



Improving Chronic Vacancies by Strengthening Relationships

The Problem

Chronic vacancies have become a growing issue for state government, especially in frontline positions at 24hr facilities where excessive vacancies have led to mandatory overtime, increased workloads, and decreased job satisfaction. Data from the Office of Personnel revealed that as of May 31, 2021, the 12 month turnover rates were: Correctional Officer (**38%**), Youth Services Worker (**47%**), and Support Care Assistant (**44%**).

Investigating the Problem:

Data from the Office of Personnel shows on **average 52% of the team members leaving these positions are leaving within the first year**. A survey was conducted in June 2021 with these team members. Results of the survey revealed, of those respondents employed for one year or less, **49% reported they had considered leaving their current positions with the State of Missouri** within the last 12 months. Team Members indicated the following areas of which they would like to see improvement:



The Recommended Solutions:

In response to the survey results, Team C chose to focus on solutions that could address what team members want to see changed. We recommend a two-pronged approach to strengthen the relationship between site leadership and new team members within the first year. The recommended solutions are:

1. Provide Leadership and Communication Training for Frontline Supervisors

- Development of department-specific leadership programs
- All new and existing supervisors attend The Missouri Way and department-specific leadership training

2. Commit to a 12-Month Onboarding Process Involving the Leadership Team

- In-person meetings within 3 days of hire, then quarterly, and monthly check ins for first year
 - Share the agency's mission, vision, values and the essential role the team member plays
 - Provide support, encouragement, and appreciation to build the relationship for the future