



National Child Welfare
Workforce Institute

Work with Purpose

CHILD WELFARE PROFESSIONAL
RECRUITMENT TOOLKIT



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Child Welfare is Work with Purpose.

Workforce has always been the focus of the National Child Welfare Workforce Institute (NCWWI). Our [Workforce Development Framework \(WDF\)](#) describes the key elements for developing an effective workforce and evidence-informed strategies to support each component. One of those components is recruitment and selection, and we heard loud and clear that you need support in addressing the current workforce crisis.

The Work with Purpose recruitment campaign – and the information and materials in this toolkit – is intended to support your recruitment efforts. From high-level campaign messaging and guidance about how to refer to the work and roles, to social media content and creative for job fairs, we aim to assist you by providing the tools necessary to recruit qualified applicants.



A Research Driven Campaign

Creating Work with Purpose

Three conceptual directions for the campaign were tested amongst focus groups with diverse population from important demographic groups, including Early Career, Native American and those with experience in fields related to social and community services, social work, counseling, psychology, nonprofit organizations, case management, public health, education, or other similar roles involved in assisting individuals, families, or communities. The ad concepts participants found most appealing shared common themes that resonated across the groups.

These themes included:



Career Focus: Participants appreciated concepts emphasizing child welfare as a career rather than a job. The notions of contributing to meaningful change and impacting the lives of children and families were appealing.



Positive Depiction: Ad concepts that portrayed child welfare workers positively, showcasing their role in bringing families together and providing support, were well-received. Participants valued depictions that highlighted compassion, empathy, and the positive contributions made to the community.



Collaboration: Child welfare professionals emphasized the transformative power of working together as a cohesive team, establishing robust support systems for children and families, and achieving positive outcomes through collective efforts. Despite potential challenges in the job, the strength of teamwork and a supportive environment can effectively overcome these difficulties and no ad should make a child welfare work appear as a lone operator.



Cultural Connection: Concepts aligned with specific participant groups' values and cultural identity received favorable feedback. Emphasizing cultural preservation, supporting families, and reflecting diverse communities resonated strongly with tribal participants.



Call for Change: Participants were drawn to concepts that called for meaningful change in child welfare. Advertisements encouraging making a difference, driving transformative change, and addressing critical issues garnered positive feedback.



Visual Appeal: Including relevant and compelling imagery was crucial in capturing participants' attention and establishing an emotional connection. Participants desired visuals that showcased the reality of child welfare work and evoked a sense of purpose.

Based on these insights, the **Work with Purpose** recruitment campaign creative:

- Attracts new, diverse applicants to fill critical vacancies and drive change from within child welfare.
- Provides transparency on the need for change and improvements.
- Highlights the challenging, yet rewarding, nature of the work.



The campaign also addresses key opportunities to enhance child welfare professional recruitment, drawing on research-backed tactics that support a transparent, comprehensive look into the child welfare career. We built the campaign on a people-first creative approach that humanizes the profession and the families supported, while still striving for realism that avoids overwhelming negativity.

When practiced consistently, the following approaches to recruitment increase engagement:

- **Demonstrate** how child welfare professionals embody a special passion for their work
- **Share** more information about the day-to-day work of child welfare professionals
- **Emphasize** collaborative team-based approaches to best support families and workloads
- **Reveal** the stories of real child welfare professionals through testimonials
- **Explain** the career opportunities available within child welfare

Testing Work with Purpose

After the research audiences helped inform the development of Work With Purpose, we ran a limited paid media campaign to gain insights on campaign asset performance and to find areas where we could optimize the complete Work With Purpose suite of assets.

How

- We ran four campaigns across a mix of social media and digital platforms, including LinkedIn, Meta (Facebook), and digital ads.*

Who

- The four campaigns varied geographically, ranging from 1) state departments, 2) county departments, 3) tribal nations and 4) selected areas for general awareness.
- Our primary audience parameters were recent graduates, communities of color and those who shared values with the area of recruitment focus, like community and family.

What

- Three of our test campaigns encouraged recruits to directly apply to open positions by linking to the selected child welfare organization's job boards.
- The remaining campaign asked potential candidates to learn more about the career through the campaign microsite, ncwwi.org/workwithpurpose.

Results

- The test campaign performed above industry benchmarks on all platforms, indicating that our target audiences resonate well with Work With Purpose campaign messaging and the idea of learning more about or applying to a career in child welfare.

Testimonials

Our test programs informed the final campaign assets by providing key insights and demonstrating the impact of the assets on recruitment efforts in different environments.

Here's a testimonial from one of our test program partners on the experience:

"The process was incredibly easy for us to be involved with and the look and message behind the advertisements were very on-brand with our agency.

Targeting social media is so important to recruitment right now, so it was very beneficial with how this process was set up and how effortless its services were provided for our involvement.

I would certainly advocate the use of this partnership as a viable resource for our agency's recruitment in the future.

*glossary of tactics on page 13

Campaign Messaging

This next section expands specifically on the key message and tone of the **Work With Purpose** campaign. Think of this information not as a rote script to follow, but helpful tactics to use when describing or talking about the career during your candidate search and hiring efforts.

Messaging Tactic	Language
<p>Use consistency in messaging by always coming back to the campaign’s arc words. The campaign message appeals to people who want to make a tangible, lasting impact in their communities, who are committed to fully understanding the responsibilities the position entails.</p>	<p>Overarching Message:</p> <p>Work with families. Work with your communities. Work with purpose.</p>
<p>Emphasize attributes that relate to the core strengths of child welfare candidates. This does not include standard job requirements (degree, particular experience), but foregrounds passion, empathy, and patience.</p>	<p>Key qualities for a good candidate or child welfare professional:</p> <ul style="list-style-type: none">• Drawn to work with purpose• Believe in keeping families together• See strength within every family, potential within every child• Are willing to sit down and listen• Want to help families heal• Work from the heart
<p>Strike a balance between the desires and mindsets of potential applicants and the demands of the job itself when recruiting for child welfare careers and communicating job responsibilities. Where possible, assign words that recognize the human connection and interaction.</p>	<p>Describing potential applicants and job responsibilities:</p> <ul style="list-style-type: none">• Changemaker• Collaborator• Partner• Ally• Supportive• Committed• Supporter• Listener• Strength Finder• Team-Based• Flexible• Patient• Empathetic• Resilient• Confident

How to Use the Campaign Online

We've prepared the campaign assets for use across recruitment strategies, from on-site job fairs to online advertising to in-person communications. Additionally, we've created a campaign microsite, NCWWI.Org/WorkWithPurpose, and suggested social posts to inform interested applicants and current students about the child welfare profession. Below are opportunities and tips to enhance online engagement with your campaign:

Get Started:

- 1. Take a close look at your website's existing language and update it as needed to further define the career and opportunities for applicants based on the campaign messaging recommendations outlined above.**

Whether you're asking applicants to apply for open positions or to learn more about the child welfare profession, the destination you drive your audience to should have clear information and be a direct path to what you're asking of the job-seeker.

Before driving to your job board or other career pages, refer to this checklist:

- Are there areas in your organization's job board and subsequent career pages where you can include more information about the trajectory for the child welfare profession, specifically around the open opportunities in your department?
- Does your landing page have current, open roles for applicants to review?
- Is the link you're driving to a direct route? For example, if you're asking people to Apply Now, direct them to the job board page. If you're asking people to learn more, direct them to a page with further information.
- Have you checked out our campaign microsite NCWWI.Org/WorkWithPurpose for language to include while building out the child welfare professional information on your own site?

As part of the campaign, we've developed the [Work With Purpose campaign microsite](https://NCWWI.Org/WorkWithPurpose) as a window into the child welfare profession.

The site leverages campaign language and assets, shares real testimonials from those within the profession, and answers several questions like:

- Who do we need in child welfare?
- What do child welfare professionals do?
- What career paths can child welfare professionals take?
- How do I fit into the child welfare profession?

2. Identify a Clear Call to Action for Recruits.

The Work with Purpose Campaign focuses on two main asks for recruits, or calls to action: **Apply Now** and **Learn More**. Preliminary results from our campaign test program indicate that potential recruits respond best to the “Apply Now” call to action versus “Learn More.” However, while Apply Now is the most direct way to fill vacant roles, some potential applicants may need more information before being ready to apply.

How and When to Use Apply Now vs. Learn More:

Apply Now:

To fill specific roles, craft social media posts that drive applicants to a landing page that features all relevant open roles in your organization.

Where to Drive to:

- Your organization job board or individual job posting

Learn More:

To share more information about the child welfare profession, craft social media posts that drive potential applicants to a webpage where they can learn more about the types of roles available.

Where to Drive to:

- **Your Organization Career Page**, or an alternate organization landing page that offers more insight into the child welfare profession
- Or **the Campaign Microsite:** NCWWI.Org/WorkWithPurpose

Sample Posts Encouraging Job Applications:

1 Are you a passionate, mission-driven individual who wants to support others? Join our team of child welfare professionals. Work with families. Work with your community. #WorkWithPurpose [\[Insert Link\]](#)

2 Are you passionate about working with your community and working with purpose? Join our team of child welfare professionals and apply today. #WorkWithPurpose [\[Insert Link\]](#)

3 Apply for a new job with purpose and work with your community by joining our team of child welfare professionals. (Opportunity to insert statistic about specific needs for your department or a specific role) [\[Insert Link\]](#)

4 Our team is hiring passionate, mission-driven individuals to join our purposeful group of child welfare professionals. Visit our site to see all openings across the (county, city, state, etc.) and apply today. [\[Insert Link\]](#)

Posts Encouraging Users to Learn More about the Child Welfare Profession:

1 Are you a changemaker looking for a new career opportunity? Consider joining our team of child welfare professionals. Work with families. Work with your communities. #WorkWithPurpose. Learn more. [\[Insert Link\]](#)

2* Did you know that (insert stat*)? Be a changemaker in your community and consider joining our team of child welfare professionals. Learn more about this critical role. [\[Insert Link\]](#)

3 Child welfare professionals help strengthen t families. Are you mission-driven, passionate, and drawn to #WorkWithPurpose? Learn more about the child welfare profession. [\[Insert Link\]](#)

4* Do your friends or family members describe you as a good listener, motivator, and purpose-driven individual? Consider a job in child welfare and work with families in your community. Learn more. [\[Insert Link\]](#)

* Refer to 'Leveraging Campaign Assets' section below for how to insert statistics where applicable.

Leverage Campaign Assets:

1. Be consistent in using the provided campaign ads and materials in your social media recruitment strategy. Here are ways to engage:

- Use campaign visuals whenever possible to create a visual connection for a potentially interested candidate.
- Integrate campaign language, particularly leveraging the #WorkWithPurpose hashtag in organizational social media posts.
- As noted above, link directly to your job board or the NCWWI microsite for more information about the child welfare profession.

2. Beyond the provided graphics, tailor the language in your posts to match the feeling and tone of the campaign. Here are a few examples of what to include when customizing social content for recruitment:

- Data emphasizing the specific needs related to recruitment (ex: number of supported families in the community).
- Testimonials from child welfare professionals in your community sharing their experience in the role.
- Testimonials from families who were positively impacted by child welfare professionals.

Understand Your Market

1. Start with a mix of creative assets to help you learn more about what resonates best with your target audience.

Audiences' experiences and day-to-day realities differ across geography and demographic, which causes the content that drives their decision-making factors to differentiate.

Our test campaign ran across counties, states, and tribal nations, all representing varying demographics and communities. While each social graphic we tested in our campaign outperformed industry benchmarks in terms of click through rates and impressions, each test market had a different 'top performer' than the next.

This finding underscores the importance of diversifying your use of our campaign assets when designing your recruitment strategy as it will help you best gauge what content attracts your audience of potential recruits the most.

2. Lean into what your audience tells you.

However you leverage the Work with Purpose campaign – whether organically online, through paid advertisements or through in-person recruitment efforts – use the findings to continue optimizing your approach to recruitment.

Example: If your results continuously show higher engagement with 'learn more' rather than 'apply now,' consider ways to share more information with potential applicants across your channels (organic social media, job board, organization website, etc.).

To help your recruitment strategy work most comprehensively, don't forget to also take learnings from your other recruitment activities into consideration when deciding how to best leverage our ad campaign.

Example: If your recruitment efforts show high application rates from online advertising but low conversion from in-person events, lean into the print assets included within the toolkit to help bolster more application activity in-person. Vice versa, if you see strong performance at in-person events but lukewarm results from online efforts, consider introducing the campaign ads into your online recruitment activities.

Use Best Practices on Social Media:

1. Preparing your Social Media Presence

First impressions count, especially when it comes to those seeking employment. You might not think about it, but your profile bio or summary is also a chance to tell your organization's story. Use it to further captivate and engage job seekers.

- Use relevant keywords and language for the jobs you are hiring for or the overall human services industry.
- Keep it simple and make it sound like the tone of the organization.
- Use the description, headline, or summary fields to give audiences a snapshot of your organization.

See Hootsuite's step-by-step guides* for more channel-specific details:

- [Facebook business page](#)
- [Twitter/X business account](#)
- [Pinterest business account](#)
- [Instagram business account](#)
- [Snapchat account](#)
- [YouTube channel](#)
- [TikTok account](#)
- [LinkedIn Company Page](#)

*There are both free and paid versions of Hootsuite. While all of these linked resources are available under the free programming, you may be asked to sign up to make a free account for a better user experience.

2. Optimizing Social Media Performance

When choosing which social media platforms to prioritize, invest the most time and resources into social networks popular with your talent pool or audience. LinkedIn is the strongest platform to use when reaching job seekers, but having a presence across platforms will ensure that you reach the right applicants wherever they are. **Here are a few tips for each of the various platforms to keep in mind:**

Twitter/X

- Tweets can be 280 characters, but shorter is almost always better.
- Links count as 23 characters of the 280 regardless of link length.
- Videos tend to perform best, so consider using the provided campaign videos when possible.

Facebook

- Facebook post length is nearly limitless, but keeping recruitment content concise and direct is still important.
- Tag partner organizations with pages of their own (like NCWWI, nearby Social Work schools, etc.) to increase awareness of posts.

LinkedIn

- LinkedIn posts cannot exceed 3,000 characters. As with Facebook, we recommend keeping recruitment content concise and direct.
- Post regularly. Companies that post weekly see a 2x lift in engagement with their content.
- LinkedIn posts with images included generally result in a 2x higher comment rate.

Getting verified by each platform could help establish credibility for job seekers, improve search results, and let your audience know your account is authentic. The following step-by-step guides explain how to get verified on the major social media platforms: [Twitter/X](#), [Facebook](#), and [Instagram](#).

3. Getting Started with Social Media Advertising

Generating a social media advertising campaign increases reach and ensures your ads are showing in front of your target audience and increase the amount of users who see your content outside of visiting your social media pages.

By allocating a budget to an advertising campaign, big or small, you can further the reach of job ads and drive more results. Linked below are best practices and steps to launching a social media advertising campaign.

Social Media Advertising Launch Steps & Best Practices

- [Social Media Advertising 101](#)
- [LinkedIn](#)
- [Facebook](#)
- [Twitter/X](#)

Glossary of Advertising Terms

- **Impressions:** Impressions are when an advertisement or any other form of digital media renders on a user's screen. Impressions are not action-based and are merely defined as a user seeing the advertisement. If the same person sees your ad multiple times, they'll count as multiple impressions.
- **Clicks:** Clicks refers to comments, likes, shares, clicks, retweets or any other measurable interaction with your digital content. The better the content, the more your audience will stop, take notice of the ad, and engage with the content.
- **Click Thru Rate (CTR):** This is the percentage of people who clicked your ad from the total impressions. CTR is the metric we use to determine success for higher-funnel, awareness-driving campaigns as a high CTR means the content of the ad is (1) relevant to the audiences that see it, and (2) interesting enough for a significant number of them to want to learn more.
- **Cost-Per-Click (CPC):** This is the average cost per click on your ad. CPC is the metric we use to determine success and cost-efficiency of a campaign. Typically when CPC starts to rise, we recommend updating the creative or re-examining the content to make sure it's interesting and relevant to the target audiences.
- **Cost-Per-Thousand Impressions (CPM):** Cost for every one thousand impressions served.
- **Video Completion Rate (VCR):** The percentage of people who completed the video after beginning to watch it.
- **Digital ads - Programmatic Display:** Programmatic display ads target specific audiences across multiple sites using programmatic targeting to reach audiences based on their interests and behavior, as well as the specific content they are reading.
- **Digital ads - Native Display:** Native display ads have similar targeting capabilities as Programmatic, but Native ads are meant to match the look, feel and function of the publication format in which they appear. The design resembles the editorial content but is paid for by an advertiser and intended to be promotional.

Digital Toolkit Creative Assets

This toolkit includes multiple advertisements that feature different demographics and alternate headlines for your selection. Each ad concept is provided in appropriate sizes for various digital platforms along with guidance for customization capabilities. See the social and website ad notes below for more information:

1. Social Media Ads

Social media ads are one of the quickest and most effective ways to connect – at any budget level – with your target audience and drive web traffic and job applications. Given that video content largely outperforms static images on social media, we’ve provided easy-to-use video files that will capture users’ attention, inform viewers about the values of working in child welfare, and inspire them to take action – all in one social media post.

Social Media Resources

Here are some best practices for the following platforms and the steps to launching a social media advertising campaign:

- [LinkedIn](#)
- [Facebook](#)
- [Twitter/X](#)
- [Social Media Advertising 101](#)

Social Media Asset Details

- **Compatible Platforms:** Facebook (stories & in-feed), Instagram (stories & in-feed), and LinkedIn
- **Available in 3 sizes:** 1080 x 1080px, 1080 x 1920px, and 1200 x 628px
- **File Type:** MP4 file (video format)
- **Graphic Customization Not Available.** The post graphic is not editable, but you can customize the post caption. Your organization branding is also present through the post account name and profile picture, so it is not necessary on the graphic itself.

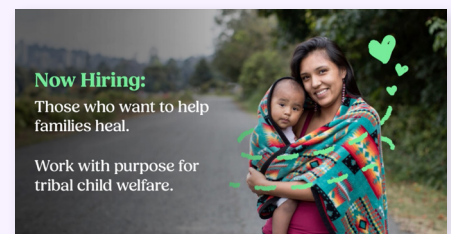
Social Ads



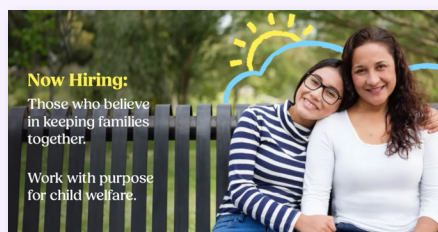
Ad Concept 1



Ad Concept 2



Ad Concept 3



Ad Concept 4



Ad Concept 5

[Download English Social Ads](#)

[Download Spanish Social Ads](#)

2. Website Ads

Website ads, also known as “display ads”, are online advertisements that blend text and visuals, while featuring a clickable message that guides users to a landing page. These ads are commonly found at the top, sides, or within website content that your target audience is engaging with. They are visually engaging, budget-friendly, and offer a trackable method for brands to achieve their marketing objectives.

Website Ad Resources

- Learn more about [Google’s self-serve display ads](#).
- Additionally, [Outbrain](#) offers self-serve native ads.

Website Ad Asset Details

- **Compatible Platforms:** Google Display
- **Available in 5 sizes:** 160 x 600px, 300 x 600px, 300 x 250px, 320 x 50px, and 728 x 90px
- **File Type:** Photoshop file (to be customized and exported as a static JPG or PNG file)
- **Graphic Customization Required.** Google display requires all ads to feature your organization’s logo. To add your logo, simply open the photoshop file, drop your logo over the predetermined locations, and export the graphics as JPG or PNG files.

Display Ads



Ad Concept 1



Ad Concept 2



Ad Concept 3



Ad Concept 4



Ad Concept 5

[Download English Display Ad Templates](#)

[Download Spanish Display Ad Templates](#)

3. Campaign Video

In 2023 people are watching, on average, 17 hours of online video per week (Wyzowl, 2023) making it a critical recruitment tool. Videos are also easily shareable, increase conversion rates, are perfect for mobile users, and they build trust and credibility. Consider using this video on social media and your website to reach a wider audience.

Video Asset Details

- **Compatible Platforms:** Facebook (in-feed), Instagram (in-feed), and LinkedIn
- **Available in 1 size:** 1920 x 1080px
- **Available in 2 languages:** English and Spanish
- **Available in 3 durations:** 30 seconds, 15 seconds, 6 seconds
- **File Type:** MP4 file (video format)
- **Graphic Customization Not Available.** The video itself is not editable, but you can customize the post caption. Your organization branding is also present through the post account name and profile picture, so it is not necessary on the video itself.

Campaign Video



[Access Campaign Videos](#)

4. Print Templates

Editable templates are available for you to customize and print for various needs including posters, flyers, or print advertisements.

Print Template Details

- Available in 3 sizes: small print ad (5.5 x 8 in.), standard flyer (8.5 x 11 in.), and large poster (18 x 24 in.)
- File Type: Power Point template (to be exported as a PDF or image file)
- Available in 2 languages: English and Spanish (Detailed one-pager is English-only)
- Customization available to the logo and website URL. Headline messaging is not editable to ensure the print materials stay consistent and on message.

Print Materials



Large Poster (18 x 24 in.)

[Download English Print Templates](#)

[Download Spanish Print Templates](#)



Standard Flyer (8.5 x 11 in.)



Print Ad (5.5 x 8 in.)



Detailed Onepager (8.5 x 11 in.)
(English Only)