



**A Report to the
Audit Committee**

Mayor
Megan Barry

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Audit Committee Members
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**Audit of the Metropolitan Nashville
Government Human Resource
Department Talent Acquisition
Function**

June 28, 2017

AUDIT OF METROPOLITAN NASHVILLE GOVERNMENT HUMAN RESOURCE DEPARTMENT TALENT ACQUISITION FUNCTION

EXECUTIVE SUMMARY
June 28, 2017



Why We Did This Audit

The audit was initiated due to the critical role talent acquisition plays in the ability of the Metropolitan Nashville Government to accomplish its varying missions and objectives.

What We Recommend

- Establish clear lines of responsibility, expectations, and accountability within the talent acquisition process.
- Identify a cross functional team to define/update the talent acquisition process.
- Leverage technology more effectively.
- Leverage social media.
- Establish performance measures.
- Improve the efficiency of the candidate list process.

For more information on this report, email
Mark.Swann@nashville.gov

BACKGROUND & SCOPE

Metropolitan Nashville Government Human Resource Department has a central talent acquisition function that supports the various departments within the government structure. Each of these departments has some latitude to determine the way in which they want to conduct their hiring practices. The challenge for the central talent acquisition team is to provide support to each individual department in a way that adds value while providing a level of consistency in key areas where there are compliance and/or cost considerations.

Metro Nashville retained the services of ManpowerGroup Solutions to conduct an independent audit to explore potential opportunities for the central talent acquisition organization to expand collaboration and enhance service delivery in supporting the talent acquisition and staffing needs of the organization.

METHODOLOGY & APPROACH

Our findings for this project are based on collecting data from the following sources:

- Roundtable discussion with the central Human Resource Department team.
- Interviews with a sample of central Human Resource Department team members.
- Interviews with a sample of department employees (Codes, Diversity, General Services, Library, Sherriff, Finance, Information Technology Services, Union representatives.)
- Review of documentation provided to us (time-to-fill reports, job descriptions, Civil Service Rules, documented recruitment procedures and policies.)
- Our experience with similar clients.
- Best practice research.

WHAT WE FOUND

Staff participating in the talent acquisition process are committed and diligent in the desire to do their jobs well. There is a concerted and rigorous effort to comply with existing general government Civil Service Rules and Policies.

The mission, vision, and strategy related to the talent acquisition process are not fully developed. Information technology and social media are not leveraged to its potential.

INTERVIEW THEMES AND OBSERVATIONS

Focus Area	Observations	Opportunities	Risk/Benefit
A. Mission, vision, strategy, governance	<ul style="list-style-type: none"> • Committed employees that want to do the right thing and make a difference • Rigor in meeting compliance standards and Civil Service guidelines 	<ul style="list-style-type: none"> • Create a shared mindset by clarifying mission, vision, strategy and clarify central team accountabilities and value • Meeting the requirements tends to be the primary focus today; shift to a blended focus of meeting the needs of the departments in a way that is compliant 	<ul style="list-style-type: none"> • <i>Financial impact</i> – team productivity; time to hire • <i>People impact</i> – job satisfaction; department confidence • <i>Operational impact</i> – efficiency and effectiveness
B. People, structure, capabilities	<ul style="list-style-type: none"> • Diversity of backgrounds and perspectives, internal and external experiences • Recent hires have experience using technology to improve efficiencies 	<ul style="list-style-type: none"> • Leadership emphasis on communicating strategy and expectations and holding employees accountable • Add/grow functional leadership and expertise (reporting, sourcing, technology) • Consult and advise departments and provide best practices, guidance, and tools • Leverage employee strengths and organize to priorities 	<ul style="list-style-type: none"> • <i>Financial impact</i> – cost of turnover • <i>People impact</i> – individual productivity; team effectiveness • <i>Operational impact</i> – overall effectiveness and focus
C. Process	<ul style="list-style-type: none"> • Willingness to commit to a process, with differing views on what is best 	<ul style="list-style-type: none"> • Process reengineering and discipline to service levels • Leverage technology (Social Media Comparison, Appendix B - 7) • Simplify, add value, be transparent, and accountable • Begin with the end in mind; eliminate artificial boundaries 	<ul style="list-style-type: none"> • <i>Financial impact</i> – time to fill; cost per hire • <i>Operational impact</i> – accuracy; efficiency and effectiveness

INTERVIEW THEMES AND OBSERVATIONS (CONT.)

Focus Area	Observations	Opportunities	Risk/Benefit
D. Technology	<ul style="list-style-type: none"> • NeoGov system in place; opportunity to expand use and value 	<ul style="list-style-type: none"> • Develop technology vision and roadmap • Leverage the experience and technical expertise currently in the department • Upgrade approach to metrics and use analytics for insight, to improve process efficiency and effectiveness, and to monitor service levels and productivity 	<ul style="list-style-type: none"> • <i>Financial impact</i> – productivity, accuracy of decisions, • <i>Financial and Reputation impact</i> - confidentiality and data security
E. Service delivery and value add	<ul style="list-style-type: none"> • Commitment to service with varying expectations of what success looks like 	<ul style="list-style-type: none"> • Focus on why team exists and how to add value • Collaborative relationships with departments to provide support; stronger candidate relationship management and communication 	<ul style="list-style-type: none"> • <i>Operational impact</i> – efficiency and effectiveness • <i>Reputation impact</i> – community and candidate impressions

Additional recommendations around branding and messaging the benefits of applying for a career opportunity within the Metropolitan Nashville Government are included in Appendix B.

GOVERNMENT AUDITING STANDARDS COMPLIANCE

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our observations and conclusions based on our audit objectives.

METHODOLOGY

Our findings for this project are based on collecting data from the following sources:

- Discussions with acting director of Human Resource Department and Office of Internal Audit staff
- Roundtable discussion with the central Human Resource Department team
- Interviews with a sample of central Human Resource Department team members
- Interviews with a sample of department employees (Codes, Diversity, General Services, Library, Sherriff, Finance, Information Technology Services, Union Representatives)
- Review of documentation provided to us (time-to-fill reports, job descriptions, Civil Service Rules, documented recruitment procedures and policies)
- Our experience with similar clients
- Best practice research

AUDIT TEAM

Steve Lopez, VP Consulting, ManpowerGroup Solutions (steve.lopez@manpowergroup.com)

Wendy Benedict, Sr. Consultant, ManpowerGroup Solutions (wendy.benedict@manpowergroup.com)

Megan Barry
Mayor



METROPOLITAN GOVERNMENT OF NASHVILLE AND DAVIDSON COUNTY

HUMAN RESOURCES DEPARTMENT
Civil Service – Employee Benefits
404 James Robertson Parkway, Suite 1000
Nashville, TN 37219

June 27, 2017

Mark Swann, Metropolitan Auditor
Office of Internal Audit
404 James Robertson Parkway, Suite 100
Nashville, 37219

Dear Mr. Swann:

Human Resources has received and reviewed the audit of our talent acquisition programs. We believe that the audit accurately reflects the current situation, and presents a useful outline of how we can move our efforts forward. Many of the recommendations made will be implemented over the next 18 month period.

As you are aware, there has been some turnover at the HR helm that has hampered our ability to proceed strategically. Shannon Hall will replace me as HR Director on July 1, 2017. She has reviewed the audit as well, and embraces the direction that it leads.

Attached are our point by point reactions to the findings. The timeline to address each issue is somewhat vague, given the transition. As we discussed at our last meeting, that vagary does not speak to the detail of the finding, but to a specific date for completing work on the finding.

We enjoyed working with you and Bill Walker during this audit. We also enjoyed working with Wendy Bendedict and Steve Lopez during this process.

Sincerely,

A handwritten signature in black ink, appearing to read "John P. Kennedy".

John P. Kennedy
Human Resources Director-Interim

APPENDIX A – MANAGEMENT RESPONSE AND CORRECTIVE ACTION PLAN

AUDIT OBSERVATIONS

Internal control helps entities achieve important objectives and sustain and improve performance. The Committee of Sponsoring Organizations of the Treadway Commission, *Internal Control – Integrated Framework (COSO)*, enables organizations to effectively and efficiently develop systems of internal control that adapt to changing business and operating environment, mitigate risks to acceptable levels, and support sound decision-making and governance of the organization. The audit observations listed are offered to assist management in fulfilling their internal control responsibilities.

Focus Area	Recommendations	Action Items	Proposed Completion Date
A. Mission, vision, strategy, governance	A.1 Develop mission, vision, and strategy in a team session where individuals can understand and own the outcome and communicate to organization - Confirm central team and department accountabilities.	Accept.	12/31/2017*
	A.2 Reinforce a balanced focus and priorities – support departments by sourcing enough quality candidates and providing guidance and tools throughout the process so they can fill jobs with quality candidates in an efficient and compliant manner in the timeframe needed.	Accept.	12/31/2017*
B. People, structure, capabilities	B.1 Leaders should reconcile differences in team member perspectives by ‘picking a lane’ and outlining performance priorities, desired behaviors, and what success looks like.	Accept.	3/31/2018*
	B.2 Redefine roles and accountabilities within the team consistent with strategy.	Accept.	3/31/2018*
	B.3 Evaluate options for developing/adding technology and sourcing expertise.	Accept.	3/31/2018*
	B.4 Practice good performance management – set goals, coach employees for development, align compensation to job accountabilities and performance.	Accept.	3/31/2018*
C. Processes	C.1 Identify a cross-functional project team to map the end-to-end hiring process beginning with budget and ending with new hires to identify areas of process improvement and action items	Accept.	3/31/2018*

APPENDIX A – MANAGEMENT RESPONSE AND CORRECTIVE ACTION PLAN

Focus Area	Recommendations	Action Items	Proposed Completion Date
	<ul style="list-style-type: none"> - Simplify, - Add value, - Transparency and accountability. 		
	C.2 Improve efficiency of candidate list process and commit to refreshing lists frequently to update candidate status to add value to the departments.	Accept.	3/31/2018*
	C.3 Review process for position advertising and expand reach for hard to fill positions by leveraging community outreach, social media, and technology.	Accept.	3/31/2018*
D. Technology	D.1 Evaluate the opportunities to leverage available or potential new technology tools to gain insight into the workforce and marketplace and to make process more efficient; identify recommendations <ul style="list-style-type: none"> - Use internal resources to identify immediate technology areas of improvement, - Leverage external experts to develop an information technology recruitment strategy. 	Accept.	6/30/2018*
	D.2 Define important metrics for tracking performance and gathering insights; reinforce data integrity and consistency of data entry.	Accept.	6/30/2018*
E. Service delivery and value add	E.1 Identify a cross-functional team to define/update service delivery model – roles of the central team, department HR, department hiring managers; include updating service delivery standards and commitments.	Accept.	6/30/2018*
	E.2 Develop a standard reporting package including a productivity report for internal department use and a scorecard for communicating outside of the department to inform and manage expectations.	Accept.	6/30/2018*

* Dates are estimated and will be influenced by the addition of Human Resource Manager to be hired.

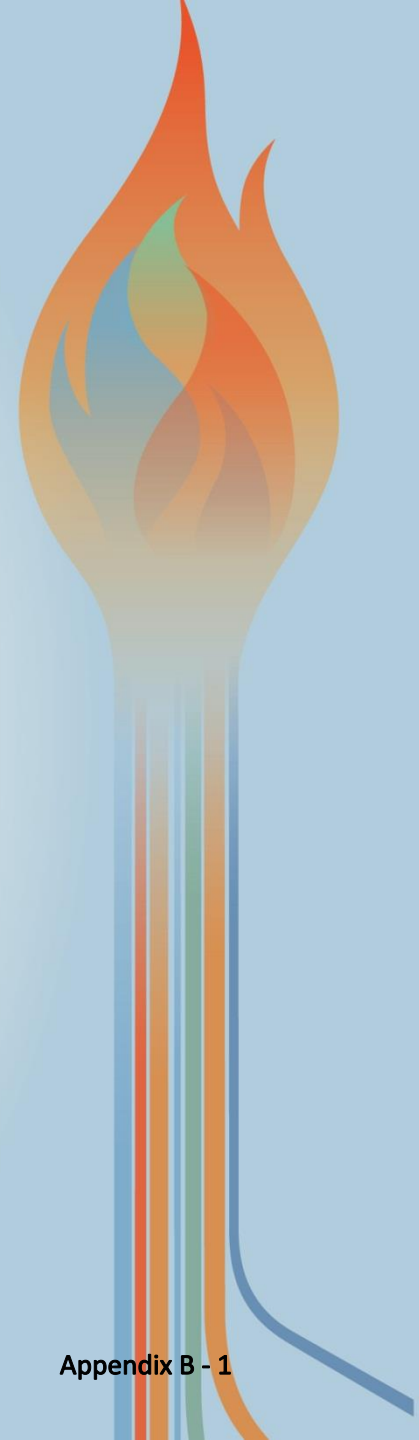
APPENDIX B – BEST PRACTICES, BRANDING, AND MESSAGING RESULTS

Additional recommendations and best practices along with an analysis of branding and messaging the benefits of applying for a career opportunity within the Metropolitan Nashville Government are included in Appendix B.

- Recommended Areas of Focus B-2
- Talent Acquisition Structure Considerations B-3
- Sourcing Strategy by Position B-4
- Multi-Channel Sourcing Strategy B-5
- Approach to Social Recruiting..... B-6

- Branding & Messaging Audit and Competitive Analysis..... B-7
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 - Recommendations B-12
 - Metropolitan Nashville Internet Career Site B-15
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 - Glassdoor..... B-20
 - Recommendations B-24

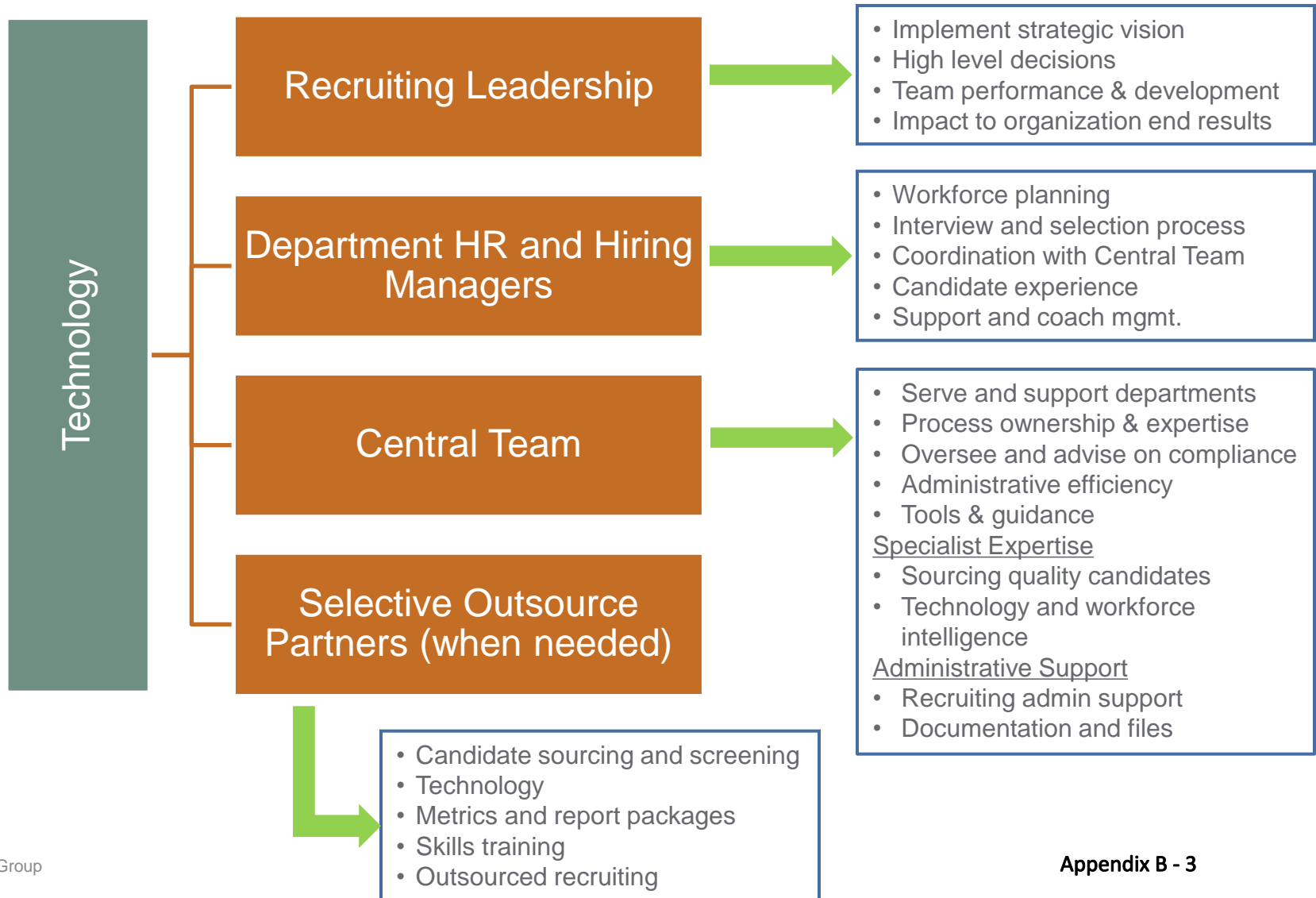
Additional Recommendations and Best Practices



Recommended Areas of Focus

1. Central team mission, strategy, accountabilities	2. Process efficiency and service level commitments	3. Candidate sourcing strategies and community connections	4. Candidate and department relationships	5. Measure and manage performance
<ul style="list-style-type: none"> • Clarify and commit to role and accountabilities • Prioritize the quality and integrity of the hiring process – beginning to end • Focus candidate experience • Evolve to process experts, pipeline managers, and talent advisors that can educate, advise, and deliver value 	<ul style="list-style-type: none"> • Process transparency • Reengineer process flow to simplify and add value • Commit to defined service levels, performance standards, and timelines • Leverage technology to create consistency and efficiencies 	<ul style="list-style-type: none"> • Be intentional with a proactive sourcing strategy for open positions • Create awareness, educate, and market hard-to-fill positions • Build on current approach to community outreach and relationships • Integrate sourcing strategy with diversity strategy • Use analytics to monitor and continually evolve sourcing strategy 	<ul style="list-style-type: none"> • Standardized tools and instructions – what, who, how, why • Training for interview and selection effectiveness • Balance between standardized and customized approach • Standardize communication to applicants, candidates, and new hires with disciplined touchpoints 	<ul style="list-style-type: none"> • Clear accountabilities, process, and requirements • Improve metrics and reporting to provide insights and monitor performance and compliance • Coach and develop individual performance

Talent Acquisition Structure Considerations

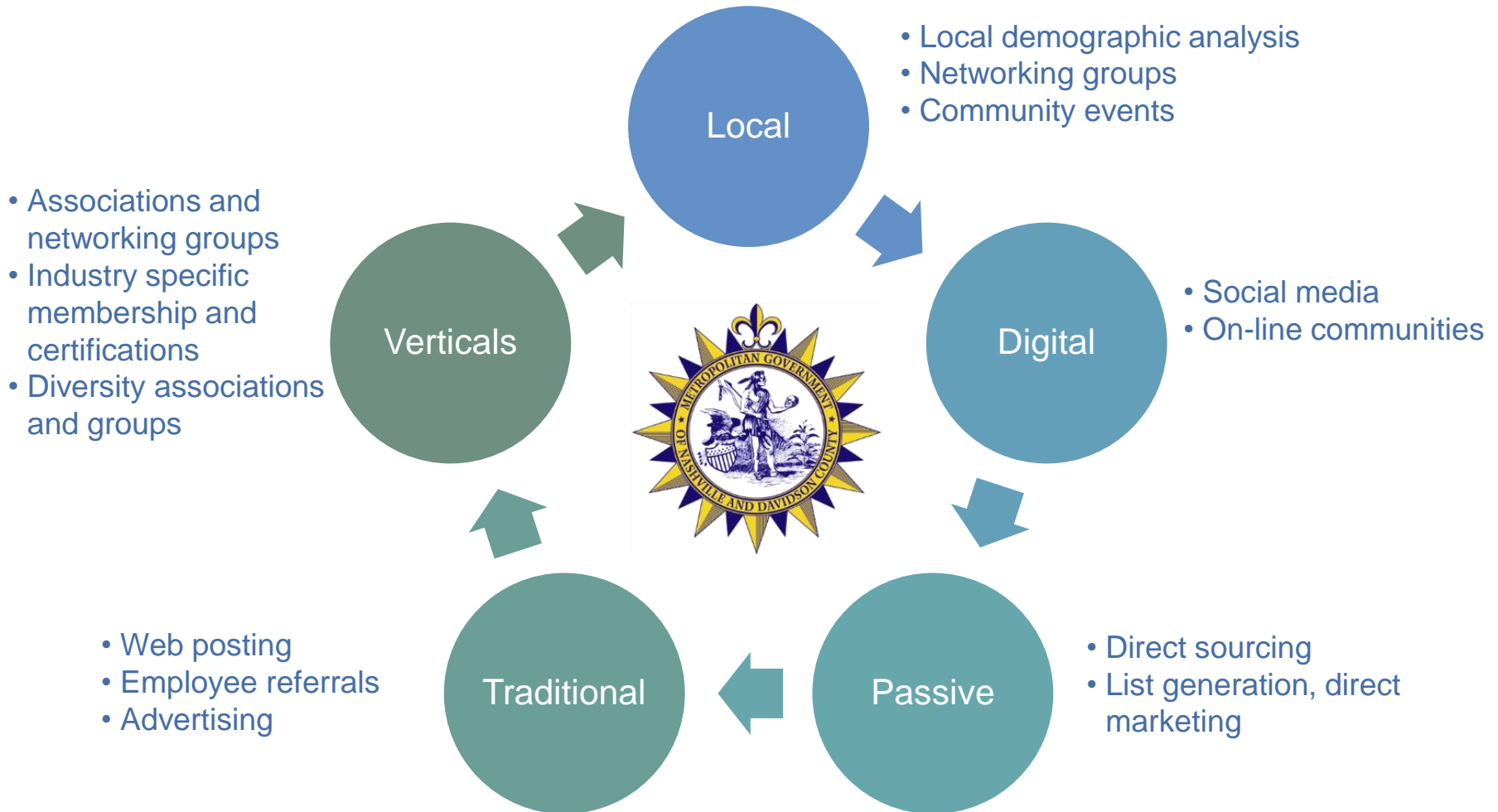


Sourcing Strategy by Position

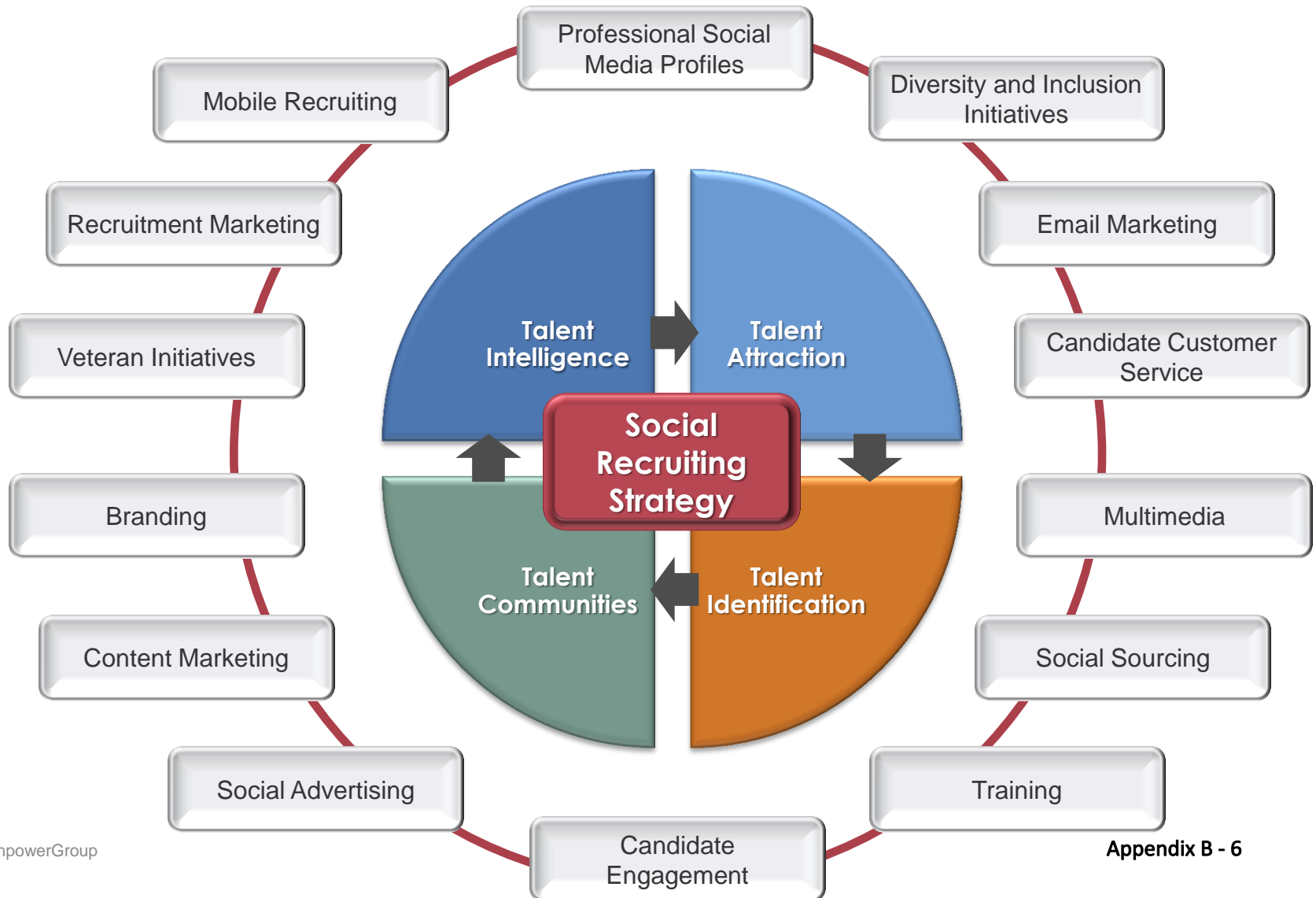
Sourcing strategy – a proactive plan to find and attract enough quality applicants to ensure quality hires when needed

- Internal workforce intelligence
 - Definition of a quality hire
 - Turnover analysis
 - Workforce planning and hiring plans
 - Promotional activity
- Market intelligence and available candidate pool
 - Market demographics and competition for talent
 - Available candidate pool
 - Community relations – employment branding and for open positions
- Sourcing strategy
 - Multi channel approach
 - Use analytics on source effectiveness

Multi-Channel Sourcing Strategy



A Diversified Approach to Social Recruiting



Branding & Messaging Audit and Competitive Analysis

Prepared For:
Metro Nashville
April 2017



ManpowerGroup™
Solutions
Recruitment Process Outsourcing



Branding & Messaging Audit and Competitive Analysis



Social Recruiting | Career Site | Glassdoor | Analysis | Recommendations

Compares Metro Nashville against top market and/or talent competitors among peer cities in the following categories:

- ✓ Social recruiting strategy
- ✓ Career site content and messaging
- ✓ Candidate perception via Glassdoor
- ✓ Top search engine results

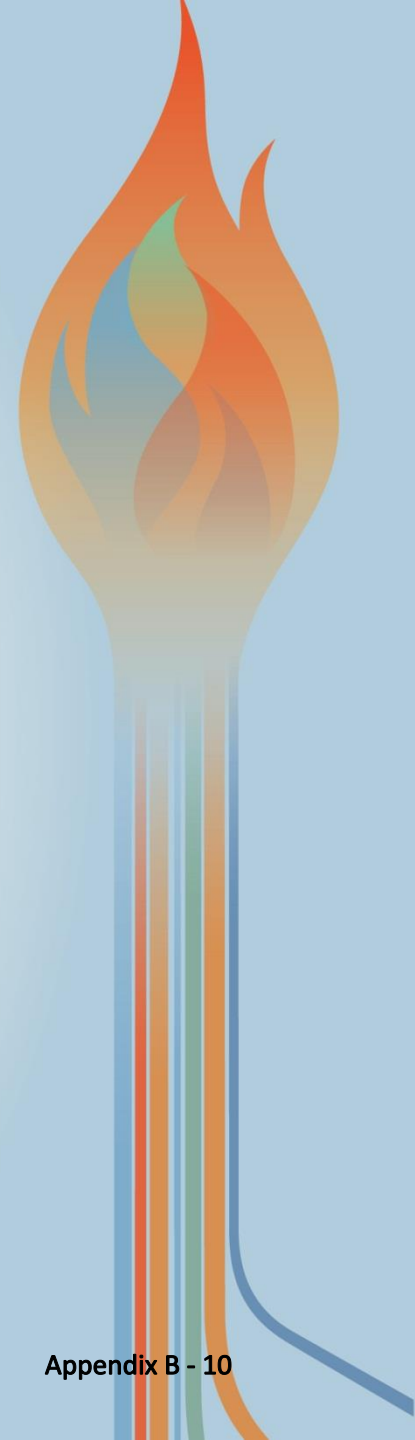
Analyses important KPIs and strategic initiatives such as:










- ✓ Engagement
- ✓ Content
- ✓ Growth
- ✓ Candidate customer service
- ✓ Consistent messaging
- ✓ Employment value proposition
- ✓ Municipality culture
- ✓ Mobile friendliness
- ✓ What candidates will find when researching Metro Nashville
- ✓ Ease of finding Metro Nashville careers-related content

About the Report

- Review of client's current messaging and marketing strategy (perceived externally from candidate's point of view)
- Includes research from the following locations:
 - Social media (Facebook, Twitter, LinkedIn)
 - Career site
 - Glassdoor
- Provides analysis and recommendations on a messaging and marketing strategy/approach for each channel
- Data collected April 2017

Social Media & Social Recruiting



Social Media / Social Recruiting Comparison				
Does company have dedicated career social media pages?	Facebook: No Twitter: Yes LinkedIn Jobs Tab: Yes	Facebook: Yes Twitter: Yes LinkedIn jobs Tab: Yes	Facebook: Yes Twitter: PD only LinkedIn Jobs Tab : Yes	Facebook: No Twitter: No LinkedIn Careers Tab: Yes
Social Media Career Page Links	<ul style="list-style-type: none"> twitter.com/nashvillegovjob inkedin.com/company-beta/64449/ 	<ul style="list-style-type: none"> facebook.com/DenverCityJobs twitter.com/DenverCityJobs linkedin.com/company-beta/8807/ 	<ul style="list-style-type: none"> facebook.com/cityofportlandcareers twitter.com/JoinPDXPolice linkedin.com/company-beta/12928/ 	<ul style="list-style-type: none"> linkedin.com/jobs/search/?locationId=OTHERS%2Eworldwide&f_C=13197
Responds to Queries & Engages Candidates 	No	No	No	Yes
# of Career Page Likes 	n/a (city: 6,824)	2969 (city: 8,201)	724 (city: 67)	n/a (city: 4,366)
Weekly Careers Post Frequency 	0 1-3 (city) 4-6 7+	0 1-3 4-6 7+	0 1-3 4-6 7+	0 1-3 4-6 7+
# of Career Followers 	158 (city: 3,144)	2,918 (city: n/a)	n/a (city:1,627)	n/a (city: n/a)
Weekly Careers Tweet Frequency 	0 1-4 5-10 11+	0 1-4 5-10 11+	0 1-4 5-10 11+	0 1-4 5-10 11+
# of Company Page Followers	897	17,778	8,856	2,928
What type of career-related topics do they talk about?	<ul style="list-style-type: none"> 1 job posting on FB. Regular job posts on Twitter Job posts on LI Jobs page 	<ul style="list-style-type: none"> Job postings on all sites City events Talent Acquisition Calendar Links to job related blog Well designed and developed Social Media presence and linking to Denver jobs. 	<ul style="list-style-type: none"> FB career page lists several openings in one weekly post. Portland PD uses twitter career page to recruit and share culture and EVP. Somewhat developed social media presence. Could be more effective if jobs focusing pages were created. 	<ul style="list-style-type: none"> Social media presence not developed. <p>Appendix B - 11</p>

Social Media/Social Recruiting Recommendations for Metro Nashville



- Leverage the audience of your city Facebook account to promote careers and employment or create a Metro Nashville Jobs Facebook account and drive traffic to it from the city account
- Plan your careers page on Facebook to feature a robust, EVP-based content strategy and frequent posting
 - Facebook Frequency: 4-7x per week minimum
- Share content beyond career advice and job openings to include a wide variety of EVP and company culture-based content with pictures, videos, multimedia, and links
 - All social networks show that content with some form of media typically perform better
 - On Facebook, use this to your advantage as the weight of media with a status update is ranked more heavily in the news feed algorithm
- With the launch of a new Facebook careers page, have a dedicated focus on the promotion of sites to grow your followers within your target audiences
 - Email campaigns
 - Include links in email signatures PPC campaigns
 - Include links on career site
 - Job descriptions/job postings
 - Cross-promote on other candidate communication channels
- Respond to all candidate questions to provide a high level of candidate customer service
- Dedicate 1-2 people to your manage your social recruiting presence
 - If it's everyone's responsibility, it often becomes no one's responsibility
- Discuss social recruiting strategy with your Mar/Comm team
 - A partnership often enhances your social recruiting strategy

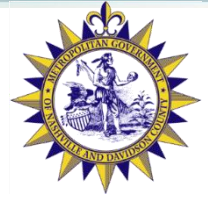
Social Media/Social Recruiting Analysis

What We See from the Peer cities

- Denver City and County has the most developed social media presence with Facebook and Twitter accounts for specifically for recruiting. These could be developed further via mindful interaction with posts to increase clicks, shares and reactions.
- Denver uses some excellent visuals to make the sites interesting and up to date.
- Portland, OR has an inconsistent approach to social media, with active use of a dedicated recruiting Facebook account but not a dedicated recruiting Twitter account for the city TA dept. Portland PD uses a Twitter account to post recruiting information and create a cultural presence. By creating a broader social presence, Portland city TA could increase awareness of both Facebook and Twitter sites as well as other department site.
- Indianapolis has an extremely minimal to no social recruiting presence. The city has a Facebook site that contains a Jobs tab. However, there is only one post on that page. The city TA department could make great strides by developing a social media strategy.

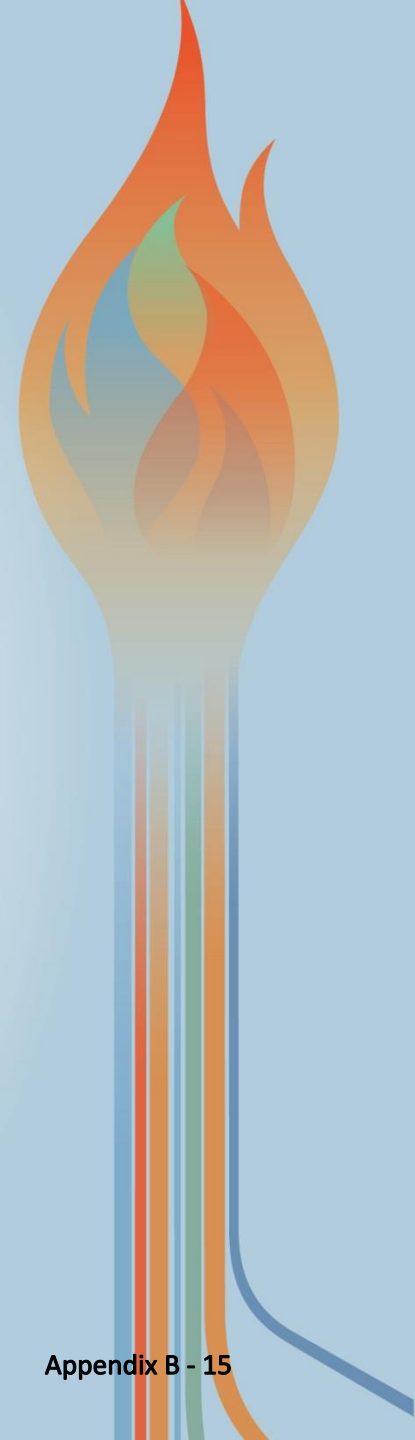
Social Media/Social Recruiting Analysis

What We See from Metro Nashville



- Metro Nashville jobs has a very limited social recruiting footprint and does not engage in an impactful social media campaign.
- Metro Nashville's Twitter account is it's most active platform but does not leverage it fully to engage candidates via thoughtful interaction, video posts or culture related posts.
- Metro Nashville has no Face Book page for careers.
- It appears that the social media presence for Nashville metro and Nashville Metro jobs is not strategic.

Career Site



Career Site Comparison	<u>Your Presence</u> 		<u>Peer Cities</u> 	
Website:	http://www.nashville.gov/Human-Resources/Employment-Opportunities.aspx	http://www.denvergov.org/content/denvergov/en/denver-human-resources.html	https://www.portlandoregon.gov/bhr/54930	https://www.governmentjobs.com/careers/indianapolis
Dedicated career site	✓	✓	✓	✓
Direct link to career site from company homepage	✓ (bottom navigation)	No	✓ (side navigation)	✓ (side navigation)
# of clicks from Home to Careers	1	Search jobs	1	NA
Mobile-friendly career site	✓	✓	✓	✓
Link to social media or social recruiting pages from career site	Link to city gov. site	✓	No	✓ (links to corporate pages)
Navigate by/separate sections for country/region/interest on career site	No	✓	✓	✓
Photo(s) on career site	No	✓	✓	✓
Video(s) on career site	No	✓	No	No
Speaks to culture & environment	No	✓	No	No
Diversity/Inclusion, Veteran, Military, Women section(s)	✓	✓	✓	✓
Student/Intern/New Grad section	No	✓	✓	No
FAQ/Help section	No	✓	✓	No
Benefits/Perks section	✓	✓	No	No
Employer award/recognition list	No	No	No	No
Contact info for careers/TA/HR (phone, email, live chat)	✓	✓	✓	No
Uses an ATS	NeoGov	NeoGov	NeoGov	NeoGov
TA event information/ calendar	✓	✓	✓	Appendix B - 16 ✓

Career Site Analysis

What We See from the Competitors

- All city TA sites are missing the mark on their career site by not providing the following features:
 - Employee, employer or workplace-related awards and recognitions
 - Fully developing the cultural identity of the city and city HR
- Even if many peers “checked a box”, that’s not indicative of having robust, thorough content that educates and influences the job seeker
- Of the peers, the cleanest and most engaging career site was from Denver
 - While Denver is missing some best practices, it was the easiest to navigate, had the cleanest look and feel, and the information on the site was direct, engaging, and clear. Videos and changing content keep the site fresh.
- The career site of Indianapolis was extremely simple, basic, and did not contain much robust, thorough content to educate and influence job seekers.

Career Site Analysis

What We See from Metro Nashville



- The “employment” site for Metro Nashville is the NeoGov standard job listing site that is used by many mid-sized municipalities.
- Site overall is very clean and easy to navigate but does not reflect culture.
- Site features no photos or video to give applicants an impression of the city or roles within the city government.
- According to the Google Mobile-Friendly Test, <http://www.nashville.gov/Human-Resources/Employment-Opportunities.aspx> appears “mobile friendly”.
- Metro Nashville has an opportunity to further and more thoroughly build out the career site to share more robust content that enhances the brand message, shares the company culture, and highlights the unique employer value proposition

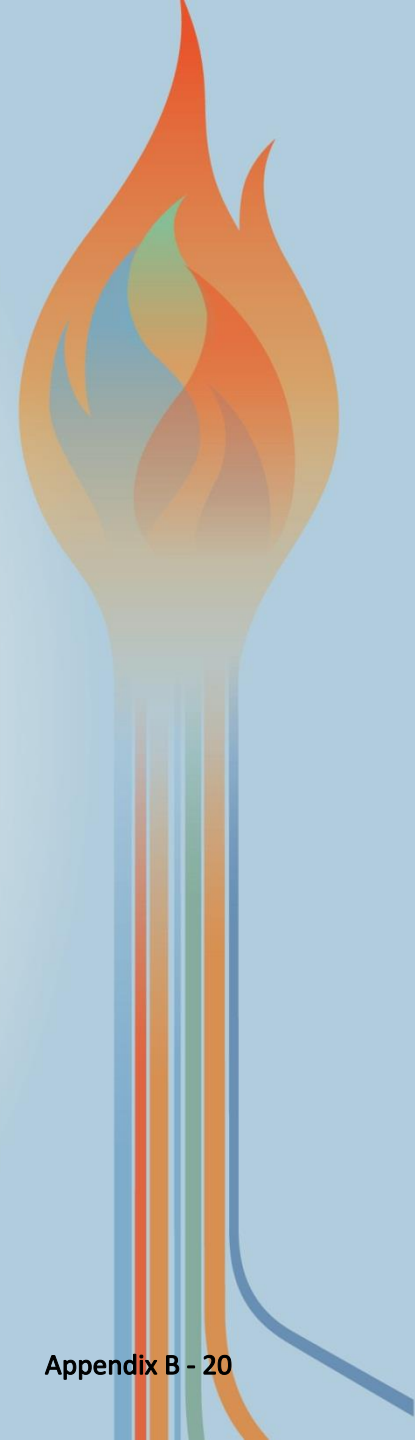
Career Site Recommendations









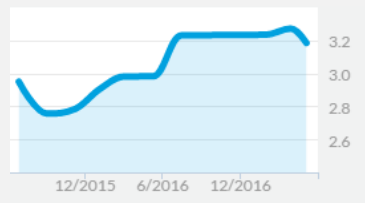
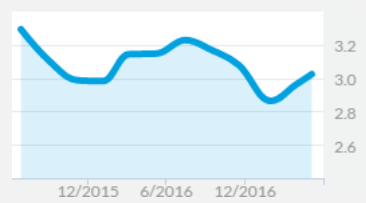
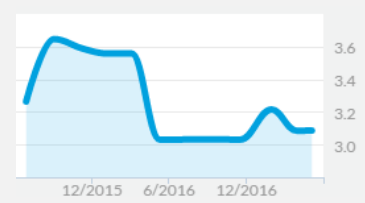
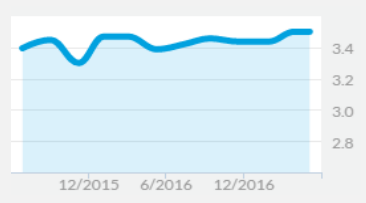
Metro Nashville



- Metro Nashville may benefit by creating a distinct and visually appealing career site linked from the city home site as opposed to a simple employment opportunity page.
 - Further build out the content, in both text and multimedia to support selling your municipality as an employer of choice
 - Truly determine WHY your employees want to work with you and stay with you. Ensure these messages are clear on the career site.
- Link to social media and/or (newly created) social recruiting pages from career site to increase followers on your social sites, as well as alert job seekers that you have a social media presence
 - Candidates typically will not seek out a careers social page unless it's put in front of them first
- Add short videos to the career site
 - Employee testimonials
 - Day in the life
 - Virtual office tour
 - Tips from recruiters
 - Messages from peers and leadership alike
- Further build out each brand's Benefits section with details about actual benefits as well as employee perks
- Provide stellar candidate customer service by providing an FAQ or Help section, as well as contact information for your TA team
 - Be sure to inform candidates of hours of operation and the expected turn-around time so they don't feel like their message has been lost in a "black hole"
- Create sub-pages of your career site focused on the target employee groups most important to you,
 - Diversity / Inclusion, which can include specific subgroups under that, like gender, race, sexual orientation and identity, etc.
 - Military, veterans, or military spouses
 - Recent college grads, early career employees
- Create a mobile-friendly career site, enabling your on-the-go or mobile-dominant job seeker easy access to career information
 - Especially important for the target job seeker audience
- Boast about your employment-related awards
 - Don't have any? Create an internal recognition program for employees and boast about employees

Glassdoor



Glassdoor Comparison	Your Presence	Peer Cities		
				
Website:	Nashville, TN Glassdoor Overview	City and County of Denver	Portland, OR Glassdoor Overview	Indianapolis Glassdoor Overview
Workplace Photos			✓	✓
Rating: Overall	3.1 	3.0 	3.0 	3.4 
Rating: Culture & Values	2.7	2.5	2.3	2.9
Rating: Work/Life Balance	2.8	2.8	4.0	3.9
Rating: Senior Management	2.4	2.1	2.2	3.3
Rating: Comp & Benefits	3.1	3.2	4.3	3.1
Rating: Career Opportunities	2.6	2.6	3.1	2.7
Recommend to a Friend	53%	54%	66%	69%
CEO Approval	NA	75%	57%	73%
Positive Business Outlook	26%	42%	30%	31%
# of Reviews	21	123	41	30
Rating Trends				

Glassdoor Analysis

What We See from the Peer Cities

- Portland, OR has the highest review numbers overall
- All three have similar numbers overall.
- Many sub-category ratings are very similar with all three companies, with the exception of “Comp & Benefits” and “Career Opportunities”.
 - Denver suffers from the poorest numbers for Work/Life balance and Career Opportunities. This seems inconsistent with the message they create on other social channels.
- All cities home site reflect low review #s. Reviews are often divided among sites for municipal departments. Those sites seems to reflect more reviews and higher ratings.

Glassdoor Analysis

What We See from Metro Nashville



- Metro Nashville is listed as Nashville, TN on Glassdoor. The site posts the Metro Nashville seal and therefore was assumed to be the official Glassdoor site.
- Nashville, TN only has 21 reviews with only 3 from 2017.
- As a job seeker, I'd be want to know more about employee reflections on working for the city.
- Nashville, TN's below median ratings in most categories (below 3.0) would be concerning to me as a job seeker
 - I'd look to see if anyone I know had or currently works at Metro Nashville through my social networks and word of mouth, as well as more thoroughly explore Metro Nashville on all other channels, like social media, Glassdoor employee reviews, and the career site
 - I'd also come prepared with questions to my interview with the recruiter and/or hiring manager about their perspective on the below average ratings to see how consistent or inconsistent it is with my research
- Nashville, TN only links to the Nashville PD as another Glassdoor site.
- Job postings are easy to find on the Nashville, TN Glassdoor page.

Glassdoor Recommendations Metro Nashville



- Claim your free Employer Profile on Glassdoor to see who's viewing your profile, update company information, and respond to reviews
 - Respond to reviews, both positive and negative
- Conduct regular Glassdoor audits and share results with your TA team and hiring managers
- Arm your recruiters and hiring managers with information about the commonly shared pros and cons found on Glassdoor
 - Both in ratings and reviews
 - Have them come prepared to answer questions relating to the pros and cons, but especially the cons, negative reviews, and categories that hold a low rating
 - Make sure this information is consistently shared amongst all members of your team
- Use data from Glassdoor reviews, especially the negative or less than average ratings, to influence business decisions
 - EX: career opportunities, positive business outlook