

Government hiring playbook

Modern recruiting for a 21st
century government



Introduction

Major shifts are taking place, are you ready?



For additional insights, watch our webinar, “Recruiting, Developing and Retaining Millennials in Government” [here](#).

The talent marketplace is transforming, and government agencies must adapt to stay ahead. As of 2024, the U.S. workforce is undergoing significant generational shifts that amplify the need for innovation in talent strategies. The ongoing retirement of Baby Boomers is leading to a loss of institutional knowledge, while Millennials, now the largest generation in the labor force, make up only 27% of the public sector workforce—leaving a critical gap in younger talent.¹ To address this, agencies must rethink how they attract, engage, and retain the next generation of public servants.

Generative AI (GAI) offers a powerful way forward. By securing the right tools, fostering adoption, and blending AI with human expertise, organizations can accelerate hiring, enhance engagement, and optimize workforce productivity. Agencies that embrace GAI will be well-positioned to meet evolving demands while sharpening critical human skills like problem-solving, creativity, and communication. GAI isn't just a technology—it's a transformative force that can bridge the gap between challenges and opportunities in today's complex hiring landscape.

LinkedIn is your partner in navigating this change. With our thought leadership, actionable data insights, and cutting-edge tools, we empower organizations to thrive. As talent pools expand to include both active and passive candidates, it's more important than ever to engage strategically. The job-seeking journey is no longer linear—candidates in the public sector, for example, engage with potential employers 7.4 months before being hired.² LinkedIn ensures agencies are ready to meet talent where they are, delivering the connections, resources, and support needed to build a skilled, AI-savvy workforce for the future.

"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.

Introduction

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

■	Introduction	1-4
■	Table of contents	5
■	Our approach	6
■	Plan	7-10
■	Hire	11-25
■	Develop	26-31
■	Case studies	32-36
■	Solutions toolkit	37-38
■	Final thoughts	39
■	Appendix	40

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

Industry trends and accelerators

Know the industry talent trends

The [LinkedIn 2024 Talent Trends Report](#) highlights four major trends transforming how employers attract and retain talent, all centered on adaptability. Understanding these trends will help recruiters craft forward-looking talent strategies.³



Download the [LinkedIn 2024 Talent Trends Report](#) to fully understand what's shaping the future of talent management.



Internal mobility

Leveraging internal talent enhances agility, engagement, and career growth.



Embracing Generative AI

GAI enhances productivity by automating tasks and enabling creative work.



Prioritizing soft skills

Skills like problem-solving and adaptability are key in an AI-driven era.



Broader skill development

Continuous learning builds innovative, future-ready workforces.

How the talent trends of 2024 are transforming HR and hiring

The trend:

Internal mobility

The past:

- Career growth limited to external opportunities or rigid promotion paths

The future:

- Employees transition laterally and upward within organizations, with internal hiring driving agility and retention

Embracing Generative AI

- Manual processes and repetitive tasks dominated employee workloads

- AI automates routine tasks, enhances creativity, and frees up time for strategic thinking

Prioritizing soft skills

- Hiring focused on technical expertise and specific credentials

- Skills like adaptability, problem-solving, and collaboration are prioritized as critical to navigating AI-driven workplace

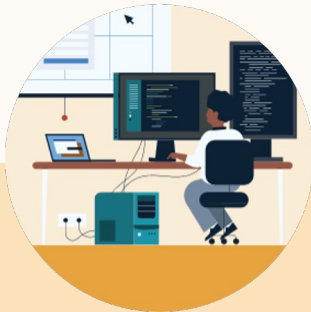
Broader skill development

- Learning was reactive, focused on narrow job functions

- Continuous learning empowers employees to embrace innovation, develop leadership skills and thrive in dynamic roles

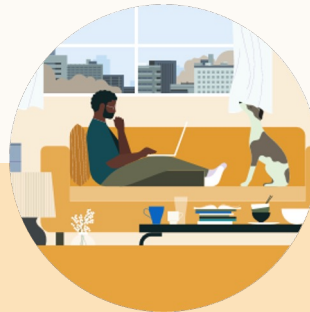
Know the workforce accelerators

Key drivers of transformation in the public sector include data and technology integration, next-gen skill development, and the shift to hybrid work models. These accelerators are pushing government organizations to adapt quickly, emphasizing agility, continuous learning, and AI tools to improve efficiency and innovation.



Digital transformation

AI, automation, and data are boosting productivity and creating competitive advantages by democratizing access to tools and information.



Workforce transformation

Demographic shifts and a focus on diversity, equity, and inclusion are reshaping the workforce, while rapid technological change requires ongoing upskilling.



Workplace transformation

Remote and hybrid work models are breaking location constraints, driving innovation, and prompting a rethink of workplace design and employee engagement.



Hire

Build a strong employer brand

Dive into digital

Magnify mobile

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.⁵

86%

Of people would not apply to an organization with a bad reputation.⁶

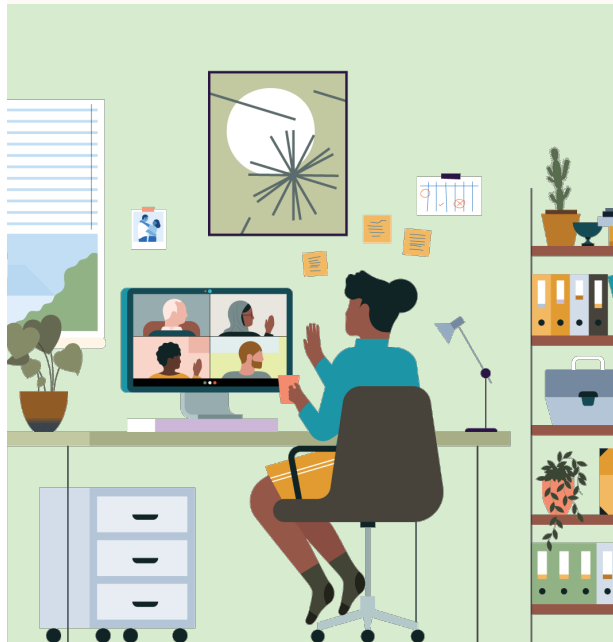


With a negative, or non-existent employer brand, organizations are likely spending **10% more per employee hired**. That means working much harder for longer just to get quality employees through the door!⁴



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

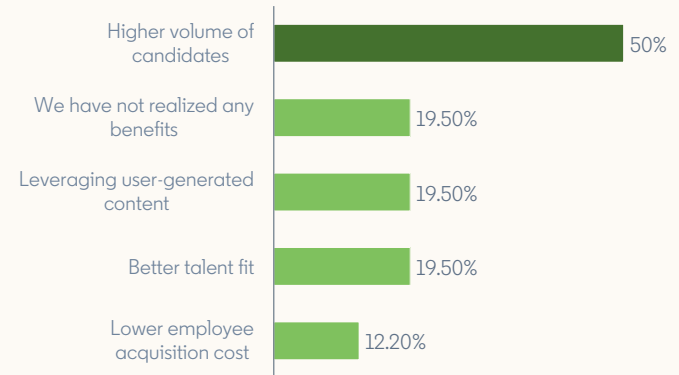
3 Unofficial Spaces & Assets

- 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)

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.



The Social Government Benchmark Report 2018, Hootsuite + GovLoop



73%

Is the percentage of job seekers aged **18-34** who found their last job through social media.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.

67M+

Job seekers visit LinkedIn every week

9k+

Members apply for a job on LinkedIn every minute



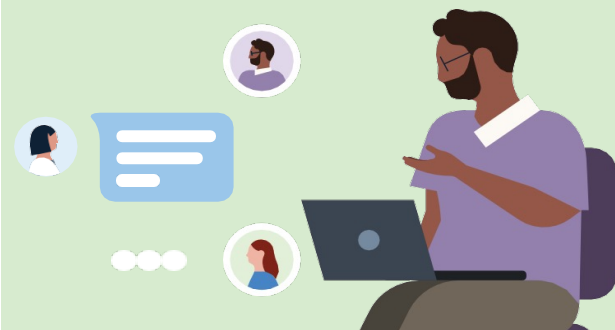
By turning to LinkedIn, **you are reaching the world's largest audience of job-seekers** (active + passive) who are all conducting research about employment opportunities.



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.**

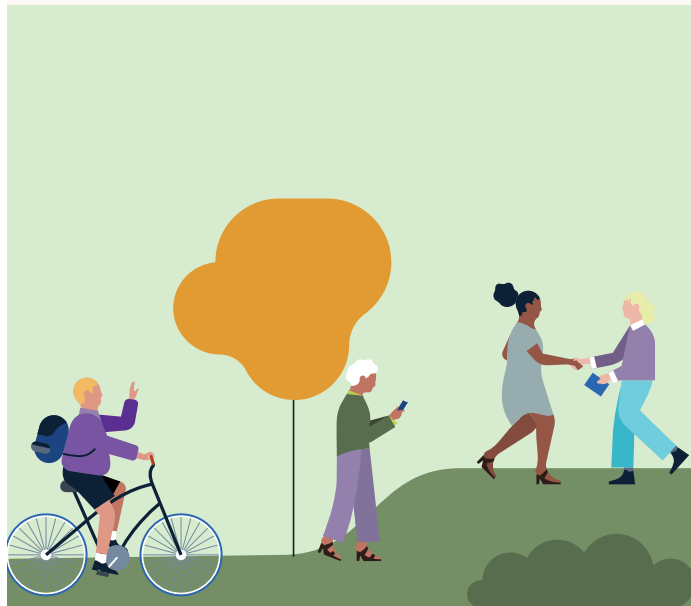
Make sure that your status updates are informative, catchy, and interesting: each status update should capture your audience's attention and encourage them to want to learn more. **Here's a checklist for how to keep it engaging.**



- 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.

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.**

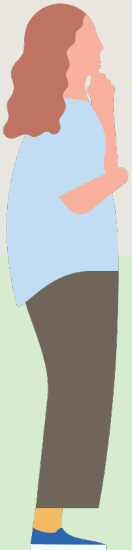


- Create attention-grabbing opening text:** Create a headline and story that instantly energize jobseekers about your agency and use language that ties back to the purpose driven mission.
- Be relevant, compassionate and bold**
- Use rich media:** Share pictures, videos, blog posts, online presentations, 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

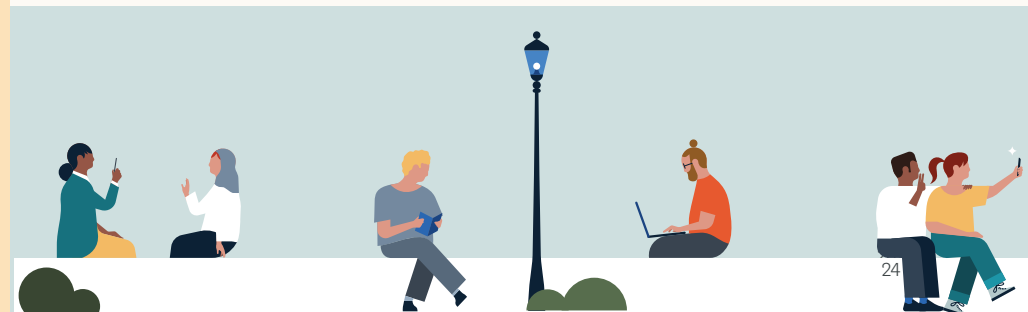
It's no secret that mobile experiences are a must. In fact, the President & CEO of the Interactive Advertising Bureau is quoted saying "Forget mobile first. It's a mobile-only world..." Fast forward to 2024 where 98% of Americans own cellphones and 91% of those are smartphones.⁹

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 promoted content happens on smartphones.





Develop

Empower through upskilling

Accelerate with LinkedIn Learning

Inspire and develop through upskilling

The World Economic Forum's 2023 Future of Jobs Report indicates that nearly half of all workers' skills are expected to be disrupted in the near future, with 69% of employers acknowledging that artificial intelligence will intensify the demand for upskilling in the next three years.¹⁰



68%

of government executives report a moderate-to-extreme gap in AI skills within their organizations

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, 44% of all employees will require significant upskilling by 2027!¹¹



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

The skills companies need most in 2024



Top 5 Soft Skills

1. Problem solving
2. Interpersonal skills
3. People management
4. Presentation skills
5. Emotional intelligence



Top 5 Hard Skills

1. Analytical thinking
2. AI skills
3. Data analysis
4. Software development
5. Cybersecurity

Empowering talent through upskilling

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

- **Align learning with business goals** to ensure programs support organizational objectives and drive impact.
- **Offer personalized development plans** by working with employees to create tailored learning paths.
- **Promote microlearning** with short, focused modules that employees can engage with during their workday.
- **Encourage internal mobility** by supporting employees in exploring new roles to enhance their skills.
- **Leverage AI for learning** to personalize experiences and help employees develop key skills.
- **Foster a learning culture** by valuing and rewarding continuous learning throughout the organization.
- **Allocate time for professional growth** by dedicating work hours to learning activities.
- **Lead by example** by having leadership teams actively participate in learning initiatives.

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 23,000 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 1+ billion 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**.
- **Leverage AI-powered recommendations** that adapt in real-time to learners' needs, helping them stay on track and accelerate their development journey.
- **Help learners apply what they have learned** through quizzes, exercise files, templates, and other supporting documents.



Case studies

State of Indiana + LinkedIn Talent Solutions

State of Missouri + LinkedIn Learning Solutions



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).



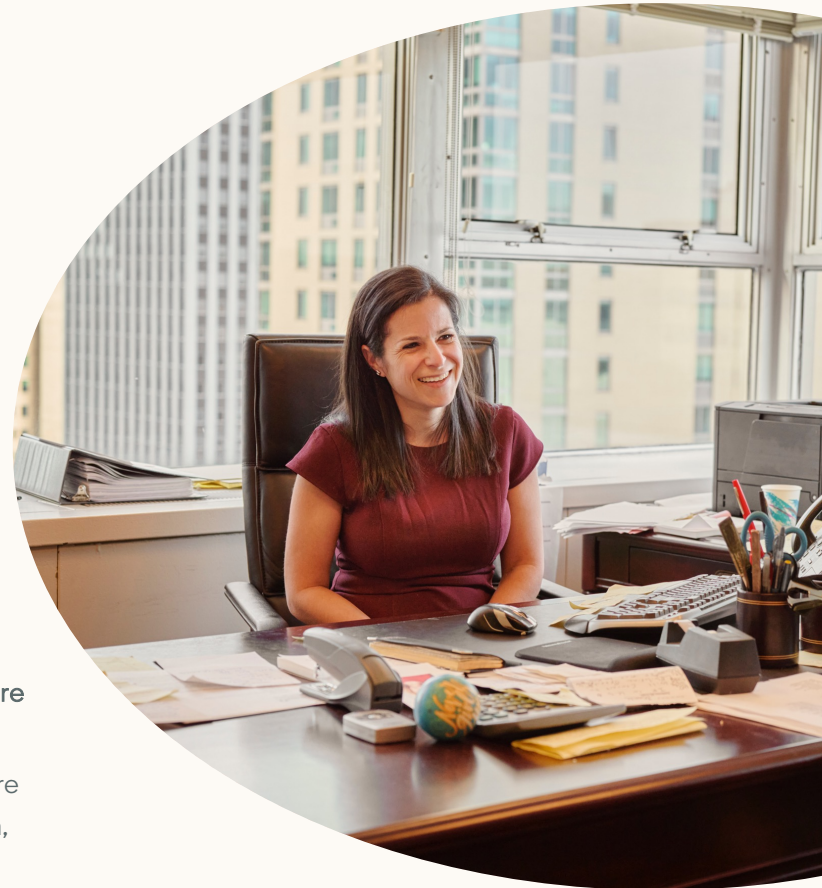
Engaged and hired passive talent

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.



State of Indiana + LinkedIn Talent Solutions Success Story

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.

“ 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. ”

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.



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.

“ 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. ”

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 content, 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.



Drew Erdmann
COO
Missouri State



Solutions toolkit

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

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.



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.

Get Started with LinkedIn

Connect Now
With Your Relationship Manager

Appendix

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