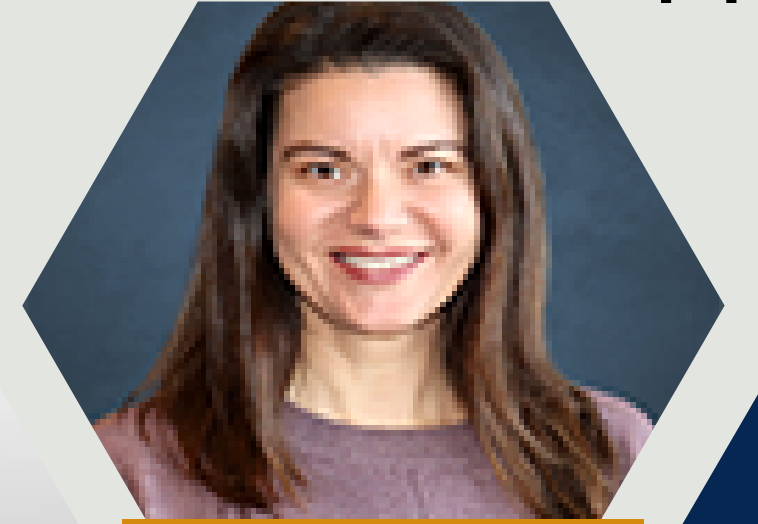


BUILDING THE BENCH



Heather Ford, DSS



Tim Wilson, DMH



Molly Eckman, DMH



Jill Cremer, DESE



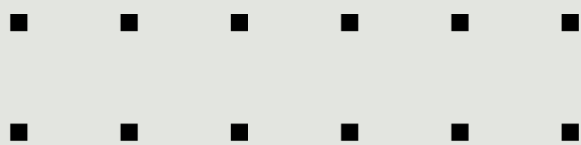
Scott Kaden, DNR



Chad Smith, MDC

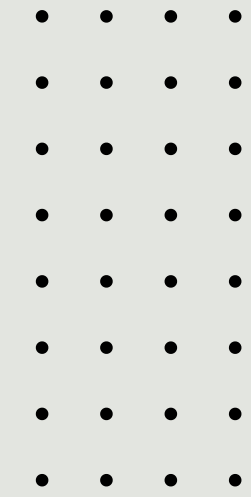
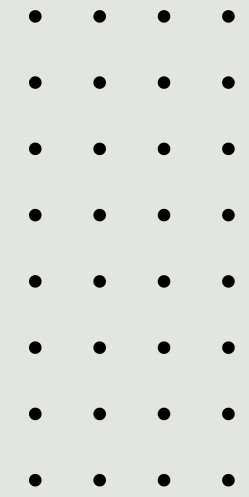
Class 10

ARE *You*
READY?





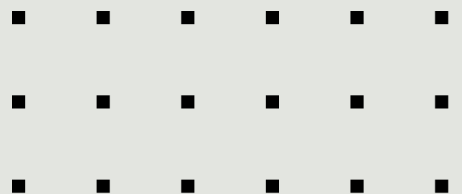
*Departments **can** minimize loss of knowledge by being **intentional** about the **transfer of knowledge** before team members leave state employment.*



PROBLEM STATEMENT

1 in 2

**U.S. employees are
open to leaving their
organization**



3.8
MILLION

Voluntarily left
their job

*"Knowledge loss is perhaps the greatest corporate
risk facing organizations today."*

4.1
YEARS

Median time with
current employer

To Mitigate This Loss:

- *Retain employees*
- *Preserve knowledge*

6.8
YEARS

Public Sector

***Employee retention cannot be
the only strategy...***



AVERAGE LENGTH OF MO STATE SERVICE

11 years +
2015 - 2020



10 years
2022

WHY IS THIS AN ISSUE?

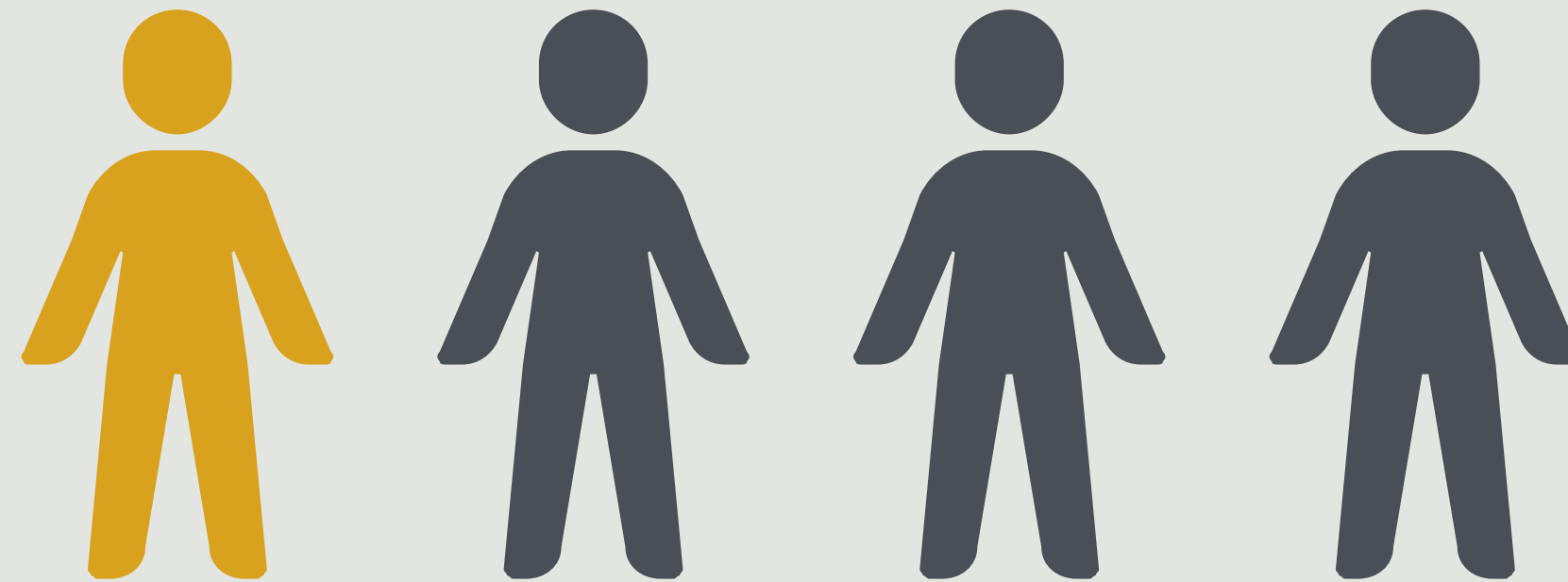
EMPLOYEES ELIGIBLE TO RETIRE IN
THE NEXT 5 YEARS

32%

of current workforce

11,780 STATE TEAM MEMBERS

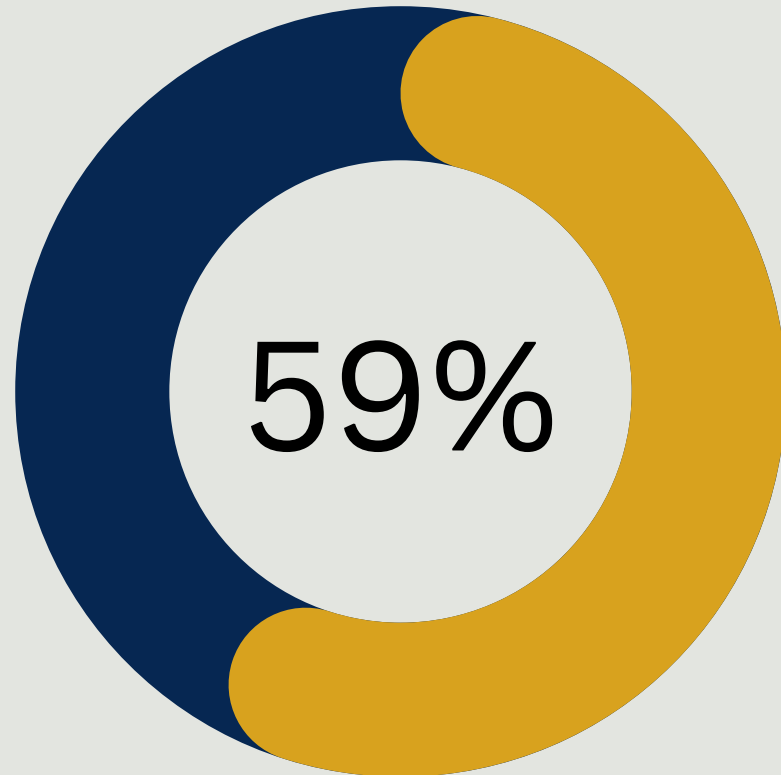
WHY IS THIS AN ISSUE?



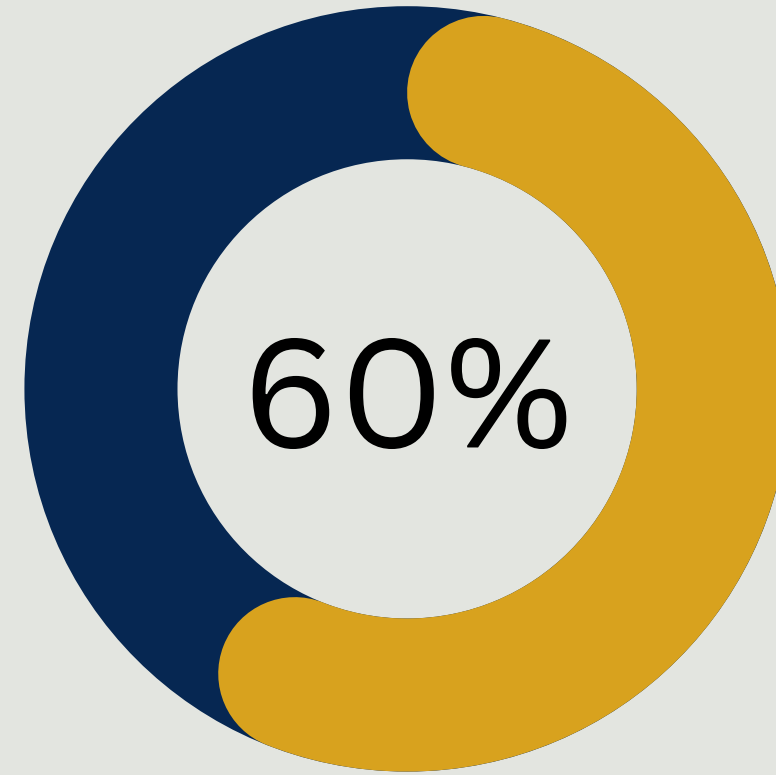
**1 out of every 4 team members voluntarily resigned state employment,
resigned from department, or retired**

10,314 FTE left in 2022

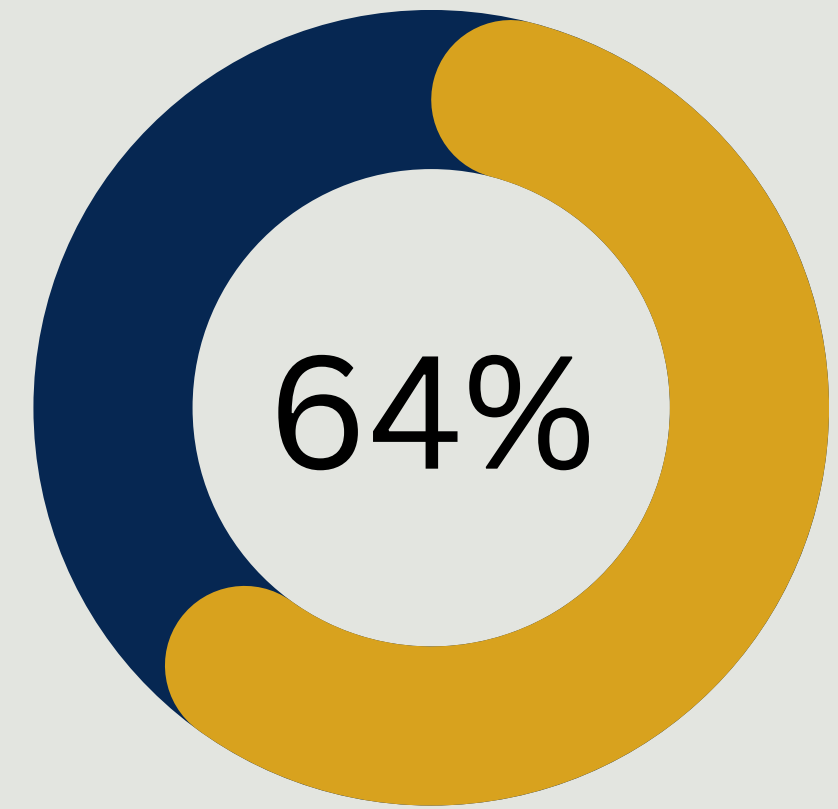
STATE EMPLOYEE FEEDBACK



Employees receive the training and development they need to be effective in their job.



Managers in the organization provide helpful coaching.



I have had a helpful professional development conversation with my supervisor in the last six months.



CATTELL'S THEORY OF INTELLIGENCE

Fluid Knowledge

- Solving Abstract Problems in Novel Situations
- Cognitive Flexibility
- Relies Little on Prior Learning

Crystallized Knowledge

- Acquired Through Education, Experience, and Cultural Background
- Recalled Stored Knowledge (i.e., Like Riding a Bike)
- Domain Specific Knowledge (i.e., Subject Matter Experts)

YoBrown, R. J. C. (2016). Hebb and Cattell: The Genesis of the Theory of Fluid and Crystallized Intelligence. *Frontiers in Human Neuroscience*, 10. <https://doi.org/10.3389/fnhum.2016.00606>

De Long, D. W., & Davenport, T. H. (2003). Better practices for retaining organizational knowledge: Lessons from the leading edge. *Employment Relations Today*, 30(3), 51–63. <https://doi.org/10.1002/ert.10098>

Thorsen, C., Gustafsson, J., & Cliffordson, C. (2014). The influence of fluid and crystallized intelligence on the development of knowledge and skills. *British Journal of Educational Psychology*, 84(4), 556–570. <https://doi.org/10.1111/bjep.12041>

CAN KNOWLEDGE BE TRANSFERRED?

YES!

- ✔ Transfer of knowledge is supported by research.
- ✔ Subject matter experts exist at a variety of stages in their careers.
- ✔ **START NOW!**



Castro R, Moreira AC. Mapping Internal Knowledge Transfers in Multinational Corporations. *Administrative Sciences*. 2023; 13(1):16. <https://doi.org/10.3390/admsci13010016>

Lee, J. (2001). The impact of knowledge sharing, organizational capability and partnership quality on IS outsourcing success. *Information & Management*, 38(5), 323–335. [https://doi.org/10.1016/s0378-7206\(00\)00074-4](https://doi.org/10.1016/s0378-7206(00)00074-4)

Marais, D. L., Petersen, I., & Quayle, M. (2021). Policymaking through a knowledge lens: Using the embodied-enacted-inscribed knowledge framework to illuminate the transfer of knowledge in a mental health policy consultation process – A South African case study. *PLOS ONE*, 16(1), e0244940. <https://doi.org/10.1371/journal.pone.0244940>

Parker, D. M., & Roumell, E. A. (2020). A Functional Contextualist Approach to Mastery Learning in Vocational Education and Training. *Frontiers in Psychology*, 11. <https://doi.org/10.3389/fpsyg.2020.01479>



86%

Really *care*
about the
fate
of the organization.

"Knowledge is not just what you know, but who you know and how you work together."

WHAT WE'RE DOING ALREADY...

- Mentoring Program
- Walk-A-Mile
- Cross-Training
- Job Shadowing
- Leadership Walks
- Career Planning
- Engage

Intentional **ENGAGE**

BUILDING *The Bench*



ENGAGE IN ACTION

Refocus the conversation
in ENGAGE



Personal Growth
Receiving Training
Mentee
My processes

Growth in my team
Providing Training
Mentor
Our processes

BUILDING
The Bench

COACHING

COACHING IS ESSENTIAL FOR NEW AND SEASONED STAFF ALIKE.

ENGAGE 2.0

GROWTH IN MY CURRENT POSITION

- What would you say are three strengths that best describe you?
- In what ways, would you like to grow or develop?
- In the past year, what work related projects are you most proud of?
- What do you wish you could do more of?
- What does the ideal position look like to you?
- If you prioritized 5 of your most important job tasks, what would that look like and why do these tasks take precedence?
- Have you considered cross-training or participating in a mentorship program?
- What are you the subject matter expert in? Are you sharing your expertise with others?
- What trainings have you completed, to prepare yourself for growth within your current position?
- What about this company makes you want to stay?

GROWTH WHEN A CHANGE AWAITS

- What are the opportunities of a promotion, that look desirable to you?
- What is your leadership style, and why do you think the style you demonstrate is successful?
- If you were promoted today, what additional skills would you need to perform optimally?
- Does current your skillset and knowledge require hands on training, or can it be learned through communication (verbal or written)?
- Are there process maps, step-by-step instructions, etc. for completing tasks you do on a daily basis that can be passed along to others?
- Have you considered mentoring others? Could this be a consideration for you?
- Are there topics others in the leadership team, and why you frequently come to you for advice is successful?

GROWTH IN MY CURRENT POSITION

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BUILDING

The Bench



**COACHING IS ESSENTIAL
FOR NEW AND
SEASONED STAFF ALIKE.**

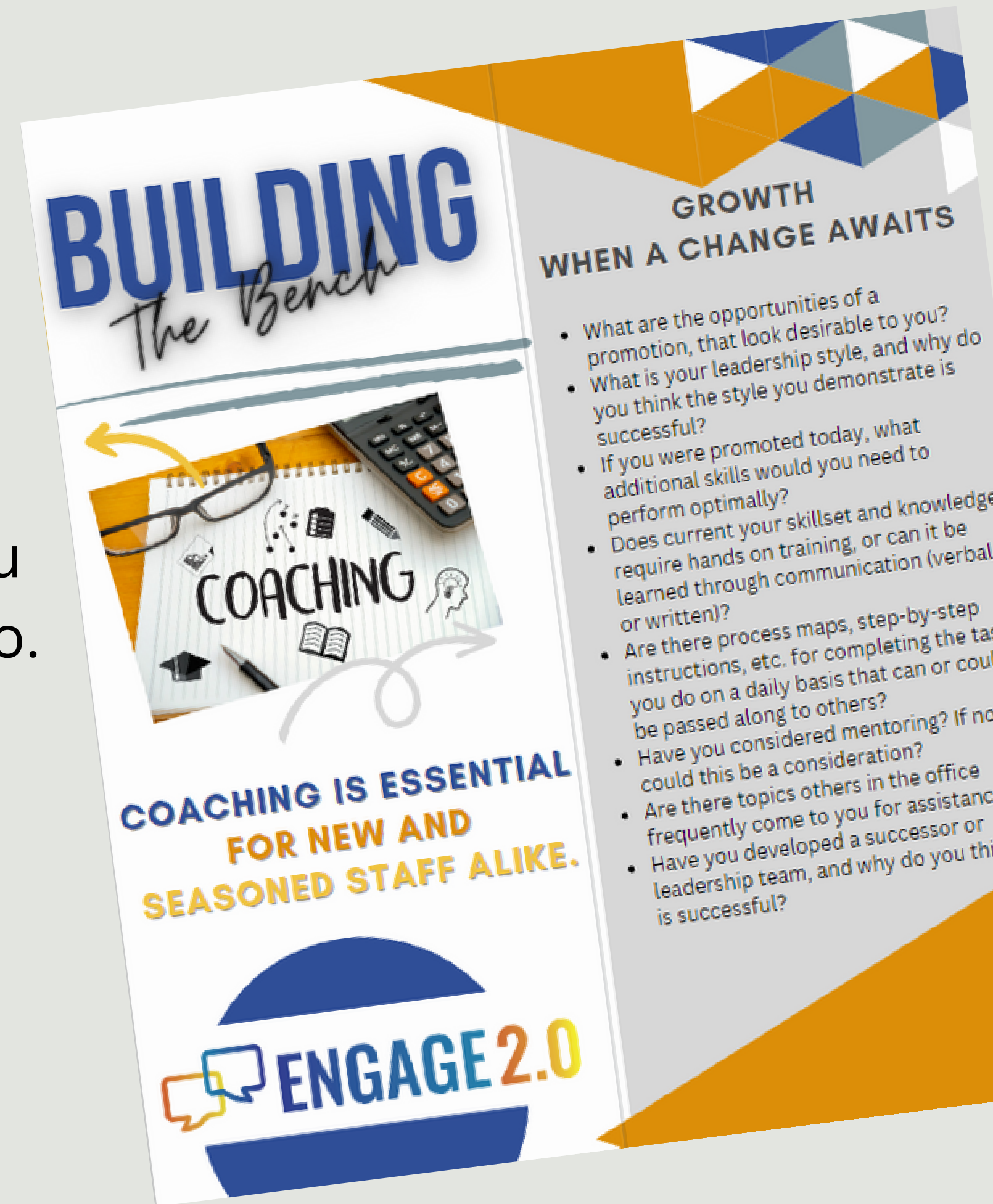
ENGAGE 2.0

GROWTH IN MY CURRENT POSITION

- In what ways would you like to grow?
- What do you wish you could do more of?
- What projects are you most proud of?
- In what strength or skill areas would you like to develop?

GROWTH WHEN A CHANGE AWAITS

- Who are your key professional connections that others need to know?
- Tell me about process maps or resources you use for completing the tasks you currently do.
- What are you a subject matter expert in?
- Have you considered mentoring?



???

Thank You

