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>>> Welcome, everyone to today's webinar on using social media for recruiting. I'm Lisa Nelson with the center for excellence and digital government.

We have a great webinar planned to help you learn how you and your agency can use social media tools to maximize recruiting and outreach.

Eric Erickson is a communications and social media specialist with the IRS recruitment office. I've been aware of the recruiting and work that he's been doing by following him on Twitter for several years now. Also there's some work that they've done for Second Life in recruiting. Darin Medeiros is the LinkedIn account executive for strategic projects. He's worked in the recruiting industry for almost nine years. Darin works to ensure customer success with LinkedIn solutions and that everybody's member experience is positive. So with that, I'd like to turn it over to Eric and let him get started.

>> Hi, everybody. As Lisa said, do I work for the IRS in the recruitment office. I worked for them for about a little bit more than two years doing outreach. The first slide here has a little bit, and for any of you who do recruiting for other agencies or other organizations, this probably looks similar as to the different types of recruiting that you do. First of all there's the traditional recruiting where our recruiters go out to schools and job fairs.

We also do, of course, specific outreach to people with disabilities, Schedule A hires, as most of you might be aware of all of that, as well as veteran outreach. Then through our stakeholders and employee organizations - like blasting government or Hispanic, Internal Revenue employees. Those are organizations that are specific to a certain demographic. Then we supplement all of that with our work in social media. This screen, one of my co-workers came up with this one. It demonstrates graphically our social media strategy, and we call it our social media footprint. The big part of the foot is our careers website. That's jobs.IRS.gov. That is a separate site from IRS.gov.

People can go link to that and vice versa, but they are separate sites. So our site, the content on our site is dedicated specifically to informing people about what it's like to work at the IRS and why we think the IRS one of the best -- the IRS is one of the best places to work.

The big toe of this is Facebook. That's probably the most of our recruitment -- most of our social media outreach is concentrated on Facebook, followed by the other sites listed there, Twitter, LinkedIn, and then the little toe is the Second Life.

So I mentioned the IRS careers website. This is a screen shot of the IRS careers website. We do change the model on it, so it might not look exactly like this. This was taken about a month or so ago. If you look in the middle, this is probably one of the most important things I can probably tell you today. One of the things that we struggled with, as a recruiter as our

employees are using social media, how do we want to let them tell people where to find them in social media? Do we want to have them put their Twitter names on business cards, or do we want to this them put their Facebook user name on a flier or pamphlet.

We decided we don't have control over the sites. We assume Facebook, Twitter will be around tomorrow, in a week, but they might not be. We do have full control of this site, and it's easier to change something on this website than it would be to pay money to have something put on a business card and, for whatever reason, is no longer valid in a month or so. So we put our address for our careers website on all of our printed products, including business cards, fliers, posters, anything like that that we use for recruitment.

We created this link or graphic that says "connect with us." It has Facebook, Twitter, YouTube, LinkedIn, Second Life that's that little thing with the I in it. So obviously, there's more sites listed below this. But you would have direct links to all of our social media accounts. So again, we don't have to put out printed products that might become outdated at this point. We can change this easily. We direct people to our website, and they can connect with us on all of the different social media channels where we're active as recruiters.

So a little about how we use Twitter real quick. We really struggled with how many Twitter accounts we should have. At one point, we did have three Twitter accounts, three national Twitter accounts. We also had several of our recruiters out there in the field in the different states also on Twitter.

Honestly, what we've determined was best for our agency, just the IRS, is to eliminate all of those other accounts and focus on one national recruitment account. So that's the one that you see on your screen. It's IRS recruitment. That blue check mark does indicate that we are verified by Twitter. So when people go to it, we know this is the official IRS recruitment Twitter account.

We post all sorts of things on here. Job announcements is a big thing. We also just post general information, general messages about working at the IRS, what it's like to work at the IRS. What the different positions that we have available, and what is a day in the life of someone who has that position like at the IRS?

So some of those evergreen tweets, as well. Of course we always, and I think I can probably say 100 percent of the tweets we put out there, we do have a link. So we're directing them to our website. We're showing them -- sending them somewhere else where they can get more information, not just about the subject and the tweet.

So this is just an example of one of the tweets. This was a couple, I don't know when this was, a few weeks ago, I suppose. We were looking for people in Fresno who were bilingual and spoke Spanish. If you are not on Twitter, you can go online and find out about all of the different things that will help you get out to a wider audience. Hashtags, of course, one of those. One of the thing we don't do for those of you who will be posting job announcements to Twitter, we never put the -- I can't say never. There's always an exception. Generally, we do not put the closing date of the announcement in the tweet. Those can change. Sometimes jobs are canceled. Sometimes they close it early, or they might put that job out there and then extend it for a

longer time. We didn't want to have to go back every, single time to go back and delete a tweet or anything like that. We feel if you direct them to USAJOBS, direct them to that announcement on USAJOBS, the closing date will be outdated there and all. Information they need about that job is going to be there. So we try to use hashtags that are general and widely used that will get people interested in this job. Of course, people who might be qualified, the best, most highly qualified candidates and then we can send them to that link, the job announcement where they can then apply for the job.

One of the things we also do is on the left-hand side are some of our internal divisions. Generally, with the exception of the one at the top, they are an organization that works within the IRS but work directly to help them resolve problems. So there are a lot of people outside the IRS that know about that. With the rest of them, those are internal divisions. And this probably goes without saying for anybody who does a lot of recruitment or communications work, we don't use those names in our tweets. We are one IRS. It's important for our nation. Everyone knows the IRS to just know that whether or not you are working on small business or large business or individual taxpayers, they are coming to the IRS.

So we work with these organizations to promote their jobs and to promote just working for the IRS in general. So that top one you can see, I don't think that's for a job. That's just hey, the taxpayer advocate. There's a link to our jobs website with more information about what it's like to work here.

So one of the things that we did not start doing until about January of this year, and that was scheduling our tweets. We use hootsuite. I know there are a lot of tweet scheduler sites out there. And from what I've been hearing, some of them are going to a pay service, so before I, you know, before you start to check on using any one site, it is important to find out if, you know, if there's any, you know, traffic out there about it maybe starting to take payments at some point. Hootsuite, last I checked is still free. So I always tell people it really revolutionized how we use Twitter.

I can guarantee you that I am not going to be tweeting about a job at 5 on a Saturday afternoon, but you can tweet when you schedule them through a service like hootsuite. So we tend to, in general, tweet, schedule tweets at the different times, different days for certain jobs so that we kind of do our best to get in front of the widest audience of potential candidates who might be qualified for that job. Not only that, but we schedule our evergreen tweets that aren't tied to a specific job but are just about promoting the IRS as a great place to work. We schedule those about a month out.

At the beginning of each month, we go into hootsuite, and we probably schedule at any one sitting or any one month to start out with about 100 tweets. I think when all is said and done, as announcements get posted throughout the month, we probably tweet about 200 times or so on that main account, give or take. Sometimes a lot more, sometimes a lot less, depending on budget things and hiring freezes.

So this is the IRS recruitment page. This is our page on Facebook. This is where we do the bulk of our interaction with potential applicants and people who want to work at the IRS. Right now, we have 4,000 likes. In the wide world of Facebook, 4,000 likes as you saw on our Twitter page, we're up to 2,000 followers on there, that's not a huge number. We've never really touted those numbers and given ourselves a goal. We never say we want to get to

10,000 because a lot of people in government like measurements but we've never set goals like that. Our goal was just to always give people -- answer the questions that they want and interact with them and give them the information they need about working at the IRS. Because the bottom line is, we're never going to have as many followers as someone like the Department of State. They have a fantastic Facebook page, but you know, our audience is so specific. It's people who want to work at the IRS. You are just not going to find tens of thousands of those people out there.

But this next one is a picture of a page on Facebook. It gives you an idea of how we use Facebook. So on the left, we have job openings in Tennessee. And so what we do is we post that up there with a link, of course it will to USAJOBS. So we post minimal information about these jobs. Then as you can see, there are 13 comments under there.

What we do on Facebook is we set up in our company information, we want to make sure that we set up a standard so that people know if they ask a question, what we tell them is we will answer their question within five business days. So we're under-promising and over-deliver. Ninety-nine percent of the time, we respond to them in the same day. I'd say most of the time we respond to them within an hour or so. But if something's happened that we can't get to them and can't answer the question, we feel we have five days. That's the standard we set up. We feel that is a pretty reasonable time when we looked at other websites that interact with people like this.

On the right-hand side are just questions that people have. So someone says they used to work as a seasonal IRS employee. They have some sort of question. We then respond to their question. A lot of times, that spurs other questions from other folks.

One of the things I get all of the time is how do you deal? Of course it's the IRS. We know we're not the most loved agency on the face of the planet, but we have people always asking us if we get any kind of negative posts like that, and do we delete them or what do we do?

Another thing that we have, and I should have made a screen shot that I didn't, is that company page information where we say what you can do on this page and what you cannot do on this page.

So aside from the fact that we will respond to you within five business days, of course it's usually sooner, there is no swearing. You cannot promote any kind of other business or any, you know, spam kind of thing. And you also basically have to -- I think we use the words "play nice in the sandbox." There's no insulting anybody else.

If they do that, and they are not following the rules that we put on our Facebook page, we delete the comment.

I think over the last two and a half years that I've been doing this with them, we've had to block a couple of people. Then we've also had, I think, two people we've had to report to authorities because of just wildly inappropriately and, you know, violent type of things that they put up there. At the IRS and Department of Treasury, we have the Treasury inspector general for tax administration, and they do actually take that information from us and then they go and research it and find out if there's any credible threat there. That's only happened twice in two years. I think for a government

agency that's as well known as ours, I consider that a little bit of a success.

Which just means that we monitor the wall. What we find is that when we are monitoring the wall, we get a lot less people spamming it. When we're responding to people within an hour usually, we get less spam being posted on the wall. When all of a sudden, for whatever reason, one of us is on vacation because there's two of us that does the social media. Julie is the other one. If one of us is on vacation and the other one is busy and is taking us longer to get back with people, for some reason, people who do spam notice that. That's when you see more spam getting posted on our wall.

The next screen is an idea of how we do the posting of job openings on Facebook. Obviously, we have that graphic that we created that mirrors our website. This is for contact representative in Fresno, California. I think it's that same bilingual position to show you how we posted it on Facebook versus how we posted it on Twitter.

One quick thing about the contact representative what does it do and then a link to the direct announcement so they can go right to the announcement. Generally, we do not put the closing date on there because, again, that could change. When we used to put the closing dates on there, there was a lot of going in all of the time to edit different announcements. So to make it as easy on ourselves as we could, we put minimal information on the postings.

The next website up on your screen is GovLoop. I spoke with NASA and it was for all government communicators. I was surprised that about 90 percent of the people in the room had not heard of this. It is a social media site. It is more like Facebook than twitter or any kind of microblog site. You create a profile. You have to be accepted by the gods over at GovLoop. So you send in a request to be a member. If you have one of those addresses that indicates you are a government employee, you are accepted without any rigmarole. They accept people who are retired and people who want to work at the government. We have people lovingly our Facebook stalkers. They are people who really want to work at the IRS. They are some of our best champions on Facebook. So I use the word stalker in a completely endearing way. We've directed many of them to Govloop because it is a great way to interact with current or former government employees to find out what it's like to work in government. So we really have stressed our presence over Govloop.

My colleague Julie started recruitment 411 as a way to talk about our recruitment strategies and of course to network with other government employees, other government recruiters, and it really has gotten us a lot of notoriety in the Govloop community. They have community leaders in different areas so they have one for communications. Julie is one of the community leaders for recruiting on GovLoop. I think she's posted about 60 blog posts or so. In this case, what she did as she does is sometimes invite other people who are current IRS employees to come be a guest blogger.

What we do through this blog, and what we also do a lot on Facebook is we're able to not only, you know, promote the IRS as a great place to work but why is it a great place to work for people who are minorities. So we're able to celebrate a lot of those minority celebrations throughout the year. Not only Black History Month, Women's History Month, June is Pride Month. I think right now we're in a Native American Heritage Month, I believe. National Disability Employment Awareness Month is in October, and so this is a great

way for us to show that we have these employer organizations that are there to kind of support the employees who are actually working for us right now. Of course, we also, as I mentioned earlier, we use this blog.

We use Facebook to also stretch our outreach to people who have disabilities. So that would be act month and of course to veterans. We do a lot on especially Facebook; we get a lot of employee testimonials. So when Veterans Day is coming up, I'm sure she'll be putting something up about that. Any kind of daily celebration or anniversary of something important like Pearl Harbor would be one, there is an Armed Forces Services Week, I believe that's in the summertime. Of course July 4th, Memorial Day, and anything like that we use as a time to stress the outreach to veterans.

So this next slide this is just, aside from doing the blog that I mentioned, the Recruitment 411 blog; she also, Julie, posts a lot of different discussion questions. It's just a way for her, for both of us - I have my own account as well - for to us network with other government employees who are on GovLoop, and it is a great place to not only share success stories and share best practices of things you are doing, but we've learned a lot from the other folks on there.

We've also been invited to do different things with other government agencies, webinars or participate as an attendee or presenter just through GovLoop. It is a great place to get your feet wet in social media as a government employee because there's a lot of agencies that have trepidation about maybe some of the bigger, well-known social media sites for the general public as a whole. I can say I think GovLoop is a safe space for government workers to go and test the waters with being a government employee in social media.

So this next slide is our, as Lisa mentioned earlier, she's kind of been aware of our presence in Second Life. I'm going to, off the top, give you a caveat here. I've been to our IRS careers island in Second Life. I have an avatar. I'm not very good at it. I bump into walls. I end up flying. Your avatar can fly. So it's my colleagues who have really spearheaded this whole effort and done a lot of great things for us to get our presence in Second Life not only known but this is such a cliché world, but it is a robust presence we have in Second Life.

I will say that the return on investment for - I can't get this window to pop up. - Our return on investment in Second Life isn't one that I would say there is a reason that it's the small toe on the foot that I showed you earlier on that footprint. While we do have - we work with - we're able to partner with universities. There are a lot of universities within Second Life. There are a lot of different organizations that cater to certain demographics, like, I know there are organizations who cater to people with disabilities who are active in Second Life. But the amount of actual interaction, I think that we do, comes second to the amount of notoriety it has brought to the IRS recruitment office. I mean that in good notoriety.

People see what we're doing in Second Life. Not only other agencies and other organizations, but also job applicants. They maybe see we're in Second Life and come to us, find the work we're doing in Second Life, have questions about that and then they see all of the other great things that we're doing in other social media sites. So they come to us through Second Life and hear about us and then find out that we're doing things out there in Twitter, Facebook and GovLoop and all of the other sites.

So again, we've done some great things in there. We also created a veterans memorial. I don't have a screen shot of that. That's a little bit newer. We also created an actual auditorium where avatars can go, and there can be a presenter who can stream video into the auditorium, and people can actually have meetings. You know, there are a lot of places in Second Life from what I understand. Again, I'm not going to claim to be an expert on it, but that will change. They have a Linden dollar, the Second Life money.

There are a lot of places that will charge to you go in and have a meeting or use their space. We don't charge people. Of course, we are very careful about who we partner with in Second Life. Like I said, we partner with universities. The schools have been a great resource for to us go in and work with them to, you know, give them a place where they can perhaps meet and use a space in Second Life. But then in return, they're a great way for us to get our message out to their students and to promote our agency as a place to work with the people who go to that university.

So LinkedIn, this is the last site that I'll talk about and then turn it over to Darin. He can tell you more about what they do on their great site. The way that we use LinkedIn is, we use what's called the recruiter tool. We have two recruiters who use that, and they were supposed to send me -- I don't have a license to get into the recruiter tool, and they didn't send me a screen shot. I can tell about you it, though.

The LinkedIn recruiter tool we found invaluable. Especially when we were recruiting for high-level jobs or jobs we really need someone with a specific -- very specific background. My former boss said if we need someone who was a former librarian and have two or more years as a CPA and lived in Peoria, Illinois, we can go into LinkedIn recruiter tool and search for that. And of course anyone who works in government knows we can't look like we're doing any kind of preselection because we can't do that but there's no reason we can't reach out to them, send them an e-mail that says, "Hey, there's a job you might be interested in," which is like talking to a person at a job fair. So we can send them a link to the job and say. "Listen, it looks like you might be qualified for the job. Here is a link to the job announcement, perhaps you should apply" or whatever. But we have been able to find some great candidates like I said for some of our very specialized jobs.

The other screen that I have here is we do manage the career section of the LinkedIn website. It's the IRS company page. The great thing that LinkedIn allows to you do there is we have five different pages. So depending on what's in the user's profile, depending on where they live or are they a student right now, that will determine what we see when they go to the careers tab of the IRS company page, which is what you see. So for instance, this one I think what you are looking at right now is someone who would be a midcareer professional. So even the video is different. That's a day in the life video where we have someone in that job right now talking about what it's like to be an international examiner at the IRS.

So this last screen before I turn it over to Darin, those are just if you are on Facebook, Twitter, you can search for those user names, account names. You can find us on GovLoop there, and then my information, if you have any questions, I'd be more than willing to answer them for you. Thank you.

Darin, I'll turn it over to you. [No audio]

>> Bear with us for a second, folks, while we get audio going.

Okay, now, I just wanted to let people know that the slides will be available Friday as will the recording of the webinar for everybody that wants to see it. We've had a number of those questions.

I would like to turn it over to Darin, who can go from here.

>> Great. Thank you. So to give a little bit of background. What LinkedIn is, I think that the most shocking thing that people find is how big LinkedIn as a network --

>> Are you on?

>> So how big LinkedIn is as a network. So if we think about how big from a worldwide, how many people are gainfully employed in the marketplace, currently there's roughly 660 million. So by the end of this year, we're gonna have basically one out of four people gainfully employed.

So if I look back at the organization like Eric showed a company page that showed how many people were on the network, 16,000 current IRS employees are on LinkedIn. And there's a reason why. There's a reason why Facebook exists and a reason why Twitter and all of those others exist for very different meanings.

But what we found at LinkedIn, people have created a professional context of who they are because they know when someone goes on to Google or LinkedIn and want to find out about who Eric is or who Linda is, they will get exactly what Linda and Eric want to present themselves as.

So as we're listening to this presentation, you just heard Eric Erickson walk through basically what the IRS have doing. If I wanted to know more about Eric, I would simply come to his profile at LinkedIn and get a sense of what his background is.

If I wanted to know more about the IRS, maybe I have a superficial understanding as a LinkedIn member. I can go in and click on the IRS, and I get a better sense on LinkedIn: There's 15,446 people that work for the IRS. I can see who I am connected to.

For instance, right now, I am only connected to Eric, but I have connected to 69 other people outside of Eric's network. So they are one degree separated from me. The reason that is interesting is because the way people are using LinkedIn for recruitment.

The things I want to walk you through - through places like the IRS - are being able to search the network. There's also a lot you can do with individuals to improve your personal profile experience that will draw candidates to your organization because of the story you tell.

For instance, I just clicked on the IRS company and then go to Eric's point about where does that data exist? If I click on careers, it tells a great story.

First off, I see who I am connected to. So it increases the number of referrals. The number of companies that we talk to, we know that they are looking at a target referral basis of necessary from 40 to 50 percent. So now instead of me just applying for a job, I can click on Eric's name or Joe's name or have Eric introduce me to Joe and say, "Hey, I'm interested in different opportunities within your organization." So it eliminates the whole cold applicant process. If Eric knows I am a bad candidate, he's not going to

refer me in and now recruiters don't have to deal with the unnecessary baggage. The other thing as Eric mentioned again, this video can be targeted by who the viewer is. So if this is for a tax-related role, maybe this is somebody from the tax bracket. If it's from the marketing side of the IRS, maybe it has a marketing video or maybe from the finance. So there are stories about who the IRS is and what they are doing, and they will all be relevant to the member. So there's a ton of data here.

From the way that LinkedIn's using it is a very logical flow. I just talked to Eric. I want to know more about his background and more about his company. So this is the official representation of who he is.

>> Thanks for having a good profile, Eric.

So let's go back to what you guys can do as individuals. So here's my profile. Everyone wants to know, like what do I do to build up my experience? And if you go to my profile today, and this will actually be up here, search DarIn Madeiros. I posted 10 steps to make more profit at zero costs. These are things we can do to improve my member experience. I read it this morning and it was totally applicable.

So let's take the first item: Optimize your profile. So optimizing your profile is simply doing these fundamentals. The first one is upload a professional photo. So LinkedIn has done a number of studies that show the second somebody looks at somebody's profile like we just looked at Eric's profile and my profile, we're immediately drawn to the photo first. So if I am a recruiter or organization, I need to be visually available to the person I'm trying to recruit because there's no connection between you and that member. So that's the first big step is uploading a photo that's most attractive to your profile.

If any of you have noticed, the member profile pictures have gotten really big. So put a good one. One of the fundamental differences is, also, the profile picture should be professionally based and not Facebook-based. I'm sure most of you understand the delineation of what we do on Facebook is not what we do on LinkedIn. We should have no barbecue stories on LinkedIn. It's totally appropriate and your professional network does not want to see it as well as your future employees or future employer.

Writing a killer headline is more about telling the story of what you and your organization do. You know, social media and keynote speaker, just tell quick stories of what do you within your organization. And again, if you go to my profile, you'll get a list of the 10 steps.

The custom URL, so when you come to my LinkedIn profile. You'll be able to see right here at www.Linkedin.com/ndarrenmedeiros. The reason that's important isn't on LinkedIn. It's when someone searches you when using Bing or Google.

Go search yourself on a regular basis. See where you come up. If you have a custom profile, the chances that you'll come up on the top of the search string is much higher than if you don't have a vanity profile link.

So I'm going to talk about a couple other things really quickly. Get creative with website links. So again, going back to my profile, if I look at the different links, they are actually not showing up. I have a little bit later version of -- I'll scroll down. Basically, if you have a link to your career

site, you can customize it. So rather than having a link that's www.IRS.gov/careers, simply write IRSjobs. By clicking on that job, I can immediately get there. So it helps somebody just looking at my profile to look from a recruitment perspective.

There's a couple of others I want to touch on. Tell your story. This is the most important role. If I am a recruiter, like that career page told a great story about the IRS, you need to include that in your profile. I get that that's you're a representation of you, but you represent your brand when you try to drive people to become applicants. So telling the story of what your organization does great and why you want to spin it and mix that in with your professional experience, tell the great story for a potential job seeker to come up by.

Updating your experience, I'm not a big fan of paragraphs. This is what I do and here's three bullet points on a daily basis. Keep it short. This is all, you know, straightforward. The reason that's important is if I go back and do my member experience, here I just walked into my LinkedIn profile. I'm on my landing page. I can see who I've been recently looking at.

The other thing that LinkedIn does is gives me recommendations of articles I might be interested in.

This is my favorite section, actually, jobs you might be interested in. So from a recruiting perspective, everything I just described to you is free.

Building out your profile and network. We didn't talk about that P.M. I'm a giant fan of having a qualitative network. There are some people called LIIONS, LinkedIn open networkers. They have ginormous networks. For me, I do not see any quality there. If I reach out to that person and I say, "Hey, do you know John doe?" And they are like, "No, I have 5,000 connections," there's nothing qualitative.

If you have a qualitative connection, you know something about them and you have interacted with them before. Then when Eric asks you about them, you can say, "Yep, great in this role, not a great leader." Contextually, it's relevant.

So the big thing on jobs you might be interested in - the jobs. I invite all of you to go into LinkedIn and have them match back to you. So the algorithm says here's a job and they should match. If they don't match, you need to add more content to your profile. If you have more profile content, we do better matches. This doesn't mean we're looking for jobs. This simply means there are jobs within your vicinity or area of expertise that match it. So this is much more passive than, say, a traditional job like Monster or Career Builder.

Then the other thing I would recommend that you do - add groups you might be interested. This is a free element that if you are recruiting, for instance the tax bracket space, a lot of tax professionals join those groups and communities and contribute in a meaningful way about what's happening to tax law that you are aware of. What you'll become is a subject-matter expert within the group. So I recommend that everybody join at least three groups to get a sense of what the experience looks like and if it's worth your time and investment.

Then based on who you are looking at, we recommend companies for to you follow.

So we talked a little bit about what the profile experience is and why you need to be built out, the jobs you might be interested in, and how those are served up. There is also a job board section on LinkedIn because I recommend different types of jobs based on my profile. So if you went into in jobs section, you would say something -- see something very different.

The thing that Eric was talking about, so you post jobs and anyone from recruitment's aware of how to post jobs. I'm not going to teach you how to do that. That would be super boring for all of us.

Posting jobs is one element. The other ability is do you search the network?

Imagine if I heard from a co-worker that there was this person, Janelle, who would be a great product manager. The problem I have, if I just use my personal profile, see this three that's next to her? I'm connected to her through two separate connections. So for me to get to her is very difficult. I can send her a connection request, but she doesn't know who I am. If I do that too many times, LinkedIn will turn off your profile and say, "Quit harassing our numbers" and restrict the number of connection requests you can do.

Again it goes back to the members first. We want people to come here and spend time, and we don't want Janelle to harass us. Not saying that she would, but I'm actually harassing her in this case.

The other recruiter tool that Eric was mentioning was at built to go on and search everything from the whole network without having that requirement. And say I can easily come in, see Janelle and then if I wanted to send her an in-mail from and I can offer her a career student, you know, great background. This messaging is really much more about starting a conversation versus if I cut and pasted a job description in here, 97 percent of the time she would delete it because she doesn't see value in my prosecution. So it's about starting a message not necessarily a recruitment message about what the job is. Maybe she's not interested about you, but she would want to know about it and at least talk about it.

So that's the recruiter product that allows you the search the entire network. One of the other things we've done is every employee, so let's look up another name. Let's look up Linda Nelson. All right. So basically, Linda Nelson works for us an adviser and a coach. I can see who she's connected to and as an organization, Eric's company has over 15,000 people at the IRS on LinkedIn. All of those guys are referral opportunities. So any time anybody looks them up on LinkedIn, then their profiles show up. If those are happy employees.

>> I'm going to jump to another example there. Can you imagine if you went to Otter Box and you went to their company page and, you know, they are telling the story about Otter Box, and here's what I'm able to do. This will take a second to build. Basically, see this? I'm able to take that one ad space on the LinkedIn profile page to show what makes Otter Box unique. So it takes each person, like, I don't know who this is, everybody looks at her page and knows Otter Box is a good place work, basically, it's a great referral engine without having to do anything. It also keeps other ads off your people's profile page.

We talked about a bunch.

We'll send you the link if you want to go out and do the 10 elements or go to my profile page and take a look at that.

The other thing we talked about is the ability to do job postings and how those job postings show up in profiles that match their profile information as well as the jobs section.

We talked about how recruiters allow you to have access to the entire network. And how those recruiters should connect to hiring managers. Hiring managers have to update their profile because what do the candidates do before they come in? They look at the hiring manager. If they have a crappy profile it might be a turnoff.

Lastly, we talked about the work-with-us ad that puts your ad space in front of all of your employees so anyone who looks up your employees on LinkedIn can get a sense of what your organization is like to work for when they are on that page.

So do we want to open this up for questions?

>> Yes, absolutely. I've been taking questions online, and this just might be a good opportunity to let everybody know that gsa has negotiated terms of service agreements with LinkedIn and with hootsuite and obviously twitter and Facebook, and I suggest that you might check out howto.gov to see other social media tools to learn more.

The first question I'd like to give to Darin is do you recommend a photo for the agency profile page? If so, what should that be, the agency logo or something more engaging?

>> That's hard because really it's up to the recommendation of, you know there's some sort of branding police that have recommendations for how they want it prescribed. You want to personalize it as much as possible. A logo's going to do that, but the best thing is a person's photo versus a logo.

>> This question is for Eric. The job posting on Facebook, that done via notes page?

>> Yes. We put it in the notes page that's correct.

>> Okay. And one more question, Eric. I'm a younger person and to my understanding, Second Life is what's become most popular. In the early 2000s, it was a big thing but not now. What's your take on that?

>> Over the last couple of years the number of people who use it has not gone down. They are not getting a lot of new users. They are not gaining a lot as well.

>> Yeah. For Darin, I'm afraid to put all of my info out on my work experience. How do I know it's safe?

>> I think one of the things that we hear on LinkedIn, one, they don't want to put their work experience out there because they feel it's publicly out there and somebody can take advantage of it. LinkedIn gives you the ability that only the people who are connected to, I don't want anyone who can't see my first degree to see my picture. I don't want them to see my education. You can block out certain information. So there is a beat -- go out and do a Google search every three months. I see a lot of information about me that's not right. So I look at things like Zoom info. They've aggregated even MySpace or Friendster that still show up every so often that shows information about me that they've aggregated and pulled tog that doesn't reflect who I am. So at some point you have to take ownership for this is my

public professional profile and go with your comfort level. If you don't want to put all of the details out there, identify the current employer, maybe a picture and maybe professional contacts and then restrict who can see that. Build out your network very slowly and cautiously and monitor it. I'll bet 20 percent of the people on this call when they search their name on Google will be shocked with who the first three search results are and what it says about who they are.

>> Great.

>> Can I add something, too, about the question that was about what kind of graphic you would put for your money page.

>> Please.

>> From our standpoint, I think he's absolutely right about branding. Of course what I'm about to say depends on funds. We don't have them right now, but we had them a couple of years ago. All of the models are IRS employees. So they are not models that we play. We were able to find people, I think most were in the D.C. area where the headquarters is. They came in and we took pictures of them. That's what we used in all of our graphics. It allows them to be more personal for us as an agency because those people actually are our employees.

>> Great. Thank you. Eric what is the return on investment in terms of number of applications received, new hires and other benefits?

>> If you have a way to measure that, you will be a very rich person. We've tried from eight days to Sunday. It's very hard for to - remember, please, when someone comes in, the recruitment office is a touchpoint where we interact with them. They come in and the recruitment office gets people in the door. Then we kind of say figuratively goodbye.

We've done a lot of surveys. We have to find out the people who are hired, how did they hear about that job - through social media? We've not found a real action way to give a clear picture other than anecdotally. So we get those anecdotal boosts that we need to know that what we're investing in the business and working but nothing real concrete.

>> What's interesting about that is this is the holy grail. From LinkedIn's perspective, what we just implemented in the last six months is, we can tell when a member looks at a job or looks at your employee's profile and then maybe looks at a job or receives an inhale from an organization. We tell you 100 percent, but we can tell you maybe they saw it in the newspaper and then went online. But then they changed their profile from previous employer to the IRS, so it's getting way better. At least you can start looking at certain traffic patterns like from the day a job was posted to when you saw different activity from different people to then them changing their profile title to your current organization. So it's getting way better but it's not there yet.

>> I think LinkedIn will help them really hopefully find that holy grail some day. Where it's a little harder is with things like Twitter and Facebook, where people don't often put -- I don't even think I have on my Facebook page that I work anywhere because I use LinkedIn professionally. So for LinkedIn, they will have those tools built in a lot more than the other social media sites.

>> Right. We have a question about thoughts on creating separate personal profile versus work profile pages of the government employee.

>> Are you talking about -

>> I'm sorry?

>> Is that for Facebook, I assume?

>> It did not specify.

>> Well, I can tell you for Facebook, that they don't allow you to do that. If they find out, they will get rid of one of you. They might get rid of you altogether. I know several people with two and it didn't work out. So on twitter, can you have more than one. You can have one for professional and one for personal life.

Darin, I'll let you talk about LinkedIn.

>> Companies don't have -- the interesting part is we run into recruiters every so often who think I don't want people I'm reach reaching out to see the next work. It might inhibit a candidate to walk through and so they create separate profiles and we turn them on. It is a polite date member. If it's a company name with company named e-mail then we turn it off.

>> Darin, I told one of our recruiters once that said they didn't want people to see their profile, I said you are in the wrong job.

>> Right. You should go somewhere else, and not be a recruiter.

>> Eric, we have one person who would like to know what the outlook is for hiring for the rest of the calendar year with all of the talk about the IRS recruiting?

>> I'm not going to answer that. I can't answer that. I don't know. I mean, who knows? A lot is going to be dependent on what happens today as we all know. Big elephant in the room. I do not have a crystal ball.

>> Okay. We have another question. Who should I connect to? We already talked about I shouldn't accept every request but how do you start with knowing who to connect to?

>> I think from a recruiting perspective, so from the fundamentals like if you are a college kid we hear stories all of the time of people entering the workforce. LinkedIn has 9 million kids on it. I am 25 years older than they are. We get 300,000 kids joining on a monthly basis.

We hear stories all of the time about how they connected to their parents and their parents were connected to their co-worker and within certain industry segments and that's how they found with the first job. So if I am a kid, connect to your parents and get your parents to connect with people they work for from an opportunity perspective. From a recruitment perspective, you have to be connected to everyone on your recruitment team because if I don't know somebody but Eric knows, can I get a warm intro rather than a cold in-mail.

So recruiting should all connect to each other. As a recruiter, you should be connected to the hiring managers, and they should connect to the top performers.

What's up now is I have a warm list of bodies to connect to for the next role. So recruiting personally if you don't know how to grow your own network, go to your peers, connect to your peers and people that you interact with on a regular basis on a professional context. There's only about a 20 percent overlap between my Facebook network and LinkedIn network. 80 percent of my LinkedIn network will never see my Facebook page for obvious reasons.

>> I have one more question. Will my boss think I'm looking for a job if I'm on LinkedIn?

>> I'll let Eric answer that first.

>> I'm on LinkedIn. I can only say from my point of view, can I tell you the -- I can tell you the managers from the IRS who are maybe in the same message as some of the employees, I don't know a lot of manager at the IRS looking at that. Also as a government employee, I think that there are certain things to stop any manager from taking action with someone because they are on LinkedIn. I would hope so. That's only my personal take on that.

>> One thing that we are finding at LinkedIn behaviorally are activities that indicate that you might be an active job seeker, getting a handful of recommendations within a short period of time, building out your profile extensively in a short period of time. If you start treating LinkedIn as your professional context of who you are, you will update when you go through promotions or change jobs or maybe there's certain things you've done that somebody wants to recognize with you on LinkedIn. That doesn't indicate that you are an active job seeker. If your manager thinks strictly by having a profile ill are actively looking, have them call Eric because it doesn't logically make sense. They may have a fundamental misunderstanding of what LinkedIn is. That kind of day-to-day activity shouldn't give anyone a scare.

>> When I used to do the searches, I can tell you that there are a lot of people out there who make it very well known on their LinkedIn profile that they are looking for a new job with words like looking for a new opportunity. There are people who use it specifically to find a new job. They are in the market for a new job. The vast majority of people are passive. I don't know what you call them. They are passive job seekers and if it were to knock open the door, they will open the door.

>> Sure. It's funny because we implemented two years ago a suitcase Ike than would show up next to your name and job seekers pay \$20 to have that taken way. It's kind of funny like we get it, you're looking.

>> I just have three more questions come in. We'll see if we can get to them. Eric, there a greater push to use social media now that travel and conference budgets are being reduced?

>> Absolutely. I've been swinging the social media flag for several years. We were getting a lot of -- we had a lot of support from the leaders in the recruitment office but a lot of them are a little hesitant as well. Now that a lot of the budgets have been cut, travel dollars have been extensively cut. All of a sudden, everyone's like oh, the social media thing that's working for you, we're now going to implement it full time. When that happened that's

when we saw the bulk of the attention, you know, being given to this. Really woo he were given a lot more freedom to go out and prove ourselves. Now we get to do it on a daily basis. That's my take on it.

>> Okay. Great. Another person wanted to know - this is the last question - what kind of approval process have you encountered with upper management in terms of what is posted on social media on a regular basis?

>> This is going to be for us. I've been at the IRS for ten years. I've worked as a communicator for all of those 10 years. I like to think I'm well known with the people, even some of the higher ups in our communications office as was my manager. She recently left the IRS but we were both brought up together in the communications world. So when we started doing this, we didn't have an approval process. We proved ourselves quietly without making any mistakes.

We had a strategy in place. I had a 50-page strategy document about exactly how we're going to be posting to Facebook, how we're going to be using LinkedIn, GovLoop and Twitter, and it was laying that out in excruciating detail that took me several months. It was a 60-page document on how to do this. So they knew we had everything in place that we were not going to put, as they say, IRS in the funny pages. Every I was dotted and every T was crossed. We presented that 60-page document to the leaders, the executives. They knew that we both had this history in communication, that we were trained and professionals. Because of that, they kind of said, okay, go and prove that this is going to work and that's what we did.

So I don't think it's a matter of saying we need to get our approval process in place, I think we need to lay every, single thing out. How will you handle a negative thing posted on your Facebook page? How will you handle someone talking violently against the IRS? How will you handle all of these different situations? How will you train the people, train a big key elements. That's how are you going to train these people using social media?

>> Thank you very much. It's 2:02, so it's time for to us close down. This has been great. We will, as I mentioned earlier, be posting a recording of the webinar and the slides upon on howto.gov on the training site DigitalGov University, and I will send you an evaluation. Take a few minutes to take the time to fill it out. It helps us improve on our upcoming webinars. Thank you very much for attending.

>> Also, we will have several webinars coming up, including one on this Thursday called Mobile Apps Life Cycle at 11. You can register for that on howto.gov/training. Thank you so much for attending today's webinar, and have a fabulous day.

>> [Event Concluded]