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I think we can all agree on one thing...

**People are critical to the  
success for the citizens of our  
state**



**BUT, state governments across the country confront a growing talent crisis**

Retirement

Recruitment

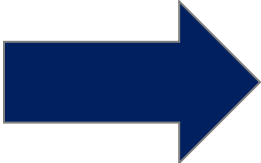
Retention



# The silver Tsunami is here



By 2030, all baby boomers in the U.S. will be older than 65.\*

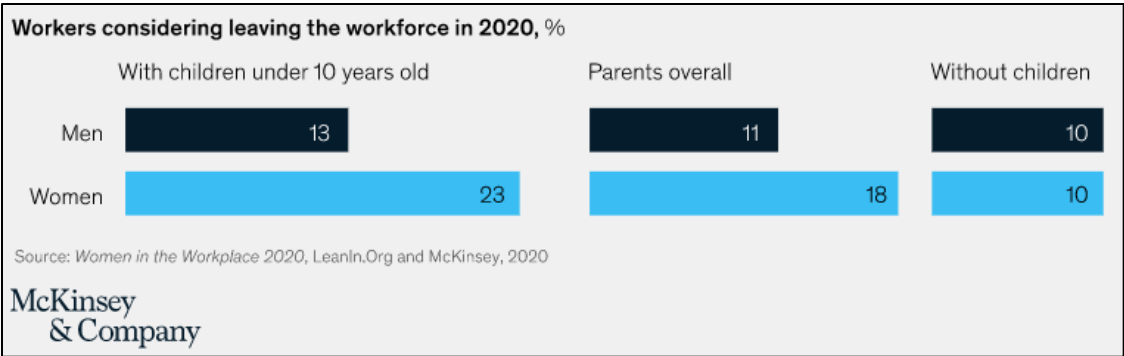
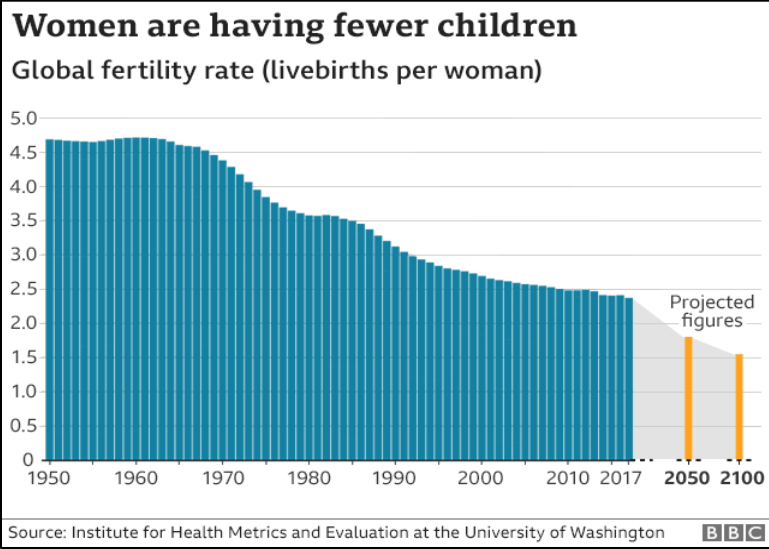


40% of State of Missouri team members can retire before 2030.

\*SOURCE: U.S. Census Bureau



# Recruiting talent is more challenging than ever before



# The retention crisis is dire throughout high-demand entry-level positions

Position	Total FTE	Turnover %
Corrections Officer I	4194.5	36.6%
Development Assistant I	1275	44.2%
Nursing Assistant	482.5	117.7%
Office Support Assistant	1073	20.4%
Registered Senior Nurse	369.5	31.7%
Youth Specialist II	456	43.9%



## ...and acute in positions with more specialized skills

Position	Turnover %
Information Technologist I	20.5%
Auditor II	31.3%
Budget & Planning Sr. Analyst	22.2%
Environmental Engineer I	30%
Senior Counsel	23.8%



Talent management is about getting the right people...

... with the right skills and mindsets...

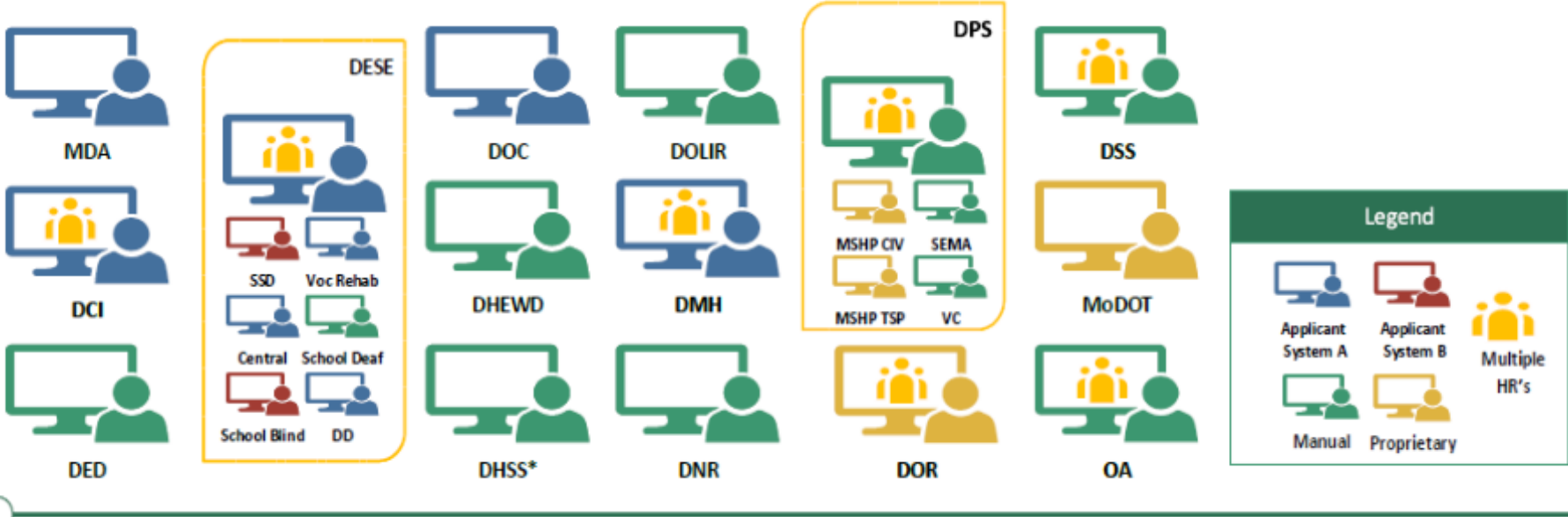
... in the right positions...

...at the right time.

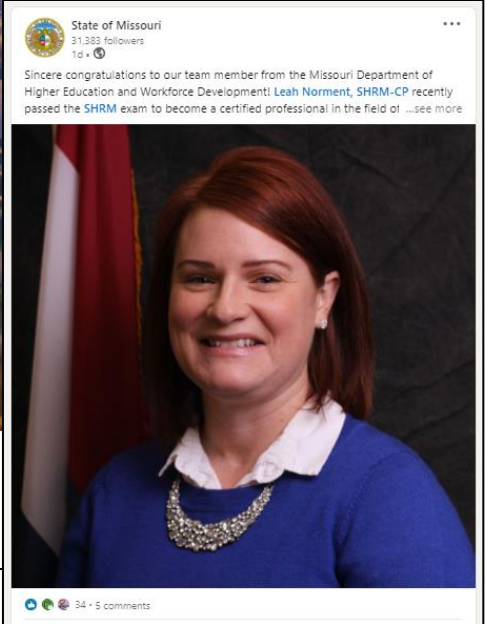
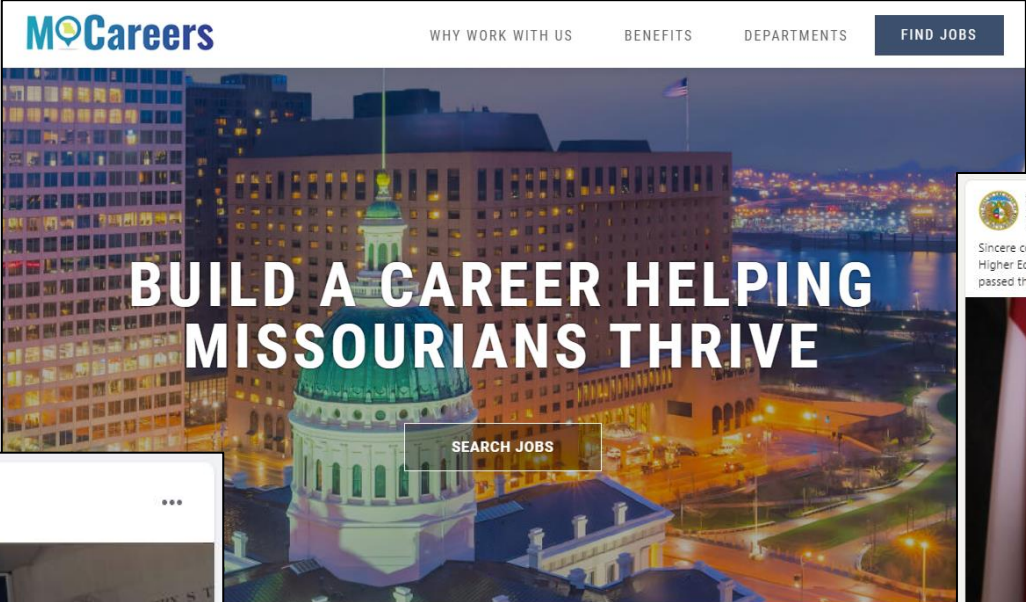


# Prior to 2020, the State of Missouri followed a fragmented, haphazard, “post and pray” method of recruiting

Application Mechanism by Agency



# Now we seek to attract candidates with an applicant first approach



## SERVE A HIGHER CAUSE

Start Your Public Service Job in Missouri



# We stopped training for training sake and focused on developing our teams for the future

**ENGAGE 2.0**

ARE YOU WORKING ON AN EXCELLENT TEAM PROJECT WITH PROVEN RESULTS?

Nominate the team for the Governor's Award for Quality and Productivity!

WHAT IS ENGAGE 2.0?

ENGAGE brings supervisors and team members together monthly to have meaningful professional development conversations. These conversations provide an opportunity to help team members improve in their current role and position themselves for future success. This is all about helping each other get better individually and in our teams.

FREQUENTLY ASKED QUESTIONS

FIND YOUR CHANGE CHAMPION

By 31, 2021. Contact your Agency Coordinator for more info.

**13 KRCG** CORONAVIRUS SPORTS CHIME IN WATCH

## Governor Parson launches The Missouri Way to improve statewide government

by Kyreon Lee | Tuesday, August 21st 2018

The Missouri Way program is the first statewide cross-department leadership development program. (Andrew Wajford/KRCG 13).

## EXPERIENCE ENGAGE

We have the tools supervisors need to ENGAGE— all in one place.

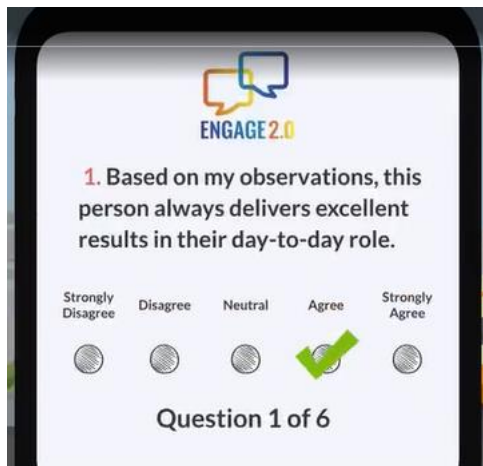
<p><b>DASHBOARD</b></p> <p>Supervisors, log in to view your ENGAGE evaluation and upward feedback data dashboards</p>	<p><b>ENGAGE TRACKER</b></p> <p>Log in to track your ENGAGE &amp; REFLECT conversations</p>	<p><b>TEAM MEMBER TRAINING PORTAL (TMTP)</b></p> <p>Enter your learning and development hours</p>
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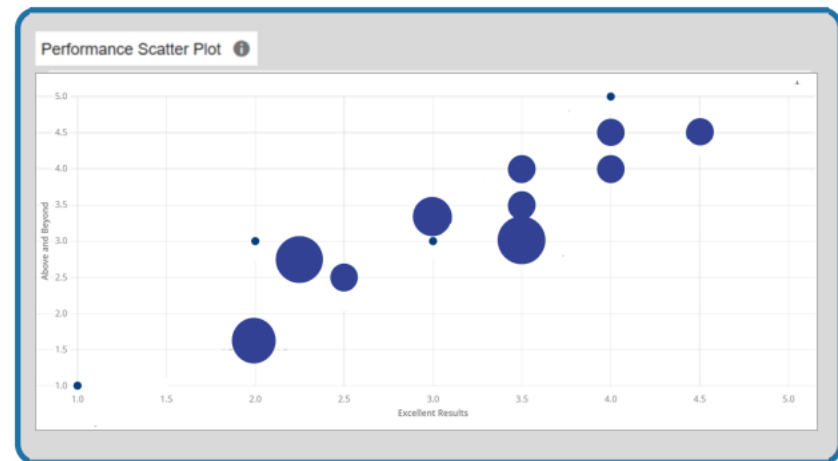


# We stopped devoting thousands of hours to a once a year check, in the box paper evaluation process, now we focus on feedback

- Team members and supervisors connect once a month to talk about professional development
- Supervisors complete short evaluations each quarter for team members
- Team members provide upward feedback to supervisors quarterly
- Data is used to recognize and reward top talent



The screenshot shows a digital evaluation form titled "ENGAGE 2.0". The question is: "1. Based on my observations, this person always delivers excellent results in their day-to-day role." Below the question are five response options: "Strongly Disagree", "Disagree", "Neutral", "Agree", and "Strongly Agree". Each option has a corresponding radio button. The "Agree" option is selected, indicated by a green checkmark. At the bottom of the form, it says "Question 1 of 6".



# We upgraded our archaic classification and compensation system

- Cut our number of classifications in half 950 → 400
- Broadened our pay scale bands to empower leaders to make meaningful salary decisions
- More clearly demonstrate the variety of career paths prospects



Agricultural



Business Operations and Support



Communications



Correctional



Direct Health Services



Domestic Services



Economic, Community, and Business Development



Education and Training



Engineering



Environmental/Natural Resources Management



Financial Operations



Human Resources



Human and Social Services



Information Technology



Legal



Lottery



Natural and Cultural Resources



Property and Real Estate



Public Health Services



Public Safety



Regulatory Compliance



Trades, Crafts, and Other Skilled Work



## How we pulled it off

- Focused on our teammates
- Enterprise approach
- Cross department design and implementation
- Challenged “that’s the way we do it around here”
- Whole is greater than the some of the parts



Very excited to answer any of your questions!



# How everything works together

## ENGAGE 2.0

Provides a shared language for discussing strengths, growth opportunities, and career moves.

## MO Learning

Produces actionable steps, including formal learnings, that help achieve development goals.



## New Career Paths

Helps team members understand how to develop in their role and in the future.

## Leadership Development

Helps individuals at all levels and in all roles understand how to lead from where they are.

