HOW DEPARTMENT LEADERS CAN IMPROVE THE WORK EXPERIENCE FOR REGIONAL TEAM MEMBERS

Capstone Project Team

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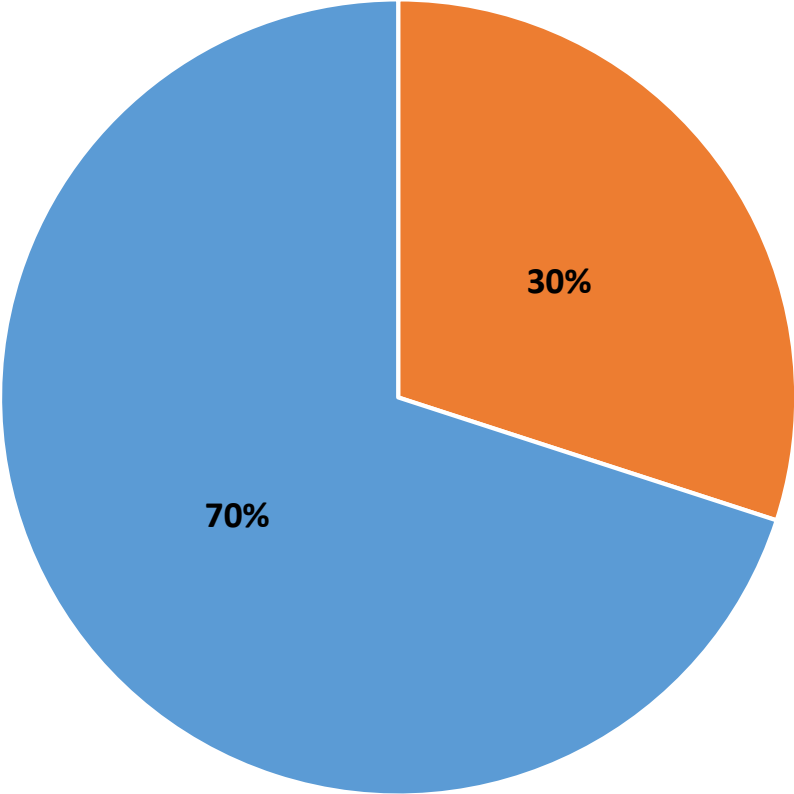
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Most of our State Team Members Work Outside of Jefferson City

% of State Workforce by Location

■ Cole County ■ Rest of the State

Source: Office of Administration, and MDC

Quality of Work Experience Matters

- It Matters to our Team Members
  - Turnover – Recruitment and Retention
  - Motivation
  - Productivity

- It Matters to the Citizens We Serve
  - Customer Experience
  - Efficiency in providing services

"[The employee experience] is essential for companies to compete effectively."
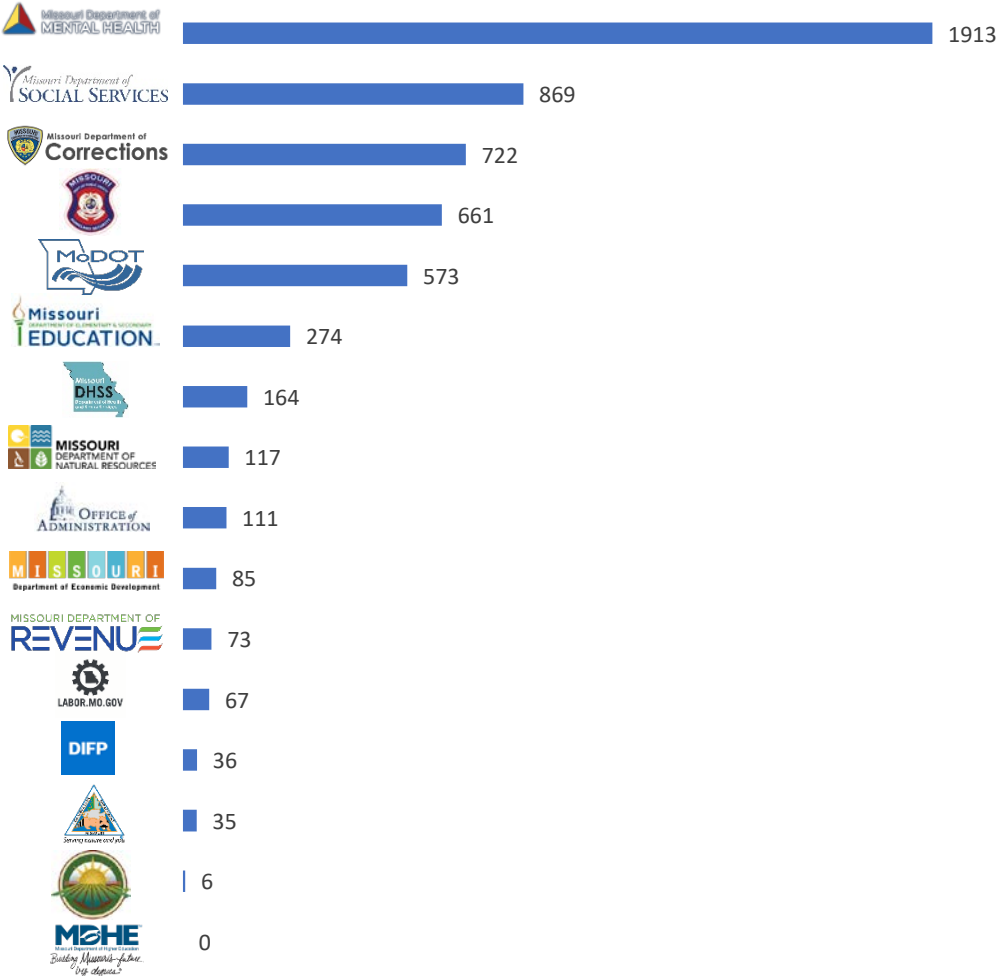
"The war for talent will be won or lost based on [the employee experience]."

Source: https://www.mckinsey.com/business-functions/organization/our-insights/the-organization-blog/employee-experience-essential-to-compete

The State of Missouri has a Significant Presence in the St. Louis Region

Number of Team Members in the St. Louis Region by Department, April 2019

Department	Team Members
Missouri Department of MENTAL HEALTH	1913
Missouri Department of SOCIAL SERVICES	869
Missouri Department of Corrections	722
(Missouri State Highway Patrol)	661
MoDOT	573
Missouri Department of Elementary & Secondary EDUCATION	274
DHSS	164
MISSOURI DEPARTMENT OF NATURAL RESOURCES	117
Office of Administration	111
MISSOURI Department of Economic Development	85
MISSOURI DEPARTMENT OF REVENUE	73
LABOR.MO.GOV	67
DIFP	36
(MVA)	35
(Agriculture)	6
MDHE	0

~6,000 Team Members in the St. Louis Region

~40% are based in St. Louis City

~60% are based in St. Louis County

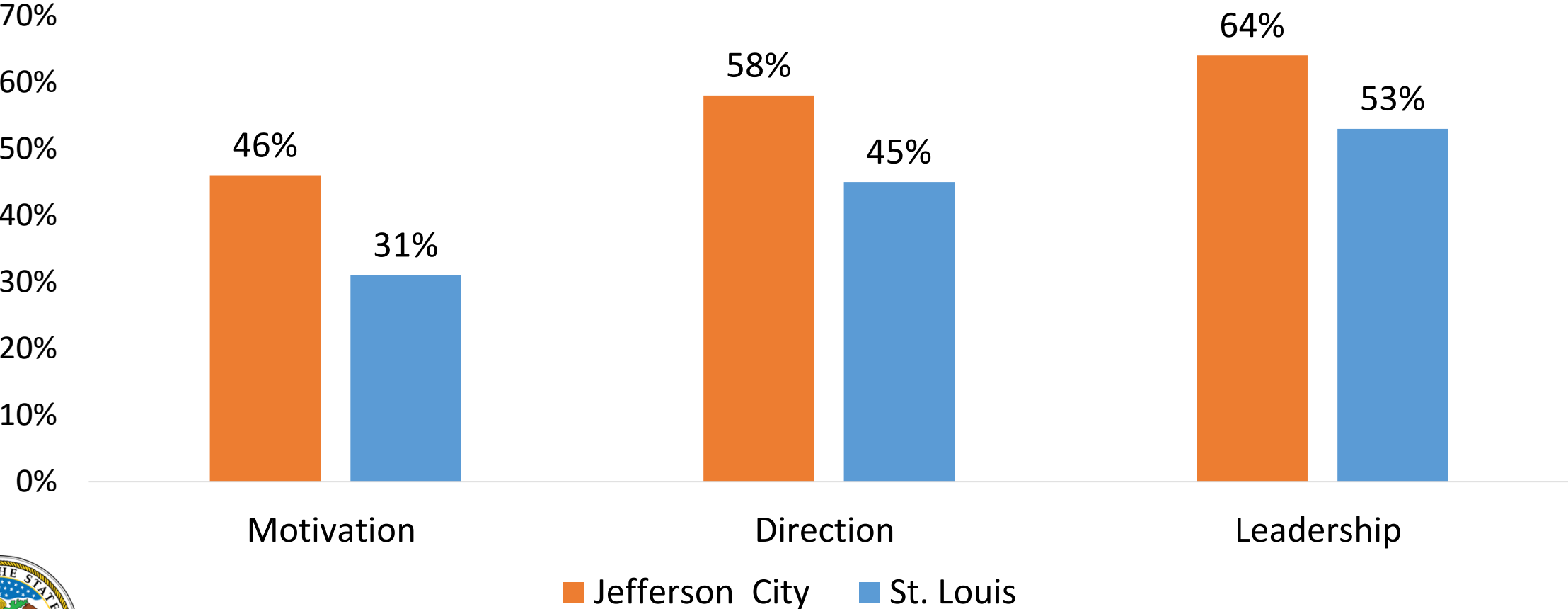Team Members' Locations in the St. Louis Region

~25 Locations in St. Louis City

~40 Locations in St. Louis County

NOTE: Data for St. Louis City and St. Louis County as of 4/30/19
Source: Office of Administration

Many State Team Members Outside of Jefferson City have a Lower Quality Work Experience

Source: FY-19 QPS1 and QPS2 Quarterly Pulse Surveys

STATE TEAM MEMBERS' *Perspective* ON WORKING IN ST. LOUIS

Jefferson City is an ivory tower; they are not in the field doing the work.

Several of my cases involve someone's family member being murdered intentionally or in a drive-by shooting.

What works in small-town Missouri will not work in St. Louis.

Every morning I pray before I go out into the neighborhoods. They are unsafe but I want to make a difference.

Jefferson City doesn't understand the population we serve.

We are stepping over homeless people to walk into our building.

Jobs could be based anywhere, but I have to go into the city and pay the 1% tax.

"St. Louis City is the forgotten child."

We Identified Key Drivers of Lower Quality Work Experience in St. Louis Relative to Jefferson City

INTERNAL → What we can control

- **Engagement**
  - Leadership → Leaders do not understand
  - Communication → Information is often irrelevant

EXTERNAL → What we need to manage

- **Safety and Security** → Unsafe office and service areas
- **Higher Cost of Living** → Costs more to live and work in St. Louis

Many Department Leaders Are Not Engaging with their Regional Team Members

- Leadership
  - Many leaders seem distant and disconnected.

    "Supervisors are so removed from the work they have no idea what is going on."

  - Some team members work in a culture of fear, afraid of retaliation by supervisors.
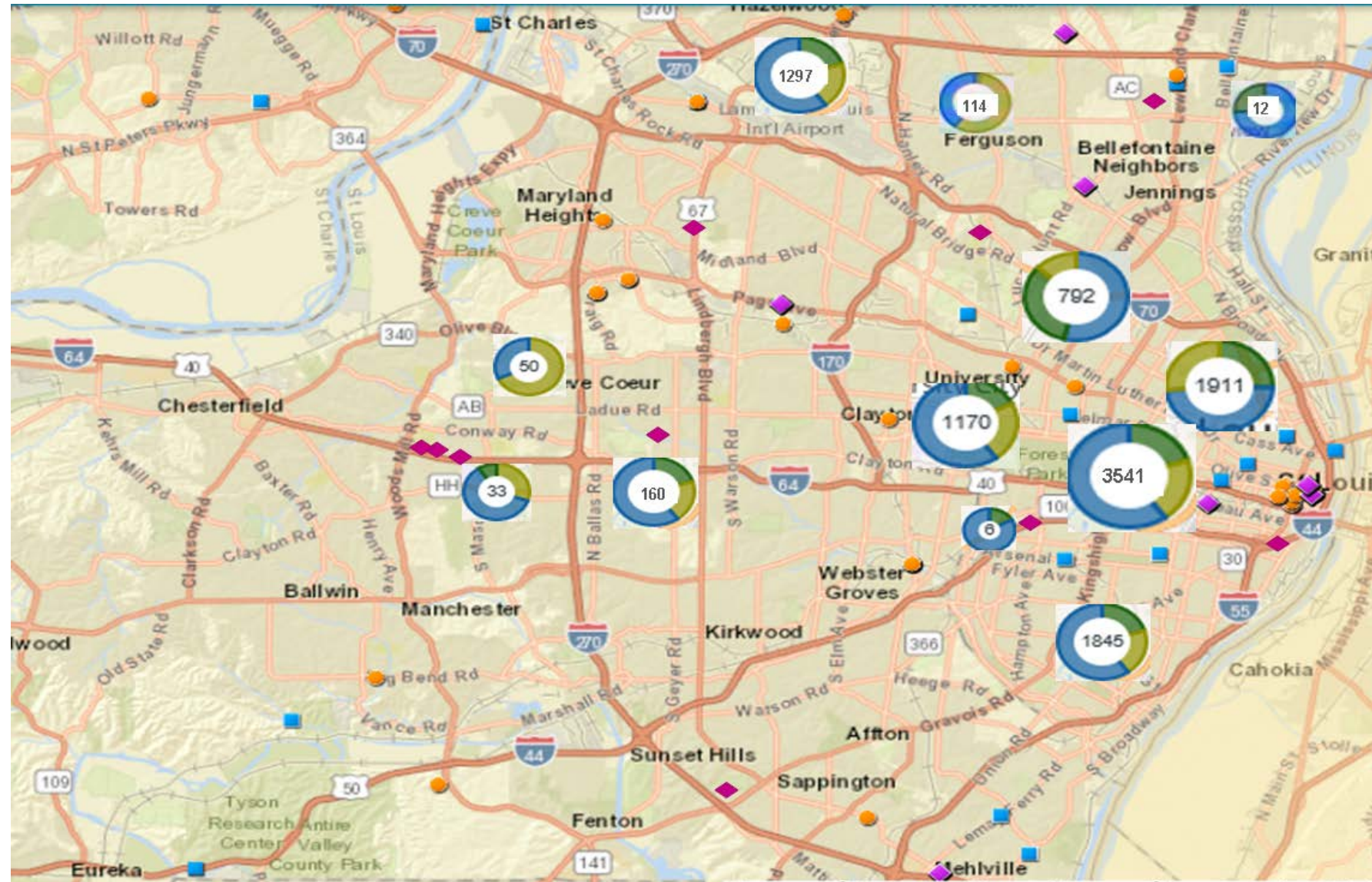
- Communication
  - Many department-wide emails seem irrelevant to regional teams.

    "That's great; there's an ice cream social in Jefferson City."

Some St. Louis Team Members' Offices are in Higher Crime Areas

State Owned Facilities
Leased Facilities
Institutional State Owned Facilities
crimes 4/1/2019 - 6/30/2019

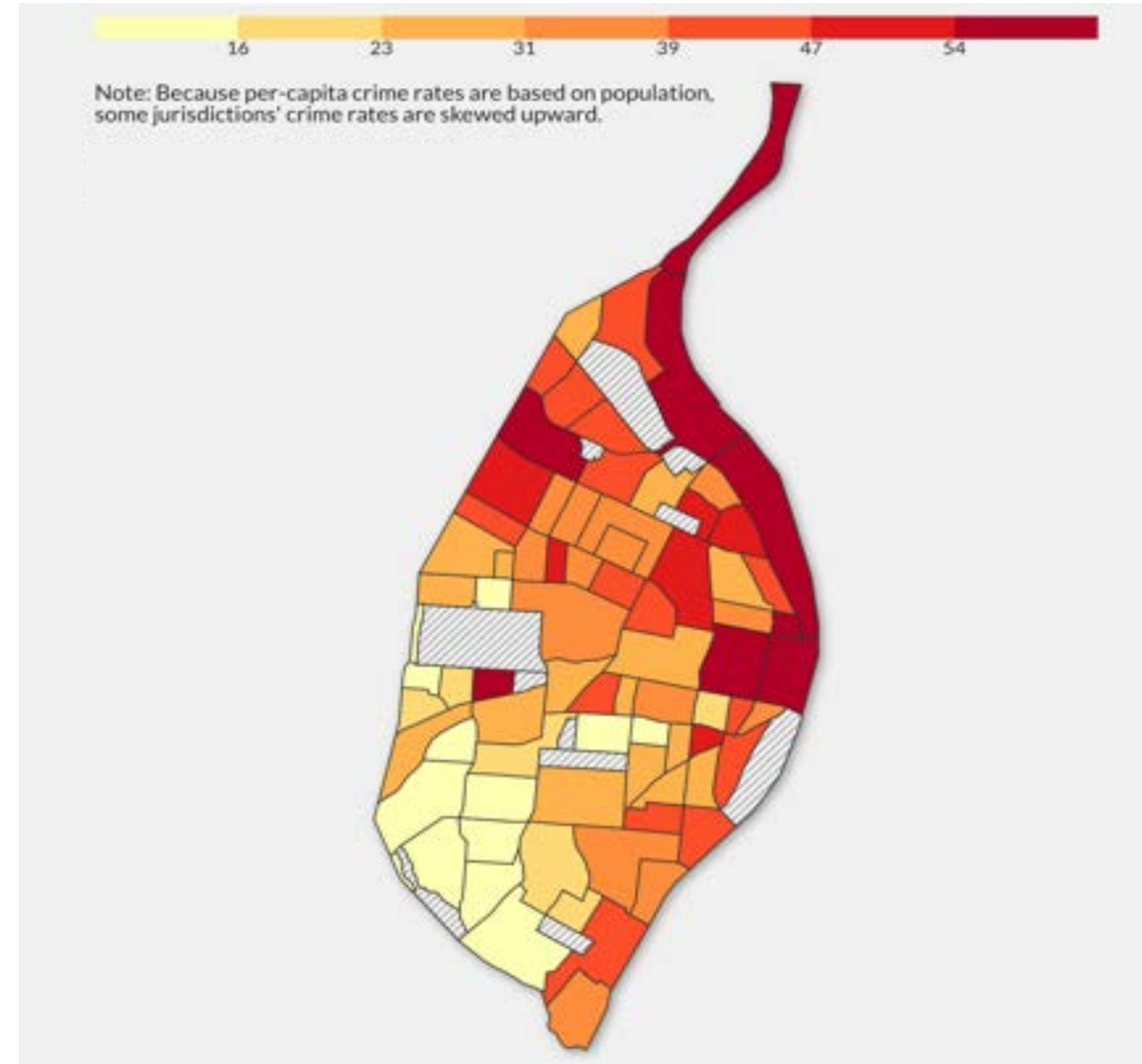# Some St. Louis Team Members in the Field Must Work in Higher Crime Rate Locations

- ~750 DSS, DMH, and MoDOT team members work in the field
  - *"Jobs are more stressful and frightening for staff because we go into neighborhoods that police won't even go into"* (DSS Children's Service Worker)
  - *"I was pulled over by the police after meeting with my client because he was concerned for my safety and where I was in the city."* (DMH Case Manager)
  - *"A police pursuit ended right by us with gunfire exchanges, with two of us on the sidewalk and one guy up in the air in a bucket truck."* (MoDOT Engineer)

St. Louis City Crime Per 1,000 Residents, Jan-Jun 2019

16   23   31   39   47   54

Note: Because per-capita crime rates are based on population, some jurisdictions' crime rates are skewed upward.

Source: https://graphics.stltoday.com/apps/crime/st-louis-city/

A Dollar Does Not Go as Far in St. Louis due to Higher Cost of Living and Taxes

- 3% Overall Higher Cost of Living in St. Louis vs. Jefferson City
  - 15% ⬆ utilities
  - 9% ⬆ groceries
  - 5% ⬆ transportation
  - 2% ⬆ healthcare

- 1% Earnings Tax Difference in St. Louis City
  - Impacts ~2,200 team members

Recommendations to Address the Key Drivers of Lower Quality Work Experience in St. Louis

INTERNAL → What we can control

- **Engagement**
  - Leadership → Be present, listen, and learn team members' realities.
  - Communication → Develop communications plan relevant to regional teams.
- **Community** → Regional team members can and should engage with each other.

EXTERNAL → What we need to manage

- **Safety and Security** → Identify, validate, and address safety concerns.
- **Cost of Living** → Explore creative solutions to address higher cost of living.

Many JC Department Leaders Must Improve Efforts to Engage Their Regional Team Members

- Know your department's footprint
    - How many team members and where are your team members located?
    - What type of work do they perform?

- Job shadow team members in their day-to-day work

- Learn the realities of your front-line teams
    - Show up and be present

- Build role clarity at every level
    - Ensure that regional leaders have role clarity within the department
   - Tie front-line team members' work to department's strategic vision

Make Communications Relevant to the Regional Teams

- Communications from JC Department Leadership
  - Share Mission, Vision, and Strategic Direction
  - Share performance measures
  - Highlight initiatives

- Regional Department Updates
  - Recognize employees
  - Share job postings
  - Provide tips and local resources
  - Celebrate team member's success stories and share wins

Source: DNR, DOR, and MoDOT

CONNECTIONS
MoDOT Employee Newsletter

May 2019

Rev -E- News

A message from the Acting Director

MISSOURI DEPARTMENT OF
REVENUE

St. Louis Region Team Members Should Create a Cross-Department Community

- Create a regional shared identity
  - Hold quarterly all-agency leadership meetings to discuss issues and share ideas in region
  - Designate a regional lead for each Department
  - Develop a regional employee advisory council

- Create State of MO community "fun" events
  - Ice cream socials
  - 5k run/walks
  - Softball Tournament
  - Day at the ballpark
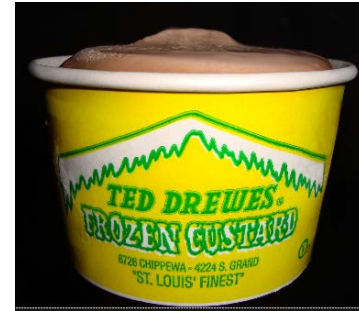
Department Leaders Need to Address Safety and Security Concerns in a Targeted Way

- Perform safety assessments for your team members based in St. Louis
  - Identify and validate concerns, then address accordingly.

- Make team members working in downtown St. Louis aware of available resources
  - E.g. Downtown STL Safety Program and Noonlight mobile app

- Create a "buddy system" for staff working in dangerous places
  - Especially DSS and DMH teams conducting home visits

- Ensure that team members going into the field have adequate safety training
  - E.g. situational awareness training

Department Leaders Should Explore Creative Cost of Living Options

- Possible Solutions:
  - Determine if certain staff can be relocated to alternative work sites
  - Explore telecommuting options for certain jobs to address transportation costs
  - Consider bill to amend locality pay statute
  - Adjust pay plans based on tax rates (not geography) of regional location
  - Consider pay variation for certain job classifications based on field duties

- Takeaways from Missouri Veterans Commission success story

Department Leaders Should Implement Best Practices

- Employee Engagement Checklist – Handout

- Feedback requested by 7/31/19

- Start now!

Appendix

- Methods for Project
- State of Missouri Workforce Footprint
- Facility Locations in the St. Louis Region
- Nature of the work for our St. Louis Team Members
- Turnover Comparison by Department by Region
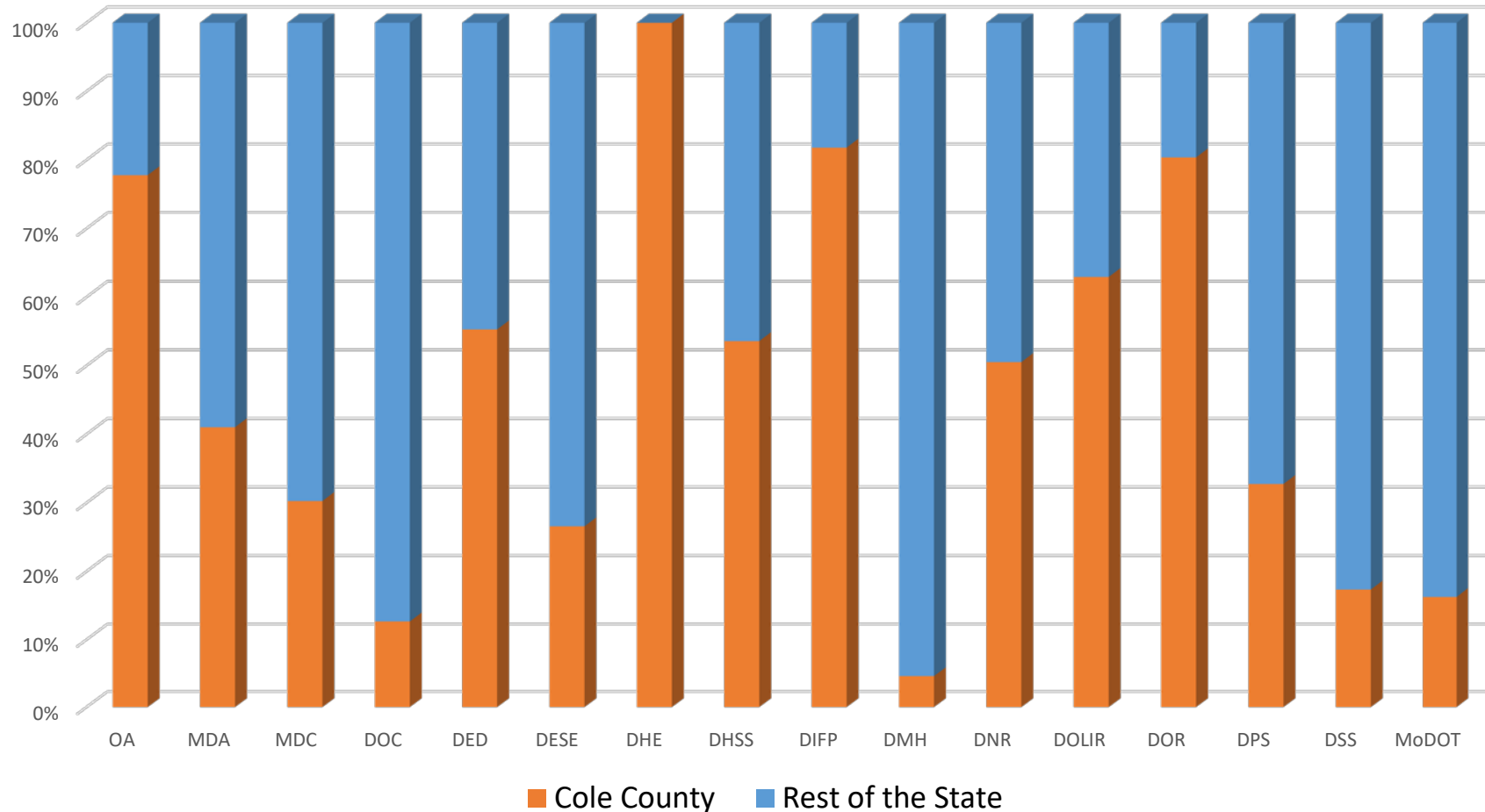- Missouri Veterans Commission (MVC) example

Focus Groups and St. Louis Site Visits

- 7 Departments
  - DOLIR, DMH, DNR, DOR, DPS, DSS, and MoDOT
- 53 front-line and supervisor team members
- Confidentiality
- Questions generating open dialogue
  - Work Environment – external and internal
  - Motivation
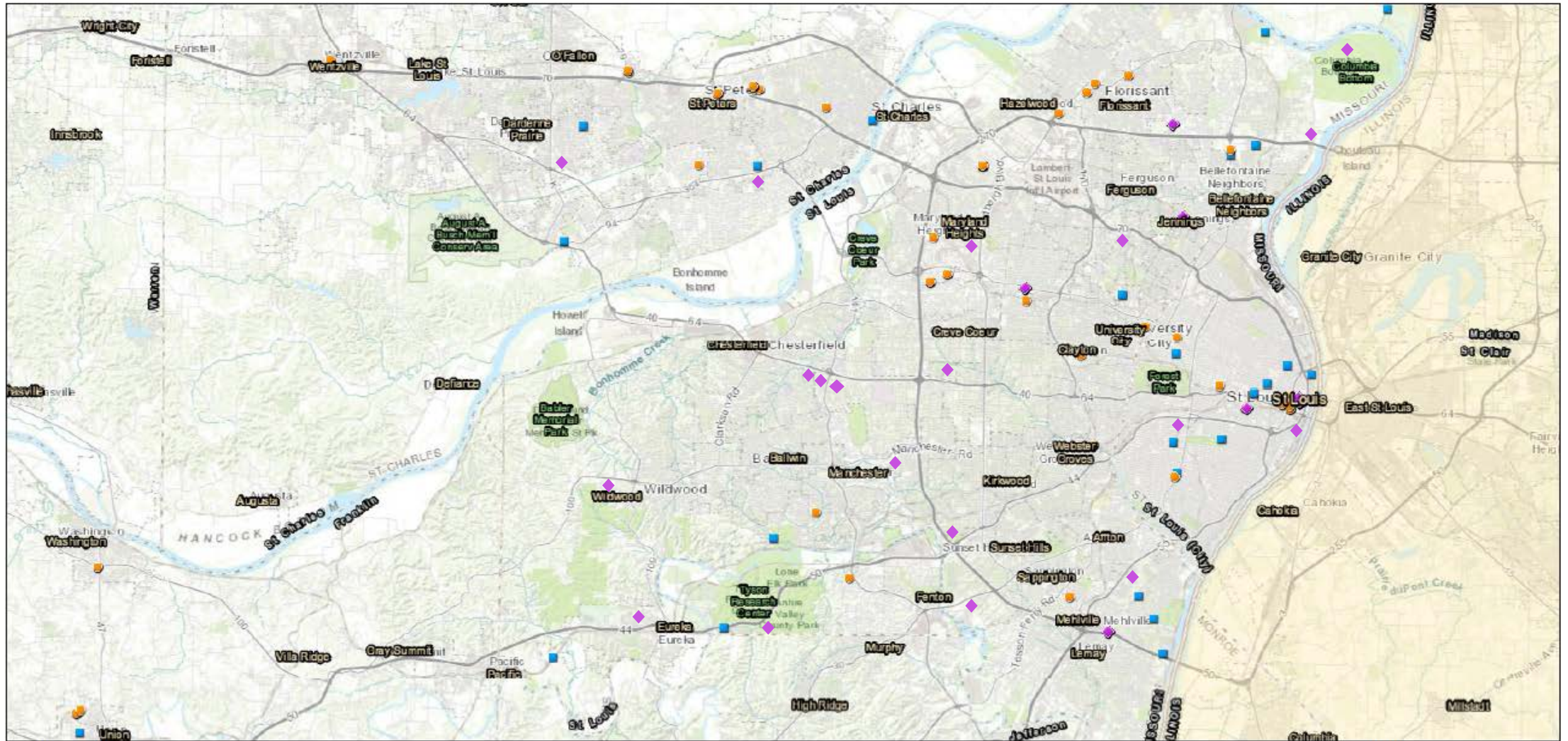 - Communication
  - Leadership Behaviors

Wainwright State Office Building

9900 Page State Office Building

State of Missouri Workforce Footprint

% of State Workforce by Location as of 4/30/19

Legend: Cole County | Rest of the State

St. Louis Region Facility Map

Legend:
- ◆ State Owned Facilities
- ● Leased Facilities
- ■ Institutional State Owned Facilities

1:288,895

0   3.5   7   14 mi

0   5   10   20 km
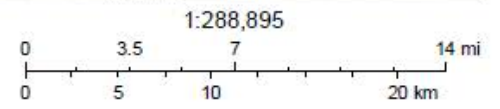
Nature of the Work for our St. Louis Team Members

DSS Top 4 Job Classifications in the St. Louis area
Family Support Eligibility Specialist (141 FTEs)
Children's Service Worker I/II/III (132 FTEs)
Youth Specialist I/II (96 FTEs)
Child Support Specialist (81 FTEs)

DMH Top 4 Job Classifications in the St. Louis area

Developmental Assistant (539 FTEs)
Psychiatric Technician (243 FTEs)
Case Manager (158 FTEs)
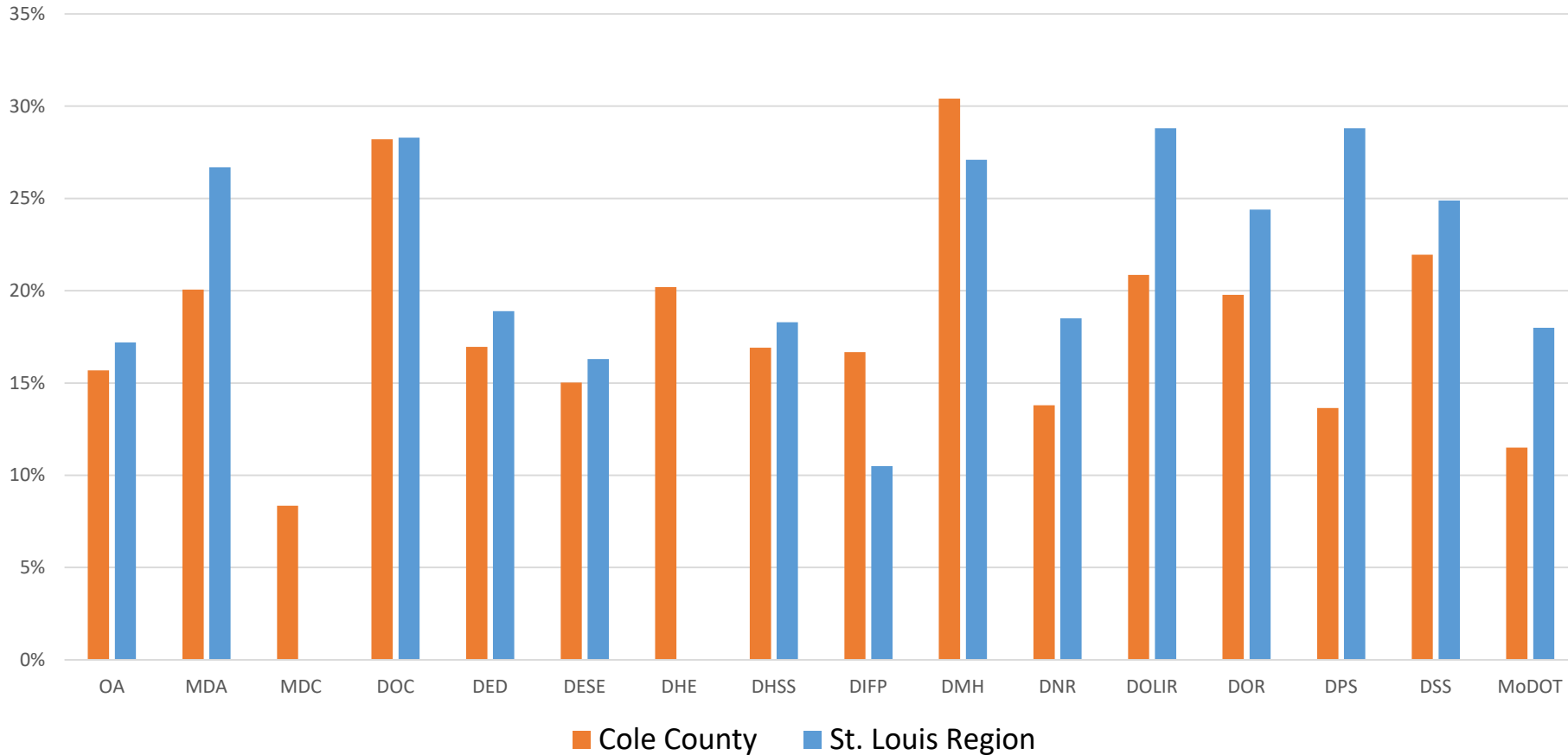Registered Nurse Senior (101 FTEs)

DPS Top Job Classifications in the St. Louis area
Trooper (250 FTEs)
Nursing (160 FTEs)

Source: DSS, DMH, and DPS

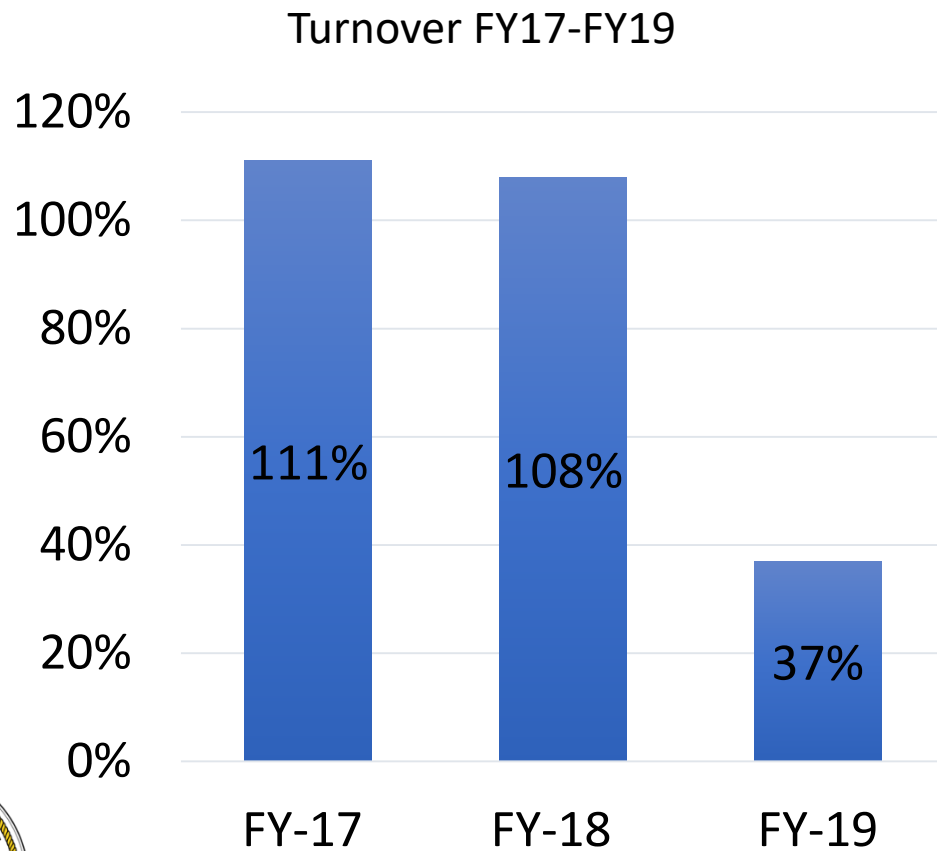# Turnover Comparison by Department by Region

Total Department Turnover by Region
5/1/18-4/30/19

NOTE: St. Louis Region defined as St. Louis City and St. Louis County.

MVC Success Story of Reducing Turnover with Pay and Flexibility

Turnover FY17-FY19

Key Drivers to Reduce Turnover

- Salary: ⬆ $0.51 per hour

- Shift differential: ⬆ $0.70 - $1.20 per hour

- Retention Incentive: ⬆ $500

- Mandatory Overtime:
  ⬇ 8 hours to 4 hours when feasible

Source: Missouri Veterans Commission

MVC Success Story of Offering Incentives, Higher Salary, and Flexibility to Reduce Turnover

Position	FY-17	FY-18	FY-19
CNA Turnover	**111%**	**108%**	**37%**
CNA I Starting Salary	$11.70	$11.70	$12.21
CNA II Starting Salary	$13.19	$13.19	$13.76
Evening Shift Differential	$0.30	$0.30	$1.00
Night Shift Differential	$0.30	$0.30	$1.50
Weekend Shift Differential	$0.30	$0.30	$1.50
Retention Incentive (3, 6, 12 months)	$0.00	$0.00	$500.00
Mandatory Overtime	8 hours	8 hours	4 hours when possible