



Task Order

Mission Recruit Marketing Campaign

Project Description

The Allegheny County Department of Human Services (DHS) is seeking a marketing agency to design and implement a marketing campaign for *Mission Recruit*, an employee recruitment project through which we hope to receive at least 1,500 warm leads resulting in 300 filled positions in 2023.

Background

Post COVID-19, consistent with a national trend of people leaving their jobs in search of new opportunities and increased flexibility, DHS has lost staff at every level. This significant turnover has resulted in a high number of vacant positions and challenges related to recruiting new staff.

Project

To address these challenges, DHS is launching an employee recruitment project called *Mission Recruit*. The goal is to promote human services as a desirable profession and career and to recruit people to work at DHS in one of [our nine offices](#) in roles such as caseworker, fiscal and tech staff, program monitor, analyst and project manager.

Mission Recruit will utilize several strategies to recruit staff, including implementing a marketing campaign, building on existing relationships with colleges and professional organizations, working with recruiters and streamlining HR processes. The Successful Applicant will be responsible for designing a comprehensive marketing campaign for *Mission Recruit* in close collaboration with the DHS *Mission Recruit* team.

The goal of the *Mission Recruit* marketing campaign is to generate 1,500 “warm leads” between now and the end of October 2023. We define warm leads as people who have expressed an interest in working at DHS and who have provided their contact information via the DHS

website so DHS staff can follow-up with them. The DHS *Mission Recruit* team will track and share progress towards this goal with the Successful Applicant on a regular basis. This will allow us to monitor the success of the campaign in real time and, if necessary, work together to identify changes that might be warranted.

Expectations

The Successful Applicant must develop a comprehensive campaign for two primary audiences:

1. Internal Audience: We want to give DHS staff tools and strategies to generate warm leads. We expect the Successful Applicant to create digital and print materials that will engage and motivate staff to recruit and generate leads. We welcome your creative ideas for how these materials could be used by our staff.
2. External Audience: We want to implement a comprehensive campaign to promote human services as a desirable profession and career. We welcome your creative ideas for the platforms, strategies and content of this campaign.

The marketing campaign must reach diverse audiences to help DHS meet its racial and gender diversity goals.

We have established a range for potential expenditures of \$150,000 to \$250,000 for the design and implementation of a marketing campaign for *Mission Recruit*. We are interested in what can be achieved with \$150,000 versus \$250,000.

The campaign must start as soon as possible and will conclude at the end of October 2023.

While there are no specific expectations of what a marketing campaign or resulting materials will look like, Allegheny County has style guides for both design and language which must be incorporated into any final products. The DHS *Mission Recruit* team will have final approval of all materials.

Award Details

We anticipate awarding one contract, not to exceed \$250,000, from this Task Order. Please submit a budget including an explanation of all costs. The budget will not be included in the page limit. Final award details will be negotiated with the Successful Applicant.

It may take 60-90 days from the award decision for DHS to fully execute the contract with the selected agency. Due to the urgent nature of this project, we will encourage the Successful Applicant to begin preliminary planning as we work to fully execute the contract.

All parties who contract with Allegheny County must comply with our standard terms and conditions, available for review on our Solicitations webpage:

<http://www.alleghenycounty.us/Human-Services/Resources/Doing-Business/Solicitations->

[\(RFP/RFQ/RFI\).aspx](#). For more information, please refer to section 7 in the Request for Qualifications (RFQ) under which you were qualified.

How To Submit a Response

Respondents to this task order must be pre-qualified under the [RFQ for Design, Content and Digital Strategy](#).

Please respond to this Task Order by typing your response to each requested item directly into this Word document. All inquiries and questions should be submitted via email to DHSProposals@allegHENYcounty.us. Your written Response should not exceed three pages. This limit does not include your budget or relevant examples of your experience.

Note that we will review the Application that you submitted to become qualified under the RFQ in conjunction with your response to this Task Order. Therefore, there is no need to duplicate information that you provided in that Application. Your Response to this Task Order should be specifically tailored to this project.

Submit your completed Response electronically by logging into or creating an account on Bonfire at <https://allegHENYcountydhs.bonfirehub.com> and uploading the required submission documents to the appropriate Task Order Opportunity Page no later than 3:00 p.m. Eastern Time on Friday, February 24, 2023, to be considered for review.

If you are having trouble making an account or uploading your documents, please contact Bonfire Support. You can also reach out to the DHS Procurement Team at DHSProposals@allegHENYcounty.us or (412) 350-6352.

If you have any questions about this RFP, please email us at DHSProposals@allegHENYcounty.us, or use the Vendor Discussion feature through the DHS Bonfire Portal at <https://allegHENYcountydhs.bonfirehub.com> on the Task Order Opportunity Page.

If additional information is required after receipt of your Response, you will be contacted.

Timeline

Task Order Issued: Thursday, February 9, 2023

Response Deadline: 3 p.m. Eastern Time on February 24, 2023

Estimated Award Decision: Wednesday, March 8, 2023

Estimated Start Date: Mid-March 2023

How We Will Evaluate Your Response

DHS will convene an Evaluation Committee to evaluate the Responses using the process described in Section 5 of the RFQ. The maximum score that a Response can receive is 50 points. The Evaluation Committee will assign scores to each Response by awarding points based on the following evaluation criteria:

Relevant Experience (25 points possible)

- Successful track record with similar projects (15 points)
- Demonstrated ability to develop campaigns that reach diverse audiences (10 points)

Task Order Approach (25 points possible)

- Proposed approach for the task order, including a list of proposed strategies and creative materials for the internal and external audiences described in the Task Order (10 points)
- Estimated expenditures if the marketing campaign were to cost \$150,000 (the low-end of our range) and estimated expenditures if the marketing campaign were to cost \$250,000 (the high-end of our range) (10 points)
- Timeline for spending funds by end of October 2023 (5 points)

Response

Respondent's Name: The Hatcher Group, Inc. (Hatcher)

1. Provide example(s) of project(s) like the project described in the Task Order. Include as many examples as you feel appropriate to sufficiently describe your experience. Feel free to include links or attachments.

The Hatcher Group (Hatcher) has extensive experience developing recruitment marketing campaigns for public services positions at prominent federal agencies. From promoting open jobs and garnering candidate interest to motivating candidates to apply and converting to an eventual hire, we've developed and executed several large-scale strategic recruitment campaigns. This work includes:

- Creating and implementing recruitment advertising campaigns for the Federal Bureau of Investigation (FBI) with a focus on diverse candidates.
- Developing cost-effective recruitment marketing campaigns to attract diverse, high-quality candidates across health care provider disciplines for the Indian Health Service (IHS).
- Producing media plans and ads to cultivate new hires for the Transportation Security Administration (TSA).

In addition to our federal recruitment marketing efforts, Hatcher regularly helps state and local government agencies successfully engage with their communities on crucial issues. In addition to our ongoing support for the Allegheny Department of Human Services (DHS), our experience includes work with Anne Arundel County, Maryland, to promote COVID-19 vaccinations and with Montgomery County, Maryland, to publicize their countywide masterplan.

Leveraging our expertise in diversity, equity, and inclusion—with our experience converting candidate interest into submitted applications —Hatcher is well-positioned to help Allegheny County recruit a high-quality, diverse workforce to meet its staffing goals and effectively serve its residents.

Please find relevant case studies [here](#).

2. Briefly describe the approach you propose for the project described in the Task Order. Please include: 1) your specific strategies and creative materials for the internal and external audiences described in the Task Order, 2) estimated expenditures if the campaign were to cost \$150,000 or \$250,000, and 3) your proposed timeline.

Discovery and Content Development

Moving a job seeker from awareness to interest to action requires an understanding of their psychographic profile, built with meaningful qualitative and quantitative market research.

Our first step to support your effort is to gather holistic data that will inform our strategy. We know through data from the Universum Talent Survey that potential candidates across the United States are prioritizing job security, a job that inspires purpose, work-life balance, flexible work conditions, professional development, and high future earnings. To learn more about your specific audience, we will audit existing recruitment materials, tactics, and campaign outcomes; conduct interviews with key DHS stakeholders; and develop a recruitment-focused survey to distribute to a larger stakeholder universe.

We will then synthesize the data into a summary report to guide our strategy.

Next, we will deploy our award-winning writers and designers to use the research results to develop branded materials, including messaging and creative assets. The messaging will align your employer

brand with the identified interests of candidates to position DHS as the employer of choice for potential candidates who live in Allegheny County and surrounding jurisdictions and can be tailored to each job opening. Leveraging data, messages can be tailored to each job position. We anticipate creating customized graphics (two to four items, refreshed monthly and sized for all platforms) to support the campaign. Additionally, within the \$250,000 budget, we will produce a 30-second promotional video that can be used across social media and advertising platforms.

Tasks/Deliverables: Audit recruitment materials, tactics, and outcomes; Develop a survey to distribute to stakeholders; Conduct up to five interviews with key stakeholders; Create a summary report of research findings; Produce recruitment brand guide and creative assets (refreshed monthly); Produce one 30-second promotional video.

Recruitment Campaign Planning and Implementation

With data, research, content and creative assets in hand, we will develop a strategic recruitment plan to reach potential candidates directly and through DHS internal staff.

In collaboration with the DHS Mission Recruit team, we will leverage a variety of platforms and tactics to effectively reach your target audience(s) to promote human services as a desirable profession and career and give your internal DHS staff the tools they need to tap into their professional networks. This outreach will meet people where they are, ensuring that messages are intentional to appeal to a diverse audience. In addition, we will provide weekly topline results and a final campaign report that will detail the entire recruitment campaign and results.

External Audience Strategies

Considering your goal, target audiences, and recruitment best practices, we have developed an integrated paid media campaign to maximize your budget and deliver the best results. The tactics include a mix of established social media platforms and job boards, job boards focused on diverse talent, search engine ads, audio-centered placements (podcasts and streaming audio), video ads, programmatic display ads, and out-of-home digital advertising. Combined with our compelling graphics and messaging, we believe these tactics will drive the necessary pool of qualified, diverse candidate from awareness to interest to application.

In the following chart, the first column reflects the paid media tactics we recommend with a \$150,000 budget and the second column includes our recommendations assuming a \$250,000 budget.

	Campaign Tactics	\$150,000 Budget Digital Spend	\$250,000 Budget Digital Spend
Established Job Boards	LinkedIn Job Slots	✓	✓
	LinkedIn Lead Generation Ads	✓	✓
	Glassdoor/Indeed Profile Page		✓
	Glassdoor/Indeed Sponsored Jobs		✓
	LinkedIn Sponsored Posts	✓	✓
Search Engines/Pay Per Click	Google Search Ads	✓	✓
	Bing Search	✓	✓
Diversity-Focused Job Boards/Platforms	EmployDiversity	✓	✓
	Diversity Jobs (Circa)		✓

	Campaign Tactics	\$150,000 Budget Digital Spend	\$250,000 Budget Digital Spend
	Muse		✓
Social Media Platforms	Facebook Ads	✓	✓
	Reddit	✓	
Programmatic	JobTarget	✓	✓
	Programmatic Display	✓	✓
	Appcast		✓
Video/ Audio	Podcast Streaming Ads	✓	✓
	Streaming Audio		✓
	Video (Programmatic /ConnectedTV)		✓
	YouTube		✓
Community Advertising	Digital Out-of-Home (Transit, etc.)	✓	✓

Hatcher will manage all ad buys across the designated platforms, engaging with the vendor to negotiate the best prices. Where possible, ads will be geotargeted to micro target potential candidates. This may include the entire county and surrounding jurisdictions and/or specific addresses/locations, such as hiring fairs and local colleges and universities to promote job opportunities to graduating students.

As the campaign progresses, we will make strategic adjustments to ensure our tactics are constantly performing at the highest level possible. This includes A/B testing campaign messaging and graphics and refreshing monthly. Based on the weekly campaign data, and with approval from DHS, we will adjust the tactics within the existing budget to optimize performance. In addition to the paid tactics, we will also prioritize developing a recruitment-centered content calendar for your social media channels that will align with candidate interests and promote the benefits of working for DHS.

Internal Audience Strategies

Employees are often best positioned to evangelize on behalf of their employer. According to Glassdoor, nearly 60% of DHS employees would refer a job to a friend. To help employees better serve as recruitment champions, Hatcher will develop a toolkit of print and digital materials for DHS employees to promote the organization, culture, benefits, and specific job openings through their accounts. This will include graphics for social media, posters, and sample messages. We will also create talking points that employees can use to craft a personalized recruitment pitch to friends, family, and others.

Additionally, Hatcher will leverage LinkedIn’s suite of recruitment tools to develop template InMail messages and build lists that recruiters can use to generate warm leads. We will provide training and support on LinkedIn as needed. *Note:* Our budget assumes DHS has a LinkedIn Recruiter account. The account allows recruiters to unlock advanced features, such as unlimited InMail messages, enhanced candidate targeting and analytics, and custom candidate search projects, all of which can improve the efficiency and effectiveness of the recruitment process while producing more qualified leads. If DHS does not have a recruiter account, we can reallocate funds from our advertising budget.

We also recommend leveraging a software platform that uses gamification to reward staff for referring qualified candidates. There are several leading platforms that could be used to incentivize employees, including leaderboard software solutions such as Central, Clearview Social, Everyone’s Social, and so

on. Based on the recruitment strategy, we will recommend the best customizable solution that fits DHS's use case and develop materials and messaging to help DHS roll out the incentive program to staff.

Tasks/Deliverables: Develop a strategic recruitment advertising campaign plan; Implement and optimize ad buy campaign; Produce weekly campaign topline reports; Create a social media content calendar for recruitment; Test and refresh graphics and messaging monthly; Create a social media toolkit for internal stakeholders; Develop talking points for internal stakeholders; Provide LinkedIn InMail templates, targeted lists, and training; Provide recommendations for referral program tools and support the rollout of the incentive program to staff.

Project Management

Providing high-touch and detailed project management is our calling card. Hatcher takes great pride in being responsive, hands-on, and time- and cost-efficient throughout the life of a project. Our work together would begin with a kickoff meeting to establish the roles and responsibilities between Hatcher and DHS. Hatcher will then schedule and facilitate semimonthly check-ins to discuss tasks and deliverables, review campaign performance metrics, and gather feedback. At the end of the campaign, we will produce a wrap-up report highlighting results, lessons learned, and future recommendations.

Tasks/Deliverables: Host kickoff meeting; Facilitate semimonthly check-in meetings; Deliver a campaign wrap-up report.

Timeline

Hatcher is prepared to begin work immediately. We have built a projected time-phased action plan to develop, launch, and implement the Mission Recruit Campaign. Please see the detailed timeline [here](#).

Budget

We have provided price quotes for both a \$150,000 and a \$250,000 budget. Please find our detailed budgets [here](#).