

Public Sector Recruiting

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Starting Point

- What does diversity of staff look like in your agency?
- What is the diversity like in the team, unit, or division?
- Do the job classifications you're recruiting for lack representation?
- Where have you not posted jobs?
- Where have you NOT conducted outreach?
- What is your candidate recruitment plan?



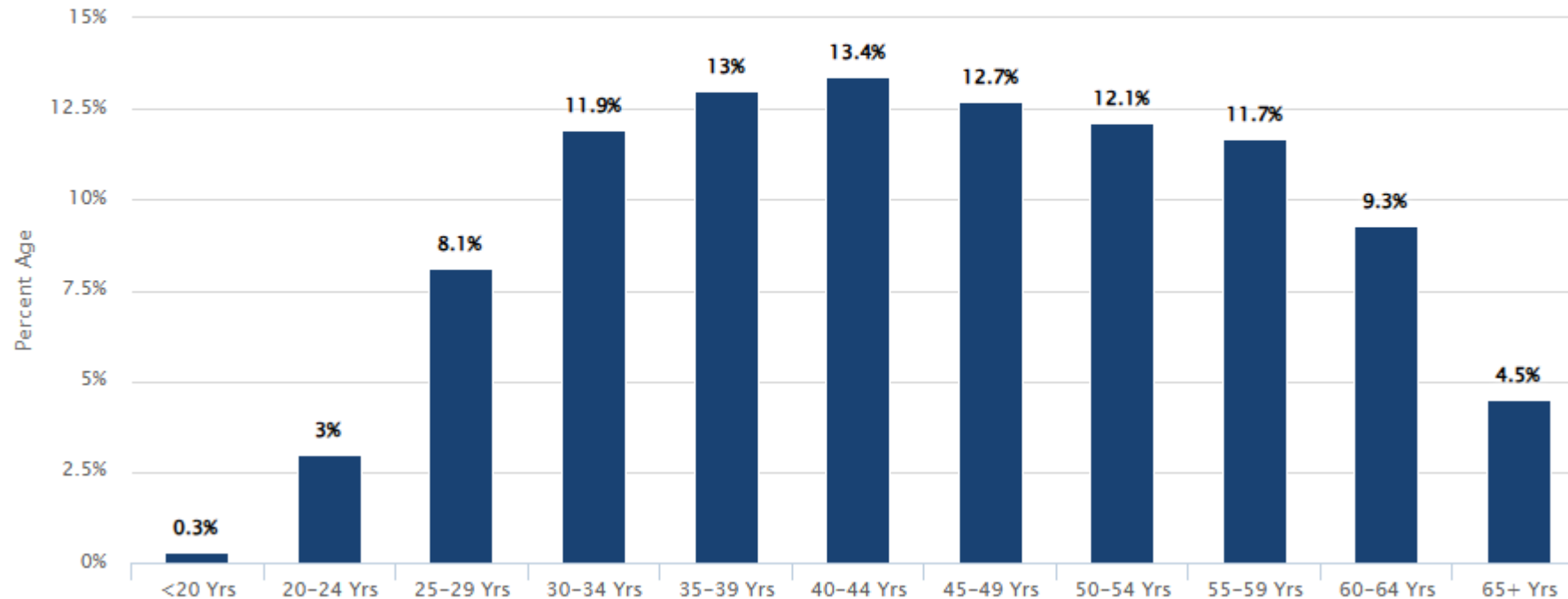
Benefits of an Inclusive Workforce

- Enhanced creativity and innovation
- Improved decision-making
- Enhance employer value proposition
- Broader talent pool
- Increased employee engagement
- Adaptability and flexibility
- Knowledge transfer and mentoring
- Employee retention

Workforce data - age

Workforce age

36% of Executive Branch Employees are Under 40 Years Old



<https://ofm.wa.gov/state-human-resources/workforce-data/workforce/workforce-age>

Workforce data - tenure

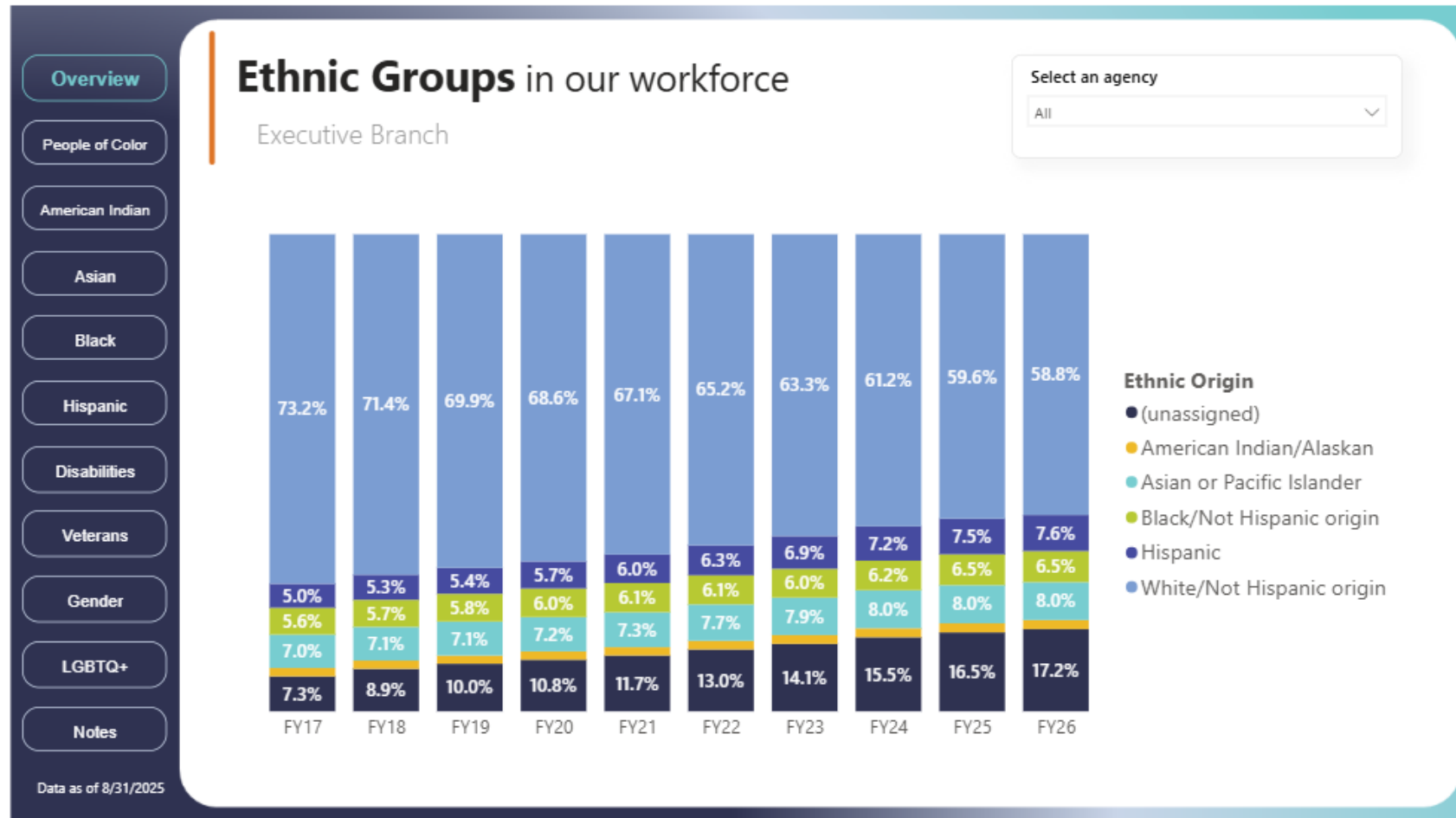
Age	Tenure
55 to 64	9.8 years
45 to 54	6.9 years
35 to 44	4.7 years
25 to 34	2.8 years
20 to 24	1.2 years
18 to 19	0.7 years

- Younger workers were more likely than older workers to be short-tenured employees.
- In January 2022, about 79 percent of 16- to 19-year-olds had tenure of 12 months or less with their current employer.
- January 2022, wage and salary workers overall in the public sector had a median tenure of 6.8 years. For local government 6.9 years.

• Source: <https://www.bls.gov/news.release/pdf/tenure.pdf>

Workforce data – ethnic groups

Diversity Overview



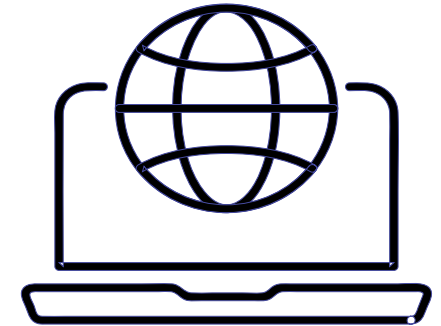
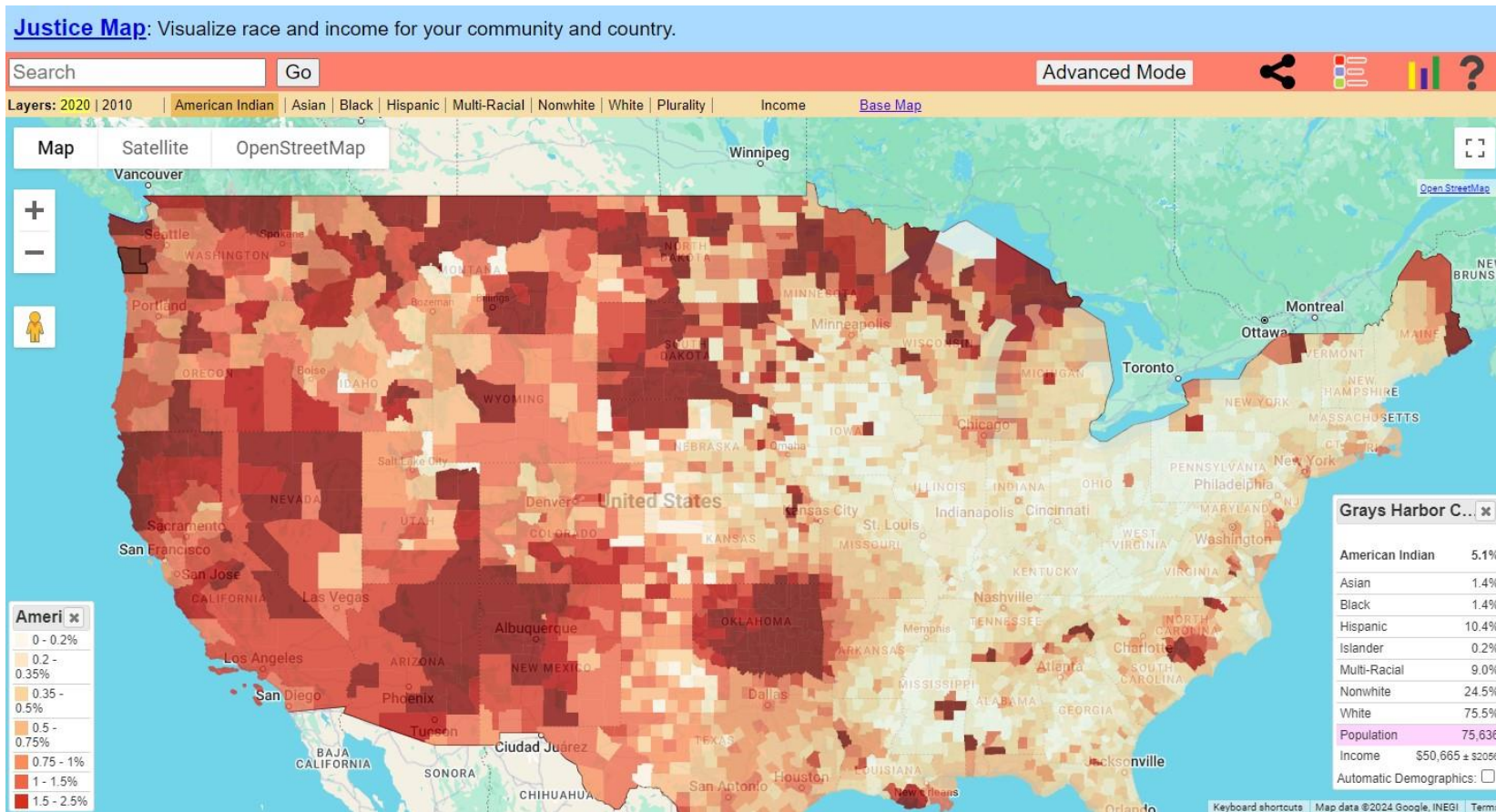
✓ **34.2%** of the State of Washington's labor force are People of Color

✓ **Does your workforce reflect the people you serve?**

Data points

Step	Definition	Measure
Applied	Job seekers who have applied online or have had their application manually entered to one of the jobs in the agency between the selected date ranges.	Number of applicants & diversity
Eligible	Applicants who have met the minimum qualifications and are eligible for further consideration.	Conversion rate
Referred	Individuals from the Eligible List who are referred to the employing official for further consideration.	Screening process
Interview	Certified individuals who are invited to interview.	How many referred are interviewed
Offered	Individuals from the interview stage who were made a job offer.	Accepts/ Declines
Hired	Individuals are considered hired after the hire form is completed and the hire is approved in OHC.	Applicants to Hired

Justice Map



Recruiting Intelligence Sources

- Employer Applicant Tracking System
- Employment Security Department - [WorkSource Talent Bank](#)
- U.S. Bureau of Labor Statistics – [Occupational Outlook Handbook](#)
- [O*Net Online](#) Developed by the U.S. Department of Labor
- Employment Security Department - [Labor Market Information](#)
- OFM [Diversity Resource List](#)

Common recruiting mistakes

- Expect that content in your job posting will attract more diverse applicants.
- Going to the same job fair and expecting different results.
- Use stock diversity photos.
- Expect groups or associations to do your bidding.





Sourcing Candidates

- Search the applicant tracking system
- Referrals from new hires or references
- Search for and talk to passive candidates
- Be present in underrepresented communities
- Connect with statewide organizations or associations
- Share intelligence with your recruiter peers

Talent Pipeline Maintenance

- Create a **living database** of prospective candidates within your target radius (include professional or industry details).
- Tag those with preferred experience for priority follow-up.
- Keep “silver medalist” candidates warm for future openings — especially those with geographic proximity and flexible availability.

Candidate Communication Pipeline

Name	Current Employer	LPN License #	License Expiry	Experience/ Unit	Contact Info	Preferred Shift	Outreach Status	Notes
Jane Doe	Life Care Center of Port Orchard	WA1234567	12/2026	3+ years in long-term care, evening shifts	email / phone	Evening	Active WA LPN	Experienced in memory care and skilled nursing
John Smith	Kitsap Mental Health Services	WA2345678	06/2025	2 years in behavioral health settings	email / phone	Evening	Active WA LPN	Strong background in mental health nursing
Emily Johnson	Maxim Healthcare Services	WA3456789	11/2025	1 year in home health care	email / phone	Flexible	Active WA LPN	Seeking stable facility-based evening shifts
Michael Williams	NaphCare, Kitsap County Jail	WA4567890	03/2026	1.5 years in correctional healthcare	email / phone	Evening	Active WA LPN	Interested in transitioning to long-term care
Sarah Lee	Regional Care Network	WA5678901	09/2025	2 years in skilled nursing	email / phone	Evening	Active WA LPN	Looking for evening shift opportunities



Start with a Hiring Manager Meeting:

- Ideal candidate profile
- Key words
- Team culture
- Management style
- Remote/Hybrid
- Future projects
- Work environment
- Professional development
- Perfect day
- Work schedule
- Career path

Referrals from new hires or references



REFER. SCORE! REPEAT.

MULTICARE EMPLOYEE REFERRAL PROGRAM

Have a friend, previous classmate or co-worker you think would be a great addition to MultiCare? Give them this card. On the back, we've included reasons to work at MultiCare and instructions on how to apply. Learn more about MultiCare's employee referral program and ways you can score at: multicare.org/employee-referral-program

#TeamMultiCare

MultiCare
MultiCare Health System
P.O. Box 5299
Tacoma, WA 98415-0299

NON-PROFIT ORG.
U.S. POSTAGE
PAID
TACOMA, WA
PERMIT NO. 223



WHY CHOOSE MULTICARE?

- WE'RE CHANGING HEALTH CARE FOR THE BETTER**
 - Locally based and governed
 - A 130-year history of innovation
- WE INVEST IN PEOPLE, NOT PROFITS**
 - Competitive pay & benefits
 - Tuition reimbursement & continuing education
 - \$20K RN loan payback program
- WE'LL GIVE YOU OPTIONS**
 - Full-time, part-time or on-call schedules
 - Many locations and specialties to choose from

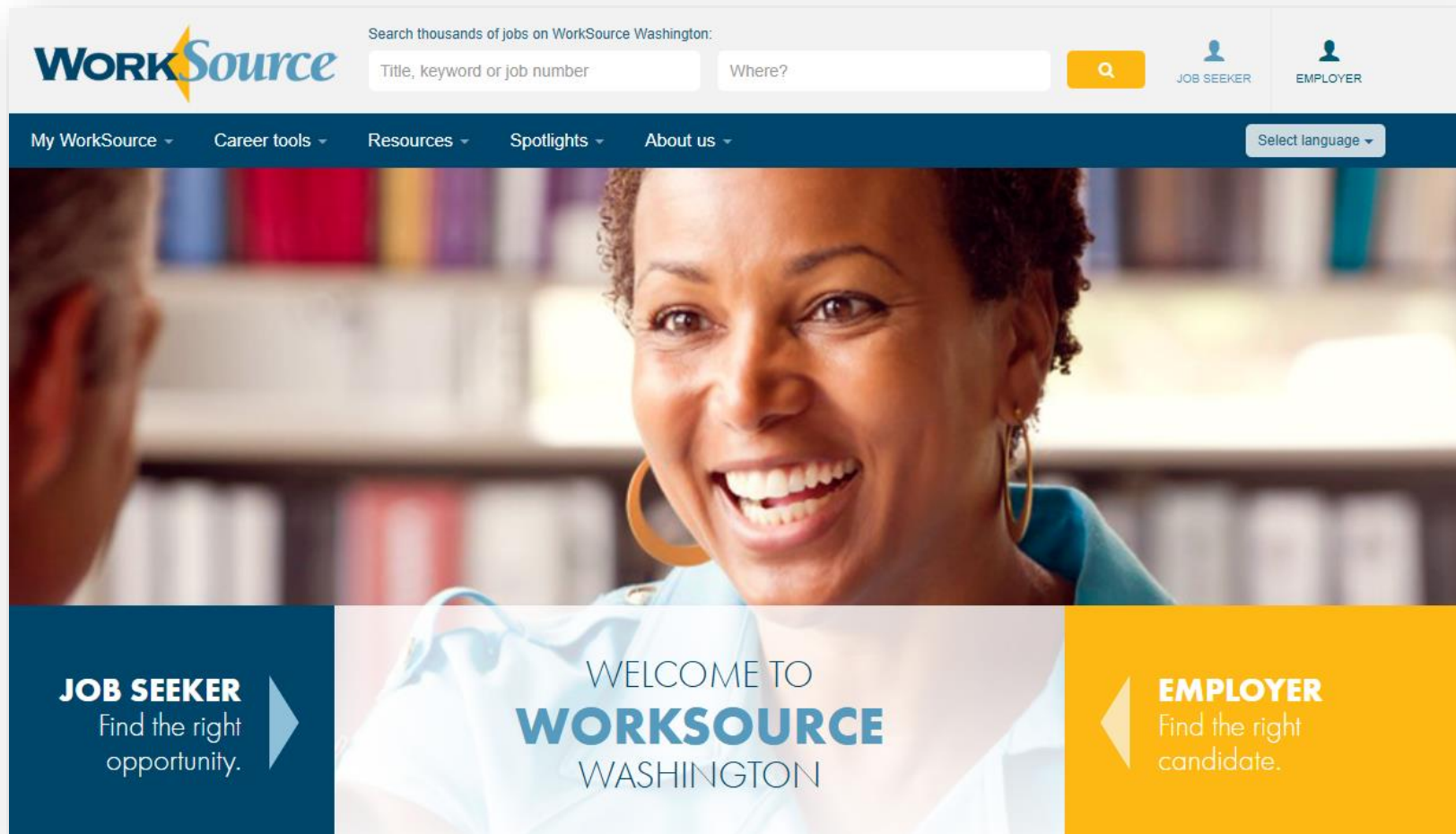
HOW TO APPLY

- GO TO OUR WEBSITE**
Use the QR code or go to jobs.multicare.org

- BROWSE JOBS**
Once on our website, go to the job search page. You can narrow your search by location, specialty, and more. Don't see the right job for you? Join our Talent Network to be notified when a job is posted that fits your areas of interest.
- COMPLETE AN APPLICATION**
Once you find a job you would like to apply for, complete our online application.

NOTE: If you were referred by a current MultiCare employee, include their name where instructed on the application. If their name is not included, they will not be eligible for an employee referral program bonus.

WorkSource



Diversity Recruiting Resources

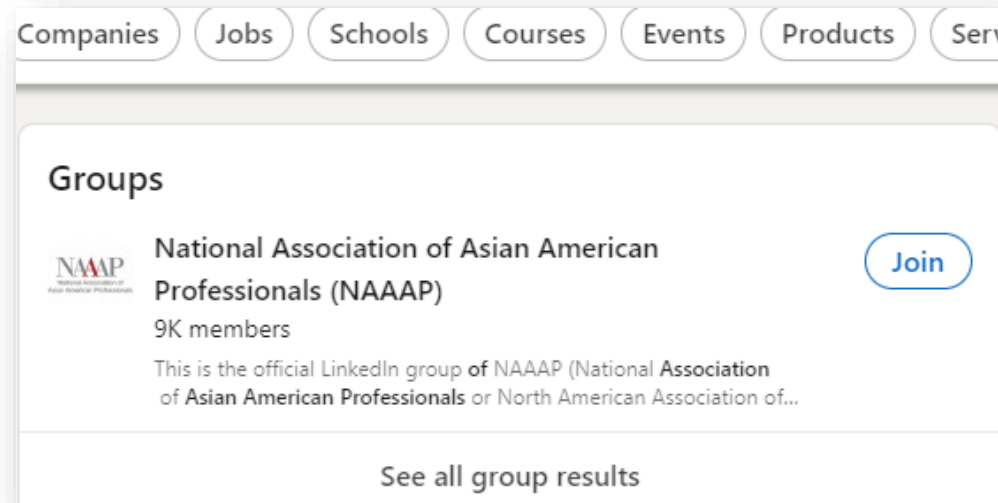
Asian American Associations

[Asian American / Pacific Islander Nurses Association, Inc.](#)
[Asian American Architects/Engineers Association](#)
[Asian American Journalist Association](#)
[Asian American Psychological Association](#)
[Asian American Real Estate Association of America \(AREAA\)](#)
[Asian/Pacific American Librarians Association](#)
[Association of Asian American Investment Managers](#)
[Center for Asian American Media](#)
[Chinese American Librarians Association](#)
[Japanese American Citizens League](#)
[Korean American Scientists and Engineers](#)
[Korean Women's Association](#)
[National Asian American Pacific Islander Mental Health Association](#)
[National Asian Pacific American Bar Association](#)
[National Association of Asian American Professionals](#)
[OCA – Asian Pacific American Advocates](#)
[Society of Asian Scientists and Engineers](#)

Black Associations

[AFRO - The Black Media Authority](#)
[Association of Black Psychologists](#)

- Post a job on association career page
- Check the events and local chapters
- Search on LinkedIn



State Colleges and Universities

Community Colleges:

- [Bellevue Community College](#)
- [Big Bend Community College](#)
- [Cascadia Community College](#)
- [Centralia College](#)
- [Clark College](#)
- [Columbia Basin College](#)
- [Edmonds Community College](#)
- [Everett Community College](#)
- [Grays Harbor College](#)
- [Green River Community College](#)
- [Highline Community College](#)
- [Lower Columbia College](#)
- [Olympic College](#)
- [Peninsula College](#)
- [Pierce District College](#)
- [Seattle Community College District](#)
- [Skagit Valley College](#)
- [Shoreline Community College](#)
- [South Puget Sound Community College](#)
- [Community Colleges of Spokane](#)
- [Tacoma Community College](#)
- [Walla Walla Community College](#)
- [Wenatchee Valley College](#)
- [Whatcom Community College](#)
- [Yakima Valley Community College](#)

Universities:

- [Central Washington University](#)
- [Eastern Washington University](#)
- [The Evergreen State College](#)
- [University of Washington](#)
- [Washington State University](#)
- [Western Washington University](#)

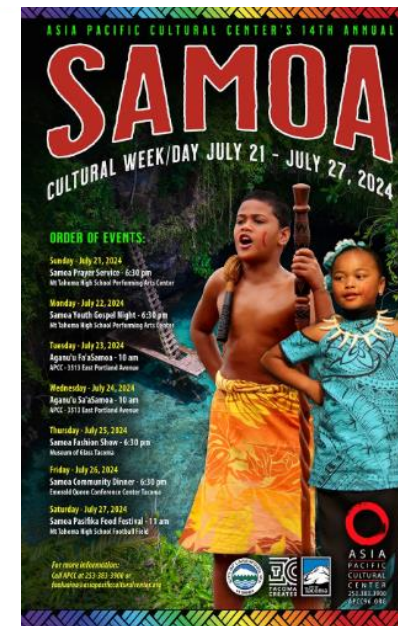
Technical Colleges:

- [Bates Technical College](#)
- [Bellingham Technical College](#)
- [Clover Park Technical College](#)
- [Lake Washington Institute of Technology](#)
- [Renton Technical College](#)

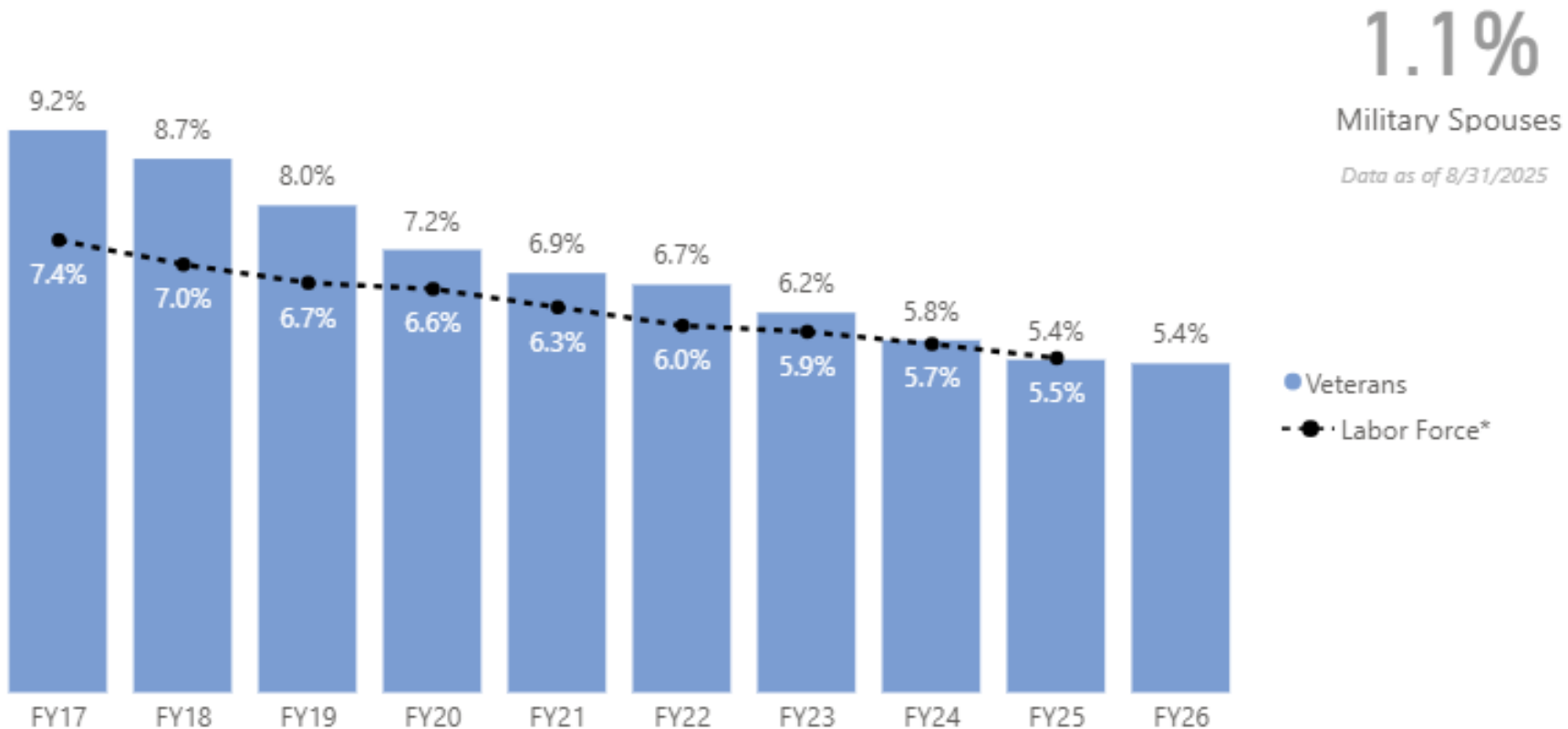
Be Present in Underrepresented Communities



Association for Asian Studies
AAS2024
ANNUAL CONFERENCE
SEATTLE, WA



Workforce data – Veterans



*Labor Force Data: U.S. Census Bureau. Includes Washington state civilian labor force. ACS 1-year estimates subject table (S2301). (The most recent Census Bureau data is compared to the most recent workforce data.)

MILITARY BASES IN WASHINGTON

There are five major Active-Duty military installations in Washington:

- **Fairchild Air Force Base**
(Spokane)
- **Joint Base Lewis-McChord**
(Lakewood – Air Force/Army)
- **Naval Air Station Whidbey Island**
(Oak Harbor)
- **Naval Base Kitsap**
(Bremerton)
- **Naval Station Everett**
(Everett)



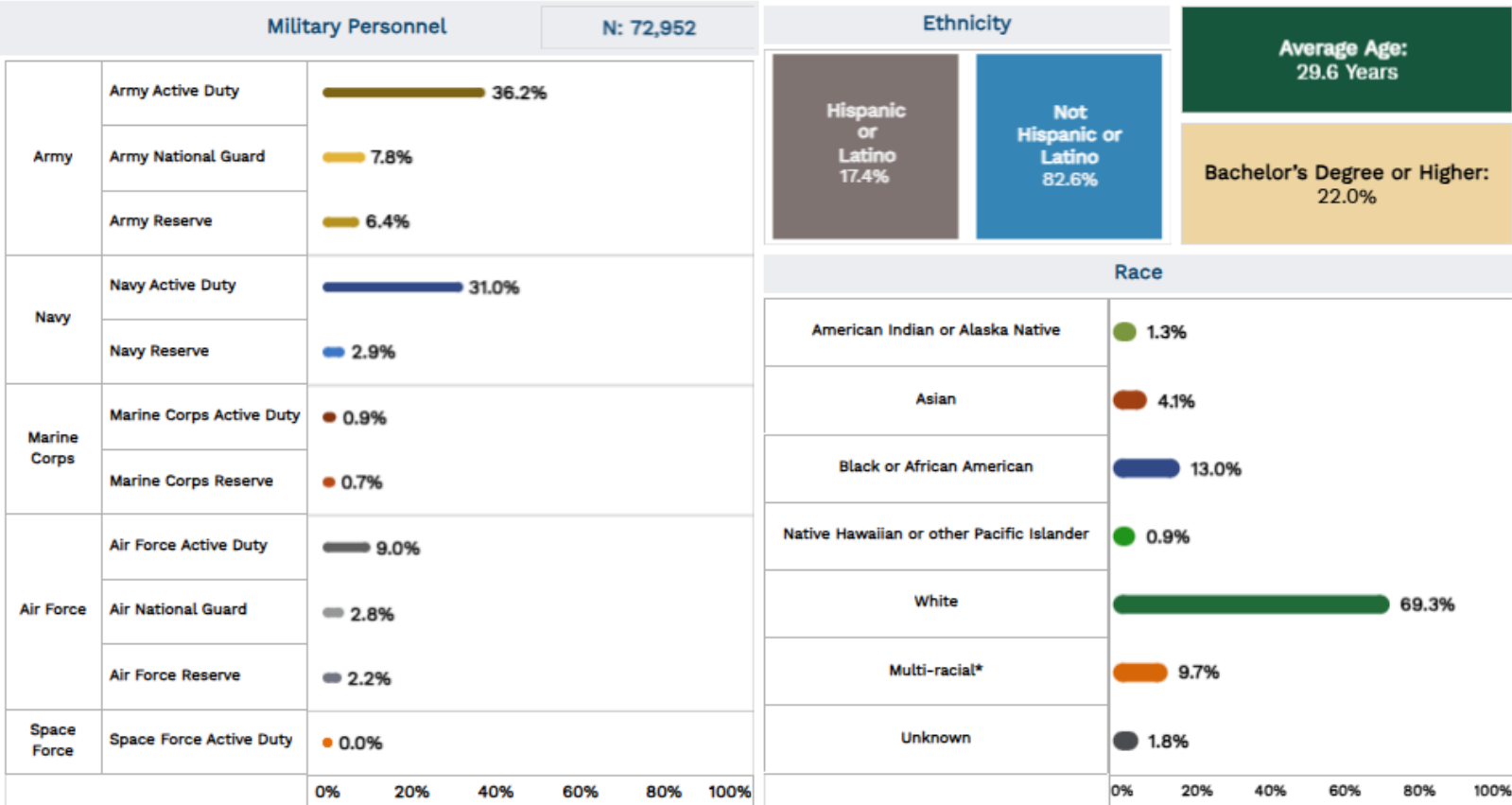
Coast Guard Base Seattle oversees the Coast Guard presence across Washington. There are training centers and other military facilities across the state as well as National Guard drill centers and armories, including Camp Murray in Lakewood.

Total military force in Washington

Total Military Force: Total DOD Military Force

Of the 72,952 total DOD military force members in the selected criteria, 36.2% are associated with the Army Active Duty.

The average age of total DOD military force members is 29.6 years.

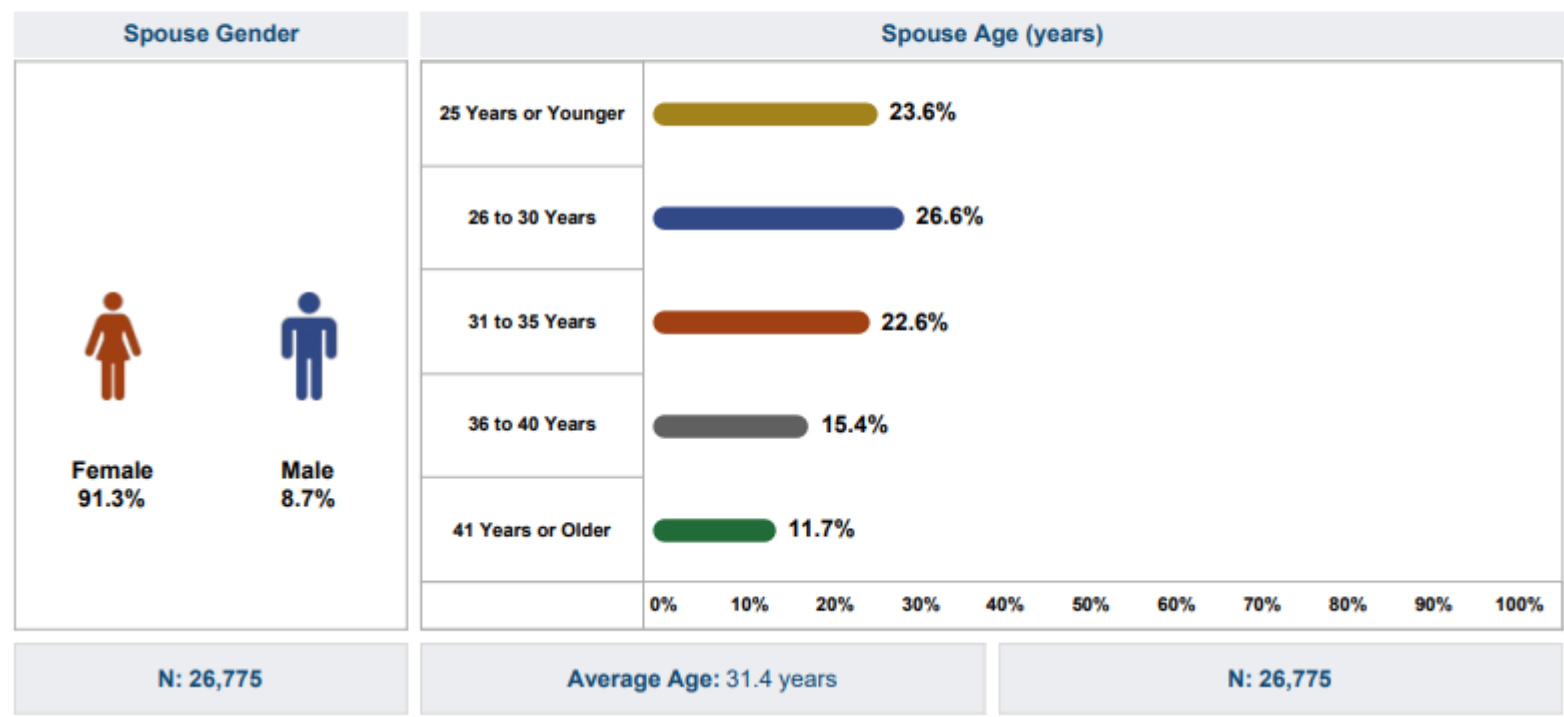


<https://demographics.militaryonesource.mil/chapter-1-total-force-characteristics>

Active-Duty Spouse Population

Active-Duty Families:
Spouse Demographics

Of the 26,775 active-duty spouses in the selected criteria, 91.3% are female and 8.7% are male. The average age of active-duty spouses in the selected criteria is 31.4 years.



<https://demographics.militaryonesource.mil/chapter-5-spouse-demographics/>

Veteran Population

Veteran Cohort ↓	Washington	National
Percent of Women Veterans	11.6%	11.3%
Percent of Veterans Age 65 and Over	44.8%	46.0%
Number of Women Veterans	61,120	2,066,691
Number of Veterans Age 65 and Over	235,148	8,402,855
Number of Veterans	525,343	18,300,000

<https://www.data.va.gov/stories/s/y2eh-9yiu>

Veteran Population By Age

Washington

Age Category	9/30/2023	9/30/2028	9/30/2033	9/30/2038	9/30/2043	9/30/2048
Less than 40	87,196	82,868	79,103	77,991	78,136	78,464
40-64	202,999	184,983	173,025	166,831	165,128	159,166
65+	235,148	218,478	197,742	173,382	149,898	137,668

<https://www.data.va.gov/stories/s/y2eh-9yiu>

SHRM Military Community at Work



WIDENING PATHWAYS TO WORK

Military Community

Through the *Military Community at Work* initiative, SHRM Foundation works directly with HR stakeholders to reduce barriers within the hiring process and enhance support for transitioning veterans, military spouses, caregivers, and national guard and reserve members throughout the employment life cycle.

Join us in recruiting, hiring, and retaining members of the military community.

<https://www.shrm.org/shop/product.html/shrm-foundation-military-community-at-work-certificate>

More Places to find Candidates

- WorkSource Resume Bank
- LinkedIn Recruiter Lite
- Indeed.com resume subscription
- Facebook
- X
- Zoominfo
- Open social media sites
- Google (Boolean)
- WARN - Worker Adjustment and Retraining Notification
- Layoff Trackers
- Directories – Online Yellow Pages, Yelp, etc.

Sourcing on Facebook



CWU Central Washington University

WE ARE HIRING!

LICENSED PL01 COMMERCIAL / INDUSTRIAL WORKING PLUMBER (2 OPEN POSITIONS)
(Plumber/Pipefitter/Steamfitter)

- Salary: \$72,552 - \$84,192 annually plus the awesome CWU benefits
- Screening Begins: Immediately and open until filled
- Job Type: Full-time
- Location: Ellensburg, Washington

For complete information and to apply online at careers.cwu.edu, please scan this QR Code:



CWU is an EEO/AA/Title IX/Veteran/Disability Employer

Groups



Ellensburg & Kittitas County Works!

Private · 7.4K members

Kittitas County, WA. This page is about getting a job! Matching willing workers with open positions. Not only in Ellensburg — all of Kittitas county. This page is not to promote...

Join



Eburg Job & Employee Search

Public · 2.4K members · 8 posts a month

This group is meant to help connect Ellensburg residents to more job opportunities and more employer opportunities!

Join



Ellensburg Connect

Private · 10K members · 10+ posts a day

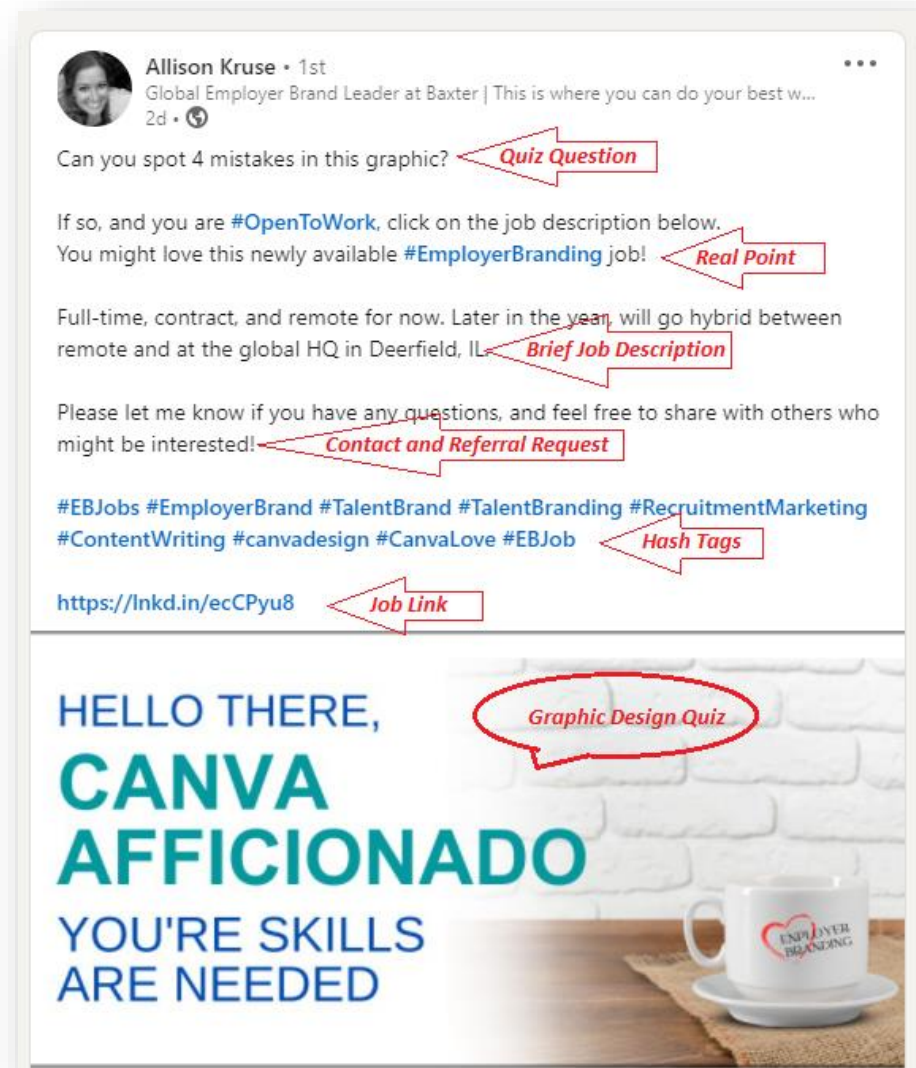
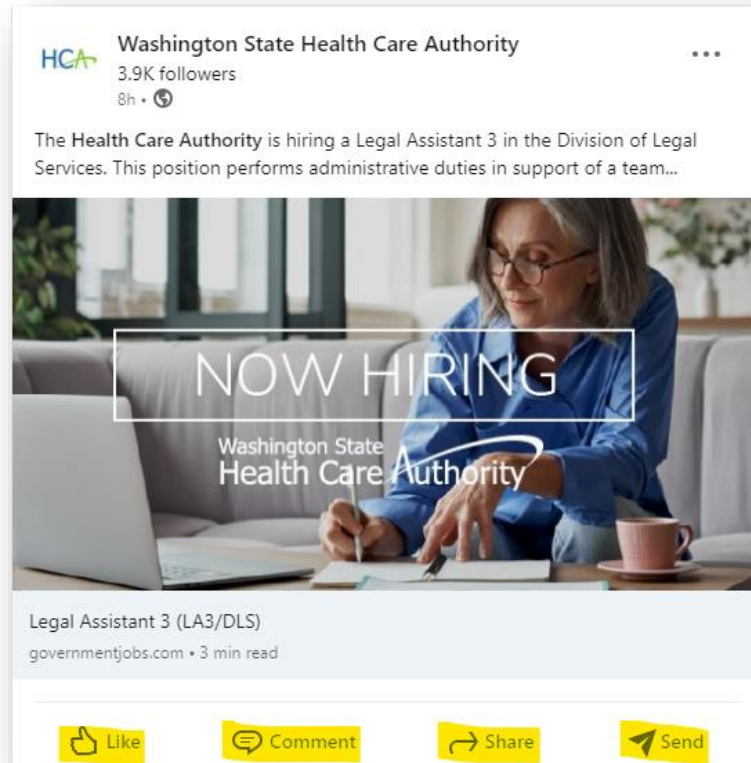
A group for the Ellensburg community to come together! Please note we do not allow any political posts/hate speech Not affiliated with "ellensburg connected not

Join

See more

- Groups | Marketplace | Posts | Fan/ Business Page

Posting on LinkedIn



Basic Boolean Sourcing

- Use Keywords and Boolean operators: AND, OR, NOT, “quotes”, and (parenthesis)
- Create syntax to find professional candidate names, qualifications, and contact information
- X-Ray search allows you to search sites for information
- Find information to help you find candidates (conferences, memberships, attendee lists, directories, etc.)
- Test variations of a search string for different results
- Natural language, search images, find documents, and associations



Helpful Keywords

Job titles

Skills

Certifications

Licenses

Degrees

Companies

DEI terms

Trades

Industries

Phrases or natural language

Icons

Tech Schools

Employee Resource Groups

Colleges

Associations

Awards

City

State

County

Country

Languages

Social media

Zip code

Area code

Accomplishments

Hobbies

Military branch

Veteran status

Conferences

Events

Nonprofits

Volunteerism

Clubs

Hashtags

LinkedIn groups

Resume

CV

Boards/Committees

Employment status

Basic Boolean Sourcing

Keywords Words relevant to job Skills Certifications Job Titles

AND Nurse AND ER HR AND SPHR Mechanic AND Diesel

OR | Resume OR CV CPA OR Accountant BSW | MSW

NOT -job -apply -sample -submit -example -post

“ “ exact keywords or phrase “human resources” “Tacoma, WA” “java engineer”

() group parts of complex expressions

(RN OR Nurse OR “Registered Nurse”) AND (Hospital OR Clinic OR ER)

Filetype Type of document you are seeking .pdf .doc .xlsx

Site Website you are x-raying site:website.com

Boolean Search String Examples

- [site:zoominfo.com accountant AND Yakima](#)
- [association plumbing services site:org "local chapters"](#)
- [Diversity associations in "washington state"](#)
- [site:www.linkedin.com/in/ \(RN OR ADN OR "registered nurse"\) "Olympia, washington"](#)
- [site:www.facebook.com "plumber" "ellensburg, wa"](#)
- [electricians labor unions in washington](#)
- [layoffs AND "washington state" 2025](#)

Use Chrome



Alternative Candidate Sources

Search						
1 2 3 4 5 6 7 8 9 10 ...						
Company	Location	Layoff Start Date	# of Workers	Closure Layoff	Type of Layoff	Received Date
Synchronous LLC dba First Mode	Seattle, Centralia	8/5/2024	65	Layoff	Permanent	8/5/2024
SunPower Corporation	Bellevue	9/24/2024	96	Closure	Permanent	7/29/2024
Homegrown Partners LLC	King County	9/15/2024	158	Closure	Permanent	7/18/2024
Providence Sacred Heart Medical Center	Spokane	9/7/2024	50	Closure	Permanent	7/9/2024
McKinley Paper Company	Port Angeles	8/25/2024	190	Layoff	Permanent	6/25/2024
Ardagh Glass Inc.	Seattle	7/1/2024	244	Layoff	Temporary	6/17/2024
Superior Tire Service, Inc.	Auburn	6/28/2024	2	Layoff	Temporary	6/12/2024
Amazon	Tukwila	8/1/2024	172	Closure	Permanent	5/31/2024
Prestige Care, Inc.	Vancouver	8/1/2024	150	Layoff	Permanent	5/31/2024
New Columbia Fruit Packers, LLC	Yakima	8/16/2024	216	Closure	Permanent	5/31/2024
Expedia, Inc.	Seattle	8/1/2024	36	Layoff	Permanent	5/29/2024
Obvio Health USA, Inc.	Seattle	7/17/2024	51	Layoff	Permanent	5/24/2024

Layoff Trackers

- <https://www.trueup.io/layoffs>
- <https://parachutelist.com/>
- <https://news.crunchbase.com/startups/tech-layoffs/>
- <https://www.warntacker.com/#faq>



AI Talent Mapping Prompt

Act as a talent acquisition candidate sourcing expert and create a talent mapping strategy for the job posting I will paste here. This position has a history of being hard to fill.

The talent mapping strategy will include the following:

List relevant websites and resources for social recruiting and research to help find contact information for key candidates on professional networking sites.

Identify at least 4 competitor comparisons to help develop a compelling pitch to candidates. Use insights of similar employers

Share competitor social analysis with insights on how they are presenting themselves online.

Create heat maps (written insights) to show where talent is located (including distance from job posting location), and where demand for this talent is the strongest. Provide current data and employment trends from labor market sources such as Occupational Outlook, WA Employment Security Department Labor Market Information, and CareerOneStop.

List candidate intelligence and demographic data where information about the number of candidate leads can be found. Include cities, states, military bases, etc. Include your data sources for this information.

Create a list of at least 5 sites where social profiles can be found for individual candidates.

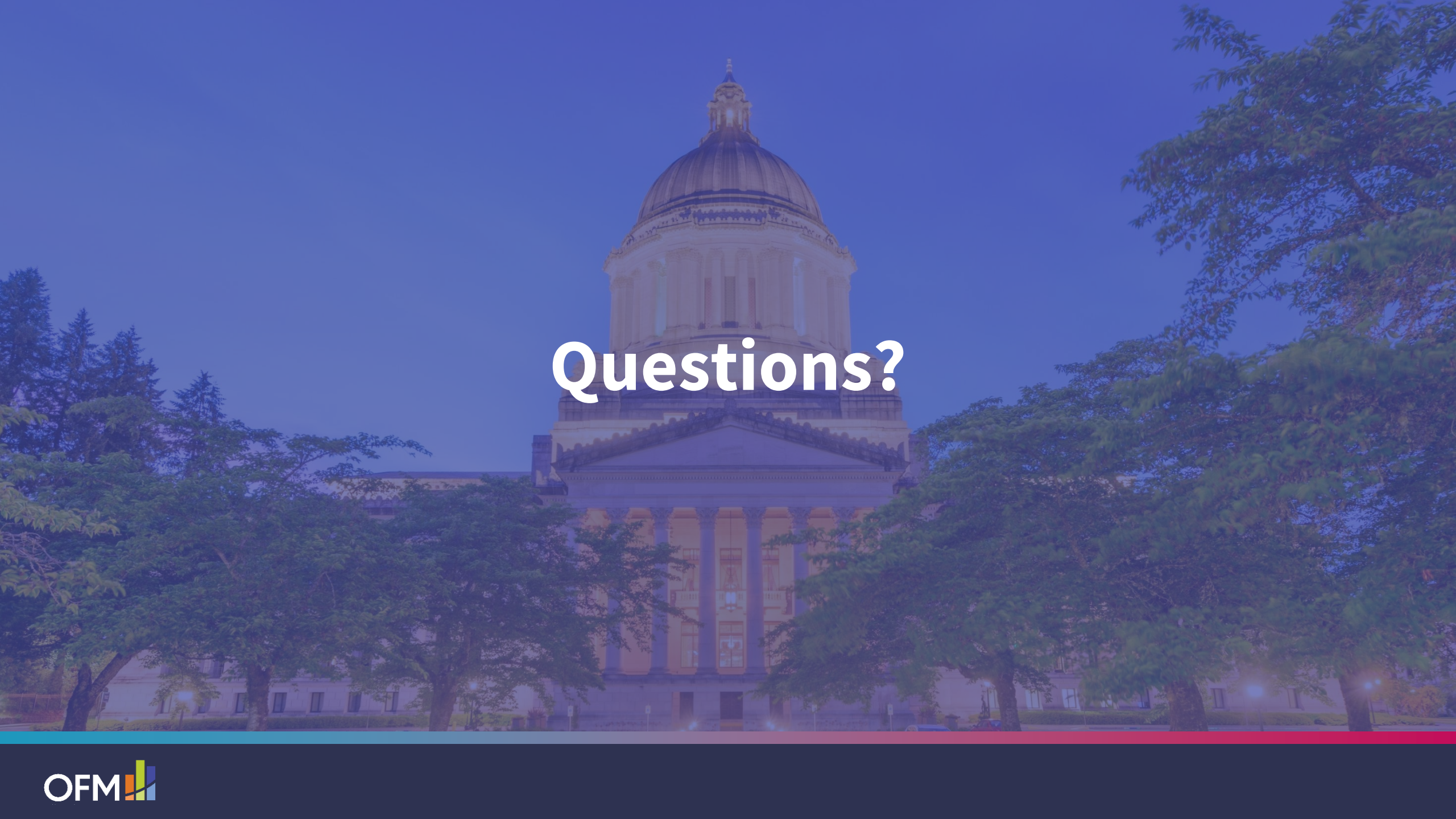
List at least 5 ways to find links to candidate profiles with email or phone in the listing.

Create Boolean string examples that use site or x-ray search to find profiles in groups, social networks (Linkedin, Facebook, X), meetups, and conferences.

Finally, provide suggestions on messaging for a PR campaign about our employer that will be of interest to a prospective candidate. Specifically create two attention-grabbing LinkedIn posts that can be used to share this job. Do not use a question as a headline for these posts.

Do not use emojis

Before I paste the job posting, do you understand?



Questions?

For more information

Contact:

Jose Dominguez | Workforce Research & Policy Analyst
State HR | Workforce Strategies
jose.dominguez@ofm.wa.gov



Scan the QR code to visit ofm.wa.gov or find us on social media.

