



Missouri Brand: Telling Our Story

A guide for improving the State of Missouri's competitiveness as an employer through a brand strategy.

Missouri Leadership Academy - Class 3 - Capstone Team C

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Recommendation I: Develop a “One Missouri” Employer Brand

Overview: The employer brand of government faces challenges. The State of Missouri, like other government employers, will need to adapt its brand and culture in order to compete as an employer of choice and appeal to the evolving needs and interests of the current and future workforce. In the past, wages and benefits were a selling point in attracting top talent to work in government. According to Pew Research Center, millennials who are age 22-37, are now the largest generation in the U.S. workforce with 53 million looking for jobs in 2017.¹ Survey Research shows that millennials are more interested in employment that provides meaningful work, a variety of work experience, opportunities for professional development and work life balance, than long-term employment focused on earning retirement and related benefits.² Government is struggling to compete and private employers are typically able to offer higher wages and more flexibility in work hours and location including work from home options.

There is a shrinking candidate pool due to low unemployment, and government will need to make bold moves to compete and attract talent in order to sustain the services that in most circumstances only government can provide. To compound the problem, turnover rates are increasing in government organizations, and both public and private organizations are beginning to feel the impact of growing numbers of employees who are eligible to retire within the next five years. Organizations who want to hire the same people the government wants to hire are paying attention to their employer brand. Employer branding is one of the chief battlefields in the fight for talent. Several public and private organizations have started investing time, effort, and energy toward strengthening their employer brand.³ Missouri needs to join the fight for talent by implementing a cohesive one state employer brand strategy.

Current Gap: The State of Missouri does not have a unified employer brand message.

Recommendation: Recognizing that Missouri State agencies all share a common goal of making life better for the people of Missouri, we recommend a unified cohesive employer brand message and logo. One unified brand message can reduce confusion and let prospective employees know that we are **ONE** employer, who can offer a variety of opportunities to gain diverse work experience, grow their career, and earn benefits, all while making a difference in the lives of Missourians.

Implementation: A version of this logo should immediately be used on all recruitment platforms and media.



Recommendation II: Universal Job Announcement Template

Overview: Job announcements are what an organization creates to share that a vacancy within the organization exists. However, many current State of Missouri job announcements fall short of inspiring potential prospects to apply. To be effective, job announcements must give target candidates the specific information they need to make an informed decision about their future.

Current Gaps: There is no current cohesive look and feel for job announcements across all 16 departments. Many job announcements lack visual impact, are lengthy, wordy, and lack clarity in describing the skills needs to be successful in the job. There are missed opportunities to include the story of employees that currently do the job; current employees can describe the work and work environment as well as the impact and the benefits of the job to attract the right talent.

Recommendations: Build modern job announcement templates starting with the top 20 critical, hard-to-fill positions across the state, and work with Executive Departments to support statewide consistent, implementation. Link job description videos of employees who do the job, starting with critical job positions with high turnover and vacancy rates. Effective job announcements share 5 components:

- 1. Clear Title** - Four times as many people will see a job title versus the body of an announcement. The typical web reader only reads 20% of content and an average of 30 seconds on each job post.⁴ The job announcement must be clear, honest, and start with the most important information including the annual salary and an estimated total compensation amount. More than two-thirds of jobseekers say salary and benefits are the top factors they look for in job ads.⁵
- 2. Visual Impact** - A visual component to a job announcement is critical to making the announcement come alive. Researchers have found that visuals help increase the willingness of a reader to continue to read by 80%.⁶ Video is a great interactive way to show what it's like to really work at your organization. With a simple one to two-minute video of a team member discussing the job, 10x more information can be conveyed to potential candidates than with text.⁴ For more information on creating videos for job announcements, see pages: 7-9. An image with a descriptive caption is also a great way to feature a job. Graphics, such as a visual job infographic (see *Figure 1*) engage and inform candidates in a single glance.
- 3. Position Description** -An effective job description contains two components: an overview of the role and the job responsibilities. Only highlight the most significant information in these sections so that the description is succinct and easy to digest.⁴
 - A. Summarize the Role** - The position overview is typically written in paragraph form and gives candidate a general idea of what they'll be doing day-to-day. Make it personal by addressing the candidate directly rather than saying "the incumbent" or "the right candidate." Keep statements short but try to incorporate descriptive words to make the description interesting and exciting.⁶

Do	Don't
<p>As a Children's Service Worker in Jefferson City, you will actively deliver and coordinate protective services for children and families, cooperate with specialized agencies, and aid families in building stability through casework, home management, counseling, and other impactful services. Your noble service will bring you into contact with law enforcement, courts, and other entities rooted in serving others with the ultimate goal of ensuring the safety and well-being of Missouri children.</p> <p>The work schedule is a <u>combination evening/weekend shift</u>. This position will include a shift differential. You will perform your important work, and other work as assigned, with the guidance of a Children's Service Supervisor.</p>	<p>This position is with the Child Abuse and Neglect Hotline Unit located in Jefferson City and the work schedule is a <u>combination evening/weekend shift</u>. This position will include a shift differential. This position is responsible for delivering and coordinating protective services involving neglected, abused, or exploited children, foster care, parent services, and/or adoption. Cooperates with other agencies in serving children and families. Assists families to attain and maintain their stability through appropriate casework and home management or referral for more skilled counseling treatment. Interacts with law enforcement and juvenile officers, other public officials, and community organizations regarding family and children issues.</p> <p>Performs work under close supervision, from a Children's Service Supervisor or high level. Performs other related work as assigned.</p>

B. List Job Responsibilities - For this section, highlight the five most essential job duties. Start each responsibility with a "to be" verb rather than an "ing" verb to make a more impactful statement.⁷

Do	Don't
<ul style="list-style-type: none"> • Perform administrative responsibilities including taking notes during meetings, preparing correspondence, and managing files. • Assist with production of sales presentations. • Aid with special projects as assigned. 	<p>Duties include supporting VP level management and above, making travel arrangements, calendar management, scheduling, procurement, meeting notes, assist in producing PowerPoint presentations, filing, typing, setting up meetings to include arrangements for food, etc.</p>

4. Provide Qualifications and Skill Requirements - A candidate needs to be able to quickly find out if they are qualified to apply. Start by listing the "required skills" for the job. These are skills, educational achievements, and experience that are necessary to perform the job. Finish the list with "preferred skills", attributes that may not be mandatory but are desired in the ideal candidate. Preferred skills might include additional education or experience, a background in a specific industry, or familiarity with using a certain program.⁷

Do	Don't
<ul style="list-style-type: none"> • Relevant Bachelor's degree, or equivalent combination of education and experience. • One or more years of related professional protective children's services experience. • Must be able to legally operate a motor vehicle in the performance of assigned duties upon the date of hire and throughout employment. • This position may also require travel throughout Missouri. • This position will require being on call. 	<p>A bachelor's degree from an accredited college or university. A degree in Social Work or comparable human services field is preferred; however, candidates with an unrelated bachelor's degree, but possessing direct relevant experience and/or competencies may be allowed substitutions on a case-by-case basis; and, One or more years of professional experience with a public or private agency in the delivery of protective children's services, including casework/case management in: investigation of abuse or neglect of children; coordination of child foster care, adoptions, and family centered services; juvenile treatment/rehabilitation; and/or providing in-home family crisis intervention services, and possession of a valid vehicle operator's license.</p>

5. **Share Organizational Values & Benefits** - In addition to education and experience, cultural alignment is important when it comes to selecting the appropriate candidate. A common missed component in job announcements is highlighting the organization's mission, vision, and values so that the candidates can gain insight into an organization. Also include key attributes of the organization's culture and workplace to paint a picture of what it's like to work in the organization. Finally, list any traits that are common among your most successful team members.⁸

See Example below:

The Missouri Department of Social Services offers tremendous benefits including: paid time off, paid parental leave, some flexible work options, student loan forgiveness, pre-tax retirement plans, pension after 5 years, medical/dental/vision coverage, employee wellness program, 15 days paid military leave, community service events, and mentoring initiatives. The department is responsible for coordinating programs to provide:

- **Public assistance** to help Missourians with food stamps, health care, childcare, child support, blind services and other basic needs.
- **Health care coverage** for eligible Missourians.
- **Child welfare services** to help ensure the safety, permanency and well-being of Missouri children.
- Specialized **assistance to troubled youth**.

While many programs give needed financial assistance and services, other units work toward reducing financial dependency of the citizens on government assistance.

The Department of Social Services also has teams dedicated to: Protecting the integrity of public assistance programs by **combating fraud, waste and abuse**; administering and managing **Medicaid audit and compliance initiatives**; and **offering support** to law enforcement agencies to help protect Missouri children.

Successful team members are adaptable, compassionate, confident, motivated, organized, and work well in a team.

Figure 1. Universal Job Announcement Template



Protect Children. Help Families.

Children's Service Worker



Location
Jefferson City, MO

CULTURE



Work with amazing people who strive to make a real difference every day

SERVICE



Help ensure the safety, permanency, and well-being of Missouri children

BE REMARKABLE



Work for an organization who gives you a platform to protect the most vulnerable children

What are we looking for?



Ability to deliver and coordinate protective services involving neglected, abused, or exploited children, foster care, parent services, or adoption



Assists families to attain and maintain their stability through appropriate casework and home management or referral for more skilled counseling treatment.



Confidence to interact with law enforcement and juvenile officers, other public officials, and community organizations regarding family and children issues.



APPLY NOW

Supplement: Best Practice Guide for Employee Videos

Overview: According to research:

- 82% of candidates now search for jobs on mobile devices and 87% of mobile traffic will be video by 2021.⁹
- Recruitment agencies report 800% more engagement with job ads that have video embedded.⁹
- In 2018, people spent on average 2.6 times longer on pages that contain video than on pages without.⁹

Current Gaps: Current job postings on MoCareers do not include videos of real people describing the work, the challenges and benefits, and the impact on Missouri citizens. Several recruitment resources indicate that the voice of current employees is one of the most effective tools to attract the right talent and communicate the employer brand.

Recommendations: Our team proposes that departments or divisions create short videos of current employees telling their story, what they enjoy most about working for the State of Missouri, with real descriptions of what a typical day at the job entails. These videos should be linked to the job announcement. The videos will provide important information to help candidates determine if the job is good fit for their life, so they can “select in or out” of the application process. It is recommended that departments focus on creating videos for the most critical positions with high vacancy rates.

Implementation: While some departments have communications staff and dedicated equipment capable of creating perfect job description videos, not all departments have these resources available. There is a low effort and low-cost option to create good job description videos that appear natural and attractive to job candidates. Videos can be created using free video editing apps and cell phones. There is an example video created with a cell phone below.

The Recruitment Video Playbook on LinkedIn is a great resource that shows examples of what to do and what not to do while creating videos. It gives step by step “best practices” compiled by professional recruiters.

Below is a summary of best practices adapted from *The Recruitment Video Playbook*.¹⁰

Step 1: Identify who you are going to interview. This group should include:

- A variety of employees with various backgrounds and experience
- Employees with a positive, light-hearted, can-do attitude
- Employees that possess qualities that you are looking for in a candidate
- Employees with genuine enthusiasm for creating videos and working for the State of Missouri

Step 2: Identify the values and culture of the department.

The word clouds from the Organizational Health Index baseline contains values State of Missouri employees possess. These values can be used to identify key points that need to be conveyed in the message of the video. If there are negative misconceptions about working in the position being posted, you can use the job description video to show how employees face those challenges along with the positives of the job.

Step 3: Define the target audience. There are two ways to approach finding the target audience.

- Identify at least three traits of employees that the department would like to attract
- Identify at least three traits of employees that are not successful at the department and make sure the video does not appeal to those characteristics.

Step 4: Storyboard the video. Make sure the video represents the mission and values that you want to emphasize. The following steps will help guide the storyboard process:

- Decide if you want to appeal by emphasizing humor or heart

- Choose your concept. What is it that you want to highlight with your video?
- Create a visual outline. This will ensure that your video stays focused on the mission and values.

Tips for creating video with cell phone

With the correct candidate chosen, there are still some things to keep in mind when creating a video with your cell phone.

- Always shoot videos horizontally
- Hold your phone with both hands or use a tripod to make video quality more stable
- Sound quality is the most important aspect
- Shoot interview questions in quiet places
- Dynamic shots can be made by sliding your camera or phone on a flat surface or by zooming out to show something unexpected
- Keep interviews short and impactful. We recommend keeping videos under 2 minutes.

See our example: Our team created a video for a DSS Children’s Division Investigator using a cell phone and a free video editing app. For this example, we used the app **Videoshop**, but there are many other free or low-cost apps available for editing videos. Prior to meeting with the employee featured in the video, we gave her a copy of questions listed under the [Sample Job Description Video Questions](#). Giving the questions ahead of time alleviated some of the stress of answering questions in front of the camera. Keep in mind that you do not want rehearsed answers for the questions. The most effective videos will be organic and natural.



Sample Job Description Video Questions

1. State the Department and Division you work for and your job title
 - a. How long have you been employed there?
2. What does a typical day look like for you?
 - a. What are the typical hours and describe any flexibility in your schedule or work location?
 - b. Describe your work environment (do you work with a team or independently?)
 - c. Is your job mainly inside an office or outside in the community?
3. What motivates you or fuels you in your job?
4. What challenges do you face with your job and how do you overcome those challenges?
5. What are the goals of your job and the impact on Missouri citizens?
6. What do you enjoy about working for your Department? (what are some perks, i.e. flexibility, leave time, etc.)
7. What would you say to encourage someone to apply for this job?

Recommendation III - Missouri Brand Ambassador Program

Overview: Ambassadors are employees who are: invested in the organization; trusted and respected by their colleagues; aligned with their organization’s strategic plan; are excited about working for the organization; who are established in their careers; and are forward thinkers. Ambassadors serve as liaisons between recruiters and their respective Departments. More information on Brand Ambassador Programs can be found in the Appendix.

Brand ambassador programs deliver the following benefits to organizations:

- Increased employee engagement, productivity, and awareness of the mission.
- Lower marketing and recruiting costs.
- Increased employee retention. Retention rates are nearly 90% higher in organizations with programs vs. organizations without programs.¹¹
- Amplified recruitment efforts by empowering employees to be a part of recruiting.

Ambassadors are rewarded for participating in the program by:

- Receiving specialized training and being considered for learning opportunities or volunteer activities.
- Being plugged-in and a part of the conversation on new initiatives and developments within the department or across the state.
- Given the opportunity to use social media to share the work-related content.
- Optional incentives may include employee referral bonuses for critical, difficult-to-fill positions.

Case Studies:

- **Private Industry Case Study:** Anheuser-Busch built a credible brand from the inside out through their “We Are All Brewers” campaign which highlights real stories of real employees and empowers use of social media.¹³
- **State Government Case Study:** California Human Resources has implemented a Career Ambassador Program to reduce recruitment costs, expand outreach resources, and increase employee engagement.¹⁴
- **Missouri Department of Corrections Case Study:** “The Corrections Way” is gives employees the necessary skills and tools to reach their maximum potential in personal leadership. Through this effort they are changing the culture and building success.

Current Gaps: Only 2 of 16 state departments have reported implementation of a brand ambassador program. The Department of Corrections and the Department of Natural Resources are in the early stages of implementation.

Recommendations: We can learn from successful brand ambassador programs launched in public and private organizations to strengthen the current brand ambassador programs initiated in DOC and DNR. We can pilot brand ambassador programs, by providing training to selected staff, and monitor the impact on recruitment and retention with the goal of spreading a brand ambassador program that works for Missouri across all 16 departments.

Implementation:

Pilot

Develop and implement a pilot of a brand ambassador programs, starting with the Department of Natural Resources who will incorporate recruitment and retention topics into their existing “Informal Influencer” Program, and produce communications on how to launch a Brand Ambassador Program in other Executive Departments.

Training

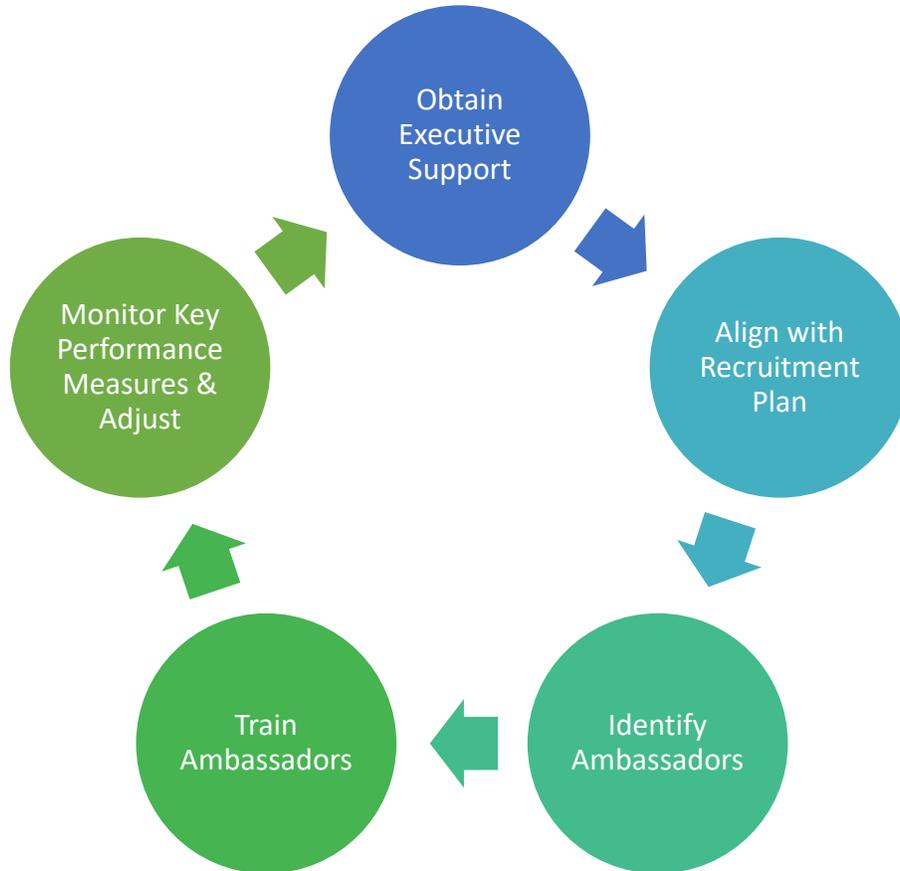
Training is an important component of a Brand Ambassador Program. Training may be conducted by current department training coordinators, benefit representatives, OA Division of Personnel among others and can consist of both in-person and MO Learning educational courses. Training topics will include: State of Missouri benefits, how to use the common application portal through MoCareers to find and apply for positions, talking points and communications training on

how to deliver a consistent brand and message.

Evaluation

Periodic evaluation of the Ambassador program will allow for adjustments to be made to the structure of the program, updates to training, and other improvements as identified. Recognition such as photos and awards from the Governor’s Office will encourage continued involvement and increased participation in brand ambassador programs. Individual departments can recognize Ambassadors through internal and external communications (e.g., email, intranet page, newsletter, and social media). **Measures:** vacancy rates of hard-to-fill positions turnover rates department.

A framework for brand ambassador program implementation. Adapted from CalHR Career Ambassador Program¹⁴



Recommendation IV - Post-Hire Job Survey

Overview: Consider what your hiring process says about you. A Web-based job-application process is the minimum threshold to be in the game today. Candidates from all walks of life want ease and convenience when applying for positions. And remember that timeliness is crucial when recruiting. While many public-sector agencies may require a series of written exams and performance tests; accelerating these often labor-intensive processes are vital for maintaining the interest of talented candidates

“For 83 percent of job seekers, a bad interview experience can make them rethink a job they were initially excited about, and 80% of people would take one job over another based on relationships formed during the interview process. So the key tip: Always communicate clearly, respectfully and promptly with every candidate in your pipeline regardless of whether they’re moving to the next step – it makes a huge difference on how they perceive you as an employer.”¹²

Current Gaps: There is no mechanism to measure the length of time it takes for candidate communication and feedback as candidates move through the stages of the interview, hire, and onboarding process; this information could lead to improvements in the candidate experience and can impact the perception of the State of Missouri Brand as an employer.

Recommendation: The experience of a potential job candidate from exposure to the employer brand, through the application, hiring and onboarding process, has a significant impact on the reputation of an employer on how it values its prospective and current employees. There are opportunities to enhance the quantity and quality of data captured by Hire True by adding a post-hire survey that can help departments measure the length of time it takes for candidate communication and feedback as candidates move through the stages of the hiring process.

Implementation: The survey below can be implemented by HR personnel in each department to capture the candidate experience 30-45 days after their start date. This data will provide a mechanism to improve the candidate experience and impact how our employer brand is perceived by potential job candidates.

Please complete this brief survey 30-45 days after your start date.

Welcome to the State of Missouri family! As a new team member, we value your input as we strive for continuous improvement of our employer brand and hiring process. Any information you provide in this survey will be used to recruit future talent and improve the hiring experience of future job candidates.

1. Please indicate the reasons why you joined our team?
2. How did you learn about State of Missouri employment opportunities?
 - a. State of Missouri Current / Former Employee
 - b. Facebook
 - c. Glassdoor
 - d. Indeed
 - e. LinkedIn
 - f. MO Careers
 - g. Monster
 - h. State of Missouri webpage
 - i. Twitter
 - j. Other source(s): Please describe:
3. When you considered accepting the offer from the State of Missouri; what were the top 3 factors that influenced your decision?
 - a. Benefits (i.e. retirement, annual/sick leave, state employee discounts)
 - b. Flexible schedule
 - c. Job description/announcement
 - d. Location
 - e. Meaningful work/purpose
 - f. Pay
 - g. Professional development opportunities

- h. Reputation as an employer
 - i. Team atmosphere
 - j. Other: (please describe)
4. Based on your experience in your role thus far, was the job description accurate in describing the core duties of your job functions?
 - a. Yes
 - b. No, please describe what was not accurate
 5. Do you have a clear idea about what is expected of you at this job?
 - a. Yes
 - b. No, please describe
 6. What is the biggest challenge you've faced so far?
 7. Did you receive all the tools and resources to perform your job successfully you arrived at your new job? (Be specific – were you greeted promptly, paperwork prepared, workspace ready, etc.)
 - a. Yes
 - b. No, please describe what tools or resources were missing
 8. After starting in your new role; were you assigned a mentor/trainer?
 - a. Yes
 - b. No
 9. What is one thing we could have done differently to improve your onboarding experience?
 10. Please share any ideas you have for improving the State of Missouri brand as an employer to attract talent.

Measures of Success

Measures of success for the recommended brand strategy include: the number of departments that implement branding recommendations within 12-18 months, an increase in the number of applicants, decreased time between vacancy posting and filling position, and meeting milestones outlined in the new employee/quality survey. The number of departments that choose to implement all or selected brand strategy recommendations can be determined by a follow up with each department. To measure the effectiveness of the brand strategy, data for number of applicants and time to fill vacancies can be compared to numbers collected after implementation of the brand strategy. The new employee/quality survey can be used to collect baseline data for potential areas of improvement. Results of the employee survey can be tracked internally by each department.

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