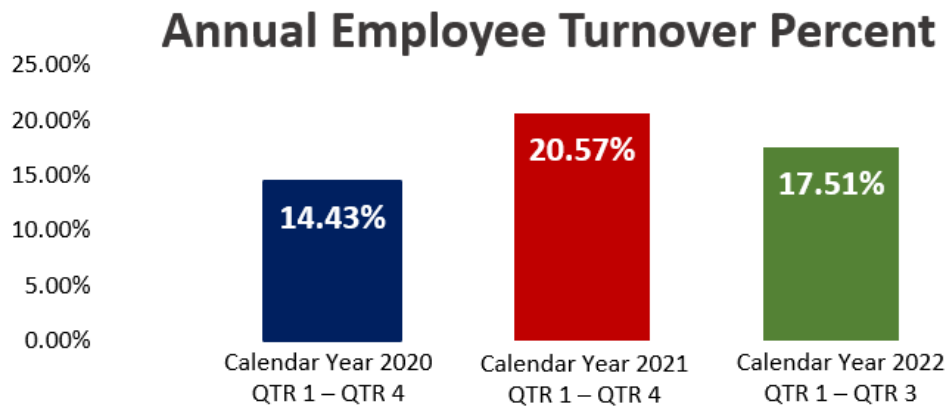


Executive Branch Agency Staff Vacancies

Strategies and Approach

Background

During the past two years agencies have seen higher than normal staff turnover trends. Addressing the number of vacancies to fill has been a focused effort for agency management and their human resources staff for several months. This challenge is not unique to state government, as employers in both the private and public sectors have faced similar issues. The chart below shows employee turnover in executive branch agencies and includes voluntary and involuntary turnover and transfers from one agency to another.



Approach

Agencies have developed strategies to address recruitment and retention challenges that are currently underway. These include, but are not limited to those listed below:

- Modernizing and standardizing the state’s recruitment process and improving the overall candidate experience through application, interviewing, and onboarding.
- Improving branding and use of social media to attract potential candidates.
- Promoting non-financial incentives such as telework opportunities, public service, etc.
- Providing opportunities for current staff to be trained and promoted into higher level positions that align with their personal career goals.
- Expanding the use of pre-employment opportunities, such as internships. Many agencies have seen success in using internship programs to attract new graduates to fill vacant positions.
- Leveraging the segment of the workforce who is available for part time work (e.g., students, retirees, etc.).

The Department of Administration will continue to enhance and improve the state’s programs, in partnership with agency management and human resource staff, to leverage new strategies for attracting and retaining the most talented employees to provide services to the citizens of Montana.