



IMPROVING INTERNAL COMMUNICATIONS FOR FRONTLINE EMPLOYEES

MISSOURI LEADERSHIP ACADEMY CLASS #16

Overview

The Capstone Team evaluated how internal communication channels reach frontline and non-office employees. Many of these employees operate without routine access to email, computers, or in-office discussions, resulting in gaps in connection, awareness, and engagement across departments.

Insights from Agency Communicators:

- Employees desire more personal, face-to-face interaction with leadership
- Email is oversaturated, causing important updates to be overlooked
- Many frontline employees feel disconnected from broader organizational news and culture

Key Findings & Recommendations:

The team proposes developing agency-level podcasts using existing Office of Administration technology. Podcasts offer:

- A low-cost, optional communication channel
- Mobile, long-form content suitable for on-the-go employees
- A scalable, statewide method to humanize leadership and strengthen trust
- Improved message retention due to the natural engagement of audio formats

Implementation:

The Office of Administration Communications Team can support agencies with recording, editing, and publishing capabilities. A starter template has been created to simplify adoption. The Capstone Team recommends piloting the podcast approach with one or more agencies to evaluate effectiveness before broader rollout.

Conclusion:

Frontline employees experience a persistent communication gap due to limited access to traditional channels. Agency-based podcasts offer a practical, cost-effective, and widely accessible tool to bridge this gap, increase connection, and enhance statewide communication. While not a universal solution, podcasts can significantly strengthen inclusion and engagement among Missouri's frontline workforce.

PREPARED BY:

John Borgmeyer
Department of Commerce &
Insurance

Haley Campbell
Department of Public Safety

Meskerem Desta
Department of Mental
Health

Bryson King
Department of Conservation

Christi Miller
Department of Agriculture

Brad Schaefer
Office of Administration