



Missouri Brand: Telling Our Story

Missouri can improve competitiveness as an employer through a brand strategy

Leadership Academy Class 3 - Capstone Team C
Presentation to the Executive Branch Cabinet

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The traditional government “brand” is losing appeal

- **Changing expectations**

Lifetime employment now has less appeal, especially among the millennial generation. For example, of the total workforce turnover in Idaho, 43% were millennials.

- **Lack of public support**

55% of survey respondents pointed to a negative perception in the public about working for government as a top barrier to attracting talent

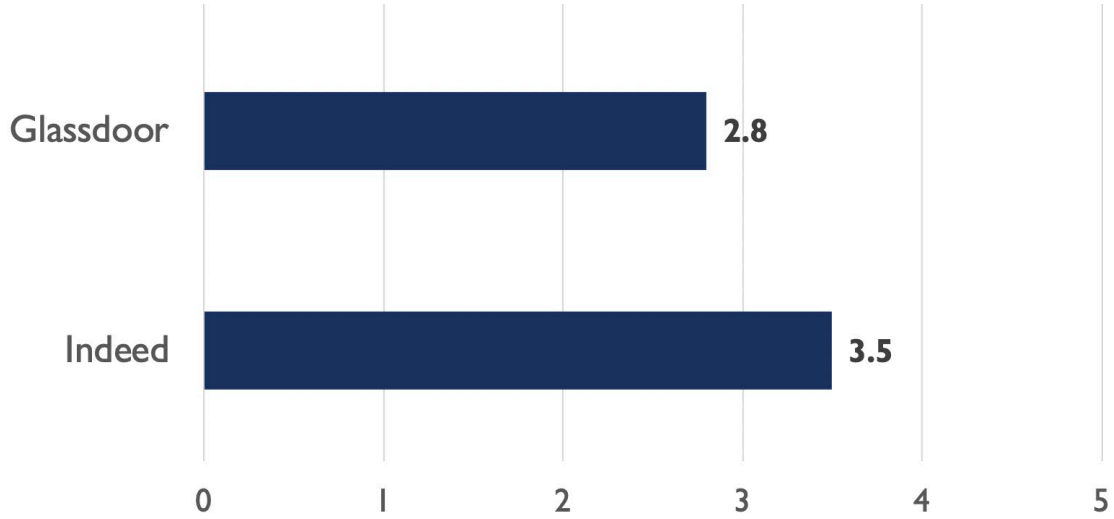
- **Inability to compete**

85% of states cited an inability to offer salaries competitive with the private sector, a disadvantage amplified by declining pension and other benefits.

- **Low unemployment and growth in the private sector**

Since the recession, the private sector has grown almost 13% thereby shrinking the total available labor pool.

Our brand as viewed through employer ratings is troubled



“They do not care about work/life balance.”

“No room for advancement.”

“Tell the truth, there are no raises or career paths working for the state unless you want to move to Jefferson City.”



SOURCES: <https://www.glassdoor.com/Reviews>; <https://www.indeed.com/reviews>; University of Missouri student survey

The State of Missouri's brand as seen by potential job candidates is concerning



A brand is the story people tell about an organization

It has tangible and intangible qualities

- Brand has an enormous impact on how your organization is perceived, from awareness through the candidate experience, to current employees
- Branding is active in building, shaping, observing and maintaining the quality of the employer brand
- Engages the mind, heart and dreams of candidates
- Provides a clear, compelling reason to work at your organization



MARINES

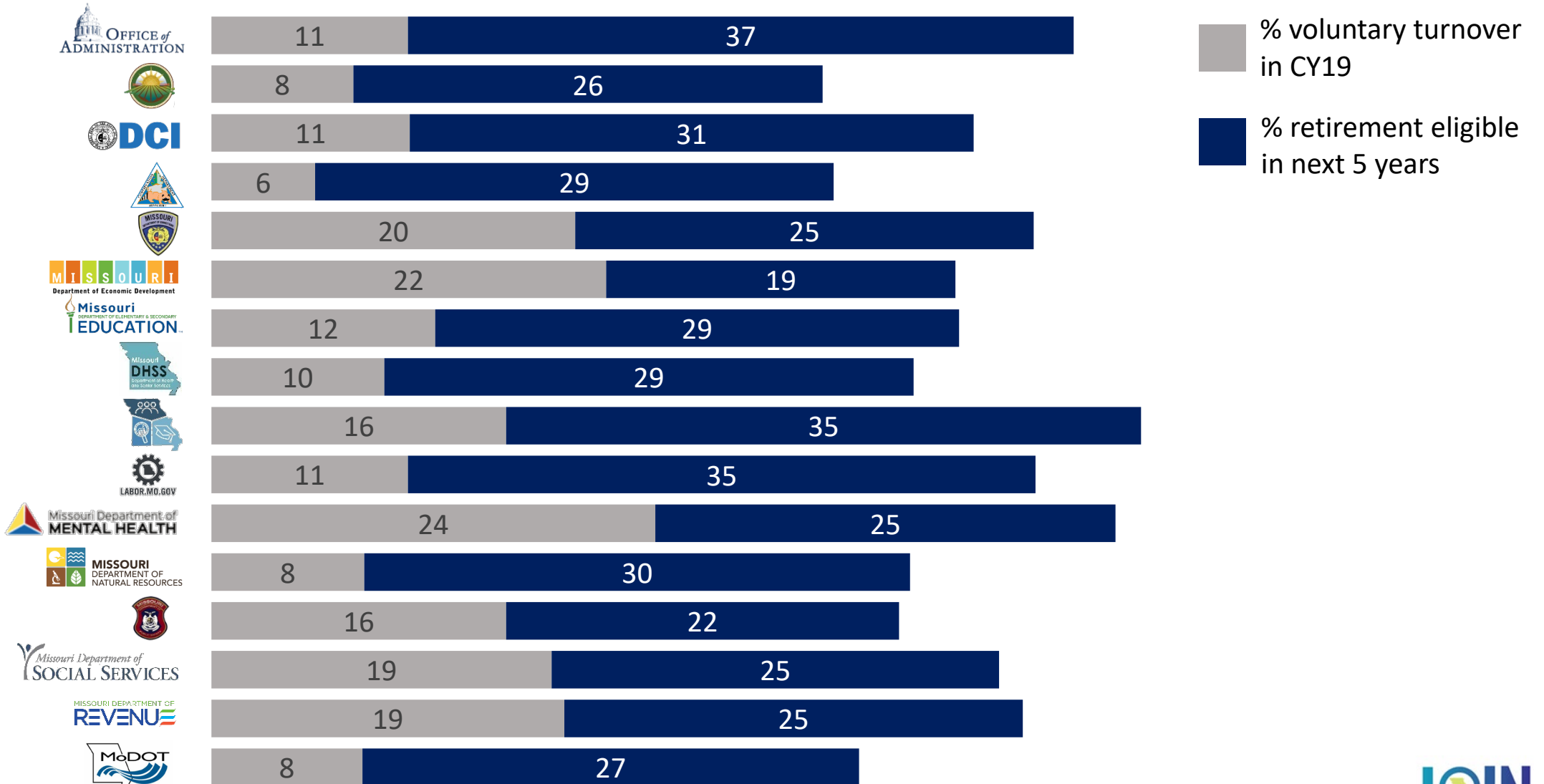
An employer's brand has a profound impact on recruitment

- **91% of candidates** view at least 1 online or offline resource to evaluate an employer's brand before applying
- **55% of candidates** abandon their application process after reading negative reviews
- **99% of employers** believe managing the employer brand and reputation is important when attracting top talent
- **78% of candidates** consider the “overall candidate experience” they receive as an indicator of how an organization values its employees

We should learn from other organizations



The State of Missouri faces a recruitment challenge and it will only get harder



There is room for improvement in how we recruit

yes
 no



	Office of Administration	Missouri State Police	Missouri State Highway Patrol	Missouri Department of Corrections	Missouri Department of Economic Development	Missouri Department of Education	Missouri Department of Health Senior Services	Missouri Department of Labor and Industrial Relations	Missouri Department of Conservation	Missouri Department of Mental Health	Missouri Department of Natural Resources	Missouri Department of Revenue	Missouri Department of Social Services	Missouri Department of Transportation (MoDOT)
Using new MoCareers	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes	yes
Full-Time Recruiter	yes	no	yes	yes	no	no	yes	no	no	no	no	yes	no	yes
Formal Recruitment Strategy	no	yes	yes	yes	no	no	no	no	no	no	yes	yes	no	yes
Recruiter Searches*	yes	yes	no	no	yes	no	yes	yes	yes	no	no	no	no	yes
InMails to profiles of interest*	yes	no	no	yes	yes	no	no	yes	no	no	no	no	no	yes


*LinkedIn Recruiting


SOURCE: Survey of 75 recruiters across 16 Departments – conducted 1/7/2020


There are 10 components of a successful employer brand strategy

We are already making progress, but still have opportunities to improve our brand



 Things you can control

 Things you can directly influence

 Things you can indirectly influence

✓ = Current Strengths/Work in Progress

G = Gaps/Opportunities

Overview of recommendations to enhance our state brand

1. **Consistent brand messaging**

Unified branding that reflects our values as one state employer and the numerous career opportunities and impact of state employment

2. **Universal job announcement template**

Best practice recommended layout for all state job announcements

3. **Brand ambassador program**

Opportunity for top performing team members to build skills and engage in recruiting

4. State of Missouri brand analysis*

5. Post-hire job survey*

6. Interactive targeted recruitment tool*

We recommend a consistent brand for communications

JOIN MISSOURI

PRIDE IN ACTION

MAKE A DIFFERENCE • JOIN A TEAM • FIND YOUR PURPOSE • BUILD YOUR FUTURE

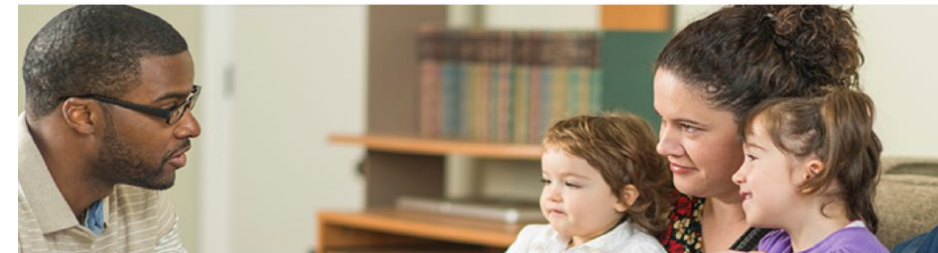
Universal job announcement template

A unified look and feel builds immediate brand recognition

Current job announcements fall short of inspiring potential applicants to apply

- **Effective announcements have:**

- ✓ Clear title
- ✓ Visual impact
- ✓ Accurate description of position
- ✓ Provide qualifications and skill requirements
- ✓ Organizational values and benefits



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

What are we looking for?



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



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



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

> APPLY NOW

JOIN MISSOURI

Universal job announcement video

Creating job announcement videos with employees creates both tangible and intangible benefits

- Illustrates the department's story more effectively than text
- Can highlight benefits of the job and show the work environment
- Shows the department culture and values
- Builds credibility by sharing current employee's opinions
- Gives employees a sense of pride by telling their story

Universal job announcement video

Steps to creating an effective job announcement video

1. Identify who you are going to interview

- Include a diverse group of employees with varied experience and backgrounds
- Employee should possess qualities you are looking for in a candidate
- Employee should be positive and excited about shooting the video

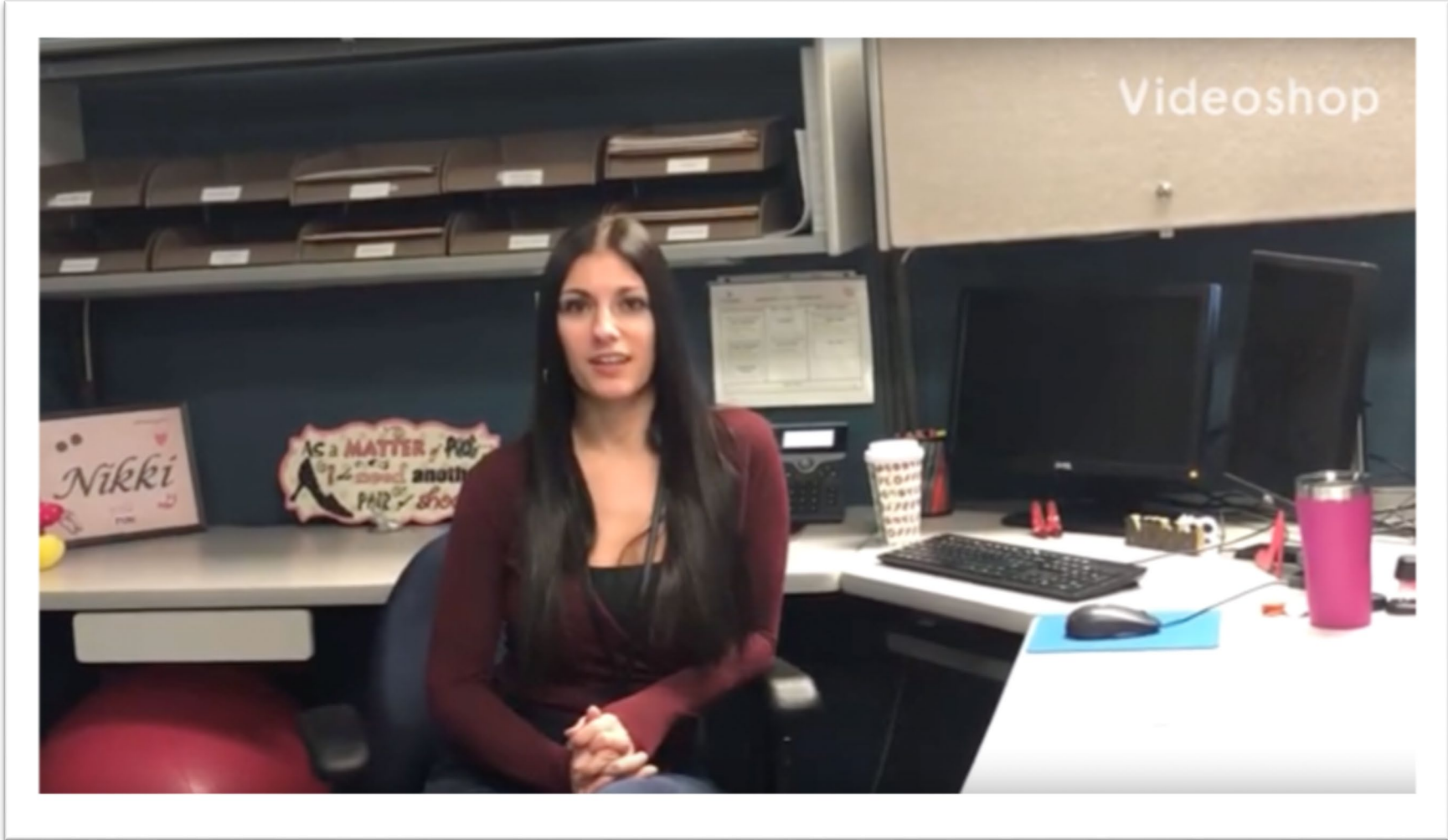
2. Identify the values and culture of the department

3. Define the target audience

4. Storyboard the video

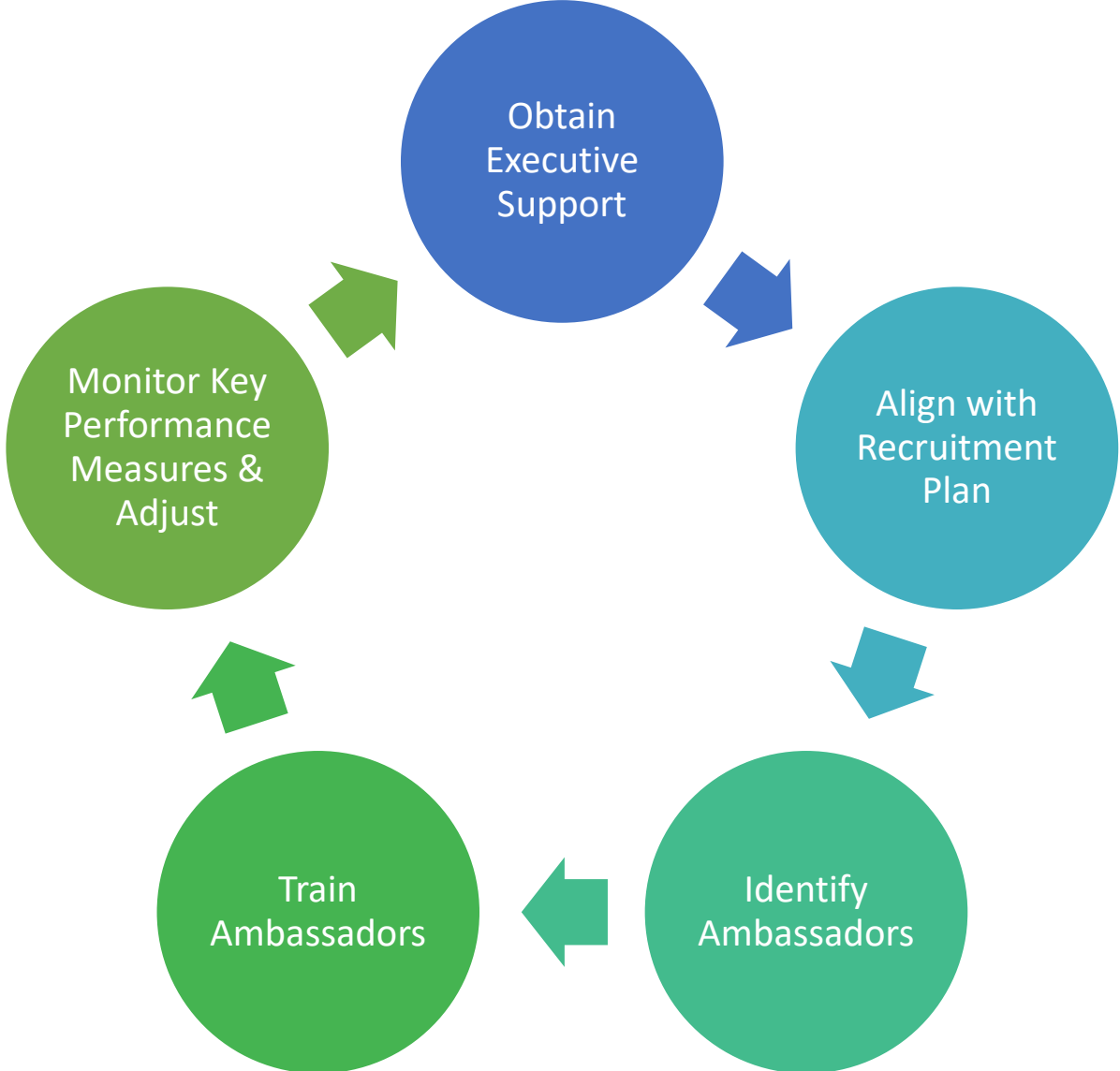
- Have a list of questions and let the person being recorded see the questions in advance
- Do not rehearse a script for the video
- Make sure the video represents the mission and values you want to emphasize

Universal job announcement video



SOURCE: <https://youtu.be/NGHoBWOvKRM>

A framework for building a brand ambassador program



SOURCE: Adapted from <https://www.calhr.ca.gov/state-hr-professionals/Pages/Tools-and-Resources.aspx>

A brand ambassador program is an effective way to tell our story

The benefits of a brand ambassador program outweigh the challenges

MISSOURI BRAND AMBASSADOR PROGRAM

Benefits	Challenges
Low cost	Potential for inconsistent and/or negative publicity and messaging
Improves employee engagement, productivity, and awareness of the mission	Time away from core job duties
Allows for greater diversity among outreach teams	
Expands available recruitment resources	
Increased retention	

Building the State of Missouri brand moving forward

Implementation Plan

February 2020

Universal job announcement template

Post-hire survey

Join Missouri logo

March 2020

Brand Ambassador Program

- Department of Natural Resources Pilot

Complete development by July 2020

Interactive targeted recruitment tool

It starts from within

“It was important that we build the brand from the inside out.”

- Alexis Smith

Director of Employer Branding & Digital
Anheuser Busch

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