

Executive Summary:

Building the Bench

Departments can minimize loss of knowledge by being intentional about the transfer of knowledge before team members leave state employment.

Summary and Recommendations

Employment Retention Data	<p>Missouri State Team Member Data: Each year, 1 in 4 state team members will voluntarily resign from their employment within a state department. Over 11,700 team members are eligible to retire within the next 5 years.</p> <p>National Labor Statistics Data: 1 in 2 team members are open to leaving their current organization. The median length of service with current employer is 4.1 years.</p>
Knowledge Retention Theories and Practices	<p>Educational and psychological research of ‘Cattell’s Theory’ (1963) identifies two distinct forms of knowledge that peak at different stages of life. This suggests subject matter experts can be found at various stages of their career, meaning the next subject matter experts are at earlier stages than we may realize. Understanding how this concept allows Missouri Departments to maximize the benefits of intentionally transferring organizational knowledge.</p>
Recommendations	<p>Continue to utilize current Department succession planning strategies including: mentoring programs, cross-training, desk manuals, leadership programs, ENGAGE meetings, and other Department programs.</p> <p>Continue to capitalize on a culture of dedicated team members. In 2023 QPS 16, 86% of Missouri state team members indicated that they really care about the fate of their organization.</p> <p style="text-align: center;">&</p> <p>Add ENGAGE 2.0 Growth Model Job Aid - Building the Bench coaching questions to ENGAGE practices to intentionally evolve conversations to emphasize growth in teams, identify needed training, facilitate mentoring, identify key knowledge areas, and document work processes for future use.</p>
The Benefits	<p>Increase productivity even in times of team member turnover.</p> <p>Maintain quality customer service and minimize errors.</p> <p>Strengthen retention of knowledge throughout Departments.</p> <p>Improve employee morale.</p>