



FTA Awards Nomination/Entry Form

Person who led this effort or project

Name Diane Hardt

Agency Name WI Department of Revenue

Phone Number (608) 266-6798

Email diane.hardt@wisconsin.gov

About your program, idea, or project

Name your program, idea, or project: Virtual/In-Person (VIP) Recruitment Team - improve recruitment efforts during the pandemic and beyond

What is the problem that you wanted to solve? Before the pandemic, the Wisconsin Department of Revenue (DOR) had a very small recruitment presence and little to no use of virtual platforms for recruiting. We could advertise on employment platforms and get the desired candidates. When most colleges and employers moved to 100% virtual during the pandemic, we realized that our recruitment strategies and efforts had to evolve to get us more connected with students and potential applicants.

Who was involved in addressing the problem? The original idea came from a group of employees who were already on the Audit Bureau's recruitment team. They reviewed our current strategies and felt we needed to at least double our efforts in a virtual environment to help spread awareness that we are an employer of choice.

The group of 15 people then broke into smaller groups to focus on different parts of the effort. The team consisted of auditors, revenue agents, and audit managers and then expanded to Compliance Bureau staff too. The larger group has worked closely with our agency's communications specialists who work with video and Twitter. Notably, none of the team members are from our Human Resources Bureau (HR). Due to staffing constraints of their own, HR graciously allowed the team to operate autonomously (and creatively) while still supporting the team with specific requests.

How did they go about finding a solution? The team decided to re-brand itself the "Virtual/In-Person (VIP) Recruitment Team" and explored new ways to communicate about our career opportunities and connect with potential applicants. One sub-team developed presentation materials to use in virtual presentations. Another sub-team created a new recruitment video. A third sub-team identified other needs that weren't being met or ideas not yet explored by current recruitment practices.

The presentation team successfully created multiple presentations for recruitment speaking engagements. The video team worked with our internal video producer to create an idea, sought out employee "actors" to be filmed, arranged for filming in multiple offices to maximize participation across a diverse group of employees, and scheduled the filming process. In a matter of weeks, the team produced a video that we've shared on our external website, tweeted, and included in links from QR codes in social media posts and mail postcards.

For the sub-team identifying unmet needs and exploring new ideas, we developed a more formal temporary assignment for one of the auditors on the team to coordinate those activities which included diversifying our recruitment advertising methods, reaching out directly to candidates who may meet qualifications during a recruitment period, assisting with interview scheduling, and following up to learn what methods were beneficial to the process.

Describe the outcome. What is the new idea, approach, program, or activity?

We have:

- Updated our external website for employment options and posted the video on the site. The video will continue to be shared as described above.
- Increased our virtual networking presence by using Handshake to post jobs and connect with colleges/universities as well as students.
- Increased the number of college/university staff getting direct e-mails from us offering to speak to classes about our work and current job opportunities.

When our "VIP Team" members do recruitment outreach activities, they have a system of gathering contact information from the potential applicants they meet and keeping in touch with them after the event.

Our job announcements explicitly address the benefits of working for DOR. They invite the potential applicant in with these questions:

- Are you looking for a work environment that values integrity, positivity, and teamwork?
- Are you looking for a company that prefers to promote its own people?
- Do you want to work for a stable employer that rewards your contributions with great benefits and regularly scheduled pay increases?

Current employees invite potential employees to consider the benefits of working at DOR.

We then offer those benefits that might not be available from other employers but are most desired by our employees:

- 40-hour work week
- flexible schedules and telecommuting

- independent work and learning
- opportunities for advancement

What has changed since this was implemented? How have your operations improved? Include any data, analytics or metrics that would show the value of your program. Don't forget management advantages such as improved morale.

The recruitment video was a big hit for employee morale. It also gained a lot of attention on Twitter. The video had 518 impressions and 16.6% engagement during its first week.

We expanded our relationships with colleges and universities and presence on Handshake, moving from 49 schools in our network to 242 schools. We've actively participated in seven speaking engagements and four career fairs since January 2022.

The number of applicants for our auditor positions went from 13 in our prior recruitment (January 2022) to 84 in our most recent (April 2022). One applicant who was interviewed said he heard about our positions because of an e-mail his professor had shared.

Is there any component of your program that makes it workable only in your state or city?

Everybody ought to be doing this.

Is this an in-house project, or did you partner with an outside vendor or service-provider?

100% in-house

What comes next – will you be adding to your program, rolling it out more widely, trying additional approaches?

We're working on developing more one-on-one relationships with colleges and universities offering to come speak during class on what the department does and career opportunities we offer.

We're also reaching out to advertising firms to gain insight on how to make ourselves known to potential candidates while keeping the integrity of our branding.

We will continue to evaluate innovative recruitment strategies.

Additional Optional Materials

Website/Documentation URL (Must be publicly accessible) <https://www.youtube.com/watch?v=Whl9AyQaye8>

Documentation Upload

