



Utilizing social media in the profiling and recruitment process

Samfunnsøkonomisk analyse has mapped the opportunities and drawbacks of utilizing social media in the process of profiling and recruitment. More specifically, this project examines whether social media can be a useful tool for municipalities in the recruitment process and the promotion of the municipality as an employer.

The ability to recruit, develop and retain employees is viewed as one of the Norwegian municipalities' main challenges. Particularly young professionals are unfamiliar with the career opportunities in the municipalities.

A number of studies indicate that social media has gained increasing importance in profiling and recruitment processes. The main issue in the report is: To what extent is social media a useful tool for promotion and recruitment for the municipal sector? The study is qualitative, and is based upon a literature review, interviews (both with local authorities, experts and businesses), focus groups with potential employees, and municipal case studies.

The main conclusion of our study is the use of social media must be included in a holistic strategy for employer branding and recruitment in order to maximize the benefit.

The Norwegian municipalities are relatively active on social media, in particularly Facebook. However, the Facebook page is mainly used as a kind of a local newspaper, targeting all of the municipality's inhabitants. The page is therefore not viewed as the ideal intermediary of information related to the municipality as an employer. The companies we interviewed, however have established career pages on social media, in order to brand themselves as employers, and in order to post recruitment advertising. The companies were far more concerned with what kind of perception or message they were spreading about themselves to potential employees, than the municipalities.

Although most municipalities in Norway are not using social media actively to promote themselves as an employer, some have. Stavanger is one of the municipalities we have interviewed that has a particular emphasis on employer branding, though not on social media. Stavanger has established a career page on their regular home page. Rissa municipality has experimented with Instagram, posting photos of the everyday life of employees.

Several municipalities have, however, used various social media in specific recruitment processes, using the advertisement functions on Facebook and LinkedIn. Some have also tweeted about available positions.

Whether social media is suitable for recruitment is entirely dependent on the exact job position. There are, however some advantages. The major advantages of using social media as a mean for recruitment, include targeted reach and cost reduction. Social media also provide a unique opportunity to gain insight about possible candidates though easily attainable statistics. This information is highly relevant for the strategy of future recruitment campaigns.

However, data concerning the number of people that have viewed or shared the advertisement is of limited interest. The main objective in a recruitment process is to increase the number of qualified applicants. In order to understand the success of a recruitment campaign, we recommend that the Municipalities collect the following statistics:

1. Where applicants first became aware of the position. To get information about which channels have captured most attention in general.
2. Where the relevant and qualified applicants first became aware of the position. To get information about which channels most relevant applicants found information about the available position.
3. Where the finally employed candidate first became aware of the position. To get information about which channel applicants who were actually employed initially caught up ad.