

CITY OF MADISON

Recruitment Strategy Guide

PURPOSE

Introduction

Talent Management is the strategic HR process designed to attract, hire, develop and retain talented people who help drive the success of the organization. Talent Acquisition recruitment strategies align with the first component of talent management.

1. Acquire – attracting talent including recruiting and hiring staff; and onboarding new staff
2. Align and Develop Talent – employee check-ins; one on one conversations; goal development and work planning
3. Accelerating Talent – learning and development; growing and developing
4. Assessing Talent – performance management and succession planning

Purpose and Components

The goal of the talent acquisition process and this accompanying recruitment strategy guide is to identify current and future talent, to ensure a thriving and successful organization that delivers the highest quality services, while providing a fair and orderly system of governance. The purpose of this guide is to assist agencies, hiring managers, and human resources professionals in acquiring top and diverse talent.

This guide includes City of Madison organizational strategies as well as individual recruitment strategies useful for agencies and hiring managers. The appendix to this guide includes additional recruitment tools including a recruitment plan template that is easy to use and will improve hiring outcomes. This guide also includes best practices, sample social media posts, and information on accessing applicant outreach events.

There are many benefits to engaging in strategic talent acquisition. Main benefits include:

- Getting the right person for the right job. By identifying the competencies needed in a certain position and by addressing the strengths and developmental needs of individuals during recruitment and employment, the organization can increase the success and productivity of the individual at the same time it meets its own needs.
- Attracting and top talent through better hiring and promotion. Quality organizations are filled with quality people at all levels of the organization.

Acquiring Talent

The Talent Acquisition Specialist (TAS) is responsible for helping hiring managers identify specific objectives and outcomes that match the interest and needs for the selected agency and for identifying recruitment strategies to targeted applicants.

This Specialist assists in a variety of ways including but not limited to the following core activities:

- Participating in equitable hire hiring tool discussions
- Engaging in targeted recruitment activities for hard to fill positions
- Posting notices and opportunities on social media, through external partners, and on the City's job site
- Attending recruitment events on behalf of the City to attract a diverse group of applicants to City jobs

RECRUITMENT STRATEGIES FOR HIRING MANAGERS

Planning for recruitment

Planning your recruitments will make your recruitment go more quickly and be more likely to attain desired results. Planning should include creating a timeline of all necessary tasks, creating all needed documents ahead of time, and completing the Equitable Hiring Tool.

- Step 1: Create a [timeline](#) for your hiring process
- Step 2: Complete the [Equitable Hiring Tool](#)
 - Identify responsibilities on the position description
 - Once the requisition is approved, hiring managers are encouraged to use the Equitable Hiring Tool if it hasn't already been done.
 - The Equitable Hiring Tool is a checklist and guide to ensure barriers for marginalized people are removed, and each hiring decision for the City of Madison is as equitable as possible.
- Step 3: Fill out the position description and complete the [Request to Fill Vacancy form](#):
- Step 4: Fill out a [Talent Acquisition Plan](#) and turn into the TAS in City Human Resources or your HR Analyst.
 - The Talent Acquisition Plan is a fillable document that allows hiring managers to select desired recruitment strategies and have those implemented by HR Analysts or the Talent Acquisition Specialist.

Automatic Job Postings by Human Resources

The Job Posting is the announcement that will go on the City Website. This contains information such as the type of recruitment (open versus limited to City employees), the general and specific job duties, minimum qualifications, and special requirements. The posting will also identify any supplemental questions that may be required as a part of the application process. At a minimum, external recruitments are posted one to two weeks.

When job postings are active, the TAS will email the City's *Agency Contacts List* and *Affirmative Action Mailing List* with the link to the postings. (Internal postings go on the City webpage under Internal Promotions and Internal Job Openings, and are emailed to all Agency Contacts, but are not posted widely to the public). Hiring managers can request a City formatted email blast of their job posting by checking the appropriate box on the Talent Acquisition Plan. These branded email blasts are more visually appealing, and contain relevant information about the position, salary, and closing date and can be used for outreach to specific individuals.

The TAS will handle all advertisements. Human Resources will advertise as appropriate to attain a qualified pool of applicants. This may involve newspaper ads, ads on internet sites, ads in industry-specific

publications/websites, etc. Open and Competitive positions are posted to the following by City HR automatically:

- City of Madison JOBS webpage
- Job Center of Wisconsin
- All Agency Contacts List
- City HR Facebook, Twitter, and Linked In accounts
- Indeed
- Handshake where appropriate – Colleges and Universities

Additional Recruitment Strategies

1. Specialized Postings.

The TAS can also post positions in job related associations and groups. Hiring managers can use the Talent Acquisition Plan to identify appropriate groups for posting based on the budget available for recruitment. Hiring managers may be able to get discounts on this advertising if they are a member of an association or group. Hiring managers should also consider City partner programs for posting, as well as locating potential school programs that could be a source of candidates. City partner programs include, but are not limited to Latino Workforce Academy, Wisconsin Regional Training Partnership/Big-Step, Centro Hispano, Operation Fresh Start, Boys and Girls Club, Urban League, and the Progress Center for Black Women.

2. Targeted Recruitment Process

Hiring managers can also request a targeted recruitment be completed by checking the appropriate box on the Talent Acquisition Plan and email the Plan to HR@cityofmadison.com, with the words “Targeted Recruitment Request” in the subject line, and information about the position in the email. The necessary information includes the job title, posting dates, and a little bit about your ideal candidate.

- Once your request is received, the TAS uses a variety of means to locate candidates. Key words are the key to finding the right candidate because we use words that match the verbiage in your job posting or ideal candidate description.
- After candidates match the search criteria, they are separated into “Projects” to keep track of the status of candidates moving through the recruiting process and it reduces duplication work in searching for candidates.
- When Candidates have been separated into “Projects,” warm leads are more likely to respond favorably to outreach from our company because they are being individually recruited.
- When talent is separated per recruitment, we direct message the candidates through email which enables you to send a direct message to potential candidates – no contact information needed. It’s the best way to contact and attract passive and in-between candidates. By using email specific to a social media platform, efficiency is created.
- A sample target email reads as follows:

*Hello **{Name}**!*

*After looking at your profile we think you would be a great fit for our **{Position Title}** position at the City of Madison. **{Introductory line from job description}**. I believe your experience and skill*

set would be a great fit for this role. If you're interested in this position, it would be most beneficial to apply and advance through the link provided in this message or directly through the position on our www.cityofmadison.com/jobs website.

{Insert Link to job}

Closing

3. Career Fairs and hiring events

- Career Fairs can be accessed through the [Outreach Event Calendar](#). If you are interested in attending a career fair to talk with prospective candidates about your job, email the [TAS directly](#) to make arrangements to attend. As the hiring manager, you are the best person to sell your jobs, but we will do that with you. When you attend a career fair, you will typically be paired up with an HR professional who can make this an easy process for you.

Promote your brand/jobs by decorating your booth and providing business cards, network, develop company reputation through public interaction, think of thought provoking questions to ask attendees and stay in contact with attendees following the completion of the event.

4. Social Media Outreach

- Locating potential candidates through targeted recruitments

To request a LinkedIn slot, email the TAS or fill out our Talent Acquisition Plan. When creating effective social media campaigns, make sure to use hashtags, exclamation points, emojis and personalized postings to demonstrate engagement.

When attending career fairs, highlight the fair prior to the event, use language like, "Join us for College Transition and Career Day with Madison College," and link to the posting. After career fairs, it is best practice to post acknowledgement of the event and appreciation for the partnership.

Best Practices

- Plan your recruitment timeline ahead of time to minimize the impact of delays on applicant pools
- Maintain relationships
- Encourage coworkers and others to share job postings on their social media pages
- Have an updated and nice-looking LinkedIn page
- Attend related conferences and advertise your job there
- Simplify job postings and minimum qualifications
- Early and clear communication with Subject Matter Experts and interview panelists.
- Development of clear and precise questions and benchmarks which reflect the knowledge, skills, abilities and qualities the candidate is looking for
- Contacting your HR Analyst to get direct feedback on your questions and benchmarks

ORGANIZATIONAL STRATEGIES

The City's recruitment strategy is a five-pronged approach that focuses on partnerships, planning, purpose, pathways, and outreach.

Partnerships:

The City focuses on creating partnerships that build pathways into the organization where training programs meet skills gaps. Examples of partnerships include the Operation Freshstart program that provides training to applicants on construction and conservation work. We then post positions and link program participants to those recruitments to ensure we are providing opportunities to our partner organizations, and we are getting a diverse group of skilled applicants into our positions.

The City is working to streamline the hiring process with these valuable partners to ensure a healthy talent pipeline into the City's workforce, rather than allowing that talent to go elsewhere. We also hold hiring events and other non-traditional hiring processes especially for hourly positions where competition for talent is at an all-time high.

Purpose:

The City focuses branding around the meaning provided to employees of having a job that has impact on the community. Focused branding is essential to helping candidates identify the City of Madison as a top tier employer and a great place to work. Examples of how this branding is used is evident in City job postings and social media outreach. Examples of language used in outreach materials includes:

- *Do you want to work in an organization that serves your neighbors and fellow community members? Check out the (position) in the (agency) division/department!*
- *We are looking for great people who want to make a real difference in their communities. Join the City of Madison and be part of a smart, innovative team looking to build a great city today and tomorrow. Apply!*

The City also uses examples of the work being done in the community by current City employees to enhance outreach and provide applicants with a realistic job preview. Some of the mechanisms used to promote this City work include:

- Agency and Citywide Newsletters
- Recognition ceremonies
- Employee stories and snapshots tied to recruitments
- Hiring events
- Future workforce learning events

Planning:

Agency Managers and HR Analysts utilize short and long-term planning tools to assist in efficient and effective means of bringing diverse talent into the workforce.

- Equity Tool Use
 - Equity within the workforce gives access to a greater range of talent, and the Equitable Hiring Tool ensures relationship building that would have otherwise been undermined. It is imperative this tool be used with a group of people from diverse backgrounds. This may include a combination of people of different genders, persons of color, differently abled people, people from within and external to the agency, and numerous other groupings
- Planning effectively to reduce time to hire before job posting closing dates
- Using data to target

Planning in advance helps the organization remain prepared for unexpected vacancies. It also allows the organization to ensure the City has high levels of workforce diversity and that we are meeting our mission, vision, and service needs.

Pathways

City agencies work with HR Analysts to build career pathways that will attract applicants with a growth mindset and the needed competencies to provide value to the City. These pathways come in the form of apprenticeships, career ladders, trainee programs, and through our leadership development programs.

- Apprenticeships
 - Apprenticeship programs offer paid, high-quality pathways in which employees are provided on-the-job training and related instruction within the workforce in order to gain valuable experience.
- Career ladders
 - Career ladders allow for employees to advance within their careers in a clear and linear way. Within a Career plan there are developmental plans that allow for employees to work towards a senior position that offers more responsibility and more pay.
- Trainee programs
 - Trainee programs offer a skills development program that includes a work placement. It can last from 6 weeks up to 4 years.
- Leadership development programs
 - Leadership development programs develop leaders at each level through differentiated, practical development that is responsive to the intersection of people's identities, specifically race, gender, sexuality, and disability.

City pathways ensure talent does not go elsewhere to develop professionally. Rather than needing to spend resources on City recruitment efforts, talent development also provides good cross training and retention of organizational knowledge.

Outreach:

The City uses a variety of outreach tools to connect to potential applicants. These outreach tools are primarily through email and job postings, social media outreach, job recruitment events, and targeted outreach to potential qualified applicants for City jobs.

- Maximizing reach to meet people where they are and information about the City's master plan
 - The City maintains a standard calendar of recruitment related events we attend with an average of 3 events per month. We track attendees at the events and foster partnerships with the organizations that sponsor the events aimed at building additional pathways to employment.
 - HR social media is active 5-6 times per week to ensure ongoing visibility of our City account, and reposts partner posts and experiences that highlight the City partnership.
 - For the calendar of events, please see our regularly updated [outreach event calendar](#).
- Social Media Actions (move to under targeted recruitment strategies)
 - The City posts all job fairs and partnerships we are attending on Twitter, LinkedIn and Facebook. When doing so, we post in advance to ensure high attendance, thank our partners for the experience, and follow up with photos and highlights.
 - The City also posts specific job opportunities that highlight the benefits and responsibilities of positions we have posted, as well as where to apply.
 - We also use curated stories about the great work City employees do in a way that communicates to our community the value of that work, and attracts potential applicants interested in public service.
 - The City shares important data that tells a story about what we do at the City of Madison and uses branded hashtags to link media.
- Targeted Recruitment Strategies (explain WHY and/or what –why we don't "post and pray anymore")
 - The City uses targeted recruitment strategies at the request of individual hiring managers. Once a position has been designated as appropriate for targeted recruitment, our TAS does all of the following:
 - Reaches out to individual potential applicants by sourcing applicants through identified contacts, key word searches, and similarly situated organizations.
 - The TAS makes email contact with the potential applicants sharing information about the opportunity, information on the application process, and a welcoming greeting.

TALENT ACQUISITION TOOLS

- [Talent Acquisition Plan](#)
- [Equitable Hiring Tool](#)
- [Outreach Event Calendar](#)
- [Sample Recruitment Timeline](#)
- [Template social media campaign scripts](#)
- [Sample Targeted Recruitment Email](#)
- [City of Madison Photo Library](#)

CONTACTS

For more information on the hiring process, please check out our [Supervisor Resources Page](#).

For specific questions, please reach out to your HR Analyst who supports your department. You may also email any time at hr@cityofmadison.com. If you need to reach out to the Talent Acquisition Specialist, you are welcome to email hr@cityofmadison.com, or to reach out to Javian Dayne directly at jdayne@cityofmadison.com.

We welcome your feedback and look forward to working with you.