
**Rules of
Office of Administration
Division 20—Personnel Advisory Board and
Personnel Division
Chapter 6—Management Training**

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Title 1—OFFICE OF ADMINISTRATION

Division 20—Personnel Advisory Board and Personnel Division Chapter 6—Management Training

1 CSR 20-6.010 Management Training

PURPOSE: This rule prescribes guidelines and standards as required by section 36.510, RSMo regarding mandatory training for persons employed in management positions in agencies within the executive branch of state government other than elective offices and the institutions of higher learning. These guidelines and standards provide a framework for developing and maintaining leadership effectiveness consistent with the mission and needs of each department.

(1) As used in this rule, unless the context clearly indicates otherwise, the following terms shall mean:

(A) Management position, a position involving responsibility for participation in the management process of a state agency either as a supervisor or manager;

(B) Supervisor, a person directly and immediately responsible for planning, organizing, directing, controlling and evaluating the work of employees to accomplish a limited function or activity; and

(C) Manager, a person responsible for various general management processes including activities such as general program planning, development and coordination, or the organization, direction and evaluation of major program functions and operations or a combination of these. For purposes of this rule, the term manager shall include all positions in merit agencies which the Personnel Division finds to involve substantial supervisory or administrative responsibilities and also shall include comparable positions in nonmerit agencies of the state. The final determination of comparability shall be made by department directors after careful review of information furnished by the Personnel Division regarding these merit positions and the criteria used to identify them. Department directors of nonmerit agencies will advise the Personnel Division of the job classifications and approximate number of incumbents considered. For application of this rule, the term manager shall not include division and department directors or their equivalent.

(2) Each department in state government shall establish programs, systems and procedures as it deems necessary to implement and administer the guidelines and standards for

training personnel in management positions as defined in this rule. A department may request technical assistance from the Personnel Division concerning the implementation and administration of the guidelines and standards. A department also may request formal training courses and other management-supervisory training programs from the Personnel Division or may establish alternative training programs which are recognized by the Personnel Division as having substantially equivalent quality and content as its central training programs. Each department shall provide that training which it requires without cost to its employees. Departments may reimburse employees for additional job-related training courses in accordance with uniform state policies and procedures issued by the Office of Administration and the department's own policies and procedures which are not in conflict and which provide uniform treatment of employees. For purposes of coordination, annually the departments shall review their projections of training needs for personnel in management positions and provide this information to the Personnel Division for its use in developing central programs and administering the guidelines and standards contained in this rule.

(3) The Personnel Division, within available resources and upon request from a department, shall provide technical assistance concerning the administration of the guidelines for mandatory management training as set out in this rule. The Personnel Division shall design, develop and present or otherwise make available formal training courses and other management development programs which meet the needs of the department and the minimum requirements of these guidelines. To the extent permitted by Personnel Division resources, the division, upon request, also shall develop or otherwise make available other specialized training courses and management development programs to meet the needs of departments or their divisions, facilities or other work units by strengthening performance and capability of personnel in management positions.

(4) Each individual employee shall have responsibility to effectively use, for personal self-growth and career development, the training opportunities provided by the employing department, or the Personnel Division, or both.

(5) Each department shall ensure through its programs, systems and procedures that equal employment opportunity and upward mobility objectives are implemented as part of its

supervisory and management career development processes.

(6) For supervisors the minimum mandatory training guidelines and standards consist of certain basic requirements which must be completed successfully before a person becomes a supervisor or must be scheduled for completion within a period not to exceed one (1) year after becoming one, unless the department extends this period because appropriate training was not available to the department on a timely basis and notifies the Personnel Division of those extensions on an annual basis.

(A) Departments of state government shall require their supervisory employees to meet both of the following basic requirements:

1. State departments which in whole or in part have adopted a standard performance planning and appraisal system meeting the basic requirements of the Personnel Division as established in accordance with section 36.510.1(5), RSMo shall require its supervisors to complete a formal training course approved by the Personnel Division on how to implement, maintain and administer that system. This requirement may not be met through other training courses, formal education or work experience in using other performance appraisal systems; and

2. A state department shall require supervisory employees to comply with any one (1) of the following minimum alternatives:

A. Successful completion of training courses in basic supervision, effective discipline and motivation which have been offered by the Personnel Division to meet the general needs of state agencies;

B. Successful completion within the past ten (10) years of training courses which the department and the Personnel Division find to be of substantially equivalent quality and content as the courses that the division offers in the areas of basic supervision, effective discipline and motivation;

C. Successful completion within the past ten (10) years of a three (3)-semester credit personnel management course from an accredited college or university; or

D. Successful performance for at least three (3) consecutive years during the past five (5) years in a merit position classified as supervisory or managerial by the Personnel Division or in a nonmerit position which a department finds to be comparable to a merit system supervisory or managerial classification.

(B) Each department shall require its supervisors to successfully demonstrate ongoing ability to plan, organize, supervise and evaluate the work of their employees and to motivate employees to achieve work unit



objectives. Each department shall appraise the competency and skill of supervisory employees. When a department finds action to be practicable, it shall take reasonable steps to provide in-service, or other training, or both, as it deems necessary to maintain, remediate or enhance supervisory skills.

(7) For managers, the minimum mandatory training guidelines and standards consist of certain basic requirements which must be completed before a person becomes a manager or must be scheduled for completion within a period not to exceed one (1) year after becoming one, unless the department extends this period because appropriate training was not available to the department on a timely basis and notifies the Personnel Division of the extensions on an annual basis.

(A) Departments of state government shall require their management employees to meet both of the following basic requirements:

1. State departments which in whole or in part have adopted a standard performance planning and appraisal system meeting the basic requirements of the Personnel Division as established in accordance with section 36.510.1(5), RSMo shall require their managers to complete a formal training course approved by the Personnel Division on how to implement, maintain and administer that system unless this course has been completed previously while the employee was a supervisor. This requirement may not be met through other training courses, formal education or work experience in using other performance appraisal systems; and

2. A state department shall require management employees to comply with any one (1) of the following minimum alternatives:

A. Successful completion of training included in the middle management institute offered by the Personnel Division to meet the needs of state agencies;

B. Successful completion within the past ten (10) years of training courses which the department and the Personnel Division finds to be of substantially equivalent quality and content as the training offered by the division in its middle management institute;

C. Successful completion within the past ten (10) years of a three (3)-semester credit personnel management course and a three (3)-hour organizational development or closely related management course taken from an accredited college or university; or

D. Successful performance for at least three (3) consecutive years during the past five (5) years in a merit position classified as managerial, which the Personnel Division identifies as involving substantial supervisory or administrative responsibilities or in a non-merit position which a department finds to be

comparable to a merit system management classification.

(B) Each department shall require management employees to successfully demonstrate ongoing ability to plan, organize, control, direct, coordinate and evaluate the work activities for which they are responsible and to motivate assigned staff to accomplish organizational objectives. Each department shall appraise the competency and skill of management employees. When a department finds this action to be practicable, it shall take reasonable steps to provide in-service, other training, or both, as it deems necessary to maintain, remediate or enhance management skills.

Auth: section 36.070, RSMo (1986). Original rule filed Oct. 7, 1985, effective Jan. 12, 1986.