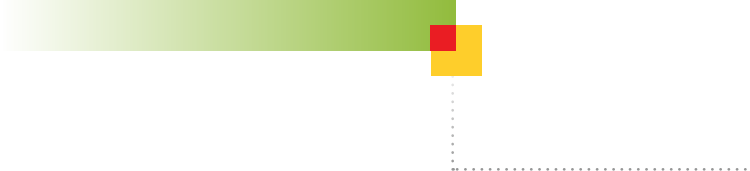# Reimagine recruitment for the next generation.

How to boost your government brand with a better recruiting experience.

It's no secret that the job market is currently facing a complicated mix of opportunities and challenges. For government agencies in particular, one main challenge is attracting talent from careers in the private sector.

And there's a lot at stake. On one hand, according to Governing, government employees are increasingly looking to accelerate their retirement, and the White House is also reporting that up to 30% of the US workforce will be eligible to retire in the next five years. What's more, many of these jobs are highskill and difficult to replace. And because the average age of government employees is high, it's crucial to recruit young talent that can potentially establish a long career in government—all while filling those skill gaps.

On the other hand, employee experience in the public sector is trailing other industries. According to Forrester, only 43% of government workers are satisfied with their job at their agency (compared to 54% in other industries).

Forrester found that the government employee experience falls short.

38%

feel like their agency is there for them when they need it.

43%

are happy to work at their agency.

52%

consider leaving their jobs voluntarily.

21%

say they have a high-quality employee experience.

Source: Forrester, MissionSquare Research Institute

In short, the public sector competes for the same talent as the private sector—but attracting and retaining that talent is where things can be a bit tricky. In this guide, we'll explore what it takes to not just find and hire great employees—but also create meaningful employee experiences that support meaningful work. That's how you'll keep them around for the long haul.

It all starts with a strong brand.

No matter what industry people work in, they want to be proud of where they work—meaning you need to invest in a cohesive, easily identifiable brand. One that feels empathetic, mission-oriented, and authentic.

The State of Oklahoma took this to heart and reimagined its entire brand experience. In less than six months, the team used a complete enterprise solution to propel its digital experience into the future. With robust content management, analytics, and journey management tools, paired with a powerful digital workflow solution, the State of Oklahoma is all in on delivering stellar, modern web experiences.

Now, whether citizens are interacting on desktop or on smartphones, they can quickly find exactly what they need, which has resulted in a boost in resident traffic, service enrollment, trust, and positive public engagement. As a result, employees for the State of Oklahoma get a more positive employee experience—they get to do high-value work that makes a difference for potentially millions of people. All while working for a trusted government brand.

Watch the story

> " States are competing for the same investment, jobs, and workforce. We want to make sure that our front door was the one you'd want to go through.

Amy Blackburn
Division Director, Marketing Communications,
State of Oklahoma
From Adobe Experience Makers Live 2022

How to build a trusted government brand that stands out.

Keep in mind that your brand is more than just great creative materials. Don't get us wrong, we know all about creativity at Adobe—but creativity is just one piece of the brand identity puzzle. To truly create an identifiable and trusted government brand is a strategy that centers your brand around people, as well as creating an experience—for both your employees and customers—that aligns with your mission.

☆ ☆ ☆

Here are three key aspects you can focus on to boost your brand impact:

EASY-TO-USE WEBSITE

TAILORED CONTENT

MOBILE ONBOARDING

- **A clean, easy-to-use website** that clearly communicates your agency's values
- **Content and messaging** that's tailored to each person before, during, and after the application process
- **Smooth onboarding** that's designed primarily with the mobile experience in mind

Let's take a look at each of these three pillars of a great brand experience in more depth—including steps you can take to get started.

Started   Submitted   Reviewed   Hired
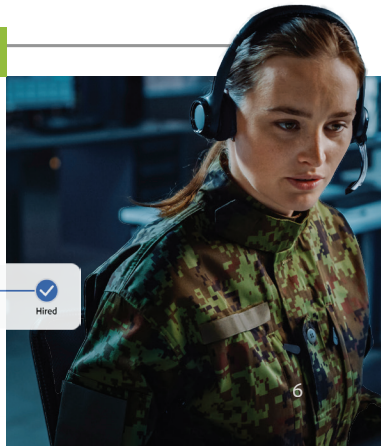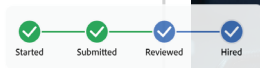
Recruitment runs on the web.

As the digital front door to the public, your website is one of your most valuable recruitment tools. Talented people across the country rely on modern, simple websites to find and apply for jobs—especially with a major shift to remote work.

" Websites are the front door of any business. And all states are businesses.

Amy Blackburn
Division Director, Marketing Communications,
State of Oklahoma
From Adobe Experience Makers Live 2022

Vital to a great website experience is a clear statement of what your mission is. And how your culture supports that mission is critical to its success.

Essentially, it helps to keep a couple guiding questions in mind as you build a website strategy:

1. What will prove to talented people that they'll be happy here?
2. How can we communicate that to them?

Answers to those questions are going to be different from agency to agency. But there are a couple universal principles anybody can apply to improve the website experience.

Offer a multilingual, mobile-first experience.

To be sure that your applicant pool is as diverse as the people you serve, you need to design a website to reach all audiences. And a modern content management system (CMS) makes it easy. It can automatically adjust content for different viewing platforms and publish sites in multiple languages, which means you can deliver a consistent experience to each potential employee. And if you really want to find the best of the best, be sure to create an equity action plan that ensures equal access to and consideration of all communities.

Provide quick answers to questions.

In their quest to secure a public sector job, potential employees come to websites with so many questions. They look to better understand the scope of the role, the history of your agency, how to quickly apply, and more. To ensure you make it easy for job candidates to find answers, you need a strong content strategy

and a website that's laid out clearly. One way to do this is by building a hiring center that's designed specifically with potential talent in mind. Use this center to showcase all the effort that goes into your work. And if you can do it through strong storytelling or persona-driven content, that's an even better way to connect with job seekers.

By focusing on these two key principles while keeping your potential talent at the core of your strategy, you'll be able to build a more efficient—and satisfying—application experience. You can learn more about the value of a strong CMS in our new guide, *Make Today's Government Dream a Reality*.

A personal touch can make all the difference.

Potential candidates for government jobs are just like any consumer in any industry—they have a problem and they're looking for a solution. This means that, like other industries, you need to be sure that you're delivering the right message at the right time at the right place to your targeted talent.

> " Relevance is the key to building trust.
>
> **Amy Blackburn**
> Division Director, Marketing Communications,
> State of Oklahoma
> *From Adobe Experience Makers Live 2022*

Create the right message.

To deliver a great experience for your job candidates, it helps to think of them the same way you would about the citizens you serve. Potential employees deserve the same timely communication with personalized messaging at the core.

Try to make each interaction feel relevant, even if you've decided to move on with other candidates. Nothing makes job seekers feel undervalued or underappreciated quite like an automated rejection email that's had little thought put into the actual messaging.

For example, a well-qualified candidate may not have been the perfect fit, or maybe other candidates were stronger matches for a role. Rather than sending a message that their experience didn't match the job requirements, consider focusing on other facts—like your agency has simply decided to move on with other candidates. You can also send recommendations for other roles they qualify for that may be a better fit. And always be sure to keep your tone empathetic, encouraging, and warm.

Deliver at the right moment.

Great communications extend well beyond just messaging. Knowing the right moments to keep the conversation going is crucial, whether before or after an application has been submitted. One way to help make these experiences smoother is by using an advanced content delivery solution to help you segment and deploy content at different points in a candidate's journey.

Send to the right places.

We've already touched on how important it is to design for all devices. But when it comes to getting the word out about job listings, you need to be sure you're publishing them on the right websites. One of the biggest issues is awareness—20% of recent

graduates surveyed in a Qualtrics study said they were unaware that there even were federal jobs available to apply for. With that in mind, be sure you have a listing up on your own website before anything else. After that, try other popular sites, including usajobs. gov, LinkedIn, and even partner organizations. Make it easy for your current employees to share job postings too, as professional networks are a treasure trove of talent.

Also keep in mind that third-party employee reviews on sites like Glassdoor or Blind have become a staple piece of research for many applicants. These are usually a reflection of employee satisfaction, and they give prospective talent a peek into what working for your agency could really be like. You can help boost your presence on these sites by encouraging your current employees to write reviews. Some sites, like Glassdoor, offer you the chance to earn an "Engaged Employer" badge to help prove to your talent pool that you're there for them.

Keeping each step of your potential employees' journeys relevant is critical to your branding efforts. It proves that you care about them as people first and employees second. To learn more about improving your communication strategies, check out our guide *Email Best Practices for Government*.

The best onboarding is digital.

On the surface, onboarding new employees can be challenging—especially when manual workflows and paper-based processes are in place. But it doesn't have to be. By outlining clear steps, providing helpful documentation, and reducing administrative burdens, you can get new hires up to speed in no time so that they can feel empowered to do their best work.

The first few weeks of any new job are crucial to setting the right tone of that employee's time with your agency. If you make that time smooth and easy to manage, your new hires will feel much more confident in the future. On the flip side, if that time is confusing or cumbersome, many people will likely start to look elsewhere.

> On average, it takes **98 days** to onboard in the US government—which leads to candidates finding other jobs.
>
> Source: Qualtrics

To make a best-in-class onboarding experience, you'll need to invest in tools that let you **digitize**, **optimize**, and **automate** the entire process. Although traditional paper processes may seem tempting, the truth is that both your records and your new employees will thank you for a digital-first strategy.

By making the switch to digital forms and electronic signatures, you'll make it that much easier—and safer—for new employees to add, certify, and protect their personal information. Plus, you'll prevent errors in data entry and automatically file all this new information in your personnel database.

And when you centralize all your internal documentation in a single portal, you can simplify your new employees' learning curves by giving them all the information they need in one place. Bring together all relevant information, like the employment offer, health benefits, retirement accounts, holidays, and more. This will help you keep content up to date while ensuring that new employees don't get lost in a smorgasbord of outdated folders, links, and documents.

Digital isn't the future anymore—it's the present. This means that you need to invest in the right solutions to support a digital-first onboarding experience. Learn more about why it's so crucial to modernize your government agency in our report *How Digital-First Solutions Can Help Your Agency Make a Difference*.

A government recruiting cheat sheet.

Now that we've covered the key pieces to a great recruiting approach, we wanted to consolidate everything into a single page for you to keep handy as you tackle your strategy. Feel free to screenshot it, print it, share it—even decorate your home with it. Whatever you choose to do, we hope it helps you find the right employees—and keep them around for a long time.

Awareness

Build brand awareness and connect with desired prospects.

- Create persona-driven content.
- Use employee storytelling.
- Build an accessible and inclusive public-facing site.

Outreach

Proactively engage with prospective recruits on channels and communities they frequent.

- Post relevant content with personalized messaging on the right channels (usajobs. gov, LinkedIn, etc.).
- Tap into your partnerships (VSOs, HUD, HBCUs, etc.).
- Perform targeted community outreach.

Interviewing and consideration

Guide prospective recruits through the recruiting and application process.

- Educate prospects on the process.
- Regularly engage and inform applicants on their preferred channel or means of communication.
- Digitize and optimize the process for mobile.

Onboarding

Onboard, train, and welcome new employees.

- Digitize, optimize, and automate the onboarding process (e.g., e-signatures, forms modernization, integrations).
- Host all employee documents in an internal portal or intranet (offers, health benefits, retirement accounts, etc.).
- Streamline the entire process and eliminate redundancies to ensure everything happens more quickly.

Build a better recruitment process with Adobe.

As a major brand in the tech space, we know firsthand how tough it can be to attract and retain top talent. But we also know how to make that process easier.

With our solutions, we can help you build a world-class public sector brand that not only serves citizens well but also serves your current and future employees. No matter which tool you're interested in learning more about first, our complete suite of digital solutions will get you on your way to a recruiting experience your employees will never forget.

Visit our Adobe Government Solutions webpage now to discover how our digital solutions enable a modern and effective recruitment approach.

Explore Adobe government solutions
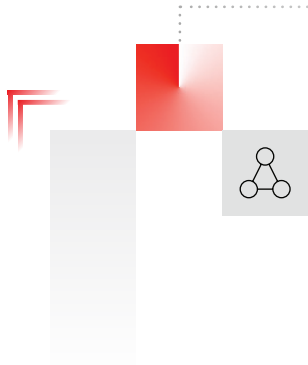
Learn how our digital experience tools can help.

Adobe Experience Manager is an all-in-one tool that combines digital asset management and content management into a single solution for delivering timely, relevant, and personal experiences to all your applicants.

Get details

Adobe Sign is a best-in-class e-signature solution built to digitize and automate all your workflows by making it easier to collect signatures, track and manage forms, and so much more.

Get details

Adobe Campaign draws from a base of rich applicant data so you can create, coordinate, and deliver dynamic campaigns using an integrated, no-code interface.

Get details

Adobe Target is a personalization tool that delivers the right experiences to every potential employee—all at scale.

[Get details]

Adobe Workfront is enterprise work management software that connects work to strategy and drives better collaboration to deliver measurable business outcomes.

[Get details]

Adobe Analytics turns real-time data into real-time insights, taking data from any point in the recruitment journey and turning it into an insight that guides your next best action.

[Get details]

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