

Project Information Form

Project Title:	Assessing VTrans Employee Retention: Who stays, who leaves and what do to about it
University:	University of Vermont
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Funding Source(s) and Amounts Provided (by each agency or organization):	Vermont Agency of Transportation - \$112,000
Total Project Cost:	\$112,000
Agency ID or Contract Number:	VTRC 16-005 UVM-VTRANS-301
Start and End Dates:	October 1, 2016 – September 30, 2018
Brief Description of Research Project:	<p>Employee retention is a critical issue for organizations of all types, and public sector groups such as Vermont Agency of Transportation (VTrans) are no exception. Not only can the costs of recruitment, training and orientation approach 100% of the annual salary for the position being filled, but work disruption and loss of organizational memory can impact organization performance. VTrans leadership has also cited knowledge management and succession planning as critical to the agency’s future effectiveness.</p> <p>Workforce retention and knowledge management does not follow a “one size fits all” approach and there is no magic formula for eliminating employee turnover. Too often, organizational leaders identify and attempt to fix what is perceived to be the retention problem, without a solid base of understanding. An individualized organizational approach, as proposed in this study, based on systematic and evidence-based methods, can best determine the real state of retention and knowledge management at VTrans. This understanding, along with VTrans leadership involvement, can then lead to the development of specific action steps that can be put in place at VTrans to impact the broader aspects of both talent and knowledge management. Knowledge management practices in turn will help proactively manage workforce transitions.</p>
Describe Implementation of Research Outcomes (or why not implemented):	A VTrans working group will convert findings into effective ongoing assessments of retention issues, including a more systematic exit interview. Pilot programs for effective retention efforts, and the



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Place any photos here	establishment of a knowledge management system will provide guidance for Agency-wide application.
Impacts/Benefits of Implementation (actual, not anticipated):	Understanding retention and knowledge management issues at VTrans will address the agency's strategic goal in developing and retaining an excellent, qualified and diverse workforce. An enhanced evidence-based knowledge of the current VTrans workforce has implications not only for retention but also talent management, including recruitment and succession planning.
Web Links <ul style="list-style-type: none">• Reports• Project website	https://ncst.ucdavis.edu/project/assessing-vtrans-employee-retention/