

# Brand Analysis

## Missouri Leadership Academy - Class 3 - Capstone Team C

### February 2020

**Overview:** Brand is the story people tell about an organization. It has tangible (eg. logo) and intangible (eg. feelings of pride) components.

Employer Branding has a significant impact on how an organization is perceived by potential job candidates, customers, and employees.

There are 6 recommended steps to build an effective brand:

1. Define Role Clarity and Articulate a Purpose;
2. Get Creative and Know the Audience;
3. Understand the Relationship between the Employee and the Organization;
4. Understand the Candidate Experience and Be Authentic;
5. Show Investment in the Team; and
6. Measure Progress.

The following brand analysis assesses the current state of Missouri employer brand through the lens of each of these steps, and provides an overview of what we do now, what others are doing, and what we recommend doing given our current state.

# Step 1. Define Role Clarity and Articulate a Purpose

An attractive brand should clearly communicate an organization’s mission and why it matters. Specifically, a good brand should reveal the "why" an organization does what it does and the impact, and it should motivate candidates to want to join the mission and apply.<sup>1</sup>

## What Others Are Doing

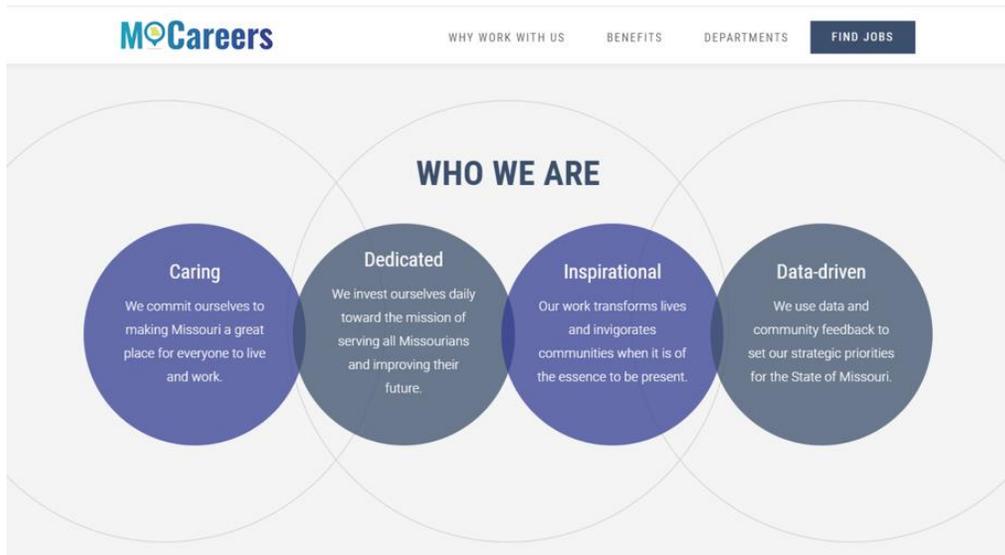
Louisiana has created brand messaging that conveys the importance and value state government provides to its citizens by highlighting the social impact of state employment. After refreshing the state website and logo, Louisiana created an “Every Day for Every Citizen – A Louisiana Pop Up Video.” The video emphasized the multitude of state services a citizen experiences within just a few hours of their daily lives.<sup>4</sup>

The state also expanded its social media presence and a communication plan to share positive events happening across all state agencies. Louisiana launched new graphics for advertising job vacancies to attract the attention of the right talent. Moreover, Louisiana state employees can nominate coworkers for Louisiana’s monthly State Civil Service Employee Spotlight. The series highlights excellent public service across a variety of positions and puts a face to state government.<sup>4</sup>

## What We Do Now

**Strategic initiative placemats** that summarize the goals and priorities of each state department keeping the workforce focused and connected to priorities and the overall mission.<sup>2</sup>

**New MoCareers website** more clearly defines core values:<sup>3</sup>



## What We Could Do Better

Define and consistently message our mission and values through the lens of being ONE state government employer who can offer hundreds of opportunities for meaningful work experiences across 16 departments. Communicate how the state’s existence as an employer positively impacts millions of citizens in ways they may not think about daily.

## Academy Team Recommendation

Improve role clarity and purpose through strategic videos, robust career pages, brand ambassadors, and personal communications from leaders.

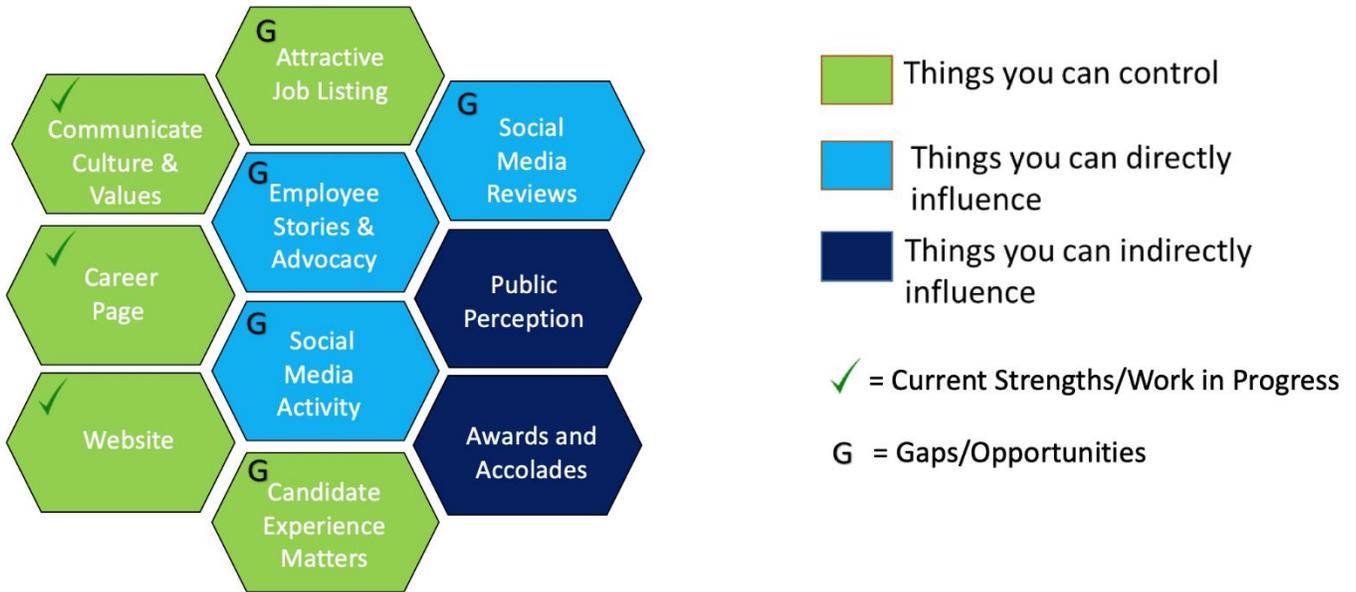
**Pros**

Better understanding of the value and purpose of the State of Missouri as an employer and the intrinsic and extrinsic value in public service.

**Cons**

Risk of miscommunication, selecting the wrong leaders or team members to represent the state and departmental missions, and misalignment with departmental missions.

## Step 2. Get Creative and Know the Audience



State governments, including Missouri face significant challenges in the ongoing competition to attract and retain top talent in a job market with private sector growth but a shrinking pool of available talent. Missouri can get more creative in how we recruit talent by developing core messaging that is more appealing to millennials who make up the largest segment of the candidate pool, and telling our employer story through a personal brand message. Although long-term employment and benefits are important, millennials are more interested in employers who offer meaningful work opportunities, work life balance, and a variety of work experiences. Missouri may have to make some cultural adjustments in the areas of flexible work hours, work location, and telework options where possible to attract and retain talent.

There are 10 components of an effective brand; there are things that you can control, things that can be directly influenced, and things you can indirectly influence to build an attractive employer brand.<sup>5</sup> By focusing first on what you can control and directly influence, the other brand components will also be strengthened. There are strengths in Missouri’s current recruitment strategies, but there are also many opportunities to improve our competitiveness by strengthening the employer brand, adjusting the culture, and becoming more creative in how the brand is communicated.

**What Others Are Doing**

- Florida is **encouraging the use of telework**. Secretary of Florida Department of Management Services Erin Rock explains, “We encourage agencies to understand and use telework when appropriate to enhance their ability to

recruit and retain the best candidates. In Florida, our population and therefore our talent, as well as the people we're working to serve, is spread throughout the state in cities, suburbs and rural areas. It's incumbent upon agencies to be prepared with telework arrangements when the agency mission and position duties can accommodate it."<sup>4</sup>

- Minnesota is **unifying the state's brand**. Prior to a rebranding initiative, every agency, board and commission in Minnesota state government had its own logo (or no logo at all). Yet state agencies work together to make life better for all Minnesotans, making the case for a unified brand to help convey that message. The lack of a cohesive brand had been confusing not only for customers/citizens interacting with state government, but also for job candidates. State leaders wanted prospective candidates to know that state government was one employer and that the state is a great place to start and grow a career. Having one clear and consistent brand supports the state's work to recruit and retain the best talent.<sup>4</sup>

### **What We Do Now**

The State of Missouri has made efforts to improve the brand and how we recruit.

**LinkedIn Recruiting** became a resource available to recruit talent in July 2018. Since that time, Departments have had the ability to: post and share job openings; search for job candidates and send "InMails" to candidates of interest; and to create department or division specific tag lines and hashtags.

**The redesigned MoCareers website** launched January 6, 2020. Improvements to this site include more clearly defined core values and benefits, provides real employee experiences, and provides a one-stop-shop for candidates to apply for positions.

### **What We Could Do Better**

All departments could offer increased opportunities for telecommuting and expanded flexible work schedules, use modern, consistent job announcement listings, and targeted recruitment efforts.

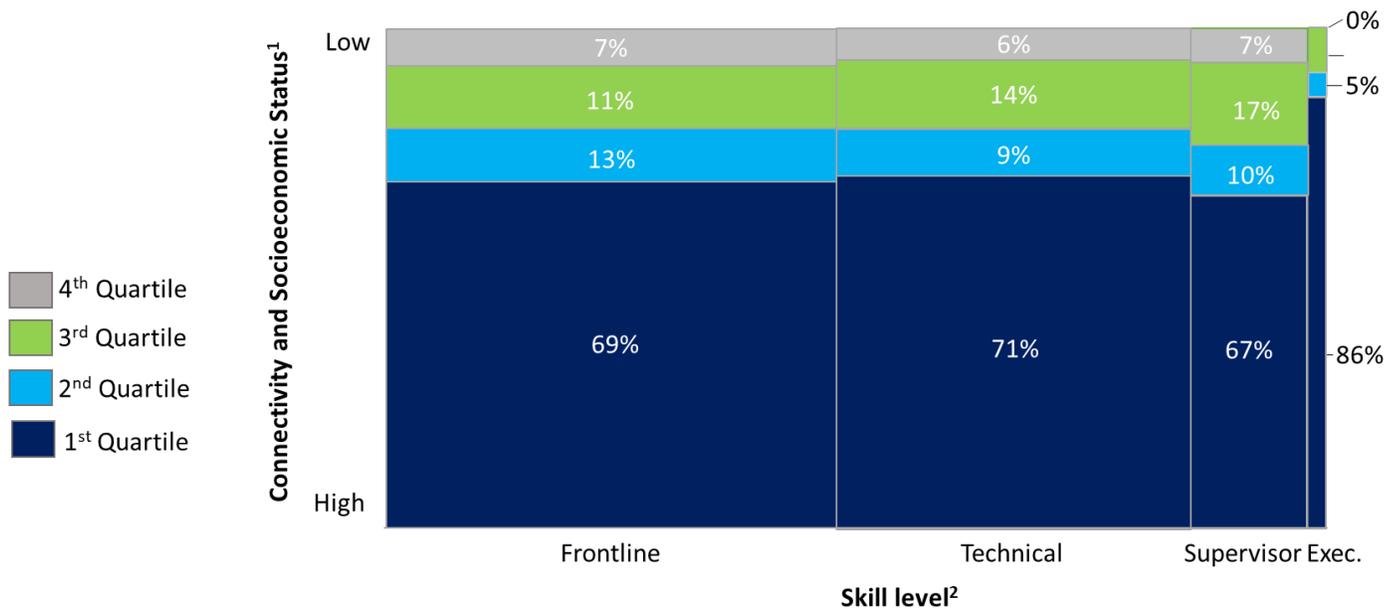
**Targeted Recruitment Efforts:** Missouri is a geographically diverse state and could expand our candidate pool by using local data to refine our recruitment strategies based on skill level required for jobs in the area, broadband access and other socioeconomic factors unique to the area.

When filling a position, understanding audience segmentation and asking these questions can help target recruitment efforts:

- What is the minimum skill level of the position I am filling and where should I target recruitment in the area based on the skills needed? (i.e., high school diploma or GED, bachelors, masters, executive)?
- Where is the position located and are socioeconomic factors such as average wages in the area and access to broadband important? If the wages in the area are higher than what the job offers, what should be emphasized instead of pay? If broad band access is low, what other recruitment platforms should be used?

Understanding the target audience and minimum requirements for the job makes a big difference in how we should recruit.

### 2019 State of Missouri job vacancies by required skill level and job location connectivity



SOURCES: <sup>1</sup> Connectivity and Socioeconomic Status is represented by the Digital Divide Index, which measures digital infrastructure and technology adoption at the county level on a scale of 0 to 100, where 100 indicates the highest digital divide. Quartiles are for the entire U.S.

<sup>2</sup> Job postings were classified to skill levels according to the following criteria: Executive—top level management; Frontline—professional and semi-professional non-supervisory; Supervisor—supervisors and non-executive level managers; Technical—sub-professional

The following are 3 examples that show the variety of work and audience segmentation.

#### I. Corrections Officer I - St. Francois County

- a. Position requires a high school diploma or GED equivalent, age 19 or older, and one year of work experience. Starting salary is \$28,872.
- b. St. Francois County is considered generally underserved for broadband internet access and 21% of households have no internet connection. The highest education level of 38% of adults age 25+ is high school. The average wage in St. Francois County is \$28,945.

**Targeted Recruitment Efforts** may include:

- Posting positions at area high schools, libraries, Vocational/Technical Colleges, and Missouri Job Center in Park Hills.
- Attending career fairs at these institutions.
- Posting positions on social media sites, particularly Facebook which, regardless of demographics, is still the most used social media platform in the U.S.<sup>7</sup>

In this example, the minimum salary and qualifications are comparable to the county demographics. Access to broadband is minimal, so recruitment channels outside of social media and career webpages are an important addition.

#### II. Children’s Service Worker I - Jackson County

- a. Position requires a bachelor’s degree. Starting salary is \$32,214.

- b. Jackson County is considered generally served for broadband internet access. 30% adults age 25+ have a bachelor's degree or higher. The average wage in Jackson County is \$46,000.

**Targeted Recruitment Efforts** may include:

- Posting positions at local universities and attending career fairs.
- Use LinkedIn recruiting for posting, performing recruiter searches, sending InMail to candidates of interest.
- Using other social media such as Facebook, Twitter, Instagram, and YouTube to post positions or to link videos and relevant information about the job.

In this example, the average wage for the county is 37% higher than the starting salary for this position which presents challenges in recruiting and retaining qualified staff in comparison to other parts of the state. Because of this challenge, more aggressive recruitment efforts may be worth the investment messaging other benefits of the job such as finding purpose and meaningful work, time off and professional development. Eighty-four positions were filled in 2019 alone. Ongoing job postings, weekly open interviews, and a contract with Indeed have been used to try to fill positions. More use of social media, LinkedIn, and other channels may be considered as well as a brand ambassador, job shadow opportunities, and mentoring to ensure a good fit.

### III. Environmental Engineer I in Cole County

- a. Position requires a bachelor's degree in Engineering with courses required by the Missouri Board of Professional Engineers.
- b. Cole County is considered generally served for broadband internet access. 33% of the adults age 25+ have a bachelor's degree or higher. The average wage in Cole County is \$38,730.

**Targeted Recruitment Efforts** may include:

- Posting positions and attending career fairs at Universities with Engineering programs such as University of Missouri – Kansas City, University of Missouri, Missouri University of Science and Technology, Washington University.
- Posting positions through professional engineering societies such as American Academy of Environmental Engineers and Scientists, Society of Civil Engineers, and Missouri Society of Professional Engineers.
- Use LinkedIn recruiting for posting, performing recruiter searches, sending InMail to candidates of interest.

In this example, starting wages are comparable to average wages of the county, however average starting salaries for Environmental Engineers graduating from Missouri S&T are around \$55,000, so competition is steep.<sup>8</sup> Broadband access is generally not a concern. Because of salary challenges and the specialized nature of an engineering degree, recruitment efforts should be targeted to areas where students are graduating with those degrees. Social media outside of LinkedIn is likely less important.

### Leadership Academy Recommendation

**Interactive targeted recruitment tool** - An interactive mapping tool for targeted recruitment efforts. A one-stop-shop to

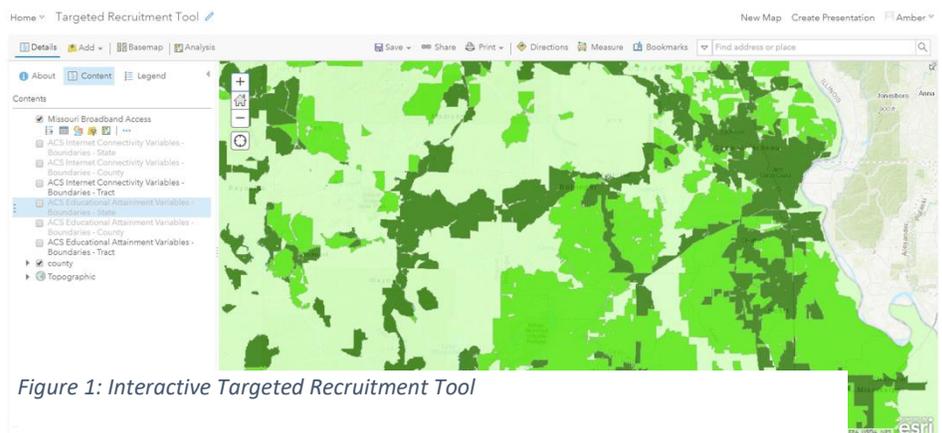


Figure 1: Interactive Targeted Recruitment Tool

obtain information about broadband internet access, average commute distance, socioeconomic demographics, and area schools (high school, college, trade). This tool can be used by recruiters and others to make decisions on how best to recruit for positions depending on known skill levels of a position.

**Pros**

User friendly, low cost, data already exists, useful for recruiters and hiring supervisors to make informed decisions.

**Cons**

Occasional maintenance may be required as data layers are updated.

## Step 3. Understand the Relationship between the Employee and the Organization



This is, in part, the benefits that we provide to our employees, but that doesn't tell the whole story.

**BENEFITS OF MISSOURI STATE JOBS**  
*We Take Care of the Team That Cares for Missourians*

Work/Life Integration	Financial Wellness	Health & Wholeness	We Care
<ul style="list-style-type: none"><li>Paid Time Off</li><li>Paid Parental Leave</li><li>Flexible Work Options</li></ul>	<ul style="list-style-type: none"><li>Student Loan Forgiveness</li><li>Pre-Tax Retirement Plans</li><li>Pension After 5 Years</li></ul>	<ul style="list-style-type: none"><li>Medical/Dental/Vision Coverage</li><li>Employee Wellness Program</li><li>SELF (Employee Asst. Program)</li></ul>	<ul style="list-style-type: none"><li>15 Days Paid Military Leave</li><li>Community Service Events</li><li>Mentoring Initiatives</li></ul>

What drives you to get up in the morning and come to work is not the same for everyone in your organization or everyone you may want to recruit. In other words, we're not all in it for the same reason. A single mission statement or

set of core values may not speak to everyone. Understanding the 5 sources of meaning and incorporating each of them into core values, mission statements and benefit information let's everyone see themselves in an organization.

### **5 Sources of Meaning:**

1. Mission/society
2. Department or organization
3. Stakeholders or customers
4. Team
5. Personal/"me"

For example, the State of Missouri provides noble service through a committed organization that values teamwork to serve the citizens of Missouri and invests in its employees through training opportunities, career advancement, benefits, recognition, and performance incentives.

### **What Others Are Doing**

California has implemented a Career Ambassador Program (CAP) which empowers employees to share the brand to recruit talent.

CAP allows organizations to expand its available recruitment resources by encouraging participation of internal employees in brand messaging and recruitment activities. The participating employees serve as Career Ambassadors and promote their organization, and the State of California, by enthusiastically educating candidate on state careers, the state hiring process, and why the State of California is an employer of choice. A CAP can broaden the scope of an organization's recruiters by leveraging internal resources to attract specific audiences, which include employees who are college alumni, veterans, women in traditionally male-dominated occupations, subject matter experts from mission critical and hard-to-recruit classifications, of diverse backgrounds, representatives of underserved communities, persons with disabilities, and members of occupation specific professional organizations.<sup>9</sup>

Florida is **getting social** with candidates. "In our experience, today's job candidates expect sincerity and truth in advertising. Even though state government is largely one single employer, competition is fierce throughout Florida's state agencies for top talent willing and eager to work in the public sector," says Secretary Rock of Florida Department of Management Services. "We use our social media platforms to showcase our agency's culture and to help candidates see our duties and responsibilities in a different way. Candidates have repeatedly shared that our organization's candor and sense of humor helped tipped the scale in our favor."<sup>4</sup>

### **What We Do Now**

We offer meaningful work, Show-Me Challenge, MO Learning, ENGAGE 2.0, Cost-of-living and market-based pay increases. DNR has an informal influencer program and DOC has a brand ambassador program.

### **What We Could Do Better**

Institute social media policies for employees so that they feel empowered to share relevant, work-related content at work, consider an employee referral program, replicate and build on programs like Corrections Way (DOC) and Informal Influencer programs (DNR) to harness the power of employees to tell our story to improve retention and recruitment.

### **Academy Team Recommendation**

Brand Ambassador Program

### **Pros**

Low-cost, improves employee engagement, allows for greater diversity among outreach teams, attracts well-qualified and diverse candidates, increases employee engagement and commitment to the mission, boosts employee job satisfaction and morale, expands employee networking and collaboration, provides diverse work experience.

## Cons

Potential for inconsistent and/or negative publicity and messaging will require pre-training, post evaluations and oversight.

## Step 4. Understand Candidate Experience and Be Authentic

The candidate experience is a continuum that begins prior to the candidate contemplating a role with your organization (brand awareness) and extends well beyond the time they leave the organization. It is important to ensure that your hiring process is not a barrier to making timely hiring decisions; otherwise, candidates could lose interest. Job candidates are informed about the organizations mission and values through its brand messaging and by how it treats job candidates and new hires.<sup>1</sup>

Understanding the candidate journey can help us improve the candidate experience, lower the cost and time to hire, and build a stronger employer brand.<sup>10</sup>

The candidate journey consists of 10 steps.<sup>10</sup>

1. **Awareness:** Candidate finds out about the organization and/or position.
2. **Consideration:** Candidate reviews online resources about the position and organization.
3. **Interest:** Candidate determines if they could see themselves working there.
4. **Application:** Candidate submits application, potentially interviews.
5. **Selection**
6. **Hire:** I got the job!
7. **Onboarding:** What should I be doing? What are my tasks? How do I do this and that?

## What Others Are Doing

**Children’s Mercy Hospital** in Kansas City felt that the typical sea of words and medical jargon common in most job listings were too complex and off putting to potential candidates.<sup>15</sup> The hospital got plenty of applications (more than 31,000 in one year for just 1,552 open positions); however, the dropout rate in the application process was 40%.<sup>15</sup>

The hospital recruiting team was concerned it was missing out on great potential candidates, who gave up on their application or applied for the wrong job. To bypass all the jargon and help candidates find their fit, the team decided to turn the job search on its head by getting recruiters to pair candidates with roles instead.<sup>15</sup> Launched in late 2015, the “Introduce Yourself program” allows candidates to record a short video interview. In the video, candidates respond to two prompts: “Tell us about your background and experience” and “What would you like to do for Children’s Mercy?”<sup>15</sup>

Following submission of the video, the recruiting team reviews the videos and recommends roles that seem like a good fit, taking the guesswork out of the search. If there’s nothing suitable for the candidate at the moment, Mercy recruiters promise to call candidates when an appropriate role opens up.<sup>15</sup>

**DocuSign** recognizes that the relationship between candidates and recruiters is one of interdependency. That is, when recruiters are happy, they create a better candidate experience, and when candidates provide feedback, they can help recruiters get better at what they do. Following this logic, DocuSign created a standardized candidate experience survey.<sup>16</sup>

# The Recruiter Scorecard



The survey goes out to all candidates (regardless of whether they received an offer) and asks them to rate organizational recruiters against statements like “My recruiter gave me a good overview of DocuSign and the value proposition,” “My recruiter provided me with timely updates on the status of my application” and “My recruiter treated me with respect throughout the process.”<sup>16</sup> It also includes the standard Net Promoter Score question: “Based on your experience as a candidate, how likely are you to recommend DocuSign to others?” After one year of collecting data and assessing recruiters through this survey, DocuSign saw the candidate Net Promoter Score go up 55%.<sup>16</sup>

## What We Do Now

Currently, the State of Missouri has multiple steps in the candidate journey before candidates are hired, and there are no formal uniform expectations for length of time between each step nor a formal benchmark for what good practice looks like. The new HireTrue platform offers one common application portal and it will be able to track timeframes between the application and initial contacts with job candidates.

## What We Could Do Better

There are still opportunities to add measures on the front end during exposure to the brand, as well as on the back end after employees are hired and on-boarded to the agency.

The candidate journey shouldn't vary much between organizations; however, the candidate journey does depend on the hiring process. The State of Missouri doesn't have a specific process for hiring as all sixteen departments have their own journeys.

## Academy Team Recommendation

Implement an online post-hire survey that aligns with Hire True 30-45 days after hire to more fully capture candidate experience. Initially surveys can be administered by utilizing survey monkey or other survey platforms. Survey results should be discussed at statewide recruiter meetings and shared with department leaders and personnel involved in the hiring process. Survey results can provide baseline information in order to create goals, measure progress, and measure the impact candidate experience has on recruitment, onboarding and thus the employer brand. Goals can focus on timely communication, decreasing time from application to hire, and improving the onboarding experience for new hires. Understanding what candidates go through can help us improve our entire hiring process to ensure that candidates don't drop out in the process.<sup>10</sup> A survey has been created for immediate use, see the best practice guide.

Pilot Brand Ambassador Programs starting with DNR. DNR would like to enhance the current informal influencer program by adding recruitment activities. Look to organizations like the State of California, Sacramento Utilities District, (SMUD), Anheuser- Busch InBev, and the Missouri Department of Corrections for brand ambassador program examples.

### Pros

Improved candidate experience is a major component of a successful employer brand strategy and has the potential to increase acceptance of state employment offers and increased retention during the first six months of employment.

### Cons

A process and structure will need to be created to implement the post-hire survey, and collect and analyze survey results and then use the information to improve the hiring process which will influence the state of Missouri employer brand.

## Step 5. Show Investment in the Team

High-performing team members view learning opportunities as an integral component of their job that contributes to their productivity and workplace engagement. Therefore, smart employers must look for new ways to develop engaging experiences for their top talent. Tailoring learning initiatives for career growth and exploration can make employees feel personally valued, increasing their loyalty if other organizations come calling.<sup>1</sup>

### What Others Are Doing

Since 1921, Rust-Oleum has been crafting creative, durable solutions for every home and industry need, from surface protection to inspired looks for every idea. Often touted as a favorite aspect of working for Rust-Oleum is the ample opportunities for advancement.<sup>17</sup> It is not uncommon for employees to earn new responsibilities as they progress within the company, taking on new roles and titles along the way. The organization also places a strong emphasis on learning including Rust-Oleum University and an entire Learning Development Team that is tasked with creating continued education opportunities for its associates across all locations.<sup>17</sup>

### What We Do Now

The Missouri Way, Missouri Leadership Academy, MO Learning, MO Recruitment, cost of living increases, market-based salary adjustments, Quarterly Pulse Surveys to engage employee voice and report on organizational health.

**The Missouri Way** - The Missouri Way advanced management program is building a common approach to leading change and improving performance across the State of Missouri government. The proposal to launch a “Missouri Way” training program emerged from the work of the employee-led Leadership Academy Working Group. The working group concluded that leadership and training priorities are not consistent across agencies and that the State of Missouri had neglected leadership development for too long. The working group, therefore, recommended the State of Missouri invest in a set of leadership development and training programs. The Missouri Way program is an important means to help address that gap.<sup>13</sup>

**The Missouri Leadership Academy** - The Missouri Leadership Academy is an innovative program that brings together emerging leaders from all 16 executive departments to build new skills and become better leaders. This leadership program incorporates approaches that are proven successful in other high performing organizations in both the public and private sector.<sup>13</sup>

**MO Learning** is a new professional development resource for all State of Missouri team members. It is powered by LinkedIn Learning and provides team members with access to thousands of online learning courses. With free 24/7 access, this resource encourages and supports team member training and growth anytime, anywhere.<sup>13</sup>

**MO Recruitment** – LinkedIn – Engaging potential job candidates utilizing the power of LinkedIn.

**Market-based salary adjustments** – Salary increases for targeted positions to better compete in the talent marketplace by bringing salaries in-line with market indicators.

**Cost of living increases** – 3% cost of living increase for all state employees effective January 2020 to assist in offsetting increasing cost of living.

**The Quarterly Pulse Survey (QPS)** – The QPS was developed to assess and monitor how state employees feel internal agencies are progressing on efforts to improve communication on agency direction, leadership, accountability, motivation and external orientation. The State of Missouri is using the survey to better understand its organizational health and how it's progressing on major cross-department initiatives.<sup>19</sup>

#### **What We Could Do Better**

Expand opportunities for professional development, offer a variety of work experience outside of everyday job duties and offer various types of recognition for commitment to state employment and for superior job performance.

#### **Academy Team Recommendation**

Missouri Brand Ambassador Program

#### **Pros**

Low cost, increased retention, improves employee engagement, productivity, awareness of the mission, and expands available recruitment resources.

#### **Cons**

Potential for inconsistent and/or negative publicity and messaging along with time away from core job duties and family.

## **Step 6. Measure Progress**

Before engaging in considerable recruiting efforts, organizations should validate that their talent acquisition strategy is designed to attract the right talent in the first place. An effective way to do that is to get input from current high performers about what attracted them to the organization and their role.<sup>14</sup>

#### **What Others Are Doing**

**Virgin** is a multi-industry organization that is known for listening to its team members. Virgin engages in active input from their team members in an effort to show that they are valued.<sup>18</sup> Virgin values their opinions, respects their ideas, and encourage healthy debates and continuous innovation. Ultimately, it's a win-win as the organization keeps learning and employees feel important and engage with the organization.<sup>18</sup>

#### **What We Do Now**

Quarterly Pulse Survey. HireTrue can measure number of applicants and a few other front end recruitment activities.

#### **What We Could Do Better**

Only 60 percent of Departments have a formal recruitment strategy and only half have a dedicated recruiter. Development and implementation of a recruitment strategy is a known best practice for recruiting. Implementing post-hire surveys 30-45 days after employment through HireTrue can help provide information to make improvements based on real-time feedback. Develop measures for success.

### **Academy Team Recommendation**

Implement a post-hire job survey. Build measures into current and/or developing recruitment plans to solicit feedback from current employees.

Implement Missouri Brand Ambassador Program - program workgroup sessions, modeled after the Missouri Department of Natural Resources' Informal Influencer program.

### **Pros**

More targeted and effective recruitment strategy, increased buy-in among current employees, and new evaluation measures to develop goals and benchmarks.

### **Cons**

Conflicting feedback from current top-performers.

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