Employee retention (or turnover) impacts organizational performance and knowledge management. This two-year project, conducted with guidance from the VTrans Technical Advisory Committee (TAC) and informed by the research literature, examined employee turnover data, staff perspectives on employment, and knowledge management (KM) practices. The findings informed a small pilot project that included: a) the development of an Employee Exit Questionnaire to help determine impacts of recruitment, supervision, and other organizational practices, and b) a process to capture and share tacit knowledge.

**Data Collection**

- **Focus Groups with**
  - TAC Members
  - MOB, Rail, IT & Lab Supervisors
  - MOB Employees

- **Employee Turnover**
  - Data Analysis FY 2016

- **Informational Interviews**
  - with 6 other State DOTs

- **Annotated Bibliography:**
  - KM and Transportation

- **KM Litmus Test with Managers**

- **KM Assessment Survey with**
  - Tech Services, Structures, DMV

- **Employee Focus Groups by Age and Years of Service**

**Findings**

- **FY2016 turnover**
  - 11.2% overall
  - 5.4% voluntary
  - Turnover higher
  - <5 years of service
  - <30 years of age

- **Primary Reasons:**
  - Why people join / stay
    - Benefits
    - Job security
    - Time off
    - Advancement potential
  - Why people leave
    - Supervisory Issues
    - Organizational culture

- **Identify opportunities for enhancing employee retention and Knowledge Management practices**

- **Pilot Project**
  - VTrans Employee Exit Questionnaire with 49 voluntarily separated employees (July-December 2017; n=27)
  - KM tool and process for capturing and sharing tacit knowledge (8 Structures and TSMO employees)

**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. It’s difficult to capture this before it is lost.“