

# VTrans Employee Retention Study & Knowledge Management Pilot



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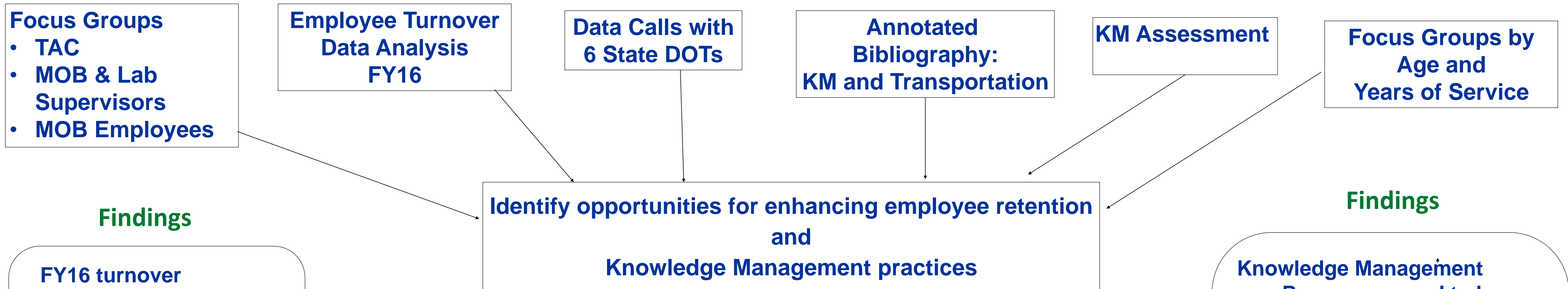
## Introduction

Employee turnover can impact an organization in terms of workflow disruption and loss of institutional knowledge. This project examines VTrans employee turnover data, staff perspectives on employment, and knowledge management (KM) practices. The findings will inform a small pilot program intended to aid retention and knowledge capture and transfer.

Fall 2016

## Data Collection

Spring 2017



## Findings

### FY16 turnover

- 11.2% overall
- 5.4% voluntary
- Turnover higher
  - <5 years of service
  - <30 years of age

### Why people stay

- Benefits
- Work / Life Balance
- Job security
- Variety of Work Tasks
- Position Mobility

### Why people leave

- Supervisory Issues
- Pay

## Findings

### Knowledge Management

- Resources need to be easily retrievable
- Tacit and historical knowledge at risk of loss as employees leave
- Employees share knowledge, but could use help with processes, procedures, and templates
- Organizational leadership is needed for success in KM efforts

## Next Steps:

With the Technical Advisory Committee (TAC), design brief pilot project to enhance retention and Knowledge Management practices.

### Caliber of Supervision Makes a Difference

*"[Retention and turnover] has a lot to do with the bosses. If you've got a halfway decent boss, you're gonna wanna work for them. If they are not halfway decent, you're not gonna want to work for them."*

### Tacit and Historical Knowledge are at Risk of Loss

*"Institutional knowledge and experience (how we overcame obstacles in the past) are typically beyond written procedures, policies, and guidelines. Difficult to capture this before it is lost."*