Government hiring playbook

Modern recruiting for a 21st century government

Linkedin

Introduction

Major shifts are taking place, are you ready?

Whether you're in a state, county, city or federal agency, the talent marketplace is changing! The talent pools have widened, the journey to finding a job has become complex and extensive, technology has advanced, skills needed are changing radically and we're soon to see a major generational shift that will change who agencies connect with, and how they relate.

As talent pools have widened, they represent both active (seeking out opportunities, networking, researching and applying) as well as passive candidates. The job seeking journey is no longer linear; in fact, in the public sector candidates interact with prospective employers **7.4 months prior** to being hired.[1] Post and pray hiring, long the staple of government recruiting, must evolve into something new in order to meet today's candidates where they are.

Major generational shifts are happening that immediately impact government agencies. One of the largest to note are the seniors gearing up to retire. As seniors exit, there will be two major impacts: institutional knowledge loss of highly-experienced public servants and a surge of Millennial's who will comprise over half of the total workforce by 2025,[2] yet only make up ~ 27% of the public workforce, exposing a major gap and opportunity.[3]

Interestingly, as agencies find they need to quickly expand their reach and be present in more modern ways, we see that government has a unique unicorn; it's perfectly aligned with the purpose-driven values of the next gen workforce.

"You've got a generation of young people who are probably more purpose-motivated than any before. There's something missing in how we're communicating what it means to be a public servant and the opportunities to do impactful work."

Dan Vogel, North American director for the Centre for Public Impact in Arlington, Va.

Finding purpose and meaning

Government agencies have some impactful roles to offer candidates but recruiting for these positions is often tough. For one, it can be hard to compete with companies in the private sector who seemingly have infinite resources to source and hire the best employees. Meanwhile, the best candidates aren't always aware of the opportunities available in government. Recruiters in the public sector need creative ways to tell their stories and connect with potential candidates looking for meaningful work.

Federal, state and local government agencies offer a key value proposition to potential hires: purpose and meaning. Virtually every role comes with a public service or purpose driven component.

It's a value proposition that would be difficult to replace with compensation and perks alone and it's a perspective that resonates across generations from Millennials to Gen X to Baby Boomers - who rate purpose and meaningful work as top factors when considering a new job.

What's inside

This playbook uncovers key trends taking place in the talent industry and addresses how government agencies can step toward a more modernized approach to recruitment **planning, hiring** and **development** of talent.
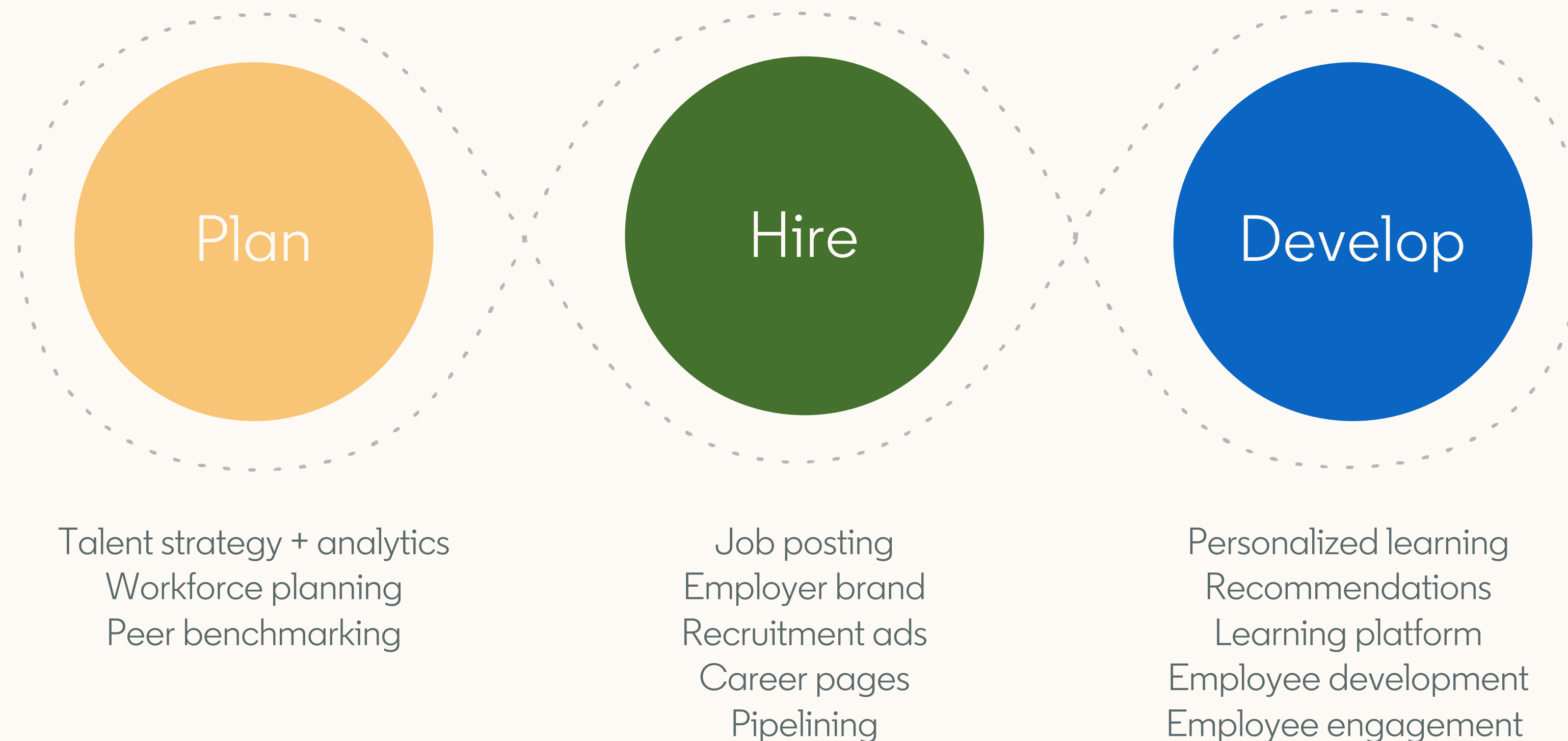
In this guide, you can expect tips, considerations, products and checklists that will help recruiters, social media managers and public affairs to get started.

Table of contents

Building a first-class recruiting strategy for government

With intelligent tools and unique insights from the world's professional community, our approach can help you build an informed strategy, recruit more efficiently and empower your employees.

Plan

Talent strategy + analytics
Workforce planning
Peer benchmarking

Hire

Job posting
Employer brand
Recruitment ads
Career pages
Pipelining

Develop

Personalized learning
Recommendations
Learning platform
Employee development
Employee engagement

Plan

Industry trends and accelerators

A diversity and inclusion imperative

Linked**in**

Know the industry talent trends

The LinkedIn 2020 Talent Trends Report highlights four major trends changing the way employers attract and retain talent, all grounded in one theme – **empathy**. Knowing these trends will help recruiters **in the planning phase** of their talent strategy.
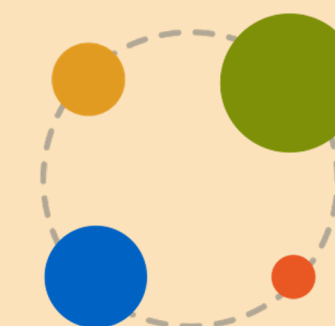

Employee experience
Your agency will work for employees – not just the other way around.

People analytics
Meaningful insights will inform talent decisions at every level.

Internal recruiting
Your next hire will come from within your agency or larger organization — if you can find them.

Multi-gen workforce
From Gen Z to Baby Boomers and beyond, good talent will prove ageless.

Download the [LinkedIn 2020 Talent Trends Report](#) to fully understand what's shaping the future of talent management.

How the talent trends of 2020 are transforming HR and hiring

| The trend:	The past:	The future:
Employee experience	• Top-down commands • Employees conform to rigid rules	• Employee-centric • Employers and employees co-create ideal experience
People analytics	• Decisions made on instinct and intuition • HR follows orders instead of making recommendations	• Analytical frameworks can help tackle any question • HR uses insights for strategic decisions
Internal recruiting	• Employers looked outside for new skills • Talent seeks outside opportunities	• Employers invest in upskilling and reskilling • Talent can move both laterally and up
Multi-generational workforce	• Retire at age 65 • Siloed approaches impede age-diverse teams	• Employees work as long as they need or want • Companies promote inter-generational teamwork

Know the workforce accelerators

Alongside the talent trends are workforce accelerators. These accelerators are transforming the way organizations will operate for years to come. Propelling these changes are data and technology, next gen skill development, DEI (diversity, equity, inclusion) and the new remote office.

Digital transformation

AI, automation and data are democratizing the playing field; virtual productivity creates a competitive edge.
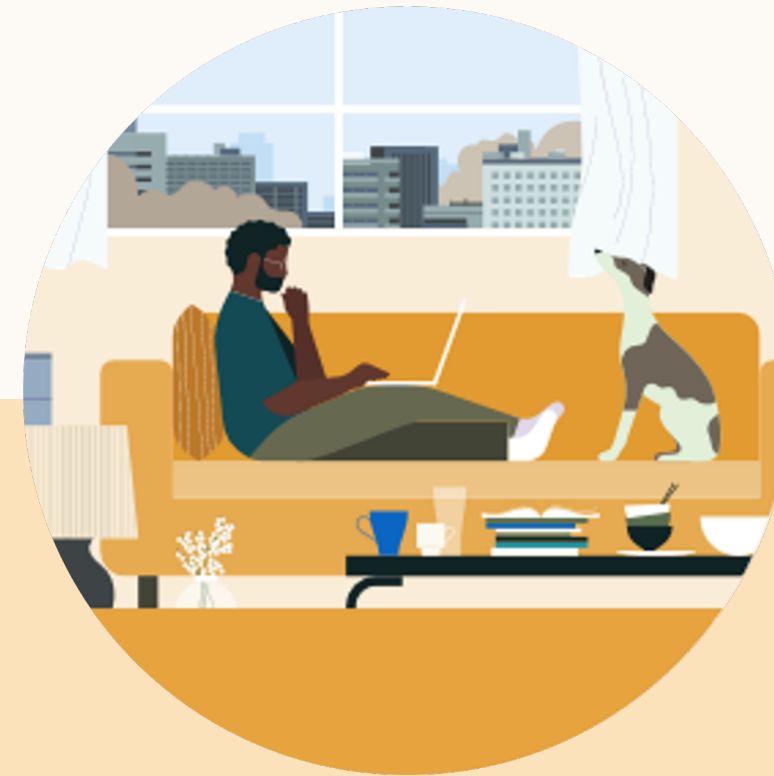
Workforce transformation

Changing generations and an increased focus on diversity and inclusion is helping reshape government organizations; rapid evolution of technologies is shortening the lifespan of skills gained and creating the need for new ones.

Workplace transformation

Top talent is no longer location-constrained; remote teams are powering technological and process innovations.

10

Lead with diversity and inclusion

A top priority for executives today is building a more diverse and inclusive culture. Diversity roles are up 71% over the past 5 years and it has been proven that companies with a D&I team are more likely to be seen as an industry-leading company with high caliber talent.[4]

McKinsey's research shows:

Diverse teams remain more **innovative** – **stronger** at anticipating shifts in consumer needs and consumption patterns that make new products and services possible, potentially generating a **competitive edge**.

At LinkedIn, we believe any two people with equal talent should have equal access to opportunities. It's why we build products and programs that empower every individual – regardless of their background or social status. Diversity in the workplace has become more than a mission statement. It's an imperative that both public and private sectors activate and are accountable for diversity initiatives.

For D&I efforts to have impact, they must work across the organization, and at every level

Organizations often focus diversity hiring on frontline employees – but these efforts need to be driven right through the leadership chain.

If entry-level employees of diverse backgrounds can't also see diverse leaders, they're more inclined to start looking for the next opportunity.

For women and people of color, representation decreases with seniority.[5]
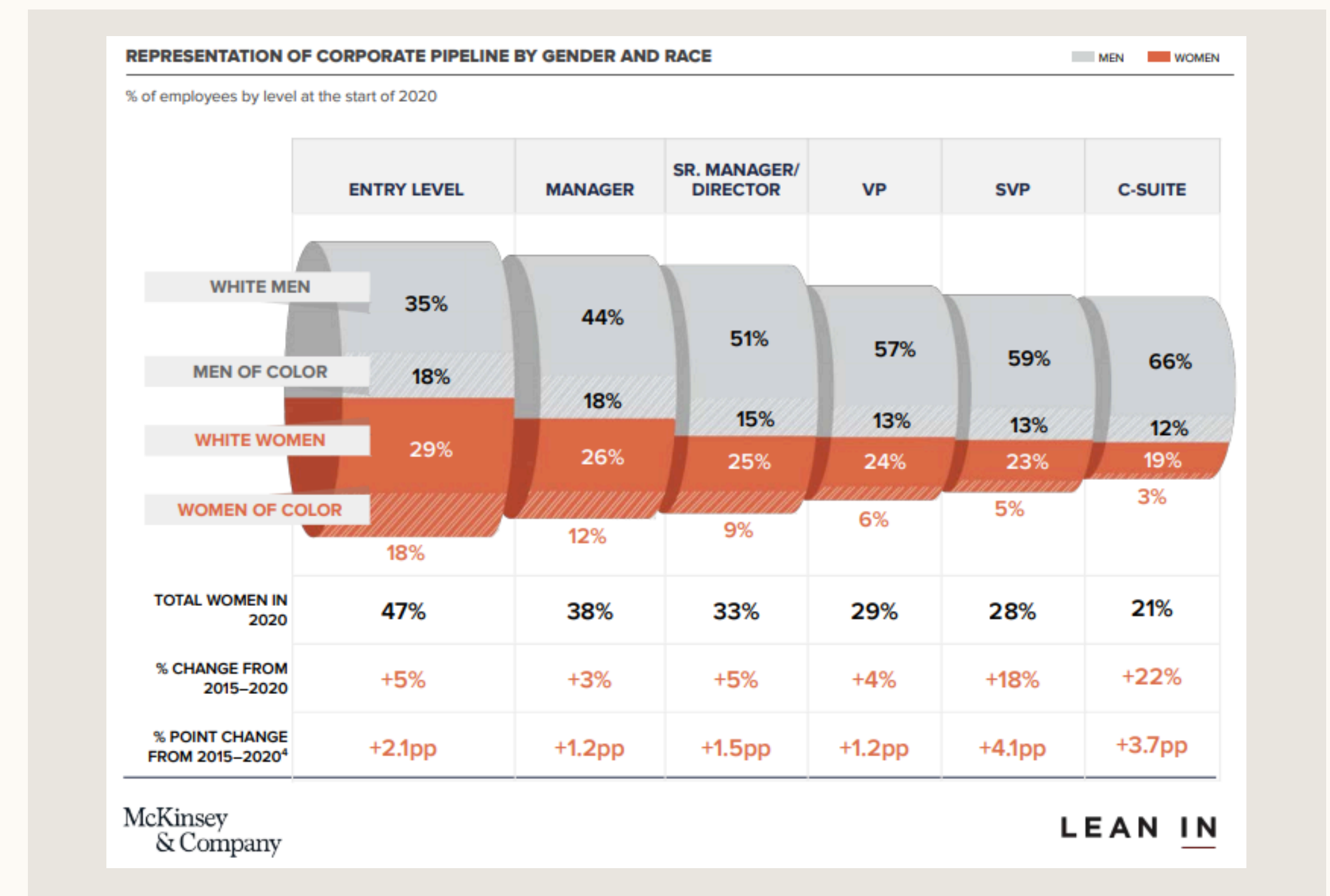
Employees of color reported that they see diverse interview panels as one of the most effective measures to bolster diversity and inclusion.

– Boston Consulting Group

Talent acquisition professionals are well placed to lead organizations through strengthened D&I efforts

Distributed work will allow recruiting teams to source, nurture, recruit, and hire talent wherever they are. Not only will workplaces look different, but so will workforces.

The CDO is expected to be a therapist, advocate, coach, advisor, educator, and perspective broker.

" This is a watershed moment. For talent acquisition, it's the part where we stop talking about what we're going to do and actually doing and measuring and seeing the impact. If we don't act in this space where there's so much opportunity to make a difference, then we don't deserve to be in the chairs that we're in. "

Melissa Thompson
Head of Global Talent Acquisition, Nielsen

Tactics to help you build diversity and inclusion

☐ **Don't only rely on referrals** as they can often produce a more homogeneous team.

☐ Make your **application process as accessible** as possible

☐ **Rewrite job descriptions** with fewer requirements and with gender-neutral language.

☐ **Rely on competency-based interviewing** rather than on soft skills or nebulous ideas of "culture fit".

☐ **Avoid clichés** such as "work hard, play hard" as biased language can deter marginalized groups from applying.

☐ **Define baseline needs** to reduce onerous requirements in job descriptions and to provide on-the-role coaching and development.

☐ **Lead by example** by making sure employees from different backgrounds have role models in leadership positions and training your managers to lead diverse teams.

☐ **Establish accountability** to ensure there are ways to monitor and adjust the concrete organizational changes. Consider developing a **scorecard.**

☐ **Build a diverse interview panel** with standardized questions.

Visit our blog to read why the Head of Diversity is the job of the moment, learn more strategies for effective diversity recruitment and gain more insight on effective steps to building a diverse team.

14

Embed diversity into every step of your recruitment planning

Here are tips on how organizations can use our recently improved products, Recruiter & Jobs to help:

- **Identify areas where your team's practices can be more inclusive** – Gender insights appear in InMail analytics and Jobs reports to assess acceptance and view rates by gender.

- **Use Skill Assessments as part of your hiring strategy** – Expand your search with non-traditional candidates who have demonstrated exceptional skills.

- **Identify and recruit U.S. military veterans** – The 'U.S. Military Veterans' search filter can help you identify the more than 2.8M LinkedIn members who have served in the U.S. military. To further learn about the opportunity with Veterans, LinkedIn Veteran Opportunity Report.

- **Reduce bias in your recruitment outreach** - Turn on/off LinkedIn profile photos for candidates in your Recruiter Admin settings to help reduce bias in your sourcing.

- **Deliver a more diverse talent pool** – Search results will reflect the gender distribution of the underlying talent pool.

- **Leverage Gender Insights** - When it comes to investing in diversity, 71% of talent professionals report that achieving gender parity at their organization is a top priority. Use LinkedIn Talent Insights to develop a data-driven recruiting strategy to help you make meaningful gains toward your goal. Learn more in our Gender Insights Report.

Hire

Build a strong employer brand

Dive into digital

Magnify mobile

**Linked**in

So, what exactly is an employer brand?

Your employer brand is your organization's reputation as a workplace, and how you're perceived by employees and potential candidates. What and how you talk about your brand matters and can greatly impact job seekers' impression of your mission, values, and culture — and whether they're the right fit. With the accessibility of technology and social media, your message can be found by anyone at any time.

43%

Is the decrease in recruitment costs that organizations with strong employer brands see[6]

84%

Of job seekers say the reputation of an employer is important in their decision-making process[7]
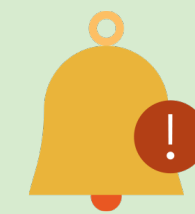
With a negative, **or non-existent employer brand,** organizations are likely spending **10% more per employee hired.** That means working much harder for longer just to get quality employees through the door![6]

Build a strong employer brand

Crafting a strong employer brand should be your primary focus. A strong employer brand will positively impact your ability to attract diverse talent, hire the right candidates and boost confidence in your organization.

The key to building a strong brand is crafting an authentic story that reflects what life at your organization is like and that **embodies your culture, mission and values.**

It's best to take an intentional approach to crafting a cohesive image, rather than letting it form on its own by others. Once created, it's wise to reassess goals and refine over time. By doing this, an organization provides an honest and engaging view of who they are which will help attract the right candidates when they are needed.

Six tips to help your employer brand thrive in a time of change

Not only is it important to evolve your brand as your organization's culture and mission evolves, but also as the world around you changes.

1. Lead with empathy
2. Be supportive and stay connected
3. Bring your values to life
4. Tell human stories
5. Embrace people virtually
6. Build community

Audit your employer brand assets

Not sure where to begin? Most government agencies don't have a marketing department, but you do have a lot of different sources from which you can begin to develop your brand story. Step one, audit your assets and make sure they're consistent. **See below for a checklist of places to start.**

1 Official – Public Spaces & Assets

- ☐ Government Agency website
- ☐ Graduate recruitment materials
- ☐ Recruitment advertising
- ☐ Live event materials
- ☐ Company and Career Pages on LinkedIn
- ☐ Official presence on other social platforms (e.g., Twitter, Facebook, YouTube, Instagram)

2 Official – Private Spaces & Assets

- ☐ Direct communications with candidates and alumni
- ☐ Agency intranet
- ☐ Training and development materials
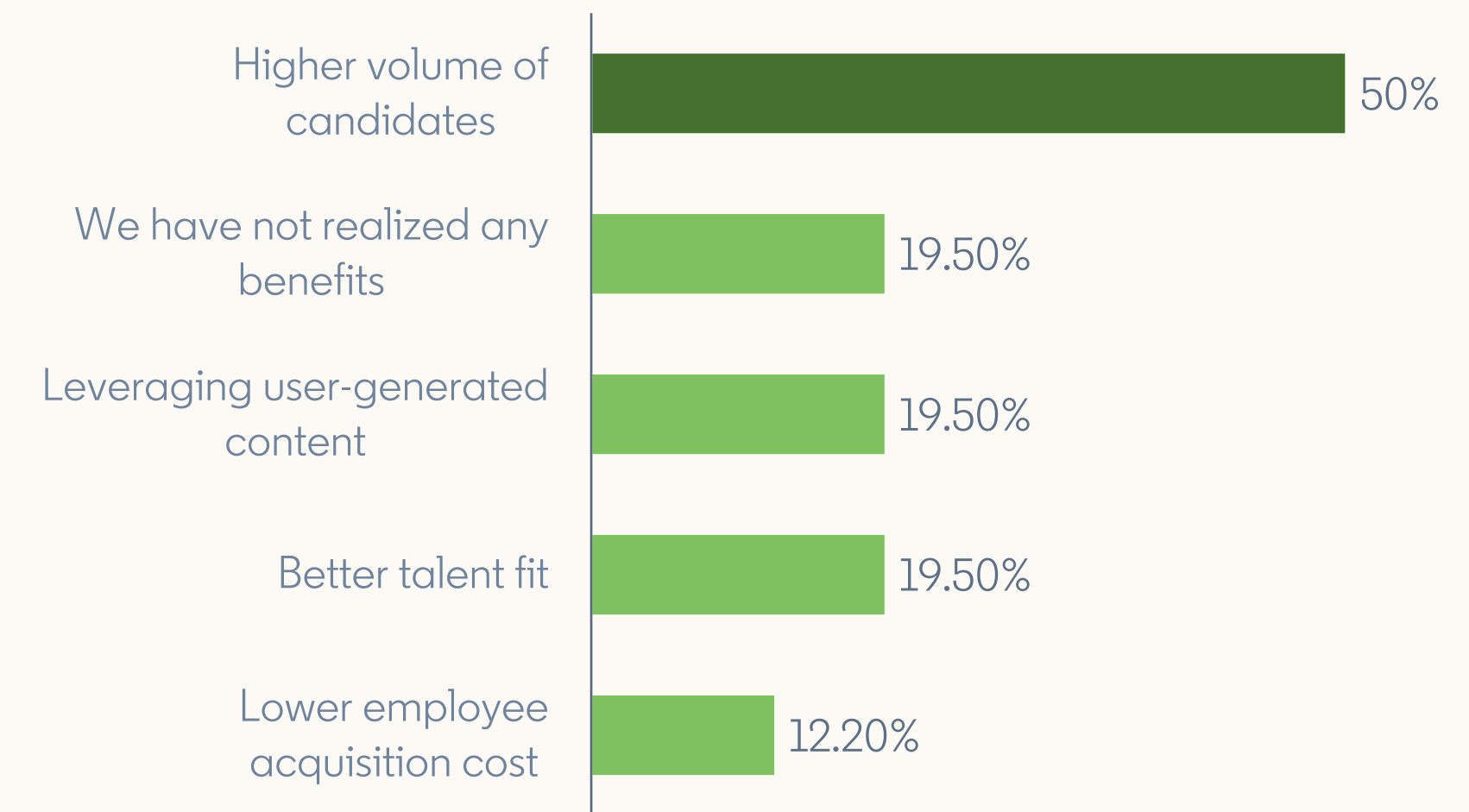- ☐ Performance management process

3 Unofficial Spaces & Assets

- ☐ Employee exit interviews
- ☐ Employee LinkedIn profiles
- ☐ Activity on other social media platforms (e.g., Twitter, Facebook, YouTube, Instagram)
- ☐ Online discussion forums (e.g., blogs, LinkedIn Groups, Nextdoor, Glassdoor)

20

The vital role of social media in employer branding

In the era of social media, government agencies must replace traditional one-way communication with a two-way dialogue. Social media has proven to help agencies communicate efficiently, engage citizens effectively and deliver information quickly.

Which, if any, of the following benefits has your agency seen as the result of using social media for employer branding and recruitment? Select all that apply.

Benefit	Percentage
Higher volume of candidates	50%
We have not realized any benefits	19.50%
Leveraging user-generated content	19.50%
Better talent fit	19.50%
Lower employee acquisition cost	12.20%

The Social Government Benchmark Report 2018, Hootsuite + GovLoop

50%

More candidates are found when agencies use social media to recruit for open positions.[8]

"When dealing with people, remember that you are not dealing with creatures of logic, but creatures of emotion. That's where the 'social' part comes in. If you're passionate about interacting with others and conveying compelling sentiments while appealing to your audience's emotions, you'll go far."

Famed author, Dale Carnegie

Frequently in government there are agencies and sub-departments within the larger organization. Many agencies want their own brand presence, but that can also be confusing to potential job seekers. For instance, a candidate may want to apply for a law clerk job for the state but may not know (or care) how the Building & License Enforcement Division is different than the Collections Division. Do they need to apply to both and are they seeing the same employer brand?

How organizations address this potential confusion will help in their talent pipeline.

Consider this
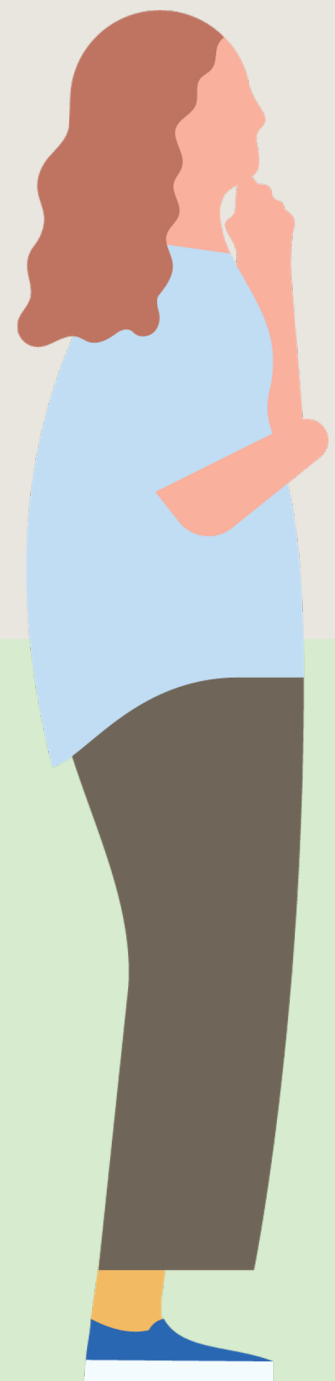
Dive into digital

By diving into digital, you are positioning your organization for success by placing your employer brand and all of your relevant content into the hands of potential candidates where they are, and in a format they trust and understand.

Government agencies can no longer rely on in-person career fairs to get the word out about jobs. You may even hear from potential hires in the private sector who didn't realize that roles were open in government. Does this sound familiar?

LinkedIn's Career Explorer Tool is helping candidates uncover potential career paths by seeing how their skills match existing job titles .

174M+
Is the number of U.S. job seekers on LinkedIn

14M+
Are the number of active jobs currently listed on LinkedIn

By turning to LinkedIn, **you are reaching the world's largest audience of job-seekers** (active + passive) who are all conducting research about employment opportunities.

Diving into digital with engaging status updates

Any organization, large or small, can be a discussion leader. **After claiming your organization's page, you're ready to develop your communication and update strategy.**

Make sure that your status updates are informative, catchy, and interesting: each status update should capture your audience's attention and encourage them to want to learn more. **Here's a checklist for how to keep it engaging.**

☐ **Share links to relevant articles, websites or videos.** In addition to sharing blog posts from your own website, you can curate interesting articles from popular media channels.

☐ **Ask current followers what they want to hear from you about** and acknowledge them when they respond.

☐ **Attach a document to your status update.** Checklists, white papers, infographics are all great ideas.

☐ **@Mention a person, situation or organization that might be helpful to some of your connections.** The "@" before an individual or company name allows the reader to click through to that person's LinkedIn profile or company page.

☐ **Talk about events.** By sharing what you've attended or where you plan to go you can inspire questions from others.

25

Diving into digital with a pipeline of followers

Your follower base is your talent community and candidate pipeline. People who follow your organization are 81% more likely to respond to your InMail than those who don't follow you. **Here's a checklist for how to build your followers.**

☐ **Engage your employees:** Ask them to like and share your updates through their social media accounts and add a link to your Company Page in their email signatures.

☐ **Announce your Company Page to your customers and partners:** Ask your community to follow your Company Page. You can use your other social media channels and email newsletter.

☐ **Add a "follow" button to your website:** Your web team can pull code for a "Follow" button from developer.linkedin.com to add to your blog or website.

☐ **Make your page easy to find on search engines:** Company Pages are search engine-friendly, so be sure to use keywords that your audiences are using to find your organization.

Diving into digital with LinkedIn Career Pages

Positioning your employer brand has never been easier with [LinkedIn Career Pages](). You can use a mix of text, images and video to showcase your employer brand in a unique and interactive way. Take advantage of the multimedia assets your organization has on-hand and bring them to life on your Career Page. **Here's a checklist for what you need.**

☐ **Create attention-grabbing opening text:** Create a headline and story that instantly energize jobseekers about your agency and use language that ties back to the purpose driven mission.

☐ **Be relevant, compassionate and bold**

☐ **Use rich media:** Share pictures, videos, blog posts, online presentations, live events, and PR coverage that shed insight into your organization's culture and boost your brand

☐ **Share certifications & awards:** Build credibility by sharing certifications earned, clearances obtained, and awards won

☐ **Highlight employee quotes and testimonials:** Ask your team members to share their experiences

A candidate goes to their state government site to look for a manager role in health care. Within the job posting results they see the following job titles, "Staff Services Manager II," "SSM II" or "Staff Services Analyst (General)." There's a good chance they are left confused and uncertain what to click on, especially if they are new to the public sector!

Job titles and descriptions can be crafted to better align with how the modern-day candidate is searching, and since many agency websites do not enable this experience, LinkedIn is the perfect solution.

—

Consider this
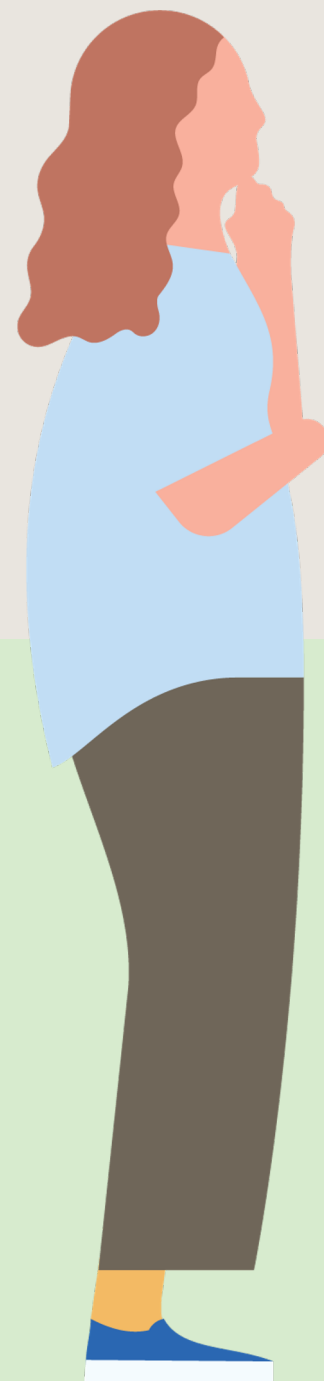
Magnify mobile

It's no secret that mobile experiences are a must. In fact, in 2017, President & CEO of the Interactive Advertising Bureau is quoted saying "Forget mobile first. It's a mobile-only world…" Fast forward to 2020 where 96% of Americans own cellphones and 81% of those are smartphones.[9]

The buck doesn't stop there. It's not just personal shopping or financial bill paying that's happening on a mobile device. Public service candidates are there too. According to analytics.usa.gov, over 50% of site traffic to government websites is coming from mobile.

Government agencies need a dependable space where candidates can discover them, learn about them, save and set alerts, see who's connected to them, and ultimately apply for jobs (on a mobile, tablet or desktop experience). LinkedIn provides agencies, who may not have the mobile infrastructure or desirable experience, a valuable platform to still be there for candidates and connect with them in a valuable way.

80%
Of LinkedIn member engagement with Sponsored Content happens on smartphones.
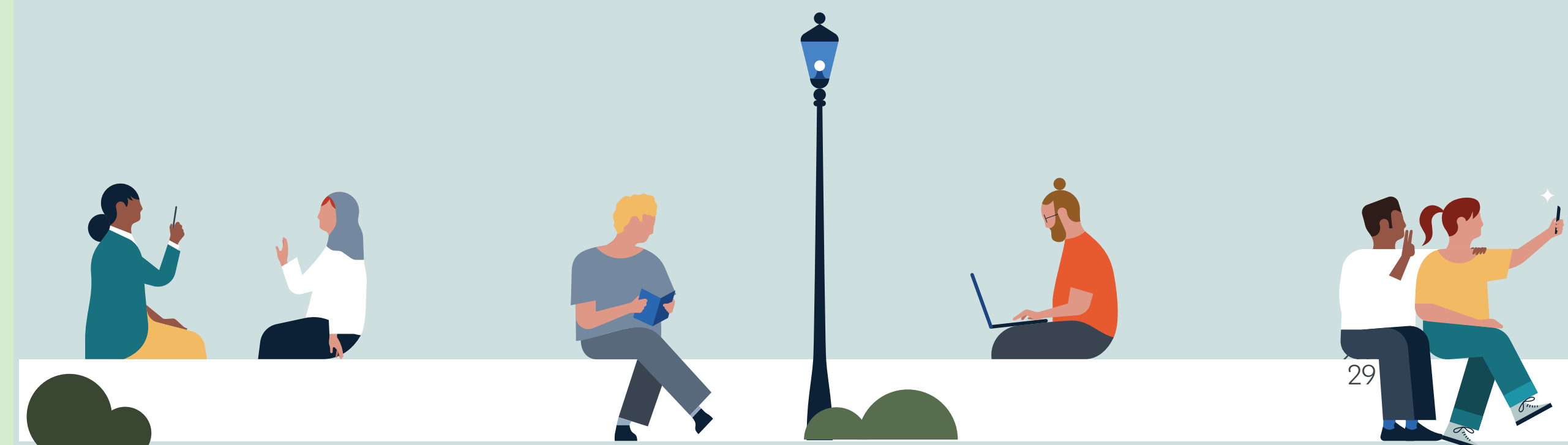
Develop

Empower through upskilling

Accelerate with LinkedIn Learning

Improve engagement on Glint

Linked in

Inspire and develop through upskilling

The need for upskilling in the government sector is no different than any other public or private organization. In Accenture's 2020 Job One Report, it's clear that from the top down there are gaps in talent training, skill development and quality control.[10]

61%
of government executives indicate they struggle to keep workforce skills relevant in the face of rapid technological advancement

73%
of learners say they'd stay at their employer if there were more skill-building opportunities

48%
of employees say government is falling short of their expectations for leadership training and 40% report the same about upskilling

1/3
More than one-third of employees say that training is "low-quality"

Upskilling involves both hard and soft skills

So, what do you do once your hiring needs are met?

You inspire and continue to develop your employees.

In fact, 54% of all employees will require significant upskilling by 2022![11]

This year, the top soft skills are those demonstrating how to work well with others, and the top hard skills are analytical and data centered.[12]

The skills companies need most in 2020

Top 5 Soft Skills

1. Creativity
2. Persuasion
3. Collaboration
4. Adaptability
5. Emotional intelligence

Top 5 Hard Skills

1. Blockchain
2. Cloud computing
3. Analytical reasoning
4. Artificial intelligence
5. UX design

Empowering talent through upskilling

Here are tips on how organizations can embrace an open culture of upskilling and constant learning:

- **Educate employees** on what upskilling opportunities are available, how to harness them, and how they can help.

- **Make new learning pathways easy and available** to all employees regardless of where or how they work.

- **Empower your employees** by encouraging them to be proactive in looking for courses that can grow their skillset.

- **Encourage employees to share their learning** and knowledge gained.

- **Normalize upskilling** and allocate time to professional growth.

- **Upskill to optimize** for critical and emerging capabilities to stay ahead of the competition.

- **Enable leadership teams** to lead by example in adopting and utilizing online learning platforms.

The power of LinkedIn Learning

Digital transformation is sweeping every aspect of how governments operate, including the L&D function. The shift from instructor-led training to online learning helps optimize budgets and scale learning to support all employees.

Government agencies are choosing online learning technologies like [LinkedIn Learning](#) because they are easy to implement, easy to scale, and span the learning topics your employees crave.

No other online learning tool comes close to helping employees develop their skills and feed their thirst for knowledge.

What makes us unique?

Member reach
World class content
Engaging learning experiences
Strategic insights
Robust learning platform

Accelerating growth with learning opportunities

Here are tips on how organizations can use our platform to accelerate learning needs:

- **Access high-quality professionally produced content** with over 16,000 courses in 7 languages, 50+ new courses released weekly, and a mix of both macro-and micro-learning content that is accessible on any desktop or mobile device, even in offline mode!

- Drawing on insights from 722+ million members, **we surface relevant learning content to each employee** based on their connections, what their peers are learning, and the right skills needed to succeed in their current job.

- **Ability to create unique Learning Paths** for specific groups of employees, as well as upload their own organizational content to make the experience more **personal and customized.**

- **Reinforced learning with Q&A** to share ideas and ask questions.

- **Help learners apply what they have learned** through quizzes, exercise files, templates, and other supporting documents.
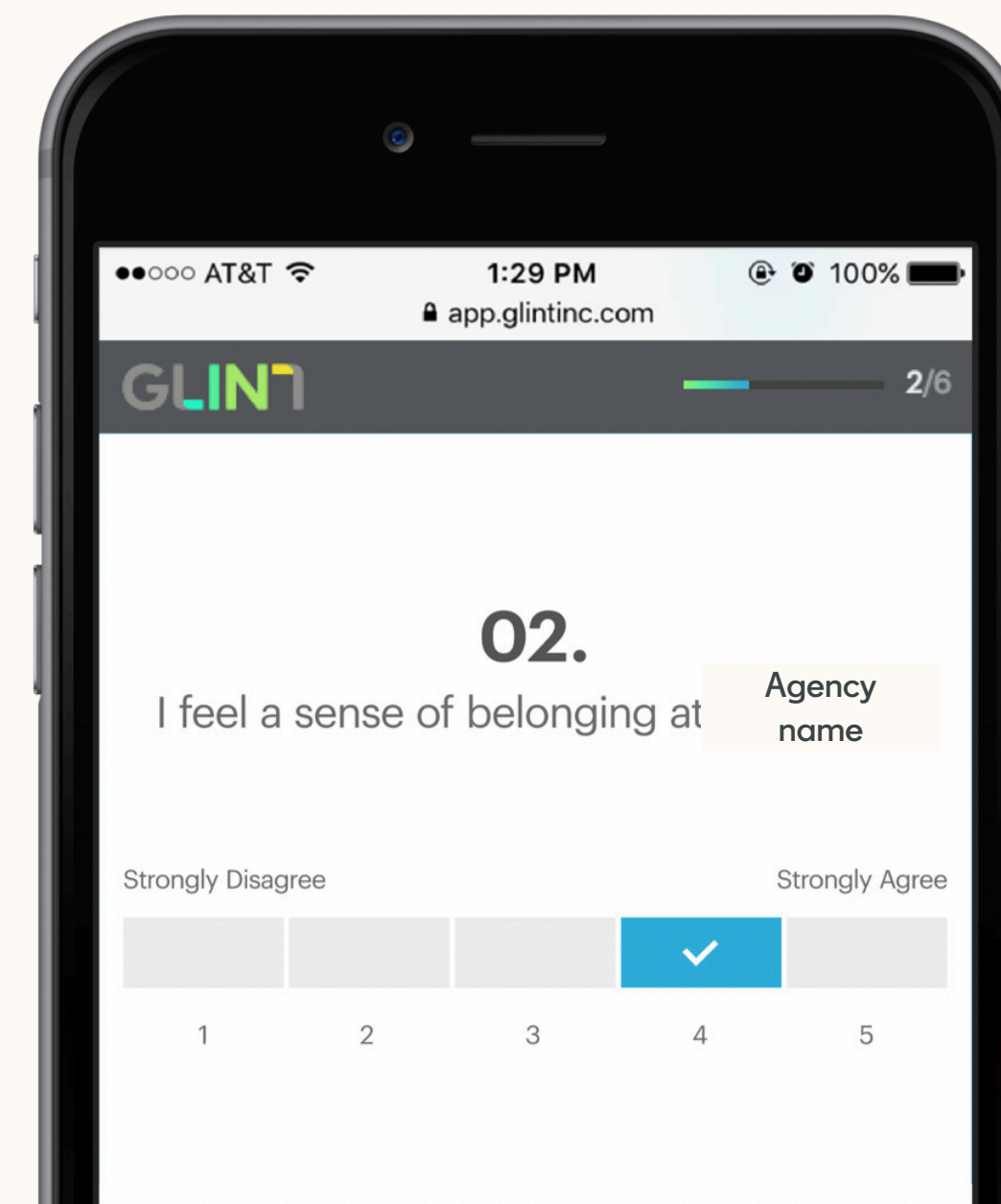
Improve employee engagement & belonging with Glint

Only 21% of government workers report having a high-quality work experience.[13]

As a result, **government employers are seeing sub-optimal levels of employee engagement.** Having low levels of engagement is also an inhibitor to the recruitment process because these employees aren't recommending jobs at their agency to others.

With LinkedIn's Glint platform, government agencies can quickly begin to identify problem areas and work toward building a more engaged and informed workforce.

Belonging is among the top 5 drivers for attrition among Glint customers

Understanding what matters and acting on It

Here are tips on how organizations can use the platform to improve workplace belonging and engagement:

- **Employee pulse surveys gather data and provide actionable results in real time.** Once completed, Glint provides each manager with **recommended focus areas, curated learning resources** and suggested actions specific to their team.

- Interactive employee engagement dashboards display a holistic breakdown of an **entire organization's health,** identify areas that **need attention** and allow users to drill down into data as deep as they want.

- Heat map, driver impact, KPI linkage, cross-program, and executive presentation reports **deliver insights, predict problem areas and help you distribute them.**

- Glint's AI-for-HR™ technology uses predictive analytics and machine learning to generate **real-time alerts** for employee **populations at risk of increased attrition, decreased performance** or **changes to other key performance indicators.**

- Glint's Narrative Intelligence™ boasts the industry's most advanced natural language processing (NLP) to **synthesize open-ended employee feedback.**

Case studies

State of Indiana + LinkedIn Talent Solutions

State of Missouri + LinkedIn Learning Solutions
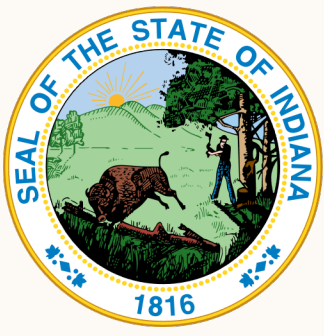
Linked in

The State of Indiana transforms their recruitment process with LinkedIn

Success story

[The State of Indiana](#) relied on a legacy system of recruitment that was highly manual and time-consuming. By partnering with LinkedIn Talent Solutions, Indiana was able to further build their employer brand, improve time-to-hire and successfully recruit passive talent.

✓ **Increased candidate awareness**

Over the past year, the state's LinkedIn Career Page following has more than tripled (from 13,000 to 36,000).

✓ **Engaged and hired passive talent**

More than 72 percent of the state's hires were passive candidates recruiters proactively reached out to using LinkedIn Recruiter.

✓ **Improved time-to-hire**

Since partnering more closely with LinkedIn, the state's average time-to-hire was reduced by 48 days.

The challenge

Updating a highly manual, legacy recruitment process

Indiana's state government is the third largest employer in the state, employing roughly 30,000 people across 100 different government agencies. The Indiana State Personnel Department, responsible for sourcing candidates, relied on a legacy recruitment system that was highly manual, reducing convenience for recruiters, hiring managers and candidates alike. The system also lacked a method to inform candidates of new job opportunities to work for the state.

The solution

Improving sourcing and employer branding efforts

Stepping into his role as director of talent acquisition, Brent turned to LinkedIn to help supplement and enhance the state's sourcing processes. Brent equipped his team of thirteen with LinkedIn Recruiter to proactively reach out to passive talent. He also developed a Career Page that is frequently updated with news on various government agencies. Brent's team also utilized LinkedIn Jobs to strategically target desired candidates and maximize exposure of their latest opportunities across LinkedIn's network.

" It was like Christmas morning when my team gained access to LinkedIn's recruiting products. They allowed us to more proactively source people and make highly informed, data-driven recruiting decisions. "

Brent Morrell
Director of Talent Acquisition
State Government of Indiana

The State of Missouri uses LinkedIn Learning to build a 21st century employee experience

Success story

[The State of Missouri](#) had high ambitions to deliver exceptional service to its citizens but realized in order to do so meant investing in an area that had been neglected for years – basic skill building. By investing in LinkedIn Learning, Missouri was able to elevate and empower employees across the state as well build a stronger culture.

✓

Increased access to Learning content

Missouri invested in 50,000 LinkedIn Learning licenses for all state employees, allowing access to 15,000+ courses

✓

Drove employee engagement

1.8M Learning videos totaling 92,000+ hours of learning, watched after just seven minutes

✓

Improved employee satisfaction

54% of Missouri State employees agreed or strongly agreed that the quality of professional development they received improved year-over-year

The challenge

Empowering employees to upskill and build new competencies

For years, the Missouri State government "neglected" skill building and "was running the same way it was the day before, and the day before that," which meant they were not providing an experience that would fully engage their employees. "In the 21st century, do you really want to work for an organization that doesn't invest in its people?" asked State COO Drew Erdmann.

The solution

Investing in a best-in-class learning platform for state-wide employees

A directive spawned from the governor's office, not HR, "was the biggest change in the government" in 2019. State leaders realized if the government invested in state-wide learning, they would garner substantial savings per license, empower employee upskilling as well as positively impact workforce culture. Not only was there a 15,000+ course library with the ability to add custom, it was available to employees anytime, anywhere and on any device. As a result, in April 2019, Missouri's state government invested in 50,000 licenses for their entire workforce.

" It matters we can say this is best-in-class. Very rarely can the public sector say they offer the same as the private sector, but we can say it here. "

Drew Erdmann
COO
Missouri State

Solutions toolkit

A toolkit guiding you through each stage of the recruitment process and mapping your goals to our solutions.

Linked **in**

Government recruiting solutions toolkit

Stage	Goal	Solution	Description
Plan	Make data driven decisions about hiring and workforce strategies	LinkedIn Talent Insights	Optimize your hiring strategy with talent market insights. Access real-time supply & demand data to see trends and movement across the marketplace. Identify current and future skill gaps, perform competitive benchmarking, and make data-driven retention and headcount planning.
Hire	Evolve from "post & pray" to a proactive sourcing model	LinkedIn Recruiter	Recruiter is the industry standard sourcing platform for talent professionals. It uses AI & predictive intelligence to surface candidates who are most open to hearing from you. You can see who are connected to your current employees, are open to new opportunities, have already engaged with your organization, and more.
Hire	Automate sourcing & reach new talent at scale	LinkedIn Jobs	LinkedIn Jobs proactively match your job posting to people with similar skills, experiences, and goals—so you can find the right person. Jobs target active & passive candidates via the LinkedIn feed, email, and mobile.
Hire	Engage candidates who are not already considering working in government	Recruitment Marketing	Most candidates do not know why your organization is a great place to work or about the great work public service does. Recruitment marketing tools, like targeted ads and content, engage candidates with your mission and extend your outreach to new talent pools. Talent Media works around the clock, 24x7, so you don't have to.
Hire	Nurture "warm talent" with your agency's story	Career Pages	Tell your story. Highlight what makes your organization great and help paint a picture of what it's like to work there. Give a voice to senior leaders, promote employee testimonials of what it's like to work for your agency. Showcase what's important; be it service with a purpose or diversity, equity, and inclusion. Give your message a platform and connect more deeply with interested talent.
Hire	Source, manage, and hire candidates on a single platform	LinkedIn Talent Hub*	The applicant tracking system (ATS) that lets you source, manage, and hire all in one platform. Post a job and immediately source quality candidates using Recruiter in the same view. Spend quality time building candidate relationships instead of on performing tedious administrative tasks. Backed with real time data & insights, while allowing seamless team collaboration.
Develop	Increase retention & close critical skills gaps	LinkedIn Learning	Provide meaningful development for your employees with over 16,700 courses across business, creative and technical categories and nearly 60 new courses added every week. Available on-demand and anywhere. Government agencies are choosing online learning technologies like LinkedIn Learning because they are easy to implement, easy to scale, and span the learning topics your employees crave.
Develop	Increase employee engagement	GLINT	An employee engagement product that measures your employee sentiments, empowers managers to build inclusive practices and provides attrition predictions to identify groups at risk of leaving due to lack of belonging. Glint's taxonomy was developed in partnership with Stanford University, resulting in 3-5 minute surveys & 84%+ average response rates. Glint provides custom action plans based on employee feedback.

*Coming soon for Government

Recruiters can also use free tools such as LinkedIn Events and LinkedIn Live to support their strategy.

Final thoughts

As governments modernize for the future workplace and mature their digital, mobile and social capabilities, partners like LinkedIn are here to help establish your blueprint and make your vision a reality. Remember to build a recruiting strategy that addresses all stages of the job-seekers journey, for all positions and diverse backgrounds . It should communicate a strong employer brand, one that embraces a purpose-driven mindset, empowers talent through upskilling and growth opportunities, and works hard to improve employee engagement.

It's up to you to define the future.
Connect now with LinkedIn's Talent Solutions | Government team.

Thank you.

New to Talent Solutions? Contact Us

Current customers should reach out to your Relationship Manager or contact govtalent@linkedin.com

Appendix

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