VERMONT AGENCY OF TRANSPORTATION
EMPLOYEE RETENTION AND KNOWLEDGE MANAGEMENT STUDY

Carol Vallett
January 17, 2019
National Center for Sustainable Transportation
VERMONT FACTS

Population
623,960

Median Age
42.6
WHY THIS STUDY?

“Five Years After Hurricane Irene, Vermont Still Striving For Resilience.”

Inside Climate Change, By Kendra Pierre-Louis 2016

[CC BY-SA 3.0 (https://creativecommons.org/licenses/by-sa/3.0)], from Wikimedia CommonsPhoto by HopsonRoad
Strategic planning
RESEARCH STEPS

- Scan of State DOTs
- Organizational Assessment
- Pilot Projects
SCAN OF OTHER STATES

- Alaska, Kansas, Missouri, Virginia
- Connecticut & New Hampshire
- 10% to 12% turnover
- Higher turnover in first 5 years
- Most had implemented some KM practices
Voluntary Separations by Years of Service, FY 2016

- 20+ years
- 15 to <20 years
- 10 to <15 years
- 5 to <10 years
- 1 to <5 years
- less than 1 year

National Center for Sustainable Transportation
Voluntary Separations by Years of Service, FY 2016

- 20+ years
- 15 to <20 years
- 10 to <15 years
- 5 to <10 years
- 1 to <5 years
- less than 1 year
Join VTrans
* Benefits
* Security
* Career Advancement

Become dissatisfied
* Supervisory issues
* Perceived low pay
* Lack of job specific training

YOUNG WORKERS
RETENTION PILOT

- Quality of supervision
- Organizational culture
- Lack of recognition for good work
STEPs To REtайн?

- Provide different supervisor
- Change leadership/culture
- Value me as an employee
KNOWLEDGE MANAGEMENT

KNOWLEDGE SHARING
KNOWLEDGE MANAGEMENT

- Insights
- Information
- Advice
- Practice
- Technology
- Process
- Improvement
- People
I WOULD BENEFIT FROM....

Knowledge Sharing Tools

- Clear procedures
- Determining relevant knowledge
- Job aids
- Templates
- Access to documents
- Knowing how to make knowledge available

Percentage of Respondents

- Strongly disagree
- Disagree
- No opinion
- Agree
- Strongly Agree
## LESSONS LEARNED

### Retention
- Use data.
- Be systematic.
- Address organizational areas of weakness.
- Monitor feedback frequently.
- Be willing to commit resources.

### Knowledge Management
- Must be a leadership priority.
- Assess current KM efforts and technology.
- Focus on tacit knowledge.
- Include people, processes and technology.

National Center for Sustainable Transportation