Director Personal Service Contract Review Board

## Personal Service Contract Review Board

The Personal Service Contract Review Board (PSCRB) plays an integral role in how personal services are procured for the State of Mississippi.



The Mississippi State Legislature established PSCRB to ensure that quality services are procured at reasonable prices, with terms that are favorable to the State, and with limited risk of liability. PSCRB develops the policies and procedures that ensure personal services are obtained in a competitive manner and approves contracts in excess of \$100,000.

PSCRB is responsible for administering standards for the issuance of invitations for bid and requests for proposals and the award of service contracts. It also oversees the consideration of costs and quality of services proposed, the contract negotiations, the administrative monitoring of contract performance by agencies, as well as the necessary steps in terminating a contract. Administering standards for the procurement of personal or professional services through the use of emergency and sole-source contracts is also a responsibility of PSCRB.

The Mississippi State Personnel Board provides administrative support for PSCRB.



## Personal Service Contracts: Five Fiscal Years

In FY 2010, the Board reviewed 582 contracts valued at \$416,876,392. There were 464 contracts reviewed in FY 2011 for a total of \$455,763,078 and 543 items totaling \$276,587,055 in FY 2012. In FY 2013, the Board took action on 593 items totaling \$276,228,980 and in FY 2014, the Board took action on 625 items totaling \$428,592,761.

PSCRB is comprised of the Executive Directors or designees of the Mississippi State Personnel Board, the Department of Finance and Administration, the Department of Corrections, the Department of Environmental Quality, and the Department of Wildlife, Fisheries, and Parks.

## Promoting Fiscal Responsibility and Transparency

During FY 2014, PSCRB revised its Rules and Regulations to include two significant changes. In an effort to make the procurement process more transparent, PSCRB established a post award vendor debriefing rule requiring state agencies to develop and implement a post award vendor debriefing procedure. This procedure provides access to bid and request for proposal evaluation information for vendors who submitted a bid or proposal. To encourage competitive procurements, PSCRB also implemented a one year limitation on emergency contracts. This limitation requires state agencies to procure these services after one year rather than renewing the contracts.

In addition to revisions to its Rules and Regulations, PSCRB also reestablished the Preapproved Vendor

Lists for Janitorial Services, Professional Nursing Services, Temporary Staffing Services, and Security Guard Services (formerly Armed and Unarmed Guard Services). The Background Screening Services list remains effective until June 2018. Preapproved Vendor Lists are established by PSCRB for use by state agencies and entities under MSPB purview. Although not required to use Preapproved Vendor Lists, governmental entities which do so may contract without advertising for procurement or completing the standard procurement process. Contracts with preapproved vendors receive expedited review and approval by PSCRB. While standard procurement could take months to complete, the use of preapproved vendors allows the process to be completed in a matter of days while maximizing the State's buying power.





Ingrid Williams, Chief Hearing Officer Employee Appeals Board

## **Employee Appeals Board**

The Mississippi State Personnel Board outlines the rules and regulations that guide the employment experience in its Policy and Procedures Manual. However, when a dispute arises between an employee and an agency and action is taken, the employee is guaranteed an impartial venue for appealing that action.

The Mississippi State Legislature provided this venue in 1980 by creating the Employee Appeals Board (EAB), an entity separated from MSPB by statute but supported by the agency administratively.

The EAB is comprised of three Hearing Officers, one from each Supreme Court district, who are appointed by MSPB members. This forum provides employees of the State of Mississippi an opportunity to appeal agency-level decisions that adversely affect the employee's service. The EAB compiles evidence, holds hearings, and renders decisions regarding agency actions and employee grievances.

Any permanent State service employee may appeal any action adversely affecting his or her compensation or employment status, or any grievable action set forth by policy.

> The EAB provides a fair and impartial appeals process for employees.

## Cases Filed in FY 2014

#### **Initial Appeals**

.2
.7
13
0

En Banc	13
Circuit Court	1

To provide transparency,EAB Orders are posted on our website.

## **Orders Rendered**

#### Initial Orders Rendered

Affirmed	13
Agreed	25
Dismissed/Appeal Not Perfected	3
Dismissed/Lack of Jurisdiction	15
Dismissed/Motion of Appellant	5
Dismissed/Failed to Appear	0
Dismissed/Stale	0
Reversed	10
Partial Relief	1

En Banc Orders Rendered

Affirmed	5
Dismissed	
Reversed	0
Partial Relief	0

Any permanent State service employee or non-State service employee in, or applicant for, an authorized employment position in an agency which employs State service employees may appeal alleged acts of discrimination based on race, color, religion, national origin, sex, age, disability, creed, physical handicap, genetic information, or political affiliation in any personnel action or unlawful employment practice.

They also may appeal alleged acts of retaliation based upon the employee's or applicant's reports to a state investigative body. Any employee may appeal the agency's denial of a request for donated leave.

EAB decisions may be appealed to the full Employee Appeals Board or to a Circuit Court.







# **Community Leadership**

True superheroes don't hang up their capes when the workday is done. They continue to make a positive difference in their communities, neighborhoods, and society at large.

Many MSPB employees contribute their time, talents, and resources to worthy causes year-round including making Christmas wishes come true through Toys for Tots, participating in canned food

drives to support Stewpot Community Services, donating to the Salvation Army, supporting organizations that provide homes for families through Habitat for Humanity, and running in Governor Phil Bryant's 5k for Health to support Blair E. Batson Children's Hospital.

Whether at the office or in the community, the MSPB team is committed to serving Mississippi.







**Ensuring a Quality Workforce** 

# **Serving Others**



This year, MSPB team members donated items to the Salvation Army of Greater Jackson. In addition to monetary donations, team members donated canned goods, clothing, and household items to local families in need.

The Salvation Army Jackson Corps makes a significant impact to thousands of families in the Jackson Metro area each year. MSPB is proud to assist the Salvation Army by providing resources to support their efforts to help those in need and change lives in the community.

# Collecting Toys for Tots

Christmas is a time for giving, and MSPB employees gave generously to make Christmas a special time for children in the Metro Jackson area through the U.S. Marine Corps Reserve *Toys for Tots* program. The objectives of the program are:

- to help less fortunate children throughout the United States experience the joy of Christmas;
- to play an active role in the development of one of our nation's most valuable resources – our children;
- to unite all members of local communities in a common cause for three months each year during the annual toy collection and distribution campaign; and
- to contribute to better communities in the future.

MSPB employees exceeded their goal for collecting presents for *Toys for Tots* during FY 2014.







210 East Capitol Street, Suite 800 Jackson, MS 39201 Phone (601) 359-1406 • Fax (601) 359-2729 www.mspb.ms.gov AN OVERVIEW OF THE STATE WORKFORCE UNDER THE PURVIEW OF THE MISSISSIPPI STATE PERSONNEL BOARD

# M S MISSISSIPPI P B STATE PERSONNEL BOARD

An Overview of the State Workforce Under the Purview of the Mississippi State Personnel Board

Presented to the Joint Legislative Budget Committee

September 30, 2014

Deanne Mosley Executive Director


ABOUT US

#### We Manage The Employee Life Cycle From Pre-Hire Until Retire.

We provide essential services to:

- More than 130 agencies, boards and commissions
- Over 30,000 current employees
- Approximately 20,000 job applicants monthly
- More than 1,000,000 online visitors annually







### Our Vision

To Ensure a Quality Workforce for the State of Mississippi

### **Our Mission**

To Lead the Way in Human Capital and Workforce Management

### Our Focus

- Human Capital Core Processes
- Workforce Development
- Personal Service Contract Review Board
- Employee Appeals Board



### ABOUT US

### We Are Making Efficiency A Priority.

- Enhancing online services for agencies, employees and government officials
- Implementing applicant-friendly recruitment and selection processes
- Utilizing technology to reduce agency costs

















As of June 30, 2014



The Upward Trend in Applications Continued From FY 2013 to FY 2014.



As of June 30, 2014



UNDER MSPB PURVIEW



Joint Legislative Budget Committee Report Fiscal Year 2014 September 30, 2014 As of June 30, 2014 Hinds, Rankin and Madison Counties/Metro Jackson



Our Workforce Statistics Remained Relatively Constant from FY 2013 to FY 2014.

- Average service time is 9.8 years.
- 62% of employees have served 10 years or less.
- Average age is 44.4 years.





UNDER MSPB PURVIEW

#### We Are A Diverse Workplace.



- 62% are female and 38% are male.
- Racial makeup is approximately 51.6% African American, 47.1% Caucasian and 1.3% all other races.



UNDER MSPB PURVIEW



Salary without fringe for full time employees as of June 30, 2014



SALARY COST TRENDS

UNDER MSPB PURVIEW



Full time employees under MSPB purview as of June 30, 2014



### Average Annual Salary Comparison





## SALARY DISTRIBUTION

**Employee Salary Ranges** 1% 1% | <sup>1%</sup>2% ■ \$100,000 and over 14% **\$90,000 to \$99,999** 6% ■ \$80,000 to \$89,999 13% ■ \$70,000 to \$79,999 **\$60,000 to \$69,999** 35% **\$50,000 to \$59,999** 24% **\$40,000 to \$49,999** ■ \$30,000 to \$39,999 **\$20,000 to \$29,999** ■ \$14,000 to \$19,999 Average salary = \$34,655



## FUNDING PROJECTIONS

UNDER MSPB PURVIEW



Joint Legislative Budget Committee Report Fiscal Year 2014 September 30, 2014 Full time and part time positions base without fringe as of July 1



SALARY SOURCES









EMPLOYMENT TRENDS



Joint Legislative Budget Committee Report Fiscal Year 2014 September 30, 2014 **.** 

Full time and part time positions as of July 1 Maximum full time and part time employees







Full time and part time positions as of June 30, 2014









RETENTION UNDER MSPB PURVIEW

# Voluntary turnover can result in monetary and functional costs.

- Separation Costs
- Replacement Costs
- Transition Costs
- Indirect Costs
- Calculation 50-200% of departing employee's salary





## RETENTION

**UNDER MSPB PURVIEW** 



National data source: U.S. Bureau of Labor Statistics

Joint Legislative Budget Committee Report Fiscal Year 2014 September 30, 2014 National State and Local Gov't. is calculated based on calendar year. Mississippi data is calculated based on fiscal year data.





#### Positions with the Highest Turnover Voluntary/Quit



- 1. MH-Direct Care Worker
- 2. Correctional Officer Trainee
- 3. MH-Direct Care Trainee
- 4. Correctional Officer I
- 5. DOT–Maintenance Technician I
- 6. DHS-Family Protection Specialist
- 7. Nurse Licensed Practical I
- 8. Direct Care Worker
- 9. Nurse l
- 10. Nurse Licensed Practical II

Full time and part time positions as of June 30, 2014









## RETIREMENT & SUCCESSION





## Looking to the Future



### We Need to Close the Loop.

Retaining employees is key to ensuring a quality workforce for the State of Mississippi.

With an average service time of approximately 10 years and a rapidly growing group of workers eligible for retirement, we must identify career paths and promote workforce development.



## Looking to the Future

### We Are Training Tomorrow's Leaders.



- Nationally Accredited Certified Public Manager<sup>®</sup> Program
- Administrative Support Certification Program
- Human Resources Certification Program
- Basic Supervisory Course
- Plus essential leadership, diversity and professional development courses



### Looking to the Future



Mississippi's Future is Ours to Make.

## M S MISSISSIPPI B STATE PERSONNEL BOARD Ensuring a Quality Workforce

210 East Capitol Street, Suite 800 Jackson, Mississippi 39201 Phone: 601.359.1406 www.mspb.ms.gov