

RECRUITING TALENT
IN A CHANGING WORLD:



2017 State and Local Government Playbook



Uncover emerging trends, powerful pipelining techniques, and hands-on recruiting tips.

INTRO

The way that people are looking for jobs has fundamentally changed



It's an exciting time to be on the recruiting team of a state or local government department. Whether you're in a state, county, city, school district, municipality or utilities organization, things are changing! **If you're expanding your department, replacing retirees, seeking candidates for newly open roles, or looking to simplify your operations, you have a wealth of new technologies and tools at your fingertips.**



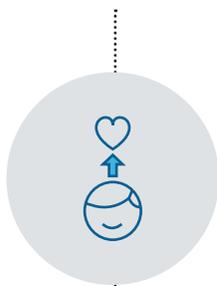
The way that people are looking for jobs has fundamentally changed, as job seekers rely more heavily on social and mobile tools to find and apply to roles. There are major demographic changes happening within government workforces, including the high proportion of workers who are **gearing up to retire** within the next few years. **The good news is that these developments have been taking place for a few years, which gives you plenty of data and best practices on your side to enhance your recruiting strategy.**



State and local government agencies have some amazing, 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 wealth of opportunities available in local government. **Recruiters in the public sector need creative ways to tell their stories and connect with potential candidates.**

INTRO

Build a platform to tell your career story and showcase your employer brand



What local governments have to offer potential hires is purpose and meaning: virtually every role comes with a public service or philanthropic component. Employees within states, cities, counties, school districts, and other local agencies have the potential to influence change and build a better world around them. It's a value proposition that would be difficult to replace with compensation and perks alone and a perspective that resonates with millennials — and even the generations after — **who consistently report on surveys** that they want more meaningful work. **According to FastCompany and Deloitte's recent millennial survey, 90% of millennials report wanting to use their skills for good.**



But still, local governments are struggling to reach and engage with their most important talent populations of IT professionals, healthcare workers, engineers, managers/leaders and more. How do you find candidates who are interested in your open roles? How do you convince these top performers to come on board? The key is to (1) focus on building long-term, authentic relationships with candidates while (2) bringing more visibility to your employer brand, and (3) streamlining recruiting operations by eliminating as much manual effort in your talent sourcing as possible. How can government recruiters do it? **Build a platform to tell your career story and showcase your employer brand.** Here's how to do it.



This guide will help you to understand how you can hire the right people — faster — while reducing time and effort, in order to meet your organization's objectives and providing true value to taxpayers along the way.

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RULE #1:

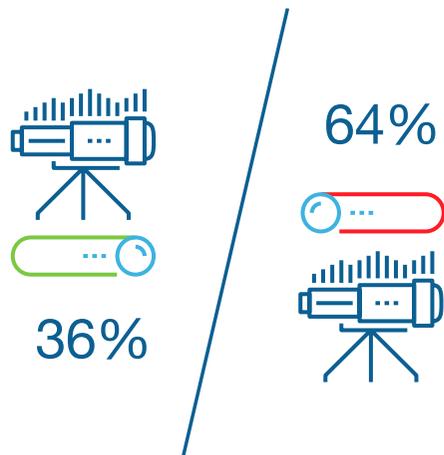
Know the Talent Trends



When it comes to making a career transition, job seekers rely on many mobile and social tools to find their next opportunities. To be competitive in this ecosystem, government recruiters need to maximize their reach and presence, while ensuring that they're building relationships with candidates at multiple touch points.

RULE #1

Know the Talent Trends



Think about it: The more visible you are and the more attractive your job openings look, the more of a consistent pipeline you'll build in terms of new applicants to open roles.

Step 1 to building an effective platform means understanding how candidates are looking for jobs today. Through a series of internal studies, LinkedIn's Talent Trends 2016 report has found that job seekers fall into two buckets: active candidates who represent about 36% of the overall workforce, and passive candidates who represent the remaining 64%.

While active candidates are likely to be scouring job boards and actively seeking out listings, passive candidates tend to be more casual about their job searches: they may not be scouring job boards, for instance, but they are likely open to hearing from recruiters and hiring managers.



To discover what professionals around the world want at every stage of the job search process, [browse LinkedIn's Talent Trends Report](#). If you're looking for data around a particular job title or role, call our team at 1.855.655.5653. Tell us your needs, and we'll match you with the right information.

RULE #2:
**Build (and
Prioritize) Your
Employer Brand**



The competition to reach potential hires is fierce: at any given time, many different organizations are vying for your audience's time. That's why it's so important to build a strong employer brand.

RULE #2

Build (and Prioritize) Your Employer Brand



So what exactly is an employer brand?

The concept of an employer brand has been around for years, but its meaning and delivery has evolved thanks to social media. Your employer brand was previously the message or story you told about your organization. Today, it's about the image that you're putting out online, using tools like social media, videos, and blogs.

Human Resources leaders often call the shots with employer brand — 61% either own it outright or co-own it with another function like communications / public relations. No matter where the buck stops, LinkedIn has found that organizations with strong employer brands have these three things going for them: buy-in from leadership, data to support their case, and strong cross-functional teamwork.

Checklist to audit your talent brand materials:



Official - Public

- ✓ Corporate website
- ✓ Graduate recruitment materials
- ✓ Recruitment advertising
- ✓ Live event materials
- ✓ Company and Career Pages on LinkedIn
- ✓ Official presence on other social platforms

Official - Private

- ✓ Direct communications with candidates and alumni
- ✓ Company intranet
- ✓ Training and development materials
- ✓ Performance management process

Unofficial

- ✓ Employee exit interviews
- ✓ Employee LinkedIn profiles
- ✓ Activity on other social media platforms (e.g., Twitter, Facebook, YouTube, Flickr)
- ✓ Other online discussion forums (e.g., blogs, LinkedIn Groups, rating sites like Glassdoor)

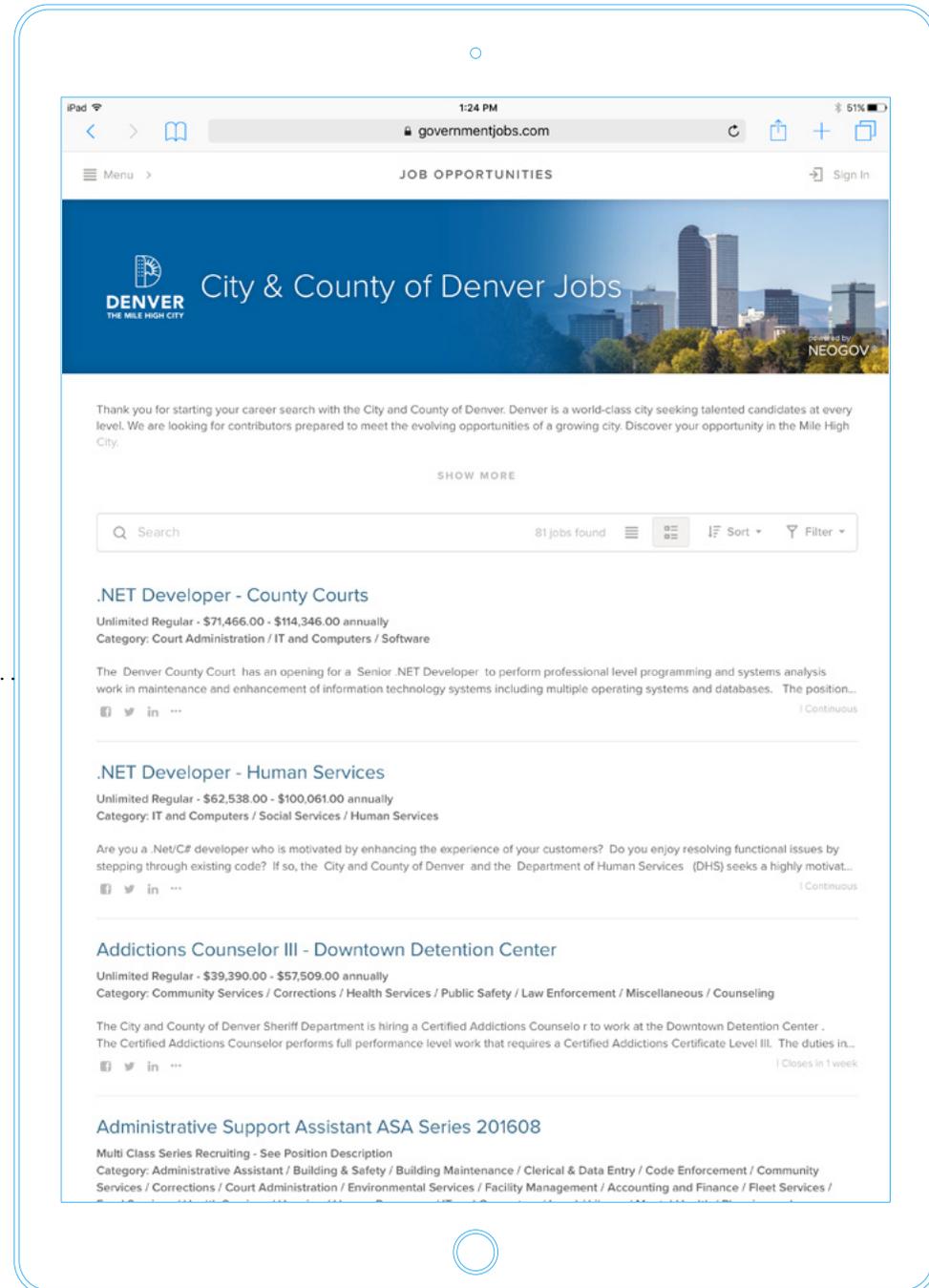


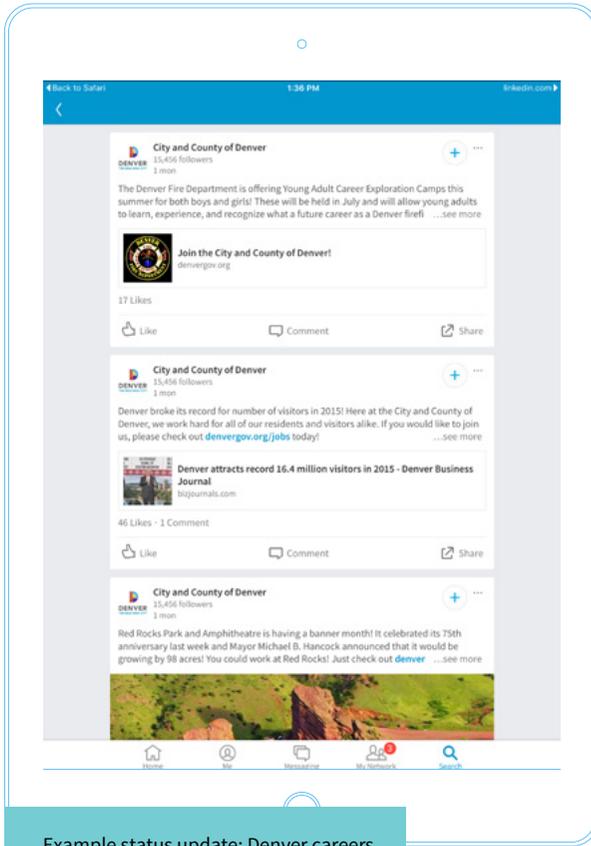
..... Want to see an example of a **strong employer brand**?



Take a look at the City and County of Denver, a local government arm that aims to present itself as a “world-class city” that’s seeking candidates that can tackle the challenges of a “growing population.”

This positioning, while short and sweet, highlights Denver as a city that attracts the best candidates and can provide challenging career opportunities. Moreover, the look and feel of Denver’s employer branding showcases a modern, technologically advanced organization.

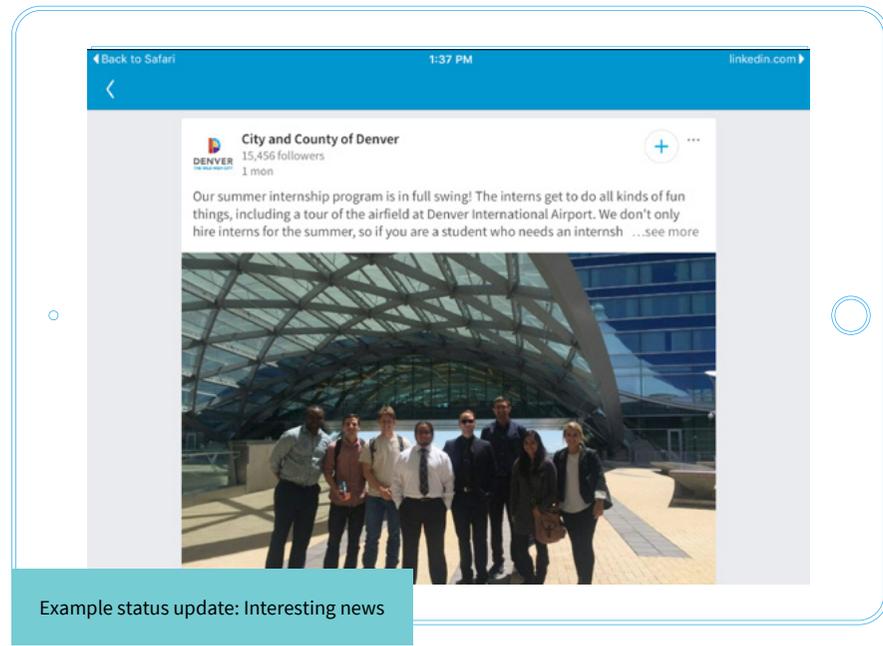




Example status update: Denver careers

The City and County of Denver uses its LinkedIn Career Page to build on this online identity and share interesting updates about its workforce and community. Take a look through recent status updates to see their approach to innovation and ongoing projects. You'll also notice a highly engaged audience who's interested in Denver's content and status updates. Denver also shares hiring updates from time to time, too.

+ For more details and tips on how to build your employer brand, take a look at [LinkedIn's Employer Branding Essentials Ebook](#).



Example status update: Interesting news

RULE #3:

Imagine that You're Hosting a Large, Digital Career Fair

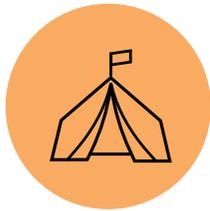


Let's take a step back to see how all of these tips apply to your recruiting strategy. You're likely relying heavily on in-person career fairs to get the word out about jobs at your organization.

From time to time, you might even run into potential hires from the private sector who may not have realized that roles were open in local government. Does this experience sound familiar?

RULE #3

Imagine that You're Hosting a Large, Digital Career Fair

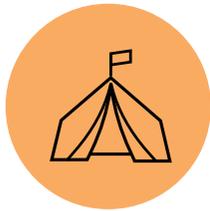


If so, just imagine what it looks like in a virtual world.

That's LinkedIn.

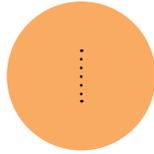
You're essentially reaching the world's largest audience of active and passive job-seekers, who are all conducting research about jobs in their field. By sharing stories about your organization and promoting the news that you're already publishing and sharing about your community (in local news outlets, for instance), you can build an audience around your open opportunities.

You'll want a low-touch, yet engaging way to be top of mind for your candidates. That's where LinkedIn Career Pages comes in. Your Career Page is the first impression that candidates will have of your organization and will illuminate your unique brand.



Here are some low-touch tactical tips that you can try, to start building your candidate pipeline, today.





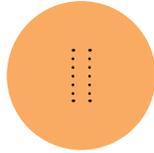
Step 1:

Build an irresistible presence

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: text, graphic, and even a video about your team.

Here's a checklist for what you need:

-
- ✓ **Attention-grabbing opening text:** Create a headline and summary that instantly energize your LinkedIn audience. Write like you want to hire — not like you want to be hired or sell your products.
 - ✓ **Rich media:** Share pictures, videos, blog posts, online presentations, and PR coverage that shed insight into your organization's culture and boost your brand.
 - ✓ **Certifications & awards:** Build credibility by sharing certifications earned, clearances obtained, and awards won.
 - ✓ **Employee quotes and testimonials:** Ask your team members to share their experiences.
-



Step 2:

Craft engaging status updates

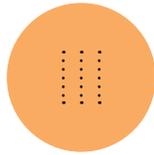
Any organization, large or small, can be a discussion leader. In addition to sharing blog posts from your own website, you can curate interesting articles from popular media channels. Make sure that your status updates are informative, catchy, and interesting: each status update should capture your audience's attention and encourage them to want to learn more.



Need inspiration?

[Check out this gallery of great status updates.](#)





Step 3:

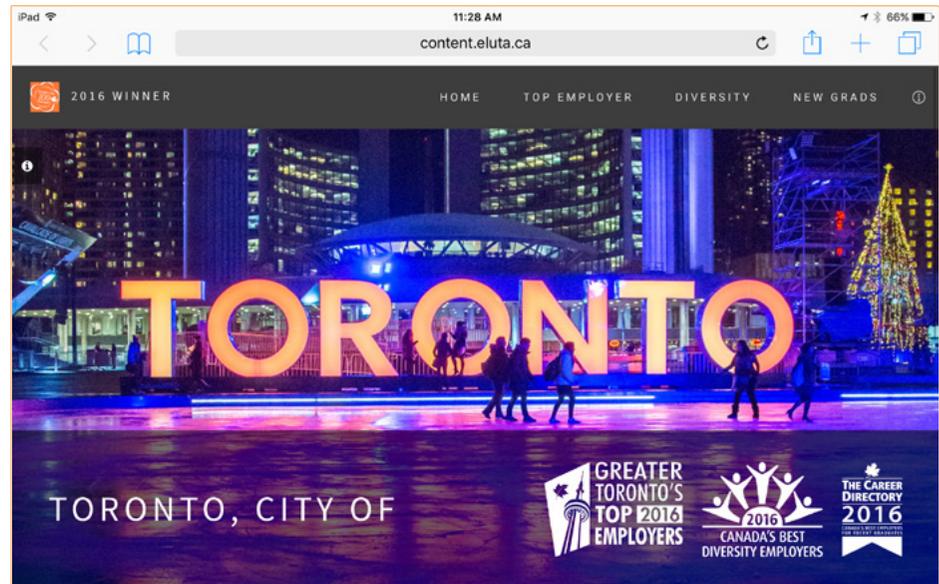
Build a follower base of potential hires

Your follower base is your talent community and candidate pipeline — LinkedIn’s research shows that 79% of Career Page followers are interested in new opportunities and 3x more likely to respond an organization’s recruiters.

Here’s how to get started:

- ✓ **Make your page easy to find on search engines.** Career Pages are search engine-friendly, so be sure to use keywords that your audiences are using to find your organization.
- ✓ **Engage your employees.** Ask them to like and share your updates through their social media accounts and add a link to your Career Page in their email signatures.
- ✓ **Announce your Career Page to your customers and partners.** Ask your community to follow your Career 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.

For inspiration, take a look at the City of Toronto. At every touch point, the city shares a powerful story about itself. You can instantly see it's rated as a top employer as a place to work and for diversity.



RECOGNIZED AS ONE OF GREATER TORONTO'S TOP EMPLOYERS (2016)

By Richard Yerema and Kristina Leung, Mediacorp Canada Inc. staff editors (Dec 8, 2015)

Here are some of the reasons why Toronto, City of was selected as one of Greater Toronto's Top Employers (2016):



- The City of Toronto offers exceptional family-friendly benefits, including a full year of paid leave for new mothers, parental leave top-up for fathers and adoptive parents (up to 37 weeks) and the convenience of onsite daycare, which employees can take advantage of upon their return
- Through its extended healthcare plan, the City of Toronto also offers employees coverage for fertility drugs, to a lifetime maximum of \$15,000
- The City of Toronto helps students and new grads gain valuable work experience through paid internships, co-op programs and summer student roles



City of Toronto urban forestry employee

A core pillar in Toronto's digital career fair strategy, however, is its interesting content.

The City continuously builds enthusiasm about available opportunities and its employer brand.



About the Program

The Toronto Urban Fellows program provides talented new professionals with an intensive introduction to the governance, operations and administration of Canada's largest city through a combination of full-time work experience and a series of seminars, tours and workshops.



Toronto Urban Fellows Cohort, 2015-2016



The digital community that you build around your city counts. The more people that know about your employer brand, the more discoverable your job postings will be. Publish great content, get discovered, and build a funnel of talented candidates who come straight to your organization.

No matter what, you can bring more efficiency to your sourcing and online traffic-building strategy.

RULE #4:
**Work Smarter,
Not Harder**



The LinkedIn network is comprised of millions of member's profiles. And, with LinkedIn Job Slots, all this profile data gets automatically filtered through to match the right jobs with the right candidates across the network – so you can to send the right audience the right message.

RULE #4

Work Smarter, Not Harder



With Job Posts, you can:

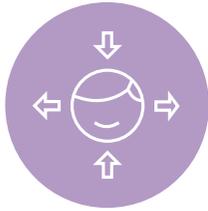
- ✓ Use the world's largest professional network to reach candidates you can't find anywhere else
- ✓ Automatically get your jobs in front of candidates with the right skills and experience even if they aren't active job seekers
- ✓ Get a curated list of members who could be a strong fit for your open roles
- ✓ Use management tools to filter, tag, track, and share top candidates with the rest of the team
- ✓ Review analytics and insights to see how the job postings are performing

RULE #5:

Make It Easy to Manage Direct Outreach



As soon as you've identified your ideal candidates, you can start building a more personalized relationship with them. In addition to boosting your employer brand by sharing interesting content on your Career Page and creating a pipeline of applicants through targeted Job Postings, 1:1 outreach can help you kickstart relationships with key hires.



There are two features within LinkedIn's Recruiter tool that can help you find, contact, and build these important relationships with anyone on LinkedIn:

1

Search

The search functionality within LinkedIn Recruiter can help you identify and narrow down potential applicant pools with a few clicks. This process is especially helpful for reaching candidates with specific experience and finding the right talent faster.

2

InMails

InMails, LinkedIn's email platform, can help you connect with anyone on LinkedIn. Guaranteed delivery means that you're only paying for messages that reach your target audiences. And with Sponsored InMails, you can run an outreach campaign to reach people 1:1 at scale.



Why Recruiter?

LinkedIn's most powerful search tools and recruiting-specific filters can help you find the perfect hire.

More efficiency boosters:

- ✓ **Save candidates to projects.** Not every candidate will be ready for an immediate career move. Some people are only passively looking. Others will be a better fit for a future role.
- ✓ **Define criteria for success.** Know your ratio of screens to hire so you can know how many candidates to reach out to. Measure progress, over time, by seeing which recruiting channels work best (i.e., employee referral programs and direct sourcing) over time.
- ✓ **Pre-screen top performers.** Before placing candidates in your pipeline, send mutual connections an InMail to find out whether they are a cultural and performance fit with your organization.

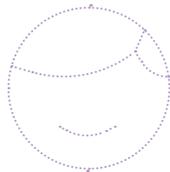


Why InMails?

Direct outreach can help government recruiters connect with key target groups such as top performers in corporate and nonprofit sectors who may not be a part of your talent pool.

Craft InMails to share what roles might be open, why you think the candidate might be a great fit, and the unique value that your team can bring to the candidate.

Well-crafted InMails can add tremendous value to the hiring process. With a response rates that's on average 3x higher than regular email, InMails offer you a way to connect with the best (and toughest to reach) candidates on LinkedIn.



When you message them, make sure to explain:

- 1 The role's main responsibilities
- 2 Why you contacted them specifically
- 3 The projected salary range



InMails will be especially important for local government recruiters who are aiming to reach millennials, according to research from LinkedIn Talent Solutions. More than 90% of this key demographic segment of job seekers say that they're open to learning about jobs over email and 79% report they're open to receiving messages on LinkedIn.

Tips to generate the highest InMail response rates:



Grab their attention. Your InMail's subject line is the first thing that candidates will see when you reach out to them. And, with more and more messages being read on mobile devices, subject lines need to be short and extra compelling.



Personalize your message. Put yourself in the shoes of someone who's receiving your message out of the blue. You'll need to connect with this person — right off the bat. You can mention a skill or previous position that you noticed on their profile or talk about a blog post that they recently shared. You can also bring up a group membership you share. (Hint: To identify potential candidates, join LinkedIn groups about local government.)



Describe your local government team. Candidates may not know what it's like to work for local government, so it's important to explain some basics — who you are, what you do, and the perks you offer (like retirement packages often unique to government roles). Be very clear about the value that your specific organization provides, and sell the experience to candidates. For added context, you can include links to your website, videos, and LinkedIn Career Pages.

RULE #6:

Don't Forget About Mobile



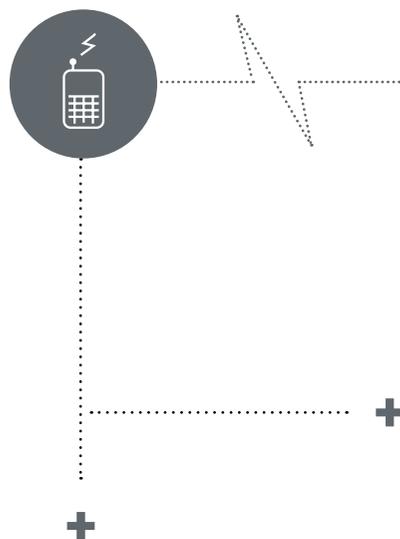
With more and more candidates using their phones to find open roles, and in some cases, even fill out and submit job applications, mobile is an immensely valuable part of your recruiting strategy.

RULE #6

Don't Forget About Mobile



Research from LinkedIn has found that millennials, especially, like using their phones when browsing job opportunities, so an effective mobile strategy will be essential for local government recruiting teams who want to reach these audiences. The key to developing a mobile strategy means understanding how job seekers interact with career opportunities on mobile.



LinkedIn's Mobile Recruiting Playbook breaks down how job seekers interact with career opportunities online. [Get it here.](#)

The building blocks of a successful mobile recruiting strategy can be broken down into 3 pillars.



Learn

- Optimize your career site
- Optimize your jobs
- Optimize your email/InMails
- Time your outreach



Apply

- Optimize your mobile apply process



Engage

- Communicate with candidates immediately, even on the go
- Communicate with hiring managers
- Provide an innovative on-site candidate experience

How professionals interact with career opportunities on mobile (includes smartphone or tablet)

Active Candidates	Passive Candidates	
74%	60%	Have viewed career opportunities sent to their inbox
72%	62%	Have visited a company site to learn about careers
67%	53%	Have browsed career opportunities on job board sites
64%	58%	Have browsed career opportunities on social and professional networks
45%	24%	Have applied to a job
43%	21%	Have uploaded a resume to send or attach to a job application
22%	11%	Have downloaded a company app in order to apply to a job



Should I optimize my site to be viewed on phone or tablet?

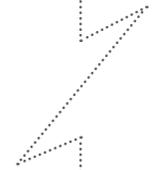
Our stats show that more job seekers look at jobs on tablet, but you cannot ignore the phone experience. Save yourself time and go for mobile responsive design which adapts to screens any size.



Should I invest in building out a mobile app vs. a mobile optimized career site?

Only about 11% of candidates have downloaded a company's career app on their mobile device. However, over 62% of them have visited a company's career site. Save time and money and invest in your site instead of building a complicated app.

LinkedIn September 2013 survey, 787 US and UK professionals



Simple Tips for Effective Mobile Recruiting:

- ✓ **Make it simple for candidates to filter jobs by function and department.** Ensure that search works on mobile. Keep job descriptions short and easy to digest.
- ✓ **Create an easy mobile application process.** Is it intuitive to upload and submit key documents? You can even have candidates for high-competition roles submit their information over LinkedIn instead of going through your organization's career portal.
- ✓ **Do away with a long submission process.** Lengthy applications pose major points of friction, even for active candidates. A simple change is to eliminate unnecessary questions that a candidate probably won't fill out on a mobile device.

TIPS & STORIES

San Francisco



How San Francisco is future-proofing its recruiting strategy

Navigating one of the world's most competitive and complex talent ecosystems, the city and county leverages LinkedIn to reduce risks and streamline costs.



TIPS & STORIES

San Francisco

The Story

The need to reach stellar candidates in a competitive hiring climate

With more than 800,000 residents, an ever-growing population, and a booming tech industry, San Francisco has emerged as one of the most desirable places to live and work in the United States.

The market is full of technical professionals, but with tech giants like Apple, Google, and Facebook, plus a wide array of venture-backed startups, it's an extremely competitive market for technology jobs. For the City and County of San Francisco, it's a challenge to recruit and hire the best possible technology professionals.

"One of the pain points for the city and county is recruiting technologists,"

said Alby Bocanegra, Manager of Talent Acquisition at the City and County of San Francisco.

Tech companies offer perks like commuting shuttles, ping pong tables, and gourmet lunch buffets, which are attractive to many candidates. But local governments offer something else – the ability for technical professionals to use their skills to benefit the greater good.

When Bocanegra was hired, he was intent on building a recruiting pipeline that truly engaged possible candidates, and took a more proactive approach to finding the best, civic-minded professionals for the city.



TIPS & STORIES

San Francisco

The Goal

An engaging recruiting and hiring process that captured the best talent in a short amount of time

Bocanegra knew that the city couldn't offer some of the same perks as the tech companies in Silicon Valley (i.e., slides in the office, on-site doctors, company-sponsored vacations on personal time), but he also knew that these same technical minds have a strong civic calling. He knew that recruiting success would come from reaching people who want to do something great for their local communities.

And when it comes to civic responsibility, the City and County of San Francisco has a lot to offer its candidates – they serve a technically-minded population, and are working on providing Wifi in public parks, developing a small business portal to make it easy to get permits, and doing other activities that make a definitive impact in the local community.

The challenge for Bocanegra? Reaching the right candidates.

In the past, the city had posted jobs, expecting professionals to come to them. There was no active recruiting process, and the jobseekers weren't aware of all the interesting projects the city was working on.

"We can have all these interesting problems and all the forward-thinking technology here at the city, and we can have a great CIO that really cares about this stuff," said Bocanegra. "But if job-seekers don't know about it, or the community doesn't know about it, then we can't really use that as a selling point to candidates.

The city and county needed to communicate its offerings to candidates in order to recruit the best and brightest.



TIPS & STORIES

San Francisco

The Solution

An engaging recruiting and hiring process that captured the best talent in a short amount of time

The City and County of San Francisco did not have a large presence on LinkedIn before Bocanegra joined the team. But he saw an opportunity – LinkedIn could be used to tell the city's story and reach job seekers where they are. Through Recruiter and Career Pages, two of LinkedIn's core products, the City and County of San Francisco is building a long-term pipeline of potential hires.

"LinkedIn allows us to tell our story and build our employer brand," said Bocanegra. "It helps us engage candidates. Once we've shared our message, people will start following us. Maybe they're not looking for a job today, but maybe next year, or six months from now, they'll consider us as an employer."

But LinkedIn also helped San Francisco's recruiters do candidate research. In Bocanegra's opinion, the ability to source talent is the number one most important thing recruiters can do to find the right candidates. With LinkedIn, the team can run targeted and efficient searches to match up profiles with the positions they're looking for.

"In LinkedIn we're able to post the job with the working title, and tailor the job description a little bit, tailor it more to the right, not just skill set we're looking for but actually the right fit in terms of profile, in terms of behavior, where on an HR system you really just have to stick to the facts about the position, the responsibilities and the requirements."



The Future for San Francisco

A city and county that gets more of the right applicants

The City and County of San Francisco has many departments, from The Department of Public Health to the Municipal Transport Agency to the public libraries. Bocanegra heads up the technology sector, and offers support to many other departments.

Right now, LinkedIn is being used to test a more centralized recruiting approach, especially for jobs that require technical skills. In this way, Bocanegra's department is acting as a recruiting firm for the rest of the city.

Although LinkedIn has only been rolled out in some departments, Bocanegra is already seeing results. "Our applicant flow is fantastic," said Bocanegra.

"Before we really started to use LinkedIn to promote jobs, I was seeing maybe 10, 15, 20 candidates, just on the average. We recently posted a position for a digital strategist, and we had over 200 applicants."

TIPS & STORIES

Seattle



How Seattles modern approach to job recruitment attracts more qualified job candidates

To attract more tech talent, the City of Seattle is using LinkedIn to identify and connect with potential candidates for a more efficient recruiting pipeline.



TIPS & STORIES

Seattle

The Story

A need for higher quality candidates

Competing for talent with the likes of Amazon, Microsoft, Google, and Boeing, Seattle's city government faces major challenges in regard to talent recruitment.

Add the fact that nearly half of the city's current government workforce is eligible for retirement, and it becomes clear that now, more than ever, talent acquisition is a top priority for the city.

"We weren't getting as many high quality candidates using our old recruiting strategies,"

said **Yoshiko Matsui**, Sr. Manager of Talent Acquisition at City of Seattle. "Over the last three years, we've had to use a more proactive approach to get more viable candidates."

The new strategy, which includes a major networking and recruitment component via LinkedIn, has already begun to increase both the volume and quality of applicants for city-based employment and has helped fill civil servant roles – despite the fierce competition.



TIPS & STORIES

Seattle

The Goal

A proactive strategy for capturing civic-minded talent

Looking for the best possible candidates in a highly competitive technical environment, the City of Seattle needed a way to connect with more passive candidates as well as a strategy for attracting top civic-minded talent. They needed a way to get in touch with the talented professionals in the area who cared deeply about their communities and giving back.

And with 40-50% of the current city government workforce eligible to retire, Matsui needed to come up with a proactive strategy for recruitment.

“Since the economy has turned around, the housing marketing in Seattle has exploded. Many folks feel more financially stable and the number of those looking to retire has increased. We’ve had to look for ways to be proactive and to position ourselves as an employer, which is hard when you’re in the shadow of great companies like Starbucks and others with great culture,” she said.

Matsui is focused on using LinkedIn for a more modern approach to recruiting, in which city departments can not only reach more relevant, qualified talent, but that can be used proactively to spot and build a network of connections to speed up the process overall.



TIPS & STORIES

Seattle

The Solution

A new methodology for connecting with relevant candidates

One of the first things Matsui encouraged was for city departments to switch from a “post and pray” method of recruiting (post a job, wait for applications) to using LinkedIn for proactive networking.

That meant thinking beyond the HR department and getting the actual hiring managers within different city departments involved in the new hiring strategy – and getting them to start engaging with others on LinkedIn.

In the beginning, Matsui noticed it was challenging to get large city departments on board with this new tactic, but through ongoing education and sharing early results that indicated its efficacy, people began to see real value in using LinkedIn.

But posting jobs via these more modern methods made the City of Seattle re-think their employer brand, too. “Before, all of our job descriptions were technical and dry,” Matsui said. “We used words like ‘incumbent’ and had a list of duties. We started switching up these descriptions to make them more inviting.”

Rather than using technical language, Matsui has focused on creating job advertisements that get people to pause and look at the city as an interesting, fulfilling employer.



TIPS & STORIES

Seattle

Seattle: Moving forward

Finding & attracting more applicants interested in giving back

The City of Seattle is mobilizing its employees and leaders within very large city departments like public utility, the police department, and others to be proactive on LinkedIn by appointing ambassadors who head up new networking efforts. These efforts have helped departments engage candidates who want to speak directly with the hiring manager for different roles, and has broken down previous barriers that kept candidates from reaching out.

Outreach has become a key element in this strategy as well, both internally and externally. To empower current city employees interested in leveraging LinkedIn, Matsui is offering classes on how to build a LinkedIn profile and how to use it for professional networking. City departments are also taking advantage of other social platforms and are developing blogs to connect with candidates.

"LinkedIn has been very successful for us in terms of finding the talent we need," he said. "If you can reach one person, you can tap into their network – and they might have a colleague they can recommend."

Moving forward, the City of Seattle will continue working to attract more candidates for public service roles, focusing efforts on finding candidates who are invested in making a lasting impact on the community.



Explore What's Possible



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We can't wait to hear your story and explore ways that we can work together.

