

A Better Way to Recruit for Missouri

A Collaborative Cross-departmental Pilot for Recruiting Essential,
High-Turnover Positions



\$38.6 Million in Overtime

Missouri

Missouri's Turnover Rates are Staggering Compared to the Private Sector

MO Executive Branch Turnover Rates vs. Turnover Rates of Other Sectors			
Missouri Oct. 2017 - Sept. 2018	21.2%	Highest Other Sectors in 2017	
		Technology (Software)	13.2%
		Retail/Consumer Products	13.0%
		Media & Entertainment	11.4%

21.2% turnover rate is nearly twice the 11.2% for the government/education/non-profit sector



Missouri's Executive Branch Agencies have a Recruitment Crisis

Turnover Rates Oct. 2017 through Sept. 2018	
Mental Health	30.0%
Public Safety	29.8%
Corrections	23.2%
Social Services	21.5%
Labor & Industrial Relations	18.4%
Revenue	18.2%
Health & Senior Services	16.0%
Economic Development	15.9%
Elementary & Sec Educ	15.8%
Ins, Fin Inst & Prf Reg	14.8%
Office of Administration	14.7%
Agriculture	14.1%
Higher Education	13.9%
Natural Resources	13.8%
Missouri Transportation	12.7%
Conservation	8.7%



These positions account for over 1 in 5 full-time state workers

Vacancy by Department and Position Fall 2018				
	Number of Facilities	Number of Positions	Number of Vacant Positions	Vacancy Rate
Department of Corrections – CO I	21	4,889	788	16.12%
Department of Mental Health - DSP	14	3,158	686	21.72%
Missouri Veterans Commission (DPS) – CNA I	7	678	107	15.78%
Department of Social Services-Youth Specialist	37	620	92	14.84%
Total	79	9,345	1,673	17.9%

**Nearly 1 Out of Every 5
Positions Authorized is
Vacant**



These positions also suffer from high turnover rates

Turnover Rates by Department and Position Fall 2018	
	Turnover Rate
Department of Corrections – CO I	31.43%
Department of Mental Health - DSP	43.94%
Missouri Veterans Commission (DPS) – CNA I	128.78%
Department of Social Services-Youth Specialist	48.41%
Total	41.85%



All four of these departments need to recruit candidates with similar backgrounds and qualifications

Minimum Qualifications for Essential, Entry-level positions (2018)				
	DOC	DMH	DSS	DPS (MVC)
Position	Corrections Officers	Direct Support Professional	Youth Specialists	Certified Nurse Aids
Qualifications	High School Diploma/GED Age: 19 Valid Driver's License by Assignment Ability to Maintain Firearms Certification Essential Functions Evaluation	High School Diploma/GED Valid Driver's License	High School Diploma/GED & 60 hours from an accredited college or university or 2 years of experience with direct care Valid Driver's License	Two or more years of work experience or High School Diploma/GED or Possession of a nursing assistant certificate and/or possession of a medication technician certificate
Background Check	Pass Background Check and Drug Screen	Pass Background Check and Drug Screen	Pass Background Check and Drug Screen	Pass Background Check and Drug Screen



Current State Recruitment Strategies are NOT Working

The State of Recruitment – November 2018				
	DOC	DMH	DSS	DPS (MVC)
Recruitment Focus	Statewide and Facility (3 dedicated regional recruiters, recruitment teams within each facility)	Facility	Facility	Statewide and Facility
Training for the Recruiters	No	No	No	No
Time Dedicated to Recruitment	Statewide-100% Facility-55%	Statewide-0% Facility-60%	Statewide-25% Division/Facility- 5%	Statewide-150% Facility - --
Standardized Tracking of Recruitment Data	No	No	No	No



Current State Recruitment Strategies Compared to Private Sector and Other States

Missouri Executive Branch Agencies	Private Sector	Other State Correctional Facility
Word of Mouth	Targeted Demographics	Virtual Job Fairs
Decentralized	Launch Pads for Coordinated Efforts	Incentives-Sign On Bonus
Social Media-Department Exclusive Facebook Page	Improve Reputation of Business to drive Recruitment	Centralized Recruiting
Radio Ads	Meet and Greet	Database for Tracking recruitment statistics/information
Local News Papers	Applicant Focus (what is in it for the employee)	Targeted Demographics
Walk Ins	Centralized	Social Media Ad Blasts
Job Fairs	Different approach by Geographical Regions	
Digital Ads	Analytics and Data to drive Recruitment Process	
	Varying of Messaging-Never use the same message twice and Social Media Ad Blasts	



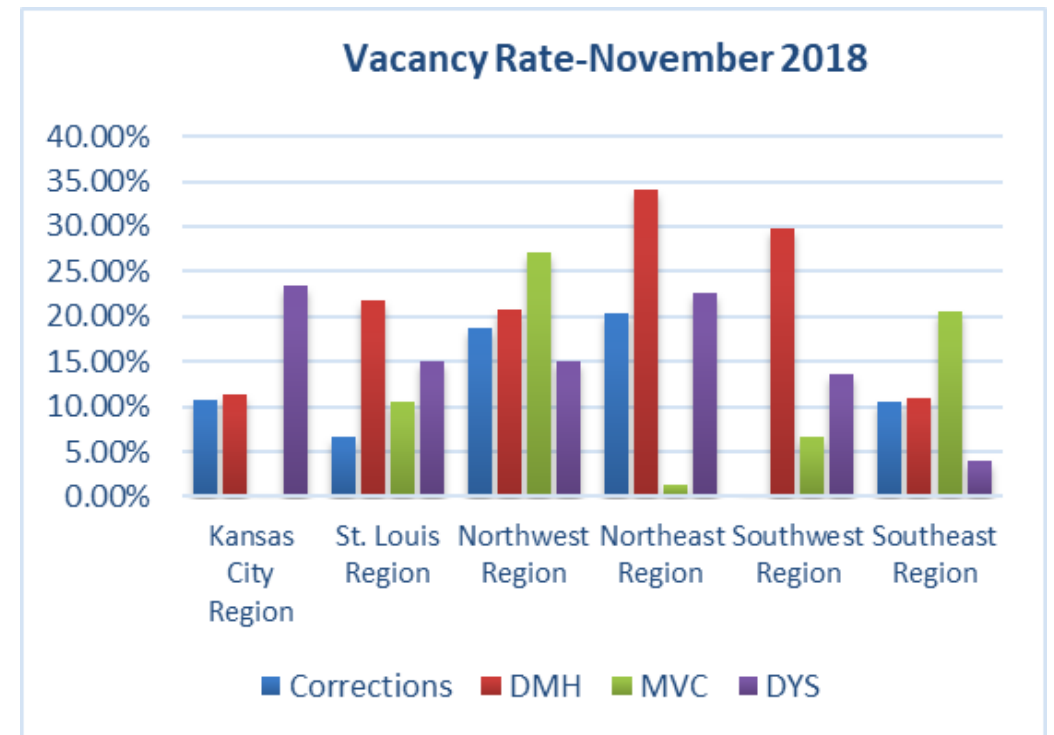
A Better Way to Recruit for Missouri

- Recruiting Capabilities should be focused on geographic locations and/or target demographic
- Establish standardized recruitment best practices that are delivered at the departmental level
- Establish standardized processes of tracking data
- Incentives to make jobs more appealing
- Linkages for cross-departmental recruitment capabilities



A Cross-Departmental Pilot Project in Northwest Region

- Why the Northwest Region?
 - Cumulative Vacancy Rate of 20%
 - Unemployment Rate 2%
 - Covers 10 Facilities in the Region



The State of Missouri needs to take a new collaborative approach to recruiting for these essential, entry level positions

Proposed Collaborative Approach	Benefits of Approach
<ul style="list-style-type: none">• Dedicated Recruiters & Training• Messaging & Marketing• Best Practices in Rural Area• Standardize Tracking of Data	<ul style="list-style-type: none">• Collaborative• Applicant Focused• Efficient• Centralized• Targeted• Improved Reputation



Measuring Success of the Cross-Departmental Pilot

- **Decrease the vacancy rate by 3% or more by the end of the pilot**
 - Assuming Similar Vacancy and Turnover as in 2018



Questions?

