



**2021 Leadership Academy
Chronic Vacancies**



Our Team



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13% of our team members provide care for the citizens of Missouri 24/7 365 days a year.

Support Care Assistants provide care for...
the mentally ill in state hospitals and our veterans in homes.

Correctional Officers provide care for...
and watch over offenders.

Youth Services Workers provide care for...
and educate youth in making positive changes.

And they are leaving...



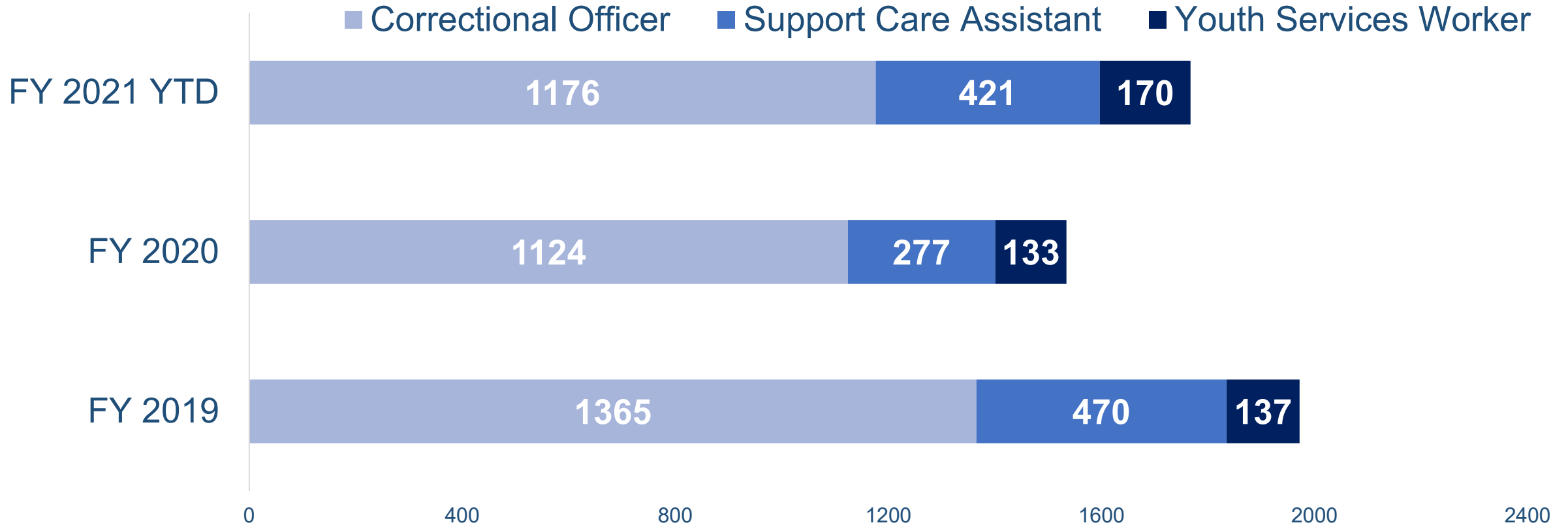
Turnover in these chronically vacant positions has reached a crisis level.



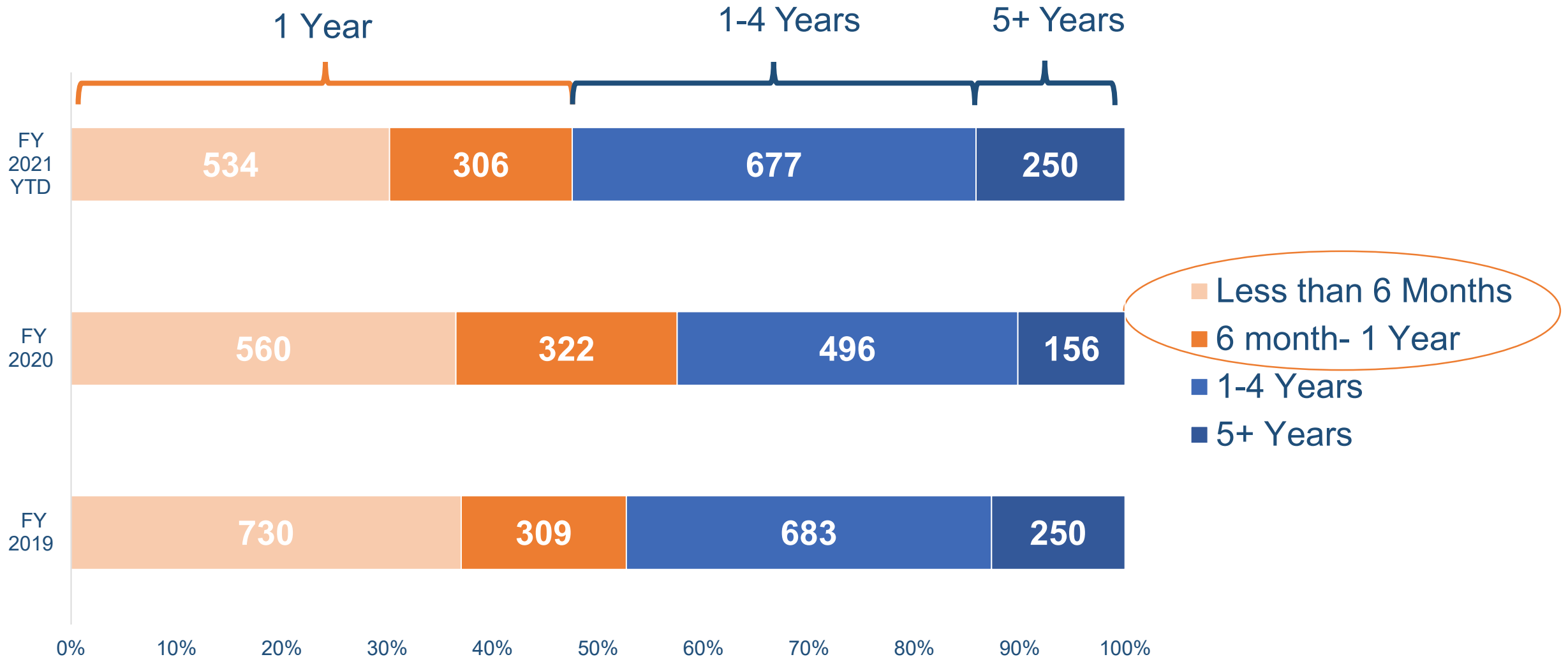
Voluntarily Resigned from the State Turnover Rate June 2020 through May 2021



As of May 2021, the total number of resigned from the State team members in these positions already surpassed fiscal year 2020.



On average, 52% of the team members in these positions who resigned from the State did so within the first year of service.



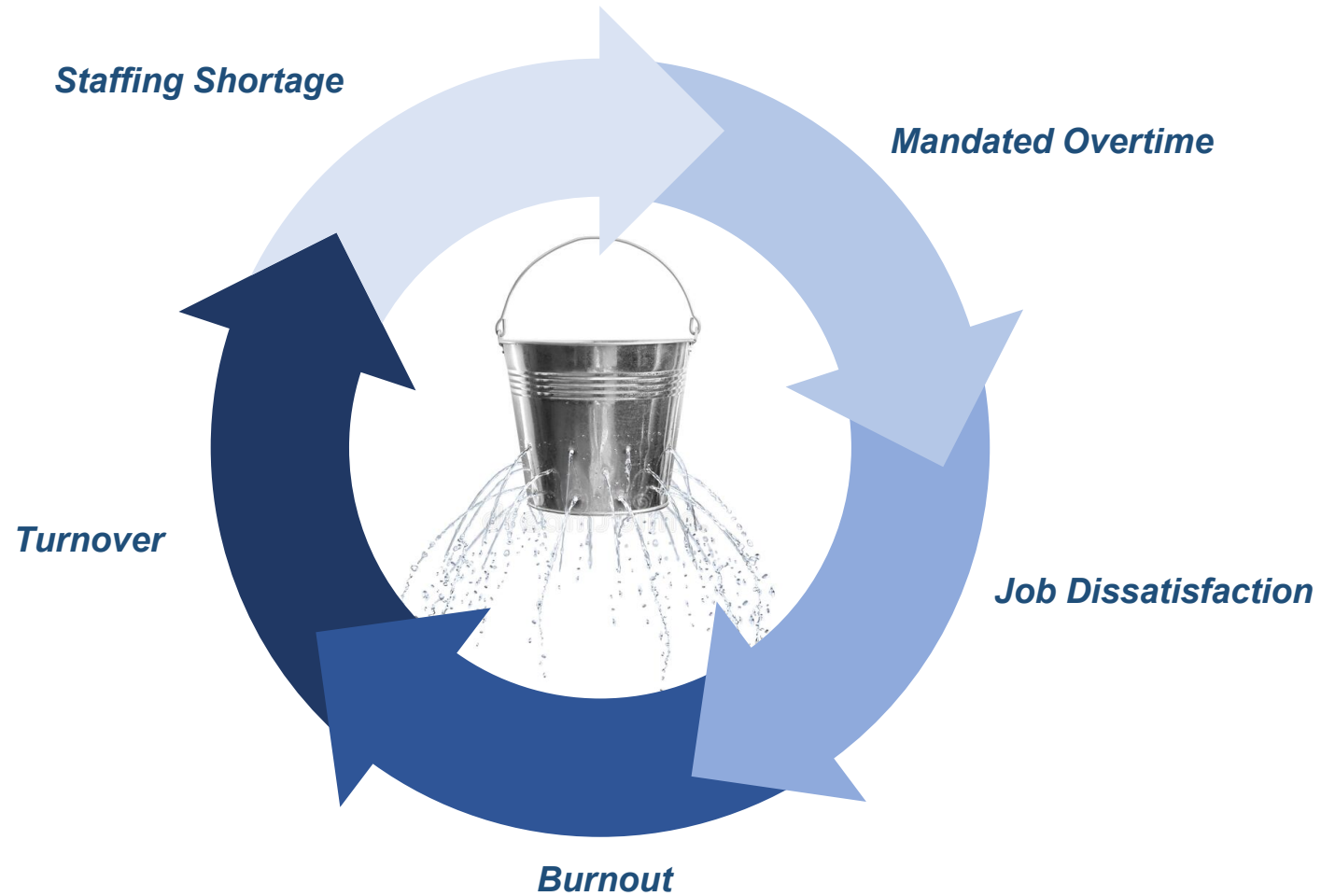
How much does it cost to replace a team member?



The Society for Human Resource Management (SHRM) reported that on average it costs a company 6 to 9 months of an employee's salary to replace them. For an employee making \$40,000 per year, that comes out to \$20,000 - \$30,000 in recruiting and training costs.



Focus retention efforts on team members who have been in these positions for less than one year.





How can the State of Missouri increase retention of team members who care for some of the most vulnerable citizens in our state?

Our Survey Overview



Scope?

What is it like to work for the State of Missouri in your current role?

Who?

Correctional Officers, Dept. of Corrections

Support Care Assistants, Dept. of Mental Health, Missouri Veterans Commission

Youth Services Workers, Dept. of Social Services

How?

Automated emails through Qualtrics with individual survey link sent on June 7, 2021 and closed June 20, 2021

Respondents?

Total of 943 responses

(Total of 242 with 1 year or less of service)

628 out of 2,930

172 out of 1,396

33 out of 358

110 out of 403

Correctional Officers, DOC

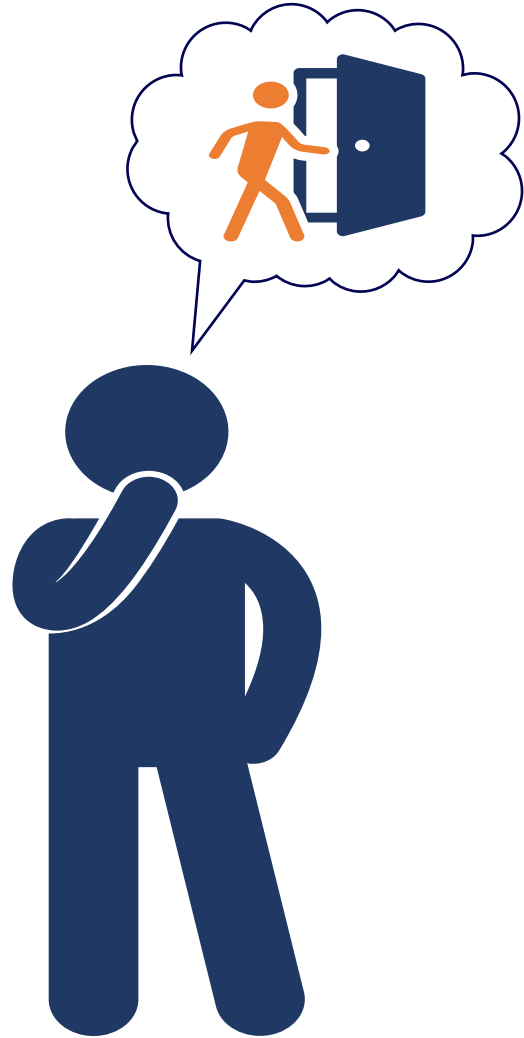
Support Care Assistant, DMH

Support Care Assistant, DPS/MVC

Youth Services Workers, DSS



Question: *Have you considered leaving within the past 12 months? If yes, indicate factors that had a bearing on your consideration.*



49%
**Considered
leaving**

Top 5 Factors:

1. Work-Life-Balance
2. Mandated Overtime
3. Unsupportive Supervisor/Manager
4. Low Pay
5. Work Schedule

- Responses from team members with ≤ 1 year of service
- Top 5 Factors out of 12 possible choices



Question: What do you like best about working for the State of Missouri in your current role?

Top 5 Likes:

1. Sense of Purpose:

"I have a career I can be proud of"

"Making a positive difference in the life of others"

2. Co-Workers:

"The people I work with make a great team"

3. Benefits:

"I like the benefits and the job security it provides"

4. Type of Work:

"The ability to help kids in vulnerable positions"

5. Job Security:

"Steady work, no layoffs. I love the paid vacation and holiday time"



1. Responses from team members with ≤ 1 year of service
2. Top 5 categories from free response analysis

Question: What is the one thing my agency can do to improve my job satisfaction?



Top 5 Needs to improve:

1. Communication:

“Lack of communication and consideration of the team”

“Better communication, not telling staff just what you think they want to hear”

2. Compensation:

“More competitive pay to other states for same job positions”

“The recent pay raises are a step in the right direction but there is room for more here”

3. Supervisor-Team Member Relations:

“The only time I talk to a supervisor is when I’ve done something wrong”

4. Appreciation and Engagement:

“Make sure that our supervisors are completing their Engages and actually speaking with each individual”

5. Medical Insurance Cost and Coverage:

“Cheaper insurance or at least better coverage”



1. Responses from team members with ≤ 1 year of service
2. Top 5 categories from free response analysis



What can we control to improve our team members' job satisfaction?

Focus on relationships between leadership and new team members

Top 5 Needs to improve:

1. **Communication**
2. **Compensation**
3. **Supervisor-Team Member Relations**
4. **Appreciation and Engagement**
5. **Medical Insurance Cost and Coverage**



1. Responses from team members with ≤ 1 year of service
2. Top 5 categories from free response analysis



Retention Efforts so far...

Hiring Process:

- ✓ Centralizing the application process (Hiretrue)
- ✓ Adjusting age and educational requirements

Compensation:

- ✓ Paying shift differentials (evenings/nights/weekends)
- ✓ Referral and retention incentives

Work-Life-Balance:

- ✓ Offering 8, 10, 12, 13 1/3 hour shifts
- ✓ Offering rotating Schedules

Leadership and Communication Training:

- ✓ Providing leadership training
- ✓ Providing communication styles training

We recommend a two-pronged retention strategy



Leadership and
Communication
Training for Frontline
Leaders



Leadership Team
Participation during
a 12-month
Onboarding
Process



Every department has an onboarding process and leadership training, but we need a longer commitment and focus on **relationship building** through **improved communication.**



Benefits of Leadership and Communication Training for Frontline Leaders

- Prepares supervisors to identify, teach, model, and reinforce critical leadership skills
- Improves communication and builds stronger relationships based on trust and respect
- Helps understand own and others' individual communication style strengths and weaknesses
- Clarifies role and expectations



Leadership and Communication Training for Frontline Leaders

Statewide Training available for Supervisors in MO Learning

Supervisor Learning Path:

- Communication
- Mentoring and Coaching Skills
- Managing Teams
- Leading Productive Meetings
- Finding Work-Life Fit
- Diversity
- Interviewing



The Missouri Way Learning Path:

- Leadership and Communication
- Communication Styles
- Four Pillars of Communication
- Listening Skills
- The Golden Circle: Why, How, What



Leadership and Communication Training for Frontline Leaders

Department-specific Leadership Training Example

The Corrections Way Curriculum:

- Communication Styles
- Value Premise
- Effective Feedback
- Quality Conversations and Difficult Conversations
- Growth Model





Quarterly Pulse Survey (QPS) Notables

Department of Corrections ▲% from July 2017 to January 2021

Direction ▲ 22%

- Shared Vision 17% - 40%
- Strategic Clarity 18% – 37%
- Employee Involvement 19%

Leadership ▲ 16%

- Authoritative 4%
- Consultative 14%
- Challenging 18%
- Supportive 14%

Professional Development ▲ 8%

- Talent Development 11%

Accountability ▲ 15%

- Role Clarity 14% - 28%
- Personal Ownership 22% - 37%
- Consequence Management 3%
- Performance Contracts 5%

Motivation ▲ 15% - 31%

- Meaningful Values 14%
- Inspirational Leadership 19% - 25%
- Career Opportunities 7%
- Rewards & Recognitions 13%

External Orientation ▲ 12% - 30%

- Citizen Focus 7%
- Competitive Insights 8%



Benefits of Leadership Team Participation in 12-month Onboarding Process

- Demonstrates our commitment to their success
- Builds relationships with leadership team
- New team members feel 'seen' and 'heard'
- Identifies challenges early before frustration leads to turnover
- Holds frontline leaders accountable
- Helps identify frontline leaders who need additional training



Leadership Team Participation in 12-month Onboarding Process

First 3 Days

Warm Welcome:

- ✓ Introduction to highest ranking member(s) of site leadership
- ✓ Share personal career stories
- ✓ Share the agency's mission, values, strategic initiatives
- ✓ Explain the new team member's role in meeting that mission
- ✓ Relay an open door policy

Monthly

Monthly Check-in:

- ✓ Email or in-person contact by leadership team member
- ✓ Touch base to check progress
- ✓ Show appreciation for them being here
- ✓ Ask for feedback on their experience so far
- ✓ If a problem is identified, hold follow up meeting with direct supervisor to address the issue(s)

Quarterly

Quarterly Check-in:

- ✓ In-person meeting with leadership team at the end of 1st, 2nd, 3rd, 4th quarter
- ✓ Another check-in on progress
- ✓ Eliminate barriers to success

Key Takeaways



- What?** Chronic vacancies in front-line job positions at 24-hour facilities: How can the State of Missouri increase retention of team members who care for some of the most vulnerable citizens in our state?
- Who?** Correctional Officers, Youth Services Workers, and Support Care Assistants continually experience high turnover rates – of those who have resigned, 52% did so within the first year of service.
- How?**
1. Provide Leadership and Communication Training for Frontline Supervisors
 2. Commit to a 12-Month Onboarding Process Involving the Leadership Team
- Why?** Establish trust, rapport, and positive relationships with new team members within the first year to reduce the likelihood of them leaving, which would result in cost savings for the State of Missouri.



*Everyone wants to do better. **Trust them.***

*Leaders are everywhere. **Find them.***

*People achieve good things, big and small, every day. **Celebrate them.***

*Some people wish things were different. **Listen to them.***

*Everybody matters. **Show them.***

- Bob Chapman





***Thank
You***