



MISSISSIPPI
STATE PERSONNEL BOARD

ANNUAL REPORT

FISCAL YEAR
2025



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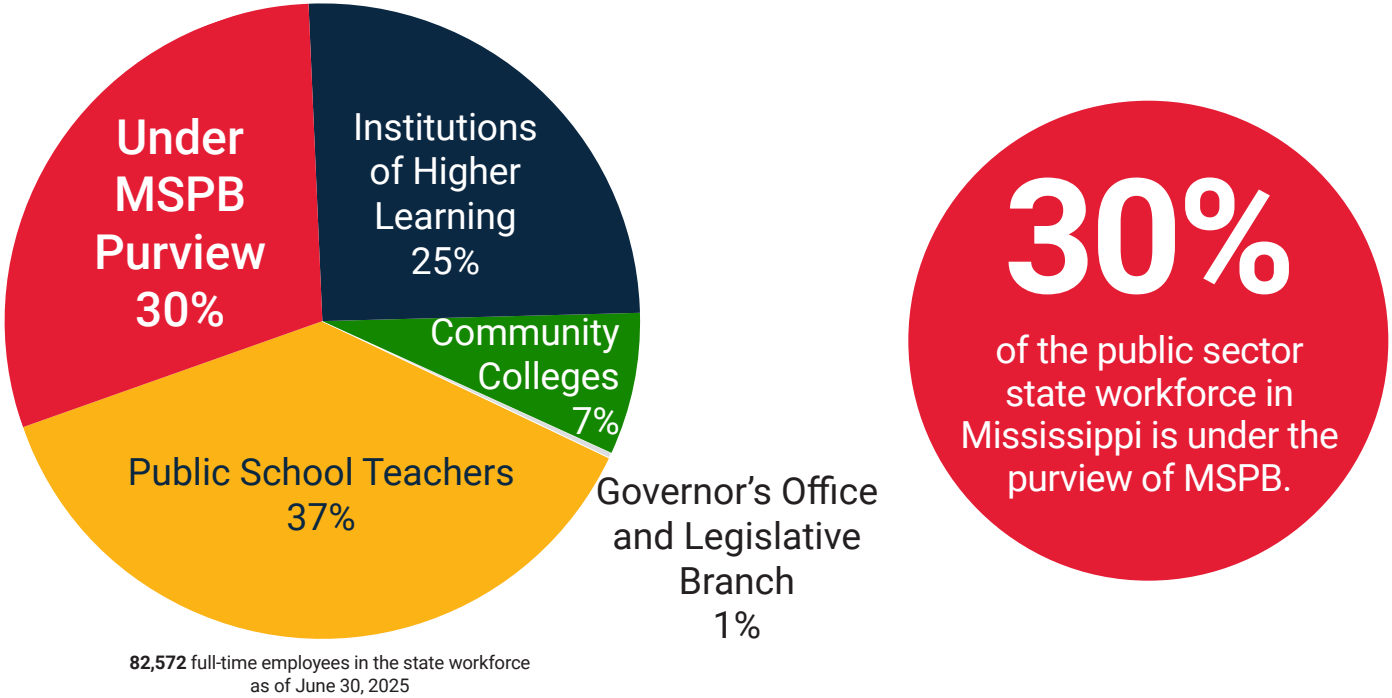
The State of Mississippi is an equal opportunity employer and assures equal employment opportunities to all persons regardless of political affiliation, race, color, handicap, genetic information, religion, national origin, sex, religious creed, age, or disability.
Published in December 2025 by the Mississippi State Personnel Board.

Our Vision:
To ensure a quality workforce for the State of Mississippi.

Our Mission:
To lead the way in human capital and workforce management.

What We Do:
We work to give agencies the tools to achieve their missions through their employees.

Who We Serve:
We exist to serve state agencies, their employees, and job seekers.



24,570
full-time employees
under MSPB purview

70
master agencies
under MSPB purview

As of June 30, 2025

Board Members

The Mississippi State Personnel Board is a five-member Board whose members are appointed by the Governor with the advice and consent of the Senate.

CHAIRMAN SCOTT SHOEMAKER, JACKSON



Scott Shoemaker was appointed to the Board by Governor Tate Reeves in March 2021. He is the president and broker of Shoemaker Homes in Ridgeland. He is a past president of the Home Builders Association of Jackson, the Home Builders Association of Mississippi, and the Ridgeland Chamber of Commerce.

VICE CHAIRMAN STEPHANIE CUMMINS, BRANDON



Stephanie Cummins was appointed to the Board by Governor Phil Bryant in March 2017. She is the co-owner and associate broker at Front Gate Realty. She serves on the board of directors for the Mississippi Realtor Association, the Home Builders Association of Jackson, and the Home Builders Association of Mississippi.

COLONEL NICK P. ARDILLO, JR., COLUMBUS



Colonel Nick Ardillo was originally appointed to the Board by Governor Haley Barbour in June 2011. As a former Commander of Columbus Air Force Base, he is now retired from active duty and is the principal of NPA, LLC and a partner in Ardillo, McCullough and Taggart LLC. He provides aerospace, airports, and defense consulting. *(Colonel Ardillo served on the Board in FY 2025 until he retired in October 2024. See page 19 for details.)*

DONALD BROWN, VICKSBURG



Donald Brown was originally appointed to the Board by Governor Haley Barbour in 2005. He is the deputy executive director of River Ridge Behavioral Health. He has worked with the Mississippi Employment Security Commission, the Department of Human Services, and the Vicksburg Early Education Center. Brown also serves as the chairman of the State Rehabilitation Council for the Department of Rehabilitation Services. He is a member of the College Savings Board and the Juvenile Justice Advisory Committee.

ALWYN LUCKEY, OCEAN SPRINGS



Alwyn Luckey was appointed to the Board by Governor Phil Bryant in April 2012. He is the sole shareholder of The Law Firm of Alwyn H. Luckey, P.A. His law practice includes state and local government consulting, business law, construction defect/water intrusion, asbestos injury, real estate, and general practice. He has also served as judge for the City of Ocean Springs.

Legislative Advisors

The Lieutenant Governor may designate two Senators, and the Speaker of the House of Representatives may designate two Representatives to attend meetings of the Mississippi State Personnel Board.

REPRESENTATIVE STEVE MASSENGILL, HICKORY FLAT

Representative Massengill has served as Representative for District 13, which includes Benton, Lafayette, Marshall, and Union Counties, from 2012 to present. His committee memberships include Transportation - Chair, Management - Vice Chair, Appropriations A, Appropriations E, Interstate Cooperation, Public Health and Human Services, Public Utilities, and State Affairs



REPRESENTATIVE SAM C. MIMS, V, MCCOMB

Representative Mims has served as Representative for District 97, which includes Adams, Amite, Franklin, and Pike Counties, from 2003 to present. His committee memberships include Appropriations D - Chair, Appropriations A, Enrolled Bills, Medicaid, and Public Health and Human Services.



SENATOR JASON BARRETT, BROOKHAVEN

Senator Barrett has served as Senator for District 39, which includes Amite, Franklin, Lawrence, Lincoln, and Pike Counties, from 2020 to present. His committee memberships include Environment Protection, Conservation, and Water Resources - Chair; Accountability, Efficiency, Transparency - Vice Chair; Corrections; Finance; Forestry; Highways and Transportation; Housing; Judiciary, Division A; Judiciary, Division B; and Medicaid.



SENATOR DAVID PARKER, OLIVE BRANCH

Senator Parker served as Senator for District 2, which includes DeSoto County, from 2013 to 2025. His committee memberships included Accountability, Efficiency, Transparency - Chair; Public Health and Welfare - Vice-Chair; Appropriations; Drug Policy; Economic and Workforce Development; Education; Elections; Government Structure; and Judiciary, Division A.



Excellence in Government

Governor Tate Reeves honored Lisa Campbell of the Mississippi Development Authority (MDA) and Dr. Michael Heindl of Northwest Mississippi Community College (NMCC) with the 2025 Excellence in Government Awards.

The foundation of these awards is to encourage the development of innovative systems of public administration. In 2012, the Mississippi State Personnel Board established and presented the inaugural Mississippi Excellence in Government Awards program at the direction of the Mississippi Legislature.

The recipient of the Excellence in State Government Award is Lisa Campbell, who leads the Energy

EXCELLENCE IN Government AWARDS

Recognizing excellence and innovation in government

Security Program within the Mississippi Development Authority's Energy and Natural Resources Division. Campbell led a comprehensive overhaul of Mississippi's State Energy Security Plan, producing the first plan in state history to meet the U.S. Department of Energy's rigorous cyber-physical security standards. Following the plan's approval, she organized Mississippi's first State Energy Security Summit and led tabletop exercises with key



(L to R) MSPB Vice Chair Stephanie Cummins, Excellence in Local Government award recipient Dr. Michael Heindl, Governor Tate Reeves, Excellence in State Government award recipient Lisa Campbell, and State Personnel Director Kelly Hardwick



Since becoming president in 2018, Heindl has strengthened every facet of the institution both fiscally and culturally. Through disciplined financial management, he increased the college's reserve operating capital from less than one month to more than seven months and launched NMCC's first capital campaign, securing nearly \$10 million and growing the foundation's endowment to more than \$15 million.

Under his leadership, NMCC Ranger athletics have earned national championships in women's soccer, cheer, and dance, while repeatedly receiving NJCAA All-Academic Team of the Year honors. Heindl also spearheaded the creation of the Heindl Center for the Performing Arts, establishing both a student learning laboratory and a regional cultural hub.

agency leaders, strengthening collaboration among the Mississippi Emergency Management Agency (MEMA), the Public Service Commission, and other state partners. Her work earned recognition from DOE and the National Association of State Energy Officials as a national model for energy preparedness.

Over the past few years, Campbell has overseen energy education and workforce development initiatives and serves as Mississippi's energy security liaison to federal partners. Since joining MDA in 2003, she has advanced energy education by providing K-12 educators with professional development opportunities that enhance student engagement and understanding. Campbell holds a bachelor's degree from Mississippi Valley State University and a master's degree from Jackson State University, and is an active member of Alpha Kappa Alpha Sorority, Incorporated.

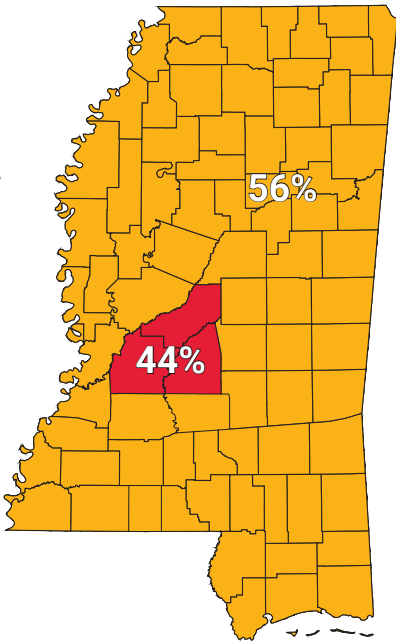
The recipient of the Excellence in Local Government Award is Dr. Michael Heindl, president of Northwest Mississippi Community College. Under his leadership, NMCC has achieved 12 consecutive semesters of increases in enrollment and completed more than \$100 million in construction projects. This includes the development of the Concourse, a new campus designed to expand career-technical training and workforce education in partnership with Panola County and the City of Batesville.



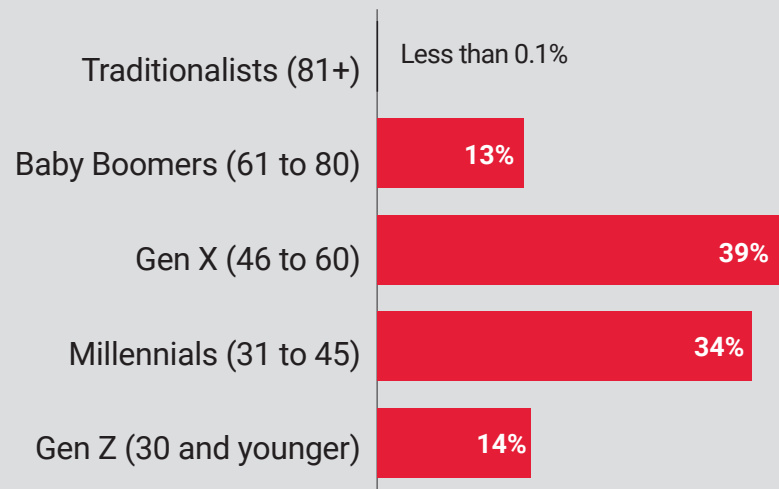
Purview Employees

56% of state employees are employed outside of Metro Jackson.

20 state agencies have the majority of their workforces employed outside of Metro Jackson.

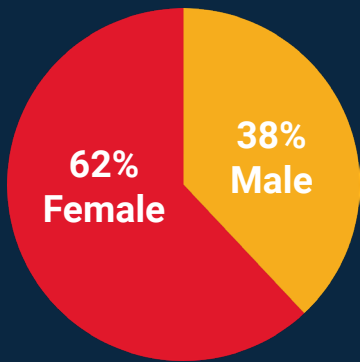


Generations in the State Workforce

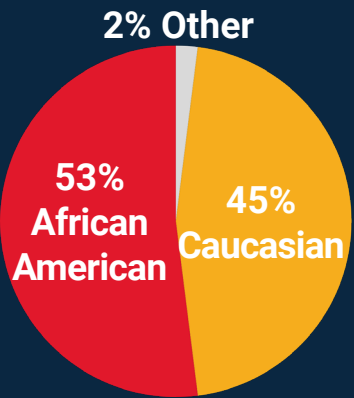


35% of state employees have more than 10 years of service.

Pages 8-9 are as of June 30, 2025..



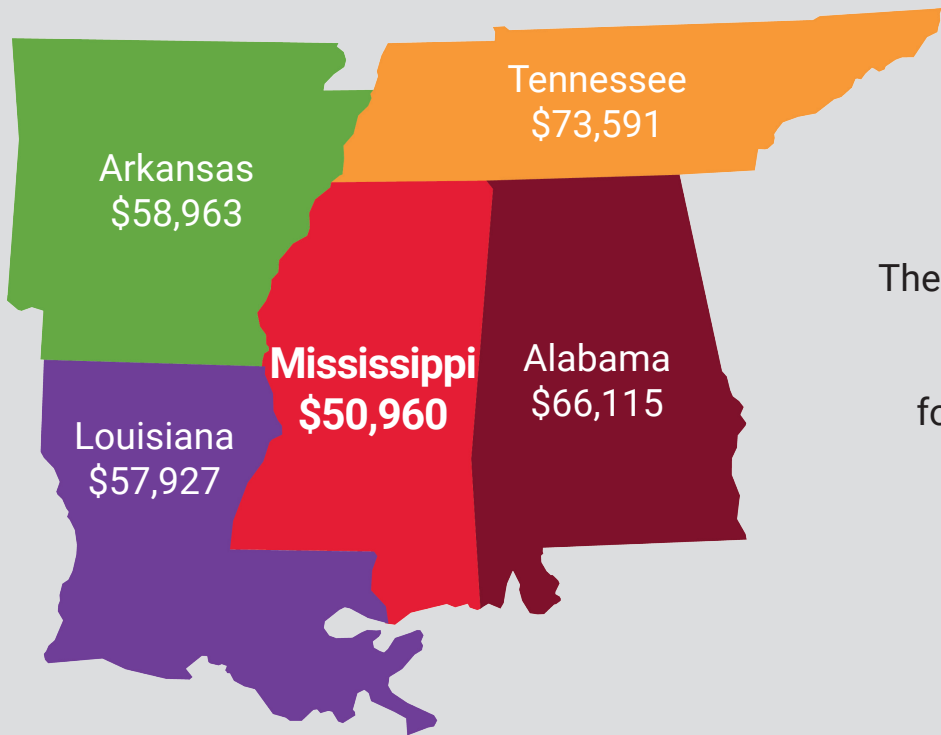
46
Average Age



9
Years
Average Service Time

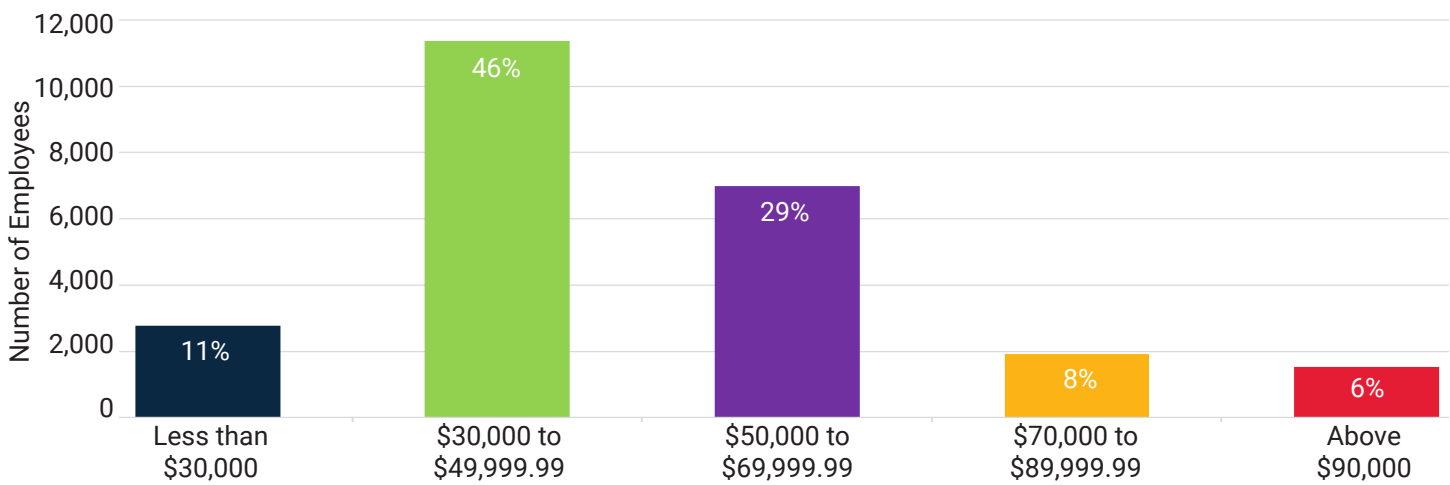
\$50,960
Average Salary

60% of employees earn less than the average salary.
57% of employees earn less than \$50,000 annually.



The average annual salary for state employees in Mississippi's four contiguous states is \$64,149.

Salary Distribution



Trends

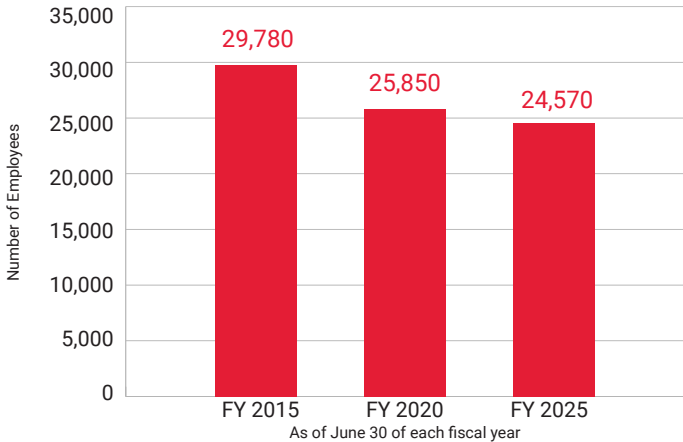
Employee Count

18%

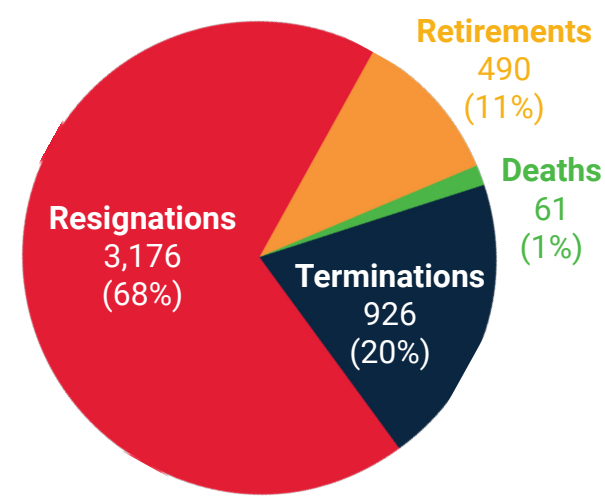
Percent decrease in state employees over the past decade

5,210

Fewer employees in state government than in FY 2015



Separations in FY 2025

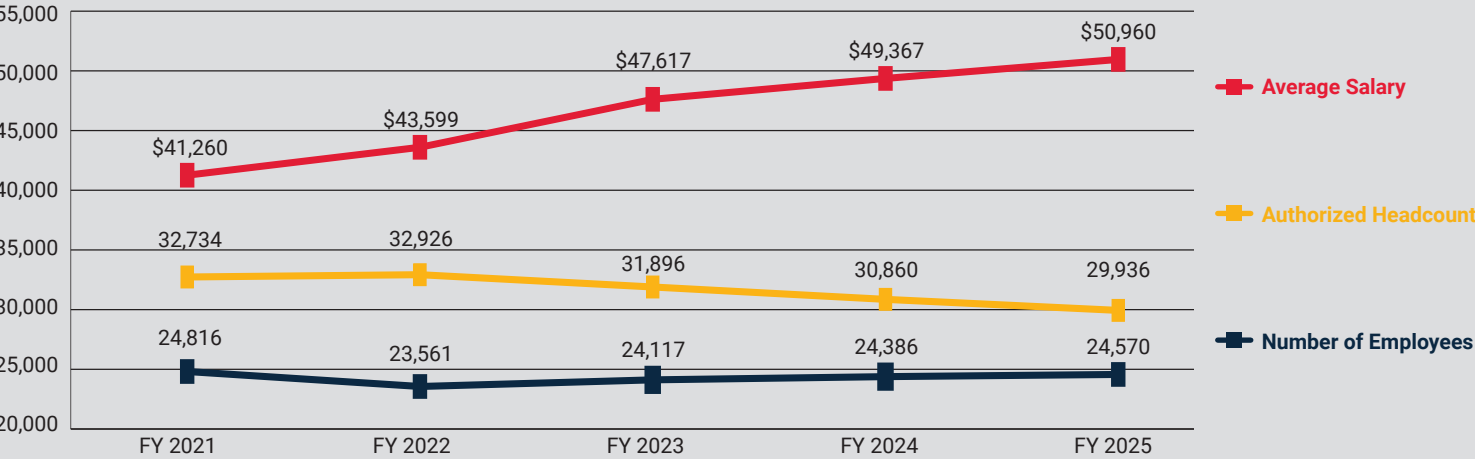


Job Families with the Most Resignations in FY 2025

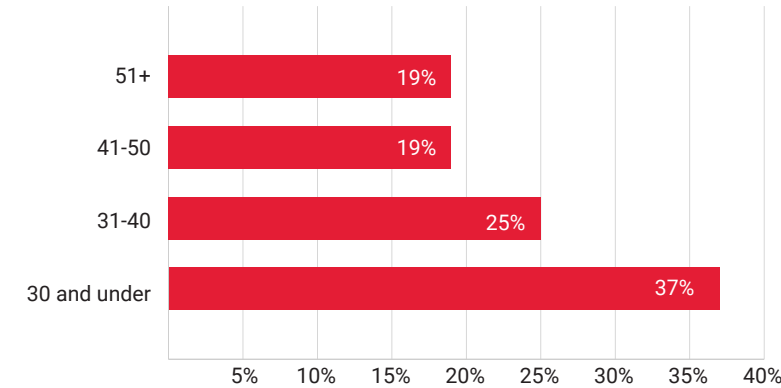
- Support Care
- Social Services
- Correctional Security
- Benefits and Eligibility
- Nursing
- Transportation and Infrastructure Maintenance
- Administrative Support
- Sworn Law Enforcement
- Customer Service
- Program Management and Support

From July 1, 2024 - June 30, 2025

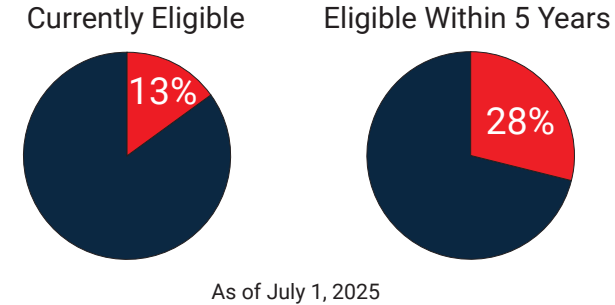
5-Year Comparison



Resignations by Age in FY 2025



Retirement

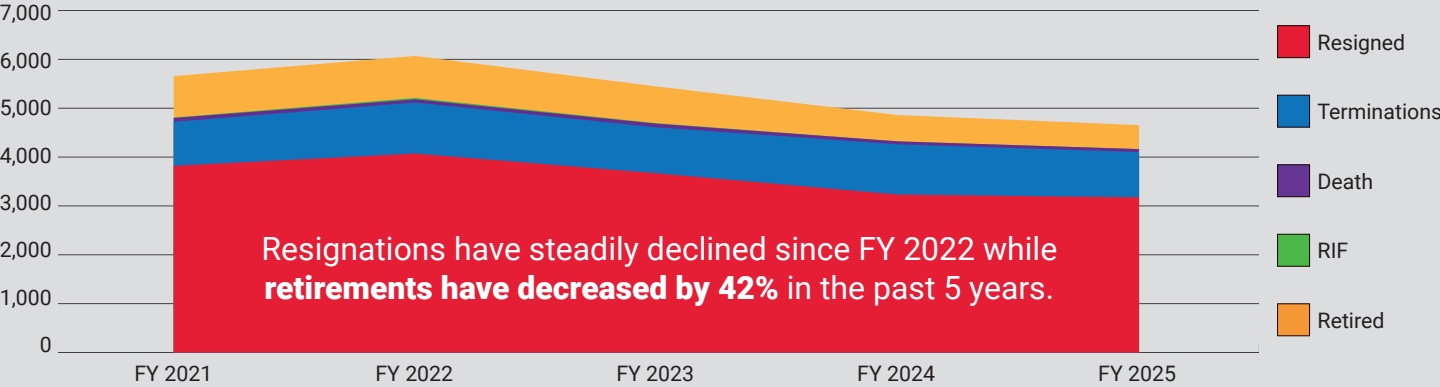


Workforce Trends

	10 Years Ago	5 Years Ago	FY 2025
Number of Employees	29,780	25,850	24,570
Applications Received	244,168	159,922	153,557
Average Salary	\$35,188	\$39,896	\$50,960
Employees Earning Less Than \$50,000	86%	80%	57%
Resignations	3,915	3,309	3,176

As of June 30, 2015, 2020, and 2025

Employees Leaving State Government



REMOTE WORK

With the repeal of Senate Bill 2810 (2022 Regular Session), MSPB incorporated policies related to remote work into the *MSPB Policy and Procedures Manual*. The policy outlines many of the guidelines set forth in SB 2810 including **additional reporting and compliance requirements**:

- Employees working remotely full-time must be approved by MSPB.
- Agencies must allow remote work in lieu of administrative leave when feasible.
- Agencies must certify remote work policy compliance.

MSPB provides agencies with **templates, guidance, and best practices** for implementing remote work.

Issues like low productivity or employee unavailability are treated as **disciplinary matters** and managed at the **agency level**.



25% of state employees are reported to be teleworking in some capacity.

53 master agencies report having teleworking employees.

As of September 1, 2025



Sharing Human Resources Personnel (SHRP)

This program allows agencies, boards and commissions with a headcount of less than 30 to outsource their human resources needs to MSPB at no additional cost.

19

Eligible agencies participate in MSPB's SHRP program

MSPB is comprised of four divisions to serve state agencies, current state employees, and job seekers.



**Classification,
Compensation, and
Recruitment**



**Training and
Development**



**Employee Appeals
Board**



Operations

Personnel Advisory Council

The Personnel Advisory Council advises MSPB in the development of policies, programs, rules and regulations which will improve public employment in the state. The council also assists in the promotion of public understanding of the purposes, policies, and practices of the state personnel system.

Members are appointed by and serve terms concurrent with the Governor. Members include:

Kesha Funches	Department of Finance and Administration
Kayla Pyron	Division of Medicaid
Katie Storr	Department of Mental Health
Lamar Wilson	Department of Revenue

Classification, Compensation, and Recruitment

Classification and compensation work together to create a system that provides consistent, fair, and equitable compensation for employees. The State of Mississippi's classification and compensation system policies are outlined in the Variable Compensation Plan.

Agencies under MSPB purview are assigned analysts who work with agencies to ensure they are in compliance with the Variable Compensation Plan.

New Total Compensation Calculator

MSPB now offers a total compensation calculator for current and prospective employees to illustrate the total value of state employee benefits. The calculator estimates the total value of an employee's compensation based on salary and years of continuous service. The estimate considers the value of an employee's salary, insurance, retirement, and paid time off including leave and holidays.

The calculator is located on the home page of the MSPB website and is available for all current and future employees to explore the total value of state employment.

M

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MISSISSIPPI
STATE PERSONNEL BOARD

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Career Catalog

Employee Resources

State Agency Resources

Training & Development

eLearning

About MSPB

Employee Appeals Board

Compensation Calculator

Home » Total Compensation Estimate

Total Compensation Estimate

Enter your annual salary:

Enter annual salary

Or enter your hourly salary:

Enter hourly salary

Enter years of continuous service:

Years of service

Do you want health insurance?

☐ Yes ☐ No

Do you want life insurance?

☐ Yes ☐ No

Total Compensation: —

Earnings

Annual Salary: —

Hourly Salary: —

Employer Contributions to Benefits

Life Insurance Premium: —

Health Insurance: —

PERS Retirement: —

Paid Time Off

Years of Service: —

Personal Leave Days: —

Medical Leave Days: —

Paid Holidays: —

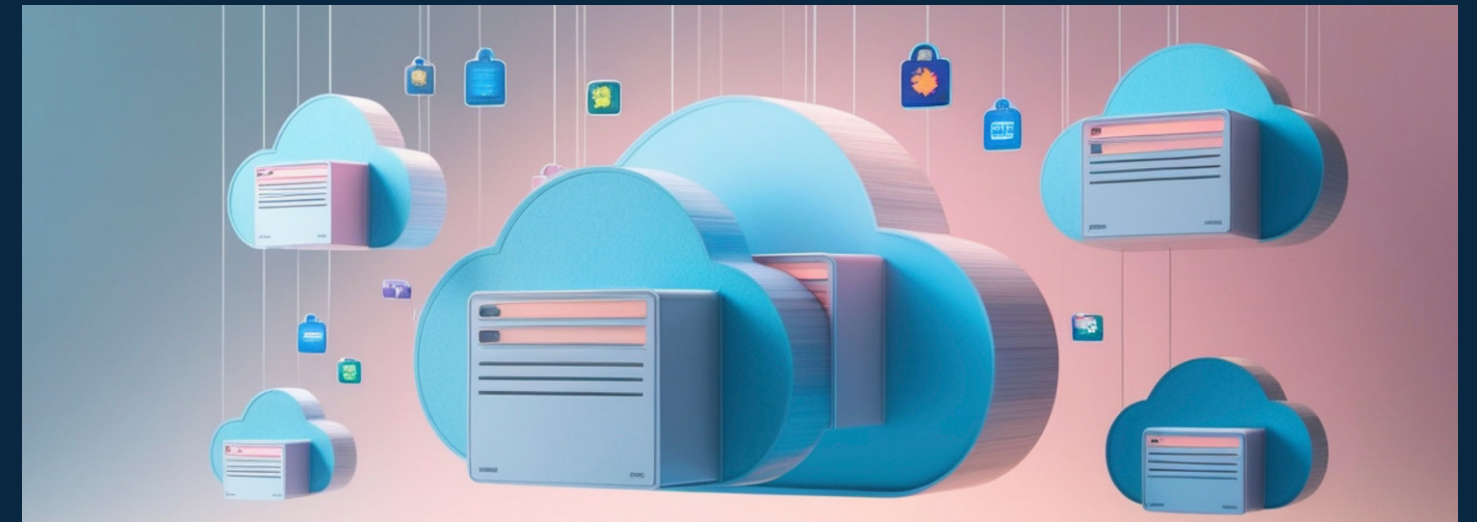
Personal Leave Value: —

Enhanced Compliance Reports

Compliance reports are now broken down into two categories to allow for better tracking of salary spending guidelines outlined in each agency's appropriations bill:

- **Year-to-Date Report:** Displays annualized expenses for each agency to ensure compliance with appropriations for the year based on YTD expenses.
- **Monthly Expense Report:** Estimates annual compliance based on expenses from the previous month.

Mississippi Establishes Nation's First Public Cloud Job Family



In January 2025, MSPB launched the first public sector Public Cloud job family in the country.

Employees in Public Cloud job classifications are responsible for the design, implementation, management, and optimization of an organization's public cloud systems.

There are five public cloud specialists employed by the Department of Information Technology Services.

More Recruitment Options Available to Agencies Through MSPB Policy

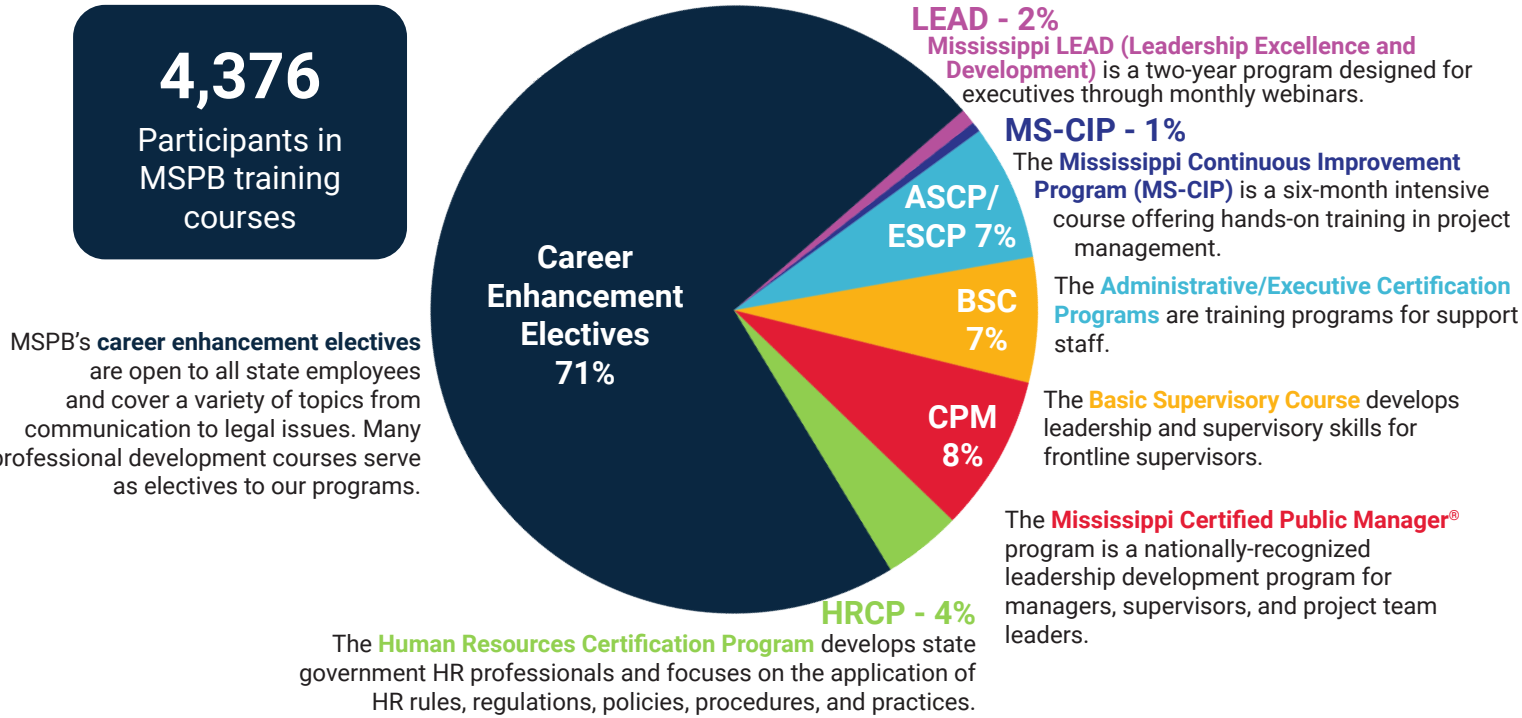
In FY 2025, MSPB updated its policies to authorize the use of other competitive recruitment methods in addition to the MSPB job board. This includes:

- External job boards
- Agency websites
- Career fairs and hiring events
- College and university outreach
- Professional associations or industry-specific platforms

This gives agencies greater flexibility to recruit in the most effective way based on the unique needs of each position.

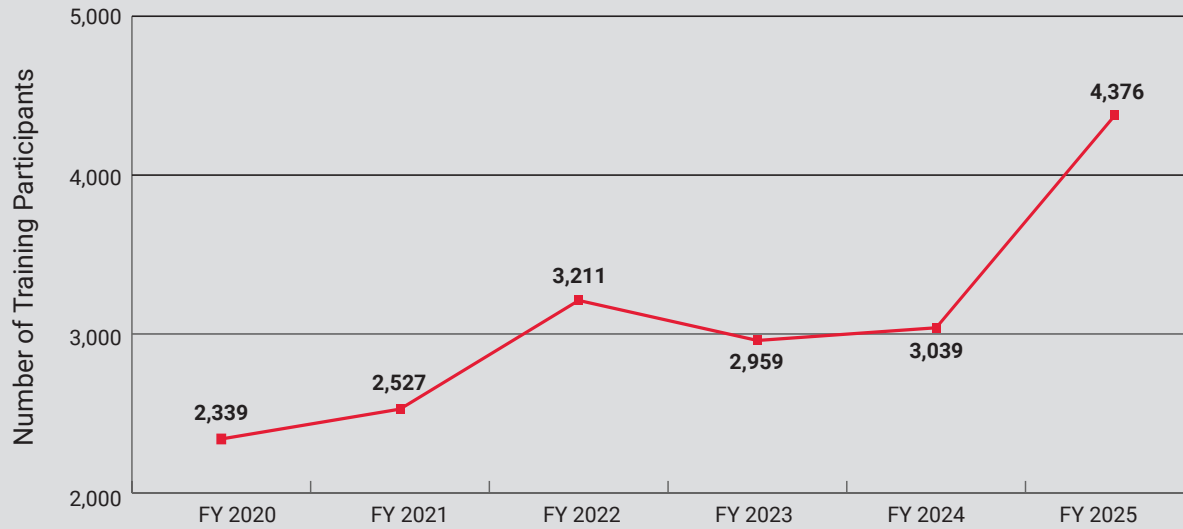
Training and Development

The goal of the Office of Training and Development is to provide state agencies with the tools, information, and training needed to ensure a quality workforce for state government.



Training Enrollment

MSPB saw a **44% increase** in training participation in FY 2025.



MSPB Launches New Continuous Improvement Program



In February 2025, MSPB launched its newest training and development program, the **Mississippi Continuous Improvement Program (MS-CIP)**.

MS-CIP is a six-month intensive program offering hands-on training in project management, process improvement, and change management. Designed for state employees responsible for continuously improving their agencies through projects and processes, MS-CIP guides employees through the steps of a real-world project from start to finish.

Applicants were required to submit project proposals, obtain approval from their agency heads, and be selected by MSPB to join the program. Twenty-one state employees were selected to participate in the inaugural class and were divided into teams to apply project management and process improvement principles to implement real-world improvements in their agencies.

“MS-CIP is the first program of its kind in MSPB’s training division,” said Michael Finley, MSPB’s director of training and development. “This program provides participants with hands-on experience needed to lead projects and implement improvements. I’m eager to see how they apply these lessons to enhance the effectiveness of their agencies’ operations.”

Mississippi Certified Public Manager® Program Receives Reaccreditation

In November 2024, MSPB’s Certified Public Manager® program received reaccreditation from the National Certified Public Manager Consortium, the governing body that establishes and preserves standards for programs that award the CPM designation. Accredited programs have demonstrated the ability to maintain and improve the effectiveness and professionalism of government managers. The six-year reaccreditation represents extensive preparation and effort on the part of MSPB’s workforce development team.

Pictured: Michael Finley (center), MSPB’s Office of Training and Development Director, accepts MSPB’s reaccreditation from Marci Campbell (left), Chair of the Accreditation Committee, and Randy Harrison (right), Chair of the National Certified Public Managers Consortium.



Employee Appeals Board

In 1980, the Mississippi Legislature created the Employee Appeals Board, an entity separated from the MSPB by statute, but supported by the agency through administrative services.

The EAB provides a fair and impartial appeals process for employees and is comprised of three Hearing Officers, one from each Supreme Court district, who are appointed by MSPB members. This forum provides employees of the State of Mississippi an opportunity to appeal agency-level decisions that adversely affect the employee’s service.



EAB Fiscal Year 2025 In Review

Initial Appeals

Demotions	1
Suspensions Without Pay.....	2
Terminations	46
Unresolved Grievances	7

56
Total
Appeals Filed
in FY 2025

Initial Orders Rendered

Affirmed	13
Agreed.....	10
Dismissed.....	36
Reversed	2
Partial Relief	0

61
Total Orders
Rendered in
FY 2025

Board Member Tribute

Board Member Nick Ardillo Retires After Thirteen Years of Service

Colonel Nick P. Ardillo, Jr. retired from the Mississippi State Personnel Board on September 19, 2024, after more than thirteen years of service. Ardillo has represented the Third Supreme Court District on the Board since his appointment by Governor Haley Barbour in 2011. He was subsequently reappointed in 2016 by Governor Phil Bryant and in 2021 by Governor Tate Reeves. Colonel Ardillo has served the Board as both chairman and vice chairman.

In recognition of his contributions, Colonel Ardillo received a commendation from Governor Tate Reeves.

Ardillo, a former commander of Columbus Air Force Base, retired from active duty and is a

principal of NPA, LLC. He provides aerospace, airports, and defense consulting.

Ardillo also served as deputy chief of staff to Governor Kirk Fordice from 1993 until 1999. He currently serves as treasurer of the Tennessee-Tombigbee Waterway Development Authority.

Ardillo earned a bachelor’s degree from Auburn University and a master’s from Troy State University. He is also a graduate of the United States Air Force Air War College and a member of the Mississippi Airport Association and the Air Force Association.



(L to R) Board Members Scott Shoemaker (Chairman), Stephanie Cummins (Vice Chair), Colonel Nick P. Ardillo, Jr., Don Brown, and Alwyn Luckey



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