



City of Dallas

Talent Attraction Marketing Strategy Introduction

Kimberly Bizer Tolbert, Deputy City Manager
Catherine Cuellar, Director of Communications,
Outreach & Marketing

Nina Arias, Director of Human Resources

Jarred Davis, Director of Civil Service

Maria Tapias & Leonardo Bastera, The Voice Society

CONTENTS

03	The Challenge: Problem and Solution
04	Brand Strategy
07	Campaign Concept and Creative
10	Campaign Style Guide



THE CHALLENGE: ATTRACTING AND RETAINING MORE AND BETTER TALENT

THE CURRENT PROBLEM:

While the City of Dallas has made progress in recruiting, employing and retaining a diverse, talented and engaged workforce, there is reason for concern on the future pipeline of prospective City workers. The challenge extends beyond critical and hard-to-fill positions with the younger generations not feeling compelled to seek a public service career due to misperceptions around working environment, growth opportunities, compensation and benefits.

THE PROPOSED SOLUTION:

As one of the largest public sector employers in Texas, the City of Dallas offers unmatched benefits and career opportunities. We must generate awareness of benefits, opportunities and advantages of a public service career in order to change misperceptions by highlighting civil service and city employees' substantial energy, power and impact.

THE EXPECTED OUTCOME:

Build a robust and sustainable talent attraction pipeline and, ultimately, make the civil and public service a sought-after career and the City of Dallas the premier public sector employer in Texas.

ROI + ROE: INVESTING IN TALENT ATTRACTION AND RETENTION HAS FINANCIAL AND NON-FINANCIAL BENEFITS

ROI (Financial Return On Investment):

Cost Savings

Reduced employee turnover can save costs associated with recruitment, onboarding, and training.

Increased Productivity

Skilled and experienced employee output and overall productivity increase, and higher productivity can lead to increased cost savings.

Alleviate Stressed Resources

Reducing time-to-fill vacant jobs alleviates stress on current employees and can help avoid incremental costs of overtime or urgent work requirements.

ROE (Non-Financial Return On Engagement):

Robust Talent Pool

Having a larger pool of applicants and attracting high-quality candidates reduces time-to fill job vacancies and increases fit with organizational requirements and diversity of labor force.

Employee Engagement and Retention

Increased job satisfaction, commitment and motivation lead to improvements in talent retention rates and reduces churn.

City of Dallas Brand

A fully-staffed and engaged work force can enhance the City of Dallas employer brand image, as well as reputation, perception and positive word-of-mouth.



City of Dallas

BRAND STRATEGY

MESSAGING ARCHITECTURE

GOAL	Generate awareness of the benefits, opportunities and advantages of considering a public service career to attract qualified candidates to apply and work for the City of Dallas.			
TARGET	DFW residents seeking employment.			
MESSAGING PILLARS	Educate Create robust content to inform and educate prospective employees about the types of jobs and characteristics associated with working for the City.	Differentiate Compare and contrast vs. private and nonprofit sectors, emphasize growth opportunities and highlight the unique benefits of pursuing a career working for Dallas.	Motivate Provide incentive mechanisms and simple resources to apply, with clear and transparent timelines, evaluation processes and predictable outcomes.	
REASONS TO BELIEVE (RTBs)	<ul style="list-style-type: none"> • Types of jobs/departments • Overall benefits/advantages • Compensation • Substantial impact of public service • Testimonials • FAQs/Fact Sheets 	<ul style="list-style-type: none"> • Work/life balance • Culture, energy and empowerment • Empathy, Ethics, Excellence, Engagement, Equity • Merit system 	Sense of Urgency <ul style="list-style-type: none"> • Apply now CTA • Positions fill up fast/ # of applicants • Real-time chat 	Instant Gratification <ul style="list-style-type: none"> • Motivators to apply (e.g. easy online application, updates within 48 hours) • Common application platform • Real-time status tool
VALUES	Service first culture. Committed to building a workforce that delivers services with Empathy, Ethics, Excellence, Engagement, Equity. Follow a model merit system and provide quality customer service to all internal and community stakeholders. Driven by Diversity and Inclusion initiatives. Dedicated to Openness, Transparency and Accountability.			



IMPLEMENTATION STRATEGY: COMMUNICATION PILLARS

CONSISTENT BRAND VOICE

Ensure consistency in tone and style through all written, verbal or in-person communication initiatives for all brand elements, from mission and values, to messaging pillars and calls to action.

VOICE OF THE EMPLOYEE

Engage and encourage current team members and alumni to participate in making our employer brand visible, well-known, well-respected and sought-after.

TRAINED POINTS OF CONTACT

Managers and supervisors should be trained to understand our employer brand and how to reinforce and communicate it with current team members and prospective employees on a continual basis.



MULTI-CHANNEL AND MULTI-MEDIA

Use a variety of graphic, audio, video and in-person communication channels including website content, newsletters, testimonial videos, print materials, paid advertising, events, community outreach and internal training and onboarding materials.

IMPLEMENTATION STRATEGY: CHANNEL AND MEDIA PLAN

Traditional

Radio/DJ
Ads

Brochure

Point-of-
Sale
Graphics
(Gas
Pumps)

Printed
Flyers

METRO
Wrap

Digital

Digital
Radio

OTT/
HMTV

Display
Ads

Digital
Video

Email/
Newsletter

Social Media

Video
Testimonial

Organic
Posts

Influencers

Partner
Cross-
Posting

Job Board
Ads

Resource Microsite



Job Title	Job Type	Salary	Posted	Closing	Department	Location
6101C Deputy Customer (Non-Civil Service)	Full-time	\$18.00 - \$19.50 Hourly	05/23/23	06/06/23	Code Compliance Services	Southwest Dallas, TX
6101C Deputy Customer (Non-Civil Service)	Full-time	\$18.00 - \$19.50 Hourly	05/23/23	06/06/23	Code Compliance Services	Southwest Dallas, TX
6101C Deputy Customer (Non-Civil Service)	Full-time	\$18.00 - \$19.50 Hourly	05/23/23	06/06/23	Code Compliance Services	Southwest Dallas, TX
6101C Deputy Customer (Non-Civil Service)	Full-time	\$18.00 - \$19.50 Hourly	05/23/23	06/06/23	Code Compliance Services	Southwest Dallas, TX
6101C Deputy Customer (Non-Civil Service)	Full-time	\$18.00 - \$19.50 Hourly	05/23/23	06/06/23	Code Compliance Services	Southwest Dallas, TX
6101C Deputy Customer (Non-Civil Service)	Full-time	\$18.00 - \$19.50 Hourly	05/23/23	06/06/23	Code Compliance Services	Southwest Dallas, TX
6101C Deputy Customer (Non-Civil Service)	Full-time	\$18.00 - \$19.50 Hourly	05/23/23	06/06/23	Code Compliance Services	Southwest Dallas, TX
6101C Deputy Customer (Non-Civil Service)	Full-time	\$18.00 - \$19.50 Hourly	05/23/23	06/06/23	Code Compliance Services	Southwest Dallas, TX
6101C Deputy Customer (Non-Civil Service)	Full-time	\$18.00 - \$19.50 Hourly	05/23/23	06/06/23	Code Compliance Services	Southwest Dallas, TX
6101C Deputy Customer (Non-Civil Service)	Full-time	\$18.00 - \$19.50 Hourly	05/23/23	06/06/23	Code Compliance Services	Southwest Dallas, TX

Community Outreach

Events

Educational
Partnerships
&
Career Day
Appearances

Job
Fairs

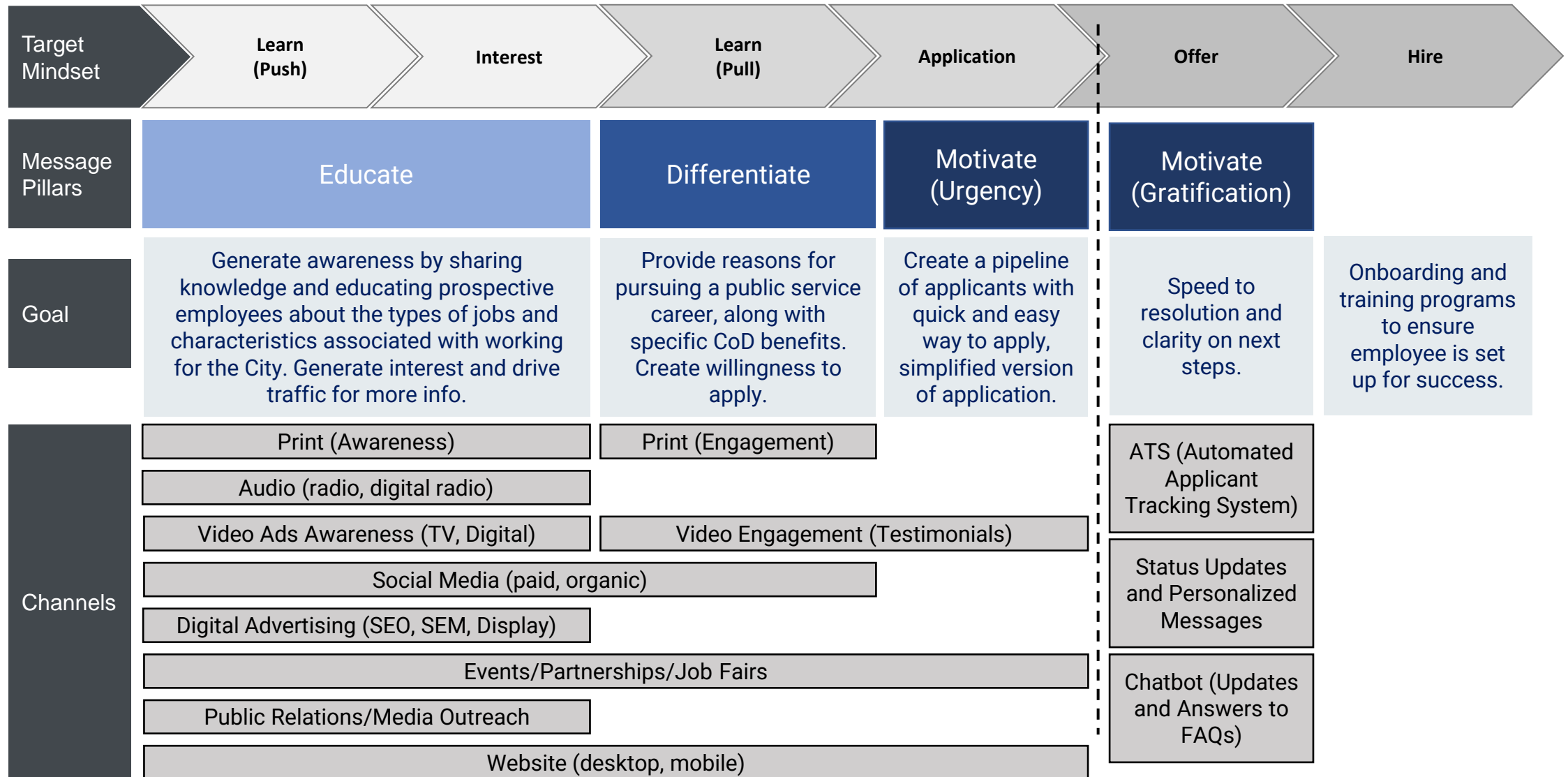
Media
Outreach

Public
Relations

Press
Releases
and Council
Memos



IMPLEMENTATION STRATEGY: CANDIDATE JOURNEY





City of Dallas

CAMPAIGN CONCEPT

CAMPAIGN PROCLAMATION

Welcome to the City of Dallas, where great careers begin. As one of the largest public sector employers in the State of Texas, we understand that today's workforce is looking for more than just a job – they want a flexible, supportive, and safe work environment that encourages creativity and growth. As a progressive employer, we recognize and embrace the connection between personal well-being and increased productivity and the importance of a career path that offers substantial energy, empowerment and impact.

We believe in providing our employees with the tools and resources they need to succeed, including empowerment, autonomy, and work/life balance. We understand that these values have become increasingly important in evaluating career choices, and we are committed to delivering on these promises.

The City of Dallas is dedicated to recruiting, developing, and supporting a diverse workforce of full-time, part-time, and contractual employees who fulfill their passion and purpose while earning a competitive living wage. We believe that a career with the City of Dallas can be life-changing, and we strive to build a Service First culture guided by Empathy, Ethics, Excellence, Engagement and Equity.

Whether you are just starting your career or are looking for new opportunities to grow and develop, the City of Dallas offers a range of exciting and challenging roles across a variety of industries. From engineering and construction to public safety and community outreach, we have a place for you.

Join our team and experience the benefits of working for a progressive employer that values your personal well-being and supports your professional growth. Together, we can create a better future for ourselves, our families, and our community. Come and discover what the City of Dallas has to offer. Your career awaits!



Leading the Way. Powered by You.

This concept recognizes the City of Dallas as a leader and innovator while also recognizing that the City could not run without its employees, those who make things happen.

Leading the Way. Powered By You. is a “rallying cry” interpreted as “a great city powered by great people” and can be represented through the voice of the City or in first person through individual employee testimonials.





City of Dallas

Leading the Way.

Powered by You.

Our city is run by passionate and driven people. Explore a career opportunity that empowers you to make a difference while fulfilling your goals.

AUTONOMY

EMPOWERMENT

WORK/LIFE BALANCE



City of Dallas

Leading the Way.


Powered by You.


As one of the largest public sector employers in the State of Texas, we provide unparalleled career opportunities and benefits.

PROPEL YOUR CAREER TODAY!

governmentjobs.com/careers/dallas

POSTERS AND FLYERS




 City of Dallas

Leading the Way.
Powered by You.

Our city is run by passionate and driven people. Explore a career opportunity that empowers you to make a difference.

AUTONOMY
EMPOWERMENT
WORK/LIFE BALANCE



Scan the QR Code to access City of Dallas open positions and apply today! Or go to governmentjobs.com/careers/dallas

DRAFT



DRAFT

Liderando el Camino.
Impulsados por Ti.

Al ser uno de los mayores empleadores del sector público en Texas, te ofrecemos oportunidades de desarrollo profesional y beneficios inigualables.

 City of Dallas

Escanea el Código QR para conocer las posiciones abiertas y aplica hoy mismo!
O entra a governmentjobs.com/careers/dallas



 City of Dallas

Leading the Way.
Powered by You.

As one of the largest public sector employers in the State of Texas, we provide unparalleled career opportunities and benefits.



Scan the QR Code to access City of Dallas open positions and apply today! Or go to governmentjobs.com/careers/dallas

DRAFT



Leading the Way.
Powered by You.

As one of the largest public sector employers in the State of Texas, we provide unparalleled career opportunities and benefits.

 City of Dallas

Scan the QR Code to access City of Dallas open positions and apply today! Or go to governmentjobs.com/careers/dallas

DRAFT

BILLBOARDS, POINT-OF-SALE GRAPHICS AND METRO WRAP



SOCIAL MEDIA TESTIMONIALS



City of Dallas - City Hall

Our city is run by passionate and driven people who seek a career opportunity that empowers them to make things happen. #LeadingTheWay #PoweredbyYou

Ryan S.
Housing Coordinator

46 2 comments • 2 shares

Like Comment Share

City of Dallas - City Hall

Nuestra ciudad opera con gente motivada y decidida a buscar oportunidades profesionales que les permitan hacer “que las cosas sucedan”. #ImpulsadosPorTi

Lupe R.
Sanitation Supervisor

46 2 comments • 2 shares

Like Comment Share



dallascityhall

DRAFT

LET'S PLAN DALLAS TOGETHER! FORWARD DALLAS

Did we get it right?

Elizabeth R.
City Assistant Comptroller

11 likes

dallascityhall Our city is run by passionate and driven people who seek a career opportunity that empowers them to make things happen. #LeadingTheWay #PoweredbyYou

dallascityhall

DRAFT

LET'S PLAN DALLAS TOGETHER! FORWARD DALLAS

Did we get it right?

Aaliyah F.
Firefighter Lieutenant

11 likes

dallascityhall Our city is run by passionate and driven people who seek a career opportunity that empowers them to make things happen. #LeadingTheWay #PoweredbyYou

RECOMMENDED INITIAL MEDIA INVESTMENT

BEST OPTION \$310K

16 WEEK FLIGHT
ENGLISH/SPANISH

PROs

Continuous flight for 16 weeks.
Increased reach and frequency.
Creative rotation to expand
messaging/RTBs

CONs

Highest net media investment.
Higher production fees.

BETTER OPTION \$233K

12 WEEK FLIGHT
ENGLISH/SPANISH

PROs

Good presence throughout 4 months with
some dark weeks in between flights.

Leaner investment without significantly
diluting reach and frequency.

CONs

Dark weeks may reset audience
mindset.
Overall lower reach.

GOOD OPTION \$155K

8 WEEK FLIGHT
ENGLISH/SPANISH

PROs

Budget conscious alternative that still
allows for 4-month media presence.

Still allows for English/Spanish media
buy.

CONs

Longer dark weeks may reset audience
mindset.
Lower budget impacts reach and
frequency.

BEST OPTION SAMPLE PLAN

	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16	IMPS	Planned Views	Total Net
OOH and POS																			
Digital Billboards	4																14,000,000		\$ 60,000
Dart Bus Shelters	30																5,000,000		\$ 54,000
Gas Pump Top Graphics	15																45,000,000		\$ 30,000
Digital/SM Video and Static																			
YouTube																		1,000,000	\$ 36,000
Programmatic																		800,000	\$ 20,000
Social Media																		2,000,000	\$ 30,000
Radio																			
Dallas (TRPs)	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	800 TRPs		\$ 80,000
TOTAL																			
																			\$ 310,000



BETTER OPTION SAMPLE PLAN

	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16	IMPS	Planned Views	Total Net
OOH and POS																			
Digital Billboards	4						4						4				10,500,000		\$ 45,000
Dart Bus Shelters	30						30						30				3,750,000		\$ 40,500
Gas Pump Top Graphics	15						15						15				33,750,000		\$ 22,500
Digital/SM Video and Static																			
YouTube																		750,000	\$ 27,000
Programmatic																		600,000	\$ 15,000
Social Media																		1,500,000	\$ 22,500
Radio																			
Dallas (TRPs)	50	50	50	50			50	50	50	50			50	50	50	50	600 TRPs		\$ 60,000
TOTAL																			
																			\$ 232,500

GOOD OPTION SAMPLE PLAN

	W1	W2	W3	W4	W5	W6	W7	W8	W9	W10	W11	W12	W13	W14	W15	W16	IMPS	Planned Views	Total Net
OOH and POS																			
Digital Billboards	4								4								7,000,000		\$ 30,000
Dart Bus Shelters	30								30								2,500,000		\$ 27,000
Gas Pump Top Graphics	15								15								22,500,000		\$ 15,000
Digital/SM Video and Static																			
YouTube																		500,000	\$ 18,000
Programmatic																		400,000	\$ 10,000
Social Media																		1,000,000	\$ 15,000
Radio																			
Dallas (TRPs)	50	50			50	50			50	50			50	50			400 TRPs		\$ 40,000
TOTAL																			
																			\$ 155,000



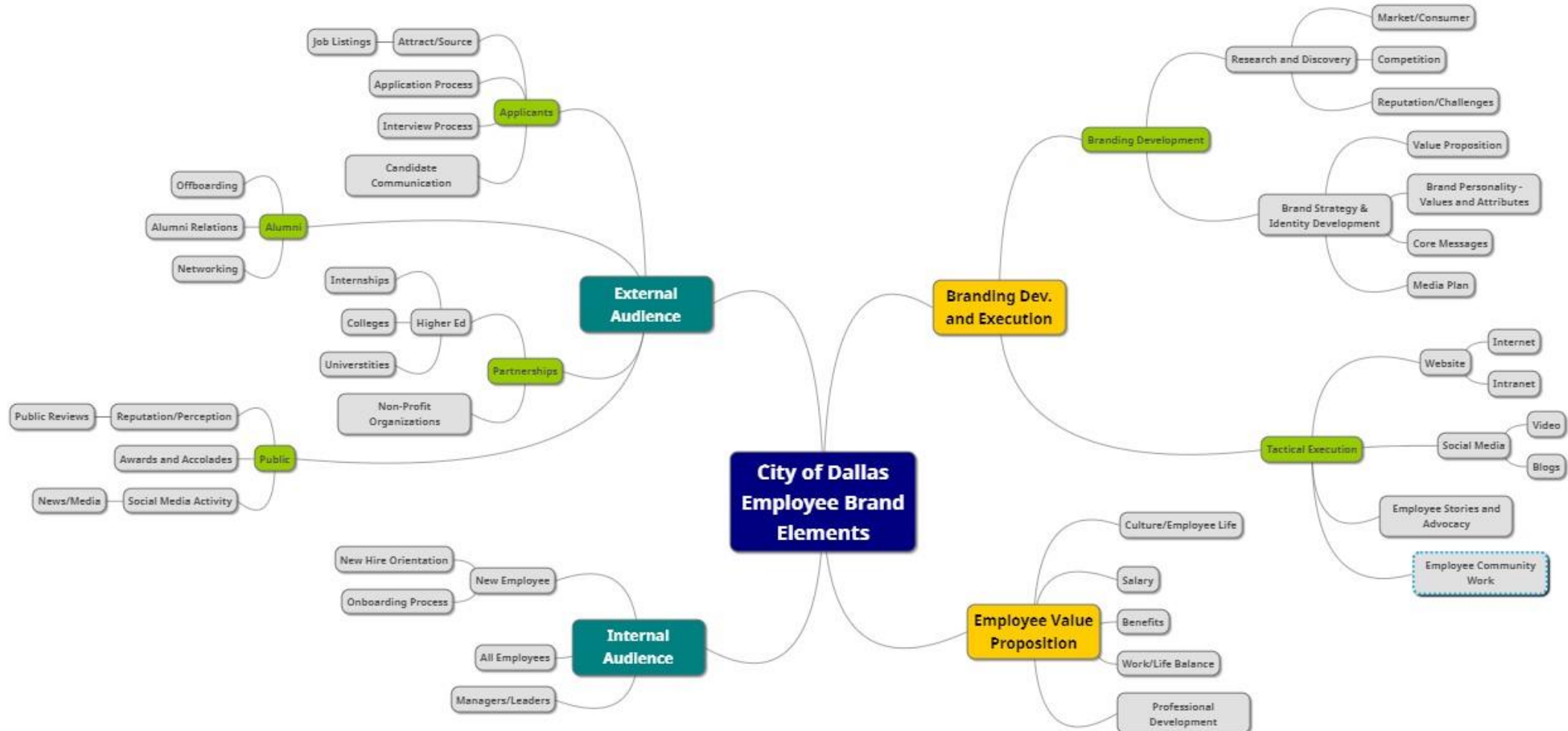
City of Dallas

APPENDIX

CITY OF DALLAS EMPLOYER BRAND ELEMENTS

IMPLEMENTATION STRATEGY (WHO, WHEN, WHERE)

BRAND ARCHITECTURE (WHAT, WHY)



YOUNGER GENERATIONS ARE DRIVEN BY INSTANT GRATIFICATION

The idea that younger generations are driven by instant gratification may influence their expectations and behavior when it comes to the job application process. Younger job seekers may be more likely to expect a fast response or to want to know where their application stands in the process.

58% of millennials expect to hear back from a potential employer within a week of submitting their application, compared to just 39% of baby boomers. This suggests that younger generations may be more likely to become impatient if they do not receive a quick response to their job application. [Source: Indeed]

Additionally, younger job seekers may be more likely to use technology to track the status of their job application. A survey conducted by the talent management software company iCIMS found that 71% of millennials and 60% of Gen Z (born between 1997 and 2012) would be likely to use an app to track the status of their job application, compared to just 24% of baby boomers. [Source: iCIMS]

ASSESSING ADVANTAGES VS. RISKS

Advantages of Making the Employee the Hero:

Sense of Pride: Focusing on the employee as the hero makes the campaign more employee-centered. This approach can help create a sense of pride and loyalty among current employees. “This can happen because of me”.

Emotional Appeal: By showcasing employees' achievements and success stories, the campaign can create an emotional connection with prospective employees, making the job and the employer more desirable.

Talent Attraction: This approach can help attract talent that resonates with the City's culture and values, leading to more engaged and productive employees.

Risks of Making the Employee the Hero:

Risk of Over-Promising: Highlighting employees' success stories can set high expectations among prospective employees. If the actual work experience does not live up to those expectations, it can lead to disappointment and frustration.

Limited Perspective: Focusing solely on the employee as the hero may not give a complete picture of the City's values, mission, and overall work culture.

Advantages of Making the Employer the Hero:

Strong Brand Identity: Highlighting the employer as the hero can help create a strong brand identity and showcase the City's values, mission, and work culture.

Risk Mitigation: This approach can mitigate the risk of over-promising by presenting a more balanced and accurate picture of the employer.

Community Building: By showcasing the company as the hero, the campaign can also help build a sense of community among employees and prospective employees.

Risks of Making the Employer the Hero:

Lack of Emotional Appeal: This approach may lack the emotional appeal that showcasing employees' success stories can create.

Unintentional Hierarchy: Focusing on the City of Dallas can make the campaign too employer-centered, potentially creating a sense of hierarchy between the employer and employees.



Creativity

MAKES A BRAND RELEVANT.

Purpose

MAKES A BRAND NECESSARY.



PRESENTED BY: CITY OF DALLAS AND THE VOICE SOCIETY