

# *State Personnel Board Fiscal Year 2004 Annual Report*

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## **State Personnel Board Members**

The Mississippi State Personnel Board provides policy guidance and administrative oversight to the State Personnel Director and staff. The Board is composed of five members, appointed by the Governor with the advice and consent of the Senate, who serve five-year terms. In addition, there are four legislative advisors to the Board, two each appointed by the Lieutenant Governor and the Speaker of the House of Representatives.

Bill Cossar, Chairman  
3<sup>rd</sup> Supreme Court District

Leslie L. Daniels, Vice-Chairman  
State-at-Large

S. Tom Hall, Member  
State-at-Large

Liles B. Williams, Member  
1<sup>st</sup> Supreme Court District

E. A. Allen, Member  
2<sup>nd</sup> Supreme Court District

## **Statewide Personnel System Overview**

Mississippi's statewide personnel system includes the members of the State Personnel Board, the State Personnel Director, administrative staff and employees who comprise the operating arm of the Board, and the members of the Mississippi Personnel Advisory Council.

The Mississippi State Personnel Board was established by the Mississippi Legislature in 1980. The State Personnel Board operates under the direction of a five-member board appointed by the Governor with the advice and consent of the Senate. Its mission is to provide the State of Mississippi with a skilled work force and a system of personnel administration that enables state agencies to provide mandated public services.

The State Personnel Board administers the state personnel system in accordance with the following principles as set in statute:

1. Recruiting, selecting, and advancing employees based on objective criteria.
2. Providing equitable and adequate compensation.
3. Training employees to ensure high quality performance.
4. Retaining employees on the basis of performance.
5. Ensuring fair treatment of applicants and employees without regard to political affiliation, race, national origin, sex, religion, creed, age, or disability.
6. Ensuring that employees are free from coercion for partisan or political reasons.

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## **Legislative Advisors**

Senator Billy Thames  
District 34  
Mize, MS

Senator Perry Lee  
District 35  
Mendenhall, MS

Representative John O. Read  
District 112  
Gautier, MS

Representative David Green  
District 96  
Gloster, MS

## **Personnel Advisory Council**

The Mississippi Personnel Advisory Council advises the State Personnel Board in the development of policies, programs, rules and regulations which will 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 consists of personnel directors from five major state agencies. Members are appointed by and serve terms concurrent with that of the Governor. Members are:

Ann Thames, Department of Mental Health;

Mary McDonald, Department of Transportation;

Gloria Jackson, Department of Human Services

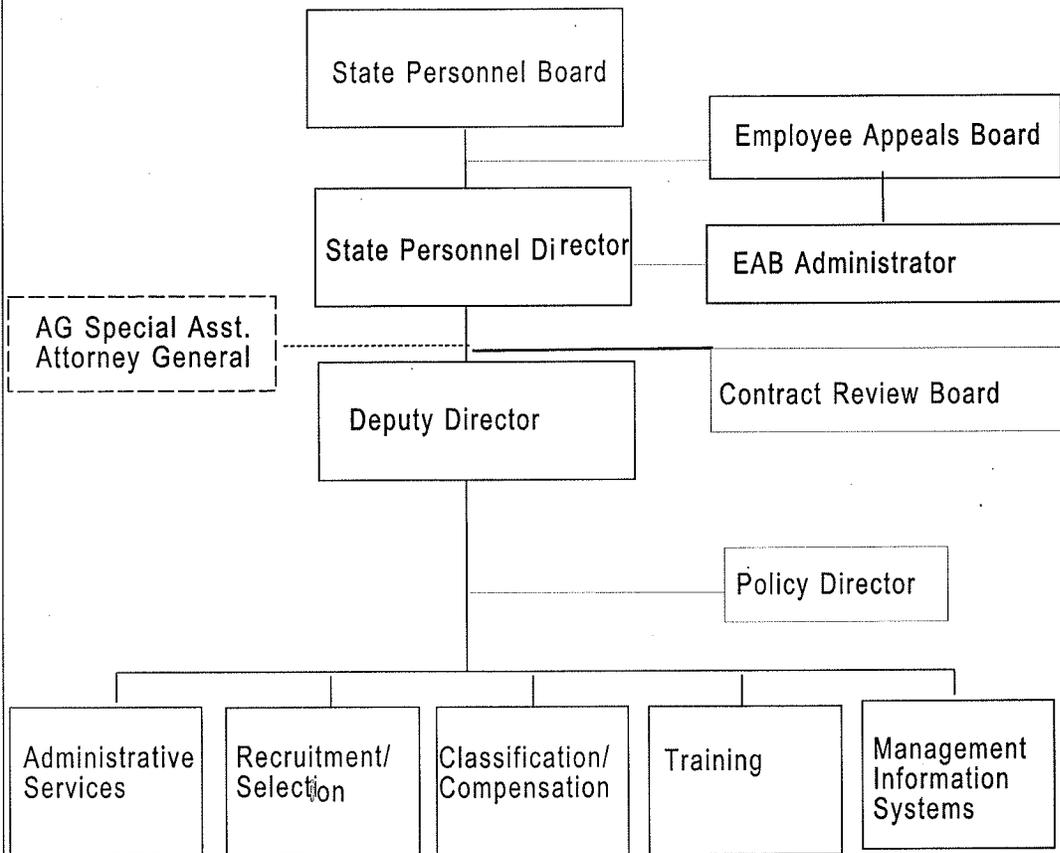
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## State Personnel Board Organizational Structure

The functional areas that are designed to implement the mission of the State Personnel Board include:

- Recruitment and Selection
- Classification and Compensation
- Training
- Management Information Systems
- Policy
- General Counsel
- Administrative Services
- Contract Review Board

In addition, an independent administrative court, the Employee Appeals Board, serves under the Board to provide an impartial forum for employee hearings.



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## **Summary of Agency Services**

### **OFFICE OF RECRUITMENT AND SELECTION**

- Implementation of Recruitment Programs
- Applicant Counseling
- Evaluation of Applicant for Minimum Requirements of Job:
  - Education/Experience Evaluation
- Certification of Eligibles Process
- Authorization of Appointment of Certified Eligibles

### **OFFICE OF CLASSIFICATION AND COMPENSATION**

- Salary Certification for New Hire and In Service Movement
- Transaction Processing for all Position and Personnel Data Changes
- Pre/Post-Audit Functions, Initial Hire
- Data Evaluations (Demographic/Fund/Status/Organizational Placement)
- Variable Compensation Plan
  - Salary Survey Process
  - Pay Range Determination
  - Establishment of Special Compensation Plans
  - Additional Compensation
- Policy Development and Administration
- Fiscal Year Budget Recommendations for:
  - Realignments
  - Experience Benchmark Awards
  - Additional Compensation
  - New Positions
  - Reallocations
  - Educational Benchmark Awards
  - Deletion of Positions
- Agency/Position Establishment and Abolishment (in accordance with legislative intent)
- Position Control
- Projection Control Files for Agencies/Position Data Projection Control Files for Program
  - Designations and Program Assignments to Positions
- Job Analysis and Position Classification
- Development and Maintenance of Class Specifications
- Organizational Staffing Patterns and Charts

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## **OFFICE OF TRAINING**

- Management of Training Functions
- Certified Public Manager Program
- General Training Schedule
- On-Site Training

## **ADMINISTRATIVE SUPPORT OFFICE (In-house Operation)**

- Business Office Administration
  - Budget Preparation and Expenditure Control
  - Purchasing
  - Accounting
  - Payroll
- Telecommunication Systems Administration
- Administration of Printing and Duplication Operations
- Agency Personnel Administration
- Property Control
- Mail Distribution
- Office Supplies Distribution

## **OFFICE OF POLICY**

- Development/Revision of SPB Policies and Procedures
- Administration/Interpretation of Policies
  - Employee Counseling
  - Agency and General Public Consultation
- Distribution of Policies and Procedures
- Maintenance of State Employee Handbook
- Special Projects

## **MANAGEMENT INFORMATION SYSTEMS**

- Designing and Implementation of Internet Reports and Information
- Maintenance and Security of SPB's Web Based Application Databases
- Support SPB's Wide Area Network and Applications
- Development of Special Information Reports From Statewide Request
- Provide Help Desk For Agency Computing Applications
- Management of Data Security For Agency's Computers and Servers
- Maintain and Upgrade SPB's Internet, WAN and LAN Hardware and Software Products

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## **OFFICE OF THE GENERAL COUNSEL**

Legal Advisor to State Personnel Director on EEO Charges, Legislative Process, Personnel Questions and Pending Litigation

Compliance with the Fair Labor Standards Act, Civil Rights Acts, and other federal and state employment laws

Coordination of Board Policy Development and Review, Ensuring Compliance with the Administrative Procedures Act, the Open Records Act and all Laws and Regulations Governing Policy Development and the Statewide Personnel System

Legal Services Contracts Review

## **EMPLOYEE APPEALS BOARD**

Conducting Hearings and Rendering Decisions on Matters Affecting the Employment Status of State Employees

## **PERSONAL SERVICE CONTRACT REVIEW BOARD**

Promulgation of rules and regulations governing the solicitation and selection of contractual services personnel which are consistent with sound business practices

Reviewing contracts in excess of \$100,000.00 to ensure that the terms of the agreement are consistent with the rules and regulations promulgated by the board and to limit risk of loss to the state

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**Employees Paid with State Funds**  
(Full-Time and Part-Time)

32,660.....	State Service (Purview of State Personnel Board)
1,000.....	Governor's Office and Legislative Branch
20,000.....	Institutions of Higher Learning
6,000.....	Community and Junior Colleges
<u>29,000</u> .....	State Teachers and Assistant Teachers
<b>88,660.....</b>	<b>TOTAL</b>

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## **Overview of State Government Workforce** (State Service)

The purpose of this overview is to provide a summary of personnel management and employee compensation in agencies under the purview of the State Personnel Board at the close of Fiscal Year 2004, and to provide statistical information from other southeastern states. These figures exclude Mississippi Industries for the Blind, the Gulfport Port Authority, the Institutions of Higher Learning, the Community College System, and the Minimum Foundation Program Teachers, as these entities are not under the State Personnel Board's purview.

### **Full-Time Employee Profile as of June 30, 1993/2003/2004**

	FY 93	FY 03	FY 04
Total Employees	27,459	31,852	31,740
Total Female Employees	15,126	19,059	19,047
Percentage of Female Employees	55.1%	59.8%	60.0%
Total Male Employees	12,333	12,793	12,693
Percentage of Male Employees	44.9%	40.2%	40.0%
Percentage of White Employees	61.3%	52.9%	53.0%
Percentage of Minority Employees	38.7%	47.1%	47.0%
Average Service Time	8 yrs. 3 mos.	9 yrs. 5 mos.	9 yrs. 6 mos.
Average Number of Years of Education	14 yrs.	14 yrs.	14 yrs.
Average Age of Employees	40 yrs.	42 yrs. 10 mos.	43 yrs. 2 mos.
Average Salary of Employees	\$19,762	\$29,284	\$29,531
No. of Employees Earning Less than Avg. Salary	16,986	19,632	19,672
% of Employees Earning Less than Avg. Salary	61.8%	61.6%	62.0%

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## Current Average Annual Full-time Salary Comparison For State Employees in the Southeastern Region July 2004

	07/03	07/04
South Carolina .....	\$37,402.....	\$42,410
Georgia.....	\$31,666.....	\$41,520
Virginia .....	\$35,816.....	\$36,697
Kentucky .....	\$36,181.....	\$36,181
Alabama .....	\$35,088.....	\$35,459
Florida .....	\$33,982.....	\$34,949
North Carolina .....	\$33,655.....	\$34,888
Louisiana.....	\$36,409.....	\$34,526
Tennessee.....	\$32,218.....	\$33,745
Arkansas.....	\$33,582.....	\$33,582
Oklahoma.....	\$32,695.....	\$32,887
West Virginia.....	\$28,757.....	\$31,197
Missouri .....	\$30,941.....	\$30,724
Mississippi .....	\$29,284.....	\$29,205
<b>TOTAL AVERAGE</b> .....	<b>\$33,405.....</b>	<b>\$33,855*</b>

\*The average salary of Alabama, Arkansas, Louisiana and Tennessee is \$34,328.

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**Salary Distribution Table  
Full-Time and Part-Time Employees  
as of June 30, 2004**

Salary Range	Employee Count	Percent of Total Employees	Total Salary in the Range	Percent of Total Salaries
\$70,000 and over	649	1.99%	57,053,299.88	5.98%
\$60,000 to 69,999.99	628	1.92%	40,477,818.85	4.25%
\$50,000 to 59,999.99	1,130	3.46%	61,381,576.22	6.44%
\$40,000 to 49,999.99	2,637	8.07%	116,447,244.98	12.21%
\$30,000 to 39,999.99	6,720	20.58%	231,098,660.31	24.24%
\$20,000 to 29,999.99	12,870	39.41%	316,658,466.76	33.21%
\$14,000 to 19,999.99	7,219	22.10%	122,076,133.25	12.80%
\$13,000 to 13,999.99	213	0.65%	2,852,071.39	0.30%
\$12,000 to 12,999.99	168	0.51%	2,117,657.34	0.22%
\$11,000 to 11,999.99	121	0.37%	1,395,127.11	0.15%
\$10,000 to 10,999.99	36	0.11%	381,976.80	0.04%
\$ 9,000 to 9,999.99	20	0.06%	192,311.39	0.02%
Below \$ 8,999.99	249	0.76%	1,251,639.27	0.13%
Full and Part Time Totals	32,660	100.00%	\$953,383,983.55	100.00%

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### Average Monthly Strengths and Salaries for State Employees (Includes Part-Time Employees)

<u>Month</u>	<u>Strength</u>	<u>Avg. Salary</u>
01/01	32,455	\$27,436
02/01	32,687	\$27,387
03/01	32,856	\$27,369
04/01	32,831	\$27,359
05/01	32,556	\$27,349
06/01	32,640	\$27,376
07/01	32,249	\$27,363
08/01	32,142	\$27,422
09/01	32,265	\$27,443
10/01	32,194	\$27,452
11/01	32,261	\$27,455
12/01	32,203	\$27,467
01/02	32,238	\$27,457
02/02	32,330	\$27,438
03/02	32,415	\$27,445
04/02	32,337	\$27,420
05/02	32,272	\$27,388
06/02	32,448	\$27,391
07/02	32,407	\$27,438
08/02	32,371	\$27,500
09/02	32,417	\$27,514
10/02	32,442	\$27,546
11/02	32,530	\$27,554
12/02	32,587	\$27,554
01/03	32,567	\$28,947
02/03	32,591	\$28,942
03/03	32,639	\$28,938
04/03	32,679	\$28,921
05/03	32,644	\$28,963
06/03	32,750	\$28,956
07/03	32,453	\$29,043
08/03	32,599	\$29,084
09/03	32,561	\$29,107
10/03	32,685	\$29,118
11/03	32,812	\$29,104
12/03	32,619	\$29,166
01/04	32,731	\$29,199
02/04	32,738	\$29,236
03/04	32,653	\$29,260
04/04	32,544	\$29,256
05/04	32,636	\$29,178
06/04	32,660	\$29,191

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## **Cost for a 1% Increase Based on FY 2005 Projection**

Total Projected Personal Services Cost, Current Level*	\$1,461,053,923
Less Vacant Positions.....	(\$212,309,507)
Less Salaries Set by Statute.....	(\$ 4,656,868)
Minus Projectable Additional Compensation .....	(\$14,009,855)
Adjusted Total Projection.....	\$1,230,077,693
Total Cost of 1% Increase .....	\$12,300,777
Cost of 1% General Fund Increase (49.61%).....	\$6,102,415
Cost of 1% Federal Fund Increase (19.17%) .....	\$2,358,058
Cost of 1% Other Fund Increase (31.22%) .....	\$3,840,302

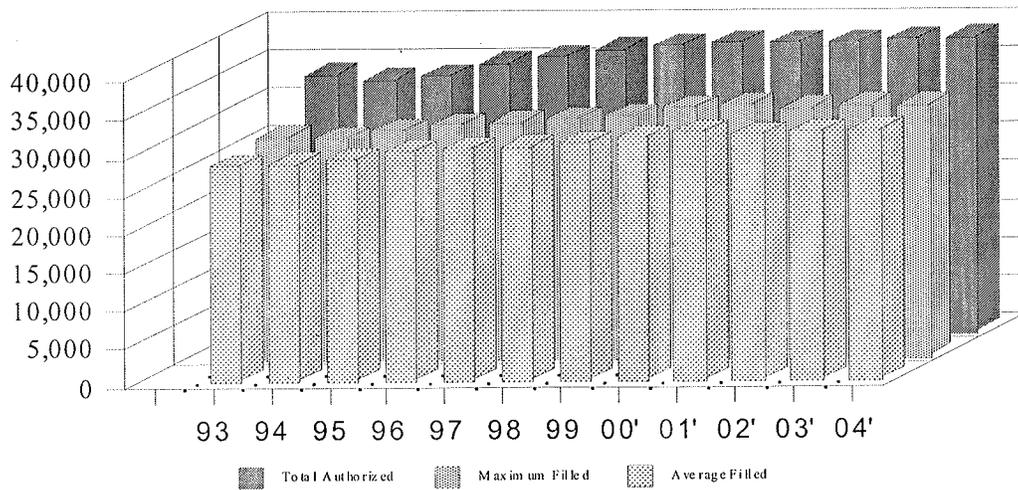
\*Total based on cost continuation for FY 2005 as of 07/30/2004. Rpt run 08/11/2004.

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## Position/Employee Growth

Fiscal Years 1993-2004



Year	Authorized	Maximum	Average
93	33,923	28,818	28,308
94	33,095	28,702	28,483
95	33,736	29,686	29,076
96	35,324	30,559	29,979
97	36,237	30,663	30,454
98	37,015	31,063	30,454
99	37,378	31,578	31,139
00	37,848	32,538	31,854
01	37,977	32,856	32,507
02	37,967	32,448	32,280
03	38,317	32,750	32,552
04	38,537	32,812	32,641

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<b>FY 93/FY 03/ FY 04 Strength Comparison</b>				
	June 93	June 03	June 04	June 93 to June 04 Difference
Mental Health	6,229	8,681	8,731	2,502
Human Services	3,531	3,384	3,277	(254)
Department of Transportation	3,504	3,301	3,319	(185)
Department of Corrections	2,772	3,670	3,446	674
Department of Health	2,791	2,186	2,231	(560)
Department of Public Safety	841	1,001	1,203	362
Wildlife & Fisheries & Marine Resources	1,006	990	1,086	80
Employment Security	981	852	809	(172)
Rehabilitation Services	855	878	894	39
State Tax Commission	840	743	741	(99)
Forestry Commission	720	600	594	(126)
Department of Education	602	797	817	215
Military Department	<u>560</u>	<u>711</u>	<u>713</u>	<u>153</u>
<b>Subtotal</b>	<b>25,232</b>	<b>27,794</b>	<b>27,861</b>	<b>2,629</b>
Department of Environmental Quality	384	471	472	88
Division of Medicaid	242	573	581	339
Supreme Court	67	133	129	62
Gaming Commission	0	125	130	130
All Others*	<u>2,894</u>	<u>3,654</u>	<u>3,487</u>	<u>593</u>
<b>Subtotal</b>	<b>3,587</b>	<b>4,956</b>	<b>4,799</b>	<b>1,212</b>
<b>TOTAL**</b>	<b>28,819</b>	<b>32,750</b>	<b>32,660</b>	<b>3,841</b>

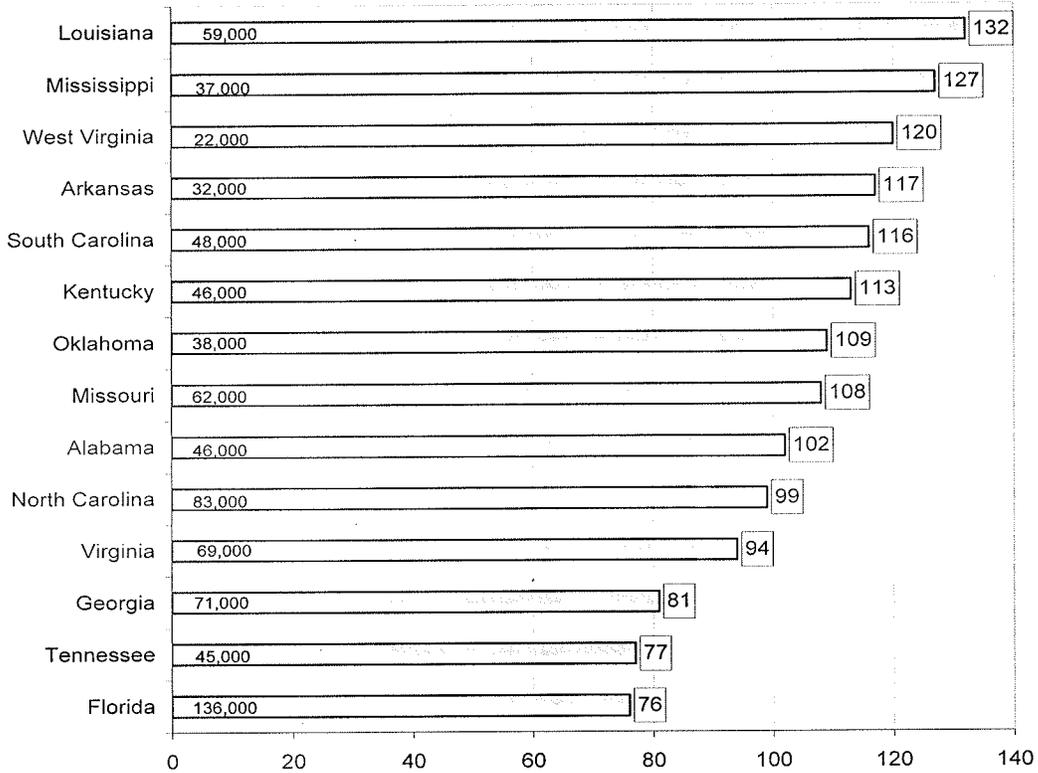
\*55 agencies ranging in size from 1 to 334 employees. Total Employees Including Escalated Positions.

\*\*Denotes Full Time and Part Time Employees.

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State Employees Per 10K Population  
14 Southeastern States (March, 2002)

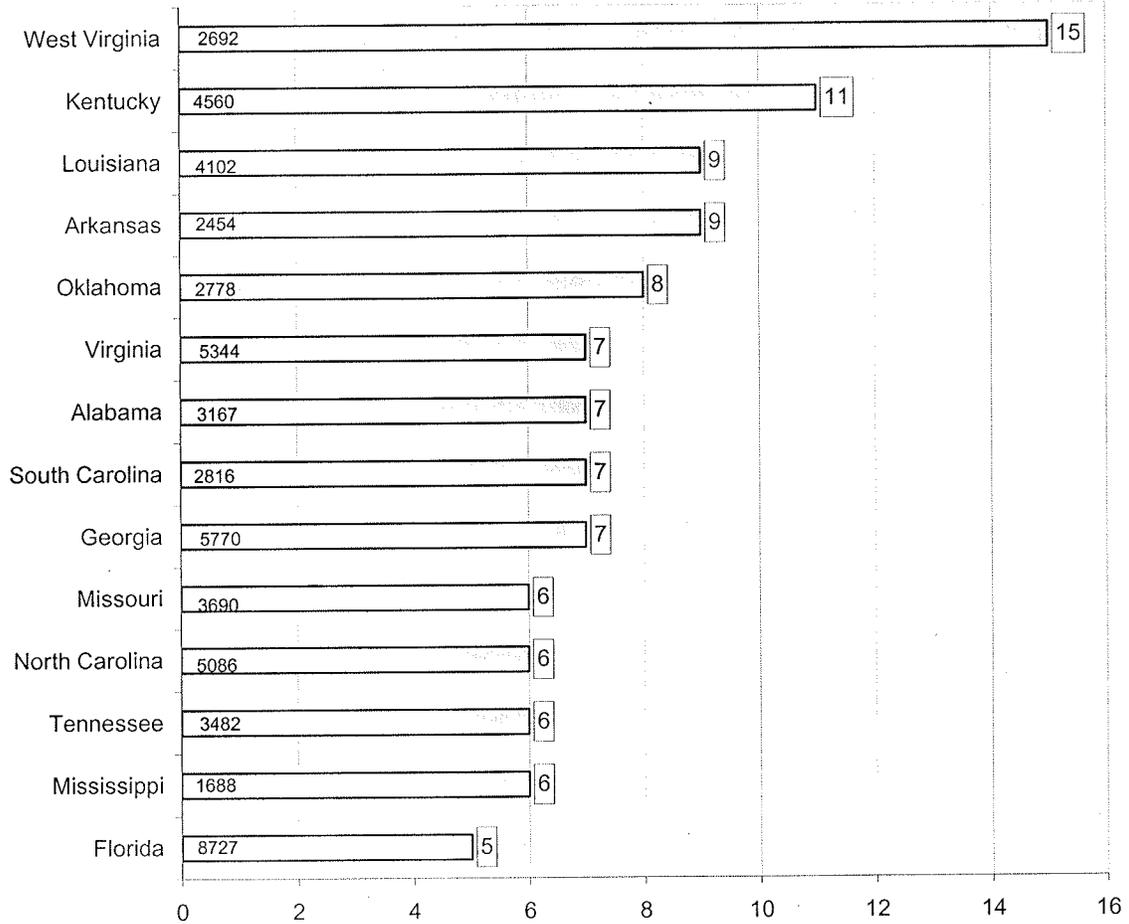


Sources: The Book of the States 2004, pages 598-599  
U.S. Department of Commerce, Bureau of the Census, January 2004

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Financial and Other Governmental Admin  
State Employees Per 10K Population (March, 2002)



Sources: The Book of the States 2004, pages 598-599  
U.S. Department of Commerce, Bureau of the Census, January 2004

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## **Office of Recruitment and Selection**

Responsibilities of the Office of Recruitment and Selection for Fiscal Year 2004 included the recruiting, screening, evaluating, and certifying of applicants for consideration by state agencies to fill vacancies in state government.

A program of equal opportunity recruitment and referral is conducted through a cooperative agreement with the Mississippi Department of Employment Security (MDES). The Mississippi Department of Employment Security has been designated as the primary referral source for job applicants. Job information and counseling is available to applicants at local Workforce Investment Network (WIN) Job Centers throughout the state.

Activities of the State Personnel Board's Recruitment Branch included attendance at career days and provision of information to placement offices of colleges and universities.

Forty-five thousand and fifty-five (45,055) applications were received during Fiscal Year 2004 from individuals seeking state government employment and from agencies for non-competitive promotions, new hires into positions exempted from the selection and certification processes, and new hires or promotions into non-state service positions.

Each valid application received by the Office of Recruitment and Selection was screened and evaluated by professional evaluators for eligibility and compliance with all job requirements. The applicant's score was derived from a computerized scoring system which takes into consideration the relatedness and quantity of the applicant's education and experience.

Once the evaluation process had been successfully

completed, the names and numerical ratings of qualified job applicants were added to the appropriate lists of eligibles. Four (4) types of lists were maintained:

1. Reduction in Force (RIF)/Re-employment Employees in state service positions, laid off while in good standing, who submit a current Experience and Training Record within 12 months of termination date may be placed on this certificate.

2. Promotion/Transfer/Alternate Re-employment Permanent state service status and/or probationary state service, part-time, time-limited and/or other State Personnel Board purview non-state service employees who have completed six (6) months continuous employment, may be placed on competitive promotional and transfer certificates. Former state service status and/or probationary state service, part-time, time-limited and/or other State Personnel Board purview non-state service employees who have completed at least six (6) months of the probationary period and voluntarily terminated in good standing, may, within 12 months of termination date, be placed on the alternate reemployment certificate.

3. Open Competitive Individuals who have applied for a position during an announced recruitment period and who meet the selection criteria for specific job classifications on recruitment and who do not meet the criteria for other types of certificates may be placed on this certificate.

4. Agency Only Persons presently employed in a state service, part-time, time-limited or other State Personnel Board purview non-state service position by that agency and who have completed at least six (6) months of their probationary period

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and meet the selection criteria for the specific job classification, may be placed on this certificate.

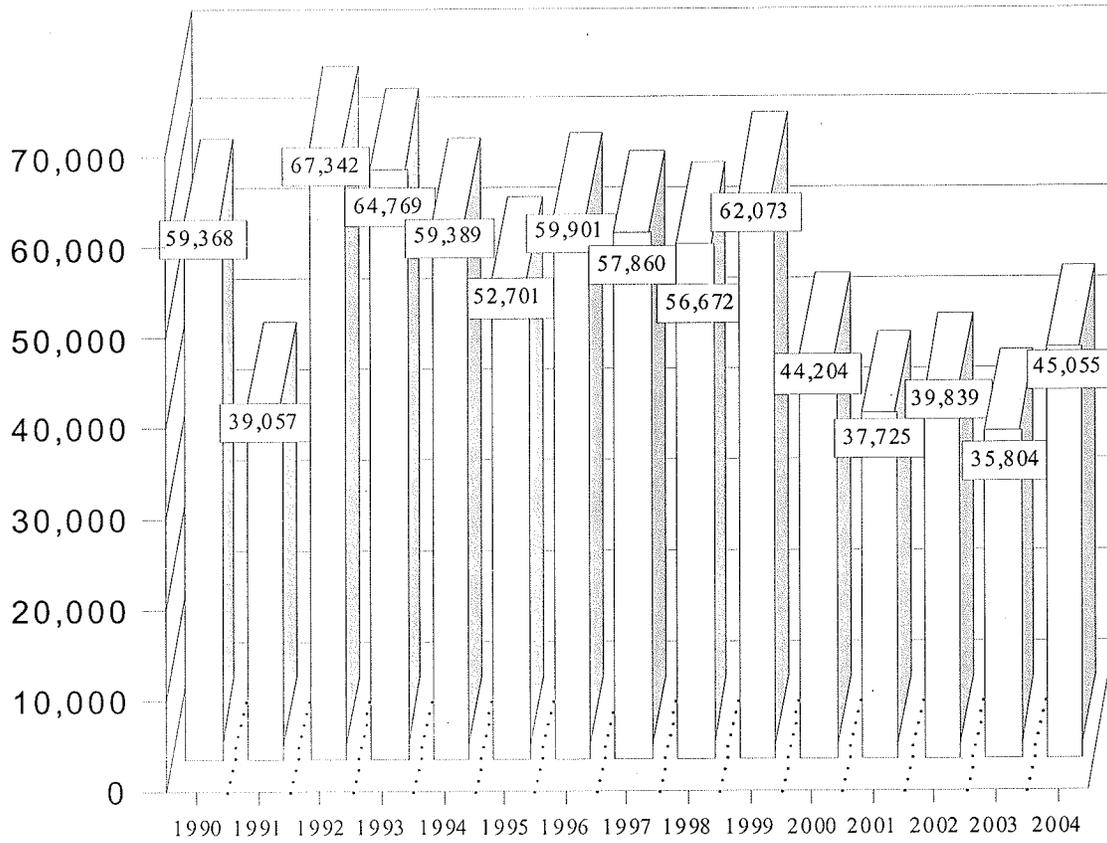
When an agency had a vacancy to fill, any one of the four (4) types of certificates could be requested. If the agency requested a Type 1 Certificate, all applicants were printed on one list. If a Type 2 Certificate of Eligibles was requested, the State Personnel Board then certified the names

of the ten (10) highest scoring applicants on that list of eligibles. If a Type 3 Certificate of Eligibles

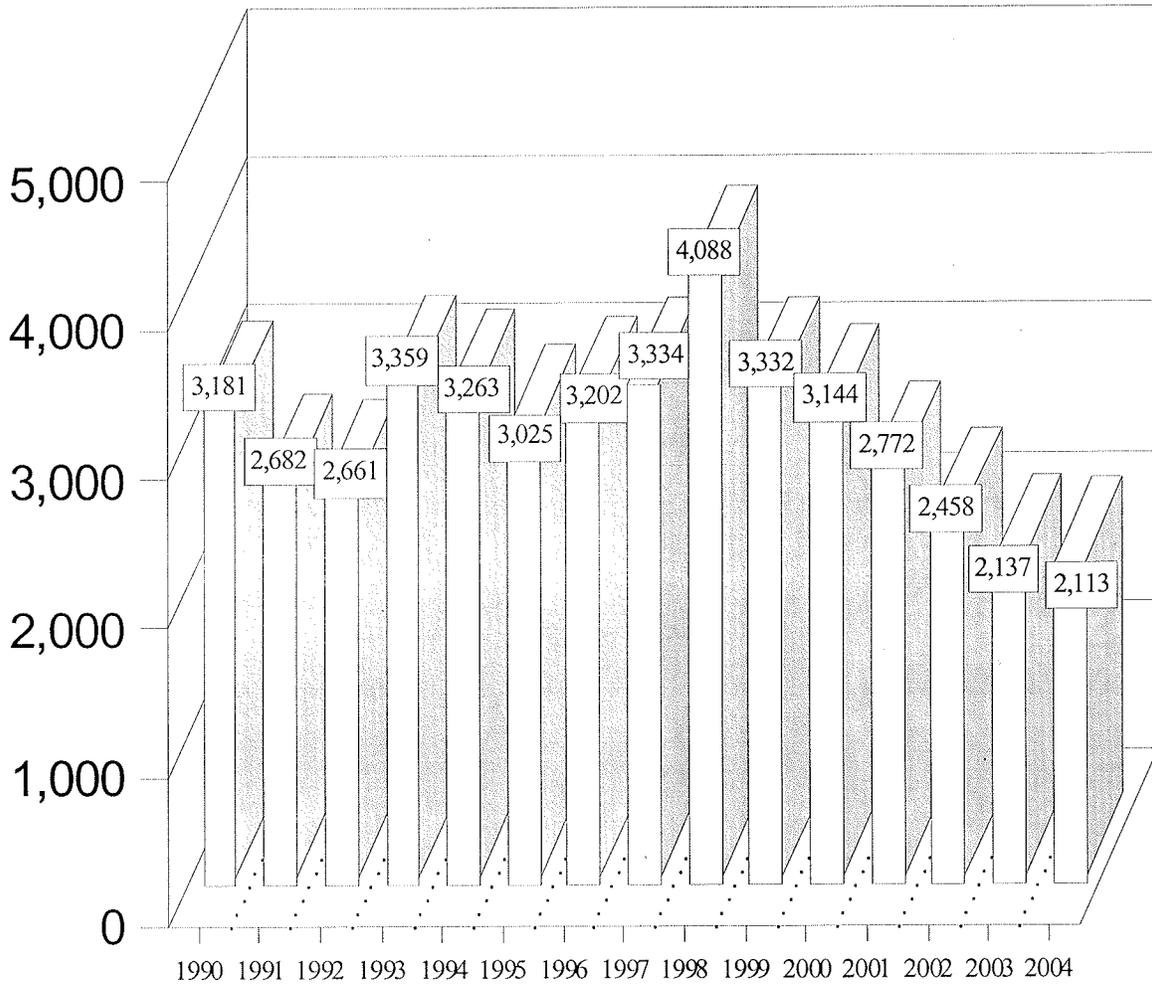
was requested, the names of the ten (10) highest scoring applicants on the Type 2 list as well as the names of the ten (10) highest scoring applicants on the Type 3 list were provided. In addition, a Type 4 certificate was available which provided the names of the twenty (20) highest scoring applicants who were already employees of the requesting agency.

During Fiscal Year 2004, state agencies submitted 2,113 requests for Certificates of Eligibles which resulted in the appointment of 3,226 applicants.

### Applications Processed



### Certificates Processed



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**Office of Recruitment and Selection  
Fiscal Year 2004 Summary**

Recruitment Requests Processed/Job Announcements Removed .....	3,854
Applications Received.....	45,055
Applicants Added to Lists of Eligibles.....	8,812
New Requests for Certificates of Eligibles.....	2,113
Certificate Updates (New and Supplementals).....	15,205
Number of Names Certified on Certificates .....	39,989
Number of Appointments from Certificates .....	3,226
Applications Evaluated.....	29,303

**Recruitment and Selection Activities**

	<b><u>FY 03</u></b>	<b><u>FY 04</u></b>
Applications Received	35,804	45,055
Assembled Tests Scheduled	1,652	0
Applicants Referred on Certificate	38,612	39,989
Valid Applications Evaluated	26,317	29,303

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## Office of Classification and Compensation

The Office of Classification and Compensation primarily is charged with the responsibilities delineated below. These program responsibilities are noted in the Mississippi Code Annotated of 1972, as amended, Sections 25-9-103, 25-9-107, 25-9-119, 25-9-133, 25-9-135, 25-9-147, and 25-9-149.

A. Maintaining a statewide classification system based on objective job analysis to provide timely and consistent classification of all state service positions and to ensure fair treatment of applicants and employees by prohibiting known non-merit selection criteria in written minimum qualifications of job classifications.

B. Developing annual recommendations to the Legislature concerning salary ranges of all job classifications under the State Personnel Board's salary setting authority in order to recruit and retain quality employees in the state work force and to provide adequate and equitable compensation to state employees.

C. Providing budget recommendations to the Department of Finance and Administration and the Legislative Budget Office on October 1, of each year. Upward reallocations or realignments necessary to fill bona fide staffing needs that cannot be adequately addressed through normal budget procedures may be authorized by the State Personnel Board on a monthly basis as needed.

D. Maintaining and/or implementing any necessary revisions to the Variable Compensation Plan.

E. Assisting in the preparation of the Variable Compensation Plan Policy outlining the policies that will govern personnel transactions during the upcoming fiscal year.

F. Administering rules and regulations governing the appointment and movement of all employees within the state service.

G. Providing position control of employment positions authorized in appropriation bills and escalations approved by the Department of Finance and Administration.

H. Developing documents to verify agency and position data. This is necessary to provide program budget information to the Legislature for manpower cost projections for the major expenditure category, Personal Services (salaries, wages and fringe benefits).

I. Assisting state agencies in the review of organizational structures, utilization of resources and personnel administration.

J. Processing personnel action requests received from agencies which include actions such as new hires, transfers, promotions, demotions, and data revisions.

K. Analyzing agency requests for hiring, promotions, reclassifications, reallocations, and other personnel actions, prior to review by the State Personnel Director or the State Personnel Board.

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## Office of Classification and Compensation, As of 6/30/04

Personnel Transactions (Computer Generated) .....	76,067
Organizational Chart Audits .....	110
Budget Requests .....	*63
Desk Audits .....	50
Items Briefed to Personnel Board.....	70

\*New Positions      215  
Reallocations      1,037  
Occus Realigned   2,037

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## **Office of Training**

The Office of Training of the State Personnel Board is responsible for assisting state agencies in improving the productivity, effectiveness and efficiency of public service employees through the coordination and provision of management training and professional development training programs.

The Office of Training accomplishes its assigned responsibilities by:

1. Providing high quality, cost effective training programs identified through the needs assessment process as top priorities throughout state government;
2. Providing these programs, whenever possible, on-site for agencies in order to minimize employee travel time and cost to the agencies;
3. Tailoring training programs to the needs of state government in general and for on-site agency programs to the agency and/or employees targeted;
4. Providing technical assistance to agencies in meeting the training needs of state employees and/or the agency such as design and development of training needs assessments, development and implementation of training programs, conducting successful training, evaluating training, and developing of comprehensive training plans. The primary aim of this assistance is to help agencies develop and carry out training plans and programs that are specific to their needs and cost-effective and which can be maintained internally; and
5. Serving as a statewide training referral source for such training resources as contract trainers, training programs and packages, training video and audio tapes, and training equipment in the development of educational programs for public service organizations.

During FY 2004, training programs offered through the State Personnel Board Office of Training included:

1. The Mississippi Certified Public Manager (CPM) Program, a comprehensive, extensive, nationally accredited management training program aimed at standardizing and professionalizing public management in Mississippi. This program places Mississippi among the leaders nationwide in the area of management training for state employees, in which more than 1800 managers have participated since the inception of the program. During FY '04, a total of 762 public service managers were enrolled in the MCPM program. Two graduation ceremonies were held awarding 102 Supervisory Management certificates and 56 certificates to graduates completing the Certified Public Manager designation.
2. The Basic Supervisory Course (BSC), a required supervisory course mandated by the State Employee Management Training Act effective July, 2003, is a week-long, broad-based management development program, designed to provide public sector professionals with training experience that translates into maximizing the effectiveness of government organizations. The Basic Supervisory Course was conducted a total of 51 times during the fiscal year '04 with a total of 1,203 public service managers/supervisors

## *State Personnel Board Fiscal Year 2004 Annual Report*

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participating and successfully completing the course requirement.

3. The Administrative Support Certification Program (ASCP), designed to increase knowledge and skills of administrative support employees in the area of administrative functions of government, consists of two (2) core levels, required electives and job-related activities. A total of 124 administrative support employees were enrolled in the program.

4. Professional development courses, individual half and full day sessions, designed to provide more intensive training in the areas of management, supervisory, administrative and general employee competency development were provided a total of 81 times with 1,078 employees in attendance during the fiscal year.

<b>TRAINING SESSIONS</b>	<b>FY 04</b>
Agency Sponsored	61
Professional Development	81
Administrative Support	7
Basic Supervisory	51
Certified Public Manager	38
<b>TOTAL</b>	<b>238</b>

<b>EMPLOYEES</b>	<b>FY 04</b>
Agency Sponsored	2,135
Professional Development	1,078
Administrative Support	124
Basic Supervisory	1,203
Certified Public Manager	762
<b>TOTAL</b>	<b>5,302</b>

# State Personnel Board Fiscal Year 2004 Annual Report

## **STATE EMPLOYEE MANAGEMENT TRAINING ACT REPORT**

The State Employee Management Training Act stipulates:

1. The Office of Training shall develop performance objectives for the Management Training Program expressed as measurable outputs and outcomes.
  - (a.) Performance objectives include training outputs which express the increases in skills, knowledge and abilities gained in the training;
  - (b.) Management outcomes express improvements in public administration in the State of Mississippi due to the training program.

The performance objectives for the following management training programs under the State Employee Management Training Act have been developed:

### **The Basic Supervisory Course (BSC)**

1. To help incumbent managers expand their knowledge of management and leadership effectiveness, build skills, and function more efficiently in their roles.
2. To help state government employees gain valuable management and supervisory skills to use at their jobs to increase employee productivity and overall organizational effectiveness.
3. To position managers with the critical skills and behaviors necessary for the competing demands of the workplace.
4. To ensure the participants know how to apply what they have learned.
5. To allow managers to focus on their leadership readiness.

### **The Certified Public Manager (CPM) Program**

1. To improve services through process improvement projects.
2. To build a pool of internally developed leaders.
3. To retain employees with leadership potential.

## State Personnel Board Fiscal Year 2004 Annual Report

4. To implement new approaches to agency challenges and promote quality services to all consumers.
  5. To sharpen skills through networking and continuing education opportunities through the CPM program and its associated professional society upon successful program completion.
2. The Office of Training shall annually measure the program effectiveness and revise its performance objectives for the Management Training Program.
- (a) Individual course evaluations are completed by participants at the end of each management training program. These evaluations assess the overall effectiveness of the course including administrative coordination and facility services, the instructors' expertise and ability to present and involve the participants, the course content, materials, and what could be done to improve the course and what was most effective about the course.
  - (b.) The information provided by the participants is compiled and a total average rating is calculated for each instructor. Instructors receive this individual feedback as each course is completed and the evaluations are compiled. The Office of Training administration reviews the instructor evaluations on a quarterly basis and makes changes according to these assessments.
  - (c.) For the Certified Public Manager Program, the average instructor rating based on a 5.0 rating scale for each level:
    - Level I - 4.5
    - Level II - 4.6
    - Level III - 4.5
    - Level IV - 4.5
    - Level V - 4.4
    - Level VI - 4.6
  - (d.) The average rating, based on a 5.0 rating scale, for the overall effectiveness for each level of the Certified Public Manager Program:
    - Level I - 4.6
    - Level II - 4.5
    - Level III - 4.5

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Level IV - 4.4  
Level V - 4.4  
Level VI - 4.4

- (e.) The average rating, based on a 5.0 rating scale, for the success of the course increasing skills for each level of the Certified Public Manager Program:

Level I - 4.5  
Level II - 4.5  
Level III - 4.5  
Level IV - 4.3  
Level V - 4.5  
Level VI - 4.6

- (f.) The Basic Supervisory Course average rating, based on a 5.0 rating scale, for overall effectiveness, was 4.4.
- (g.) The Basic Supervisory Course average rating for effectiveness in increasing skills was 4.3, based on a 5.0 rating scale.
- (h.) For the Basic Supervisory Course, the average instructor rating was 4.3, with a total of 25 instructors, based on a 5.0 rating scale.
- (i.) Participants in all levels of the CPM program are given the opportunity to express what part of the course was most effective for them and what could be done to improve the course to better achieve the performance objectives of the program. These recommendations and comments are compiled, reviewed, and analyzed by the Office of Training administration, the CPM instructors, at the annual retreat and the CPM Curriculum Committee. The curriculum is reviewed and revised annually in an effort to meet the performance objectives of the program.
- (j.) Participants in the BSC are given the opportunity to express their opinions as to what part of the course was most effective for them and what could be done to improve the course in order to better achieve the performance objectives.

In Fiscal Year '04, the curriculum of the Basic Supervisory Course was revised and reorganized based on feedback from participants, agency needs assessments, and BSC instructors with the Office of Training administrative personnel.

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- (k.) A needs assessment was conducted with all state agencies' executive directors and Human Resource directors regarding the Office of Training management training programs.

The Training Needs Assessment asked agencies to provide recommendations as to how the MS Certified Public Manager Program could be improved, how the Basic Supervisory Course could be improved, what other Professional Development courses could be offered in addition to what the Office of Training currently offers, and how the Office of Training could better serve agencies' training needs.

A total of 89 agencies received the Needs Assessment Questionnaire. A total of 18 agencies responded to the questionnaire.

In response to the Certified Public Manager Program, eight (8) agencies made recommendations of ways the program could be improved. Some recommendations included offering the courses in other locations in the state, adding additional topics to the curriculum, and offering more incentives for those participants who receive recognition for outstanding projects.

In response to the Basic Supervisory Course, seven (7) agencies made recommendations of ways the course could be improved. Some suggestions included expanding the legal, personnel law module to a full day, providing performance appraisal review training as a part of the course, and offering refresher courses and on-going training for supervisors after the completion of BSC.

In response to what other Professional Development courses could be offered, suggestions included topics such as: personnel law and legal aspects of employee disciplinary actions, managing service contracts, competitive bidding and RFP development, mentoring through knowledge transfer, diversity and the Hispanic/Latino influx, employee retention, and improvement to the current performance appraisal review training course currently being offered.

In response to ways the Office of Training can better serve the agencies in meeting their training needs, suggestions were made to offer continuing education credits for the training courses offered through the Office of Training, provide assistance to agencies in developing succession plans, improve electronic and timely information on scheduling of courses, and maintain regular contact with agencies in identifying new training needs.

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**Administrative Support Certification Program  
FY 2004**

**Level I**

Date	Number of Participants
August 11-13, 2003	17
October 15-17, 2003	16
March 3-5, 2004	19
<b>Total Sessions: 3</b>	<b>Total: 52</b>

**Level II**

Date	Number of Participants
September 17-19, 2003	28
November 5-7, 2003	17
January 7-9, 2004	8
April 12-14, 2004	19
<b>Total Sessions: 4</b>	<b>Total: 72</b>

**Level III – to begin FY 2005**

<b>Overall Sessions: 7</b>	<b>Overall Total: 124</b>
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## MS CERTIFIED PUBLIC MANAGER PROGRAM FY 2004 - JULY 1, 2003 - JUNE 30, 2004

DATES	SESSION	NO. OF EMPLOYEES TRAINED	LOCATION
July 7 -11, 2003	CSM Level 3	22	SPB Training Ctr.
July 28 - August 1, 2003	CSM Level 1 (North Session)	19	Columbus, MS
August 4 - 8, 2003	CSM Level 1	21	SPB Training Ctr.
August 13, 2003	MCPM Advanced Writing (Butler)	15	SPB Training Ctr.
August 14, 2003	MCPM Project Workshop	6	SPB Training Ctr.
August 18 - 22, 2003	CSM Level 3	13	SPB Training Ctr.
September 8 - 12, 2003	CPM Level 4	27	SPB Training Ctr.
September 15 - 19, 2003	CSM Level 2 (North Session)	19	Columbus, MS
September 22 - 26, 2003	CSM Level 2	22	SPB Training Ctr.
October 1, 2003	MCPM Advanced Writing (Scales)	17	SPB Training Ctr.
October 2, 2003	MCPM Project Workshop	13	SPB Training Ctr.
October 6 - 10, 2003	CSM Level 1	17	SPB Training Ctr.
October 27 - 31, 2003	CPM Level 6	28	SPB Training Ctr.
November 3 - 7, 2003	CSM Level 3	18	SPB Training Ctr.
November 17 - 21, 2003	CSM Level 2	25	SPB Training Ctr.
December 1 - 5, 2003	CPM Level 5	27	SPB Training Ctr.
December 8 - 12, 2003	CSM Level 3 (North Session)	18	Columbus, MS
December 8, 2003	MCPM Project Workshop	17	SPB Training Ctr.
December 9, 2003	MCPM Advanced Writing (Butler)	21	SPB Training Ctr.
December 15 - 19, 2003	CSM Level 1	23	SPB Training Ctr.
January 8, 2004	MCPM Advanced Writing	14	Columbus, MS
January 9, 2004	MCPM Project Workshop	13	Columbus, MS
February 2-6, 2004	CSM Level 2	26	SPB Training Ctr.
February 9-13, 2004	CPM Level 4	27	SPB Training Ctr.
February 18, 2004	MCPM Advanced Writing	21	SPB Training Ctr.
February 19, 2004	MCPM Project Workshop	20	SPB Training Ctr.

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March 15-19, 2004	CSM Level 1	22	SPB Training Ctr.
March 25, 2004	MCPM Advanced Writing	22	SPB Training Ctr.
March 26, 2004	MCPM Project Workshop	14	SPB Training Ctr.
March 29-April 2, 2004	CSM Level 3	27	SPB Training Ctr.
April 5-9, 2004	CSM Level 2	19	SPB Training Ctr.
April 5-9, 2004	CSM Level 1	16	SPB Training Ctr.
May 24-28, 2004	CSM Level 3	23	SPB Training Ctr.
May 24-28, 2004	CPM Level 6	26	SPB Training Ctr.
June 7-11, 2004	CPM Level 5	25	SPB Training Ctr.
June 14-18, 2004	CSM Level 1	24	SPB Training Ctr.
June 14, 2004	MCPM Advanced Writing	24	SPB Training Ctr.
June 15, 2004	MCPM Project Workshop	11	SPB Training Ctr.
	<b>TOTAL NO. OF EMPLOYEES TRAINED:</b>	<b>762</b>	
	<b>TOTAL NO. OF SESSIONS HELD:</b>	<b>38</b>	

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## MS CERTIFIED PUBLIC MANAGER PROGRAM FY 2004 - JULY 1, 2003 - JUNE 30, 2004

DATES	TOTAL NO. OF SESSIONS	NO. OF EMPLOYEES TRAINED	LOCATION
	<b>CSM LEVEL 1 SESSIONS: 7</b>		
July 28 - August 1, 2003	CSM Level 1 (North Session)	19	Columbus, MS
August 4-8, 2003	CSM Level 1	21	SPB Training Ctr.
October 6-10, 2003	CSM Level 1	17	SPB Training Ctr.
December 15-19, 2003	CSM Level 1	23	SPB Training Ctr.
March 15-19, 2004	CSM Level 1	22	SPB Training Ctr.
April 5-9, 2004	CSM Level 1	16	SPB Training Ctr.
June 14-18, 2004	CSM Level 1	24	SPB Training Ctr.
		<b>142</b>	
	<b>CSM LEVEL 2 SESSIONS: 5</b>		
September 15 - 19, 2003	CSM Level 2 (North Session)	19	Columbus, MS
September 22 - 26, 2003	CSM Level 2	22	SPB Training Ctr.
November 17 - 21, 2003	CSM Level 2	25	SPB Training Ctr.
February 2-6, 2004	CSM Level 2	26	SPB Training Ctr.
April 5-9, 2004	CSM Level 2	19	SPB Training Ctr.
		<b>111</b>	
	<b>CSM LEVEL 3 SESSIONS: 6</b>		
July 7 -11, 2003	CSM Level 3	22	SPB Training Ctr.
August 18 - 22, 2003	CSM Level 3	13	SPB Training Ctr.
November 3 - 7, 2003	CSM Level 3	18	SPB Training Ctr.
December 8 - 12, 2003	CSM Level 3 (North Session)	18	Columbus, MS
March 29-April 2, 2004	CSM Level 3	27	SPB Training Ctr.

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DATES	TOTAL NO. OF SESSIONS	NO. OF EMPLOYEES TRAINED	LOCATION
May 24-28, 2004	CSM Level 3	23	SPB Training Ctr.
		121	
	<b>CPM LEVEL 4 SESSIONS: 2</b>		
September 8 - 12, 2003	CPM Level 4	27	SPB Training Ctr.
February 9 - 13, 2004	CPM Level 4	27	SPB Training Ctr.
		54	
	<b>CPM LEVEL 5 SESSIONS: 2</b>		
December 1 - 5, 2003	CPM Level 5	27	SPB Training Ctr.
June 7-11, 2004	CPM Level 5	25	SPB Training Ctr.
		52	
	<b>CPM LEVEL 6 SESSIONS: 2</b>		
October 27 - 31, 2003	CPM Level 6	28	SPB Training Ctr.
May 24-28, 2004	CPM Level 6	26	SPB Training Ctr.
		54	
	<b>MCPM ADVANCED WRITING: 7</b>		
August 13, 2003	MCPM Advanced Writing	15	SPB Training Ctr.
October 1, 2003	MCPM Advanced Writing	17	SPB Training Ctr.
December 9, 2003	MCPM Advanced Writing	21	SPB Training Ctr.
February 18, 2004	MCPM Advanced Writing	21	SPB Training Ctr.
January 8, 2004	MCPM Advanced Writing	14	SPB Training Ctr.

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<b>DATES</b>	<b>TOTAL NO. OF SESSIONS</b>	<b>NO. OF EMPLOYEES TRAINED</b>	<b>LOCATION</b>
March 25, 2004	MCPM Advanced Writing	22	SPB Training Ctr.
June 14, 2004	MCPM Advanced Writing	24	SPB Training Ctr.
		<b>134</b>	
	<b>MCPM PROJECT WORKSHOP: 7</b>		
August 14, 2003	MCPM Project Workshop	6	SPB Training Ctr.
October 2, 2003	MCPM Project Workshop	13	SPB Training Ctr.
December 8, 2003	MCPM Project Workshop	17	SPB Training Ctr.
January 9, 2004	MCPM Project Workshop	13	SPB Training Ctr.
February 19, 2004	MCPM Project Workshop	20	SPB Training Ctr.
March 26, 2004	MCPM Project Workshop	14	SPB Training Ctr.
June 15, 2004	MCPM Project Workshop	11	SPB Training Ctr.
		<b><u>94</u></b>	
	<b>TOTAL NO. OF EMPLOYEES TRAINED:</b>	<b>762</b>	
	<b>TOTAL NO. OF SESSIONS HELD:</b>	<b>38</b>	

STATE PERSONNEL BOARD  
MANAGEMENT TRAINING ACT EXPENDITURE REPORT FY04

AGENCY	#ENROLLED	BSC COST	#ENROLLED	CSM COST	#ENROLLED	CPM COST	#ENROLLED	OTHER COST	#ENROLLED	TOTAL COST	#ENROLLED	TOTAL COST
MS SUPREME COURT	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
OFFICE OF THE ATTORNEY GENERAL												
MS JUDICIAL PERFORMANCE COMMISSION												
MS SECRETARY OF STATE	12	\$3,600.00	1	\$300.00	1	\$300.00	2	\$1,098.00	2	\$1,098.00	16	\$5,298.00
MS STATE AUDITOR	8	\$2,400.00	3	\$900.00	3	\$900.00	10	\$1,420.00	10	\$1,420.00	24	\$5,320.00
MS STATE PERSONNEL BOARD	2	\$600.00			16	\$4,800.00	22	\$2,491.00			25	\$7,891.00
DEPT. OF FINANCE AND ADMINISTRATION	61	\$15,280.00	23	\$6,900.00	4	\$1,200.00					88	\$23,380.00
MS STATE TREASURY												
MS STATE TAX COMMISSION	26	\$8,451.88	16	\$2,605.60	6	\$1,991.88	101	\$33,636.90			146	\$46,686.26
MS STATE GAMING COMMISSION	9	\$4,236.25	7	\$3,338.33	1	\$404.00	4	\$3,800.00			21	\$11,778.58
STATE DEPARTMENT OF EDUCATION												
MS LIBRARY COMMISSION												\$4,407.00
MS AUTHORITY FOR EDUCATIONAL TELEVISION												
MS STATE DEPARTMENT OF HEALTH	268	\$80,400.00	0	\$0.00	3	\$900.00	7	\$2,420.14			278	\$83,720.14
DEPARTMENT OF REHABILITATION SERVICES												
Office of Disability Services	2	\$600.00	2	\$1,069.00	4	\$2,038.00	24	\$1,955.00			32	\$5,662.00
Office of Support Services	3	\$900.00	0	\$0.00	0	\$0.00	7	\$3,959.00			10	\$4,859.00
Office of Vocational Rehabilitation Services	22	\$6,600.00	3	\$1,369.00	3	\$1,186.00	50	\$14,637.00			78	\$23,792.00
Office of Vocational Rehabilitation Services for the Blind	3	\$900.00	1	\$769.00	3	\$1,219.00	8	\$6,338.00			15	\$9,226.00
Office of Special Disability Services	0	\$0.00	2	\$769.00	1	\$215.00	4	\$210.00			7	\$1,194.00
DEPARTMENT OF MENTAL HEALTH												
East Mississippi State Hospital												
Ellisville State School	54	\$13,376.00	3	\$2,823.74	6	\$5,073.99	2	\$2,175.25			11	\$23,448.90
MS State Hospital	3	\$900.00	1	\$300.00	20	\$13,000.00	304	\$68,735.00			328	\$82,935.00
Boswell Regional Center												
North MS Regional Center	29	\$6,100.00			11	\$3,300.00	11	\$14,108.48			40	\$23,508.48
Huddspeth Regional Center	18	\$5,907.75	3	\$2,607.00	6	\$2,359.00	8	\$2,513.00			35	\$13,386.75
South MS Regional Center												
North MS State Hospital	3	\$900.00	2	\$2,975.00	2	\$1,547.00	2	\$1,252.00			9	\$5,674.00
Corinth Crisis Intervention Center	3	\$900.00				\$950.00	1	\$950.00			2	\$1,850.00
Central MS Residential Center	5	\$1,500.00	0	\$0.00	0	\$0.00	3	\$599.00			8	\$2,099.00
South MS State Hospital	1	\$496.45			2	\$624,342.00	10	\$4,149.38			13	\$628,987.83
Juvenile Rehabilitation Center	5	\$1,500.00	1	\$600.00	2	\$600.00	1	\$169.00			9	\$2,869.00
Specialized Treatment Facility	2	\$600.00	0	\$0.00	2	\$1,840.00	2	\$281.00			6	\$2,721.00
DEPT. OF AGRICULTURE AND COMMERCE												
Dept. of Agriculture and Commerce, Bureau of Plant Industry												
MS DEVELOPMENT AUTHORITY	34	\$10,200.00	16	\$7,841.00	15	\$5,061.00	80	\$165,991.00			145	\$189,093.00
MS BOARD OF ANIMAL HEALTH	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00			0	\$0.00
MS STATE FAIR COMMISSION												
DEPARTMENT OF MARINE RESOURCES	13	\$3,000.00	2	\$1,040.00							45	\$5,238.00
MS FORESTRY COMMISSION	34	\$9,319.00			4	\$0.00	55	\$1,624.00			93	\$10,943.00
MS Institute for Forest Inventory												
WILDLIFE, FISHERIES AND PARKS												
DEPARTMENT OF ENVIRONMENTAL QUALITY	9	\$2,700.00	27	\$7,796.00	13	\$3,981.00	34	\$1,330.00			83	\$15,807.00
GRAND GULF MILITARY MONUMENT COMMISSION	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00			0	\$0.00
DEPARTMENT OF ARCHIVES AND HISTORY												
PAT HARRISON WATERWAY DISTRICT	0	\$0.00	0	\$0.00	0	\$0.00	7	\$1,570.00			7	\$1,570.00

STATE PERSONNEL BOARD  
MANAGEMENT TRAINING ACT EXPENDITURE REPORT FY04

Agency/Department	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00
PEARL RIVER BASIN DEVELOPMENT DISTRICT														
PEARL RIVER VALLEY WATER SUPPLY DISTRICT														
TOMBIGBEE RIVER VALLEY MGT DISTRICT					1	\$300.00							1	\$300.00
STATE OIL AND GAS BOARD														
SOIL AND WATER CONSERVATION COMMISSION														
MS INSURANCE DEPARTMENT	12	\$3,600.00	6	\$2,626.18	0	\$0.00	36	\$33,747.85	54	\$39,974.03	17	\$4,785.00		
MS FIRE ACADEMY	5	\$1,500.00			5	\$1,825.00	7	\$1,460.00						
DEPARTMENT OF BANKING AND CONSUMER FINANCE														
PUBLIC EMPLOYEE'S RETIREMENT SYSTEM	7	\$2,100.00	5	\$1,500.00	1	\$300.00	0	\$0.00	13	\$3,900.00				
MS DEPARTMENT OF CORRECTIONS	76	\$21,700.00	20	\$6,000.00	7	\$2,100.00	83	\$59,169.00	186	\$88,969.00				
MS STATE PENITENTIARY														
SOUTH MS CORRECTIONAL FACILITY														
CENTRAL MS CORRECTIONAL FACILITY														
INFORMATION TECHNOLOGY SERVICES	9	\$3,000.00	13	\$7,152.00	5	\$2,499.00	42	\$60,710.00	69	\$73,361.00				
MS DEPARTMENT OF HUMAN SERVICES	1	\$300.00	0	\$0.00	0	\$0.00	0	\$0.00	1	\$300.00				
DIVISION OF MEDICAID	10	\$3,000.00	9	\$2,700.00	10	\$3,000.00	2	\$1,900.00	31	\$10,600.00				
MS DEPARTMENT OF EMPLOYMENT SECURITY	38	\$22,402.00	6	\$4,555.98	0	\$0.00	32	\$24,390.59	76	\$51,349.41				
WORKER'S COMPENSATION COMMISSION	4	\$1,200.00							4	\$1,200.00				
STATE MILITARY DEPARTMENT														
MS DEPARTMENT OF PUBLIC SAFETY														
MS Bureau of Narcotics														
STATE VETERANS AFFAIRS BOARD														
VETERANS HOME PURCHASE BOARD	2	\$600.00	0	\$0.00	0	\$0.00	0	\$0.00	2	\$600.00				
MS PUBLIC SERVICE COMMISSION	3	\$900.00	0	\$0.00	0	\$0.00	0	\$0.00	3	\$900.00				
PUBLIC UTILITIES STAFF	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				
STATE BOARD OF DENTAL EXAMINERS														
AGRICULTURE AVIATION BOARD	1	\$603.00			1	\$595.00			2	\$1,196.00				
BOARD OF MEDICAL LICENSURE					1	\$600.00			1	\$600.00				
STATE BOARD OF COSMETOLOGY	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				
REAL ESTATE APPRAISER LICENSING														
AND CERTIFICATION BOARD														
MS REAL ESTATE COMMISSION														
FUNERAL SERVICE BOARD														
BOARD OF PUBLIC CONTRACTORS	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				
BOARD OF NURSING HOME ADMINISTRATORS														
STATE BOARD OF NURSING														
MS MOTOR VEHICLE COMMISSION														
STATE BOARD OF BARBER EXAMINERS														
STATE BOARD OF PUBLIC ACCOUNTANCY														
BOARD OF REGISTRATION FOR PROFESSIONAL														
ENGINEERS AND LAND SURVEYORS														
STATE ATHLETIC COMMISSION														
STATE PHARMACY BOARD														
BOARD OF ARCHITECTURE AND LANDSCAPE														
VETERANS MEMORIAL STADIUM	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				
MS ARTS COMMISSION	3	\$900.00	1	\$865.00			2	\$2,100.00	6	\$3,865.00				
MS AUCTIONEERS COMMISSION	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				
BOARD OF REGISTERED PROFESSIONAL GEOLOGIST	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00	0	\$0.00				
BOARD OF EXAMINERS FOR SOCIAL	0	\$0.00	0	\$0.00	1	\$169.00	0	\$0.00	1	\$169.00				
WORKERS & MARRIAGE & FAMILY THERAPIST														



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## **Management Information Systems**

The State Personnel Board responds to the increasing informational requirements of our state agencies, elected officials and general public with the proper usage of computing applications and technology. Management Information Systems Division (MIS) plays a critical role in SPB's emphasis to provide timely and accurate information concerning state employees, applicants for state employment, and agency organizational structures and positions. MIS is responsible for the data to produce special reports such as manpower cost projections for the Legislature and state agencies; agency monthly cost trend reports; providing information requested to fulfill legal requirements such as court orders; managing data for cost trend and analysis; and producing budget-related information for legislative and executive branches. The State Personnel Board provides state agencies with data from the computer databases on a regular basis. Often these agencies will request additional information that requires special computer programming.

The State Personnel Board, Division of Finance and Administration (DFA), and Information Technology Services (ITS) have completed the design and implementation of an automated Statewide Payroll and Human Resource System (SPAHRs). This system provides the information base to support Mississippi's payroll and human resources data needs well into the 21st century. For speed and accuracy, combined payroll and personnel data is available to all authorized customers using the latest electronic media. Management information from DFA and SPB may be obtained from a common computer database. SPAHRs is designed to minimize the dependency on the flow of paper, while maintaining the integrity required for sensitive

payroll and human resource data systems. SPB joins with SPAHRs and Mississippi Executive Resource Library and Information Network (MERLIN) to incorporate the latest technology in order to furnish timely accurate information for all agencies and officials. The SPB utilizes high speed fiber data links to facilitate information flow within the state computing complex.

The SPB is continuously pursuing cost effective methods of increasing service to our customers. We remain focused upon minimizing and reducing the flow of paper throughout the agency. The SPB uses the Internet and Fax servers to distribute AD-Hoc reports and information to requesting agencies and individuals. Important personnel data is now available 24 hours a day via the Internet. Any agency or individual (with appropriate authorization) may obtain job or agency information directly from SPB computers instead of paper copy or host resident data.

The SPB will continue to review and expand the usage of the Internet as a vehicle to obtain and provide key personnel information. The SPB has developed a process that allows for the submission of job applications via the Internet. As implemented, anyone may send their application electronically to the SPB for processing. Hence, the time and cost of mailing applications has been cut considerably. Significant resources are being invested in the development and implementation of new applications on the SPB's Web site ([www.spb.state.ms.us](http://www.spb.state.ms.us)).

# *State Personnel Board Fiscal Year 2004 Annual Report*

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## **Office of Policy**

The Office of Policy operates in a support capacity within the agency, maintaining responsibility for policy development/revision and interpretation of internal SPB policies and those contained in the Mississippi State Personnel Board Policy and Procedures Manual and the Mississippi State Employee Handbook. The office is also responsible for a variety of special projects.

Staff must have a working knowledge of all areas of operation of the State Personnel Board, with in-depth knowledge of the agency's policies and procedures, and particular expertise in the general policy areas, such as those addressing "Leave," "Discipline," and the "Grievance Process."

## **Administrative Services**

The Office of Administrative Services is responsible for all business services necessary for the day-to-day operation of the Board, including, but not limited to, requisitions, purchasing, payroll, employee benefits, maintenance of all SPB personnel files, records, inventory, switchboard, mail, and accounts payable. The office is staffed by professionals with expertise in the operation of the Statewide Automated Accounting System (SAAS) and a thorough knowledge of the laws governing state purchasing and accounting operations.

## **Office of General Counsel**

The Office of General Counsel is staffed by a Special Assistant Attorney General and an Assistant. The General Counsel provides advice and assistance to the State Personnel Board and the State Personnel Director on a variety of legal and policy matters including, but not necessarily limited to, Equal Employment Opportunity concerns, personnel policy inquiries, and issues surrounding various Federal and State laws including, but not limited to, Title VII of the Civil Rights Act of 1964 and the amendments thereto, the Civil Right Act of 1991, the Age Discrimination – Employment Act, the Equal Pay Act, the American with Disabilities Act of 1991, the Rehabilitation Act of 1973, the Pregnancy Discrimination Act of 1978, and the Fair Labor Standard Act of 1938, as amended. The Office of General Counsel also acts as a resource center for certain legal inquiries forwarded from various state agencies and the general public, and is responsible for analyzing contracts submitted to the Board by state agencies for the engagement of private law firms and legal services.

# State Personnel Board Fiscal Year 2004 Annual Report

## Employee Appeals Board

The Employee Appeals Board is composed of three (3) Hearing Officers. One Hearing Officer is appointed from each Supreme Court district in accordance with state statute. They are appointed by the five (5) members of the Mississippi State Personnel Board.

The purpose of the Employee Appeals Board is to provide a fair and impartial forum beyond the agency level. The Board holds hearings, compiles evidence, and renders decisions regarding agency actions or employee grievances.

Any permanent state service employee may appeal any action adversely affecting his or her compensation, employment status, or any grievable action set forth by policy. Any permanent state service employee, probationary employee in a state service position 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, creed, religion, national origin, sex, age, disability, 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 of alleged improper government action to a state investigative body.

Proceedings before the Board are *de novo* and are heard before a single Hearing Officer. After a decision is rendered, either party may appeal to the Full Board. Either party may further appeal to the Circuit Court.

## State Personnel Board Fiscal Year 2004 Annual Report

	<u>FY03</u>	<u>FY 04</u>
<b>CASES FILED</b>		
Initial Appeals		
Demotion	2	4
Suspension w/o Pay	27	25
Termination	70	81
Unresolved Grievances	29	36
En Banc	29	21
Circuit Court	9	5
<b>TOTAL CASES FILED</b>	<b>166</b>	<b>172</b>
<b>ORDERS RENDERED</b>		
Initial Orders Rendered		
Affirmed	40	45
Agreed	22	30
Dismissed/Appeal not Perfected	7	6
Dismissed/Lack of Jurisdiction	13	14
Dismissed/Motion of Appealing Party	6	6
Dismissed/Failed to Appear	8	11
Dismissed/Stale	1	15
Reversed	8	10
Partial Relief	5	3
En Banc Orders Rendered		
Affirmed	17	14
Dismissed	4	3
Reversed	0	0
Partial Relief	0	0
<b>TOTAL ORDERS RENDERED</b>	<b>131</b>	<b>157</b>

# State Personnel Board Fiscal Year 2004 Annual Report

## Personal Service Contract Review Board

During the 1997 Regular Session, the Mississippi Legislature enacted legislation creating the Personal Service Contract Review Board. Section 25-9-120 of the Mississippi Code of 1972, Annotated provides that the Board is to be composed of the State Personnel Director, the Executive Director of the Department of Finance and Administration, or his designee, the Commissioner of Corrections, or his designee, the Executive Director of the Mississippi Department of Wildlife and Fisheries, or his designee, and the Executive Director of the Department of Environmental Quality, or his designee. The State Personnel Director shall be Chair and shall preside over the meetings of the Board. The Personal Service Contract Review Board meets regularly once a month and as needed in order to accommodate special requests made by agencies.

Necessary clerical and administrative support for the Board is provided by the State Personnel Board. Currently, the staff consists of one Special Assistant Attorney General, two Contract Analysts, and one Legal Secretary. During Fiscal Year 2004, the Personal Service Contract Review Board accomplished the following:

1. Revised policies and procedures to eliminate unnecessary paperwork and undue hardship on agencies;

2. Continued a series of statewide personal service contract procurement regulation training classes, including agency specific training;

3. Approved personal and professional service contracts involving the expenditures of funds in excess of One Hundred Thousand Dollars (\$100,000.00);

4. Administered standards with respect to contractual services personnel which required invitation for public bid, requests for proposals, record keeping and financial responsibility of contractors;

5. Administered standards for the issuance of requests for proposals, the evaluation of proposals received, consideration of costs and quality of services proposed, contract negotiations, the administrative monitoring of contract performance by the agency and successful steps in terminating a contract; and

6. Authorized personal and professional service contracts to be effective for more than one year, provided a funding condition was included in any such multiple year contracts.

During Fiscal Year 2004, there were 191 contracts approved for execution through Fiscal Year 2009 totaling approximately \$120,669,735.

	FY 2003	FY 2004
<b>Contracts Reviewed:</b>	232	191
General Funds:	\$ 245,675,167	\$ 33,860,119
Federal Funds:	\$ 122,590,113	\$ 51,653,361
Other Funds:	\$ 36,108,531	\$ 35,156,254
<b>Total:</b>	<b>\$ 404,373,811</b>	<b>\$120,669,735</b>

# ***State Personnel Board Fiscal Year 2004 Annual Report***

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## **The Colonel Guy Groff State Variable Compensation Plan "Open to Change"**

### Benefits

- Flexibility to Manage Wage and Salary Administration
- Abandons Traditional Grade and Step Format
- Annual Legislative Review and Funding
- Legislative Commitment Ensures Success

### Components

- Realignment - Key Feature
- Productivity Awards Based on Job Performance
- In-service, Cost of Living Increase
- Longevity
- Reallocations and Reclassifications
- Additional Compensation, i.e., Shift Differential and Overtime
- Special Compensation Plans, i.e., Experience/Educational Benchmarks

# *State Personnel Board Fiscal Year 2004 Annual Report*

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## **Overview of the Variable Compensation Plan**

Each position in state government is classified into one of approximately 2,000 job titles. Each job title in state service has a position description which outlines the characteristics of the job and the minimum educational and experience requirements needed to be considered for appointment to that job. Each job title has an assigned salary range. The salary range is based on the Mississippi relevant labor market, and the four (4) contiguous states (Alabama, Louisiana, Tennessee, and Arkansas). The range from the entry salary to the maximum salary of a job classification is generally 75%. Since first adopted by the Legislature in 1981, the Variable Compensation Plan has been the primary instrument governing salary administration for state government employees. The following is an overview of the Variable Compensation Plan (VCP).

**Realignment** allows annual adjustments to the salary ranges of state jobs based on surveys of salaries for the same or similar jobs in surrounding states or the private sector in Mississippi. This component is targeted at keeping the starting and maximum salaries for state employees generally comparable with other southeastern states and the private sector in Mississippi. The key feature of realignment is the compensation of employees at a fair wage based on the prevailing regional labor market.

**Productivity** increases are performance based salary increases awarded at the discretion of the agency director and management. Productivity is the most flexible management tool in the VCP. When appropriated, it allows an agency director to reward employee excellence. More than any other component, productivity encourages the retention of an agency's top performers by reassuring them that their good work is being noticed and appreciated. It motivates and provides an incentive to other employees to put forth their best effort. Productivity promotes stability, thus reducing the direct and indirect costs of turnover and training. State Personnel Board regulations require that productivity increases be thoroughly documented by current performance appraisal ratings. The Performance Appraisal Review (PAR) was redesigned in 1994, effective January 1, 1996. The redesign was accomplished by an 18-member task force of professionals from a cross-section of agencies. The updated system simplified the prior appraisal process, yet retained all of the elements needed for effective supervisor/subordinate communication, as well as being legally defensible.

Since productivity salary increases are restricted to only the best performers, it is one of the best methods of cost containment available to the Legislature. In the short term, the exclusion of marginal and mediocre workers from its benefits provides an immediate economic savings over nonselective salary increases. In the long term, it reduces the tendency of agencies to request reallocations to higher salaried job classes strictly to award salary increases.

# State Personnel Board Fiscal Year 2004 Annual Report

## **Primary Effects of the Failure to Fund Productivity**

- \* Disparity among agencies in that some agencies were able to participate while others were not.
- \* Loss of effectiveness of the employee Performance Appraisal Review System (PAR) which was designed and marketed to state government as a "pay for performance" system.
- \* Decreased ability of agencies to provide high quality services to the people of Mississippi due to the difficulty in attracting and retaining high quality, productive employees at all levels.
- \* Loss of productivity and morale in state government due to the perception that the productive employee has no greater value than the unproductive employee.
- \* Creation of a management system in which managers have no control over one of the most powerful managerial tools, i.e., the ability to financially reward productive employees.

**Reallocation** allows a change in job classification based on a review of the duties performed, and is based upon documented need within the agency. Reallocations are concerned primarily with the job content of the position and not the salary. Reallocations are a necessary component when agencies experience reorganizations or increased responsibilities which require changes in job duties performed.

**Reclassification** allows agencies to automatically change the classification of employees who have successfully completed a period of training or received needed licensure or certification. Normally, the employee moves from a trainee position to the full classification, such as Correctional Officer Trainee to Correctional Officer I, and receives a salary increase consistent with the existing promotional formula.

**Educational Benchmark** awards provide compensation for achievement of significant, job related educational milestones which the employee has embarked upon in conjunction with the agency. The employee understands that the agency may provide a benchmark increase upon successful completion of the educational program. The amount of the benchmark is usually five (5) percent of the employee's base salary.

**Additional Compensation** (overtime or callback pay) is authorized for individuals who work additional hours beyond the established work schedule. Payment of overtime is needed in order to comply with provisions of the Fair Labor Standards Act.

**New Hire Flexibility** allows the agencies to hire an applicant at a salary above the starting salary of the pay range based on his/her superior education and/or experience as documented by the agency.

**Recruitment Flexibility** exceeds the flexibility offered for new hires and is based on documented recruitment difficulties. The award of recruitment flexibility must be approved by the State Personnel Board in all cases.

## *State Personnel Board Fiscal Year 2004 Annual Report*

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**Longevity** bonuses are lump sum payments awarded to employees who have reached the maximum salary allowed for their particular job class by State Personnel Board regulations. Longevity bonuses are awarded if the Legislature appropriates specific funding for that purpose.

In summary, **realignment** is the adjustment of the recommended starting salary and mandatory maximum salary for each job classification in state government. It is based on salary surveys of equivalent or similar jobs in Mississippi and the surrounding states which are conducted by State Personnel Board staff on an ongoing basis. **Productivity** is awarded to employees who are an agency's top performers. Through the use of PAR, agency management knows who its top performers are, and good managerial practice dictates that employees who do the best work are more deserving than the marginal or mediocre worker. **Reallocation** recognizes that job responsibilities and duties of a position may change over time or as a result of reorganization. If job responsibilities are changed to a significant degree, the position's job classification can be changed as well as the salary. Reallocation also allows an agency to change the classification of an existing position to better suit the needs of the agency. Under normal circumstances, the State Personnel Board approves and implements upward reallocations at the beginning of the fiscal year; however, under special circumstances, the Board considers justifiable upward reallocations on a case-by-case basis.

# State Personnel Board Fiscal Year 2004 Annual Report

## Monies Appropriated Since the Adoption of the VCP

<u>Fiscal Year</u>	<u>Realignment</u>	<u>In-Service</u>	<u>Longevity</u>	<u>Productivity</u>
82	\$11,338,603	\$0	\$0	\$26,578,284
83	\$0	\$0	\$0	*Authorized
84	\$10,339,240	\$13,448,267	\$0	\$11,343,527
85	\$0	\$0	\$0	\$0
86	\$15,956,534	\$14,999,170	\$248,619	\$15,659,705
87	\$0	\$0	\$0	\$0
88	\$0	\$24,143,898 <sup>1</sup>	\$0	\$0
89	\$38,079,820 <sup>2</sup>	\$0	\$0	\$0
90	\$0	\$0	\$0	*Authorized
91 <sup>3</sup>	\$16,798,567	\$38,678,357	\$648,799	\$0
92	\$0	\$0	\$0	\$0
93	\$0	\$0	\$0	\$0
94 <sup>4</sup>	\$13,527,632	\$55,905,784 <sup>5</sup>	\$0	\$0
95	\$25,647,207	\$24,789,406 <sup>6</sup>	\$730,401	\$0
96 <sup>7</sup>	\$17,550,361	\$14,053,384 <sup>5</sup>	\$0	\$0
97	\$0	\$0	\$0	\$0
98	\$13,364,949	\$17,308,689 <sup>8</sup>	\$0	\$0
99 <sup>5,9</sup>	\$33,360,025	\$0	\$0	\$0
00 <sup>5,10</sup>	\$24,763,487	\$33,358,747	\$0	\$0
01	\$0	\$0	\$0	\$0
02	\$0	\$0	\$0	\$0
03 <sup>11</sup>	\$27,663,892	\$0	\$0	\$0
04	\$0	\$0	\$0	\$0
05	\$0	\$0	\$0	\$0

\*Agencies required to fund through "Cutback Management."

1. \$75.00 per month or 4% of base salary, whichever is greater
2. 7.75% average increase for eligible positions
3. \$125.00 per month or 5% of base salary or realignment, whichever is greater, for 9 month implementation
4. \$133.33 per month or 4% of base salary or realignment, whichever is greater
5. Should an employee's base salary exceed the end step due to the Legislated pay increase, that portion exceeding end step is built into the employee's base salary.
6. In addition to realignment and \$500.00 in-service, employees with a hire date of July 1, 1993, or earlier, received a 1% anniversary date increase. (Cost: \$7,178,208)
7. Realignment or \$700.00, whichever is greater, for employees hired on or before June 30, 1994
8. In addition to realignment and \$300.00 in-service, employees with a hire date of June 30, 1996, or earlier, received a 1% anniversary date increase. (Cost: \$5,124,318)
9. Minimum realignment of \$600 and maximum realignment of \$900, to next higher step, for all job classes. Also includes a \$900 minimum realignment for Information Technology positions and an average of \$1,500 realignment for MH-DCW classifications.
10. All classifications received a minimum \$600 and maximum \$1,600 realignment. Employees hired on or before December 31, 1998, received \$900 in-service.
11. All classifications received a minimum \$600 realignment, effective January 1, 2003.

# State Personnel Board Fiscal Year 2004 Annual Report

## VARIABLE COMPENSATION PLAN

FISCAL YEAR 2004

ANNUAL LEGISLATIVE REPORT

Surveys mailed: 137    Surveys Received: 62

During Fiscal Year 2004, state agencies utilized a wide range of Variable Compensation Plan components for which funds were generally or specifically appropriated.

I     The components contained in this table require annual funding by the Legislature. (Refer to the **'Policy Section'** in Annual Policy Memorandum 0204 for information regarding each component.) Please observe the following instructions for completion of this Section:

- a.     Select **'Y'** (Yes) or **'N'** (No) to indicate if the component was utilized within your agency. (Those components, whose implementation was mandatory, have been pre-marked.)
- b.     Grade each component (whether utilized or not) as a **concept of compensation** on a scale from 'A' to 'F', where 'A' indicates excellence and 'F' indicates failure.
- c.     Utilize the **'Comments'** section to express your favor or disfavor regarding the funding/non-funding of each component. Please also use the **'Comment'** section to explain those compensation components grades which are less than 'C'. (Grades of 'D' or 'F' with no accompanying explanation will be upgraded to 'C'.)

Note:    Grades were calculated on a 4.0 grading system (where A=4.0 and F=0.0) to arrive at a numerical average.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Inservice COLA	C.2	0	61	17	17	22	1	4
				Avg: 2.69				

**Comments**

- Although cost of living increases are warranted, real salary increases should be based on work performance.
- Cost of living should vary within the state, just as the per diem is different in different parts of the state.
- Cost of living increases must be continually awarded to ensure employees' salaries stay ahead of the rate of inflation and remain competitive with the private sector and the four contiguous states.
- Without in-service COLA, we are apt to lose good employees.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
General Realignment	C.1	0	61	21	18	16	2	4
				Avg: 2.82				

# State Personnel Board Fiscal Year 2004 Annual Report

## Comments

- When utilized properly, general realignment is a good tool for compensation, secondary to ensuring that occupational classes are aligned in salary commensurate with the responsibilities of the job.
- Due to sporadic funding, the starting salaries reflect lower levels than most southeastern state averages.
- DMR has employees who have less take home pay now than they were after the last pay range realignment due to the rising cost of state insurance. There needs to be coordination by the legislature regarding the impact these issues have on employee pay.
- Realignment must be continually awarded to ensure pay ranges for jobs remain competitive with the prevailing wages in the relevant labor markets.
- Failure to fund realignment enhances recruitment and retention difficulty.
- Needs to be funded annually to remain competitive with private sector and surrounding states.
- A few classes have now fallen behind, including nurses, psychologists, and recreation therapists.
- Realignment must be continually awarded to ensure that the pay range for jobs remains competitive with the prevailing wages in the relevant labor markets. Without realignment, we will lose quality employees to the private sector.
- Realignment should have been fully funded. There are many occupations that we have difficulty filling and retaining employees because salaries are not competitive, even within the public sector.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Longevity	C.4	2	59	9	21	27	0	4
				Avg: 2.51				

## Comments

- Although COLA and realignment funding are most important, a 1% pay increase on the anniversary date would assist with retention difficulty.
- Employees should not get a raise strictly for being in a position.
- The employee's work should warrant an increase, or there should not be an increase.
- Some employees who are long term are hard working, while others are occupying a space until retirement. Longevity may reward non-productive employees. I would rather see the money go into realignment and pay employees for the position they hold.
- Agencies are prevented from awarding employees for their many years of continued employment when they can not utilize the longevity component.
- Years of service should not be only criteria. Additional criteria should be used to give longevity awards.

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VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Productivity	C.5	0	61	17	13	25	3	3
				Avg: 2.62				

**Comments**

- This component would greatly enhance employee morale.
- Incentive pay is a basic component of all compensation issues, without which state government will never be in a position to reward excellence. The lack of productivity pay is the breeding ground for mediocrity.
- We need to have a system that rewards excellence.
- This is a great concept but there must be strict guidelines for agencies in order for the concept not to be abused.
- Supervisory and management staff agree that this component lends itself to bias and/or prejudice and disfavor funding.
- Employee morale declines when agencies are not able to reward individuals for their exceptional work performance.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Budgeted Reallocations	C.3	45	16	32	22	5	1	1
				Avg: 3.36				

**Comments**

- Reallocation of positions that are misclassified is justifiable; however, if reallocations are utilized for the purpose of giving an employee raises, it becomes a less effective tool.
- Essential component which enables agencies to meet changing needs, workforce demands, new program implementation, etc.
- This component is essential to provide agency flexibility.
- We were able to reallocate several positions in an effort to utilize employees more effectively in meeting specific needs of the facility.
- When job duties of a particular occupational class have changed tremendously, this tool becomes a good source of compensation to the incumbent, as well as the agency, in order to retain seasoned employees.

# *State Personnel Board Fiscal Year 2004 Annual Report*

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VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
No Increase to Appropriated Dollars	C.6	61	0	9	19	26	3	4
				Avg: 2.43				

### Comments

- Ensures an agency remains inside of its appropriated dollars in order to reduce and/or preclude a deficit appropriation for the coming fiscal year; however, oftentimes stifles a true need to hire and/or promote a qualified and deserving individual.
  - This method allows agencies to manage what is assigned to them best. There must be some concessions made if agencies are assigned new programs and duties.
  - We need more flexibility in salaries to enhance ability to recruit and train.
  - This is a must in the tight budget times. We have to do it in our own private lives, why not in state government.
  - The lack of appropriated dollars forces the agency to leave authorized positions vacant. Service to our customers suffer due to this understaffing.
  - Our agency did receive an increase; however, it was provided as a special fund appropriation through fines/fee increases.
  - This is a very good concept; places accountability on the agency.
  - Works well to control expenditures in the agencies that do not have unusual monetary events.
  - The concept overall is good because agencies are required to "manage" their own money, but there should be some understanding of agency needs, such as educational benchmarks and unforeseen projects.
  - Funding was available to fill one permanent full-time position; however, the authority to spend was not sufficient.
  - This requirement keeps the agency in compliance with legislative intent. Does not allow the agencies an abundance of leeway to award salary increases via non-budgeted realignments, reallocations, reclassifications, and/or routine promotional opportunities.
- II The items in this table are **non-budgeted** and may be used upon the approval of the State Personnel Director and/or the State Personnel Board and upon certification from the State Fiscal Officer (where applicable) that appropriate funds exist in the personnel services dollars funding categories. (Refer to the '**Policy Section**' in Annual Policy Memorandum 0204 for information regarding each component). Please observe the following instructions for completion of this Section:
- a. Select '**Y**' (Yes) or '**N**' (No) to indicate if the component was utilized within your agency.
  - b. Grade each component (whether utilized or not) as a **concept of compensation** on a scale from '**A**' to '**F**', where '**A**' indicates excellence and '**F**' indicates failure.
  - c. Utilize the '**Comments**' section to express your favor or disfavor regarding the funding/non-funding of each component. Please also use the '**Comment**' section to explain those compensation components grades which are less than '**C**'. (Grades of '**D**' or '**F**' with no accompanying explanation will be upgraded to '**C**'.)

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VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Promotional Formula	D.2	44	18	32	21	8	1	0
Avg: 3.35								

**Comments**

- Requires monitoring to avoid misuse.
- Budgetary constraints prevent agency utilization of this component.
- Need at least 5% guaranteed increase.
- Component provides agency flexibility in retaining qualified employees.
- Good when utilized at 100% parity; otherwise, could cause inequity in salaries in the long run.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Upward Reallocation	D.3.a	47	15	35	23	4	0	0
Avg: 3.5								

**Comments**

- Assists the agency with the retention of staff and compensates employees for job.
- This component is useful when positions are misclassified; however, is less effective if utilized only to give an individual a salary increase.
- Allows agencies the flexibility to properly classify positions according to agency needs and should therefore continue.
- Agencies should always be able to establish the level of positions needed to accomplish the work/mission of the agency.
- This component has been very beneficial to our agency. We are able to assist our various service areas when there is a documented need for a change in positions due to changing or increased job responsibilities.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Lateral Reallocation	D.3.b	26	36	28	18	15	1	0
Avg: 3.18								

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## Comments

- This component ensures positions remain properly classified as the duties and responsibilities change.
- Allows agencies the flexibility to properly classify positions according to agency needs and should therefore continue.
- Agencies should always be able to establish the level of positions needed to accomplish the work/mission of the agency.
- Agency has utilized this component; however, as with lateral transfers, salary increases are not awarded in this instance.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Downward Reallocation	D.3.c	31	31	31	20	11	0	0
				Avg: 3.32				

## Comments

- Utilizing this component on vacant positions enables agencies to save money on salaries and allows the agency to make adjustments based on their needs as the agency personal service budget dictates.
- Allows agencies the flexibility to properly classify positions according to agency needs and should therefore continue.
- Agencies should always be able to establish the level of positions needed to accomplish the work/mission of the agency.
- We appreciated the ability to request employees' salaries not be reduced.
- Also generates funds and/or reduces a deficit budget to an agency, if left vacant, in lieu of having to abolish positions.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Non-Appropriated Realignment	D.3.d	19	43	26	16	20	0	0
				Avg: 3.1				

## Comments

- Agencies should be granted the latitude to implement non-appropriated realignment with available funds.
- Funding would allow state agencies to remain competitive with the private sector.
- Realignment is a good thing - it gets the salaries where they should be to keep state government competitive with the private sector.
- The non-appropriated realignment of our Health Information positions had a positive impact on our long term recruitment difficulties.

# State Personnel Board Fiscal Year 2004 Annual Report

- Allows the Department to be more competitive in retention and recruitment of employees.
- When realignment is not funded by the legislature, non-appropriated realignment may be used; however, most agencies are operating under extreme budget constraints which would make it virtually impossible to implement this component.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Reclassification	D.4	38	24	34	19	8	1	0
Avg: 3.39								

**Comments**

- Reclassifications should not require PAR ratings.
- This component is essential in the retention of engineers, scientists, environmental analysts, and environmental technicians.
- Limited funding requires some reclassifications are delayed to fill vacant positions, which creates morale and motivation problems from current employees.
- Good mechanism for rewarding acceptance of additional tasks beyond job description.
- SPB Reclassification authority expedites the processing of actions within a classification series.
- Allows agencies to compete for employees in comparable private sector positions.
- Needs to be set up for generic classes.
- Reclassification is GREAT when used appropriately, but many times it is used strictly because an employee has another year of work experience. The work should be at a higher level - this should not be used as a longevity increase.
- This component should be funded for agencies to be able to reclass specific positions as needs of the facility change.
- This continues to help us with the Direct Care and Librarian series.
- Excellent compensation tool. Agency has not been able to implement at all times due to fund shortages.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
New Hire Salary	D.5.a	47	15	28	20	14	0	0
Avg: 3.23								

**Comments**

- Experiencing difficulty with the new hire salary for individuals with a specific license, such as Psychologist, Rec. Therapist, Social Worker, Nursing.
- Need additional flexibility to pay more than base plus 10% for a New Hire.

# State Personnel Board Fiscal Year 2004 Annual Report

- Very difficult to hire anyone non-state service at the start salary.
- The salaries set across agencies are good, but it would be better if the compliance report accounted for and allowed for new hire flex.
- Many "worker" starting salaries are still not competitive, though improvements have been made at the "director" levels.
- I would like to see more options on new hire salaries.
- Agencies rarely, if ever, employ an individual at less than new hire salary.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
New Hire Flexibility	D.5.b	42	20	31	19	11	1	0
				Avg: 3.29				

**Comments**

- Agencies need more flexibility than approved 10%, for instance 25%, subject to agency head approval.
- Eligibility determination process for New Hire Flex seems arbitrary and subjective due to difficulty understanding how some individuals get on COE and others are excluded.
- Valuable recruiting tool.
- Helps but the problem lies with the start salary being too low.
- This is a good tool, although having the same increase for one year of extra education/experience as 20 years of extra education/experience does not seem quite right.
- Allows agencies ability to obtain employees with superior qualifications and greater potential for success.
- Being able to offer this component allows us to attract applicants for 'hard to fill' positions, as well as reward individuals who may exceed the minimum requirements of the position.
- Good tool, however, not always able to award new hire flex to those who qualify without placing a greater strain on the budget and/or compliance reports.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Recruitment Flex	D.5.d	9	53	24	21	17	0	0
				Avg: 3.11				

**Comments**

- Allows agencies to provide more competitive salaries in job classifications that are especially difficult to fill.
- Recruitment flex is an excellent tool for recruiting hard to fill positions. Budget constraints hamper these efforts.

## *State Personnel Board Fiscal Year 2004 Annual Report*

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- This component has helped our agency in recruiting Nurse Chiefs, Medical Technologists and Radiologic Technologists.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Agency Head Flexibility	D.5.c	23	39	26	23	13	0	0
Avg: 3.21								

### Comments

- An effective component that should be utilized only as a last resort for agency staffing.
- Provides agency directors with a tool to secure highly qualified individuals in some of the most crucial positions within an agency.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
New Appointments from Agencies not under SPB	D.6	8	54	18	20	24	0	0
Avg: 2.9								

### Comments

- Provides needed flexibility for agencies to attract qualified, competent employees.
- We did not utilize this component during FY2003 but it is an excellent recruitment tool.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Appointment of Executive Directors	D.8	14	48	28	14	20	0	0
Avg: 3.13								

### Comments

- An agency should have flexibility to hire an Executive Director higher than the mid-range, and the range should remain competitive at all times.
- We think the flexibility of hiring the best executive director possible is enhanced by these provisions and is therefore good.

## *State Personnel Board Fiscal Year 2004 Annual Report*

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VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Special Comp Plans	D.11	14	48	22	19	20	1	0
				Avg: 3.00				

**Comments**

- This component is essential in our recruitment and retention of engineers and scientists. Without the special compensation plan, we would not compete with the private sector.
- Our teachers are well compensated under the Special Comp Plan for Academic Teachers and Speech Pathologists.
- Competitive compensation tool for specific technical and/or specialized positions. Budget constraints have not allowed the agency an opportunity to fully implement this tool.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Additional Comp Plans	D.12	18	44	23	18	21	0	0
				Avg: 3.03				

**Comments**

- The ability to pay Type/Duty/Location Pay has benefited our agency in our long term recruitment difficulties of nurses.
- This component gives an employee an incentive to act in positions outside of their normal scope of duties (i.e., detail to special duty).

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Educational Benchmarks	D.10	35	27	30	22	9	0	1
				Avg: 3.29				

**Comments**

- This component is an excellent tool to reward employees for continuing their professional development through education/training.
- An excellent tool to reward employee accomplishments and promote their work performance.
- Funding is essential to encourage employees to continue their efforts to improve or enhance their skill and knowledge levels.

## State Personnel Board Fiscal Year 2004 Annual Report

- We had employees that were eligible, but no funds to award benchmarks.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Promotional Transfers	D.9.a	36	26	31	22	9	0	0
				Avg: 3.35				

### Comments

- Funding allows agencies to recognize performance and provide employees with improved salaries and greater responsibilities.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Lateral Transfers	D.9.b	27	35	30	17	15	0	0
				Avg: 3.24				

### Comments

- Provides agency flexibility.
- We have used the lateral transfer component and found it be beneficial.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Demotional Transfers	D.9.c	17	45	28	14	20	0	0
				Avg: 2.77				

### Comments

- Provides agencies more avenues for resolving disciplinary issues, i.e., the best answer is not always to dismiss an employee from the agency.
- We have used this component for disciplinary purposes and in instances where the employee requests a demotional transfer, and are in favor of it.

## *State Personnel Board Fiscal Year 2004 Annual Report*

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VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Salary Exceeding Agency Head	D.13	3	59	17	19	24	0	0
				Avg: 2.79				

**Comments**

- This component is required to attract highly technical or specialist positions, such as physicians and pharmacists.
- The exemption allowed for the State Department of Mental Health should be expanded to all agencies that have professional employees.
- Only the salaries of highly technical or specialist positions, such as physicians, should exceed the agency head's salary.
- Agency head should be the highest paid in her/his agency.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Reappointments	D.14	16	46	22	23	15	1	1
				Avg: 3.03				

**Comments**

- Would like the flexibility to attract employees who left for higher salary to return to the agency, when funds are available.
- This allows for us to get some good employees back after they've left for what they thought was a great private sector job.
- We are in favor of this component and have been able to bring some employees back to work from authorized leave of absence.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
Return after Separation	D.15	24	38	24	21	15	1	1
				Avg: 3.06				

**Comments**

- Allows flexibility to rehire "good" employees.
- Does not work, when office relationships are often tainted by negative past experiences.

# State Personnel Board Fiscal Year 2004 Annual Report

- Re-employment has been useful in prior years to maintain salary levels for experienced seasonal workers in Parks.
- We have rehired employees back into their former classifications and with their same salaries and are in favor of this component.

VCP Component	Policy Section	Utilized?		Grade				
		Y	N	A	B	C	D	F
PAR Requirements	E	54	8	15	27	17	2	1
				Avg: 2.85				

**Comments**

- PAR requirements for promotions re-entered are pointless when the employee was previously rated 90 days ago, since an employee that is being promoted must still be performing well or they would not be promoted. Yearly ratings are understandable.
- Should not need a new rating prior to reclassification if supervisor has not changed.
- Current PAR procedures are too lengthy and time consuming, with little benefit.
- No incentive tied to the rating or employee performance.
- PAR system does not offer incentive to exceed the meets expectations.
- Requirements need to be revised to reflect the use of competencies.
- Employees should be communicated with regarding performance on a routine basis to make sure employees are meeting agency goals and expectations.
- Employees view the PAR system as a means of supporting a RIF rather than a means of obtaining rewards.
- Supervisors are hesitant to maintain current PARs, since it is not utilized as a salary increase incentive.
- The PAR system does not allow for evaluating many of the behaviors that cause most employee problems.
- Looking forward to Competency Based Management.

III Please answer the following questions regarding the Compliance Report.

Did your agency receive assistance on the Compliance Report from the State Personnel Board Staff?

Yes = 30                      No = 32

Please make suggestions for improvement of the report.

- The compliance report is a useful tool and easy to work with.
- The revised compliance format is helpful in verifying changes in both salaries, and classifications are included in the report.
- Make all sections available for preview prior to completing for agencies to review first.
- SPB/MIS is always most helpful when asked for assistance with the compliance report. Being able to download into a database to manipulate data as needed is greatly appreciated and very helpful.
- Go back to the once a month compliance report to allow agencies more flexibility.

## State Personnel Board Fiscal Year 2004 Annual Report

- Total number of transactions (by category) would be appreciated.

IV Please answer the following questions concerning the Policy Memoranda.

a. Were the policies and procedures governing the VCP written understandably?

Yes = 58

No = 4

If not, please make suggestions for improvement.

- Agencies which do not use each component are unsure of the differences between them.
- The language and explanations are unclear and confusing for new human resource personnel. Spell out the abbreviations and acronyms.
- The document needs an overhaul to rearrange the information in a more logical and meaningful manner. It needs to group like matters together and make the words more user friendly.

Are there instances in your agency where employees with less seniority and qualifications have higher salaries than more senior employees in the same job class?

Yes = 15

No = 46

If so, what compensation components contributed to these disparities?

- New Hire Flex, promotions, demotions, disciplinary actions, transfers from other state agencies, educational benchmarks, recruitment flex, agency head flex.
- Policy Memo #5 - the IT Special Comp Plan.
- Budgetary constraints.
- These few younger employees are high performers that add great value to the agency. Employees are rated on their work performance, not years at the agency.
- Multiple promotions, allowing numerous applications of the promotional formula, and multiple educational benchmarks contribute to a higher salary than the salary of an employee in the same job title for years.
- Inconsistent realignments over the years.
- Over the years, changes in management have contributed to this disparity.

Please provide any other comments you may have regarding administration of the VCP.

- Well written and workable.
- It is too cumbersome and complicated with way too many regulations.
- Administration of the VCP by the current SPB staff is outstanding.
- Agencies should have greater latitude in determinations based upon agency needs.
- The VCP forum is very informative and helpful for our organization.

V Please answer the following questions regarding the separation of employees. Did your agency conduct exit interviews for all employees leaving state government?

Yes = 35

No = 27

If yes, please list (in summary) reasons for leaving state government.

- Higher pay and better insurance.

## *State Personnel Board Fiscal Year 2004 Annual Report*

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- Our nurses, medical technologists, radiologic technologists, and staff development instructors are leaving for higher salaries. Other disciplines cited jobs in the private sector and pursuing educational goals.
- Further education.
- Lack of pay raises in years past with bleak possibility in the future of realignment funding.
- Lack of cost of living increases to offset rising prices.
- Retirement.
- Termination, class three grievances.
- Dissatisfaction with supervisor.
- Career, advancement, and promotional opportunities.
- Less travel.
- Less pressure.
- Family/personal reasons.
- Marriage.
- Pregnancy.
- Medical conditions/severe illness.
- Private sector is more lucrative.
- Monthly payroll.
- Costly insurance, especially for dependents.
- Stay home with children; needed part-time work.
- Relocation with spouse.
- To move closer to home.
- Employment out of state.
- Transfer to other state agencies.
- Mandated transfers to MDOT.
- High deductibles with low benefits.

# *State Personnel Board Fiscal Year 2004 Annual Report*

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## **List of Agency Respondents to VCP Annual Impact Report**

Agriculture and Commerce  
Animal Health Board  
Archives and History  
Arts Commission  
Attorney General  
Auctioneers' Commission  
Banking and Consumer Finance  
Boswell Regional Center  
Bureau of Narcotics  
Cosmetology Board  
Department of Corrections  
Department of Education  
Department of Human Services  
Department of Transportation  
Division of Medicaid  
Educational Television (ETV)  
Ellisville State School  
Employment Security  
Engineers and Land Surveyors Board  
Environmental Quality  
Fair Commission  
Finance and Administration  
Forestry Commission  
Gaming Commission  
Grand Gulf Military Monument  
Hudspeth Regional Center  
Information Technology Services  
Insurance Department  
Judicial Performance Commission  
Juvenile Rehabilitation Center  
Library Commission  
Marine Resources  
Medical Licensure Board  
Mississippi Development Authority  
Motor Vehicle Commission  
North Mississippi Regional Center  
North Mississippi State Hospital  
Nursing Board  
Oil and Gas Board  
Pat Harrison Waterway District  
Pearl River Valley Water Supply District  
Pearl River Basin Development District  
Pharmacy Board  
Public Accountancy  
Public Contractors' Board  
Public Employee's Retirement System (PERS)

Public Service Commission  
Public Utilities Staff  
Rehabilitation Services  
Secretary of State  
Soil and Water Conservation Commission  
South Mississippi State Hospital  
State Auditor  
State Personnel Board  
Tax Commission  
Tombigbee River Valley Water Management  
Veterans' Affairs Board  
Veterans' Home Purchase Board  
Veterans' Memorial Stadium  
Wildlife, Fisheries and Parks  
Workers' Compensation

### **Agencies not responding to the VCP survey:**

Agricultural Aviation Board  
Architecture and Landscape Board  
Athletic Commission  
Barber Examiners  
Board of Registered Prof. Geologists  
Board of Examiners for Social Workers  
& Marriage and Family Therapists  
Central MS Residential Center  
Dental Examiners  
Department of Health  
Department of Public Safety  
East Mississippi State Hospital  
Emergency Management Agency  
Fire Academy  
Funeral Service Board  
Mental Health - Central Office  
Mississippi State Hospital  
Nursing Home Administrators  
Real Estate Commission  
State Treasury  
South Mississippi Regional Center  
Specialized Treatment Facility

# *State Personnel Board Fiscal Year 2004 Annual Report*

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## **Travel Report**

### **2004 State Personnel Board Travel Log**

#### **TRAINING – 3610**

<b>DATE</b>	<b>NAME</b>	<b>PLACE</b>	<b>COST</b>
07-17-03	Leslie Lloyd	Municipal League Conference	\$ 181.90
09-16-03	Leslie Lloyd	BSC Session	\$ 244.03
09-30-03	Leslie Lloyd	CPM Annual Conference	\$ 392.90
10-09-03	Leslie Lloyd	CPM Session	\$ 189.95
10-21-03	Leslie Lloyd	NAGTAD Annual Meeting	\$ 980.57
12-23-03	Leslie Lloyd	CPM Session	\$ 65.16
03-09-04	Leslie Lloyd	BSC Session	\$ 222.19
04-06-04	Leslie Lloyd	BSC Session	\$ 248.05
04-20-04	Leslie Lloyd	BSC Session	\$ 181.58
05-27-04	Leslie Lloyd	Stennis Institute Graduation	\$ 176.22
06-29-04	Leslie Lloyd	National CPM Consortium	\$ 903.42
06-29-04	Leslie Lloyd	NASPE Meeting/Coordinate Training	\$ 82.12
08-12-03	Angela Armstead	Coordinate Training	\$ 202.32
09-02-03	Angela Armstead	Coordinate Training	\$ 116.64
10-09-03	Angela Armstead	Coordinate Training	\$ 169.56
11-14-03	Angela Armstead	Coordinate Training	\$ 173.88
12-16-03	Angela Armstead	Coordinate Training	\$ 145.44
01-08-04	Angela Armstead	Coordinate Training	\$ 38.16
02-05-04	Angela Armstead	Coordinate Training	\$ 78.38
03-04-04	Angela Armstead	Coordinate Training	\$ 55.88
04-06-04	Angela Armstead	Coordinate Training	\$ 144.75
05-06-04	Angela Armstead	Coordinate Training	\$ 116.63
06-03-04	Angela Armstead	Coordinate Training	\$ 47.63
06-29-04	Angela Armstead	Coordinate Training	\$ 136.88

## *State Personnel Board Fiscal Year 2004 Annual Report*

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<b>DATE</b>	<b>NAME</b>	<b>PLACE</b>	<b>COST</b>
12-04-03	Sharon Hudson	Coordinate Training	\$ 68.40
05-13-04	Julia Summers	Coordinate Training	\$ 273.82
06-10-04	Julia Summers	Coordinate Training	\$ 15.00
06-10-04	Malika Logan	Coordinate Training	\$ 13.50
07-15-03	Marianne Gaudin	Municipal League Conference	\$ 226.70
07-29-03	Marianne Gaudin	NASPE Conference	\$ 601.21
08-05-03	Marianne Gaudin	CPM Session	\$ 279.46
08-28-03	Marianne Gaudin	BSC Session	\$ 134.75
09-25-03	Marianne Gaudin	BSC Session	\$ 519.25
10-21-03	Marianne Gaudin	NAGTAD Annual Meeting	\$1,199.62
11-25-03	Marianne Gaudin	CPM Session	\$ 28.00
02-10-04	Marianne Gaudin	NASPE Conference	\$ 636.03
03-30-04	Marianne Gaudin	Annual Advisory Council Meeting	\$ 123.75
07-17-03	Juette Bingham	Municipal League Conference	\$ 316.12
08-28-03	Juette Bingham	Coordinate BSC	\$ 240.41
09-02-03	Juette Bingham	Coordinate BSC	\$ 190.69
09-18-03	Juette Bingham	Coordinate BSC	\$ 73.44
09-18-03	Juette Bingham	CPM Conference	\$ 217.05
09-25-03	Juette Bingham	Coordinate BSC	\$ 146.14
10-14-03	Juette Bingham	MAPA Conference	\$ 331.19
10-21-03	Juette Bingham	Coordinate BSC	\$ 37.80
11-04-03	Juette Bingham	Coordinate BSC	\$ 97.92
11-10-03	Juette Bingham	Coordinate BSC	\$ 192.35
11-25-03	Juette Bingham	Coordinate BSC	\$ 212.90
01-22-04	Juette Bingham	Coordinate BSC	\$ 216.90
02-03-04	Juette Bingham	Coordinate BSC	\$ 187.09

## *State Personnel Board Fiscal Year 2004 Annual Report*

DATE	NAME	PLACE	COST
02-10-04	Juette Bingham	Coordinate BSC	\$ 85.87
02-17-04	Juette Bingham	Coordinate BSC	\$ 211.68
03-11-04	Juette Bingham	Coordinate BSC	\$ 156.46
03-23-04	Juette Bingham	Coordinate BSC	\$ 77.62
03-30-04	Juette Bingham	Coordinate BSC	\$ 234.38
08-12-03	Shelly Smith	Coordinate CPM	\$ 113.04
10-09-03	Shelly Smith	Coordinate CPM	\$ 191.31
12-04-03	Shelly Smith	Coordinate CPM	\$ 57.60
01-22-04	Shelly Smith	Coordinate CPM	\$ 117.75
05-06-04	Shelly Smith	Coordinate CPM	\$ 66.00
07-06-04	Shelly Smith	National CPM Consortium	\$ 870.27
09-18-03	Dianne Macon	CPM Conference	\$ 231.00
11-04-03	Dianne Macon	Coordinate Training	\$ 20.88
01-13-04	Dianne Macon	Coordinate Training	\$ 72.72
05-20-04	Dianne Macon	Coordinate Training	\$ 134.63
06-29-04	Dianne Macon	Coordinate Training	\$ 422.86
07-06-04	Dianne Macon	Coordinate Training	\$ 47.25
06-29-04	Ronna Owens	CPM Session	\$ 46.50
11-05-03	Shondra Houseworth	Coordinate Training	\$ 5.76
11-04-03	Shondra Houseworth	Coordinate Training	\$ 5.76
12-04-03	Shondra Houseworth	Coordinate Training	\$ 5.76
03-04-04	Shondra Houseworth	Coordinate Training	\$ 51.00
04-06-04	Shondra Houseworth	Coordinate Training	\$ 39.00
05-06-04	Shondra Houseworth	Coordinate Training	\$ 72.75
06-10-04	Shondra Houseworth	Coordinate Training	\$ 23.25
<b>Total</b>			<b>\$15,234.83</b>

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## STATE PERSONNEL BOARD -- 3614

DATE	NAME	PLACE	COST
10-07-03	Frederick Matthes	Salary Conference	\$ 707.58
12-18-03	Frederick Matthes	Legislative Marine Resource Forum	\$ 144.00
03-16-04	Frederick Matthes	Organizational Study	\$ 48.00
10-07-03	Chuck Nwagwu	MAPA Conference	\$ 192.93
10-14-03	Robert Fagan	MAPA Conference	\$ 215.51
05-27-04	Robert Fagan	National Employment Law Institute	\$1,405.45
11-20-03	Bill Tanner	Computer Maintenance	\$ 312.48
05-25-04	Bill Tanner	Computer Maintenance	\$ 206.25
06-24-04	Bill Tanner	Computer Maintenance	\$ 18.75
08-05-03	Martha Hartzog	Job Fair	\$ 201.16
10-09-03	Martha Hartzog	Job Fair	\$ 123.60
10-14-03	Martha Hartzog	MAPA Conference	\$ 128.62
10-23-03	Martha Hartzog	Job Fair	\$ 97.20
02-10-04	Martha Hartzog	Job Fair	\$ 127.50
05-20-04	Gwen Morris-Isom	Job Fair	\$ 43.50
06-10-04	Gwen Morris-Isom	Job Fair	\$ 245.24
09-16-03	Tirey Keaton	Job Fair	\$ 152.28
10-14-03	Tirey Keaton	Job Fair	\$ 19.44
01-29-04	Tirey Keaton	Job Fair	\$ 158.62
02-17-04	Tirey Keaton	Job Fair	\$ 187.64
02-24-04	Tirey Keaton	Job Fair	\$ 119.25
03/04/04	Tirey Keaton	Job Fair	\$ 34.50
04-13-04	Tirey Keaton	Job Fair	\$ 107.25
10-07-03	Peggy Williams	MAPA Conference	\$ 128.62
02-12-04	Peggy Williams	Court Administrators Conference	\$1,080.48
10-07-03	Brenda Claiborne	MAPA Conference	\$ 128.62

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<b>DATE</b>	<b>NAME</b>	<b>PLACE</b>	<b>COST</b>
10-07-03	Iris Griffin	MAPA Conference	\$ 128.62
10-07-03	Gloria Addison	MAPA Conference	\$ 192.93
09-16-03	Della Lockhart	CPM Conference	\$ 231.00
09-30-03	Della Lockhart	Job Fair	\$ 205.51
10-09-03	Hollis Baugh	MAPA Conference	\$ 192.93
06-03-04	Hollis Baugh	Job Study	\$ 144.37
07-24-03	Bill Cossar	SPB Meeting	\$ 138.00
08-26-03	Bill Cossar	SPB Meeting	\$ 138.00
09-25-03	Bill Cossar	SPB Meeting	\$ 138.00
10-23-03	Bill Cossar	SPB Meeting	\$ 138.00
11-25-03	Bill Cossar	SPB Meeting	\$ 138.00
12-23-03	Bill Cossar	SPB Meeting	\$ 138.00
01-29-04	Bill Cossar	SPB Meeting	\$ 142.50
02-24-04	Bill Cossar	SPB Meeting	\$ 142.50
03-23-04	Bill Cossar	SPB Meeting	\$ 142.50
04-20-04	Bill Cossar	SPB Meeting	\$ 112.50
04-27-04	Bill Cossar	SPB Meeting	\$ 152.50
05-25-04	Bill Cossar	SPB Meeting	\$ 157.50
06-10-04	Bill Cossar	SPB Meeting	\$ 142.50
07-24-03	Leslie Daniels	SPB Meeting	\$ 140.79
08-26-03	Leslie Daniels	SPB Meeting	\$ 80.64
09-30-03	Leslie Daniels	SPB Meeting	\$ 80.64
10-23-03	Leslie Daniels	SPB Meeting	\$ 135.64
11-25-03	Leslie Daniels	SPB Meeting	\$ 140.79
01-29-04	Leslie Daniels	SPB Meeting	\$ 84.00
03-23-04	Leslie Daniels	SPB Meeting	\$ 84.00

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<b>DATE</b>	<b>NAME</b>	<b>PLACE</b>	<b>COST</b>
04-27-04	Leslie Daniels	SPB Meeting	\$ 159.00
05-25-04	Leslie Daniels	SPB Meeting	\$ 184.00
06-10-04	Leslie Daniels	SPB Meeting	\$ 84.00
10-09-03	William Smith	SPB Meeting/Hearing	\$ 86.04
01-20-04	William Smith	SPB Meeting/Hearing	\$ 89.28
03-23-04	William Smith	SPB Meeting/Hearing	\$ 258.00
06-29-04	William Smith	SPB Meeting/Hearing	\$ 162.00
07-24-03	Tom Hall	SPB Meeting	\$ 219.83
08-26-03	Tom Hall	SPB Meeting	\$ 254.59
09-25-03	Tom Hall	SPB Meeting	\$ 254.55
12-23-03	Tom Hall	SPB Meeting	\$ 178.95
01-29-04	Tom Hall	SPB Meeting	\$ 205.50
02-24-04	Tom Hall	SPB Meeting	\$ 178.75
03-23-04	Tom Hall	SPB Meeting	\$ 178.75
04-20-04	Tom Hall	SPB Meeting	\$ 202.69
04-27-04	Tom Hall	SPB Meeting	\$ 208.75
05-25-04	Tom Hall	SPB Meeting	\$ 223.75
06-10-04	Tom Hall	SPB Meeting	\$ 204.29
02-10-04	Liles Williams	SPB Meeting	\$ 9.38
02-24-04	Liles Williams	SPB Meeting	\$ 18.75
03-23-04	Liles Williams	SPB Meeting	\$ 18.75
04-20-04	Liles Williams	SPB Meeting	\$ 18.75
04-27-04	Liles Williams	SPB Meeting	\$ 37.50
05-25-04	Liles Williams	SPB Meeting	\$ 37.50
06-10-04	Liles Williams	SPB Meeting	\$ 18.75
08-07-03	Falton Mason	Hearing	\$ 457.67
10-14-03	Falton Mason	Hearing	\$ 472.77

## *State Personnel Board Fiscal Year 2004 Annual Report*

DATE	NAME	PLACE	COST
11-20-03	Falton Mason	Hearing	\$ 237.07
12-16-03	Falton Mason	Hearing	\$ 217.93
01-13-04	Falton Mason	Hearing	\$ 340.41
02-10-04	Falton Mason	Hearing	\$ 340.00
03-09-04	Falton Mason	Hearing	\$ 55.50
04-13-04	Falton Mason	Hearing	\$ 343.25
05-18-04	Falton Mason	Hearing	\$ 166.50
06-29-04	Falton Mason	Hearing	\$ 338.25
10-07-03	Theresa Abadie	Salary Conference	\$ 732.98
10-07-03	Theresa Abadie	MAPA Conference	\$ 128.62
07-29-03	J. K. Stringer, Jr.	NASPE Conference	\$ 529.65
09-16-03	J. K. Stringer, Jr.	CPM Conference	\$ 339.90
10-07-03	J. K. Stringer, Jr.	Salary Conference	\$ 317.62
10-07-03	J. K. Stringer, Jr.	MAPA Conference	\$ 128.62
07-24-03	Mary Pyle	SPB Meeting	\$ 113.04
08-26-03	Mary Pyle	SPB Meeting	\$ 113.04
09-25-03	Mary Pyle	SPB Meeting	\$ 188.04
10-23-03	Mary Pyle	SPB Meeting	\$ 178.08
11-25-03	Mary Pyle	SPB Meeting	\$ 113.04
12-23-03	Mary Pyle	SPB Meeting	\$ 113.04
01-29-04	Mary Pyle	SPB Meeting	\$ 117.75
02-24-04	Mary Pyle	SPB Meeting	\$ 117.75
03-23-04	Mary Pyle	SPB Meeting	\$ 187.75
04-27-04	Mary Pyle	SPB Meeting	\$ 195.60
05-25-04	Mary Pyle	SPB Meeting	\$ 200.48
06-10-04	Mary Pyle	SPB Meeting	\$ 190.54
07-24-03	John Mulholland	NASPE Conference	\$ 423.72

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<b>DATE</b>	<b>NAME</b>	<b>PLACE</b>	<b>COST</b>
10-07-03	John Mulholland	MAPA Conference	\$ 128.62
02-03-04	John Mulholland	NASPE Conference	\$ 504.82
05-25-04	John Mulholland	Stennis Institute Graduation	\$ 174.72
10-09-03	Randy Dampeer	MAPA Conference	\$ 128.62
10-09-03	Randy Dampeer	Job Fair	\$ 59.76
04-22-04	Randy Dampeer	Job Fair	\$ 126.00
10-07-03	Mary Lewis	MAPA Conference	\$ 192.93
10-23-03	Mary Lewis	MAGPPA Conference	\$ 326.70
10-07-03	Paris Williams	MAPA Conference	\$ 128.62
10-23-03	Patrice Stewart	MAGPPA Conference	\$ 326.70
10-09-03	Roosevelt Daniels	Hearing	\$ 411.84
12-16-03	Roosevelt Daniels	Hearing	\$ 226.80
01-13-04	Roosevelt Daniels	Hearing	\$ 64.80
03-30-04	Roosevelt Daniels	Hearing	\$ 275.62
05-18-04	Roosevelt Daniels	Hearing	\$ 265.50
06-29-04	Roosevelt Daniels	Hearing	\$ 258.75
08-28-03	Terri Smith	NIGP Conference	\$ 820.16
11-04-03	Terri Smith	MAGPPA Conference	\$ 435.60
08-12-03	Ronna Owens	Job Fair	\$ 50.04
10-09-03	Ronna Owens	Job Fair	\$ 127.76
10-09-03	Ronna Owens	MAPA Conference	\$ 128.62
10-16-03	Ronna Owens	Job Fair	\$ 222.13
11-10-03	Ronna Owens	Job Fair	\$ 61.20
02-19-04	Ronna Owens	Job Fair	\$ 147.69
03-04-04	Ronna Owens	Job Fair	\$ 144.46
04-06-04	Ronna Owens	Job Fair	\$ 65.25

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<b>DATE</b>	<b>NAME</b>	<b>PLACE</b>	<b>COST</b>
05-25-04	Ronna Owens	Stennis Institute Graduation	\$ 188.40
12-18-03	Sharon Hudson	Coordinate Training	\$ 197.60
<b>Total</b>			<b>\$27,271.32</b>

<b>TOTAL TRAVEL</b>	
<b>FUND</b>	<b>AMOUNT</b>
3610	\$15,234.83
3614	\$27,271.32
<b>TOTAL</b>	<b>\$42,506.15</b>