

Guide to Effective
RECRUITMENT ADVERTISING
for the Human Resources Professional



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Department of Human Resources
Talent Management Division

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To Enrich Lives Through Effective and Caring Service

Contents

Introduction.....	3
Purpose of this Guide	3
Benefits of Effective Recruitment Advertising.....	3
Case Study: Seattle Police Department.....	4
A Brief Interlude about Employer Brands	5
The Recruitment Advertisement Process	5
1. Identifying the Target Audience	6
2. Establishing the Budget	7
<i>Justifying the Budget</i>	<i>7</i>
3. Selecting the Advertising Methods.....	8
4. Designing the Advertisement	13
<i>Understanding Advertisement Specifications.....</i>	<i>13</i>
<i>Creating a Headline</i>	<i>14</i>
<i>Composing the Advertisement Copy</i>	<i>15</i>
<i>Making the Copy Interesting</i>	<i>18</i>
<i>Designing the Layout of Your Advertisement.....</i>	<i>21</i>
<i>Bringing the Design Elements Together</i>	<i>23</i>
5. Evaluation	25
Conclusion.....	25
Authors.....	26
Appendix A - Recruitment Webpages	
Appendix B - Radio Commercials	
Appendix C - Television Commercials	
Appendix D - Career Fairs	

Introduction

The County of Los Angeles' mission to *enrich lives through effective and caring service* is dependent on the quality of our workforce. Therefore, recruiting qualified individuals to join our workforce is fundamental to achieving this mission. Additionally, the following factors contribute to making recruitment advertising particularly important in the next few years.

- **Changing demographic trends.** While current economic factors have delayed the retirements of baby boomers, there will still be a shortage of experienced, skilled workers when they do retire.
- **Changing career trends.** In the past, County employees typically stayed with the County throughout their career; however, trends in the general workforce suggest that an average person will work for 8 to 10 employers. This trend will increasingly affect the County.
- **More external candidates.** As the County hires more external candidates, the first point of contact between a potential employee and the County will be through recruitment advertising.

Purpose of this Guide

This guide is intended for employees who are tasked with creating recruitment advertising but may not have prior experience in composing advertisements. After reading this guide, you will have

- an understanding of effective recruitment advertising;
- a framework for developing advertisements for various media; and
- general resources for placing recruitment advertisements in various media.

Do not be intimidated by the fact that organizations often hire advertisement consultants to run recruitment campaigns. Successful recruitment advertising can be accomplished by combining your creativity with the resources available in this guide.

Benefits of Effective Recruitment Advertising

Strong recruitment advertising:

- leads to a richer pool of applicants and enables the department to reach better quality candidates faster
- assures reaching the right potential applicants with the right message in the right place to encourage them to apply
- strengthens the County's brand as an employer of choice

The following case study of the Seattle Police Department's recruitment strategy demonstrates how to achieve these benefits with recruitment advertising.



Organization Profile

The Seattle Police Department is part of the Civil Service System in the city of Seattle, Washington. In 2001, the Seattle Police Department employed over 1,200 sworn officers who protected and served approximately 560,000 people in the Seattle area.

Situation

With the conventional “protect our city” recruitment messages running for years, the Seattle Police Department was no longer receiving much interest from potential applicants, even with costly television advertisements. The department decided to change its recruitment advertisements to fill its 125 open positions by creating a fresh approach to liven the stale message.

The department wanted the new advertisement campaign to achieve the following goals:

- Be nationally visible to attract a diverse group of top candidates
- Attract candidates who may not have considered police work for a career in the past
- Show pride in Seattle
- Stay within a smaller budget

Initiative

With the help of an advertising consultant, the Seattle Police Department strategically explored the creative boundaries of recruitment advertising. The new advertisements used text to relay their messages rather than pictures to avoid the stereotypes of what police officers should look like. The text itself was humorous. Headlines such as “Auto Theft. Shoplifters. Drug Busts. Bungee Jumpers at the Space Needle” were used to help candidates understand the culture of the police department.

The tagline, “A Job like No Other. In a City like No Other.”, demonstrated the department’s pride in police work as well as in Seattle. Since the department needed to recruit nationwide, it was important to convey the unique living experiences that Seattle had to offer.

Results

The Seattle Police Department conveyed a fresh culture *unique* to their department and filled a majority of the 125 vacant positions. The advertisement campaign won an award for creative excellence in recruitment advertising over notable companies such as Microsoft and Intel. The Seattle Police continued their national campaign, and in 2008 they received 750 candidates from New York with this simple ad:



Martinez, M.N. (2001). Breaking the Mold: Tales from some of this year’s Creative Excellence Award Winners. *Society for Human Resource Management*, 46(6).

Sullivan, J. (2008). Seattle police loves NY response to recruiting pitch. *The Seattle Times*. Retrieved on October 14, 2010, from <http://seattletimes.nwsourc.com>

A Brief Interlude about Employer Brands

When discussing recruitment advertising, the term “employer brand” often arises. While an in-depth discussion about organizational branding is beyond the scope of this *Guide*, it is important to be aware that every organization has an employer brand. This is defined as a reputation that goes beyond logos and slogans to encompass what the organization stands for and what it is perceived to be. Organizational brands are made up of several factors including:

- Mission and vision statements
- Logo
- Color schemes
- Services provided
- How your customers and employees are treated

Successful organizations recognize opportunities to shape their brand as an employer of choice. For example, Google is known for providing employees with many workplace amenities and opportunities to be innovative in their jobs.

The County of Los Angeles is the largest employer in the Southern California region, but we want to attract potential applicants as an employer of choice rather than as the organization with a large quantity of jobs.

While many factors of the County’s brand are difficult to control, every job listing or job advertisement that you create is an opportunity to reinforce the County’s brand as an employer of choice.

The Recruitment Advertisement Process

Your goals in advertising a position are

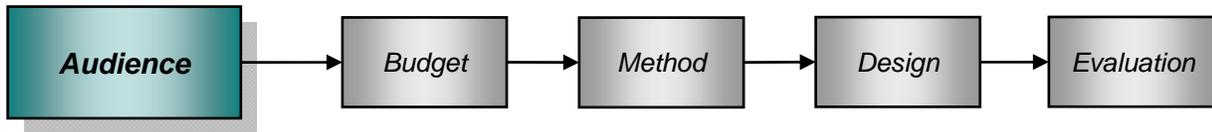
- 1) to secure a pool of interested, qualified applicants and
- 2) to encourage the perception of the County as an employer of choice.

You should use recruitment advertising when you have hard-to-fill vacancies, a large number of vacancies, or when you are consistently receiving unqualified applicants for your vacancies.

The recruitment advertising process can be broken down into five steps as illustrated below. The following sections of this *Guide* will explain each step in detail.



1. Identifying the Target Audience



The target audience will drive your advertisement decisions about what to say, how to say it, and where to say it. Everything in your advertisement should tell your target audience what your job opportunity has to offer them. Begin identifying your target audience by reviewing the specific qualifications of the job (i.e., knowledge, skills, abilities, education, training, experience, license, etc.). These qualifications can be found in the *classification specification*, *job analysis report*, and *current/past job bulletins*. Then use the following questions to further develop your understanding of the target audience:

1. How many people are employed in the area or field?
2. How many people have that particular license or education?
3. What is the labor market like for individuals in the profession?
4. Is the field or profession growing? Decreasing? Why?
5. How many of these qualified people reside in your geographic area?
6. Is the position at a level that would justify a national search and would a candidate realistically move across the country for this position?
7. Are there any internal/external factors that make recruitment particularly difficult?

You can find the answers to these questions through many sources, including the Bureau of Labor Statistics (www.bls.gov), the National Center for Education Statistics (<http://nces.ed.gov/>), recruitment websites, search engines, and newspapers. You may also consider doing the following to gather information, or even to obtain referrals:

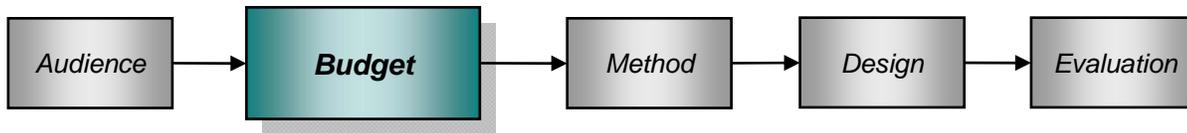
- Survey or interview current or former County employees with experience in the field or profession for which you are recruiting
- Contact individuals from outside organizations that employ people in the profession (many organizational websites list contact information for members, officers, staff, etc.)
- Contact individuals who are publishing relevant research or giving relevant presentations

Once you have established the demographics of your target audience, you will be ready to establish your budget and evaluate advertisement methods.

Establishing the Budget & Selecting the Advertisement Method

Creating the budget and selecting the advertisement methods are two intertwined steps. While you may not establish the actual budget before you select the advertising method, you will want to establish the approximate amount of funding that can be allocated to the recruitment campaign, as some advertising methods may be too expensive to be considered an option.

2. Establishing the Budget



Public sector recruiters always need to be conscious of their expenses, which is why careful consideration should be made regarding return on investment (ROI) for different types of advertisements. This generally means you should consider if you will get a sufficient number of qualified applicants from your advertisement method to justify the cost of the method. In your considerations, you should determine where most of your applicants are coming from now, and where similar organizations are advertising.

In 2010, a survey of private sector organizations' source of hire revealed that the top sources were

- employee referrals (27.5%)
- job boards (24.9%)
- their own career websites (18.8%)

Print advertisements only accounted for 2% of hires. The top types of job boards included Monster, Career Builder, and Niche job boards.

The relative cost of each of these recruitment resources can *generally* be thought of as follows (highest to lowest cost including upfront development):

1. Career website
2. Newspaper advertisements
3. General job boards
4. Niche job boards
5. Employee referrals

Guidelines for designing recruitment webpages for your department's website can be found in appendix A.

Justifying the Budget

When justifying requested budgets to management, it can be helpful to emphasize the following points:

- **Advertising expenditures should be appropriate for the level of the position.** While hourly workers may require minimal recruitment, executive level and passive job seekers will typically be enticed by direct, targeted recruitment efforts.
- Although one source may be less expensive, time and cost savings must also be factored in for not needing to sift through unqualified applications and resumes.
- A combination of advertisement methods may be the most effective approach, and the amount of money being spent on each method should reflect the expected ROI.

3. Selecting the Advertising Methods



Effective recruitment campaigns may use several communication methods such as the internet, radio, television, and even “job kiosks” (terminals with employment information located at bus depots, malls, airports, etc.). The tables on the following pages compare the benefits and considerations of the most common recruitment advertisement methods.

Face-to-Face Methods		
Examples	Benefits	Considerations
<ul style="list-style-type: none"> ▪ Career fairs ▪ Conferences ▪ Tradeshows 	<ul style="list-style-type: none"> ▪ Potential applicants can engage in interpersonal communication ▪ You can answer applicant questions immediately ▪ Audience is primed to learn about job opportunities 	<ul style="list-style-type: none"> ▪ May be expensive to attend ▪ Takes up a lot of time ▪ Potential applicants may not remember you if there are too many other employers.

Internet Methods		
Examples	Benefits	Considerations
<ul style="list-style-type: none"> ▪ General Job banks/boards (monster.com, careerbuilder.com) ▪ Niche sites (professional groups) 	<ul style="list-style-type: none"> ▪ Can instantly direct potential applicants to a job application via hyperlink ▪ Convenient ▪ Efficient: Can search and upload to several databases at one time ▪ Several multimedia options available ▪ Results can be directly measured ▪ Can be highly targeted 	<ul style="list-style-type: none"> ▪ Some people have limited access to the internet ▪ Potentially attracts untargeted applicants due to a large population of users ▪ Can be more expensive than a general job board

Internet Methods Continued

Examples	Benefits	Considerations
<ul style="list-style-type: none"> ▪ Your departmental website ▪ Microsites (a group of pages functioning as a supplement to a primary website) 	<ul style="list-style-type: none"> ▪ Can be regularly updated 	<ul style="list-style-type: none"> ▪ Upfront costs may be expensive
<ul style="list-style-type: none"> ▪ Email 	<ul style="list-style-type: none"> ▪ Emails can be cheap to send out if you have relevant email addresses. One free way to obtain access to those addresses is to establish relationships with relevant college programs so they will pass on opportunities to their alumni. 	<ul style="list-style-type: none"> ▪ Emails may be filtered out if they are not from a familiar source
<ul style="list-style-type: none"> ▪ Banner Ads (e.g., Google AdWords which are ads that appear alongside relative search results on Google's search page) 	<ul style="list-style-type: none"> ▪ Different pay options to fit your budget. Employers often pay for each time someone clicks on the ad. 	<ul style="list-style-type: none"> ▪ Internet users may be wary of clicking on an advertisement that is not on a typical employment site (i.e., a banner ad as opposed to a job listing).
<ul style="list-style-type: none"> ▪ Blogs (a website with regular entries on a specific subject, usually with a personal tone. Readers may interact by leaving comments) 	<ul style="list-style-type: none"> ▪ Provides information about your job in a "real" voice 	<ul style="list-style-type: none"> ▪ A tone that reads as fake, or too much like Public Relations will make readers discredit the information. ▪ Someone will have to update the blog regularly. ▪ The information shared will be available for a long time, so the script should be planned accordingly.

Print Methods		
Examples	Benefits	Considerations
<ul style="list-style-type: none"> ▪ Magazines: trade, community, Business to business ▪ Newspapers ▪ Direct Mail: flyers, postcards, brochures ▪ Billboards 	<ul style="list-style-type: none"> ▪ Inexpensive to produce ▪ Variety of rates and sizes to choose from ▪ Many different types of publications 	<ul style="list-style-type: none"> ▪ Audience is limited to the readers of the publication ▪ Readers may ignore advertisements ▪ Location determines success of the advertisement ▪ Expense varies with the type of publication

Radio Methods		
Examples	Benefits	Considerations
<ul style="list-style-type: none"> ▪ Traditional AM and FM radio stations ▪ Internet radio stations (e.g., Pandora) 	<ul style="list-style-type: none"> ▪ Can reach many people at once ▪ Faster turnaround times than some print methods ▪ Stations may also be available online ▪ Cheaper than television commercials ▪ Works extremely well when paired with another advertising method 	<ul style="list-style-type: none"> ▪ Short messages make it difficult for listeners to recall specific information ▪ Needs to be repeated multiple times to be remembered, which increases cost ▪ People usually do other things when listening to radio, so attracting attention can be difficult ▪ Difficult to correlate station preference with career fields

Video Methods		
Examples	Benefits	Considerations
<ul style="list-style-type: none"> ▪ Television (e.g., commercials and public service announcements) ▪ Video Websites (e.g., customizable channels on YouTube) 	<ul style="list-style-type: none"> ▪ Can reach many people at once ▪ Allows you to convey your message with sight, sound, and motion ▪ Gives you opportunity to creatively express your message 	<ul style="list-style-type: none"> ▪ Can be expensive to produce and/or air ▪ Needs to be repeated multiple times to be effective ▪ Must convey message in a short (30 to 60 seconds) amount of time ▪ Difficult to target specific audience ▪ Many people do not watch commercials

When choosing the methods to include in your recruitment campaign, consider the preferences of your target audience. Answering the following questions will help you choose the appropriate advertisement methods.

1. What publications and websites are read/visited by individuals in the profession?
2. What professional associations do they belong to?
3. To what other relevant professional or community groups do they belong?
4. At what locations, events, arenas, etc. do they gather (i.e., professional meetings, concerts, lecture series, etc.)?
5. In past searches or recruitments for this position, where did the most highly qualified applicants apply from?
6. How did current employees find out about the job opportunity?
7. What other employers are trying to recruit the same people? Using what methods?

Note: You can utilize many of the same methods to find these answers that you used to identify your target audience (see page 6).

After considering the various advertisement methods and the preferences of your target audience, you should develop a list of your recruitment advertisement priorities and a system to evaluate each one. A comparison table, like the example below, can help you make your decision.

Communication Method	Unlimited size/space	Immediate posting/publishing	Engages nonverbal cues	High pass-along rate	High reproduction quality	Allows use of color	Audience selectivity by profession	Recruited quality applicants recently	May be preferred by target audience	Other Comments
Print										
Newspapers					✓		✓			Must manage deadlines
Trade/Professional Publications					✓	✓	✓			Must manage deadlines
Magazines			✓	✓	✓	✓	✓			Must manage deadlines
Direct Mail (letter, brochure, postcard)			✓	✓	✓	✓	✓			Junk/spam image
Billboard					✓		✓			May attract unqualified applicants
Online/Electronic										
General Job Board	✓	✓			✓					Need to check demographics
Email Blast	✓	✓			✓		✓			Junk/spam image
Web Banner					✓					Frequent web users may ignore
County or department Website					✓					Jobs also listed on County Kiosks
Niche Job Board		✓			✓	✓	✓		✓	
Face-To-Face										
Conference/Tradeshaw Booth			✓		✓	✓	✓			
Career Fair			✓		✓	✓	✓			
Other										
Radio					✓		✓			No-cost PSAs are rare
Television		✓	✓		✓		✓			High cost

After you have chosen your advertisement methods, you should research the available resources to ensure that they are relevant and cost-effective. When evaluating resources, do not rely solely on the vendor's word, literature, or sales presentation. Vendors will often make exaggerated claims about the benefit their product or resource offers. Instead, find out

- how other clients evaluate the service provided by the vendor;
- what vendors other employers are using;
- what professionals in the field think about the vendor; and
- what relevant County personnel think about the vendor.

You can also request a demonstration or trial of the product to try it yourself.

To help you begin to think through the issues that may arise as you use a particular advertising method, consider the following list of questions to ask vendors.

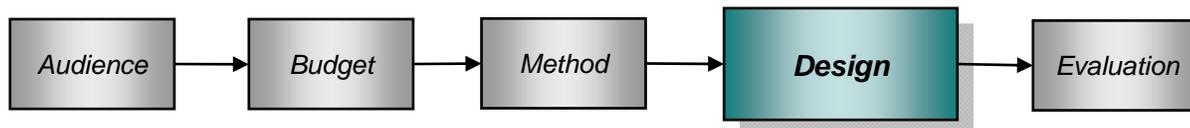
Method	Examples	Sample Questions
Magazines, Newspapers, and Trade Publications	Los Angeles Times LA Daily News San Bernardino Sun (A thorough list of local newspapers can be found on the County's Public Information Office website: http://ceo.lacounty.gov/pio.htm) American Journal of Nursing Foreign Policy Magazine	<ul style="list-style-type: none"> ▪ How long will this advertisement run? ▪ How many times will this advertisement run? ▪ Are color options available? ▪ Where will my advertisement be placed? ▪ Is there a reservation deadline? ▪ What are the closing dates for submission? ▪ Are there discount rates? ▪ Will the advertisement also be displayed on the periodical's website? ▪ What are the size requirements? ▪ Can we place inserts in the periodical?
Direct Mail	Various advertising agencies Member lists from relevant professional organizations	<ul style="list-style-type: none"> ▪ Are services such as planning and strategy available? ▪ Are address lists available for purchase? Are these lists certified? ▪ What is the response rate for the company?
Internet	Careerbuilder.com Monster.com Niche job boards	<ul style="list-style-type: none"> ▪ How long will my advertisement run? ▪ What other websites/publications are associated with this website? ▪ What are the user demographics? ▪ What types of advertisements are available? ▪ What are the advertisement specifications?
Radio	Power 106 (105.9) KUSC (91.5) (A thorough list of local radio stations can be found on the County's Public Information Office website: http://ceo.lacounty.gov/pio.htm)	<ul style="list-style-type: none"> ▪ How many times will this advertisement run? ▪ What are the peak listening periods? ▪ What are the rates for peak periods? ▪ What are the audience demographics? ▪ How many cities does the station reach?

Method	Examples	Sample Questions
Television	KBBC; KCTV; PBS (A thorough list of local television stations can be found on the County's Public Information Office website: http://ceo.lacounty.gov/pio.htm)	<ul style="list-style-type: none"> ▪ Does your station also broadcast online? ▪ How often and when will my advertisement run? ▪ What are the audience demographics when my advertisement runs? ▪ Which channels (satellite, cable, local) are available?

For some advertisement methods, you must also consider the best times to advertise. The effectiveness of radio, television, and even newspaper advertisements are all dependent on when your audience is likely to use those sources. For example, rush hours are usually the best time for radio advertising.

After choosing the appropriate advertisement method(s), you can begin designing your advertisement.

4. Designing the Advertisement



The majority of job advertisement methods that you will use will be online or in print. This section of the *Guide* will focus on how to design an advertisement for these methods. Designing a job advertisement can be broken into the following sections:

- Understanding Advertisement Specifications,
- Creating a Headline,
- Composing the Advertisement Copy,
- Making the Copy Interesting, and
- Designing the Layout of the Advertisement.

Designing advertisements for radio, television, and face-to-face communications will be addressed in Appendices B, C, and D respectively.

Understanding Advertisement Specifications

The first step in designing your advertisement is to determine what parameters (e.g., style and length of text) you must adhere to. These parameters will vary among websites or publications. The major online job boards may allow you to use custom layouts and text for your advertisement, but niche job boards may have a fixed template. Some parameters may be trends rather than rules. For example, newspaper advertisements usually have a more straight-forward style than display advertisements in magazines. If you will be using a combination of advertising methods, do not use the simplest design for all the methods. You should take advantage of any opportunity to use color, pictures, or additional words to enhance your advertisement even if it means creating multiple versions.

Creating a Headline

More people will read headlines than will read an entire advertisement, so the goal of a headline is to compel readers to continue reading. The most important step in designing your advertisement is to determine what factor will entice potential applicants to apply for the job and then emphasize that factor in the headline. Answering the following questions, either by yourself or by surveying current employees, will help you determine what that factor is.

1. What makes the County, your department, or the position different from others?
2. What are the key positives about the County, your department, or the position?
3. What do your current employees like the most about working in this job (or your department, or the County)?
4. What key factors are your competitors highlighting in their job advertisements?
Researching this question may help you answer the first question, as well as allow you to see and improve upon what is appealing or not in other advertisements.

Throughout the process of answering these questions, you should find the key factor that will draw people to your job. Some common factors that employers highlight in their advertisements include

- Salary
- Retirement security
- Health care security
- Convenience (i.e., commute)
- Prestige
- Enjoyment
- Work/Life Balance
- Advance in profession or trade

Once you have determined your key factor, you will need to decide how you will use it in your headline. The following are proven methods of writing headlines.

1. Self-interest (what can your job do *for the potential applicant*) is the most effective headline approach. Offering potential applicants something they want will compel them to read the rest of the advertisement. The headline below, for example, is targeting an exact audience: a nurse who is looking for temporary work. Those nurses who are looking for temporary work will continue to read the advertisement, while those nurses who do not want temporary work will self-select out of the candidate pool.

Looking for rewarding, flexible, temporary work in the medical field? You've found it! RN's – part-time and Per Diem work available.

2. A news approach can be used when you have something novel to announce about the job. While news is the second most effective approach, there will be fewer opportunities to use news when advertising jobs. Examples of newsworthy situations include a job opportunity in a new location or a job opportunity that has never existed before, as the example below demonstrates.

Program directors – A new Department of Special Services program, Project Community Service, is a great opportunity to build a program from the ground up!

3. A curiosity approach entices the potential applicant to read the advertisement by arousing their curiosity. This can be accomplished by asking an interesting question, providing an interesting fact, or making an outrageous statement. Curiosity is a distant third as compared to the effectiveness of self-interest, though many people assume that arousing curiosity would be the best way to compel someone to read an advertisement. There are two reasons why this approach is often not as effective.
 - A. It is unpredictable. What may seem clever or interesting to you, your supervisor, co-workers, etc. may not seem as clever or interesting to a potential applicant.
 - B. A curiosity approach does not stand up well when there is a large volume of similar jobs in the market. In these situations, potential applicants may not read every advertisement. Since potential applicants are focused on finding a job that fits their needs, telling a potential applicant what benefits they will receive from your job (self-interest) will cause your advertisement to stand out more than a clever question or statement. Compare the headline below to the self-interest headline. Which one do you think would make you read the rest of the advertisement?

You can't boot it, install it, fault find it, analyze it, diagnose it, configure it, defrag it, maintain it, or repair it, because we've got the only one.

If you experience writer's block when trying to compose a headline, you can try writing the remaining advertisement text first, or composing a few different headlines and gathering opinions as to which one is the best.

Composing the Advertisement Copy

Advertisement copy is the main body of text in an advertisement. As mentioned previously, the overall goal of your job advertisement is to entice qualified potential applicants into applying for your job opening. The objective of the headline is to compel potential job applicants to read the advertisement text. Once you have their attention, the objective of the advertisement copy is to elicit three distinct responses from your target audience.

1. Awareness: provide information about the position.
2. Interest: create a positive image of the position and the County.
3. Action: get the candidate to apply for the position.

The following guidelines will help you compose advertisement copy that will meet this objective.

1. Be selective.

In presenting your opportunity to potential applicants, you want to provide enough information to pique their interest, but not so much as to overwhelm them. Re-purposing the job bulletin to serve as the advertisement is a fundamental mistake because a) job bulletins contain more detail than is necessary for an advertisement and b) job bulletins are written for an audience whose attention is already captured rather than an audience whose attention has yet to be obtained.

2. Be clear.

An advertisement should be grammatically correct and read smoothly and swiftly. To do this,

- **Use simple sentences.**

A reader should not be forced to keep an eye out for commas and semicolons. Avoid sentences that require complicated punctuation.

- **Use plain language.**

Simple words often communicate more effectively than “big” words. The table below provides replacements for some big words that can be used in advertising. Even though many of these big words can be found in class specifications, they are not appropriate for advertisements.

Big Word	Plain Language Replacement
Assist, facilitate	Help
Employ, operate, utilize	Use
Finalize	Finish, complete
Optimum, superior	Best

An exception to this rule can occur if plain language would distract your target audience. Words and terms that are widely used in the targeted profession will always be appropriate for your advertisement.

- **Eliminate County jargon.**

This point is emphasized several times throughout the composing process because County employees tend to have County-specific terms for every aspect of their jobs. When composing your advertisement, make sure the language is easy to understand by someone who does not already work for the County. The example below “translates” County-specific language into language that is appropriate for an advertisement.

County Language	Target Audience Language
...two years of experience at the level of a Clinical Nursing Director.	...two years of experience directing the nursing staff of a large (e.g., 100+ beds) hospital unit that offers complex medical services.

3. Be brief.

Recruitment advertising places a high premium on clarity and use of space. Exercising brevity in your advertisements will save money with regard to the size of advertisement that must be purchased, and encourage understanding for readers. To do this:

- **Use short paragraphs.**

Text becomes more difficult to read as length increases. Long, unbroken chunks of text intimidate readers. By breaking your text into several short paragraphs, you will make your advertisement easier to read.

- **Use short sentences.**

Short sentences are easier to read than long ones. Most professional writers are taught to write in crisp, short, snappy sentences. Some readers will not remember the beginning of a long sentence by the time they have reached the end.

To reduce sentence length, break long sentences into two or more sentences, or use bullets to divide the sentence into parts.

4. Be realistic.

Do not oversell the position. Your goal is to make the position seem exciting and appealing to potential applicants, but excessive superlatives (e.g., great, fantastic, wonderful, etc.) make the advertisement appear gimmicky or too good to be true. A realistic advertisement will also help potential applicants self-select in or out of the application process.

5. Be structured.

Successful job advertisements generally follow a structure that contains five critical blocks of information:

Job Title	<p>A well-written title will inform potential applicants if they are a match for the position. Titles that are too generic, however, will prompt a large number of replies from unqualified candidates.</p> <p>Generally, the classification title sufficiently describes the position; however, some County titles are ambiguous or contain internal jargon. In these cases, you should create a functional title that would be understood by the target audience and reference the County title in the application information section. For example, the position of “Board Specialist” may be better understood as “Specialized Clerk”.</p>
Job Description	<p>Potential applicants will be assessing how the position will provide them with an interesting and motivating role, an opportunity to apply their expertise, and/or fit with their career aspirations. County class specifications are not written to provide this type of information, so you should refrain from directly copying class specification language. Instead, you should include a few sentences in your advertisement that</p> <ul style="list-style-type: none"> ▪ describe the role, scope, opportunities, and/or challenges that would appeal to prospective candidates. ▪ indicate the level of responsibility, activities, tasks, projects, work environment, reporting relationships, salary, benefits, etc. ▪ provide enough information to help potential applicants self-select themselves in or out of the candidate pool.
Position Requirements	<p>Provide potential applicants with a description of the requirements that are listed in the job bulletin. As mentioned earlier, you should avoid using County-specific language such as “At the level of Special Analyst II” or “in staff capacity.”</p>

Description of the Organization	<p>Potential applicants are interested in the strategic direction of a potential employer. To distinguish your position and provide this critical evaluative information, include a few concise sentences that</p> <ul style="list-style-type: none"> ▪ describe both the larger organizational units of the County and/or department, as well as the division or unit where the job is located. ▪ articulate the mission and/or vision of your department and why it is meaningful to work there. ▪ profile key achievements and successes of the County and/or department. ▪ indicate the County’s commitment to equal employment opportunity (EEO) and diversity. A substantial number of individuals view an EEO statement as a visible sign of an enlightened and committed organization.
Application and Contact Information	<p>Provide contact information for specific questions and instructions on how to apply for the position. If the job posting is online, you should include a link to DHR’s webpage.</p>

Except for the job title and the application information sections, you do not have to use this exact order for the blocks of information if you feel a different order will facilitate an appealing layout. No matter what layout you use, however, the job title should always be toward the top of the advertisement (or where the potential applicant will start reading) and the application information should always be at the bottom of the advertisement (or where the potential applicant will stop reading). If your advertisement has done its job, potential applicants will want to begin the application process as soon as they have finished reading it.

Once you have composed the basic copy of your advertisement, you can begin looking for ways to make that copy connect to your target audience. The next section will help you make your copy interesting.

Making the Copy Interesting

1. Tailor information to the audience.

A good way to attract your reader’s attention is to demonstrate your understanding of them. In recruitment advertising, this means that you want to show potential applicants that you have some insight into who they are and that you value what they do. However, it can be difficult to execute. The next two recruitment advertisements use this technique. One succeeds and the other fails. In the advertisement on the right, the information is accurate, and perhaps interesting to a layperson. Since its intended audience, mental health professionals, already understands the job, they are already aware of these facts. Its attempt to speak directly to the audience is not effective, so the audience will not be attracted enough to the advertisement to read through the information to get to the employment opportunity.

Today, approximately 1 in every 4 people will experience some sort of mental health problem over the course of a lifetime. The proper treatment of these people is dependent to a large degree on the training, character, and enthusiasm of mental health experts like you. We are proud of people who choose to take on the challenges of work in the mental health profession. We invite you to join us in helping to ensure that patients in the Los Angeles County community are given the best of care: the **BEST OF YOU.**

In the advertisement below, however, the attempt to tailor the advertisement to the audience succeeds. This advertisement speaks directly to the readers and appeals to their desire to work for an environmentally friendly organization.



IT STANDS FOR WHO WE ARE.
 Enterprise is committed to the sustainability of the planet and to the sustainability of our business. Our fleet of hybrid and alternative fuel vehicles is the largest in the industry, but that's just the start. We're also minimizing our carbon footprint and planting 50 million trees across the country. As part of our Management Training Program, you'll be part of a company focused on the environment and on your career.
YOUR PLANET NEEDS YOU. GO.

2. Address the reader directly.

Address the reader directly as “you” in the copy, just as *you* are being addressed in this guidebook. Marketers call this the “you-orientation.” Consider the examples in the table below; the left column shows an example of copy written *about* something, but *to* no one, while the column on the right presents the same information in a manner that is directed toward the reader in a more “you” oriented fashion.

Bland/Generic Copy	You-Oriented Copy
To indicate interest in this position, submit a completed County of Los Angeles Employment application to one of the filing locations listed on the job bulletin or apply online at http://easier.co.la.ca.us .	If you are interested in this position, you can apply online at http://easier.co.la.ca.us , or mail your application to us at one of the locations on the job bulletin.

3. Write in a friendly, conversational style.

A conversational tone is especially important in recruitment advertising because the advertisement is an economical substitute for a recruiter talking with each potential applicant. A light, conversational style is much easier to read than the stiff, formal prose of business. The example below shows the power of writing on a person-to-person level.

Formal Copy	Conversational Copy
As a department head, with overall responsibility for the activities of the County's Special Services Department, the incumbent will serve at the pleasure of the appointing authority (the CEO) and is accountable for accomplishing departmental goals and objectives, and for furthering County goals and objectives within general policy guidelines. The Director of Special Services is held accountable for the expenditure of special tax funds approved by the local citizens and reserved for the Special Services Department.	Through accomplishing goals for your department and for the County, you will have the opportunity to positively affect the lives of the local citizens. While you will be ultimately accountable to those citizens who approve special tax funds for your budget, you will also be reporting to the CEO.

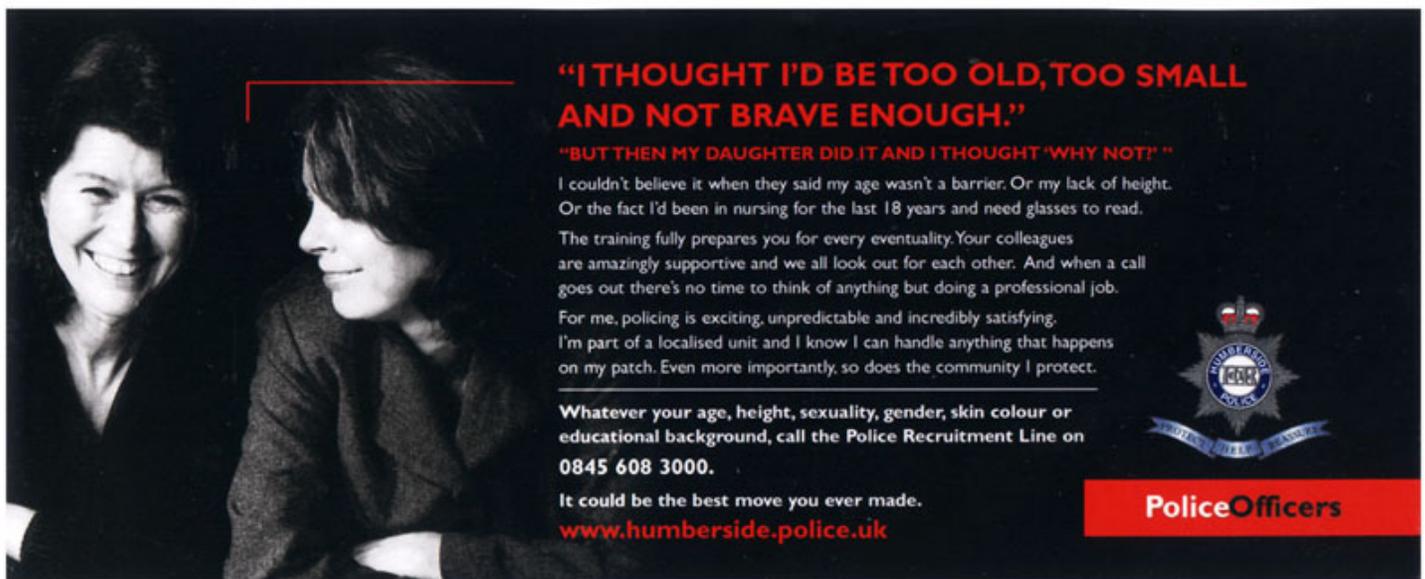
To help with writing in a conversational tone, ask yourself if you would ever say to your reader what you have written. Read aloud what you have written, either to your self or a co-worker. This may help you hear what sounds conversational and what sounds too formal.

Even though you will write in a conversational tone, you should still follow two rules usually associated with a formal tone.

- Avoid the use of contractions. They tire the eye by forcing the reader to take the tiny apostrophes into consideration. To the careless reader, “We’re” looks like “Were.” “We’ll” looks like “Well.” Other contractions such as “You’ll” and “It’s” may not look like other words, but they tire the eye just the same.
- Avoid the use of slang, colloquialisms, and narrow analogies. Some of your audience will not understand these terms or phrases. Also, slang phrases often become outdated and you may use them inappropriately or unintentionally offend someone.

4. Tell a story.

Most recruitment advertisements are straightforward. They merely state the facts in the clearest way possible. But creativity (within limits) need not be absent from recruitment advertising! Some effective recruitment advertisements tell a story to draw interest and compel the reader to read further. They start with a human interest situation or testimonial to encourage the reader to apply for the position. Consider the recruitment postcard below. Knowing the subject’s personal traits brings a human dimension to the advertisement that connects the reader’s emotions with the position.



“I THOUGHT I’D BE TOO OLD, TOO SMALL AND NOT BRAVE ENOUGH.”

“BUT THEN MY DAUGHTER DID IT AND I THOUGHT ‘WHY NOT?’ ”

I couldn’t believe it when they said my age wasn’t a barrier. Or my lack of height. Or the fact I’d been in nursing for the last 18 years and need glasses to read.

The training fully prepares you for every eventuality. Your colleagues are amazingly supportive and we all look out for each other. And when a call goes out there’s no time to think of anything but doing a professional job.

For me, policing is exciting, unpredictable and incredibly satisfying. I’m part of a localised unit and I know I can handle anything that happens on my patch. Even more importantly, so does the community I protect.

Whatever your age, height, sexuality, gender, skin colour or educational background, call the Police Recruitment Line on **0845 608 3000**.

It could be the best move you ever made.
www.humberside.police.uk



PoliceOfficers

5. Inject rhythm.

Text becomes dull when all sentences are the same length. To make your writing flow or project a certain rhythm, vary the length of your sentences. Try an occasional one-sentence paragraph to change pace. By writing an occasional short sentence or sentence fragment, you can reduce the average sentence length of your advertisement and increase its readability. Consider the example on the next page:

Same/Similar Sentence Length	Varied Sentence Length
Over three thousand professionals are members of our team. To join them, send in your application and become a member <i>today</i> .	Over three thousand professionals are members now. Join them. Send in your application and become a member <i>today</i> .

6. Do not force creativity!

Advertisements like the example below occur when priorities are confused. Creativity, like every other element of an advertisement, should enhance the message, not obscure it. When you review your advertisement, always ask yourself if the message is clear and will be easily understood by your target audience.



Now that you know what you want to say in your advertisement and how to connect with your target audience, you should decide how to display your copy.

Designing the Layout of the Advertisement

An unappealing layout can discourage otherwise interested and qualified individuals from reading your advertisement. A good layout, however, attracts attention, projects the organization's image and personality, creates interest and recognition, and reduces the effort of reading as much as possible.

Your goals in designing the layout are to make the advertisement look clean, uncluttered, and easy to read. The techniques presented in this section can be used to help you achieve these goals.

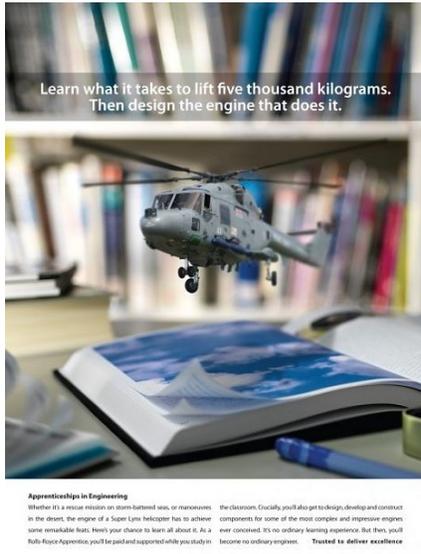
1. Emphasize words or phrases sparingly.

Mechanical techniques such as underlining, CAPITAL LETTERS, **boldface type**, *italics*, **colored type**, **reverse type** (white type on black background), etc. are used to emphasize key points. While most of your advertisement copy should be key points, underlining every other word will not make anything stand out. Underlining only three words in an entire advertisement, however, will make most readers notice and read these words. Also, some techniques, such as “all-caps”, become hard to read beyond six or seven words in a row.

2. Use a visual.

Pictures and words can work together to make an advertisement more powerful than either words or pictures alone. The best visuals complement the appeal or theme of the advertisement and catch the reader’s eye.

Photographs interject realism into the advertisement. Photographs of people are generally more compelling than photographs of landscapes or objects. A full bleed photograph (one that goes all the way to the edge of the paper without any border space) gets its attractive power by making its subject look so big that it cannot be contained on the page. The full bleed technique is usually used in print magazines and postcards.



While photographs are preferable to elicit a stronger reader reaction, drawings and clip art can also be effective in capturing attention. If you must use a drawing or clip art, try to make it as life-like as possible and consider that some clip art can look dated due to repeated use or advances in graphic art capabilities. The advertisement on the left uses both the full bleed technique and modern graphics to create an effective and intriguing advertisement. If you cannot find suitable images to use, the County seal will be a visual element in every advertisement.

3. Select typeface carefully.

The effect of typography on a printed page is similar to the effect of a speaker's tone of voice on a listener. You can use typefaces in your advertisements to express your content clearly and memorably for the reader. In general, use no more than two typeface categories in a design and do not use two similar fonts from the same category. When using different weights or font sizes, ensure there is enough contrast that it looks purposeful and not like a mistake. The table below provides examples of typeface categories.

Typeface Categories	Examples
Oldstyle	Times Garamond Baskerville
Modern	Bodoni Fenice
Slab Serif	Clarendon New Century Schoolbook
Sans serif	Antique Olive Franklin Gothic
Script	<i>Zapf Chancery Commercial Script</i>
Decorative	Goldmine Chick Quicksilver

The typefaces that you choose should be both powerful enough to seize the attention of the reader and be easy to read. Avoid script, type that is too faint or too bold, or decorative typefaces that will call attention to themselves rather than the message.

4. Use white space.

The single most overlooked element in visual design is emptiness. White space, also called negative space, attracts readers by making the page look accessible and manageable. Leaving too little white space makes a page look crowded. The advertisements on the following page demonstrate the necessity of white space.

DONATE MONEY TO US, WE WON'T GIVE IT TO THE POOR.
NO HANDOUTS Habitat for Humanity gives underprivileged families something far superior to a cash handout. We help build them a simple, decent place to live. Finally children can study, safely removed from the clutches of drugs and crime. Communities flourish with clean drinking water, free from infectious disease. Adults can hold down jobs without the constant stress of just trying to hold down the roof. When a family moves into a Habitat home, it not only means the difference between living and merely surviving. Simply put, **living** makes a difference. Since we first broke ground over 30 years ago, Habitat for Humanity has built more than 250,000 houses in nearly 100 countries. That's over 25 million square feet. So in the time it takes you to whip something up in the kitchen, someone somewhere is getting used to living one. When Hurricane Katrina finally cleared a New Orleans, George Bush wasn't there, but we were. And we still are - building homes for people who lost everything. After the tsunami devastated parts of Asia in 2004, we arrived to discover whole towns had been wiped out. So we started building homes. In Australia we've been instrumental in getting the system. Next year we are planning to put in a bit of overtime as we plan for building a further 20 homes in 12 months. You might think that we're amazingly generous to give all these houses away. But we're not. Because we don't. The payment of our homes have to pay a mortgage just like the rest of us. It's not a huge one. We're a non-profit organisation, so there's no interest. **NOT A CENT.** Our financial support from corporations and individuals lets you help keep building costs down. It does the free labour of volunteers. But it's still a mortgage, and we insist that it's paid. It's a responsibility that gives these a structure, purpose and an attainable long-term financial goal. But, repayment isn't all we require. Anyone who wants a Habitat home has to really put in the hours on the tools. \$20 to be exact. And that gets you the cap of the miller. It's hard labour - 30-hour days, heavy lifting and so on. It's something the beauty of our system is anyone really down tools, once they've reached their goal. Most are still hammering away when they hit 1000. Once the house is finished, they don't change about the mortgage - they actually look forward to making their next payments. **NO SPARE CHANGE.** And you won't hear them grumble about the backbreaking work. In fact they don't say much at all. New homeowners, a house they have put as much as they are given and are overwhelmed by a first sense of responsibility. They stare at their new houses with a grin that speaks from one ear to the other. Full of the confidence, calmness and security that comes with owning one's own home. The way they behave you'd think they'd been given something far better than a house. They have these pictures and the foundation for a better life. To please please to Habitat for Humanity. Visit habitat.org or call for more information. We're a hand up, not a handout.



www.ityourvoice.co.uk

I get more time for D*Y*



Customer Sales Consultants (inbound sales) | Wythenshawe
 Part-time vacancies - afternoons and evenings - min 12 hours per week
 (£1533 - £14,732 (€6.34 - 18.09 per hour) plus 30% capped bonus and benefits.

Our contact centre has what you're looking for. Whatever you're looking for, you see, we believe in helping you fit your work around your life. So we offer you flexible working patterns. We let you choose the benefits you really want. And we give you 30 days holiday a year with the opportunity to buy even more. Your job will be to talk to customers over the phone and give them the professional guidance they need. Experience isn't necessary, as well train you in full. You just need to be friendly and full of confidence with great communication skills. Applying is easy. Just call 08700 331534 for an on-the-spot telephone interview, which should take around 20 minutes or visit our website at www.ityourvoice.co.uk

Equal opportunities for all - our policy is as simple as that.



Always giving you extra.

In the example on the left, almost every inch of the page has text, making the advertisement cluttered and busy. In the example on the right, few words are written and the balanced use of white space attracts the reader more so than the advertisement on the left. The use of white space is one more reason why copying and pasting the job bulletin is a misguided idea. The large blocks of text require more concentration to read than potential applicants will want to devote to an advertisement.

Bringing the Design Elements Together

As you have just read, many elements need to come together to create an effective advertisement. Once you begin to use these guidelines in your designing efforts, you will see the process is not as overwhelming as it first appears. The example on the following page is a mock advertisement that was created by following these guidelines.

Need a job that you can fit into your school schedule? Los Angeles County has an opportunity for you. ①



Now hiring Student Workers ②

Flexible hours ♦ \$9.92 an hour
Up to 30 hours a week ♦ Several locations

Gain useful work experience and improve your job skills. ③
Under general supervision, you will be asked to perform clerical tasks such as ④

- ♦ filing
- ♦ mailing
- ♦ typing or creating various documents
- ♦ answering the public's questions as a receptionist

Qualified applicants must either be ⑤

1) enrolled in an accredited college, community college, or business college

OR

2) Juniors and Seniors enrolled in high school who are at least 16 years old.

Equal Employment Opportunity: It is the policy of the County of Los Angeles to provide equal employment ⑥ opportunity for all qualified persons, regardless of race, religion, sex, national origin, age, sexual orientation, or disability.

Ready to Apply? ⑧

Visit <http://dhr.lacounty.info/> to learn more about the positions available and file an application online. If you want to file a paper application, go to the Employment Information Services Office at

3333 Wilshire Blvd, Suite 100

Los Angeles, CA 90012

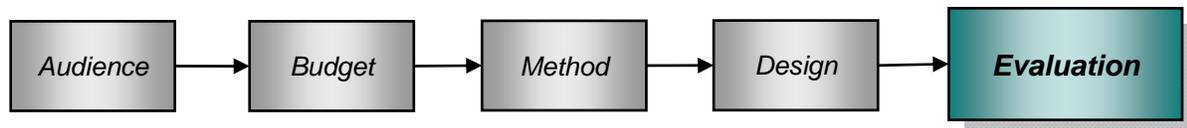
(213) 738 – 2084

8am to 5pm M-F

County of Los Angeles ♦ *To Enrich Lives through Effective and Caring Service* ⑨

1. The headline focuses on an issue important to college students whose schedules do not fit into the typical work day schedule.
2. The job title is displayed at the top of the ad.
3. The text is tailored for students who want to acquire office skills.
4. This tells readers at which level the job tasks will be performed.
5. The selection requirements are easy to understand.
6. This provides some information about the County.
7. The picture creates a bond with students. Rotate races and genders in your advertisements.
8. After reading this section, the potential applicant has all the information necessary to take action.
9. The mission statement provides some information about the County.

5. Evaluation



To be successful in your recruitment efforts, you must constantly adapt your strategies to suit the market. You need to determine which advertisements and media are effective by using methods such as

- an applicant tracking system
- a website tracker
- logging how many phone inquiries are received

The quality of candidates should also be measured. Potential metrics could include how many applicants from a source

- were accepted
- passed the examination process
- were hired

Accurately determining which advertising method prompted candidates to respond can be a challenge. For example, a candidate may apply online after seeing your website listed in a print advertisement. When asking applicants how they learned about the job for which they are applying, allow them to indicate each individual source, not just general categories. This will help you determine which methods in each category are most effective. Be aware that applicant reporting can be somewhat unreliable. Some organizations have found that applicants mark a source long after the advertisement source expired.

You should constantly evaluate your resources to see if performance warrants a change. What worked in the past may not work now. If you have run an advertisement in a certain publication or on a particular website for a long period, you may find that you have reached all the people within that market. Print advertisements grow weary over time. Job postings lose their effectiveness if the website's audience changes, which may happen more quickly than with a printed publication. In these cases, you may want to move the advertisement to another publication or website to reach a different segment of your target audience.

Conclusion

Developing a successful recruitment advertisement involves careful thought, audience insight, and careful measurement. This guide is designed to help you develop all three of those requirements. By following the guidelines presented in this guide, you will be able to develop an advertisement that achieves your ultimate goal of increasing the number of qualified applicants for your vacant positions.

Authors

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Appendix A
Recruitment Webpages

Recruitment Webpages

Potential applicants are primarily using the Internet to find job openings and research organizations. As mentioned in the *Guide*, a recent survey of sources of hire found that organizational career sites are the third highest source, after employee referrals and job boards. With so many potential applicants using the internet to look for job information, it is important to look at your website through their eyes to ensure that they can find the information they are seeking. The following guidelines will help you match your career webpages to the expectations of potential applicants.

Webpage Content

Potential applicants are visiting your department's website to answer four basic questions:

1. What does the department do?
2. What jobs are available and what are the descriptions/requirements?
3. What is the pay rate and benefit package?
4. Will I fit in/like working for this department?

However, most applicants will not spend much time searching for the answers to these questions. If they cannot easily locate a link to career information on your homepage, they will most likely abandon their search.

What does the department do?

Most departments already have a webpage describing the services they offer and the population they serve. Consider summarizing this information in your career section also. By including all of the information potential applicants are looking for in one section of your website, you can decrease the frustration of searching all over the website for bits and pieces of this information.

You should also share success stories, awards, and achievements in this section. This will show potential applicants what they can expect to achieve if they work for your department.

What jobs are available and what are the descriptions/requirements?

Job opportunities should be listed either on the first or second career webpage. Best practices indicate that potential applicants should click no more than three links to find a job description from your homepage. Ensure that any information you provide about applying for jobs in your department matches the application information that is provided in the bulletin.

It is advisable to include a link to DHR's website so potential applicants can use the test preparation system, look at other relevant class specifications, and fill out job interest cards.

If your department is taking place in recruiting events such as job fairs, place an announcement on your career webpage. If your department routinely participates in these events, post a recruitment calendar so potential applicants can plan to attend the events.

What is the pay rate & benefit package?

If the benefits package is not listed on your job bulletins, direct potential applicants to DHR's website so they can review benefit information.

An effective approach is to describe the unique benefits that your department provides (e.g., flexible scheduling, telecommuting, career development, etc.). By doing this, your job opportunities will stand out from the rest.

Will I fit in/like working for this department?

A career webpage provides you with the opportunity to share your department's culture and the experiences employees have on the job. Some departments, such as Fire and Public Works, are already using career webpages to provide insight about job experiences.

Several methods can be used to showcase the job, your department, or your employees.

- **Day-in-the-life of key positions** (fire fighters, engineers, trainees, etc.). These descriptions will help potential applicants understand what typically happens during the workday. Day-in-the-life descriptions can be helpful in dispelling unwarranted reputations or in providing a realistic preview for jobs with high turnover.
- **Employee testimonials** can give an authentic voice to the benefits of working for your department. Potential applicants are more likely to believe the authenticity of testimonials when they are focused on the employee (e.g., accomplishments or how working for your department has benefited him or her) versus focusing on the organization (e.g., a list of why your department is so great). Ensure that testimonials appear natural rather than scripted marketing material.
- **Employee blogs** also provide an authentic voice, but with a less formal tone. Blogs allow your employees to provide ongoing information about working for your department, the challenges they have overcome, and the opportunities that have arisen through their job. They can be interactive if you let potential candidates comment or ask questions. As with the employee testimonials, ensure that the blog does not sound too much like marketing material, which could diminish the authenticity of the blog.

You can display this content through video, audio, or text, but it is best to keep it brief. While potential applicants will be looking for complete information, it is unlikely that they will dedicate much time to reading long paragraphs of text or watching long videos.

Content Organization

The following pages contain examples of the career webpages of real organizations. While one approach is not necessarily better than another, each page demonstrates how career content can be organized and navigated. Always remember that the webpage should be easy to use. As with recruitment advertisements, creativity should enhance the content of the webpage, not obscure it.

Organized by Topic

Pennsylvania State University's career page has all the relevant content that potential job applicants are seeking and has an easy to navigate menu. One criticism is that "Job Opportunities" and "Search Jobs" seem like the same function. A better way to separate the two would be to use "Featured Job Opportunities." Otherwise, this page is a good example of how easy the navigation should be.

The screenshot shows the Penn State Careers Home page in Microsoft Internet Explorer. The browser's address bar displays <http://www.psu.jobs/Index.html>. The page features the Penn State logo and the slogan "Opportunities as limitless as Penn State." A search bar with a "Go" button is located on the left. A navigation menu includes links for "Why Penn State", "Benefits", "Our People", "Work/Life", "Job Opportunities", and "Search Jobs". A central text box describes the university's resources, and a large image of the Nittany Lion statue is visible. The footer contains copyright information for 2005 and links for "Privacy and Legal Statements" and "Contact Us". The browser's status bar at the bottom shows "Internet" and "100%" zoom.

Penn State - Careers: Careers Home - Microsoft Internet Explorer provided by Department of Human Resources

<http://www.psu.jobs/Index.html> Live Search

Penn State - Careers: Careers Home

PENNSTATE

Opportunities as
limitless
as Penn State.

Go

- › Why Penn State
- › Benefits
- › Our People
- › Work/Life
- › Job Opportunities
- › Search Jobs

[50 Ways Penn State Has Shaped Our Culture.](#)

▶ A multitude of resources for exploring your interests, expanding your knowledge, and developing your skills. A boundless spectrum of interactions with a great, growing diversity of people. And an amazing array of programs and events that showcase remarkable talents, from the performing arts stage to the athletic field. These are among the opportunities awaiting you when you work at Penn State. The potential is limitless. Step in.

The Pennsylvania State University ©2005 [Privacy and Legal Statements](#)
[Contact Us](#)

Internet 100%

Organized by Level

Ernst & Young's career webpage separates content for different levels of job seekers. This type of organization is helpful if your department hires for many entry-level positions or internships, as these potential applicants may need more in-depth information than experienced potential applicants. Notice that the content areas in each section are clearly defined and easy to navigate. Also, note that the job search link is prominent on the page for job seekers who are only interested in finding open positions.

Home - Ernst & Young - United States - Microsoft Internet Explorer provided by Department of Human Resources

http://www.ey.com/US/en/Careers

Live Search

Home - Ernst & Young - United States

Page Tools

ERNST & YOUNG
Quality In Everything We Do

Search

Home Insights Industries Services **Careers**

Home > Careers

Personal drive

"It's up to each individual to drive his or her career — the people willing to take ownership are the people who get what they want." — Alison, Executive Director, Assurance

No boundaries No limits Personal drive

Students

From internships to full-time positions, we offer you rewarding and challenging opportunities that will launch your career and open up a world of possibilities.

Find out more about:

- Applying to Ernst & Young
- Working at Ernst & Young
- Student Programs
- Developing your career
- Life at Ernst & Young

Experienced

If you are considering a career change, we offer a dynamic environment that will help you achieve your potential.

Find out more about:

- Applying to Ernst & Young
- Working at Ernst & Young
- Developing your career
- Life at Ernst & Young

Executives

If you are a proven leader in your field, with an entrepreneurial mindset and a passion for helping your clients achieve their potential, you can help us shape the future of our business.

Find out more about the opportunity to join Ernst & Young as an executive.

Job search

Search our job postings, apply online or create a profile.

EY Insight

For real insight into what we're all about — who we are, what we do, and how you can join us — check out our exciting website experience, EY Insight.

FORTUNE 100 BEST COMPANIES TO WORK FOR 2010

50 BEST PLACES TO LAUNCH A CAREER BusinessWeek

WORKING MOTHER 100 BEST COMPANIES TO WORK FOR 2010

top 10

DiversityInc 2011 TOP 50 COMPANIES FOR DIVERSITY

Internet 100%

Organized by Function

Starbucks' career webpage is divided by the branches of the company. If you have key positions in multiple disciplines in your department, it may be helpful to display discipline specific content. A criticism of this page, however, is that there is no clear link to the actual job search function. You have to go to another page to find that link. This could deter job seekers who are already interested in working for the organization and do not want to spend additional time searching through other content.

The screenshot shows the Starbucks Career Center webpage in a Microsoft Internet Explorer browser window. The browser's address bar displays "http://www.starbucks.com/career-center". The page title is "Career Center | Starbucks Coffee Company". The browser's status bar at the bottom shows "Internet" and "85%" zoom.

The webpage content includes:

- What's it like to work at Starbucks?**
It's a lot like working with friends. For one thing, the people who work here aren't "employees" - we're "partners" because we passionately share common goals and mutual success. We're dedicated to serving ethically sourced coffee, caring for the environment and giving back to the communities where we do business.
Our Mission Statement
About Global Responsibility and Starbucks Shared Planet™
- EXPLORE THE CAREER CENTER**
 - Working at Starbucks
 - Career Advancement
 - Career Diversity
 - Professional Services Careers
 - Roasting Plant Careers
 - Retail Careers
 - International Careers
- Finance**
The Finance team is a key strategic partner in guiding Starbucks to continued growth and profitability. [See how.](#)
- Information Technology**
The IT professionals here are doing some pretty amazing, innovative, industry-leading work. [Hear their stories.](#)
- Global Development**
These partners love creating the "third place"
- Supply Chain Operations**
How do we get coffee, cups, chairs and more to
- Follow Starbucks Jobs Online**
Follow us on [Twitter](#) or friend us on [Facebook](#) to keep tabs on working at Starbucks.
- Commitment to Community**
Starbucks is dedicated to supporting communities around the world - where we live, where we work and in the countries where our coffees are produced.
- 100 Best Companies To Work For**

Appendix B
Radio Commercials

Radio Commercials

Most radio commercials are under sixty seconds long and many of your listeners will be listening to the radio as they are doing something else, such as driving. This means that your commercial needs to have a concise message that is easy to remember since your listeners are unlikely to stop what they are doing to write down the information they hear. It also means that repetition is the key to a successful advertisement campaign. As mentioned in the *Guide*, your audience will usually need to hear the commercial several times before they will accurately remember the information.

Many of the suggestions for writing the copy for online advertisements are applicable to writing a radio commercial script. Your message should be informative, realistic, and interesting to your target audience. To help you organize your information, and to make sure you are providing your target audience with all of the information they need to take action after hearing your commercial, you should cover the 5 W's – Who, What, Why, When, and Where – in your script.

Who

The County and your specific department should be mentioned within the first two lines of the commercial script. The goal is to make listeners associate everything else they hear in your commercial with the County and/or your department. If you do not tell the listeners who you are until halfway through the commercial, they may forget that some of the information conveyed earlier applies to your opportunity.

What

Provide relevant, easy to remember details about the job opportunity. Just as with the print advertisements, you should use an easy to understand job title and avoid County jargon.

Why

Highlight the facts that make your job opportunity unique. If you have also composed a print advertisement, you can use your headline information in the radio script as well. If you have not, answering the questions on page 14 will help you determine what those facts are.

When

Give your listeners a deadline for action. For example, telling your audience when you will stop taking applications will help provide a sense of urgency so that they will quickly take action, such as visiting the website the same day that they hear the commercial.

Where

Unless applicants can only fill out paper applications, you should direct your target audience to the County's website. It will be easier to remember than a physical address or a phone number. If you do need applicants to fill out an application in person, provide a phone number for them to call to get information rather than your address. Addresses can be lengthy and/or complicated. Since your listeners are unlikely to be ready to write down information, you want to provide them with the least complicated contact information that is available.

Approaches to Avoid

- **Punch-line humor:** As with the curiosity approach to writing headlines, humor is unpredictable. What seems funny to you may not be funny to your target audience. A humorous approach may also be only effective the first time listeners hear the commercial. After they know the punch-line, the commercial is no longer interesting or may become annoying; therefore, your audience is no longer listening. Since repetition is the key to successful radio advertisements, you do not want your listeners tuning out.
- **Unbelievable claims or gimmicks:** Making extravagant claims about your job opportunity will also cause listeners to tune out. If listeners think your opportunity is too good to be true, they will not take it seriously and are not likely to take action to find out more information.

Approaches to Use

The best approach to use when recording a radio commercial is also the most simple. Use a single voice reading a clear, believable script. This will set an appropriate tone for the information you are conveying, and will enable listeners to remember the information in the commercial, rather than the commercial itself.

The representative from the radio station that will broadcast your commercial should be available to answer questions or give you suggestions throughout the entire commercial making process. Good radio representatives are as interested in your commercial's success as you are, since they want your repeat business. Be sure to rely on your representative's experience and expertise. A list of local radio stations can be found on the County's Public Information Office website: <http://ceo.lacounty.gov/pio.htm>.

Appendix C
Television Commercials

Television Commercials

Due to the expense of creating and running television commercials, there will be few times when television advertising is an appropriate tool for your recruitment campaign. Television commercials should only be used if your department has a large number of openings for the same (or a very similar) job and you have had trouble finding enough qualified applicants in the past.

Choosing Television Stations

As mentioned earlier in the *Guide*, you need to ask the television stations about their audience demographics. While it may not be exact, you want to find the closest match between the viewing audience and your target audience. Keep in mind that while pricing may be cheaper for nonpeak viewing hours, you want to air your commercial at the time that your target audience is most likely to be watching television.

Hiring a Production Company

Unless you have video production professionals on staff, you should hire a production company to help you make your commercial. Many production companies will help you write, film, and edit your commercial. The television station you choose for your advertisement may even have a production company in-house that you are able to use.

When researching companies, be sure to structure your questions around your budget. The amount of your budget may limit what techniques can be used to make your commercial. Filming on location, for example, is often more expensive than filming in a studio. You should ask to see examples of commercials made with budgets similar to yours.

Using your Employees as Actors

Many organizations consider using their employees in commercials to lower the cost of producing a commercial. As you probably have seen in many local business commercials, this approach is often unsuccessful. If you are considering using your employees to act or to read a script as a voiceover, you should conduct a trial run before using the production company's services and objectively evaluate the performance.

If you decide to use a professional actor, your production company should be able to help you hire actors that will fit into your budget.

Appendix D
Career Fairs

Career Fairs

Job advertisement at a career fair requires different actions than the other advertisement methods. While there are advantages, such as your audience being already primed to learn about job opportunities, you will also be competing with numerous other organizations for your audience's time.

There are four components to a successful career fair experience: research, display, staff, and follow-up. The following sections will provide you with important considerations for each component.

Research

Pick the best career fair for your needs. You should only go to a career fair if the expected audience matches your target audience. While there is no way to guarantee who will come to a career fair, you can make an educated guess by finding out

- Who is sponsoring the fair
- What other companies are expected to attend the fair
- The demographics of the expected audience

The job fair sponsor should have most of this information available for you.

Display

Your display should clearly communicate who you are and what you do. It should not contain a large amount of text, however. The goal of the display is to entice your target audience to stop at your booth to talk to your staff. Notice that the display example on the left has a lot of small text that potential applicants will have to stop to read. This will create awkward moments as your staff stands around, waiting for them to finish. The display example on the right, however, has very little text to read and clearly tells potential applicants who they are and what they do.



Staff

At a job fair, your staff is the job advertisement. When choosing staff for a job fair, you want to ensure that they know

- details about the job(s) they are trying to fill,
- why the County, your department, or the position stands out from your competitors, and
- how potential applicants can apply for the position.

Your staff should be able to have brief, but meaningful, conversations with the potential applicants about what the job entails, what skills or experiences are needed to be successful in the job, and what opportunities working in that job will provide.

Ensure that your staff have handouts to give to potential applicants that include contact information. Job fair participants will speak to many organizations, so they may have questions after the job fair about the information they discussed. The handouts should also include the County's job search website and the address of where they can get a paper application.

If you will be attending a job fair sponsored by a school or similar organization, try to include alumni in your staff. Any connection that you can make with potential applicants may help the County stand out among the other organizations.

Follow-up

The key to retaining the interest of your "top picks" is to follow through with any promises your staff made during the career fair. If the potential applicant was told that someone would review their resume, then the resume should be reviewed and a follow-up call should be made to the potential candidate within a week to invite them to apply for the position or to provide feedback or some other appropriate response.

In addition to following up with your top picks, you should answer all inquiries that come from the job fair participants. This will strengthen their impression of the County as an employer of choice. Even if these potential applicants are not top picks at the moment, they could be later on in their careers.