

From 53% Turnover To Less Than 10% In One Year

Client: Maria Walls, Treasurer, Beaufort County



Beaufort County Treasurer's Office Case Study

www.beaufortcountytreasurer.com/

Maria Walls ran for office with a driven focus to shift both the *perception* of local government *and* the *reality* of how local government interacts with the taxpayers they serve.

Local Governments are notorious for slow, illogical, and bureaucratic methods that rarely benefit the end user. In 2015, Maria and her leadership team inherited an office culture that would end the year with an unfortunate 53% turnover rate.

With over \$600,000,000 running through the books of the Treasurer's office, Maria knows there is no room for status quo within the organization, and also had the challenge of being completely limited in her motivation and inspiration of a team due to public funds being unavailable to be used for any sort of incentive for the team.

If the internal culture was going to change, it was going to take some serious, non-monetary innovation to make it happen.

Maria began rallying her team to make these seismic changes by first building out the vision story for what they see for the Treasurer's Office and their relationship and connection with the taxpayer. Once the vision was written down and motivating the people who came in contact with it, they then created a firm mission and values set that guided their purposed next steps.

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The first of these steps was to train the team on a specific process for hiring and training the existing team through personality, role fit, and process. The leadership team then implemented a full scale, intentional team meeting structure that incorporated regular review of mission and values, predictable communication, set agendas, action item sheets for accountability, and brief personality and process training...for every meeting every week.

One other wrinkle that Maria and the team decided to incorporate...everyone gets a chance to lead. Everyone.

The culmination of purpose, intentionality, predictability, continuous communication and a crazy amount of training led to a startling result, but not an unplanned result.

At the beginning of 2016, the Treasurer's office wanted to see their turnover drop from **53% to less than 10%**.

In one year!

By December 31, 2016, they were able to finish the year **UNDER 10%** in turnover which led to an overall better taxpayer experience and reduced overhead costs directly affecting the cost to the taxpayer.

The team that makes up the Treasurer's Office found intentional purpose in their role on the team, which prior to for many was just a "job".

Tomorrow, the Treasurer team will wake up out of bed to live out their mission of "professionals serving with innovation and enthusiasm", and provide their citizens with an experience that most are not accustomed to.

If you need to be liberated from the chaos of working IN your business and want to have the clarity of working ON your business, Business On Purpose is here to be your coach!