

**State of Missouri
Office of the Adjutant General**



State Leader Handbook



Foreword

A leader is defined as someone who leads or commands a group. Being a leader means defining and exhibiting many qualities, such as courage, honesty, integrity, creativity and accountability.

Effective leaders often lead by example, have a positive attitude, the ability to communicate effectively and are committed to those they lead. Leaders inspire, teach, motivate, and support while encouraging their team to develop their own skills and talents.

Leadership initiates action which leads to maximum efficiency and the achievement of organizational goals while creating an inspiring vision for the future.

This guide will serve as a tool to assist in establishing standards, understanding duties and arming leaders with the knowledge to effectively lead your teams.

The Missouri National Guard State Resources Office

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GENERAL GUIDEBOOK FOR STATE LEADERS

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National Guard State Leader and Supervisor Handbook

Chapter 1

State Employee Orientation

References:

State Employee Policy and Procedures Manual
Office of Administration, Division of Personnel: www.oea.mo.gov

1. Employee Orientation Overview

Employee Orientation is the process of introducing employees to their new jobs and work environment. Orientation provides an opportunity for new employees to become acclimated to their new organization, co-workers and work expectations. Employees will review the policies and procedures of the state and their department, while being exposed to the “culture” and atmosphere of the organizational unit, ultimately providing for increased employee productivity and retention.

2. Supervisor’s should refer employees to the following website if they have questions regarding state benefits and their benefit enrollment status:

SEBES – Statewide Employee Benefit Enrollment System: www.sebes.mo.gov

Employees will be presented with benefit and enrollment information in orientation.

3. Employees shall be referred to the following website if they have questions concerning pay amounts, leave balances, insurance programs and retirement.

ESS Portal: <https://ess.mo.gov>

4. Other Items covered in orientation include: Code of Conduct, Sexual Harassment, Diversity and Safety.

5. Back to Orientation (BTO)

All state employees shall complete a BTO training course annually with the HR Manager. Employees will review the aforementioned topics. The HR Manager will develop a training calendar and notify all supervisors. BTO will be offered once a month and supervisors will schedule their employees by contacting the HR Manager.

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Chapter 2

Timekeeping

State employee pay days fall on the 15th and the last working day of the month. Time sheets and leave requests are due to Human Resources two days after the end of a time period. Due dates are respectively on the 17th and the 2nd.

It is the responsibility of the supervisor to ensure that they have signed leave requests for the corresponding pay period and that the time sheet matches hours worked and leave taken.

Once time sheets have been signed by both the employee and the supervisor, they should be scanned and emailed to Human Resources. If an employee is unable to sign due to being out of office, supervisors should ensure that the original is signed by the employee and a copy is then sent to Human Resources.

Salaried positions are paid no matter what is submitted (unless in leave no pay status), but hourly employees are only paid based on their time sheet. If a time sheet is not submitted to Human Resources, there is a possibility the employee will not be paid.

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Chapter 3

The Engage Program

References:

Office of Administration, Division of Personnel: <https://oa.mo.gov/engage>
Engage Training Manual (Version 1, June 2018)

1. Engage for State Supervisors

Engage is defined as: Participate and become involved in, occupy, attract or involve. Engage provides supervisors with an opportunity to have regular conversations throughout the year with employees, set performance goals and address professional development. The back to basics approach provides supervisors with a mix of positive and constructive feedback, recognition and consistency. The Engage program emphasizes that time should be invested in people, not the process.

2. Core Elements of Engage

- a. Schedule regular conversations (at least once a month)
- b. Come prepared
- c. Engage in real discussion: skills, strengths and goals
- d. Develop a plan of action for the employee to improve any skills the supervisor identifies as needing improvement, accomplishing both the short term and long term goals of the employee and developing focus areas for the next Engage meeting.

3. The Basic Approach of Engage

- a. Take notes
- b. Have an open conversation
- c. Schedule the next conversation

4. The Notebook

As a supervisor, you shall have a specific notebook for each employee and each employee should have a notebook. The notebook will be used for note taking during the monthly conversations.

Supervisor notes should be about:

- a. Work expectations
- b. Job performance
- c. Feedback
- d. Innovative ideas
- e. Developing opportunities

Typical points include: confirmation of goals, status of goals, accomplishments, specific feedback, and examples of positive or poor job performance, feedback from the employee about the supervisor's leadership and items to follow up on.

The supervisor notebook will help the supervisor prepare for the next Engage meeting, track trends in the employee's performance, review work expectations, track steps that can help the employee professionally and recall feedback that may ultimately assist the supervisor improve his or her supervisory skills.

5. Between conversations supervisors will:
 - a. Observe the team member
 - b. Look for progress
 - c. Offer encouragement
 - d. Provide feedback
 - e. Identify new opportunities
 - f. Add notes for your next Engage meeting

Supervisors will ensure the conversations are meaningful and will have an impact by providing review and follow through. Supervisors must complete the action items in a timely manner and provide clear, concise feedback. Timely action is a true reflection of supervisor responsiveness and shows that the organization is committed to the Engage approach.

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Chapter 4

New Employee CAC and State ID

1. General Information

All state employees will have a State ID. Supervisors will send staff to 1 of 5 state employee badge processing locations within the state. Locations can be found at www.oe.mo.gov, listed under the Facilities tab. Supervisors should contact the processing locations prior to sending staff to ensure location staff are available.

Those new employees that require access to the server, must obtain a CAC. Supervisors should coordinate directly with their employees on gathering the information needed to start the process of obtaining a CAC card.

2. Supervisors will ensure that the new employees have completed and submitted the following forms to the Security Clearance Processing Agent in the SFPO office:
 - a. Personal Security Investigation Request (PSIP)
 - b. Declaration for Federal Employment (306A)
 - c. Request for Background Information Form (Form must be digitally signed by a GS13 or LTC or above)
 - d. Copy of Birth Certificate, US Passport, Report of Birth Abroad, Certificate of Citizenship or Certificate of Naturalization
3. The supervisor will coordinate the electronic fingerprinting procedure.
 - a. The supervisor will contact the G2 at 573-638-9500, ext. 37082 or 39591 to set an appointment for fingerprinting.
4. Supervisors will coordinate with the new employee on establishing an AKO (Army Knowledge Online) account.
 - a. Employees will go to the AKO homepage at <https://www.us.army.mil> and perform the following functions:
 1. Click on the "I Accept" button
 2. Click on "I do not have a CAC/PIV" tab
 3. Select "Create an Account"
 4. Enter Social Security Number and click next
 5. On list of account type options, select "Contractor" or "Federal Civilian Agencies"
 6. Enter the sponsor's username (Supervisor will coordinate with the selected sponsor)
 7. Enter an external email address

8. Enter the contact details for your organization
 9. Enter a password of your choosing (adhering to the guidelines provided)
 10. Choose 3 security questions
 11. Email the AKO sponsor that you have completed this and they will log in and complete their portion.
 12. You will receive email notification when your AKO account has been established.
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5. The supervisor will advise the staff member to regularly check their personal email account for notification from the Personnel Security Investigation Center of Excellence. The email will advise the staff member to complete the e-QIP Security Questionnaire if necessary. The email will also contain directions to complete the form and the time frame for form completion and submission.
 6. Supervisors will continue to check with the Security Clearance Processing Agent and the State Security Manager for CAC account updates.

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Chapter 5

Training for State Managers

References:

Office of Administration, Division of Personnel: www.oa.mo.gov
1 CSR20-6.010 Management Training

The professional development of supervisors and managers is of extreme importance to the successful completion of state business. Therefore, each department in state government shall establish systems and procedures to implement and administer the standards for training personnel in these positions.

1. Training Requirements

- a. Employees entering into these positions are required to complete a minimum of 40 hours of training within their first year in the position.
- b. Thereafter, employees are required to maintain at least 16 hours of continuing Competency Based Training annually.
- c. Training must be completed in more than one identified competency each year. The 24 competencies identified by the State Training Advisory Council are: accountability, computer literacy, creative thinking, customer service, decisiveness, financial management, flexibility, influencing, integrity, mediating, mentoring, negotiating, political awareness, perceptiveness, planning, problem-solving, self-direction, strategic thinking, team work, technical knowledge, verbal communication, vision, written communications and workforce management.

A list of training opportunities, provided by the Office of Administration, for these positions can be located at: www.training.oa.mo.gov

The State Resource Office may also utilize the “I Train Station” on-line training program. The HR Manager will contact the supervisor and advise them on topics and utilization of the program.

- d. Should the agency determine that an individual incumbent in a covered position requires training in a competency not identified, it is the responsibility of the department to provide that training.

2. How to Enroll and Track Training

- a. Supervisors should contact the Human Resources Manager when requesting enrollment in a supervisor training course for themselves or another manager under their direct supervision.
- b. The Human Resources Department will track training for all state supervisors and ensure

training is input into the SAM II system to establish an employee training record, which supervisors will be able to view on the ESS portal.

- c. The supervisors are responsible for obtaining a training certificate from the training course and HR will keep a copy for their employee training file.

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Chapter 6

Standards of Conduct

References:

Missouri National Guard Leader Handbook (1 January 2017)
State of Missouri Administrative Policy Employee Code of Conduct Policy SP-13:
www.oe.mo.gov.
State Personnel Law – Senate Bill 1007

1. General Information

Supervisors will inform all state employees of Senate Bill 1007 which modified the merit system and became effective on August 28, 2018. This act states that all employees of the state are considered at-will employees, serving at the pleasure of their respective appointing authorities. This act further stipulates that there are no longer employee probationary periods and it permits the appointing authority to dismiss for cause any regular employee if the dismissal is in the interests of efficient administration and that the good of the service will be served thereby. The act also limits the right of appeal for a dismissal, involuntary demotion, or suspension to regular employees. (If SB 1007 is found to be promulgated in error, unconstitutional, or void for any reason, the previous policies as stated in the State Employee Policy and Procedures Manual dated Oct 1, 2017 will become effective immediately.)

Supervisors will advise employees to avoid the following actions that may result in or reasonably be expected to create the appearance of the following:

- a. Using public office for private gain.
- b. Giving preferential treatment to any person or entity.
- c. Impeding government efficiency or economy.
- d. Losing independence or impartiality.
- e. Making a Government related decision outside official channels.
- f. Adversely affecting the confidence of the public in the integrity of the Government.
- g. Use of government facilities, property or work assistance for personal business or gain.
- h. No employee of the State of Missouri shall solicit or accept, directly or indirectly, on behalf of himself or herself or any member of the employee's household, any gift, including but not limited to any gratuity, service, favor, food, entertainment, lodging, transportation, loan, loan guarantee, or any other thing of monetary value, from any person or entity that is a Missouri registered lobbyist as defined in section 105.470, RSMo.

2. Professional Appearance and Behavior
 - a. Supervisors will advise employees to wear appropriate attire when at work or when representing the organization.
 - b. Employees will be advised to act in a professional manner when representing the organization during travel and outside events.

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Chapter 7

Sexual Harassment

References:

Missouri National Guard Leader Handbook (1 January 2017)
Office of Administration, Division of Personnel, Sexual Harassment, Policy B-26
www.oa.mo.gov
Missouri State 5-in-1 Compliance Poster DWD-19 (01-2018)

Sexual harassment in the workplace is a serious and complex issue. Workplace harassment can have serious consequences for the individuals involved – and for the organization- if not addressed properly.

Sexual harassment is covered in New Employee Orientation and yearly in BTO.

1. General Information

- a. Sexual harassment is a form of gender discrimination that involves unwelcome sexual advances, request for sexual favors and other verbal, non-verbal or physical conduct of a sexual nature. The recipient of the harassment determines whether or not the conduct is “unwelcome”.
- b. Sexual harassment is present when any of the following occur:
 1. Submission to, or rejection of, such conduct is made either explicitly or implicitly a term or condition of a person’s job, pay or career.
 2. Submission to, or rejection of such conduct by a person is used as a basis for career or employment decisions affecting that person.
 3. Such conduct interferes with an individual’s performance or creates an intimidating, hostile or offensive environment.
- c. Supervisors are engaging in sexual harassment when:
 1. They use or condone implicit or explicit behavior.
 2. They use such behavior to control, influence or affect the career, pay or job of a person.
 3. They make deliberate or repeated, unwelcome verbal comments, gestures or physical contact of a sexual nature.
- d. The following are examples of behaviors that must be avoided because they might be unlawful if they meet the definition of harassment.

1. Verbal conduct: sexual innuendo, suggestive comments, threats, insults, jokes about gender-specific traits, sexual propositions.
2. Non-verbal conduct: making suggestive or insulting noises, making obscene gestures, whistling and leering.
3. Physical conduct: touching, pinching, and brushing against, massaging, other sexual contact.

2. Prevention

Supervisors will take steps to prevent sexual harassment from occurring. They will clearly communicate to employees that sexual harassment will not be tolerated.

3. Reporting

Supervisors will communicate to employees that sexual harassment will be immediately reported, whether it is happening to the reporting employee or the reporting employee has witnessed an incident involving others.

Supervisors will inform any employee who believes that he or she has been sexually harassed to initiate a formal complaint with any of the following OA representatives:

- a. His or her supervisor, or if the employee believes that the supervisor is involved and will not be impartial, then the employee may report the complaint to the supervisor's immediate supervisor.
- b. The Human Resource contact person within the employee's Division.
- c. The Human Resources Director for OA. The Human Resources Director can be contacted at the Truman Building, Room 430, Jefferson City, MO. 65102, 573-522-4169.
- d. All formal complaints will be reviewed by the Human Resource Director and appropriate action will be taken. Confidentiality will be maintained to the extent reasonably possible under the circumstances.
- e. The Missouri 5-in-1 Compliance Posters are posted in all National Guard buildings with information on contacting the Missouri Commission on Human Rights.

4. Costs

The cost of sexual harassment in the workplace is high, leading to:

- a. Severe stress and loss of self-esteem for individuals harassed.

- b. Poor morale and employee turnover.
- c. Destruction of work relationships.
- d. Ineffective teams.
- e. Legal fees and fines.
- f. Damage to your organization's image.
- g. Retaliation

Supervisors will advise staff that the Office of Administration prohibits retaliation against any person who in good faith files a complaint of sexual harassment, or who testifies, assists, or participates in any investigation, proceeding or hearing conducted pursuant to an allegation of sexual harassment. Retaliation is a serious violation, and any employee who retaliates will be appropriately disciplined.

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Chapter 8

Diversity and Discrimination

References:

Office of Administration, Ctr for Management and Professional Development: www.oa.mo.gov.

1. General Information

Diversity includes everything that we are and that we are not. It encompasses all the differences that make us unique, including but not limited to race, color, ethnicity, language, nationality, sexual orientation, religion, gender, socio-economic status, age, and physical and mental ability.

Workforce diversity is commonly known as the similarities and differences among employees in terms of age, cultural background, physical abilities, race, religion, sex, and sexual orientation. Harassment occurs when people are treated inappropriately due to biases related to any of the aforementioned categories.

2. Prevention

Supervisors will take immediate action to stop or prevent any occurrences of reported or observed incidents of discrimination, harassment, or non-inclusive behavior within the workplace.

Supervisors should communicate to the employee that these incidents will be reported immediately to the employees' supervisor, as well as Human Resources.

3. Reporting

Supervisors will immediately report allegations, observations, reports of discrimination, harassment, or any other inappropriate behavior to Human Resources. Any allegations involving the workplace must be reported even if they were discovered outside of the workplace.

Supervisors should cooperate in any investigation of harassment or discrimination, including providing signed, sworn statements regarding the allegations.

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Chapter 9

Family and Medical Leave Act (FMLA)

References:

United States Department of Labor: www.dol.gov/whd/fmla/

The Family and Medical Leave Act (FMLA) entitles eligible employees to take unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave.

1. Qualified circumstances

a. 12 workweeks of leave in a 12-month period for:

1. the birth of a child and to care for the newborn child within one year of birth;
2. the placement with the employee of a child for adoption or foster care and to care for the newly placed child within one year of placement;
3. to care for the employee's spouse, child, or parent who has a serious health condition;
4. a serious health condition that makes the employee unable to perform the essential functions of his or her job;
5. any qualifying exigency arising out of the fact that the employee's spouse, son, daughter, or parent is a covered military member on "covered active duty;" or

b. 26 workweeks of leave during a single 12-month period to care for a covered service member with a serious injury or illness if the eligible employee is the service member's spouse, son, daughter, parent, or next of kin (military caregiver leave):

1. For military caregiver leave, son or daughter refers to a son or daughter of any age;
2. All FMLA leave is limited to a combined total of 26 workweeks during the "single 12-month period"; no more than 12 workweeks can be taken for other leave reasons

2. Required Forms

WH-380E Certification of Health Care Provider for Employee's Serious Health Condition

WH-380F Certification of Health Care Provider for Family Member's Serious Health Condition
WH-384 Certification of Qualifying Exigency for Military Family Leave
WH-385 Cert. for Serious Injury or Illness of Covered Service member for Military Family Leave
WH-385-V Certification for Serious Injury or Illness of a Veteran for Military Family Leave

3. Supervisor Responsibilities

- a. Supervisors should familiarize themselves with the qualifying events and should they identify an employee's need for FMLA, they should refer them to the required forms.
- b. The supervisor should then notify the Human Resources Manager in State Resources of the employee's qualifying event.
- c. In the event of an extended absence, the supervisor should request periodic updates, request recertification to support the need for the leave, and receive a work release in order for the employee to begin working after a serious illness/injury.
- d. FMLA can be taken continuously, intermittently, or on a reduced scheduled leave.
- e. Supervisors should calculate the leave using 15 minute increments, provided it is not greater than one hour. The shortest increment may vary during different times of day or shifts.

Supervisors are responsible for knowing their employee's leave balances. If the employee is going to deplete their leave, the supervisor should suggest the employee apply for the Shared Leave Pool. Employees must have experienced a catastrophic illness or injury or had a spouse or child experience a catastrophic illness or injury that requires the employee's personal care and attention. Employees must have exhausted all of their own accrued annual leave, sick leave, and compensatory leave and all worker's compensation indemnity payments before being eligible for donated leave.

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Chapter 10

Workers' Compensation

References:

Missouri Department of Labor and Industrial Relations: <https://labor.mo.gov/DWC>

Workers' Compensation covers employees who have experienced a work-related injury or illness. Employees who are seeking workers' compensation benefits are required to obtain authorization by calling 800-624-2354 before seeking medical treatment. If the injury is life threatening, the employee should proceed to the nearest emergency room. Failure to notify the employer within 30 days of the injury could jeopardize the employee's right to workers' compensation.

It is the supervisor's responsibility to contact the State Resources Office, Human Resources Manager to obtain the appropriate forms when reporting workers' compensation. Below are the appropriate steps to follow when reporting a work-related injury or illness.

1. Upon notification of an injury, the supervisor should have the employee complete the Workers' Compensation Employee Injury Report form as well as the Authorization to Release Medical Records form.
2. The supervisor should then complete the Supervisor's Statement form.
3. If there were any witnesses to the injury, the supervisor should have the witness(es) complete the State of Missouri, Office of Administration Witness Statement form.
4. Forward all completed forms to the Human Resources Manager in the State Resources Office.

If an employee is unable to return to work, it is their responsibility to contact you to specify the type of leave they plan to use. In the event that the employee does not contact you, the supervisor should reach out to the employee to get the status of their return to work. The supervisor should then communicate this information to the State Resources Office.

Upon return of an injured employee, the supervisor should request a doctor's release form. The release should be forwarded to the State Resources Office.

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Chapter 11

Safety and Emergency Procedures

References: ISTS Emergency Action Plan (1 January 2017)

1. General Information

Supervisors will educate employees on the Emergency Action Plan (EAP) specific to their individual locations.

The emergency action plan, in each location, should address preparedness measures, emergency response and evacuation training. The EAP is a way for employees to prepare and plan for a variety of emergency situations, medical emergencies, site-wide disasters, power outages, hazardous chemical spills, fires, bomb threats, a civil disturbance and earthquakes.

Supervisors will select staff to attend the annual OSHA training seminars as well as other safety seminars offered through the year. In addition, supervisors will utilize the "I Train Station" on-line training program for employee safety training. On-line training will be tracked by the supervisors and the State Resources office.

2. Supervisors will educate employees on the following:

- a. In the event of an emergency dial: 39872 (on campus) or 911 (off campus).
- b. Notify your supervisor immediately in any safety/security/emergency incident.
- c. Employees will read the EAP for the Ike Skelton Training Site as well as their work area and sign a form stating they have read and understand the EAPs. This form will be returned to HR for the employee's file.
- d. Posted safety information in the work area.
- e. It is the employee's responsibility to report an injury to their supervisor immediately. The supervisor will notify HR immediately.
- f. Notify ISTS security of any injuries or immediate health hazards.

3. Supervisors are responsible for accident prevention, investigation, and reporting as they carry out their assigned duties. Supervisors will provide a safe workplace while ensuring that all employees observe all safety and occupational health rules and regulations and take prompt action to correct dangerous situations. Supervisors will use risk management during all phases of any activity. Supervisors will:

- a. Maintain a safe and healthful workplace.

- b. Inspect all work areas for hazards.
- c. Promptly evaluate and take action as required to correct hazards.
- d. Be responsible for accident prevention.
- e. Ensure that staff are trained to perform their work safely, efficiently and effectively.
- f. Advise staff that hearing protection, protective eyewear and gloves are available at the Ike Skelton Training Site and by request from the State Resource Office. Any additional required safety equipment that is needed will also be provided upon request.

It is the responsibility of the supervisor/manager to account for personnel and report this to the JOC at 16510, after the "All Clear" has been called on any incident.

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Chapter 12

Accounting

1. Requesting State Spending Authority

Supervisors requesting state spending authority for both personnel services and operating expenses, should submit the request to the State Resources Financial Office for approval.

- a. Requests should be submitted on an AGMO 101-R form.
- b. An approved request will be returned to the supervisor with the signature of the Director of State Resources.
- c. The AGMO 101-R should be submitted to the State Resources Financial Office at least once a year prior to the beginning of the program's fiscal year.

2. State Accounting Systems

- a. Supervisors that manage employees requiring access to SAM II Financial, SAM II HR or MissouriBUYS must give written approval for the employee to be granted access.
- b. Access request should include name, section/location, organization access required, category access required and group access required.
- c. The written access requests will be submitted to the Office of the Adjutant General's Agency Security Coordinator.

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Chapter 13

Procurement Requirements

1. General Information

Supervisors will review the purchasing procedures with all new employees. Supervisors will review approve all purchasing documents prior to submission.

2. Procedures for procuring items that cost less than \$3,000 include:

- a. All employees must submit an AGMO Form 101 to request supplies, equipment and/or services to the State Resource Services Office for processing.
- b. Employees must give a description of each item and the number of items requested.
- c. Supervisor/Supply Officers must review and approve orders prior to submission.
- d. The AGMO 101 Form should be sent as a Word Document for editing purposes.
- e. Once the AGMO 101 is received at the State Resource Services Office, the items will be ordered from a state contract or procured locally and sent to the ordering section.
- f. Sections must submit the packing slips back to the State Resource Services Office as proof of delivery.

3. Additional procedures for requests over \$3,000 and not on state contract include:

- a. Requests must be submitted for competitive bid.
- b. Supervisors/Supply Officers must review request to ensure all required specifications are included and will then submit the bid documents to the appropriate vendors.
- c. Supervisors will be informed of the bid results.

4. Cooperative Agreement Purchases not on a state contract and over \$3,000:

- a. Request must be submitted to the State Resource Services Office for review to ensure the bid is in compliance with all state purchasing rules and regulations.
- b. Vendor bids received will also be reviewed to ensure the evaluation process was completed correctly. Supervisors will be notified if any portion of the bid process was not correct or requires changes.

5. Purchases over \$25,000:

- a. Supervisors will submit these requests to the State Resource Services Office for review and submission to the State Division of Purchasing for implementation of the formal bid process.

6. State Purchasing Cards:

- a. Supervisors will ensure that all state purchasing cards are coordinated through the State Resource Services Office.
- b. The State Resource Services Office is responsible for random reviews of all purchases made utilizing a state purchasing card.
- c. The State Resource Services Office will review all state purchasing card log sheets and approve by signature before payments will be made.

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Chapter 14

State Property

References:

Office of Administration, Division of Purchasing: www.aa.mo.gov.

1. Supervisors will ensure that all state property is recorded according to state policy. Each unit/area will have an assigned State Property Book for their location. Supervisors/supply officers will guarantee that all state property is identified by location, inventoried and tagged with an individual identity number, then recorded in the property book of that unit/area.
 - a. Fixed Assets: The item will be recorded on a Property Control Record, AGMO Form 250. The supervisor will ensure completion of this form and forward it to the OTAG State Property Office along with the invoice. Supervisors will also make certain that the numbered tag issued by the State Property Office is affixed to the item. The item will be tracked on the requesting individual's Property Book, NGMO-SRS Database and SAM II until it is disposed of or transferred.
 - b. Under-Threshold items: Supervisors will ensure the item is recorded on an AGMO 250 and that the form is sent to the State Property Office. A non-numbered tag will be issued and the supervisor is responsible for affixing the tag to the item. The item will not be added to the requesting individual's property book, however it will be identified as state property and tracked through the State Property Office.

2. Transfer of State Property

Supervisors will confirm the correct transfer procedure of all state property by utilizing the AGMO Form 250. The supervisor that is the current holder of the property will complete the form and it will be the responsibility of the supervisor receiving the property to sign and forward the form to the State Property Office to complete the transfer process.

3. Surplus of State Property

State property that is unused or not in good working condition will be submitted to the State Property Office. Supervisors will oversee the completion of the AGMO Form 250 listing the items. The items will be reissued, recycled, sold on www.govdeals.com, listed on www.purch.com or disposed of in accordance with O/A State Surplus Property Procedures.

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Chapter 15

State Vehicles

References:

MONGR 735-1

AGMO Form 52-2-R

1. General Information

State Resource Services maintains a pool of state vehicles which can be requested for state travel.

Supervisors will educate state employees on the following state vehicle operating procedures:

- a. The state employee and/or supervisor must complete an AGMO 52-2-R Form, State Vehicle Request Form. The request will be approved or disapproved by the State Resource Services Office, depending on the availability of vehicles and the reason for the travel.
- b. The supervisor of the employee that is requesting to travel will ensure the employee has a valid Missouri Driver's License.
- c. The request should be submitted 24 hours in advance prior to the requested travel time.
- d. State vehicles will be used for official business only.

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Chapter 16

State Travel and Employee Expense Reports

References: <http://www.oa.mo.gov/acct/>
State of Missouri Travel Policy SP-6
Code of State Regulations 1 CSR 10-3.010
Monthly Expense Report Form #MO-300-1189

1. General Information

Travel to conduct state business should be accomplished in the most economical and efficient manner possible.

Supervisors will educate state employees on the following state travel reimbursement regulations:

- a. Any employee conducting state business that incurs travel expenses is eligible for state reimbursement for lodging, airfare, mileage and meals in accordance with the State Travel Policy.
- b. Approval for all travel expenses will be obtained by the employee's supervisor and program manager, prior to travel.
- c. Original signatures of both the supervisor and state employee are required to be on the expense report prior to submission through to the accounts payable section.
- d. Reimbursement funds will be directly deposited into the bank account listed as the depository account for the employee's state payroll.

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Chapter 17

Internships

Reference: Internship Program: Columbia College

www.ccis.edu/offices/campuslife/careerservices/internship.aspx

An internship is any carefully monitored temporary work or service experience in which a student has intentional learning goals and reflects actively on what she or he is learning throughout the experience. Internships benefit employers by bringing in fresh, new ideas, cost-effective way to recruit, and year-round source of highly-motivated professionals.

1. Supervisors should draft a job description for the intern position specific to their area. This should explain the job duties for the position, if there is a specific project to be completed, and if there is any general support wanted around the workplace, as well as education requirements and work experience required. Please be sure to be as specific as possible, but remember, these are current college students.
2. The supervisor should forward the job description to the State Resources Director and the Human Resources Manager. In addition to the job description, the name of who will be supervising should be forwarded as well. The job will be disseminated to local colleges for posting on their career services page.
3. Interviewing the candidates for the internships is the responsibility of the supervisor. The Human Resources Manager will be available to help with the interview process.
4. Once interviews have been concluded and the candidate has been hired, it will be up to the area to sign off on weekly timesheets for the interns. Should the intern gain credit for their internship, it will also be the responsibility of the supervisor to evaluate the employee at the mid-point and end-point of the internship.

National Guard State Leader and Supervisor Handbook

Glossary

AGMO Forms	Adjutant General Missouri Specific Forms
AKO	Army Knowledge Online
ARNG	Army National Guard
AVCRAD	Aviation Classification Repair Activity Depot
CAC	Common Access Card
CSR	Code of State Regulations
DEERS	Defense Enrollment Eligibility Reporting System
DOD	Department of Defense
DOIM	Department of Information Management
e-QIP	Electronic Questionnaires for Investigations Processing
FRG	Family Readiness Groups
FWS	Family Warrior Support
G1	Personnel
G2	Intelligence
G4	Logistics, Facilities, Environmental, Surface Maintenance
G6	Information Management
GKO	Guard Knowledge Online
JAG	Judge Advocate General
J3/5/7	Plans, Operations, Training
JOC	Joint Operations Center
MOA	Memorandum of Agreement

MOR	Memorandum of Record
MOU	Memorandum of Understanding
MOANG	Missouri Air National Guard
MOARNG	Missouri Army National Guard
MONG	Missouri National Guard
MONG-R	Missouri National Guard Regulation
NGB	National Guard Bureau
NGMO-IND	Information Management
NGMO-SRP	State Resources Personnel
NGMO-SRS	State Resource Services
NGMO-SX	State Resources Budget
NGMO-XO	Military Executive
NGR	National Guard Regulation
OA	Office of Administration, State of Missouri
PSIP	Personal Security Investigation Request
RSMO	Missouri Revised Statute
SAD	State Active Duty
SEBES	Statewide Employee Benefit Enrollment System
SED	State Emergency Duty
TASMG	Theater Aviation Sustainment Maintenance Group
USPO	United States Property and Fiscal Office