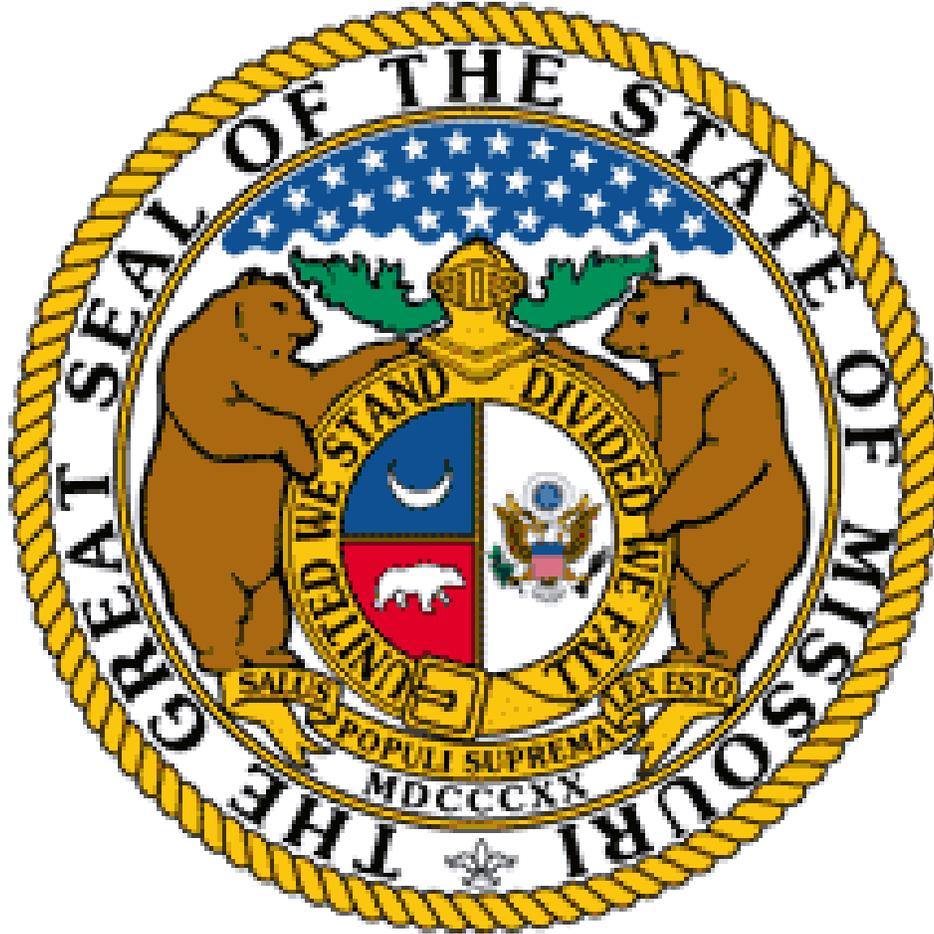


A BETTER WAY TO RECRUIT FOR MISSOURI-
A Collaborative Cross-Departmental Pilot for recruiting essential, high turnover positions.



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Missouri's Recruitment Problem is Costing Millions...and Much, Much, More...

We are experiencing a recruitment crisis and the costs of failing to fix this problem are high! Of all recruitment issues, most troubling is the effect of high vacancy and turnover rates for essential, entry-level positions in DMH, DPS-MVC, DOC, and DSS. Essential, entry-level positions such as Direct Support Professionals, Certified Nursing Assistants, Corrections Officers, and Youth Specialists directly impact the lives of all of us every day to protect the public and provide direct services to disabled and/or vulnerable Missourians. Facilities are operating at marginal to critical staffing levels, causing employees to participate in mandatory overtime or receive discipline, and costing Missourians more than \$38.6 MILLION in overtime for FY18.

Missouri's Executive Branch Agencies have a Recruitment Crisis – Most Notably with Essential, Entry-Level Positions in DMH, DSS, DPS-(MVC), and DOC.

The “Revolving Door” is a reality for Missouri's Executive Branch Agencies. The 21.2% turnover rate posted by Executive Branch Agencies between Oct. 2017 and Sept. 2018 is nearly twice the 11.2% for the government/education/non-profit sector reported by LinkedIn for 2017.

Even more significant was the vacancy and turnover rates for these four essential, entry-level positions. Nearly 1 out of every 5 of these positions is vacant, and turnover averages around 41%. A high number of existing vacancies, coupled with high turnover rates, is causing a viscous cycle that is impacting recruitment for these essential, entry-level positions.

Similar Work Expectations and Qualifications for Essential, Entry-level Positions Offers an Opportunity for a Cross-Departmental Solution to the Recruitment Crisis

These are tough, service-oriented positions that require 24-7 staffing in most cases. Minimum qualifications are generally a high school diploma/GED and/or minimal work experience and the ability to pass a basic background check and drug test. In essence, agencies are recruiting from the same hiring pool in most locations. Because of these similarities, a collaborative, cross-departmental approach is appropriate.

Current Recruitment Strategies for Essential, Entry Level Positions are Not Working and are Not Based on “Best Practices”

While there are some differences among the agencies, current recruitment efforts generally employ a fragmented approach with minimal staff solely dedicated to recruitment. Recruitment data is not consistently gathered or tracked, and little consideration is given to targeting specific demographics or using approaches tailored to geographical regions. Conversely, organizations in the private sector and other states are successfully recruiting individuals into similar positions by targeting demographics, utilizing data and analytics, coordinating efforts, and taking an “applicant forward” approach.

Recommendation for a Collaborative Cross-Departmental Pilot Program in Northwest Missouri that Utilizes “Best Practices” for Recruitment of Essential, Entry-level Positions for DMH, DSS, DPS-(MVC), and DOC

The Northwest Region of Missouri was selected because each of these agencies is represented and each agency has significant vacancy rates. Additionally, the unemployment rate in this region is low at approximately 2%. If the strategies employed by the pilot are successful, they should be applicable during times of high/low unemployment. The proposed pilot will include the following:

- A collaborative team of dedicated recruiters from each agency who are cross-trained on the functions of each of these positions and “best practices” for recruiting.
- A standardized and coordinated approach between the team of recruiters that includes targeting of specific demographics, varying recruitment approaches by geographic location, marketing to improve the image

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of the state as a “great employer”, and development of recruitment materials and processes that are applicant focused.

- Standardized and collaborative tracking of data throughout the recruitment process to inform decisions (analytics on Social Media Advertisements, capturing how an individual learned about the positions, vacancy rates, reasons for declining an offer for employment, etc.)

Evaluating the Success of the Pilot

Based on 2018 vacancy rates and assuming turnover rates remain unchanged from 2018, the Northwest Region must fill 32 vacancies to actually get a 1% decrease in the vacancy rate. So based on this analysis, it is estimated that success of the pilot would be decreasing the vacancy rate by 3% or more at the end of the 6 month pilot project.

Appendix of Sources

- Booz, Michael, These Three Industries have the Highest Turnover Rate, March 15, 2018, <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2018/the-3-industries-with-the-highest-turnover-rates>
- State of Missouri Website, SAMII Employment Statistics, Retrieved on January 8, 2019 from <https://samii.mo.gov/hr/mobius/turnover-reports>
- Office of Administration UCP Classification: <https://oa.mo.gov/personnel/classification-specifications/c>
- MVC Job Announcement – Certified Nursing Assistant I: <https://mvc.dps.mo.gov/jobs/index.php>
- DOC, DMH, MVC, DSS from Department Data Gathered Fall 2018 (Personnel Director and/or Department)
- OA-Division of Personnel
- Denney, Larry, Northwest Regional Recruiter from Department of Corrections
- Sherlock, Terressa, Missouri Veterans Commission, Former Workforce Development Coordinator.
- Department of Economic Development, Kristie Davis,
- Other State Correctional Facilities-Oregon and Maine
- Counties for Northwest Region: Andrew, Atchison, Buchanan, Caldwell, Carroll, Cass, Chariton, Clinton, Daviess, De Kalb, Gentry, Grundy, Harrison, Holt, Johnson, Lafayette, Linn, Livingston, Mercer, Nodaway, Pettis, Putnam, Ray, Saline, Sullivan, Worth.