

2018 Research VTrans Employee Retention &

Knowledge Management Study

STUDY TIMELINE

October 2016 – September 2018

INVESTIGATORS

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This fact sheet was prepared for the 2018 VTrans Research and Innovation Symposium & STIC Annual Meeting held at the State House in Montpelier, VT, on **September 12, 2018** from **8:00 am– 1:00 pm**.

Fact sheets can be found for additional projects featured at the 2018 Symposium at <http://vtrans.vermont.gov/planning/research/2018symposium>

Additional information about the **VTrans Research Program** can be found at <http://vtrans.vermont.gov/planning/research>

Additional information about the **VTrans STIC Program** can be found at <http://vtrans.vermont.gov/boards-councils/stic>

Significance of the Problem

Employee retention is a critical issue for organizations of all types, and public sector agencies such as VTrans are no exception. Recruitment, training and orientation of new employees are costly. Work disruption and loss of organizational memory when personnel leave also impact organizational performance. In this two-year project we studied employee retention (or turnover) in the Agency and the status of knowledge management (KM), including knowledge capture and sharing. Next, we piloted possible steps to address identified issues.

Methodology

Project methodology included:

Organizational Assessment

- Turnover data analysis – FY 2016
- Foundational focus groups (TAC members; MOB supervisors; MOB employees, Rail, IT & Lab supervisors) n= 32 participants
- Employee focus groups by Age and Years of Service (Age 19 to 25, 26 to 35 years; Years of Service: less than 2 years, 2 to 5 years, 6 to 8 years) n= 25 participants
- KM Litmus test, managers, n= 45 respondents
- KM Assessment Survey (Tech Services, Structures, selected DMV individuals), n= 61 respondents

Scan of other State DOTs and Knowledge Management (KM) practices



Figure 1. VTrans Knowledge Sharing Practices (from Exit Questionnaire, n=27)

Potential Impacts and VTrans Benefits

This study produced an exit questionnaire, based on the focus group research and best practices in gathering information from exiting employees. The exit questionnaire is ready to be put into place with all employees who leave VTrans employment. The form and methodology, along with de-identified results, have been transmitted to the TAC and will be useful in building a longitudinal dataset that