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Signed:



Date: 02/08/2021



REACHING OUR APPLICANTS

Analysis of talent attraction platforms for
Pembrokeshire County Council

2021

Hook, Duncan

Executive Summary

This research report is a critical analysis of current trends in talent attraction as part of the recruitment process. The purpose of this research has been to support Pembrokeshire County Council's new Chief HR Officer in their proposed restructure of the recruitment process with this being one component of that process.

The focus of secondary research is the CIPDs current recruitment trends and on industry developments over the past decade. In particular, this gravitates towards the developments in digital media and the expected adoption of these platforms in the future. Online recruitment techniques are now commonplace, and the most popular amongst candidates, but younger generations and their relationship with social media point towards a very different approach to talent attraction over the next few years with an emphasis on interaction and creativity.

Primary data took the form of questionnaires and interviews distributed to recently hired external applicants and an embedded question in the application process asked to all candidates. This was gathered to analyse behavioural trends amongst applicants to Pembrokeshire County Council jobs and to gauge attitudes towards different talent attraction techniques. This approach allowed for measurable data as well as contextual information from interview quotes. This research has shown that trends amongst applicants in Pembrokeshire mostly mirror the industry trends and support the motion to focus on utilising online platforms. When measured against age group, the youngest generation appear to be in favour of enhanced use of social media in job advertising while there were reservations amongst all other generations regarding the impact this could have on employer branding.

Recommendations from this research include further investment in online advertising including further research into the benefits of social media use for advertising certain roles. There is also recommended consideration of an investment in Digital Marketing personnel in an HR Recruitment capacity to bring this focus specifically to online recruitment strategy.

Further research is also recommended to better gauge the differing attitudes to talent attraction across all service areas as this is expected to offer more variation over a larger sample.

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1. Introduction

Pembrokeshire County Council (PCC) as a Local Authority employs staff across six directorates and a range of industry sectors from social care, financial and industrial. Recruiting into this range of roles from the county has been challenging for many years but has proven more difficult since the pandemic began in line with other employers (Simpson, 2021). The biggest challenge in Pembrokeshire is the tight labour market (Wilkinson & Taylor, 2016, p. 53), with very few applicants for each role. Attracting candidates is a challenge with current debate over using more costly, traditional print media advertising, which worked in the past, or further embracing digital solutions. With a new Chief HR Officer appointed in late 2020, PCC's recruitment processes are under a period of review.

Aim

The research aim is to critically review current industry trends in talent attraction against the behaviours of PCC's own applicants to understand possible improvements.

Objectives

To identify and analyse current recruitment trends, specifically in the attraction of candidates through different mediums including digital processes.

To identify and analyse current behaviours and attitudes surrounding these different talent attraction mediums within PCC candidates.

To make recommendations to the Chief HR Officer for use of talent attraction mediums and improvements to recruitment processes at PCC.

2. Literature Review

Rather than approaching from a marketing perspective (Chaffey & Ellis-Chadwick, 2016), which the majority of critical thought on this subject stems from, the aim of this research is on the HR application of these platforms and therefore is more concerned with the approach and benefits directly on talent attraction.

The CIPD recognises in its latest 'Resourcing and Talent Survey' (2020) that it is increasingly common for organisations to use digital platforms as their primary method for talent attraction. However, the majority of their research on the utilisation of these platforms (CIPD, 2014) was around 7 to 8 years ago when the trend for recruiting through online platforms such as LinkedIn was becoming widely established (Syedain, 2013).

Generational Perspective

One significant piece of research from the CIPD at this time was Rüdigers report on the attraction of younger generations through social media (Rüdiger, 2013) noting that the next generation are being raised on these platforms as their main source of entertainment, news and social interaction so recognising the need to embrace this technology when attracting younger talent. This report seems to echo the situation today that we face upon recovery from the pandemic; namely high

unemployment in young people (Partington, 2021) and employers still struggling to find the skills they require for the business (Churchill, 2021). Here, social media is given as a potential solution to attract this untapped resource into roles they may not have considered (Rüdiger, 2013, p. 3).

With PCC's ageing workforce challenge and it's fairly recent introduction to using digital platforms in recruitment, the CIPD's 2013/14 research has not been discounted as out of date as it is still relevant for our needs. This was enhanced further by looking at a range of case studies from companies like LV= who have been working with social media over a longer period (Syedain, 2013) to more recent case studies (Martínez-Morán, 2021) exploring the way digital integration is transforming talent attraction in a specific region.

Branding for Different Services

Also important will be understanding the current behaviours of applicants and where they are seeing PCC jobs. One important case study (CIPD, 2014) into social media use within the energy sector, teaches an important lesson in using research rather than assumptions, shutting down "the myth that blue-collar workers are not computer-literate" and would engage with social media. This helps back up the necessity for research into how each service area of PCC will approach these new talent attraction techniques.

Organisations recognise that these sites are the most effective method to increase visibility but in order to be truly effective they must look much more at what skills are required (Gifford, 2014) and whether this is the best approach (Josan, 2020). For instance, there is already research into how platforms such as LinkedIn can be counterproductive for applicants and employers (Whitehouse, 2020). Understanding how the different services within PCC already try to reach applicants will be important in this research into digital advertising.

Taken into account with this research will be the effect that increased visibility, which comes with using social media, has on employer branding (Peters, 2020). It is clear that younger generations approach brands online first (Noutel, et al., 2020) so the methods and platform can be beneficial but also harmful (Green, 2020). Additional research speaks on the part that digital recruitment processes play in developing a psychological contract (Wilkinson & Taylor, 2016, p. 72) with PCC as an employer. As candidates engage with us online first they develop an expectation that they will find the same level of digital integration in the job (Stevens, 2010) which is just not matched by all services areas. Understanding attitudes towards these platforms from different services within PCC will be important in gauging how effective their use will be.

3. Methodology

The approach with primary research has been an attempt to clarify current attitudes with qualitative data while also collecting enough attitude-based data that can be analysed to provide quantitative evidence.

To support this approach, the bulk of primary research was gathered from questionnaires based on an attitude survey structure allowing for measurable opinions. These were distributed online through Google Forms (Appendix 2). Supplementary interviews were also conducted to provide additional context from different service areas.

Determining Sample

Age group and generational attitudes to digital platforms was a recurring narrative in the secondary research (Cotton, 2020). For this reason, age group and job role were included in the questionnaire. Analysing attitude against age group and role is important in highlighting the effectiveness of implementing these digital solutions for future generations.

As it was determined that Resources and Social Services were the areas of highest concern in terms of talent attraction, samples have comprised of these two areas only. This has helped avoid the research becoming too broad. Casual and temporary COVID-19 pandemic support roles were also excluded as the circumstances for recruiting into these roles was handled differently with short-term consequences.

Rather than include unsuccessful candidates in the questionnaire sample, which has privacy and ethical concerns (Appendix 1.), it was instead approved for a question to be added to the online application form asking how individuals had found out about the job. This enabled unsuccessful candidates to form part of this valuable data.

Response to this question was mandatory therefore it has an 100% response rate although, due to only being implemented in February 2021 did put a limit on the sample of only 292 that could be analysed.

Approach

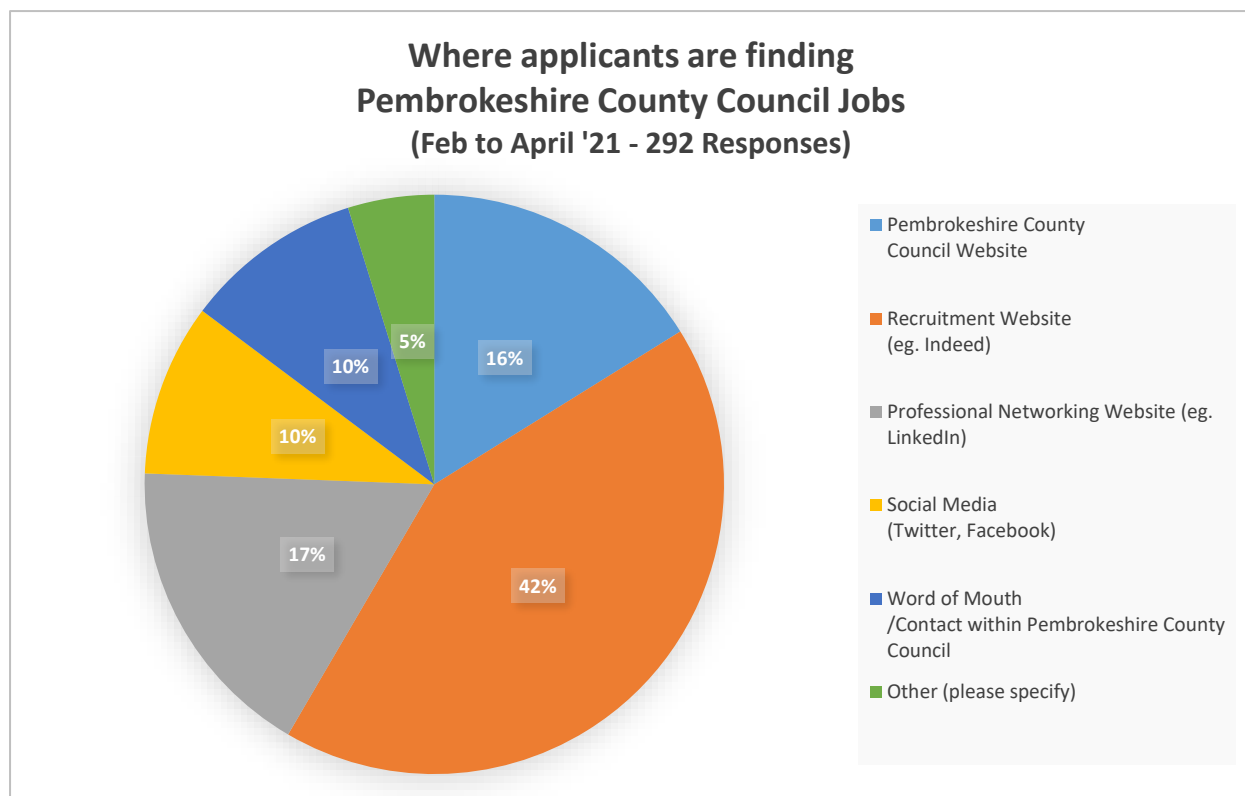
As the majority of the questions asked at interview and in questionnaires are focussed on attitudes toward digital marketing platforms, this is a largely interpretivist approach (Saunders, et al., 2007, pp. 106-107), observing social trends in attitudes to draw conclusions. Over a larger scale and timeframe this study could provide enough for a positivist approach (Saunders, et al., 2007, pp. 103-104) for the data to show clear, quantifiable behaviour patterns in applicants and further support investment in advertising platforms.

4. Findings

Searching and Finding Jobs with PCC

Of candidates asked during the application process where they had learnt about the job (Appendix 3.), just under half of applicants claimed that they had been discovering PCC jobs on recruitment websites first with no other platform offering much competition (Fig 1). New employees interviewed (Appendix 4.) stated that using sites like Indeed was part of their strategy to constantly search for available jobs in the county; commenting that they “wouldn’t have searched on the PCC website so it’s good I spotted it online” increasing the reach to individuals who aren’t necessarily aware of PCC as an employer in the area. This correlates with an employee who had been planning to move to Pembrokeshire and had used Indeed as a way to see what was available while living away from the area: “I’ve had searches in place on various job sites and have looked into and applied for a few roles during the pandemic.” With the popularity of relocating during the pandemic (Hart, 2021) to coastal areas, advertising on recruitment sites can extend reach beyond the county.

Figure 1. Results from question asked during Application process.



When isolating results from Social Services and Resources (Fig 2.) the same trend continues but the clear difference comes in their use of professional networking sites such as LinkedIn. While Social Services roles had comparatively lower usage of these platforms, it made up almost a third of applicants for Resources roles (Fig 3.). LinkedIn has a reputation for being a place for professionals to network and build their career and not suitable for all jobs (CIPD, 2014). With corporate roles in IT and Finance in PCC sitting within Resources this would align with this association.

There are documented pitfalls to relying on LinkedIn. A 2020 study into the effectiveness of LinkedIn (Whitehouse, 2020) found that many people using the site are primarily there for self-promotion and networking so are more inclined to apply for any role that seems like a step up, even if they are unsuitable in the end. This casual approach to job application is supported by an interview comment from an employee stating that he “wasn’t actively job searching” but received a notification, which led to his application to PCC. This casual approach can be helpful in finding candidates but potentially attracts a different type of employee.

Figure 2. Results from question asked during Application process.

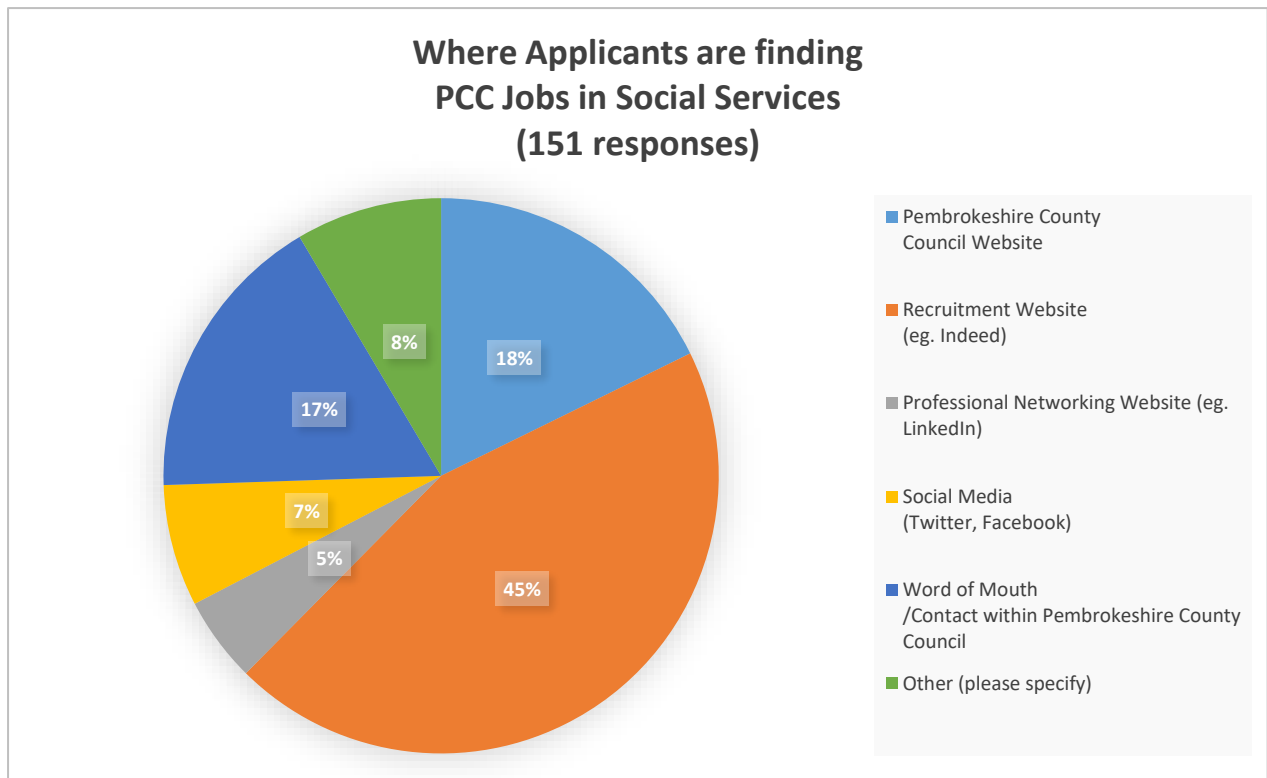
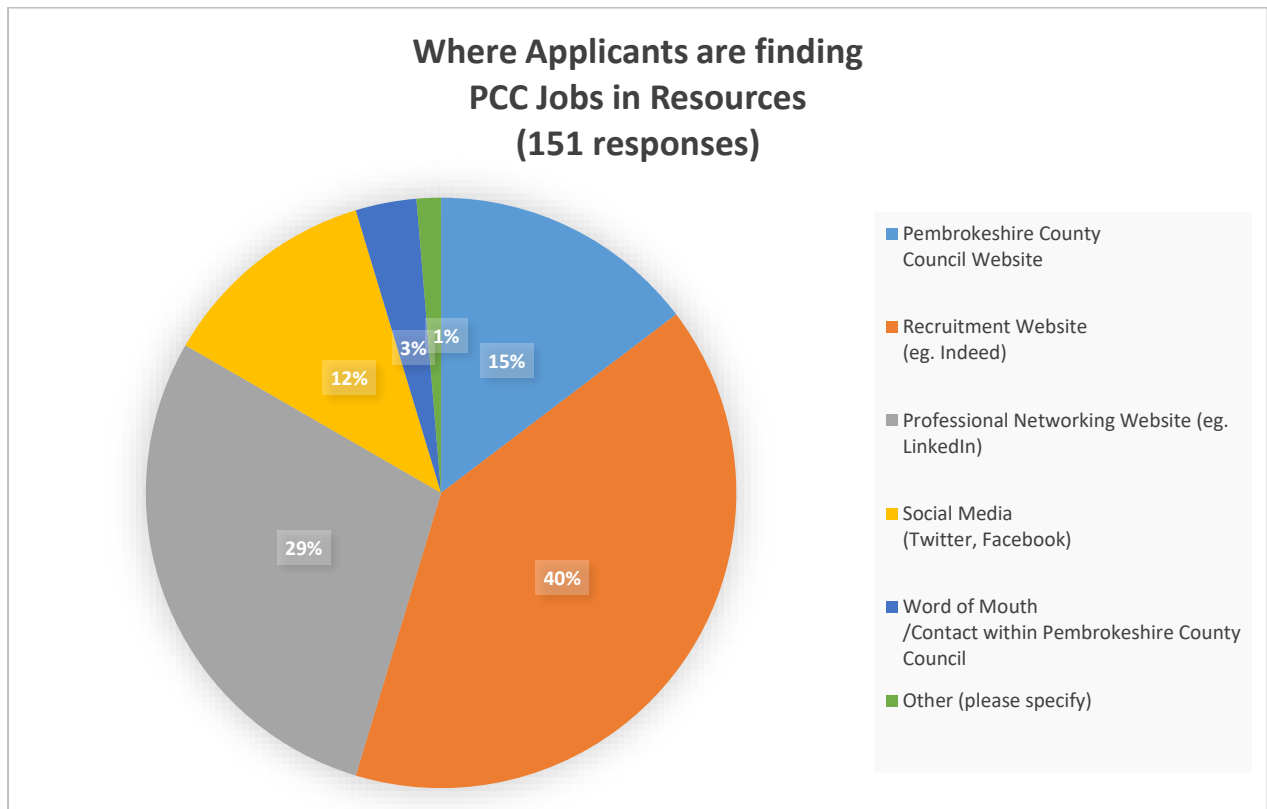


Figure 3. Results from question asked during Application process.



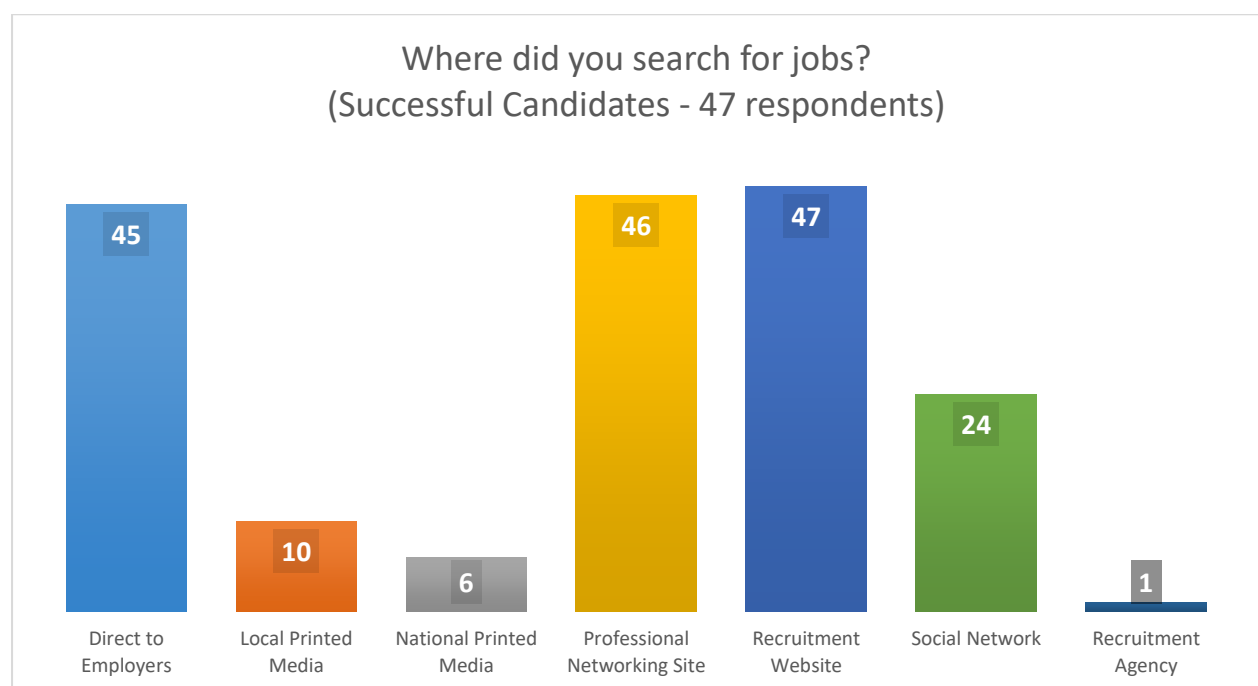
The questionnaire gathered data on where successful applicants had been searching for jobs with the option to provide multiple answers (Fig 4.). This has reinforced Professional Networking sites and Recruitment Websites as the most used sources while introducing Employer's websites equally popular.

Interview research found that candidates recognise PCC as a "big employer" in the area with many jobs available so local people are already aware of their website.

The CIPD survey found in 2020 (CIPD) that employer's own corporate websites were now the most common way for applicants to search for jobs. They also detail that in public sector roles, applicants prioritise learning about the organisations values, which the corporate website can provide (CIPD, 2020). There is an important link here between job searching and employer brand as candidates will want to learn as much as possible before applying with the first impression being made online (Green, 2020).

When asked at interview on their opinion of the advertising on our corporate website, individuals shared that jobs did not always "stand out", were not always explained well and could be selling themselves better as an employer to young people who were new to the market.

Figure 4. Results from questionnaire sent to new employees.

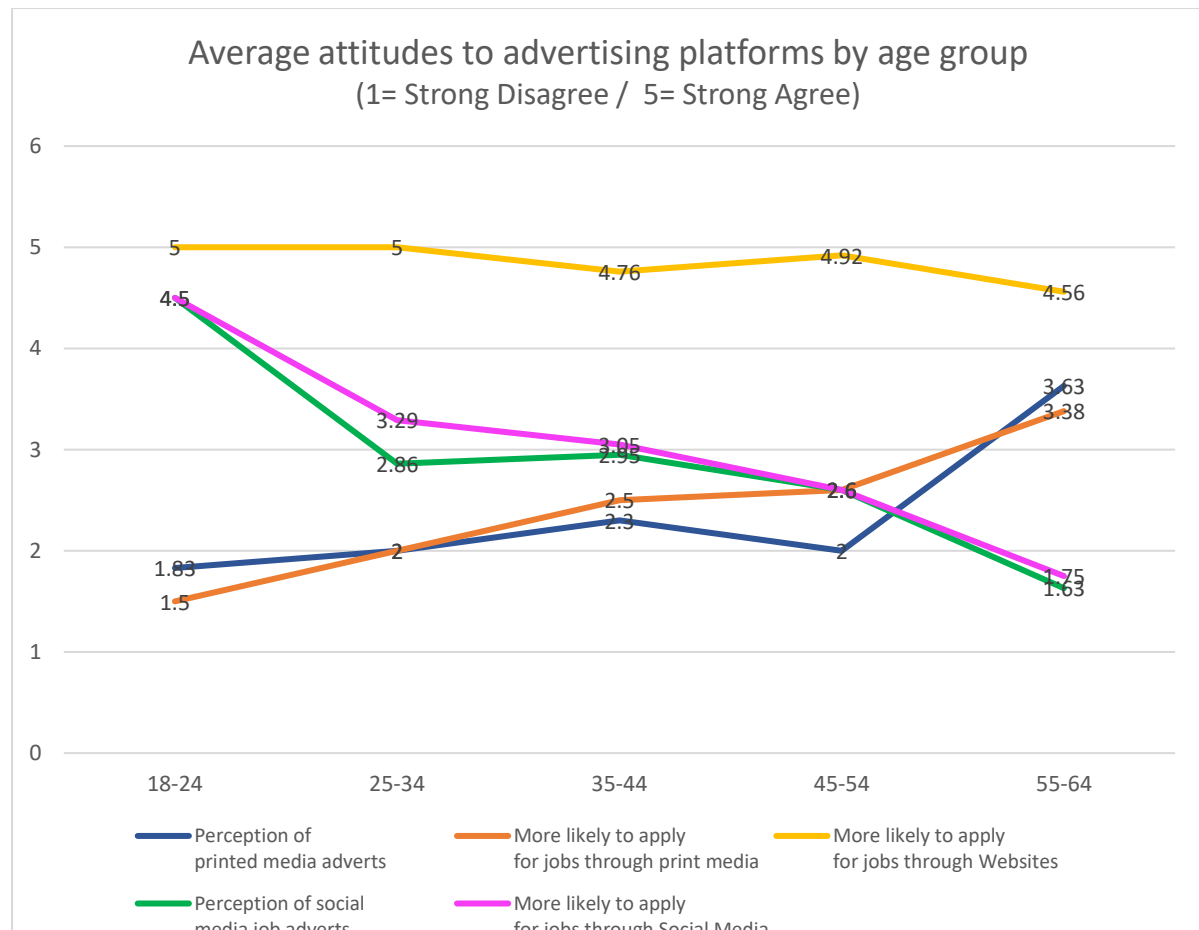


Generational Attitudes

Through analysing the data from different age groups regarding their attitude and preference to different advertising platforms (Fig 4.), it is interesting to see the contrasting trends when comparing the youngest and oldest new employees. Their attitudes to social media and print media are almost exactly opposing while the groups in between appear more indifferent. In particular, the difference

between the 18-24 group and 25-34 group when it comes to social media advertising suggest that acceptance and passion for this platform in the job market really is an emerging trend in the next generation of workers. The same can be said for print media, which is really at its most popular in the group approaching the end of their career.

Figure 5. Results from questionnaire sent to new employees.



Rüdiger's report (2013) on talent attraction for young people explains that the rapid growth in technology makes younger employees both extremely valuable to organisations with their skills but also challenging to understand because of how differently they process information. At that time, organisations said they were unlikely to adapt their attraction methods to this new generation, as they were the exception to rule.

Similarly, a 2020 report on public sector employers engagement with "Gen Z" in the USA (Cotton, 2020) found that due to the vastly different relationship these individuals have with technology, employers need to change their attitude to communicating with the future workforce. Creativity and independence are all-important to this generation and needs to be reflected at a recruitment level.

From interviewing younger employees (Appendix 4.), many of them felt that using social media in job advertising was the "next logical step": "We're all looking at social media throughout the day so it makes sense to use it as a recruitment tool". There were also suggestions to utilise this technology

to “sell” PCC as employer with testimonials from staff and encouraging employees to share adverts on social media. There were some who felt that the informal nature of social media could be damaging to the council or “downplaying the seriousness of some jobs” with others who suggested it would be great for entry level roles but less suitable for jobs requiring specific qualifications or experience.

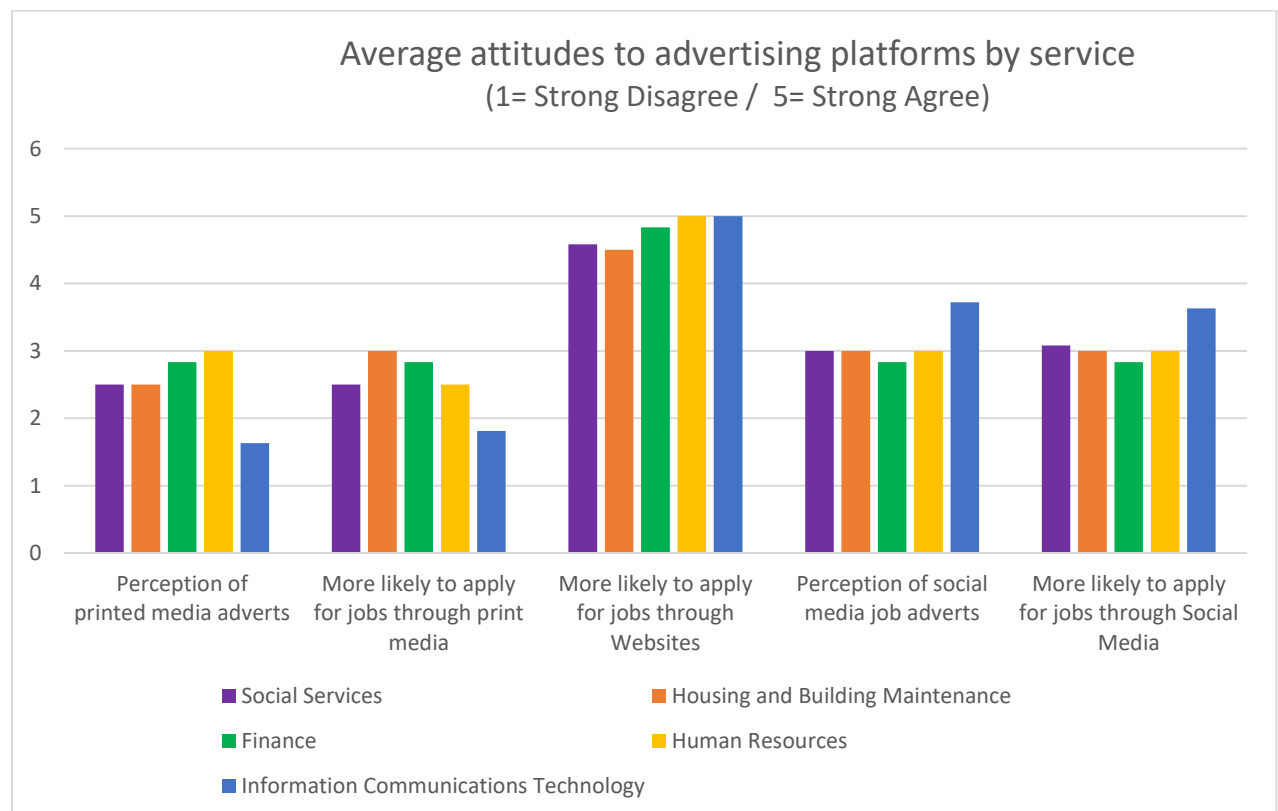
Service area trends

Attitudes to advertising platforms appear to be almost aligned across all the service areas questioned (Fig 6.). The only outlier is with IT who are on the whole much more in favour of digital processes.

This is an approach that is encouraged by managers in this area (Appendix 4.): “Leadership are keen for us to help promote any adverts that go out to social media by retweeting or sharing with people we know.”

The CIPD (Syedain, 2013) advise organisations looking to engage with social media in recruitment that it is not a quick fix and a strategy is required for it to work effectively. It may be that we need a unified attitude to social media across the services if we want it to work for us.

Figure 6. Results from questionnaire sent to new employees.



5. Conclusion

From the research, it is suggested that current online engagement is high in our applicants with printed media being rarely considered as a preferred approach. Applicants are therefore in line with the talent attraction trends seen elsewhere in the UK (CIPD, 2020). The use of recruitment websites has become expected as standard (Green, 2020) and with it being consistently the first stop for our applicants we should be engaging with this too. Our younger applicants have an expectation around social media integration through the way that they interact with platforms every day (Rüdiger, 2013) and research suggests that this trend will continue to grow over time (Cotton, 2020).

Despite my expectations about varying levels of digital engagement (Syedain, 2013), the service areas surveyed are almost completely aligned in their approach with only IT demonstrating real engagement with social media, which is encouraged by management down (Josan, 2020).

Some consistent feedback came regarding opportunities PCC have with employer branding in our online advertising (Peters, 2020). Job clarity and more opportunity to hear from employees were requested although some also recognise that this does need to be managed to avoid being harmful to our brand (Green, 2020).

6. Recommendations

From the conclusions made above these are the recommendations made:

- HR to continue to gather data from all applicants on where they are learning about PCC jobs. More data is required over a longer period and including all service areas. This larger collection of data will have greater benefit in observing trends for each service area and determining best approach for recruitment strategy (McCartney, 2014).
- Learning and Development to work with IT on creating training for staff in engaging with our social media advertising in a safe, effective way that does not negatively impact employer brand (Peters, 2020).
- Chief HR officer to consider implementation of Digital Marketing resource to support the HR Recruitment team with the following goals:
 - Consistent advertising on Indeed as this is the primary approach by candidates in Pembrokeshire.
 - Research into service areas who would benefit most from regular Social Media advertising and then implementing this; starting with lower grade roles.
 - Development of consistent approach to advertising on our corporate website with an aim to make jobs more visible and better understood (Josan, 2020).
- Social Services and Resources directorates to cease investment in print media advertising which has a low take up amongst our applicants.

Limitations

Many of the limitations in this research are because it was conducted by one employee of a six thousand plus staff employer. The decision to limit to just social services and resources was therefore justified in terms of access and scope of research although this limits the sample size when compared to total staff and understanding the whole organisation. Interviewing staff in particular, is time consuming when undertaken by one person. In the future of this research, focus groups could be a better approach in terms of time and stimulation of responses (Saunders, et al., 2007, pp. 337-338).

Of the eighty questionnaires distributed to employees hired in the last year, only forty-seven were returned. While this was more than originally intended to include, a larger number would help when identifying trends; especially as attitude scores were averaged.

Due to some technical issues, the question added to the application form did not become live until February 2021 so the sample, giving adequate time for analysis, was only over a three month period.

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Appendix

Appendix 1. Sample of UWTSD Ethical Approval Form



PG2 / E1 FORM

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of research activity: "creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications". As such, this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the "principal researcher".

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity. Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

Full Name:	Duncan Hook		
Tick all boxes which apply:			
Member of staff:	☒	Student:	☒
Honorary research fellow:	☐		
Faculty/School/Centre:	University of Wales Trinity Saint David		
Campus:	Carmarthen		
E-mail address:	1920325@student.uwtsd.ac.uk		
Contact Telephone Number:	07540 794287		
For students:			
Student Number:	1920325	Undergraduate	☐
Programme of Study:	CIPD Diploma in Applied Human Resources CIPD Level 5	Taught Postgraduate	☒
Director of Studies/Supervisor:	Julie Thomas	Research	☐

SECTION B: Approval for Research Activity

Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES	☒	NO	☐
				Date
If Yes, please indicate source of approval (and date where known):	Research Degrees Committee	☐		
	Faculty Research Committee	☐		
	Other (write in) Course Tutor – Rachael Jones	☒		01/12/20

Approval in principle must be obtained from the relevant source prior to seeking ethical approval.

Finding Jobs with PCC

The purpose of this survey is to understand the visibility of jobs for applicants and understand the effectiveness of our current methods. As someone who has attained a job in the last year we would like to find out how you searched and found this job listing with a few quick questions. This should not take longer than 15 minutes to complete. Answers are confidential and will only be used for this purpose.

***Required**



Please select your age bracket. *

Choose ▼

Which service area do you work in? *

Choose ▼

If you are comfortable to, please share your job title.

Your answer _____

Where did you find out about your new job? *

- ☐ Pembrokeshire County Council Website
- ☐ Recruitment Website (eg. Indeed)
- ☐ Professional Networking Website (eg. LinkedIn)
- ☐ Social Networking Website (eg. Facebook, Twitter)
- ☐ Recruitment Agency
- ☐ Word of mouth
- ☐ Manager or Colleague
- ☐ Other: _____

Where did you search for jobs? (select all that are applicable) *

- ☐ Direct to Employer (eg. PCC)
- ☐ National Printed Media (eg. National Paper, Magazines)
- ☐ Local Printed Media (eg. Local Newspaper)
- ☐ Recruitment Website (eg. Indeed)
- ☐ Professional Networking Website (eg. LinkedIn)
- ☐ Social Networking Website (eg. Facebook, Instagram, Twitter)
- ☐ Using Recruitment Agency
- ☐ Other: _____



Please state your opinion on the below statements.

I would perceive a job advertised in print media as more professional. *

1 2 3 4 5

Strongly Disagree ○○○○○ Strongly Agree

I would be more likely to apply for a job advertised in print media (newspapers, magazines) over a digital platform. *

1 2 3 4 5

Strongly Disagree ○○○○○ Strongly Agree

I would be more likely to apply for a job advertised on a digital platform (LinkedIn, Indeed) over printed media. *

1 2 3 4 5

Strongly Disagree ○○○○○ Strongly Agree

!

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Thank you for your time.

I consider social media websites to be a credible platform for advertising jobs. *

1 2 3 4 5

Strongly Disagree Strongly Agree

I would apply for a job advertised on social media (Facebook, Instagram, Twitter). *

1 2 3 4 5

Strongly Disagree Strongly Agree

Appendix 3. Screenshot of responses to question embedded in application form

Job Title	Number of Applicants	Pembrokeshire County Council Website	Recruitment Website (eg. Indeed)	Professional Networking Website (eg. LinkedIn)	Social Media (Twitter, Facebook)	Word of Mouth /Contact within Pembrokeshire County Council	Other (please specify)
Electrical Engineer	5	1	2	0	0	2	0
Area Maintenance Officer	17	4	7	1	0	5	0
Care Assistant x2 (Martello House)	17	3	5	0	3	4	2
Employment Mentor x2 (Workways+)	24	5	13	0	2	3	1
Child Care Support Worker x2	26	4	14	2	2	2	2
Housing Support Assistant	25	3	12	0	3	4	3
IT Developer	7	0	3	3	1	0	0
IOT Engineer	5	0	2	1	2	0	0
IT Business Analyst x2	16	1	3	7	4	0	0
Social Work Practitioner (Corporate Parenting Team)	3	0	2	1	0	0	0
Principal Accountant (Maternity Cover)	4	1	2	1	0	0	0
Social Worker - Children in Need	5	0	2	2	0	0	1
Senior Care Assistant - Martello House	6	3	0	0	0	1	2
Social Worker - West Wales Adoption Team	1	0	1	0	0	0	0
Employee Services Assistant x 2	58	10	26	13	4	3	2
Employee Relations Advisor x2	34	7	13	11	2	1	0
Digital Marketing Officer	27	3	11	7	5	1	0
Assistant Surveyor x2	8	1	3	1	0	2	1
Electrical Engineer	4	1	2	0	0	1	0
	292	47	123	50	28	29	14

Appendix 4. Summary of Interviews

Talent Attraction Interviews

Interview Questions

1. Tell me about your journey to successfully applying for a job with PCC.
2. How visible do you feel PCC are for people searching for a job?
3. What do you think we could do more of to raise our digital profile?
4. Before interviewing for your job what was your impression of PCC as an employer from the advertising you had seen?
5. It is said the Gen Z will be looking to Social Media in the future when it comes to applying for jobs. How do you feel about this as an advertising approach?

Sample

Street Lighting Electrician (Building Maintenance - Social Services and Housing)

Principal Accountant (Finance - Resources)

Grant Funding Admin Officer (Finance - Resources)

Housing Officer - Housing Advice Team (Housing - Social Services and Housing)

Occupational Health Practitioner (Human Resources – Resources)

Occupational Health Administrator (Human Resources – Resources)

Implementation & Support Analyst (ICT – Resources)

Assistant Digital Marketing Officer (ICT – Resources)

Business Support Officer (Business Support – Social Services and Housing)

Performance & Improvement Officer (Business Support – Social Services and Housing)

Social Worker (CPT) (Children's Services – Social Services and Housing)

Child Care Support Worker (Children's Services – Social Services and Housing)

Interview Quotes (by Theme)

How people job search

- “I wasn’t actively job searching but I believe LinkedIn sent a notification for this role and I clicked through to the PCC site for more information”
- “I’ve been casually looking to change jobs but this one I saw on Twitter and applied from there.”
- “I was looking to move to the Pembrokeshire area for a change of life and have been job searching for jobs in the area in time to move house. I’ve had searches in place on various job sites and have looked into and applied for a few roles during the pandemic. I saw this job on Indeed and was keen to apply as I have worked for a local authority before”
- “I use LinkedIn fairly frequently for networking and alerts for jobs are part of that”
- “I’ve been searching for jobs for a while locally and applied for a couple that I saw through Indeed.”
- “I wouldn’t have searched on the PCC website so it’s good I spotted it online.”
- “I’ve been searching on LinkedIn, different job websites and direct with employers but it’s been a quiet year. I was pretty chuffed to get the job. I’d say I was pretty proactive in searching. I didn’t just sign up to alerts I was constantly looking.”
- “I saw this job on LinkedIn and applied from there but I was registered on job websites and with Hayes recruitment agency.”
- “I wasn’t out of work so pretty passively job hunting”

Opinions on advertising through Social Media

- “While job adverts can be found on social media and networking sites, their presence isn’t constant”
- “We’re all looking at social media throughout the day so it makes sense to use it as a recruitment tool”
- “While there is a section of the community who won’t appreciate it, there is a young generation in Pembrokeshire who are reliant on social media and will think of PCC as irrelevant if we aren’t engaged with it”
- “You have to strike a balance of course but it gets the council into other people’s eyes. I think people might worry about it being trendy but for young people it’s just normal life – like breathing. Social media is not going away so we might as well embrace it.”
- “I think it’s valid. I found this job there and I don’t see it as a problem. Surely getting the job out there is the main point of advertising.”
- “I don’t know. I can see the benefits but I can also see it downplaying the seriousness of some jobs. Younger people are always on social media but I don’t think it means they should be job searching there too. I can see it for quite basic jobs but anything serious I would say you need to have some control over it or you end up with people commenting on job adverts and tarnishing the council’s reputation.”
- “I think it makes sense. It’s the next logical step. If they wanted to raise our profile then getting videos out there on social media would be a good approach. I think there’s more room for interactivity but I think that’s the worry with social media. Too much room for

negative comments and bad press. It definitely would help but I don't know how you'd manage it"

- "Leadership are keen for us to help promote any adverts that go out to social media by retweeting or sharing with people we know."
- "It's good that we can interact with ads and promote them. I suppose there is a problem when work starts to invade your social or private space and it would be easy for people to start to resent companies that do too much on social media. I'm not sure how young people would think about it."
- "If it gets out to young people then it makes sense to do it."
- "I think it could work but not for all jobs. This job for example requires a certain type of person with certain qualifications so it wouldn't work. I can see certain jobs being good on social media though. Admin or trainee jobs would make sense where you want to attract a different crowd."
- "Good companies to work for are talked about online so it makes sense to harness that and create some good buzz for the council."
- "It depends on the website. LinkedIn yes, Instagram no. I can't see professionals applying for jobs they see on there and I think it gives the wrong impression."
- "I can't see it for social workers because it's not a job you can just walk into. Any job with qualifications you'd have the same problem. I think for social workers you could have apprenticeships or trainee posts advertised on social media to reach other groups."
- "It's faster to get on Facebook so it makes sense. I don't see it as a negative thing but it depends on the job."

Visibility and impact of Pembrokeshire County Council's advertising

- "I was lucky that my job was advertised in the right place for me to see it but on the whole there is nothing to differentiate the approach from service to service"
- "There are plenty of jobs out there and in Pembrokeshire the council ones are there straight away when you search. I think it could be because I've worked for the council before so I see them standing out but I do feel like I see a lot of council adverts"
- "I'd say they're quite visible. The issue is you can miss jobs and they're not up for long. Getting on Twitter is a good thing but I suppose even there things can get missed."
- "Some of the jobs are a bit confusing. I'm not sure what they all do and the adverts don't always explain clearly at a glance what you're applying for."
- "They're not too inspiring."
- "In this area it's a big employer so jobs are visible if you're looking"
- "I have missed jobs in the past so you need to be on the ball"
- "They always have jobs up and they look the same in adverts so it can be confusing. At the moment people are looking for a foot in the door so it helps if the adverts are clear."
- "I feel they are visible but weirdly I wouldn't have considered them in the past. Most of the jobs don't appeal to me so I think I had discounted them before."
- "People see them but they could be in more places. When I was younger and looking for a job the council wasn't even on my mind. There's a missed opportunity there to get out to the colleges and get people thinking about council jobs."

- “In this area, there are so many young people who haven’t got a clue what to do but they want to stay in Pembs. The council has lots of opportunities but they don’t sell themselves well.”
- “Obviously I saw this job online but I don’t see jobs in local papers or magazines. I suppose that costs money but it would get into more people’s hands”

Opinions on PCCs advertising and impact on Employer Brand

- “Going into this job it’s always good to see opportunities for improvement and so for me it wasn’t off putting.”
- “It’s good. You see them everywhere when you live in Pembrokeshire. I know some people have a problem with the council but I always thought they seemed good.”
- “I think we do what is expected but there are always ways to go further than expected. I’d like to see the council improve their reputation in the area as I think we do good work and I don’t think the public see it.”
- “I think the advertising style is basic. I don’t think it’s oversold but I’m used to that in the public sector as when you’re advertising you’re spending public money”
- “I’ve lived in Pembrokeshire my whole life so I know what the council’s like. Good and bad. I think with adverts, the council feels very formal. Not an exciting or cool place to work. I’ve enjoyed my time here but I don’t think the way that it is to work here is reflected in the social media presence or ad campaigns.”
- “For advertising I’d say it’s no frills so probably I would imagine the same impression of PCC as an employer. It’s public sector so not as many perks.”
- “People think council and they think bare bones. I can see from the few months I’ve worked here that people work really hard but it’s not known outside of the council.”
- “Probably a bit old fashioned? I saw the advert on the council website but there isn’t much to make the job exciting or stand out.”
- “They don’t do much to sell working here which so many other jobs do. I know there aren’t loads of employers in Pembrokeshire but they do need to do more to stand out as other places are singing about benefits and what it’s like to work there.”
- “I’ve worked for Local Authorities before so knew what to expect.”
- “There are perks to working for the council and you feel like it’s steady employment.”
- “Everyone has an opinion of the council in Pembrokeshire so it’s hard not to have an opinion before going in.”
- “It’s solid though. People used to say it was a job for life.”

Additional Suggestions

- “More videos, testimonials and things like that. It’s hard to understand what all jobs are so perhaps changing how you talk about them “
- “I think more diversity in approach is needed. There’s lots of the same approach and not much to distinguish between jobs. Like I said I wouldn’t have considered PCC in the past so it takes something special to break that down.”
- “I think we’d like to see more of a brand that feels united. I know it’s difficult with so many sectors under the same roof but we want people to feel proud surely.”

- “The website isn’t good enough really. I think it doesn’t really sell working for the council, no benefits, no perks.”