HUMAN RESOURCES DIVISION

The Human Resources Division has been in existence under one name or another since 1946. The responsibilities have varied, but have always involved the selection of employees. The Human Resources Division now consists of 16 employees including uniformed staff officers, uniformed support staff, civilian special assistants, professional civilians, and technical/clerical civilians. Division personnel manage comprehensive personnel and employee-related functions, such as recruitment, selection, promotion, retirement, and random drug testing.

On September 1, 1946, a department of Personnel and Training was first created. Lieutenant K.K. Johnson was designated the “personnel and training officer”. He was in charge of all personnel records and performed duties in connection with selection, training, and classification of all personnel as the superintendent directed. The division handled applications for employment by the Patrol, personnel records, insurance, and the training of all personnel.

From 1931 through 1946, the staff of General Headquarters performed personnel-related functions. From 1937 to 1938, there were 12 civilian employees, and that number increased to 20 civilians in 1939. From 1943 to 1944, there were 88 civilians, including 31 radio personnel, 18 weight clerks, seven janitors, and 32 office personnel. The uniformed complement consisted of 123 members. There were 65 members and nine civilians serving in the armed forces during this time period. The base annual salary for a trooper and radio operator in 1944 was $1,800. The average annual salary for civilian personnel was $1,354.

Prior to the department of Personnel and Training being formed in 1946, the following recruit schools were held:

October 5 -- November 1931 -- St. Louis Police Academy
July 1 -- August 15, 1935 -- Camp Clark, Nevada
July 1 -- August 2, 1937 -- Camp Clark, Nevada
October 1 -- November 11, 1939 -- Camp Hawthorne, Kaiser
December 22, 1941 -- February 1942 -- James Gymnasium, Jefferson City
December 14, 1942 -- January 28, 1943 -- State Fairgrounds, Sedalia
August 9 -- September 4, 1943 -- J.C. High School, Jefferson City
July 1 -- August 20, 1946 -- Cuivre River State Park, Troy

By 1946, World War II was over and many of the 75 members of the Patrol who had been in military service began returning to duty. To help replenish the work force, 62 men were appointed to the department in August, returning the Patrol to its authorized strength of 228 men. They received training at the Cuivre River Recreational Area located near Troy, MO. In June 1948, 15 new recruits were hired and received training at Fort Leonard Wood. Five additional men were appointed in October 1948.

In 1949, the 65th Missouri General Assembly authorized an increase in the strength of the Highway Patrol from 228 to 260 uniformed members. This authorized strength was reached by the end of 1949, and the age requirement for appointment to the Missouri State Highway Patrol was lowered from 24 to 21 years old.

The year 1951 marked 20 years of service and protection to the citizens by the Missouri State Highway Patrol. While many changes had taken place within the department during that time, the basic purpose of the organization remained the enforcement of traffic laws of Missouri. To help continue this purpose, 15 men completed training at Troop F in 1951. The next training class was held at Sedalia in 1952 with 40 men. The total strength of the organization had reached 295 men by 1952.

Thirty men completed eight weeks of recruit training on November 25, 1953, at the Missouri State Fairgrounds in Sedalia. This was the first time the department had given eight weeks of training to a recruit class. The Missouri State Highway Patrol now had 320 uniformed members. There was limited training in 1954, consisting primarily of a retraining school for current members, held at the Fairgrounds in Sedalia. In 1955, however, training of new recruits returned to the forefront. Forty men completed training on November 12, 1955, at the Missouri State Fairgrounds. This brought the strength of the Missouri State Highway Patrol to 355 members.

Eight recruits completed their training at Troop F on October 21, 1956. The Patrol was 25 years old and had grown from 55 officers to 355 officers, and 233 other employees. Appropriations for one year had increased from $355,000 to $4,035,000.

In 1957, the Missouri Legislature enacted two bills, which had a direct effect upon the administration and operation of the Missouri State Highway Patrol. One bill created the rank of lieutenant colonel, and provided for two majors and an increase of 100 men in the total personnel of the department. The new authorized strength of the Highway Patrol was increased to 455 men. The legislature, however, failed to provide funds for the additional troops authorized by the bill. Thus, any expansion in the total personnel strength of the Patrol was not possible at that time.

In 1959, the legislature authorized the Patrol to operate a training academy for the training of all peace officers in the state. This training was conducted at the Missouri State Highway Patrol Academy in Rolla. There were no fees charged to the contributing agencies. Five schools were held during this year for sheriffs and city policemen. Additionally, a recruit training class was held at Rolla for 11 men, and nine patrolmen were trained as evidence technicians, one for each troop. From initial training of six weeks in 1931, the Patrol recruits received 16 weeks of training.

In 1960, the Missouri State Highway Patrol was almost 30 years old. From a small force of 55 men on November 24, 1931, the organization had grown to

455 men. Throughout this year, 17 men received training for the Highway Patrol at Rolla. A water rescue recovery unit was also activated by the Patrol. Four men were selected for this unit and given special training in the use of emergency equipment. There were 315 civilian employees and 64 communications personnel employed by the Patrol in 1961.

In 1962, examinations were given to 100 applicants in May for the purpose of selecting 15 recruits to fill existing vacancies. These 15 recruits entered training on July 4, 1961, and graduated August 25. Their training consisted of approximately 466 hours of both classroom and outdoor instruction in a multitude of subjects pertaining to law enforcement. Members of the organization conducted the courses with the assistance of other state agencies, six colleges, and persons who specialized in technical fields of law enforcement.

The 71st General Assembly of the Missouri Legislature authorized an increase in uniformed strength of the Missouri State Highway Patrol from 455 men to 505. Due to various reasons, there existed five vacancies in the Patrol, thereby creating openings for 55 new patrolmen. The selection of 30 of these 55 men was made from 250 applicants examined on August 30 and 31, 1961.

These applicants participated in various examinations, covering English, spelling, reading comprehension, and IQ. They were also given physical examinations based on standards established to maintain the efficiency of the Patrol's operation. The successful applicants of these tests then appeared before an oral board consisting of top ranking officers of the Highway Patrol. An eligibility list was established from final tabulation of examination scores and character investigation of top ranking candidates. This formed the eligibility list for two classes, with the first class of 30 men starting October 15 and graduating December 23, 1961. Twenty-nine of these 30 men completed training. The remaining 25 men were selected in February and entered training on April 1, 1962, bringing the Missouri State Highway Patrol to its authorized strength.

In 1962, training was also held for an additional 16 recruits. Also of significance during 1962 was the inauguration of a physical fitness program for Patrol members. This program consisted of push-ups, pull-ups, and squat thrusts, but no run. This program was mandatory for all members; however, there were no rewards or punitive actions based on performance. This program was discontinued in 1964 due to injuries sustained by members while they were performing the tests.

In 1963, examinations were given to 58 applicants in order to select 16 recruits to fill existing vacancies in the uniformed ranks. The recruit school was held from January 13 to March 23, 1963, with a total of 466 hours of classroom and outdoor instruction. This brought the Patrol to its total authorized strength of 505 men. Another examination was held in July to select nine weight inspectors to fill vacancies in the commercial motor vehicle inspectors' ranks.

Examinations were given on March 25 and 26, 1964, to 128 applicants for the purpose of filling 15 vacancies in the uniformed ranks. The recruit school was held from June 1 to August 8, 1964, with a total of 494 hours of classroom and

outdoor instruction pertaining to law enforcement. This was the first class to receive college credits for their training, under an agreement with Central Missouri State College, Warrensburg. The recruits received 22 hours of college credit for their training as troopers, including special English and law enforcement courses given by instructors from the college.

Examinations were given to 26 applicants on May 28, 1964, to select 14 weight inspectors to fill vacancies in the commercial motor vehicle inspectors' ranks. The successful applicants were placed in training from June 16 to July 2, 1964.

A class of 19 Patrol recruits began training at the Academy on August 1, 1965, graduating on October 8. In addition, the 73rd General Assembly increased the authorized strength of the Highway Patrol by 145 to 650 officers. The first class of 40 recruits hired to fill these new positions was placed in training on October 15 and graduated December 23, 1965. Five commercial motor vehicle inspectors' schools were also conducted throughout the year, producing 61 new inspectors for the Commercial Motor Vehicle Division.

In 1966, three basic courses for Patrol recruits were held at the Academy. A total of 107 Patrol recruits were trained and graduated from the Academy after having successfully completed 12 weeks of basic training. Each recruit received over 750 hours of instruction and 22 hours of college credit upon completing the training. The addition of these 107 patrolmen brought the Patrol to a force of 613 men, 37 short of the authorized strength of 650. One Commercial Motor Vehicle Inspector School was also conducted in 1966, adding 15 new inspectors to the division.

Effective January 1, 1967, the organizational structure of the Missouri State Highway Patrol was adjusted to more clearly define responsibility and to provide a smoother operation. The position of Chief of Staff was created and this officer held the rank of major. The newly created chief of staff supervised Personnel and Training.

In 1967, the legislature authorized 100 additional uniformed officers, bringing the new authorized strength of the department to 750. Two Patrol recruit classes consisting of 79 men graduated from the Academy in 1967, receiving 22 hours of college credit from Central Missouri State College. The addition of these 79 patrolmen brought the official strength of the Patrol to 657 uniformed officers. It was planned at that time to reach the authorized strength of 750 men by January 1, 1969. There were 505 civilian employees and 73 communications personnel employed by the Patrol in 1967.

Training schools were held every month of 1968 for recruits and peace officers at the Patrol Academy in Rolla. Three Patrol classes graduated from the Academy in 1968. A total of 99 recruits received 14 weeks of basic training and 22 college credit hours. With the addition of the 99 patrolmen, the official strength of the Patrol reached 715 uniformed officers, 35 short of its authorized strength of 750 men.

On October 9, 1969, construction began on a new Law Enforcement Training Academy on the grounds of General Headquarters in Jefferson City. This new facility was one of the most modern in the nation and was completed in 1971. The three building complex contained an administrative building, dormitory, and physical training building with firing range and training tank (swimming pool).

In 1969, two basic courses for Patrol recruits were held at the Academy. A total of 60 Patrol recruits were trained and graduated from the Academy after having successfully completed 14 weeks of basic training. During this training period, recruits were exposed to subject matter ranging from first aid to criminal law and traffic supervision. The classroom and practical training resulted in each recruit receiving approximately 850 hours of instruction, and 22 college credit hours from Central Missouri State College. These 60 new patrolmen brought the Patrol to a force of 745 men, five short of the authorized strength.

In 1970, one Patrol class of 17 recruits graduated from the Academy and received 22 hours of college credit. The addition of these new patrolmen brought the Patrol to its authorized strength of 750 men. One Commercial Motor Vehicle Inspector School was conducted, also, and a total of 19 new inspectors were added.

On May 1, 1971, the new Missouri State Highway Patrol Law Enforcement Academy was officially opened to accept 40 Patrol recruits for 24, five-day weeks of training. Previous classes held at Rolla had only returned home twice a month. The lengthened course of instruction and expanded curriculum resulted in these recruits earning 33 hours of college credit for the 1,072 hours of training they received as a trooper. This was also the first recruit class to be given an identifying number, i.e., 40th Recruit Class. Thirty-nine recruits graduated. One Commercial Motor Vehicle Inspector School was conducted this year, adding a total of 24 new inspectors to the division.

In 1972, the 41st Recruit Class graduated 39 recruits on December 15. The recruits received 24 weeks of training.

On November 1, 1973, the 42nd Recruit Class began. A total of 42 recruits began 22 weeks of basic training. The 1,000 hours of instruction provided the recruits with 32 hours of college credit upon graduation.

The 42nd Recruit Class graduated 38 members on April 3, 1974. Two recruits went into post-recruit training and graduated on May 10. Each graduating recruit received 32 hours of college credit for the 1,005 hours of instruction received. After the 42nd Recruit Class, several changes were made in applicant entrance requirements. The minimum height was reduced from 5’9’’ to 5’8,’’ and the maximum height of 6’4’’ was removed. Certain tattoos were permitted, and 20/40 vision was allowed, if vision was 20/20 with glasses.

During 1974, the Patrol was restructured. The major change involved the splitting of the Personnel and Training Division into two separate functions, and the incorporation of the Planning and Research Divisions as a section within the Personnel Division. Up to this point, the Personnel and Training Division

facilitated selection and training of all employees. After the re-organization, the Personnel Division focused primarily on the selection of recruits. Also, in 1974, the Personnel Division facilitated the hiring of 139 civilian employees.

The 43rd Recruit Class began training in August 1974. Among the members of this class were the first two female troopers in the history of the Patrol. Bridget Ann Cronin and Patricia Wright were the first women to be commissioned as officers of the Missouri State Highway Patrol.

On January 1, 1975, the 43rd Recruit Class was in its 18th week of training, and the 44th Recruit Class began training with 36 recruits. This was followed up with the 45th Recruit Class, whose 15 members began training on November 1, 1975.

In 1976, the 45th Recruit Class completed training, with 14 Patrol recruits being commissioned on April 9, 1976. The 46th Recruit Class began training on March 1, 1977, and 39 new troopers graduated on July 29, 1977. The 46th Trooper Selection Process included a physical agility component, involving the following events: spare tire change, body lift, car push, trigger squeeze, and a mile and one-half run.

Throughout 1976, the Personnel Division processed over 870 applications for 200 various civilian positions. There were over 900 applications processed for trooper positions.

In 1977, there were 839 civilian positions in various troops and divisions. The civilian positions included laboratory personnel, clerical, maintenance, and data entry personnel.

In December 1977, the Patrol applicant testing procedure was validated by a California consulting firm, replacing tests not conforming to Equal Employment Opportunity Commission guidelines. Physical performance tests were to be included as an element of this procedure when applicants appeared at General Headquarters in February 1978.

The 47th Recruit Class began training on June 1, 1978, and 17 new troopers graduated on October 20. The 47th Recruit Class was the first class to be hired using the new validated selection process. Training for the 48th Recruit Class began in August 1978. This class added 18 new troopers upon graduation on December 22, 1978.

In 1979, a new law authorized the officer manpower of the Patrol to be increased from 800 to 900. As a result, 1979 saw the graduation of two recruit classes. The 49th Recruit Class began training on January 15, and graduated on June 8, 1979. The 50th Recruit Class began training on July 8 with 38 troopers graduating on December 7, 1979.

The Patrol had experienced tremendous growth in manpower and scope of operation between November 24, 1931, and December 31, 1979. This would only continue in 1980 with the selection and training of three recruit classes in one calendar year. The 51st Recruit Class began training on January 1, and graduated 17 new troopers on May 30. The 52nd Recruit Class entered training on April 1, with 18 new troopers graduating on August 29. The 53rd Recruit

Class began training on July 1, and 11 new troopers graduated on November 21. Since the inception, 1,577 men and women had been, or were employed, as officers of the Missouri State Highway Patrol. Of these, there were more than 35 father and son combinations, with one father having three sons as members.

During 1980, the Personnel Records Computerization Program was fully implemented. Work on this system began in 1978, and upon implementation, salaries for all Patrol employees were shown in the system, along with officer daily reports and personnel data. Also during 1980, there were 40 civilian employees hired.

The selection process for the 54th Recruit Class was initiated in 1980 with the class entering training on January 5, 1981. Thirty-four new troopers graduated on June 5, 1981.

During 1981, the Personnel Division began developing an assessment center for sergeants. The Personnel Division was charged with the responsibility of developing an Assessment Center for promotions to the rank of lieutenant. The Assessment Center was designed to provide a means of gathering relevant information, under standardized conditions, about an individual's capabilities to perform in a managerial position. Procedures utilized helped to ensure judgments were relatively free of bias and could serve as the basis for accurate predictions of a candidate's managerial potential. During 1982, 36 sergeants participated in the first Assessment Center.

In 1982, the selection process for the 55th Recruit Class was initiated. On January 3, 1983, the 55th Recruit Class began training and graduated 33 new troopers on April 29, 1983. There were 78 civilian employees hired in 1982.

In 1983, the 56th Trooper Selection Process was initiated with 2,045 applicants. The 56th Recruit Class began training on January 2, 1984, and 21 new troopers graduated on May 11, 1984.

During 1984, Wollack and Associates, a corporation specializing in industrial psychology, assisted in re-validating the trooper selection process. With the re-validation, the trooper selection process complied with the updated Federal Uniform Guidelines on Employee Selection Procedures. As part of the selection process validation project, the Personnel Division administered two written examinations to approximately 100 incumbent troopers. The objective of the testing was to obtain data to establish cutoff scores. A new written examination (in four alternate forms), a psychological examination, and a new physical skills test were incorporated as part of the selection process. The new validated testing procedures were used in the 1985 Uniformed Selection Process for the 57th Recruit Class.

In 1984, the Personnel Division developed a program to orient new civilian employees about the Patrol, their position, and the department policies and procedures. The orientation program consisted of an induction session with an orientation representative, a formal meeting complete with a video presentation, a question and answer session, a tour of the premises, and an annual evaluation

of the total process and its components. This program was first implemented in 1985.

The Personnel Division coordinated the second Assessment Center in 1984 with 37 sergeants participating.

Utilizing the new trooper selection process, the 57th Recruit Class was selected and began training on September 1, 1985.

In 1985, provisions of the Fair Labor Standards Act were extended to all employees. To accommodate this change, the Personnel Division developed policies to ensure compliance and established rules for implementation. A new Automated Time Accounting System was designed as part of the Act's record keeping requirements. The new system was implemented in January 1986.

Members of the 57th Recruit Class graduated on February 7, 1986, producing 42 new troopers. A new field training officer program began in February. The program allowed for daily evaluations using standardized guidelines established for the probationary troopers. Veteran officers chosen by the troop commanders served as field training officers.

The selection process for the 58th Recruit Class was completed with the selection of 50 recruits. This class began training on August 1, 1986.

In August 1986, the Personnel Division conducted the first pre-retirement seminar. Thirty-nine employees and spouses attended. Time usage, health and wellness, financial planning, retirement benefits, Social Security/Medicare, and PEBSCO were among the topics discussed.

In November 1986, the Sergeants' Evaluation Section was created for the purpose of constructing and administering an objective evaluation system to identify those individuals with the greatest potential for success at the rank of lieutenant. This system was used in conjunction with the 1986 assessment center, in which 41 sergeants participated.

The 58th and 59th Recruit Classes graduated on January 23 and December 18, 1987, respectively, in ceremonies held at the Law Enforcement Academy. The two classes produced a total of 75 new troopers for the state. When testing began in late January for the 59th Recruit Class, 425 applicants for the Highway Patrol were given the physical skills test as part of the uniformed selection process. Of that number, 306 appeared before oral interview boards. Background investigations were conducted on the overall top scoring applicants, with 30 recruits being selected to enter training.

A statistical analysis was completed in 1987 of all recruit classes that had been taught at the Academy since its doors opened in 1971. A few of the interesting facts included that the average age of recruits had been 25.04 years, with 73 percent of them being born in Missouri. On the average 32.89 percent of all recruits were policemen prior to recruit training, with 23.66 percent being minorities or protected class applicants. Traditionally, 25.33 percent of the classes had military experience, with the average class size being 33.20 students. Finally, the cost to the Missouri State Highway Patrol (per recruit) before the new officer went on the road with a field training officer was $25,180.49.

In 1987, the Personnel Division coordinated the assessment center, in which 50 sergeants participated.

The 60th Trooper Selection process was completed with the Recruit Class starting training July 3, 1988. There were 474 applicants for this selection process. The 16-member class graduated December 9, 1988. Also in 1988, the Personnel Division processed over 2,100 applications for 78 civilian vacancies. The 1988 Lieutenant's Assessment Center was conducted with 49 sergeants participating.

The 61st Trooper Selection Process was completed and members of that class reported for duty on July 2, 1989. The 61st Recruit Class graduated with 35 new troopers on December 8, 1989.

The Highway Patrol's 62nd Recruit Class began training on January 1, 1990. The 46-member class graduated June 8, 1990. The 63rd Recruit Class reported for training on July 1. This 38-member class graduated on December 7, 1990.

In 1990, the evaluation for sergeants was revised and a new evaluation system for command officers was designed. The new system was intended to take evaluations out of the criteria for promotion, allowing supervisors to evaluate an officer without affecting their promotion eligibility rating. The 1990 Lieutenant's Assessment Center was conducted with 53 sergeants participating.

The Personnel Division, with the assistance of Wollack and Associates, was involved in designing new physical fitness standards for the Patrol. This program required members to meet certain minimum standards. The 1.5-mile run, dynamic arm strength, sit and reach, sit-ups, and body fat composition were among the tests administered and monitored by the new program.

In 1991, the field recruiting staff was expanded to 37 employees, performing recruitment duties on a part-time basis. A training school for recruiters was conducted at the Academy. The school covered such topics as establishing recruiting contacts, interviewing skills, and questions allowable under federal and state EEOC guidelines.

During 1991, the Lieutenant's Assessment Center was conducted with 84 sergeants participating. Also in 1991, the 64th Trooper Selection Process was initiated with 2,576 applicants participating.

Due to a sharp drop in state revenues, there was a significant cutback on Patrol funding. As a result, certain steps were taken to ensure the Patrol had sufficient funds to operate. The steps included a hiring freeze, and the cancellation of a recruit class that had been scheduled for that year.

With budget issues easing, the 64th Missouri State Highway Patrol Recruit Class reported for training on January 1, 1992. The class graduated 35 new members June 12, 1992.

Random drug testing was first instituted in 1992 with the Personnel Division coordinating the testing. Random drug tests were conducted on uniformed members, CVE inspectors, and civilians in drug sensitive positions. In addition, all new employees were given pre-employment drug tests.

On April 1, 1992, the Personnel Division completed a new comprehensive Affirmative Action Plan and Recruitment Plan. The plans were disseminated to each of the nine troop headquarters and a training session for recruiters was conducted at the Academy.

Legislation passed in 1992 allowed the purchase of creditable military service up to four years, if eligible. With these changes, the Personnel Division became responsible for assisting with military service purchases and processing increased retirement-related paperwork.

During 1992, the Personnel Division, in cooperation with the University of Missouri-St. Louis School of Optometry, began a study in the development and validation of vision standards for entry-level troopers.

In 1992, a Career Development Program was developed and implemented by the Personnel Division. This program allowed employees to obtain training that enhanced or developed their careers. This program was implemented as part of the accreditation process.

The state of Missouri initiated a new program in December 1992 called CareLeave. The Personnel Division handled the administrative aspects of this program for the Patrol. CareLeave was designed to offer some assistance to employees who were going off the payroll because they had exhausted all accumulated leave time. Employees could donate some of their accumulated leave time to a pool that could be distributed to their fellow employees who were in need.

The Promotional System Review Committee chaired by the Personnel Division's director revised the trooper and corporal promotional system. The process involved coordination with the Career Development Committee. The new system utilized eight dimensions of performance. These dimensions were standardized for promotional considerations throughout the Patrol.

The 1993 Lieutenant's Assessment Center was conducted, with 98 sergeants participating.

During 1993, the Personnel Division entered into a contract with Wollack and Associates, to revalidate selection procedures for the position of entry-level trooper. The revalidation was intended to comply with the Americans With Disabilities Act of 1990 (ADA), the 1991 Civil Rights Act, and applicable case law in the area of employment testing. As part of the revalidation study, Physical Activity Survey forms were forwarded to each uniformed member assigned to regular road duty for completion. In addition, approximately 100 troopers were randomly selected to participate in the physical skills test. A written examination (ALERT) and Police Attitudinal Factors (PAF) test were also administered to the same group of troopers. This process was conducted to obtain normative data with respect to cutoff scores for each testing device.

Thirty-eight new troopers graduated in the 65th Recruit Class on June 18, 1993. This marked the first time in the Patrol's 62-year history that a father, son, and grandson had graduated from the Patrol Academy. There were a total of 3,797 applicants for the 65th Recruit Class.

Acting Governor Roger Wilson signed House Bill 220 into law on July 8, 1993, authorizing the Patrol to expand its forces from 900 to 940. Due to funding, the Patrol had 889 troopers at that time. In order to return the Patrol to its authorized strength, the 66th Recruit Class began training on August 1, with 63 students. There were a total of 3,848 applicants for this process.

On August 5, 1993, the Family and Medical Leave Act (FMLA) became law. This Act permitted employees to utilize up to 12 weeks of unpaid leave due to an illness, or provide care to a family member. Upon the passage of this act, the Personnel Division was responsible for developing the general order covering FMLA.

New legislation in 1994 provided several changes in the retirement system. Employees could retire from state service if the employee's number of years of service to state government and the employee's age equaled at least 80--thus named the "80 and out" bill. Sixty-two Patrol employees retired September 1, 1994.

The Patrol gained 59 additional troopers upon graduation of the 66th Recruit Class on February 4, 1994. The class was the second largest to graduate in Patrol history and included the largest group of females -- eight -- to graduate from the Law Enforcement Academy. This brought the total number of female troopers in the Patrol to 28. The 67th Recruit Class began training July 1, with the 68th Recruit Class starting on November 1. The Highway Patrol graduated another 59 recruits from the 67th Recruit Class on December 16, 1994. There were a total of 5,366 applicants for the 67th Trooper Selection Process.

On February 1, 1994, the division's name was changed from Personnel Division to the Human Resources Division. The new title more accurately depicted the comprehensive functions the division performed: medical insurance, life insurance, payroll verification, workers compensation, and recruitment, selection, and retention of employees.

Effective November 18, 1994, employees were permitted to work secondary employment within the guidelines of general orders. This change resulted in an additional duty being assigned to the Human Resources Division.

In 1994, the Human Resources Division processed the retirements of 58 members and 31 civilians.

On March 1, 1995, the entire payroll function was transferred from the Budget and Procurement Division to the Human Resources Division. On June 1, 1996, the entire payroll was transferred back to the Budget and Procurement Division. The medical insurance and workers compensation functions were also transferred to that division.

The Law Enforcement Academy graduated 116 new troopers in 1995. The 68th Recruit Class graduated 20 new troopers on May 5. There were initially 1,582 applicants for the 68th Trooper Selection Process. Forty-one new troopers were added from the 69th Recruit Class, which graduated June 22. There were a total of 1,064 applicants. Finally, the 70th Recruit Class completed its training December 15, with 55 new officers. There were a total of 3,583 applicants.

In 1995, Senate Bill 475 created the Commercial Vehicle Officer Program. As a result, 19 commercial vehicle inspectors became the first class of Commercial Vehicle Officers to graduate from the Patrol's Academy. The CVOs were required to complete a minimum of 240 hours of training under the new program. They were armed and had limited arrest powers involving commercial motor vehicle violations, but were not certified peace officers.

The 1995 Lieutenant's Assessment Center was conducted with 56 sergeants participating. Also during 1995, the promotional process for corporals and troopers was administered. This resulted in 54 officers being promoted to the ranks of corporal or sergeant.

The Patrol graduated 102 new troopers in 1996. The 71st Recruit Class began training on January 1, and graduated with 54 members on June 14. There were a total of 2,587 applicants. The 72nd Recruit Class graduated on December 14, with 48 new troopers. There were a total of 2,497 applicants.

Through this two-year period, the Law Enforcement Academy had trained 218 new troopers. This was the largest number ever trained in such a short period of time, and nearly doubled the number that had been trained in the previous five years. This was a turning point in the Patrol's training history when the Highway Patrol recruit classes went from an average of one every 13 months to two, and even three classes in the same year. Completion of three selection processes in a short time frame certainly impacted the workload of the Human Resources Division.

In February 1996, a new radio selection process was initiated. Profile Evaluations, Inc., New Brighton, MN, developed and validated a process for selection of communications personnel. The selection process included a typing test, three written examinations, background investigations, and oral interview.

The new "telecommunicator" position was placed under the Communications Division, which necessitated additional testing. In October 1996, the Human Resources Division initiated another selection process for the new telecommunicator position.

In August 1996, the Lieutenant's Assessment Center was conducted with 70 sergeants participating. During 1996, there were 79 officers promoted to corporal and sergeant, with three officers being promoted to lieutenant.

The 73rd Recruit Class began training at the Patrol's Law Enforcement Academy on January 1, 1997. At their graduation ceremony on June 14, the Patrol appointed 50 new troopers. There were a total of 2,260 applicants for the 73rd Trooper Selection Process.

Eighty-five new troopers graduated throughout 1998. The 74th Recruit Class, which began training in 1997, graduated on January 16, 1998. There were a total of 3,672 applicants. The 75th Recruit Class began training February 1, graduating August 1, 1998. The 75th Selection Process included 3,179 applicants. The 9th CVO class completed their six weeks of training and graduated at the end of March 1998.

In 1998, the Human Resources Division received over 390 applications for 56 civilian vacancies. There were 40 officers promoted to corporal, 36 to sergeant, and 10 to lieutenant. Eighty-six sergeants participated in the 1998 Lieutenant's Assessment Center.

On January 1, 1999, the 76th Recruit Class reported to the Academy and graduated on July 3, with 33 new troopers. There were a total of 2,781 applicants.

During 1999, 229 corporals and 292 troopers participated in the trooper/corporal promotional process. Sixty-one officers were promoted to corporal, 47 to sergeant, and 20 were promoted to lieutenant.

The 77th Recruit Class entered training on March 15, 2000, graduating from the Law Enforcement Academy on September 9, 2000. Forty-one new troopers were commissioned that day. The 77th Trooper Selection Process included 4,414 applicants. Thirteen commercial vehicle officers also completed 12 weeks of training and were commissioned on November 22, 2000.

The Patrol converted their payroll and timekeeping computer systems to the new Statewide Advantage for Missouri II (SAM II) in November 2000. Each employee in the Human Resources Division attended a minimum of 10 days hands-on training in order to prepare for the conversion. The SAM II helpdesk also became part of the function of the Human Resources Division. Five of the seven employees assigned to the Helpdesk worked in the Human Resources Division.

During 2000, 80 sergeants participated in the Lieutenant Assessment Center.

The Law Enforcement Academy graduated 53 new troopers in 2001. The 78th Recruit Class began training on January 15, and graduated on July 21. There were a total of 2,516 applicants.

On July 1, 2001, Captain Sandra K. Karsten transferred from the Field Operations Bureau to the Human Resources Division and became the director. She was the first female division director in Patrol history. Capt. Karsten remained the director until her promotion to the rank of major on August 1, 2011.

The Law Enforcement Academy graduated 20 new troopers in 2002. The 79th Recruit Class began training on October 16, 2001, and graduated on April 20, 2002. There were a total of 1,753 applicants.

Seventy-eight sergeants participated in the 2002 Lieutenant Assessment Center. There were 583 troopers and corporals taking part in the promotional process.

The Academy commissioned 54 new troopers in 2003. The 80th Recruit Class began training on October 20, 2002, and graduated on May 2, 2003. The 81st Recruit Class began training in June 29, 2003, and graduated January 10, 2004. There were a total of 2,480 applicants for the 80th Recruit Class; 1,596 applicants for the 81st Recruit Class.

Forty-nine new troopers graduated from the Law Enforcement Academy in 2004. The 82nd Recruit Class began training on January 18, 2004, and graduated July 23, 2004. There were a total of 896 applicants for the 82nd Recruit Class. The 83rd Recruit Class began their training on October 18, 2004. There were a total of 1,314 applicants for the 83rd Recruit Class.

In 2004, 61 sergeants participated in the Lieutenant Assessment Center. There were 487 troopers and corporals participating in the 2004 promotional process.

The 83rd and 84th Recruit Classes graduated from the Law Enforcement Academy in 2005. There were a total of 1,282 applicants for the 84th Recruit Class. The two classes provided 57 troopers.

The 85th Recruit Class began January 9, 2006, with 39 recruits. There were a total of 1,019 applicants. Thirty-three new troopers graduated on July 14, 2006.

The Human Resources Division completed the 86th Trooper Selection Process and the class began training on January 8, 2007, with 48 recruits. Thirty-six new troopers graduated on July 13, 2007.

The Human Resources Division completed the 87th Trooper Selection Process and the class began training on January 7, 2008, with 54 recruits.

During 2007, the Human Resources Division provided training for approximately 250 supervisors on the PerForM appraisal system. The new PerForM appraisal system was established by the Office of Administration, Division of Personnel, to address concerns that past ratings were ineffective, or did not accurately illustrate the distribution of employees among the various performance categories.

A new web-based Time Reporting System was implemented for all Patrol employees during 2007. This system replaced an outdated mainframe-based system.

With the passage of Proposition B in November 2006, Section 290.505, RSMo., changed to require a 40-hour workweek for all employees. Members and CVOs were changed from a 28-day/171-hour FLSA period to a 40-hour work period. Due to this change, the Human Resources Division was involved in a time recalculation project for the affected employees.

The Human Resources Division completed selection processes for communications personnel and commercial motor vehicle inspectors. These processes resulted in the hiring of 32 employees.

The 87th Trooper Selection Process was completed, and the class began training on January 7, 2008, with 54 recruits. Forty-two new troopers graduated on July 11, 2008. The 88th Recruit Class began on July 1, 2008, with 38 recruits. Twenty-six new troopers graduated on December 19, 2008. The Human Resources Division completed the 89th Trooper Selection Process, and the class began training on January 16, 2009. On July 10, 2009, 29 new troopers graduated from the Academy. The 90th Recruit Class started on July 1, 2009,

with 34 recruits. On December 18, 2009, 25 new troopers graduated. The 91st Recruit Class began training on February 1, 2010, with 34 recruits.

Since 1931, the Patrol has undergone several incremental changes in staffing, structure, and overall responsibility. With changes in responsibility came changes in staffing levels. As of January 1, 2010, the Patrol employs 1,128 persons in civilian positions, and 1,112 in sworn positions. These positions are all critical to the overall Patrol mission, and the Human Resources Division has played a vital role throughout the Patrol's history.

In May 2010, the Human Resources Division implemented an on-line Application for Civilian Employment (ACE). The first position to be filled utilizing this program was a criminalist within the Willow Springs laboratory. The full implementation of the ACE system was realized by the end of 2010.

In preparation for the merger of the Missouri State Water Patrol into the Missouri State Highway Patrol, processes were initiated in 2010 to start the transition. In July 2010, three members of the Human Resources Division traveled throughout the state and trained Water Patrol employees on the use of the Highway Patrol's web-based Time Reporting System (TRS). On August 1, 2010, all employees of the Water Patrol started using the TRS as their official time and leave records. In October 2010, the Water Patrol physically relocated from their headquarters building on East McCarty Street in Jefferson City to the Highway Patrol's General Headquarters complex on East Elm Street. The Human Resources Division coordinated with the Budget and Procurement Division and Water Patrol to move all personnel-related files from the location on East McCarty Street to the Human Resources Division.

Personnel analysts assigned to the Human Resources Division processed appropriate personnel transactions prior to and after the merger of the Water Patrol. They were challenged also with updating the Highway Patrol's organizational charts on January 1, 2011, to accurately reflect where former Water Patrol employees were assigned after the merger.

Through this merger, the Human Resources Division grew to a total of 22 employees, with nine sworn positions (including three recruiters assigned to work in the troops) and 13 civilian positions.

For over 10 years, Human Resources Division has sponsored an annual "Take Your Child to Work Day" during the summer months. This program allows employees to bring their child to their work location to introduce them to various aspects of the Highway Patrol's duties. In 2010, children lifted their own fingerprints, visited the firing range, competed in a GPS course, viewed a demonstration from a remote-controlled robot, and viewed PIED's new video "Permanent". Child Identification Cards were offered, also.

The 91st Recruit Class graduated in July 2010, with 27 recruits. The 92nd Recruit Class began training on July 1, 2010, with 44 recruits, and graduated in December 2010 with 36 recruits. Also in 2010, the 93rd Trooper Selection Process was completed and resulted in the hiring of 46 recruits, who began training on January 3, 2011. The 93rd Recruit Class graduated 41 troopers.

In June 2010, three full-time recruiters were transferred from the troops to the Human Resources Division. A full-time recruiter continued to be stationed at Springfield and Weldon Spring, and a full-time recruiter position was transferred from Jefferson City to Poplar Bluff. The recruitment coordinator and the three full-time recruiters provided annual recruiter training at each troop during the month of September 2010.

The 94th Recruit Class began July 1, 2011. In March and April 2011, the recruitment section administered written and fitness for duty testing for the 95th Trooper Selection Process. The 95th Recruit Class started Academy training on April 2, 2012. During 2012, the selection process was conducted for the 96th Recruit Class; the process for the 97th Recruit Class began that year.

The Insurance Section was transferred from the Budget and Procurement Division to the Human Resources Division on February 1, 2012. The transfer also resulted in the addition of two employees (insurance clerks) being added to the Human Resources Division. Also, the function of workers' compensation was transferred to the Human Resources Division on February 1, 2012, and was assigned to three personnel records clerks within the division.

With the creation of the department of Personnel and Training in 1946, several directors have overseen the personnel function of the Patrol. The following list shows those officers and their dates of service in the division:

From	To	Name	Division's Name
9/1/2012	Present	Captain David A. Flannigan	Human Resources Division
8/1/2011	9/1/2012	Capt. I. David Smith	Human Resources Division
7/1/2001	7/31/2011	Capt. Sandra K. Karsten	Human Resources Division
7/1/1994	7/1/2001	Capt. Terry W. Moore	Human Resources Division
3/1/1994	7/1/1994	Lt. Terry W. Moore	Human Resources Division
2/15/1994	3/1/1994	Capt. Ernest G. McCutchen	Human Resources Division
11/1/1991	3/1/1994	Capt. Ernest G. McCutchen	Personnel Division
9/1/1986	10/23/1991	Capt. Clarence A. Greeno	Personnel Division
12/1/1982	9/1/1986	Capt. Robert W. Schmer	Personnel Division
5/1/1981	12/1/1982	Capt. John W. Danklef	Personnel Division
7/1/1974	5/1/1982	Lt. John W. Danklef	Director, Personnel Section, Division Of Personnel
5/6/1974	7/1/1979	Capt. John H. Little	Planning and Research Personnel/Training & Planning/Research Division
1/1/1971	5/15/1974	Capt. Dale E. Crites	Personnel & Training
1/1/1967	1/1/1971	Capt. Walter Snyder Jr.	Supervisor, Personnel & Training
10/1/1964	1/1/1967	Lt Walter Snyder Jr.	Supervisor, Personnel & Training
10/1/1957	2/1/1966	Major K.K. Johnson	Personnel & Training
2/1/1953	10/1/1957	Captain K.K. Johnson	Personnel & Training
9/1/1946	2/1/1953	Lt. K.K. Johnson	Personnel & Training