



## Show Me's Got Talent

<b>Problem</b>	
The State of Missouri competes against other public and private sector entities for a relatively small labor market (78,000 Missourians). Sourcing top talent and retaining current FTE is challenging, given the various benefits of other hiring entities.	
<b>Proposed Solution</b>	
<ul style="list-style-type: none"> <li>• Within program guidelines, Show Me's Got Talent (SMGT) rewards current team members \$250 per hired referral at the new team member's 90-day tenure and opportunities for other recognition, like swag items.</li> <li>• Implementing SMGT would encourage and reward current team members for recruiting. The industry average for employee referrals is 30%, and State of MO is at 10%.</li> <li>• Creation and establishment of easy-to-use referral options on the MO Careers site, QR codes on State attire, and broad education on the importance of the program.</li> </ul>	
<b>Desired Impact</b>	
<ul style="list-style-type: none"> <li>• Increase State of MO's referral rate from 10% to 20%.</li> <li>• Increase current team members' excitement about State employment to bolster job applications.</li> <li>• Reduce total turnover from 28.9% (11,229) to 26.5% (10,296) – <b>retain over 900 team members.</b></li> </ul>	
<b>Return on Investment</b>	
<ul style="list-style-type: none"> <li>• An estimated \$67,304,000 was spent in FY 2022 on recruiting over 14,000 new team members.</li> <li>• If SMGT secured 20% of FY 2022 vacancies (2,864), a total of \$716,000 would be dispersed through referral incentives, saving the State an estimated <b>\$12,700,000 annually.</b></li> <li>• Using FY 2022 vacancy data, \$12,500 - \$607,250 would be spent on SMGT per agency (by size).</li> </ul>	
<p style="text-align: center;"><b>Challenges to Implementation</b></p> <ul style="list-style-type: none"> <li>• Agency budgets and buy-in</li> <li>• Technology solutions</li> <li>• Equity concerns among team members</li> <li>• Consistency across all executive agencies</li> </ul>	<p style="text-align: center;"><b>Advantages to Implementation</b></p> <ul style="list-style-type: none"> <li>• Legal and Accounting support of consistent approach and process</li> <li>• Demonstrated need for the program</li> <li>• Referrals are proven to work</li> <li>• Better retention among referred employees</li> </ul>
<b>Examples</b>	
Referral incentive programs are not a new concept. Entities, both private and public, have programs: <ul style="list-style-type: none"> <li>• US Health and Human Services – \$1,000 or less</li> <li>• US Department of Energy – \$500 or administrative leave</li> <li>• The University of Missouri System – \$500</li> </ul>	
<b>Next Steps</b>	
<ul style="list-style-type: none"> <li>• Coordinate an FY 2023 pilot launch of SMGT with OA, MDA, DSS, and DOR.</li> <li>• Solicit feedback from pilot agencies, Governor's Office, and cabinet leadership to improve the program's structure and work through unanticipated challenges.</li> <li>• Engage in frequent discussions with OA legal on best practices. Determine other methods for recognizing referring team members to provide more meaningful opportunities.</li> </ul>	

FY 2022<sup>1</sup> hires (excludes July): 14,320 FTE\* | Cost to hire per position: \$4,700\*\* | 14,320 hires\* x \$4,700\*\* hiring costs = **\$67,304,000 FY 2022 hiring costs**

28.9% or 11,229 FTE\* = Current total turnover | 26.5% turnover = 10,296 FTE | 11,229 FTE – 10,296 FTE = **(~900) FTE retained through SMGT**

20% of 14,320 = 2,864 FTE | 2,864 FTE x \$4,700\*\* = \$13,460,800 projected savings on hiring | 2,864 FTE x \$250 = \$716,000 amount paid in hiring referral bonuses  
 \$13,460,800 - \$716,000 = **\$12,744,800 projected annual savings**

Lowest Agency FY 2022 Hired FTE\* = 48 | Highest Agency FY 2022 Hired FTE\* = 2,429 | Referral Bonus = \$250 per FTE | (48 FTE x \$250) to (2,429 FTE x \$250)  
 = **\$12,000 to \$607,250 is the cost of implementation, by size**

<sup>1</sup>Fiscal Year 2022 | \*Talent Management Dashboard | \*\*Society for Human Resources Management (SHRM)

## Team Information

### Project Name

Show Me's Got Talent (SMGT) - A Statewide Employee Referral Pilot Program

### Team Members

*Minimum: 3; Maximum: 8*

	Name	Department/Division	Email address
1	<b>Team Lead</b> Jessie Pace	OA/Division of Personnel	<a href="mailto:jessie.pace@oa.mo.gov">jessie.pace@oa.mo.gov</a>
2	Dawn Sweazea	OA/Division of Personnel	<a href="mailto:dawn.sweazea@oa.mo.gov">dawn.sweazea@oa.mo.gov</a>
3	Tina Mason	OA/Division of Personnel	<a href="mailto:tina.mason@oa.mo.gov">tina.mason@oa.mo.gov</a>
4	Megan Thomas	OA/Division of Personnel	<a href="mailto:megan.thomas@oa.mo.gov">megan.thomas@oa.mo.gov</a>
5	DJ Brower	OA/Division of Personnel	<a href="mailto:dj.brower@oa.mo.gov">dj.brower@oa.mo.gov</a>
6	Tom Joseph	OA/Division of Personnel	<a href="mailto:tom.joseph@oa.mo.gov">tom.joseph@oa.mo.gov</a>
7	Tamra Wilson	DOR/Administration Division	<a href="mailto:tamra.wilson@dor.mo.gov">tamra.wilson@dor.mo.gov</a>
8	Destiny Blume	MoDOT/Human Resources	<a href="mailto:destiny.blume@modot.mo.gov">destiny.blume@modot.mo.gov</a>

## Your Pitch

### What problem are you addressing? (No more than 200 words)

In today's tight labor market, identifying top talent is more challenging than ever before. The State of Missouri has many recruitment challenges including; a general lack of remote work options, private sector benefits outpacing ours, and employee wages that still fall behind many other employers. Finding creative ways to influence the hiring and retention of new talent is key. The lack of a statewide employee referral program prevents the State of Missouri from fully capitalizing on employee referrals. According to the Society of Human Resources Management (SHRM), employee referrals account for more than 30% of applicant referrals overall. The State of Missouri is only at approximately 10%. We can do more to cultivate this referral source and engage our current team members.

### What is the root cause of the problem? (No more than 200 words)

The root cause of the problem is the overall employment labor market is very tight, and talent is hard to acquire. Missouri currently has a historic low unemployment rate of 2.5% as of July 2022. This translates to approximately 78,000 Missourians that are actively in the labor market. Currently there are 215,120 active online job postings in Missouri, equating to 2.8 job openings per person in the labor market. Acquiring new talent in this environment is very competitive and challenging.

### What is your proposed solution? (No more than 200 words)

Our proposed solution is an employee referral program that can be celebrated statewide. A monetary reward of \$250 will be awarded to the referring employee at the new team member's 90 day tenure. Employees will be sent a "thank you" for all referrals given. Agencies will have the option to purchase additional swag items to recognize employees for their referrals. Further ideas for recognition include (but are not limited to): a fun competition among agencies, recognition in newsletters/town halls/social media, virtual badge and drawings for bigger prizes. The opportunities are endless, and we will work with customer agencies to garner additional ideas. We will first launch the program with a pilot group of four agencies of varying sizes. We will facilitate collaboration as well as allow time to make adjustments prior to rolling out to all agencies. A standard approach and outlined process developed through partnership with legal and accounting will help ensure consistency across executive agencies. An increased focus on employee referrals will encourage current employees to promote open positions to quality applicants. Engaging employees will also help with retention as the referring employees will become more invested in the success of new team members.

### Which area of impact is your primary focus? (No more than 10 words)

Engage our current workforce to help increase quality applicant volumes.

### What is your primary measure for impact?

Primary measure	Current Status	Target
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1.) Increase applicant volumes	1.) 10% of our referral source comes from employees	1.) 20% of our referral source is from employees
2.) Celebrate and incentivize employee referrals.	2.) Non existent or inconsistent across agencies.	2.) Recognize 100% of referring employees, and reward those who secure hires through monetary and other means.
3.) Decrease total turnover	3.) Current total turnover of 28.9% or 11,229 employees	3.) Total turnover by FY 2025 to be 26.5% or 10,296 employees
4.) Reduce recruitment expenses	4.) Recruitment expenses in FY 2022 was \$67,304,000	4.) Reduce recruitment expenses by \$12,700,000 to \$54,604,000

\* Measures should follow SMART principle: Specific-Measurable-Actionable-Relevant-Time bound.

[OA's guidance on performance metrics](#)

## Project Plan

**What are the major activities and milestones to deliver your solution?** (Additional steps may be added)

**August 1 start date**

	Activity	Milestone or deliverable	Due date
	<b>PHASE 1 (Pilot)</b>		
1	Collect current program details from any participating agency.	Current programs received	9/1/2022
2	Legal & Accounting review of program components	Review program components	9/1/2022
3	Statewide policy/guidance to define structure and guidance	Create policy	9/30/2022
4	Marketing materials	Hashtag, social media graphic, e-mail, badge for recognition, etc.	9/30/2022
5	Add SMGT-branded swag shop on MO Appreciation page for agencies to choose from (determine their own budget and capacity)	SMGT-branded catalog developed	9/30/2022
6	Soft launch of program with MDA	Pilot begins without technology	10/1/2022
7	Soft launch of program with OA, DOR, and DSS	Pilot begins with technology	12/1/2022
8	<b>PHASE 2 (Steps toward implementation, ongoing)</b>		
9	Legal and Accounting review of program components based on revisions from pilot group	Review program components	4/1/2023
10	Final statewide approach/guidance to define structure	Update policy as needed	5/1/2023
11	SMGT launch to coincide with team member	Workforce message	6/15/2023

## Required Resources and Support

**What is the expected project duration?** Choose one from the list below.

Long term (> 6 months)

**How many people will be required to finish the project in the given duration?** Choose one from the list below.

Large (>6 people)

**Does your project require any specialized skills to complete?** If so, explain. (No more than 100 words)

In-house resources to include marketing (graphic designer) and legal review, outside technology and sponsored marketing.

**Does your project require any statutory change to complete?** If so, explain. (No more than 100 words)

No

**Can you implement your project with your current resources?** If not, explain. (No more than 50 words)

No. There will be an expense for technology (\$31,000) and varying costs for incentives (\$12,000 - \$607,250) based on agency size. See executive summary for cost and savings breakdown.

**Are there other factors critical to design and implement your project?** (No more than 50 words)

Leadership buy-in and support for a consistent process across all executive agencies. Continued support from legal and accounting.

## Additional Materials

**Please list any additional materials you have provided.**

	Brief description
1	Executive Summary
2	Program overview
3	Overview of technology support and swag shop

# Show Me's Got Talent

## A Statewide Employee Referral Pilot Program



### Pilot to Conclude by June 2023

- October 1, 2022 - MDA (without technology).
- December 1, 2022 - OA, DOR, and DSS could start when technology is in place.

### General Overview

- Basic structure:
  - **A monetary reward of \$250** will be paid at the new team member's 90-day tenure.
  - Send thank you e-mail 100% of the time to referring employees.
  - Catalog of swag items available for purchase (ideal for internal referrals).
- Agencies will be responsible for sending thank yous, submitting one pay requests, ordering items, etc. Automation will be added when resources become available.
- Referring employees will be eligible regardless of disciplinary status.
- The HR team, hiring managers, department leadership, or other staff directly involved in filling the specific position are not eligible for incentives.

#### Requirements for Applicant:

- Candidate must list referring name and state work e-mail on application.
- Cannot be employed by the State of Missouri within the last 6 months.
- Only benefit eligible positions will qualify.

←→  
AND/  
OR

#### Requirements for Employee:

- Employee must submit referring name and title.
- Current, benefit eligible State of Missouri employee.
- Referrals must be submitted prior to the job posting being closed or unposted.
- Referrals are valid for 6 months.

### Desired Results

- Increase employee referrals from 10% to 20%.
- If we filled just 20% of FY 2022's vacancies (2,864) with the help of a statewide employee referral program, there would have been a projected \$12,700,000 in annual recruitment savings.
- By FY 2025, decrease total turnover from 28.9% (11,229) to 26.5% (10,296), retaining over 900 employees.

### Technology

- Technology will support options for the current employees and/or applicants to submit referrals.
- The referral source on the application will be limited to one name/e-mail.
- Technology will be designed to track the number of referrals.
- Referral exports will be available to HR teams to coordinate follow-up.
- An icon in MO Careers will distinguish applicants that come in through an employee referral.

### Consulted groups

- Accounting, OA Legal, and Kiosite (the vendor that supports MO Careers)



# & MOCareers

## Competition Across Departments

Department Leaderboard			
#No	Department	Total Sent	Total Accepted
01	Department of Mental Health	20	11
02	Department of Social Services	17	8
03	Department of Natural Resources	5	1

## Dashboard

**MOCareers** Username

**My Referrals** My Unique Link: [mocarers.mo.gov/Referral=FirstNameLastName](https://mocarers.mo.gov/Referral=FirstNameLastName) [Copy Link](#)

3 Total Referrals 2 Total Pending 1 Total Applied

**Referrals List**

#No	Name	Date Referred	Position	Status
01	Valentino Morose	04 May 2022, 10:30 AM	Accounts Assistant Department of Mental Health	Pending
02	Abraham Pigeon	04 May 2022, 12:38 PM	Accounts Assistant Department of Mental Health	Applied
03	Diamond Eagle	05 May 2022, 05:50 PM	Accounts Assistant Department of Mental Health	Pending

## Public Facing View

**Academic Teacher I - Special Education** Share / Refer Friend [Apply to Position](#)

St. Louis, MO Full time 09:00 AM - 18:00 PM \$ 33,000\$

Department of Social Services Business Operations

Division Name AF123335557

[Job Summary](#) [Description](#) [Responsibility](#) [Qualifications](#)

**Share / Refer a Friend this Position**

[Facebook](#) [LinkedIn](#) [Twitter](#)

[WhatsApp](#) [Email](#) [Copy link](#)

**Missouri Employee?**

Want to earn credits for this referral?

**Share / Refer a Friend this Position**

[Facebook](#) [LinkedIn](#) [Twitter](#)

[WhatsApp](#) [Email](#) [Copy link](#)

**Missouri Employee?**

Want to earn credits for this referral?

**Get your unique referral link**

Enter your mo.gov email

First Name

Last Name

[Get Referral Link](#)

**Share your unique referral Link**

[mocarers.mo.gov/Referral=FirstNameLastName](https://mocarers.mo.gov/Referral=FirstNameLastName) [Copy Link](#)

[Facebook](#) [LinkedIn](#) [Twitter](#)

[WhatsApp](#) [Email](#) [Copy link](#)

[Go to Referral Dashboard](#)



# &

**MOAPPRECIATION**  
STATE TEAM MEMBER RECOGNITION PROGRAM

**#3063 Rip stop Drawstring Bag**

**#2829 3-In-1 Braided Charging Buddy**

**#5917 16oz. Infinity Tumbler**

# Show Me's Got Talent

A Statewide Employee Referral Pilot Program

#hireMOTalent





"Alone we can do so little; together we can do so much."  
- Helen Keller

## Team

Jessie Pace, Office of Administration  
Dawn Sweazea, Office of Administration  
Megan Thomas, Office of Administration  
DJ Brower, Office of Administration  
Tina Mason, Office of Administration  
Tom Joseph, Office of Administration  
Destiny Blume, Department of Transportation  
Tamra Wilson, Department of Revenue

## Collaborators

Office of Administration Legal Division  
Office of Administration Accounting Division  
Kiosite  
Office of Administration  
Department of Agriculture  
Department of Social Services  
Department of Revenue





# The Current Situation

## Competitive Labor Market

- 2.8 job openings per job seeker in the current market\*

## Low Unemployment

- 2.5% Missouri unemployment rate\*\*

## High Volume of Open Positions

- 960 positions actively being recruited for\*\*\*

## Retention Challenges

- 28.9% total turnover

\*Reflects all of Missouri, MERIC

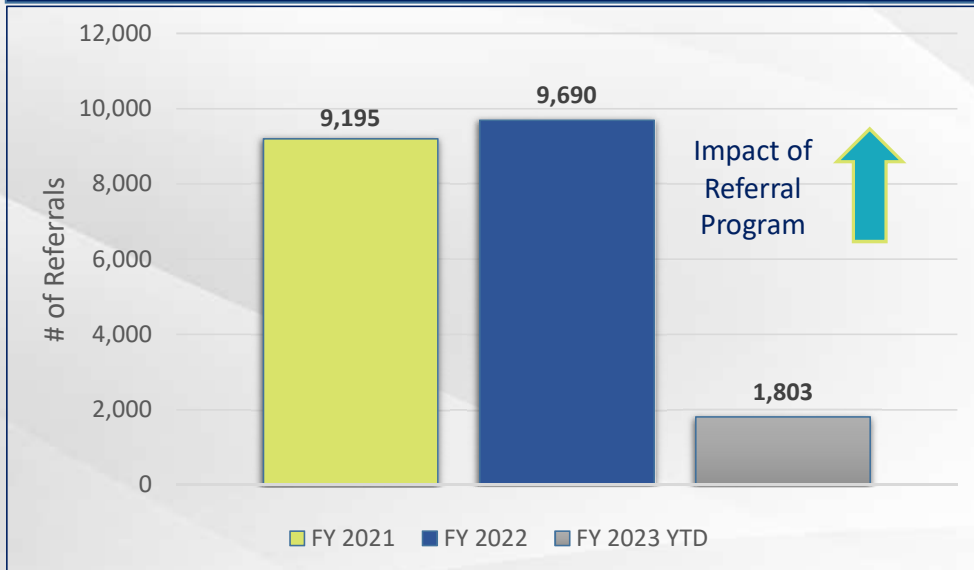
\*\*This is Missouri's unemployment rate as of July, 2022 (DOLIR)

\*\*\*Reflects positions posted on MO Careers, DOC, MDC, and MSHP

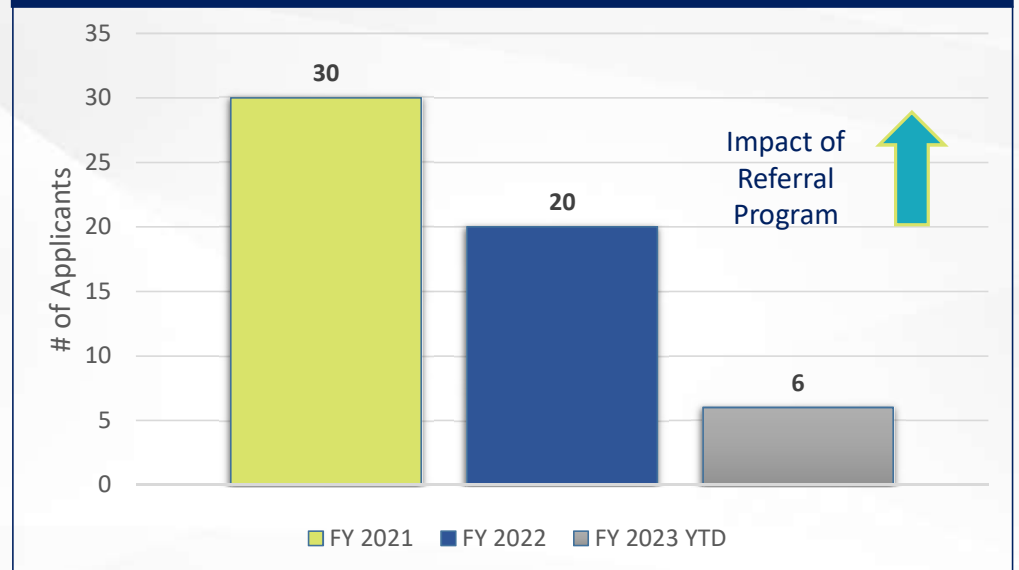


# Talent Acquisition & Retention

## Employee Referrals



## Average Applicants per Posting



# Proposed Solution

## Statewide employee referral program

- **Monetary incentive of \$250 per hired referral.**
- Swag items available for agencies to purchase.
- Thank employees 100% of time.
- Allow both applicant and current employee to provide referral name.
- Promote program through marketing, QR codes, and educating employees on the initiative.
- Another new tool to ease recruitment challenges.



## Phased Pilot to Begin October 1

### Measures for Success

• Increased Employee Referrals

• Decrease 90-Day Turnover



• Increased Applicants

• Track Incentives Paid



# Why Referrals?

## Demonstrated Need for a Referral Program

- We know they work and it would help the State of Missouri compete with other industries.



## Higher Quality Applicants & Better Retention of Referred Hires

- 45% of referred employees stay for more than 4 years (compared to 25% without a referral).\*
- 71% of polled employers said a referral program is the best option to tackle recruitment.\*
- 30% of all hires are due to employee referrals.\*\*

## Support for a Referral Program

- Legal & Accounting support a consistent approach and process.

\* [Apollo Technical Engineered Talent Solutions](#)

\*\* [SHRM](#)



# Desired Results

Increase referrals from 10% to 20%.

Higher quality applicants to fill jobs faster.

Retaining just 20% of FY 2022 vacancies through SMGT would save **\$12,700,000** in recruitment expenses.

By FY 2025, decrease total turnover from 28.9% (11,229) to 26.5% (10,296) to retain over 900 team members.

**Who can you refer to the State of Missouri? Refer today:**

