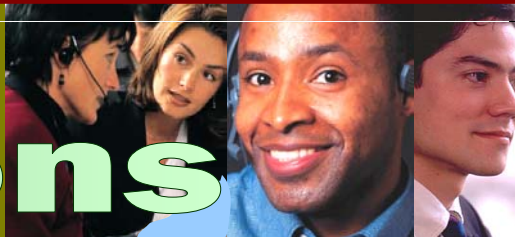


Division of Personnel

# Solutions



"The problems we face cannot be solved at the same level of thinking we were at when we created them."

Albert Einstein

Performance Strategies for Managers and Supervisors

FEATURE

## Summer 2003

### Avoiding the Slow Burn...

**Are you a prime candidate for professional burnout?**

Times have been tough lately – and they could get tougher. Through it all, your team will depend on you to see them through. However, before you can help them, you'll need to make sure you've got a handle on any feelings of frustration you might be having about your own job. [Click here](#) to take the "Burnout Quiz" and find some solutions to help you stay cool!

### When Employees Do MoRE for Missouri, Everyone Wins!

Few things can be more rewarding than knowing that your ideas are heard and valued. Missouri's new Employee Suggestion Program provides the means for state employees to offer their ideas and feel good about their effort. [Click here](#) to find out how the program works and why you should encourage your team to participate.

### Why Don't You Make Up Your Mind?

**Fine tuning techniques for your decision making process**

Do you sometimes get stuck in neutral when you're faced with making decisions? To discover how you can get geared up to confidently make the decisions you're faced with everyday, [click here](#).



#### SPECIAL FEATURE

Insights from the Agencies

### Communication Techniques:

**Reminders for Supervisors**

By: Elaine Bode-Oliver  
Department of Labor and Industrial Relations

Saying and doing the right things to help employees improve job performance, or weather oncoming change can be difficult for even the most experienced supervisor. If you're looking for some strategies to help you, [click here](#).

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#### Tackling Misconceptions:

### Frequently Asked Questions Regarding Merit System Examinations

By: Jim Carter  
Employee Services

Just like employees, many supervisors and managers have questions about "how things work" when it comes to the Merit System. Because your employees may look to you for guidance with their respective career paths, knowing the answers to the following questions can help you dispel some of the misconceptions they (and you) may have about the Merit System examination process.

**Q. Why does the Division of Personnel have so many written examinations?**

**A.** Out of the more than 1100 job classifications in the Uniform Classification and Pay System, fewer than 130 (less than 12%) require a written examination. The number of job classifications using written examinations has decreased over 54% since 1987, and continues to decrease every year. Written examinations are most often used for office support positions or entry-level technical and professional positions.

**Q. Why doesn't the Division of Personnel have "study guides" for its written examinations? Other agencies have them.**

[Click here](#) to read more...

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**Did you miss the last issue of Solutions? [click here](#).**

**What information can Solutions provide to you?**

**If you have a suggestion for a story or topic you would like to see in a future edition, [click here](#) to send an e-mail telling us how we can help you.**