

*Missouri*

STATE TAX COMMISSION



Workforce Diversity Plan  
Fiscal Year 2024  
Executive Report

Gary Romine, Chairman  
Debbi McGinnis, Commissioner  
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Stacey Jacobs, Administrative Secretary

For Fiscal Year Ending June 30, 2024

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## INTRODUCTION

The State Tax Commission's Workforce Diversity Plan is designed to communicate and facilitate the commitment to the principles of equal employment opportunity, affirmative action, diversity recruitment, retention, and provisions of employment opportunities to a diverse workforce. The implementation and maintenance of a diverse workforce and the provision of equitable and quality public services is a primary goal of the Commission.

An integral part of Commission policy and philosophy is to administer hiring, transfers, promotions, training, compensation, benefits, and any other terms and conditions of employment, without regard for protected category status.

The Workforce Diversity Plan emphasizes a goal-oriented approach to diversity within the workplace. Information in a plan should include data on under-utilization of minorities and females in the workforce and set specific goals to address *only* those positions that are under-utilized. The Commission's intent is to reach parity through hiring diverse applicants and promoting current employees. Setting goals for the Commission can assist in reaching this point.

The Plan commits all employees of the State Tax Commission to support the Commission's policy regarding equal employment opportunity, workforce diversity goals, and provision of services and contractual agreements in a nondiscriminatory manner.

This Commission is also committed to the establishment and maintenance on contractual support system that encourages and supports minority and female entrepreneurs.

## MISSION

The State Tax Commission shall uphold the constitution and statutes of the State of Missouri; faithfully and impartially execute an assessment program; promptly and efficiently respond to the questions, complaints, and needs of taxpayers and assessing officers; and endeavor to eradicate the injustices and inequities in property assessments.

The State Tax Commission envisions an ad valorem assessment landscape which ensures the equitable treatment of all property owners in the State of Missouri. This vision will be manifested through the State Tax Commission's emphasis on the guiding values of work ethic, discipline, integrity, efficiency, and impartiality in its performance of its duties and the fulfillment of its responsibilities to the citizens of Missouri.

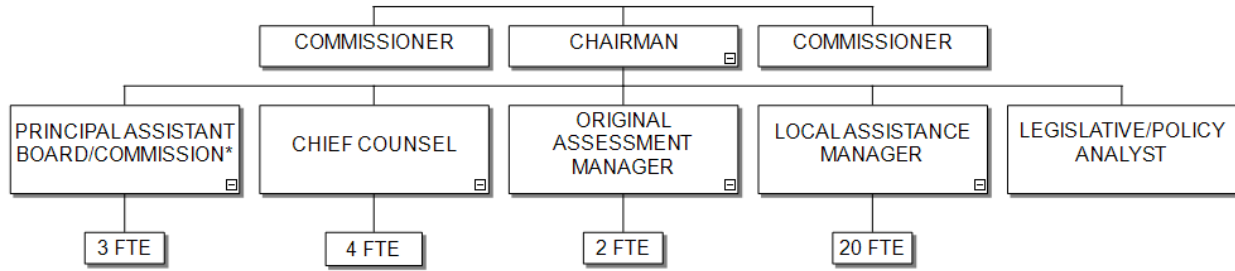
## DESCRIPTION OF AGENCY

The State Tax Commission is a quasi-judicial administrative agency created by the Missouri Constitution to perform six (6) basic functions. These functions are:

- 1) Equalize inter- and intra-county assessments
- 2) Conduct *de novo* judicial hearings regarding valuation and classification appeals from local boards of equalization in individual assessment cases
- 3) Formulate and implement statewide assessment policy and procedures to comport with statutory and constitutional mandates
- 4) Supervise local assessing officials and local assessment programs to ensure compliance with statewide policy requirements
- 5) Conduct ratio studies to determine the assessment level in each county and to measure the quality of the assessment program
- 6) Original assessment of the distributable property of railroads, airlines, pipelines, telecommunications, and public utilities

The State Tax Commission oversees an assessment system which is responsible for the annual collection of \$10.2 billion in property tax revenues, which serves as the financial foundation for public schools, local governmental agencies, and local services such as ambulance districts, fire districts, and road and bridge.

# ORGANIZATIONAL CHART



\* This position is responsible for maintaining and updating the plan.

## AFFIRMATIVE ACTION STATEMENT

The State Tax Commission affirms its policy as an equal opportunity employer. Equal opportunity is provided to all employees and applicants based on their demonstrated abilities. Discrimination on the basis of age, race, color, national origin, ancestry, sex, religion, veterans' status, disability, genetic information, sexual orientation or any other reason is prohibited by law.

An equal opportunity employer, the State Tax Commission solicits all qualified persons, using recruitment and posting venues, to apply for vacant positions. Internally, the Commission encourages employees to take advantage of advancement opportunities. The State Tax Commission also assures equal opportunity in its internal business and in its relations with the general public.

The State Tax Commission promotes this statement through written administrative policies and statements. These policies and statements are made available to all management and staff. This Workforce Diversity Plan contains the specific policies and statements that make the Commission's commitment to equal employment opportunity known.

## OVERVIEW

This Workforce Diversity Plan is a self-analysis, which provides a meaningful methodology for determining where the Commission should take steps to increase the hiring of qualified women and minorities. Methods and techniques are adopted which are commonly accepted by affirmative action compliance agencies, human rights agencies, and the general human resource profession. It allows the State Tax Commission to review existing employment practices and to continue, enhance, or eliminate them in order to further the Commission's goal of equal employment opportunity.

The State Tax Commission's team members have completed an analysis of the Commission's workforce. This analysis compared the number of women and minorities employed by the Commission in the state to the number of qualified women and minorities in the labor force.

The statistical analysis reports contain statistics used to calculate utilization\* as reported in the Executive Summary. The statistical analysis report contains a snapshot of the Commission's workforce as of June 30, 2024. This snapshot was compared to data from the 2020 Census. Data was obtained in order to determine if the employment of qualified individuals in 15 job titles was less than the availability in the state. Availability was based on two factors:

The two factors are:

- Factor 1: The percentage of available individuals with requisite skills in the reasonable recruitment area.
- Factor 2: The percentage of individuals among those promotable or transferable to a job group, or trainable for promotion or transfer to a job group, from within the Commission.

The availability data was compiled and compared to the percentage of individuals available from the June 30, 2024, snapshot of the State Tax Commission workforce. This was done to determine if underutilization existed in any of the 15 job titles.

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\* Underutilization is any difference between the number of employees in the Commission and the number of available qualified individuals in the surrounding labor force. Underutilization is considered insignificant if it represents less than a full-time employee.



## EXECUTIVE ORDERS

### Executive Order 90-07

WHEREAS, through the years disabled citizens have demonstrated their capabilities and their desire to make the most of the opportunities life can offer; and

WHEREAS, there is a continuing need for state government to employ fresh approaches and renewed energy to expand the availability of resources for these Missourians; and

WHEREAS, the State of Missouri is committed to the goal of equal opportunity for every citizen and strives to promote the rights of the disabled; and

NOW, THEREFORE, I, JOHN ASHCROFT, GOVERNOR OF THE STATE OF MISSOURI, by virtue of the authority vested in me by the Constitution and the laws of The State of Missouri, do hereby declare that:

1. When held by a state executive branch agency, any “public meeting” as defined in section 610.010 RSMo, which is not a “closed meeting” as defined in that section, shall be held in a location that provides adequate accessibility for physically disabled citizens.
2. State executive branch agencies shall cooperate with individuals needing special provisions, such as sign-language interpreters or Braille copies of materials, in conjunction with public meetings, and, where reasonable, may pay the cost of such provisions.
3. All state agencies are encouraged to promote equal opportunity for all disabled employees.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, on this 15<sup>th</sup> day of June, 1990.

[John Ashcroft’s signature}  
GOVERNOR

ATTEST:

[Roy D. Blunt’s signature]  
SECRETARY OF STATE

**Executive Order 94-03**

WHEREAS, the Constitutions of the United States and of the State of Missouri afford to all persons equal protection under the law; and

WHEREAS, the Congress of the United States and the General Assembly of the State of Missouri have enacted legislation prohibiting discrimination in public accommodations, housing and employment on the basis of race, sex, religion, national origin, age, color, disability or veteran status; and

WHEREAS, the personnel practices and procedures within the executive branch of the State of Missouri should not discriminate, through disparate treatment or disparate impact, against anyone, in violation of any federal or state civil rights statute, executive order, rule, regulation or judicial decision; and

WHEREAS, the employment practices of the State of Missouri and the operation of its services and facilities should serve as a model for business, industry, and labor;

NOW, THEREFORE, I, Mel Carnahan, Governor of the State of Missouri, in recognition of the obligations of the State of Missouri and by virtue of authority granted to me by the State of Missouri, do hereby promulgate the following Code of Fair Practices for the Executive Branch of State Government.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson on this 14<sup>th</sup> day of January, 1994.

[Mel Carnahan's signature]  
GOVERNOR

ATTEST:

[Judith K. Moriarty's signature]  
SECRETARY OF STATE

## **ARTICLE I**

The executive branch of the State of Missouri shall ensure that all present and prospective employees are afforded equal opportunity at all levels and phases of employment within state government with respect to but not limited to hiring, recruiting, training, benefits, promotions, transfers, layoffs, demotions, terminations, rate of compensation, and recalls from layoffs. It shall be the responsibility of the State Office of Equal Employment Opportunity to monitor all departments of the executive branch of state government and assist them to ensure equal employment opportunity and affirmative action. The State of Missouri shall work to ensure that there will be no vestiges of discrimination against persons on account of race, sex, color, religion, national origin, age, disability, or veteran status in not only employment practices but the provisions of services and operation of facilities.

## **ARTICLE III**

### **Affirmative Action Council**

Each department director shall designate an individual to serve on the State Affirmative Action Council, hereinafter referred to as the "Council." The Council designee shall be the chief liaison to his or her department concerning equal employment opportunity and affirmative action issues. The Council shall meet quarterly and be chaired by the State EEO Officer. The Council shall work to ensure that all employees of the State are educated on issues involving diversity. The Council designees shall report any changes, trends, new occurrences or recommendations with respect to affirmative action to their respective departments. The Council shall make such recommendations as it believes necessary to the State EEO Officer to assist in the implementation of this Order. The Council will be a vital component for assisting the State EEO Officer in formulating policy and issues that affect affirmative action in the executive branch of state government.

## **ARTICLE IV**

### **Affirmative Action Program**

The Affirmative Action Program will demonstrate the State of Missouri's good faith efforts to eliminate any potential discriminatory barriers to employment, while enhancing the State's effort to provide equal employment opportunity and affirmative action. The Program shall: (1) ensure affirmative action awareness before hiring decisions are made; (2) prohibit the departments in the executive branch from engaging in unlawful discriminatory practices; (3) prohibit quotas unless mandated by Federal law; and (4) place a strong emphasis on recruitment, retention, and upward mobility as vehicles to enhance the State of Missouri's work force through equal employment opportunity and affirmative action.

## ARTICLE V Affirmative Action Plan of Implementation

By March 1, 1994, each department shall file with the State EEO Officer a revised Affirmative Action Plan of Implementation. The primary responsibility for developing the Affirmative Action Plan will rest with each department director. The departments shall file a revised Affirmative Action Plan once a year and shall make statistical updates every six (6) months. The times and dates for the submission of the Affirmative Action plans shall be determined by the State EEO Officer. The State EEO Officer shall review each proposed plan and approve it if it significantly complies with the provisions and purposes of this order.

Each Affirmative Action Plan shall contain the following items: a departmental policy statement on Equal Employment Opportunity and Affirmative Action; identification of the person who will be responsible for implementation of the Affirmative Action Plan within the department; a statistical utilization and availability analysis which will contain a work force analysis, job group analysis, and availability analysis; identification of underutilization; goals and timetables for the present and the future; identification of problem areas and corrective action; an internal audit and reporting system; internal grievance procedures and Affirmative Action Plan support documents; a description of department recruiting practices currently used to diversify the department's work force; and identification and implementation of diversity training needs within the department. Each department may address other relevant issues as it sees fit.

The Office of Administration shall include in its Affirmative Action Plan of Implementation procedures to assure that all tests for employment and promotion administered by the Division of Personnel are nondiscriminatory.

During 1994 only, the first year of this Order's implementation, departments may choose to submit the Affirmative Action Plans (the policy non-statistical components of their statement, responsible person, grievance procedures, description of diversity recruiting practices and diversity training needs), by March 1, and the statistical components by July 1. A department which chooses to meet the requirements of this Order under this paragraph should file a copy of its latest EEO-4 report with the non-statistical portion of its Affirmative Action Plan by March 1, 1994.

If the State EEO Officer determines that a department's Affirmative Action Plan does not meet the requirements of this Order, he or she shall report the same to the Commissioner of Administration and the Governor, who shall take such action and offer such assistance as they deem needed to ensure that the department develops and files an Affirmative Action Plan which meets the requirements of this order.

**ARTICLE VI**  
State Employment Services

All departments that provide employment referrals or placement services to public or private employers shall test, classify, counsel, train and refer for employment without regard to race, sex, color, national origin, religion, age, disability and veteran status, unless otherwise required by law. No job orders designed to exclude persons as mentioned above shall be filled unless by reason of a bona fide occupational qualification. Any applicant who believes that he or she has been discriminated against may ask for a review of the hiring decision from the responsible department.

**ARTICLE VII**  
State Services and Facilities

Every department shall offer its services to the public without discrimination. No State facility shall be used to promote any discriminatory practice, nor shall any department become a party to any agreement, which permits any discriminatory practice prohibited by this order, state or federal law.

**ARTICLE VIII**  
Public Education

All state institutions of public education shall promote nondiscrimination in the provision of services and fairness in employment practices, and shall encourage participation in cultural diversity training, sexual harassment training, work force diversity and other human relations training for administrators, faculty, and staff.

**ARTICLE IX**  
Financial Assistance

Neither race, sex, color, national origin, religion, age, disability nor veteran status shall be considered as a limiting factor in state-administered programs involving grants, loans, and other distribution of funds to applicants for benefits authorized by law.

**ARTICLE X**  
Health Care Service

All health care facilities licensed by the State shall comply with Title VI of the Civil Rights Act of 1964 and with state laws of nondiscrimination in public accommodations including patient administrations and health care services as a condition of continued participation in any state program or eligibility for any form of state assistance or licensing.

## **ARTICLE XI**

### **Training and Job Opportunities**

All education and vocational counseling, apprenticeship and training programs involving state participation shall encourage the development of an individual's fullest potential in a nondiscriminatory fashion. Job training programs will be administered without regard to race, sex, age, color, religion, national origin, disability, or veteran status, unless otherwise required by law.

## **ARTICLE XII**

### **State Licensing and Regulatory Agencies**

No department, board, commission, or agency shall grant, deny or revoke any license or charter on the basis of race, color, national origin, sex, age, religion, disability, or veteran status unless otherwise provided by law. Any test administered as a prerequisite to licensure by any board or licensing or regulatory agency shall be designed to preclude any impermissible discrimination.

## **ARTICLE XIII**

### **Contracts and Subcontracts**

Every state contract for goods or services, including insurance and health care maintenance, or for public works, including construction and repair of buildings, roads, bridges, and highways, shall contain a clause prohibiting discriminatory practices.

The nondiscrimination clause in state contracts shall specifically obligate contractors and subcontractors: 1. Not to discriminate against recipients of services on the basis of race, color, religion, national origin, sex, age, disability, or veteran status. 2. Not to discriminate against any employee or applicant for employment on the basis of race, color, religion, national origin, sex, age, disability or veteran status. 3. If the contractor or subcontractor employs at least fifty (50) persons, to have and maintain an affirmative action program which shall include: (a) A written policy statement committing the organization to affirmative action and assigning management responsibilities and procedures for evaluation and dissemination; (b) The identification of a person designated to handle affirmative action; (c) The establishment of nondiscriminatory selection standards, objective measures to analyze recruitment, an upward mobility system, a wage and salary structure and standards, applicable to lay-off, recall, discharge, demotion, and discipline; (d) The exclusion of discrimination from all collective bargaining agreements; and (e) Performance of an internal audit of the reporting system to monitor execution and to provide for future planning.

Contractors subject to this requirement shall submit a written statement certifying their compliance with this paragraph. To verify compliance with this order, departments may use any reasonable investigative procedures, including but not limited to requests, reports, site visits, and inspection of relevant documents of contractors and subcontractors.

The state shall work toward a goal of at least five (5%) percent of the contracts awarded by departments in the executive branch to for-profit businesses and five (5%) percent of the contracts awarded to not-for-profit businesses shall be to minority-owned or controlled enterprises. With the assistance of the Minority Business Advocacy Commission and the Division of Purchasing, each department shall develop a plan to pursue this goal or its own high goal through training, education, communication and recruitment efforts aimed at such businesses and shall submit such plan to the Governor and the Commissioner of Administration by July 1, 1994. This Executive Order is not intended to supersede any other policy, rule, or statute that sets a higher goal for any department, agency, board, or commission. As part of each department's initial report, it shall compile and submit copies of any such policies, rules, or statutes setting any minority contracting goals applicable to that department or any board, commission, or similar entity assigned to that department. Each department shall thereafter annually report on its progress toward the goals by each succeeding July 1, and shall include in each report copies of any new statutes, rules, or policies governing its minority contracting efforts.

**ARTICLE XIV**  
Employee Organizations

Employee organizations that exist in whole or in part for the purpose of dealing with employers in the executive branch of state government concerning employee grievances, labor disputes, or terms of employment shall not, on account of race, color, sex, age, religion, national origin, disability or veteran status: (1) exclude or expel from membership or otherwise discriminate against any individual; (2) limit, segregate, or classify members or applicants for membership in any way which would deprive or tend to deprive any individual of any benefit, advantage, or privilege; or (3) directly or indirectly create any condition which adversely affects the status of any employee.

**ARTICLE XV**  
Publication and Posting

Policies, procedures, and communications relating to this Order shall be distributed to all departments. Each department shall make a copy of the Affirmative Action Plan of Implementation accessible to employees at all offices and facilities.

**ARTICLE XVI**  
Other Governmental Bodies

All local governments and instrumentalities of government in Missouri are requested to cooperate with this endeavor to end discrimination within this State.

**ARTICLE XVII**

This Order shall take effect immediately and shall supersede all previous Executive Orders on this same subject.

## **Executive Order 05-30**

WHEREAS, such a study was conducted and found statistically significant disparities in state contractual expenditures for construction and the purchase of goods and services, as compared to the ready, willing and able minority and women-owned business enterprises (M/WBEs) in the state; and

WHEREAS, Executive Order 98-21 established goals to increase the percentage of goods and services procured from certified M/WBEs; and

WHEREAS, the goals for M/WBE participation established in Executive Order 98-21 have not been substantially met; and statistically significant disparities in state contractual expenditures for construction and the purchase of goods and services from minority and women-owned businesses in the state still exist; and

WHEREAS, on September 27, 2004, Behavioral Interventions, Inc. filed a lawsuit in the U.S. District Court, in the Western District of Missouri challenging the propriety of Missouri's M/WBE program. In January 2005, a preliminary injunction was issued ordering the Office of Administration, State of Missouri to suspend the placing of M/WBE requirements in any procurement by the State of Missouri. Because of the uncertainty created in the aftermath of the litigation, the program has undergone comprehensive revision not only to withstand constitutional scrutiny, but also to more adequately address the compelling needs and obstacles of minority and women-owned businesses to gain greater access to business opportunities, both public and private, within the state of Missouri; and

WHEREAS, the State of Missouri is dedicated to the compelling governmental interest in remedying race and sex based discrimination in a manner consistent with state and federal law; and

WHEREAS, the State of Missouri is committed to enhancing the economic health and prosperity of the state by promoting the greater use of minority and women-owned businesses. Job creation for Missouri residents, and therefore the success of minority and women-owned businesses, are paramount goals of this Administration; and

WHEREAS, the State of Missouri will gain enormously from improvements in expanded business opportunities for Missouri residents created by the expansion of minority and women-owned businesses and through the additional tax revenues generated by those individuals and businesses; and



WHEREAS, to further these goals, which are of the highest priority of this Administration, it is the policy of this Administration to develop economic opportunities for minority and women-owned businesses wherever possible.

NOW, THEREFORE, I, Matt Blunt, Governor of the State of Missouri, under the authority vested in me under the constitution and the laws of this state, to fulfill the mandate of the General Assembly in Senate Bills 808 & 672 and to pursue the compelling interest of remedying discrimination, do hereby declare the following narrowly tailored policies and procedures shall be adopted by the Executive Branch of state government in procuring all types of goods and services:

2. All state agencies shall continue to make every feasible effort to target the percentage of goods and services procured from certified MBEs and WBEs to 10% and 5%, respectively. These efforts shall include participation in an Executive Branch Contract Compliance Council which shall, in cooperation with the OSD, review procurement efforts to assist in meeting the requirements of this Executive Order.
3. The Divisions of Purchasing and Materials Management (PMM) and Facilities Management, Design and Construction (FMDC) within the Office of Administration shall be authorized to implement the following programs to increase M/WBE procurement:
  - a. PMM shall be authorized to encourage prime contractors to subcontract with M/WBEs on all contracts of \$100,000 or greater. OSD contracts shall include a provision for participation which will allow the bidders to tailor a plan to fit the contract. Mandatory percentage goals of M/WBE participation shall not be established in violation of federal or state law. M/WBE participation shall be encouraged by PMM in consultation with OSD and the user agency depending on the availability of M/WBE vendors in the applicable commodity/service and geographical area. PMM shall consider M/WBE participation as a significant factor in a contract bid. The M/WBE participation will be evaluated along with other criteria in the award of a bid. It is intended that 10% MBE and 5% WBE percentage is desired. The participation can be met through the use of prime contractors, subcontractors, suppliers, joint ventures, or other arrangements that afford meaningful opportunities for M/WBE participation. OSD in conjunction with PMM shall also appoint a M/WBE Purchasing Manager for the purpose of promoting and coordinating the participation of M/WBEs in State of Missouri contracts.
  - b. FMDC shall be authorized to evaluate M/WBE participation in design contracts, as part of the quality-based selection process, for construction projects worth \$1.5 million or more. On contracts with lesser value, FMDC shall make special efforts to target M/WBEs as prime contractors.

Overall participation targets for each fiscal year shall be 10% MBE and 5% WBE; however, mandatory percentage goals shall not be established in violation of federal or state law. The targets may be met through the use of prime contractors, subcontractors, joint ventures, or other arrangements that afford meaningful opportunities for M/WBE participation. FMDC shall also be authorized to seek participation of M/WBEs on construction contracts. The targets shall be set on a project by project basis by FMDC in consultation with the OSWD, taking into account the availability of M/WBE contractors in the applicable geographic area and construction trade, with the overall participation targets for each fiscal year at 10% MBE and 5% WBE. The targets may be met through the use of prime contractors, subcontractors, suppliers, joint ventures, or other arrangements that afford meaningful opportunities for M/WBE participation.

c. Both FMDC and the PMM shall establish policies or rules to implement these programs which shall include a waiver provision for prime contractors who make a good faith effort to attain such targets but do not succeed. They shall also establish enforcement procedures in cooperation with the OSWD to assist contractors to meet subcontracting commitments. Their programs shall be reviewed annually to determine whether targets should be modified.

d. FMDC and PMM are authorized and directed to identify and consult with such entities as the St. Louis Minority Business Council, the Kansas City Minority Supplier Council and the Kansas City Council of Women Business Owners in identifying M/WBEs to participate in state procurements.

4. OSWD shall monitor the programs and work with FMDC and PMM in their implementation. The OSWD shall have the following responsibilities and carry out the following tasks:

a. to actively recruit, facilitate and serve as a clearinghouse for M/WBE contractors to participate in the programs;

b. to cooperate with the PMM and the FMDC in the administration and enforcement of the M/WBE participation programs;

c. to cooperate with the PMM and the FMDC in the development of policies, forms, and procedures to carry out the requirements of the M/WBE participation programs;

d. to participate in M/WBE target setting;

- e. to perform fact-gathering and record-keeping to determine both the effectiveness of state participation programs and the availability and utilization of eligible M/WBEs on individual projects, including levels of participation and availability in specific areas;
  - f. to certify contractors as M/WBEs;
  - g. to assess the continuing need for M/WBE participation targets for specific contracting areas;
  - h. to monitor contractor participation with M/WBE targets; and
  - i. to recommend sanctions for contractors who fail to faithfully execute M/WBE participation plans during the course of contract performance.
5. The programs shall be reviewed annually to monitor the level of M/WBE participation achieved in state contracting areas during the previous year. An assessment of the programs and whether their continuation is necessary shall be delivered to the Governor and the General Assembly. After it is determined that M/WBEs participate in state contracts in a manner commensurate with their presence and capability in the state marketplace, the programs set forth in section 2 will be terminated.
6. Executive Order No. 98-21 (1998) and article II of Executive Order 94-03 (1994) are hereby superseded and replaced by this Executive Order.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, on this 8th day of September, 2005.

[Matt Blunt's signature]  
GOVERNOR

ATTEST:

[Robin Carnahan's signature]  
Secretary of State

## **Executive Order 10-24**

WHEREAS, the Constitutions of the United States and of the State of Missouri afford to all persons equal protection under the law; and

WHEREAS, the Congress of the United States and the General Assembly of the State of Missouri have enacted legislation prohibiting discrimination in public accommodations, housing and employment on the basis of race, color, religion, national origin, sex, ancestry, age, and disability; and

WHEREAS, personnel practices and procedures within the executive branch of the State of Missouri should not discriminate, through disparate treatment or disparate impact, against anyone, in violation of any federal or state civil rights statute, executive order, rule, regulation, or judicial decision; and

WHEREAS, the employment practices of the State of Missouri and the operation of its services and facilities should serve as a model for business, industry, and labor; and

WHEREAS, Title VII of the Civil Rights Act of 1964 and the Missouri Human Rights Act prohibit employment discrimination based on race, color, religion, national origin, sex, ancestry, age, and disability.

NOW, THEREFORE, I, Jeremiah W. (Jay) Nixon, Governor of the State of Missouri, in recognition of the obligations of the State of Missouri and by virtue of the authority vested in me by the Constitution and laws of the State of Missouri do hereby promulgate the following Code of Fair Practices for the Executive Branch of State Government.

### **ARTICLE I**

The executive branch of the State of Missouri shall ensure that all present and prospective employees are afforded equal opportunity at all levels and phases of employment within state government with respect to, but not limited to, hiring, recruiting, training, benefits, promotions, transfers, layoffs, demotions, terminations, rate of compensation, and recalls from layoffs. It shall be the responsibility of the State Office of Equal Employment Opportunity to monitor all departments of the executive branch of state government and assist them to ensure equal employment opportunity. The State of Missouri shall work to ensure that there will be no vestiges of discrimination against persons on account of race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability; not only in employment practices but in the provision of services and the operation of facilities.

## ARTICLE II

### State Equal Employment Opportunity Officer

The Governor shall designate a State Officer, hereinafter referred to as the State Equal Employment Opportunity (EEO) Officer. The State EEO Officer shall report to the Governor and the Commissioner of Administration. He or she shall have primary responsibility for assisting in the coordination and implementation of workforce diversity programs throughout all departments of the executive branch of state government, and for advising the Governor on issues regarding equal employment opportunity, workforce diversity, and efforts to administer workforce diversity action goals and timetables for implementation throughout the departments of the executive branch.

The State EEO Officer shall be the state's chief compliance officer for the executive branch of state government to ensure that the State of Missouri is complying with all federal and state laws concerning equal employment opportunity and workforce diversity. He or she shall assist each department in developing a Workforce Diversity Plan. Additionally, the State EEO Officer shall review progress reports of the departments and shall meet biannually with each department director to evaluate departmental results and determine the course of future workforce diversity goals, timetables, recruiting, planning, and implementation. The results of each meeting shall be reported in writing to the Commissioner of Administration.

Not later than January first of each calendar year, the State EEO Officer shall provide a report to the Governor and the Commissioner of Administration that summarizes the activities of each department pursuant to this Order and that contains recommendations for additional programs to accomplish the purposes of this Order.

Subject to appropriations, the Commissioner of Administration shall provide the State EEO Officer with such facilities, staff, resources, equipment, and supplies as are necessary to carry out the duties set forth herein. The State EEO Officer shall submit a proposal each fiscal year to the Commissioner of Administration, detailing the needs of the Office of Equal Employment Opportunity.

## ARTICLE III

### Workforce Diversity Council

Each department director shall designate an individual with sufficient experience and authority within the department to be able to communicate on behalf of the department and to implement recommendations of the Council, to serve on the State Workforce Diversity Council, hereinafter referred to as the "Council."

The Council shall:

- Meet quarterly and be chaired by the State EEO Officer;
- Work to ensure that all employees of the state are educated on issues involving diversity;

- Make such recommendations as it believes necessary to the State EEO Officer to assist in the implementation of this Order; and
- Assist the State EEO Officer in formulating policy and issues that affect workforce diversity in the executive branch of state government.

The Council designee shall be the chief liaison to his or her department concerning equal employment opportunity and workforce diversity issues and shall make recommendations and report any changes, trends and new occurrences with respect to workforce diversity to their respective departments.

#### **ARTICLE IV**

##### Workforce Diversity Program

The Workforce Diversity Program will demonstrate the State of Missouri's good faith effort to eliminate any potential discriminatory barriers to employment, while enhancing the state's effort to provide equal employment opportunity and improve workforce diversity.

The Program shall:

- Ensure awareness of workforce diversity before hiring decisions are made;
- Prohibit the departments in the executive branch from engaging in unlawful discriminatory practices; and
- Place a strong emphasis on recruitment, retention, and upward mobility as methods to enhance the State of Missouri's work force through equal employment opportunity and workforce diversity.

#### **ARTICLE V**

##### Workforce Diversity Plan

Each department of the executive branch shall submit a revised Workforce Diversity Plan to the State EEO Officer by September 30th of each year. The primary responsibility for developing the Workforce Diversity Plan will rest with each department director. The State EEO Officer shall review and approve each submitted plan to ensure it significantly complies with the provisions and purposes of this Order.

Each Workforce Diversity Plan shall contain the following items:

- A departmental policy statement on Equal Employment Opportunity and Workforce Diversity;
- Identification of individuals who will be responsible for implementation of the Workforce Diversity Plan within the department;
- A utilization and availability analysis presented in a form and manner as determined by the Office of Equal Opportunity;

- Identification of problem areas and proposed actions and timelines;
- A statement on how progress will be monitored and reported;
- A description of departmental recruiting practices that will be used to diversify the department's work force;
- Procedures used to ensure all tests for employment and promotion are nondiscriminatory; and
- Identification of diversity training needs within the department and plans to address those needs.

All state agencies shall require participation by all employees in periodic training that cover the topics of:

- Discrimination;
- Sexual harassment;
- Cultural and work force diversity; and
- Other appropriate human relations training as determined by the Office of Administration, Division of Personnel. The Division of Personnel shall approve all Workforce Diversity Training provided by state agencies.

If the State EEO Officer determines that a department's Workforce Diversity Plan does not meet the requirements of this Order, he or she shall report the same to the Commissioner of Administration and the Governor, who shall take such actions and offer such assistance as they deem necessary to ensure that the department develops and files a Workforce Diversity Plan which meets the requirements of this Order.

#### **ARTICLE VI**

##### State Employment Services

All departments which provide employment referrals or placement services to public or private employers shall provide these services without regard to race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability, and shall not engage in any unlawful acts in violation of federal or state discrimination laws. No job orders designed to exclude persons as mentioned above shall be filled unless by reason of a bona fide occupational qualification.

#### **ARTICLE VII**

##### State Services and Facilities

Every department shall offer its services to the public without discrimination. No state facility shall be used to promote any discriminatory practice, nor shall any department become a party to any agreement which permits any discriminatory practice prohibited by this Order, state or federal law.

**ARTICLE VIII**  
Public Education

All state institutions of public education shall promote nondiscrimination in the provision of services and fairness in employment practices.

**ARTICLE IX**  
Financial Assistance

Neither race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, disability, nor any other criteria in violation of federal or state discrimination laws shall be considered as a limiting factor in state administered programs involving grants, loans, or other distribution of funds to applicants for benefits authorized by law.

**ARTICLE X**  
Health Care Service

All health care facilities licensed by the State of Missouri shall comply with all federal and state laws regarding discrimination in public accommodations including patient admissions and health care services as a condition of continued participation in any state program or eligibility for any form of state assistance or licensing.

**ARTICLE XI**  
Training and Job Opportunities

All educational and vocational counseling, apprenticeship, and training programs involving state participation shall encourage the development of an individual's fullest potential in a nondiscriminatory fashion. Job training programs will be administered without regard to race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability, and shall not engage in any unlawful acts in violation of federal or state discrimination laws.

**ARTICLE XII**  
State Licensing and Regulatory Agencies

No department, board, commission, or agency shall grant, deny or revoke any license, permit, registration, certification, charter or other regulatory instrument on the basis of race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability, and shall not engage in any unlawful acts in violation of federal or state discrimination laws. Any test administered as a prerequisite to licensure by any board or licensing or regulatory agency shall be designed to preclude any discrimination.



### **ARTICLE XIII**

#### Employee Organizations

Employee organizations that exist in whole or in part for the purpose of dealing with employers in the executive branch of state government concerning employee grievances, labor disputes, or terms of employment shall not, on account of race, color, religion, national origin, sex, ancestry, age, sexual orientation, veteran status, or disability:

- Exclude or expel from membership or otherwise discriminate against any individual;
- Limit, segregate, or classify members or applicants for membership in any way which would deprive or tend to deprive any individual of any benefit, advantage, or privilege; or
- Directly or indirectly create any condition which adversely affects the status of any employee.

### **ARTICLE XIV**

#### Publication and Posting

Policies, procedures, and communications relating to this Order shall be distributed to all departments. Each department shall make the Workforce Diversity Plan accessible to all of its employees.

### **ARTICLE XV**

#### Other Governmental Bodies

All local governments and instrumentalities of government in Missouri are requested to cooperate with this endeavor to address fair and equal employment opportunities within the state.

### **ARTICLE XVI**

This Order shall take effect immediately and shall supersede paragraph one (1) of Executive Order 05-30.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, on this 9th day of July, 2010.

[Jay Nixon's signature]  
GOVERNOR

ATTEST:  
[Robin Carnahan's signature]  
Secretary of State

## **Executive Order 19-16**

WHEREAS, the State of Missouri is committed to developing and maintaining a talented public workforce that reflects the rich diversity of the citizens of the State; and

WHEREAS, it is the policy of the State of Missouri to support and encourage individuals with disabilities to fully participate in the community and economic life of Missouri and engage in competitive integrated employment; and

WHEREAS, 79.8% of working-age people without a disability are employed, while only 37.1% of working-age people with a disability are employed; and

WHEREAS, the percentage of individuals with disabilities living in poverty in Missouri is 15.5% higher than the percentage of individuals without disabilities who are living in poverty; and

WHEREAS, the economic impact of unemployment and pay disparities between people with disabilities and those without disabilities results in forgone state tax revenue; and

WHEREAS, expanding job opportunities for people with disabilities saves federal and state government money by reducing dependency on cash and medical disability-related benefits; and

WHEREAS, the State of Missouri is committed to reducing discrimination, eliminating barriers to employment, and attracting talented candidates into state employment; and

WHEREAS, to be competitive in the global economy, the State of Missouri must use the talents and important contributions of all workers, including individuals with disabilities; and

WHEREAS, the State of Missouri, as the state's largest employer, can serve as a model for the employment of individuals with disabilities through improved recruitment, hiring, and retention strategies:

NOW THEREFORE, I, MICHAEL L. PARSON, GOVERNOR OF THE STATE OF MISSOURI, by virtue of the authority vested in me by the Constitution and laws of the State of Missouri, do hereby order the commencement of the Missouri as a Model Employer initiative and direct:

1. The State of Missouri shall make best efforts to eliminate the disparity in the percentage of individuals with disabilities of working age in the population and the percentage of employees with disabilities in the State workforce, and set annual goals for continuing to increase the percentage of individuals with disabilities in the State workforce.

2. The Office of Administration shall, on an annual basis, collect data, based on voluntary self-disclosure, and report initial baseline numbers of state employees with disabilities. The Office of Administration shall report and evaluate the State's progress in increasing the percentage of employees with disabilities in the State workforce.
3. The Office of Administration, Division of Personnel, shall identify and designate a State Disability Employment Coordinator or Coordinators, who shall be responsible for advising all state agencies on disability policy and compliance with state and federal disability rights law, collaborating with and supporting all state agencies concerning recruitment, hiring, and retention of employees with disabilities, and training of state employees and managers on disability-related issues.
4. Each state agency shall utilize best efforts, with the support of the State Disability Employment Coordinator or Coordinators, to recruit, hire, retain, and promote career advancement of individuals with disabilities, and to adopt best practices and strategies that will promote the recruitment, hiring, and retention of employees with the most significant disabilities including the use of supported employment, individual placement with support services, customized employment, internships, and job shadowing.
5. The Office of Administration and the State Disability Employment Coordinator or Coordinators shall ensure that all state employees participate in initial and periodic disability awareness training to build and sustain a culture of inclusion in the workplace which will include discussion of rights to reasonable accommodation in the workplace.
7. The Office of Administration and the State Disability Employment Coordinator or Coordinators shall work with each state agency to ensure that human resources and hiring managers are provided training in disability rights, hiring, and workplace policies, and best practices that promote a diverse and inclusive workforce.
8. The Office of Administration shall ensure that the State's web-based hiring portal is accessible for applicants with disabilities.
9. The director or commissioner of each state agency shall, within 30 days of this order, designate an employee or employees who will be responsible for overseeing the development, implementation, monitoring, and evaluation of strategies to recruit, hire, retain, and promote career advancement of people with disabilities, and who will serve as a contact person for Missouri Rehabilitation Services and other organizations that represent job seekers with disabilities.
10. Each agency's disability contact shall make best efforts to utilize the resources, services, and funding available through Missouri Rehabilitation Services and the

Missouri Department of Higher Education and Workforce Development for work-based learning experiences, internships, and trainings for high school and college students with disabilities including youth with significant disabilities.

12. This executive order shall not be construed to require any state employee or candidate for state employment to disclose disability status involuntarily. This order shall not create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the State of Missouri, its departments, agencies, or entities, its officers, employees or agents, or any other person.

IN WITNESS WHEREOF, I have hereunto set my hand and caused to be affixed the Great Seal of the State of Missouri, in the City of Jefferson, on this 9<sup>th</sup> day of September, 2019.

[Michael L. Parson's signature]  
Michael L. Parson  
Governor

ATTEST:

[Jay Ashcroft's signature]  
John R. Ashcroft  
Secretary of State

## COMMISSION POLICIES

### Fair Employment Practices

In accordance with the Civil Rights Act and all its amendments, Age Discrimination in Employment Act and Executive Order 94-03 and Executive Order 10-24, the State Tax Commission recognizes and reaffirms its responsibility to employ individuals on the basis of knowledge, skills and abilities. The Commission is an equal opportunity employer and does not make employment decisions for any employee or applicant based on age, race, color, national origin, ancestry, sex, religion, veterans' status, disability, genetic information, sexual orientation, or any other reason prohibited by law.

The Commission's Fair Employment Practices Policy, Policy 2.02, demonstrates the Commission's commitment to ensure qualified employees and job applicants are not discriminated against with respect to any harassment, retaliation, coercion, interference, or intimidation regarding the terms, privileges, or condition of employment.

### Employees with Disabilities Policy

In accordance with the Rehabilitation Act of 1973, Executive Order 94-03, Executive Order 10-24, the Americans with Disabilities Act of 1990, and the Pregnant Workers Fairness Act of 2023, the State Tax Commission recognizes and reaffirms its responsibility and commitment to provide employment opportunities for persons with disabilities or known limitations. The Commission will employ and advance in employment, in a nondiscriminatory manner, disabled or known limited individuals in positions for which they are qualified.

The Commission's Employees with Disabilities and Pregnant Workers Fairness Act Policy, Policy 2.19, demonstrates the Commission's commitment to ensure qualified employees and job applicants are not discriminated against with respect to any terms, privileges, or conditions of employment because of disability or known limitations.

### Harassment, Discrimination, and Anti-Retaliation

The State Tax Commission is committed to providing a work environment for employees that is fair, humane, and respectful, and supports and rewards employee performance on the basis of skill, knowledge, and ability. The Commission's Harassment, Discrimination, and Anti-Retaliation Policy, Policy 2.16, is committed to providing a work environment for employees, which is free of any unlawful harassment or discrimination. Harassment, discrimination, and retaliation of Commission employees in or about the workplace by fellow employees, vendors, or members of the public is not tolerated.

## Disabled Veterans & Veterans of the Vietnam Era

In accordance with the Vietnam Era Veterans Readjustment Assistance Act of 1974 and its amendments, the State Tax Commission reaffirms its responsibility and commitment to provide employment to disabled veterans or veterans of the Vietnam Era.

The Commission will employ and advance in employment, in a nondiscriminatory manner, disabled veterans or veterans of the Vietnam Era in positions for which they are qualified. Efforts will be made to accommodate the disabled veterans unless doing so interferes or imposes undue hardship on the mission of the Commission.

## Discrimination of Religion/National Origin

In compliance with Article I of Executive Order 94-03, the State Tax Commission does not discriminate against employees or applicants for employment because of their religion or national origin.

The Commission's Fair Employment Practices Policy, Policy 2.02, expresses the Commission's commitment to prohibit discrimination based on religion or national origin. The Commission reaffirms this commitment in all recruitment efforts. Efforts are made to accommodate the religious observances and practices for all employees unless doing so interferes with the mission of the Commission.

## DISSEMINATION OF POLICY

The State Tax Commission ensures that all employees, applicants for employment, and others are aware of its Workforce Diversity Program. The State Tax Commission will disseminate the Workforce Diversity Plan and make it accessible to employees in the following manner:

### **Internal Dissemination**

1. The Fair Employment Practices Policy, Policy 2.02, is published and made part of the State Tax Commission Personnel Manual, which is provided to every employee and posted to the State Tax Commission's Intranet site.
2. The Workforce Diversity Plan is available to all employees by requesting a copy from their supervisor or manager, or by visiting the State Tax Commission's website.
3. Posters informing employees that the Commission is an equal opportunity employer are posted on the State Tax Commission's Intranet site.
4. During new employee orientation, the Commission's policies and commitment to workforce diversity and equal employment opportunity are shared with new employees.
5. The Administrative Secretary provides information relating to workforce diversity and equal employment opportunities to management and team members on an on-going basis.

### **External Dissemination**

1. The Plan is filed with the Office of Administration/Equal Employment Opportunity and is made available to all federal, state, and local entities at their request. The Plan is further provided to all recruitment sources and to any applicant or any other interested party by request and posted on the State Tax Commission's website.
2. All recruiting sources used are informed that the State Tax Commission is an Equal Opportunity Employer.
3. The vacancy notices for vacant positions contains a statement that the Commission is an Equal Opportunity Employer.
4. In the Commission's recruiting efforts, we are committed to equal employment opportunity and attempt to solicit applications of minorities, women, disabled, and other protected group members.

5. The Administrative Secretary will continue to disseminate employment information via job postings and assure that contacts are made to assist the workforce diversity efforts of the Commission when funding is available.
6. All agencies, contractors, subcontractors, and vendors receiving funds from or through the State Tax Commission or providing services to and for the State Tax Commission shall be informed of the Commission's policy and their responsibility to comply with all applicable federal and state laws, regulations, and executive orders pertaining to equal employment opportunity and nondiscrimination in provision of services.



## RECRUITMENT STRATEGY

Due to budget constraints, recruitment has become very limited and has become a shared responsibility between Human Resources and the sections who are hiring. Job openings are listed on the Agency's web site, posted on the State of Missouri hiring system, and distributed to multiple email distribution lists.

The Agency occasionally places ads on other job boards or newspapers, but these actions are also based on availability of funds.

The Commission is also committed to providing opportunities for advancement to current team members.

## DEVELOPMENT AND EXECUTION OF PROGRAMS

To ensure equal employment opportunity and to promote workforce diversity, the State Tax Commission will maintain a personnel system that is free of bias and discrimination. The following components demonstrate the Commission's commitment toward achieving equal employment opportunities.

1. Classification specifications are reviewed and revised to make sure they are free from bias with regard to age, race, color, national origin, ancestry, sex, religion, veterans' status, disability, genetic information, sexual orientation, or any other reason prohibited by law.
2. Approved classification specifications are available for review by all State Tax Commission employees.
3. All vacancies are advertised by the State Tax Commission on the website <https://stc.mo.gov/> under Employment Opportunities. Vacancies are posted on the State of Missouri hiring system, distributed via email to various distribution lists, and, when appropriate, vacancies are advertised on other job boards or newspapers.
4. The State Tax Commission advertises in local media, when necessary, to ensure a diverse applicant pool for filling vacant positions.
5. All interviewed applicants are notified of the Commission's selection decision.
6. The Commission typically offers and approves training programs and requests for team members, as funding allows.

## ROLES AND RESPONSIBILITIES

The effectiveness of the Workforce Diversity Plan is the responsibility of each team member. Assignment of responsibilities will result in the integration of Workforce Diversity goals throughout the State Tax Commission. The following individuals have specific responsibility under the Workforce Diversity Plan.

### **Commissioners**

The Commissioners have full responsibility and authority for implementation of the Governor's Executive Order 90-07, Executive Order 94-03, Executive Order 05-30, Executive Order 10-24, and Executive Order 19-16 prohibiting discrimination and promoting the Commission's Workforce Diversity Plan.

The Commissioners will:

- a. Formulate and issue policies, and establish the general climate for program acceptance;
- b. Strive for positive implementation by delegation of authority, organization, and resource allocation; and
- c. Evaluate overall program effectiveness and hold subordinate team members accountable for results.

### **Section Managers**

The Section Managers will be held accountable for the effectiveness and results of the Workforce Diversity Plan within their sections. They will ensure Commission policies and practices, as they relate to the Workforce Diversity Plan, are understood and conformed to by the section team members. The Section Managers will initiate or support programs and practices designed to develop understanding, acceptance, commitment, and compliance within the framework of this program.

Section Managers will:

- a. Assist the Administrative Secretary in analyzing the workforce in their section in order to identify jobs and areas where protected group members are underutilized;
- b. Correct identified deficiencies through specific, measurable, and attainable employment goals; and
- c. Hold meetings with subordinates to explain and re-emphasize the provisions of this program, establish expectations, and identify individual responsibilities.

## **Management Staff**

All management team members shall adhere to the policy and intent of the Commission's Workforce Diversity Plan. Management team members will do so by accepting responsibility to work toward the goals and objectives of the plan and by holding supervisory team members accountable for promoting equal employment opportunity in the workplace.

Management staff will:

- a. Make a good faith effort to fulfill their obligation under this plan and assist the Administrative Secretary in identifying problem areas in individual sections;
- b. Ensure all personnel management decisions including development of job knowledge and skill requirements, interviews, offers of employment, compensation commitments, assignments, training and evaluations, and employee relations are consistent with the Commission's personnel policies; and
- c. Evaluate the effectiveness of the Commission's supervisory personnel in furthering the progress of the Commission's efforts in workforce diversity.

## **Administrative Secretary**

The employee relations and compliance function of the State Tax Commission is administered by the Administrative Secretary. The Administrative Secretary assists the Commission in achieving Workforce Diversity goals and maintaining compliance with Commission policies.

The Administrative Secretary will:

- a. Plan and coordinate activities associated with the Workforce Diversity program;
- b. Assist members of management in problem identification and resolution relative to any requirement or provision of the program;
- c. Review and analyze the impact of Commission policies and directives and develop plans to overcome identified problems;
- d. Develop draft policy statements, Workforce Diversity programs, and internal and external communication;

- e. Develop and implement audit and reporting systems designed to measure program effectiveness, assess the need for remedial action, and evaluate the degree to which goals and objectives have been obtained;
- f. Analyze and evaluate employment practices and develop methods and strategies for improving the Commission's Workforce Diversity position and complying with all policy and legal requirements;
- g. Serve as liaison between departments, enforcement agencies, minority/women's organizations, and special interest groups of protected classes when appropriate;
- h. Keep Commissioners and Section Managers informed of the latest developments in the area of equal employment opportunity and provide problem resolution assistance; and
- i. Receive, investigate, and work to resolve internal complaints of alleged discrimination.

### **Administrative Support Professional**

The Administrative Support Professional assists in the administration and implementation of the Workforce Diversity Plan. The Administrative Support Professional assists in the development and revisions of the Workforce Diversity Plan. The Administrative Support Professional oversees contract compliance and its administration and enforcement of Title VI of the Civil Rights Act, the Americans with Disabilities Act, Sections 503 and 504 of the Rehabilitation Act of 1974, and all other related law dealing with the equality in providing services.

### **State Tax Commission Team Members**

State Tax Commission team members will be responsible for supporting a work climate, which is conducive to achieving the Commission's Workforce Diversity Plan goals. Commitment to support the Commission policy regarding equal employment opportunity shall be a condition of employment and continuing employment.

## SERVICE PROVISION

### Contract Compliance

The Commission commits to enforce Title VI of the Civil Rights Act of 1964 and amendments, Sections 503 and 504 of the Rehabilitation Act of 1973, Missouri Public Accommodation Act and Executive Order 94-03, and the Americans with Disabilities Act of 1990. The Commission assures that all laws, acts, and order prohibiting unlawful discrimination in provision of services will be enforced.

The Commission shall make no policy or regulation that would result in unlawful discrimination against applicants or for recipients of services in any program administered by the Commission. No team member or agent of the Commission may take any action on the basis of that person's affected group status.

## PURCHASING

### Minority and Women Business Enterprise

The procurement team continues to work with the Office of Equal Employment Opportunity to enhance purchases from M/WBE vendors. The Office of Equal Employment Opportunity provides resources on its website to give state agencies easy access to MBE/WBE information and will help in reaching out to those vendors to procure commodities and services. The Commission will also continue to encourage all programs to consider the use of M/WBE businesses, when available.

The Commission will continue to encourage the utilization of M/WBE businesses for small purchases through awareness. Different ways in increasing this awareness may be done through trainings, public meetings, seminars, informational emails, memos, and posted website information. With budgetary issues in the forefront of all purchases, the Commission is extremely watchful and attentive as to expenditures. All efforts are made to ensure that money is spent efficiently and for the purpose of serving the people of Missouri.

### Recruitment

Recruitment and referral for vendor registration and participation is an ongoing activity with the State Tax Commission. Besides the Office of Administration, the State Tax Commission utilizes different sources to obtain qualified minority bidders. These include referrals from State Purchasing Buyers and referrals from other state agencies.

## REPORTING

An internal reporting system to continually audit, monitor, and evaluate progress is essential for a successful Workforce Diversity Program. The Administrative Secretary is responsible for developing and implementing this system. The reports outlined in this section will be utilized for comparative studies to assist the Commission's progress toward goal achievement. Appropriate adjustment will be made based on further assessment.

The following reports and analyses are prepared for review:

Quarterly

### **Applicant Pool**

The Administrative Secretary summarizes EEO information for individuals applying for employment with the State Tax Commission.

### **Expenditure Review**

This analysis is summarized to ensure compliance for M/WBE expenditures in accordance with Executive Order 05-30. (Does not have quarterly breakdown for FY-2024.)

Semi-Annually

### **Statistical Reports**

Statistical update reports are generated to determine where the agency stands and what additional steps should be taken to ensure we are meeting our goals.

Annually

### **Workforce Diversity Plan**

The Workforce Diversity Plan is a self-analysis, which provides a meaningful methodology for determining where the Commission should take steps to increase the hiring of qualified minorities and women. True execution will ensure improved work opportunities for affected employee groups.



## ACTION ITEMS

The Administrative Secretary will advertise vacant positions on-line at <https://stc.mo.gov/>; promote job announcements through the State of Missouri's hiring system; and at the request of the Commissioners, the Administrative Secretary advertises vacant positions in commercial media. The Administrative Secretary ensures that all job announcements state that the State Tax Commission is an Equal Opportunity Employer.

In an effort to ensure all interview processes are free from bias in regard to age, race, color, national origin, ancestry, sex, religion, veterans' status, disability, or any other reason prohibited by law, the Administrative Secretary serves on all interview panels for any position with supervisory responsibilities. This procedure is limited to supervisory positions because of the small size of the agency.

The Administrative Secretary requires that underutilized positions be posted so all minority applicants have an opportunity to apply for vacancies.

Throughout the year, and as funding allows, the Administrative Secretary will attend or coordinate efforts with OA/Personnel or EEO at career fairs at colleges and universities in a good faith effort to strengthen the number of minority applicants in our applicant pool.

The State Tax Commission will conduct mandatory diversity training for all new employees.

The diversity training will cover the following objectives:

- Understanding the different influencers that make everyone unique.
- Understanding our own attitude, beliefs, and prejudices about others.
- Realizing the importance of embracing a diverse workforce to better serve our diverse customers.
- Learning strategies to help embrace difference.
- Understanding how diversity is included in the Commission's vision, mission and value statements.

As budget permits, the Commission will develop a training plan for all supervisors and managers which will enhance leadership development and concentrate on coaching employees, teaching managerial skills, and implementing policy.

Follow-up sessions will be conducted as budget permits, to ensure the application of skills from learning environment to work environment. Classes are conducted to enhance professional development as well as retain a quality workforce.

The Administrative Secretary utilizes recently created and searchable databases to insure that contracts for goods and services which are internally generated consider WBE and MBE targets.

## ACTIVE JOB TITLES

<b>CLASS CODE</b>	<b>CLASSIFICATION DESCRIPTION</b>
02AM20	ADMINISTRATIVE SUPPORT ASSISTANT
02AM40	ADMINISTRATIVE SUPPORT PROFESSIONAL
18AA40	APPRAISAL AND ASSESSMENT MANAGER
18AA30	APPRAISAL AND ASSESSMENT SPECIALIST
18AA30	APPRAISAL AND ASSESSMENT SUPERVISOR
02RD20	ASSOCIATE RESEARCH/DATA ANALYST
009735	CHIEF COUNSEL
009740	COMMISSION CHAIRMAN
009739	COMMISSION MEMBER
02AM30	LEAD ADMINISTRATIVE SUPPORT ASSISTANT
15LS30	LEGAL ASSISTANT
009878	PRINCIPAL ASSISTANT - BOARD/COMMISSION SENIOR APPRAISAL AND ASSESSMENT
18AA20	REPRESENTATIVE
009775	SENIOR HEARINGS OFFICER
009871	SPECIAL ASSISTANT PROFESSIONAL

## UNDERUTILIZATION SUMMARY

Based upon the analysis conducted for the fiscal year 2024 Affirmative Action Plan, 3 of the 15 job titles showed underutilization. The below data illustrates the categories in which the Commission was underutilized for FY24. The remaining 12 job titles have no underutilization in FY24.

### FY24 Underutilization Data

Job Title	Underutilization FY24	Protected Group	
		Female	Male
Appraisal and Assessment Manager	Yes	White	Black/African American and White
Appraisal and Assessment Supervisor	Yes	Black/African American and White	
Senior Appraisal and Assessment Representatives	Yes	Black/African American	Black/African American and White

The 2024 data was calculated using the “Any Difference > than One rule.” Underutilization with the “Any Difference > than One rule” is any difference between the number of employees in the Commission with the number of qualified individuals available. Underutilization is considered insignificant if it represents less than a full-time employee.

## UNDERUTILIZATION STATISTICS

Class Code	Classification Description	Black/African American				White			
		Female	Percent Female	Male	Percent Male	Female	Percent Female	Male	Percent Male
02AM40	Administrative Support Professional	0	0.00%	0	0.00%	1	100.00%	0	0.00%
18AA40	Appraisal and Assessment Manager (Manager & Asst Mgr)	0	0.00%	0	0.00%	0	0.00%	2	66.67%
18AA30	Appraisal and Assessment Specialist	0	0.00%	1	50.00%	0	0.00%	0	0.00%
18AA30	Appraisal and Assessment Supervisor	0	0.00%	0	0.00%	0	0.00%	2	100.00%
03RD20	Associate Research/Data Analyst	0	0.00%	0	0.00%	1	100.00%	0	0.00%
9735	Chief Counsel	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9740	Commission Chairman	0	0.00%	0	0.00%	0	0.00%	1	100.00%
9739	Commission Member	0	0.00%	0	0.00%	1	50.00%	1	50.00%
02AM30	Lead Administrative Support Assistant	0	0.00%	0	0.00%	1	100.00%	0	0.00%
15LS30	Legal Assistant	0	0.00%	0	0.00%	1	100.00%	0	0.00%
9878	Principal Assistant - Board/Commission	0	0.00%	0	0.00%	1	100.00%	0	0.00%
18SS20	Senior Appraisal and Assessment Representative	0	0.00%	0	0.00%	7	46.67%	8	53.33%
9871	Special Assistant - Professional	0	0.00%	0	0.00%	0	0.00%	1	100.00%

## M/WBE ACTIVITY REPORTS

<b>MISSOURI STATE TAX COMMISSION</b>				
<b>MINORITY BUSINESS ACTIVITY REPORT</b>				
<b>MBE/WBE Percentages</b>				
<b>FISCAL YEAR</b>				
	<b>2024</b>	<b>2023</b>	<b>2022</b>	<b>2021</b>
Dollar Amount of Purchases awarded to WBE Vendors	\$0	\$0	\$0	\$0
Dollar Amount of Purchases awarded to MBE Vendors	\$0	\$0	\$0	\$0
Dollar Amount of all Purchases over \$3,000 STC Bid	\$0	\$0	\$0	\$0
Percentage of Purchases from WBE Vendors	0.00%	0.00%	0.00%	0.00%
Percentage of Purchases from MBE Vendors	0.00%	0.00%	0.00%	0.00%
Percentage of Minority Awarded Purchases to Total Awarded Purchases	0.00%	0.00%	0.00%	0.00%
<p>The STC utilizes the State of Missouri's Purchasing Card (P-Card) program for the majority of its expenditures. This agency also utilizes state-wide contracts for motor fuel (WEX Fuel Card), offices supplies, equipment repair and maintenance, and other professional services through the MissouriBuys system. Typically, less than and estimated 3% of spending was not through the P-Card program, Interagency billing, or state-wide contract. Tracking of M/WBE of P-Card program expenditures is currently not possible for our agency.</p>				

## MBE/WBE PARTICIPATION

### MISSOURI STATE TAX COMMISSION FY – 2024 EXPENDITURE ANALYSIS MBE/WBE PARTICIPATION ACHIEVED

MBE Participation Achieved

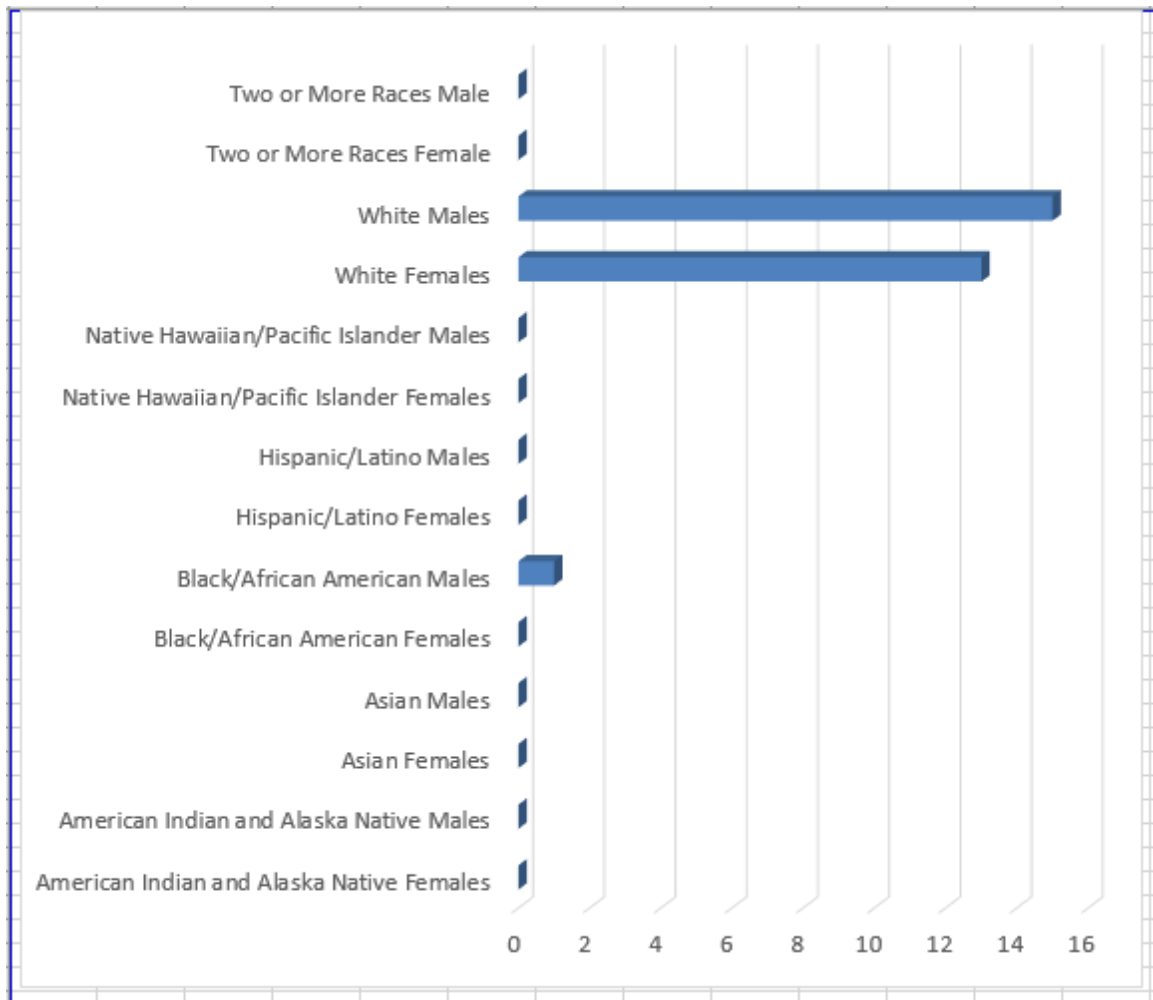
WBE Participation Achieved

### MISSOURI STATE TAX COMMISSION FY – 2024 EXPENDITURE ANALYSIS MBE/WBE PARTICIPATION NOT ACHIEVED

- 2250 – Office Supplies
- 2277 – Other Administrative Supplies
- 2328 – Motor Fuel
- 2331 – Other Repair & Maintenance Supplies
- 2373 – Other Specific Use Supplies
- 2544 – Other Professional Services
- 2598 – Office Furniture and Equipment Repair and Maintenance
- 2610 – Vehicle Repair & Maintenance
- 2910 – Meeting Room/Exhibit Space Rentals
- 2991 – Agency Provided Food

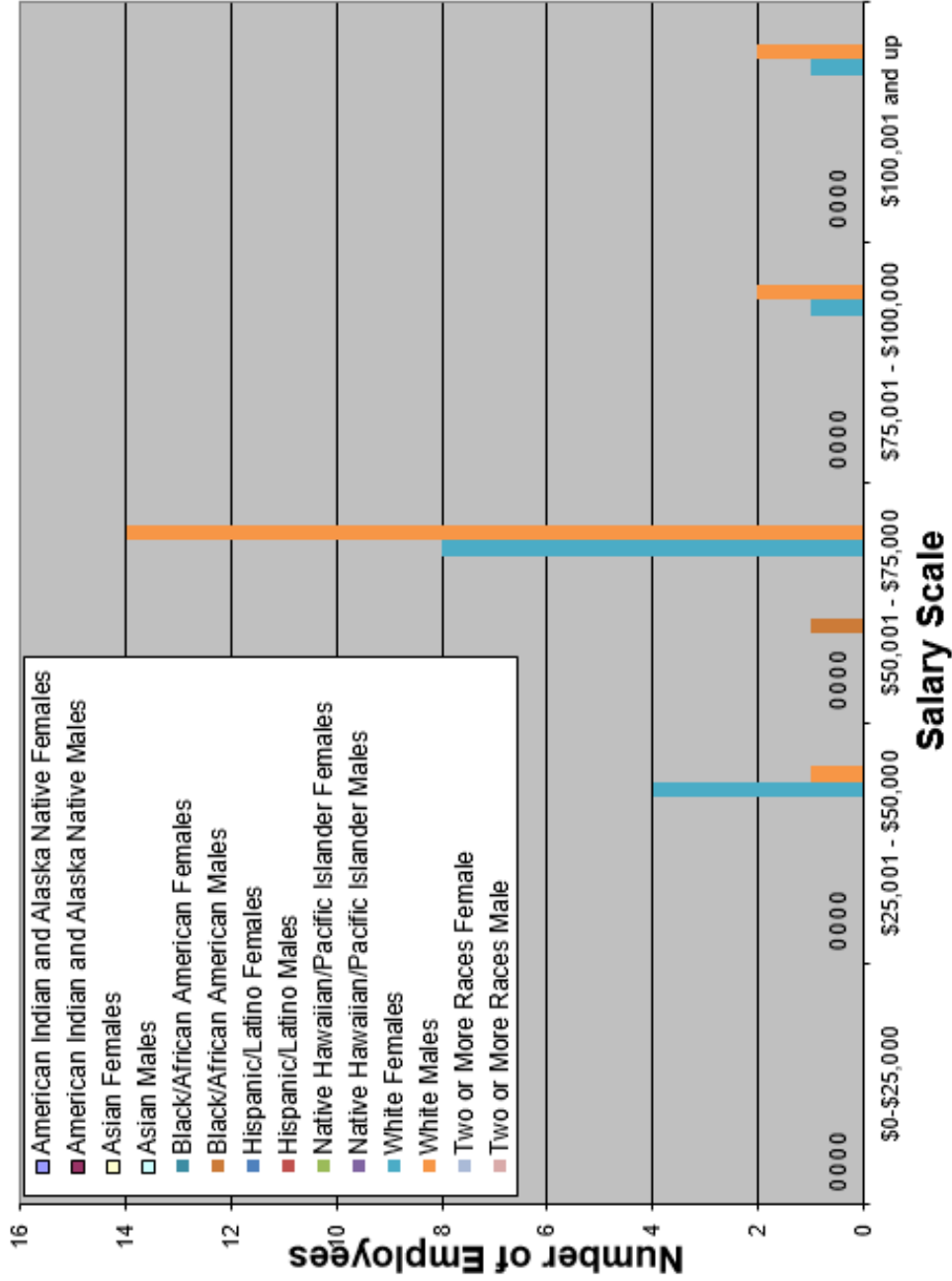
The STC utilizes the State of Missouri's Purchasing Card (P-Card) program for the majority of its expenditures. This agency also utilizes state-wide contracts for motor fuel (WEX Fuel Card), offices supplies, equipment repair and maintenance, and other professional services through the MissouriBuys system. Typically, less than an estimated 3% of spending was not through the P-Card program, Interagency billing, or state-wide contract. Tracking of M/WBE of P-Card program expenditures is currently not possible for our agency.

## WORKFORCE ANALYSIS



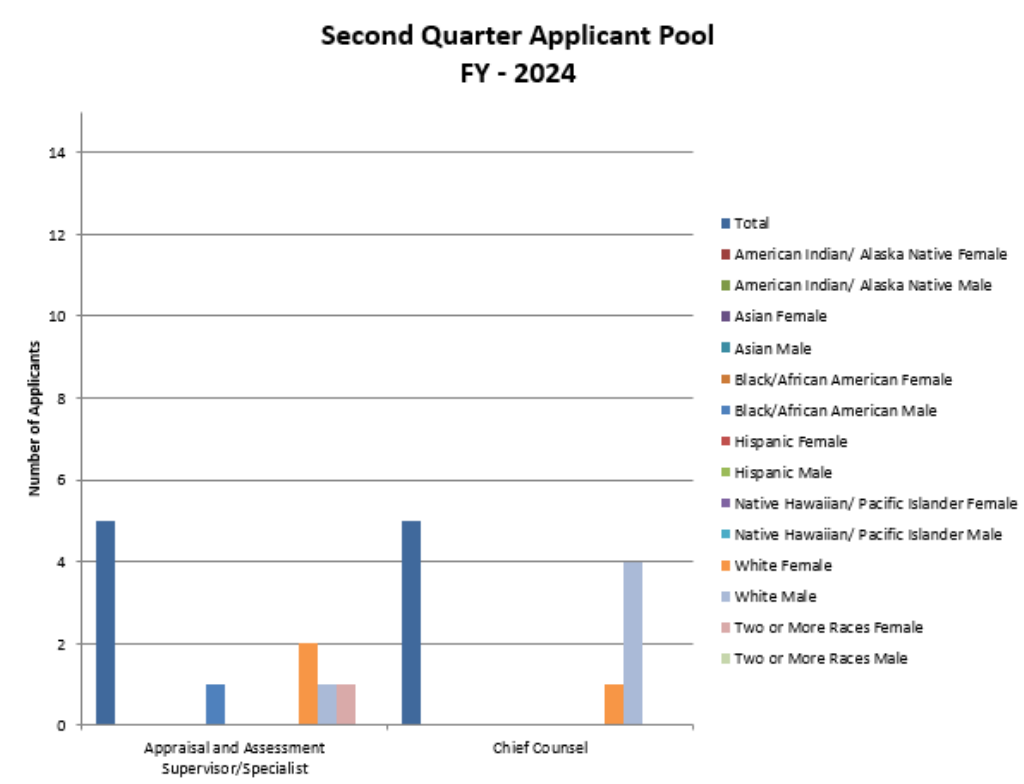
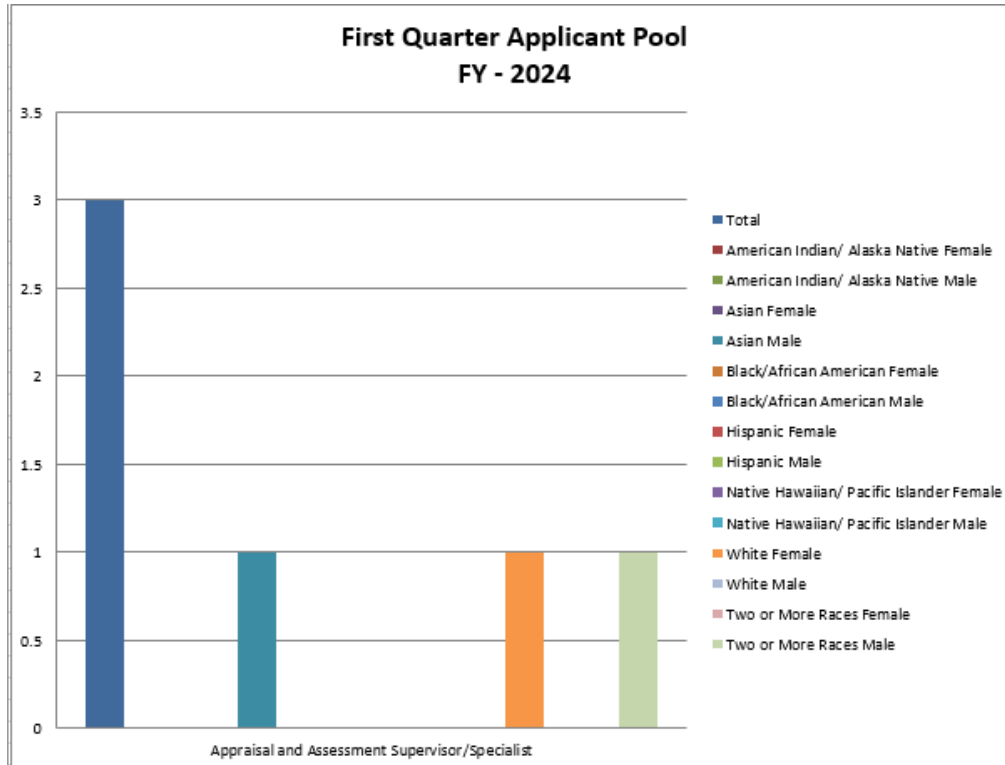
## SALARY DISTRIBUTION AGENCY SUMMARY

### Missouri State Tax Commission Salary Distribution FY 2024

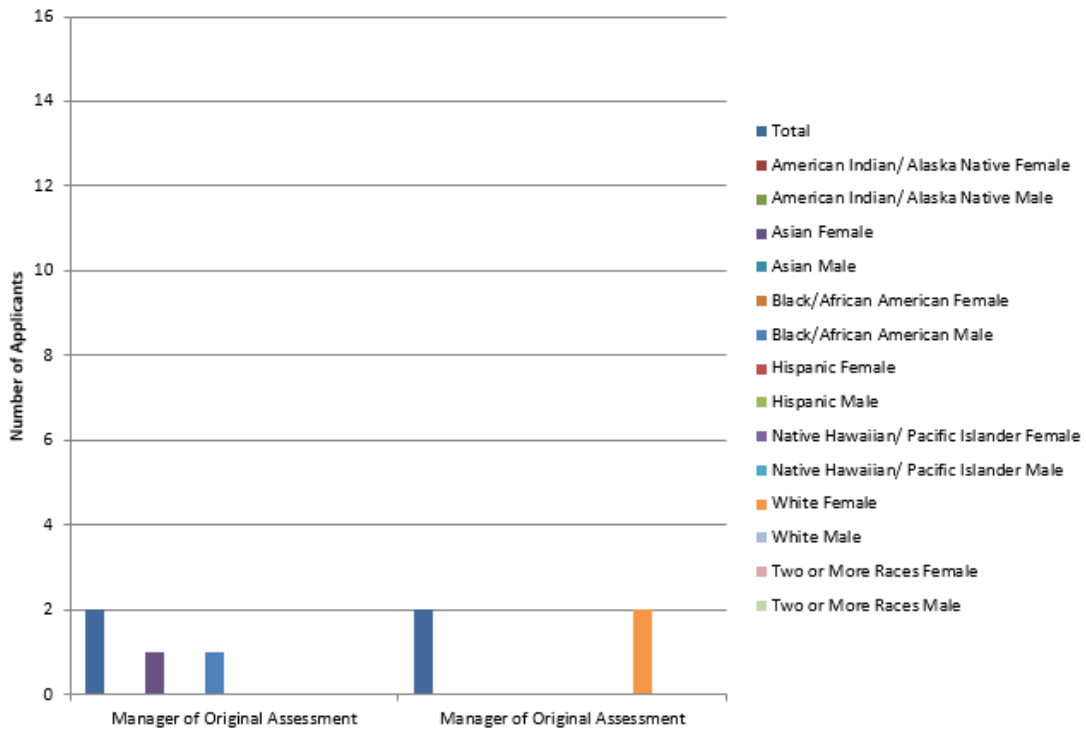




# QUARTERLY REPORTS APPLICANT POOL



### Third Quarter Applicant Pool FY - 2024



### Fourth Quarter Applicant Pool FY - 2024

