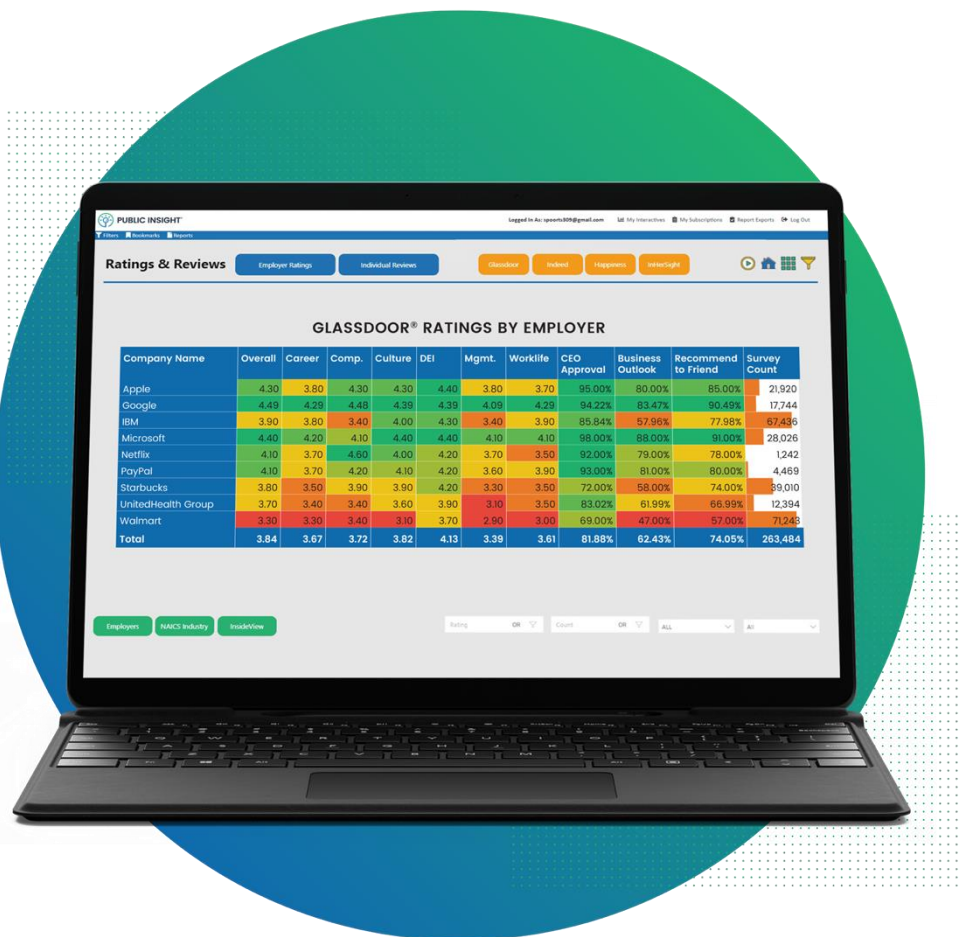


# Winning the War for Talent with Employer Branding

Using Employer Reputation Metrics to Improve Your Competitive Advantage



# Introduction

In the post-pandemic economy, the job market has rapidly descended into a survival of the fittest. More and more signs are appearing of businesses that are closed or offering fewer services because of a lack of staffing. The reasons for this are varied, but the new reality is that job seekers now have more choices than ever and are cautious about joining/rejoining the marketplace or switching companies.

Employers simply cannot afford to ignore their reputation. Consider the following statistics from Glassdoor® Research:

- 86% of employees and job seekers research company reviews and ratings to decide on where to apply for a job.
- 86% of women and 67% of men in the United States wouldn't join a company with a bad reputation.
- 75% of active job seekers are likely to apply to a job if the employer actively manages its employer brand.
- 50% of candidates say they wouldn't work for a company with a bad reputation, even for a pay increase.
- 92% of people would consider changing jobs if offered a role with a company with an excellent corporate reputation.
- A strong employer brand can reduce the cost per hire by as much as 50%, and a negative reputation can cost a company as much as 10% more per hire.

Few would argue that a company's brand is essential to what it represents in the marketplace. Employer branding is defined as the "attributes and value associated with a company as a place to work" (source: LinkedIn). In other words, employer branding is what a company aspires to be. Employer reputation is what the market says the company really is.

Brand is about relevancy and differentiation and reputation is about legitimacy. A company with an active talent engagement strategy uses employer reputation as a litmus test against their employer brand initiatives. Accordingly, employer reputation has become an increasingly critical component in the talent acquisition executive's strategic plan.

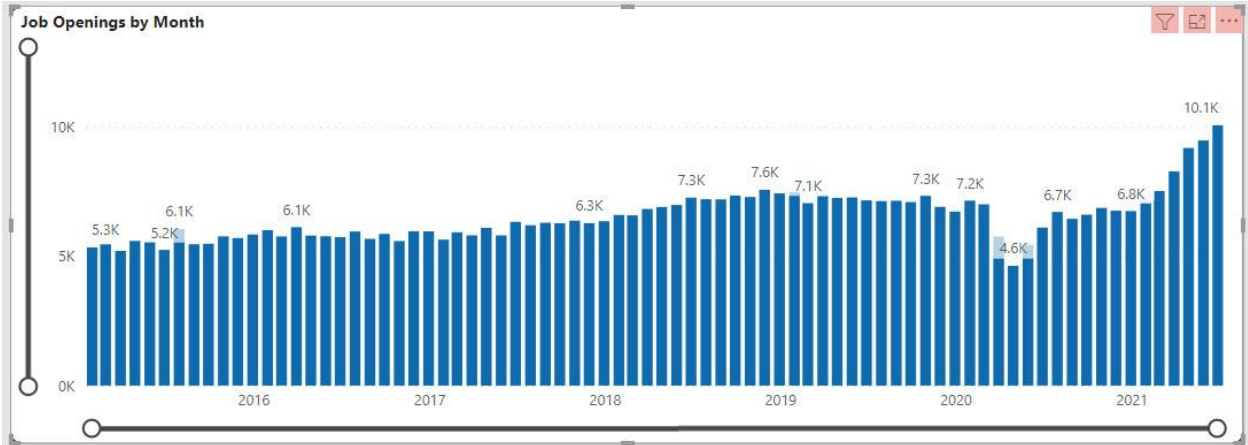
## White Paper Objective

The purpose of this white paper is to provide actionable insights on available market metrics and methods for evaluating, comparing, and monitoring employer reputation/branding to gain an advantage over local and industry competitors targeting the same job candidates.

# Why Employer Reputation is More Important Than Ever

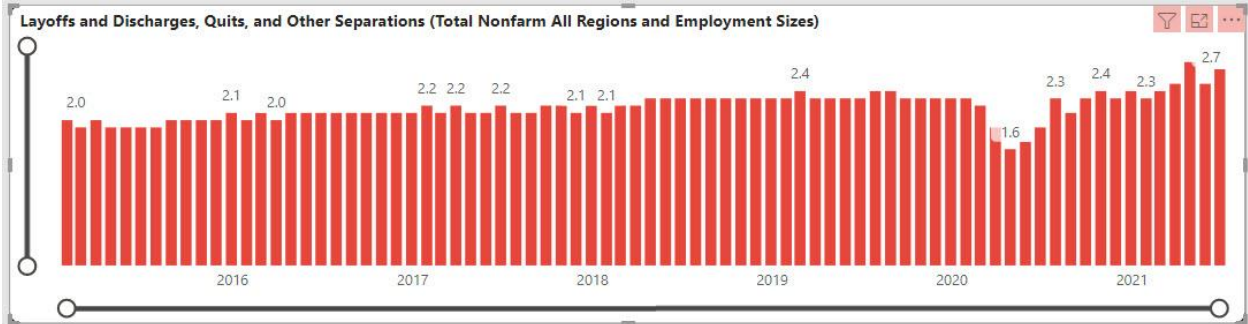
## Job Openings

There are currently 10.1 million job openings as of June 2021. This is not just a record - it smashes the record. Before the pandemic “recovery”, you would have to go back towards the turn of the century to find job openings this high. The chart below shows that the current job openings are nearly double the number of job openings since 2015.



## Quit Rates

Quit rates are also at record highs. Quit rates historically have been stable at or around 2% of the labor force, but now quit rates have jumped 50% to nearly 3% as shown in the following graph. Job seekers now not only consist of those who are looking for work without a job, but many more who are [looking for a new job](#).



## Remote Work

Remote work has changed the playing field. Now job seekers (as well as employers) have more choices as they are no longer tethered to their home location for many jobs. Remote jobs now encompass as much as 50% of job openings in certain occupations. The [push for flexibility](#) is adding to the wave of resignations rippling through the U.S., recruiters say, and motivating many employers to re-evaluate their work-from-home policies.

According to one study by Microsoft®, the need for flexible work environments will create a massive shift to [hybrid work environments](#).

## Post-Pandemic Emphasis on Work Satisfaction

The pandemic created a huge social experiment where an entire labor force was uprooted and thrust into alternative work settings. In a recent survey of 2,000 workers commissioned by [Prudential Financial Inc.](#), a quarter of respondents said they planned to look for a new job post-pandemic, with many of those planning to leave citing work-life balance issues among their top concerns. Half of respondents reported feeling that the pandemic had given them more control in deciding the direction of their careers.

In a similar survey by [Microsoft](#), 41% of employees plan to switch jobs this year, and 46% of those plan a major career change. This has prompted one writer to coin the current job market as “The Great Resignation”.

## Compensation Rebalancing

The competitive nature of today’s marketplace has forced many employers to raise compensation to attract new workers. This has also resulted in the need to rebalance existing worker compensation. Much of what workers think of compensation and benefits comes from what is disclosed on job boards or compensation surveys. Attitudes towards compensation are also revealed in ratings and reviews.

## Current Employee Attitudes

Employer reputation among current employees could be redefined as [employee engagement](#) because employers are receiving unsolicited feedback. It provides an opportunity to do something about the negative feedback while you have opportunity. It is a myth that employer reviews on sites such as Indeed® and Glassdoor are simply disgruntled former employees. According to analysis from [Insight for Work](#), nearly 40% of employer reviews from 2020-2021 are by self-identified current employees. Employers can use this data to understand the pulse and [sentiment of their employees](#).

Executives from around the world say that enhancing employee engagement is one of their top five global business strategies. Not only does positive engagement have the potential to significantly affect employee retention, productivity, and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value.

## Diversification, Equity, and Inclusion (DEI)

Data contained in employer ratings and reviews are increasingly focused on measuring DEI in an organization. For example, Glassdoor has a specific rating for DEI introduced in 2020 and Indeed has inclusivity and belonging ratings in its Happiness Survey.

Nearly two-thirds of respondents to a [survey](#) Glassdoor conducted in August 2020 of 2,745 employees and job seekers said companies should be doing more to increase the diversity of their workforce. Three-fourths reported that a diverse workforce is an important factor when evaluating companies and job offers. Two-thirds trust employers the most when it comes to understanding what diversity and inclusion really looks like at a company through ratings and reviews, which is significantly higher than senior leaders, the company's website, and recruiters.

Glassdoor also now allows employees and candidates to share anonymous demographic information on race and ethnicity, gender identity, sexual orientation, and veteran, disability, or status. This category diversification provides great insights into the views of potentially marginalized groups of employees.

# Ratings and Reviews Myths

As consumers we are used to researching online reviews before we buy. This is just part of our standard purchasing process. Yet when it comes to employee reviews, too many employers choose to ignore this critical information.

## Myth #1: Employer Reviews do not Influence Today's Job Seeker

Employer reviews heavily influence today's job seeker. According to a [study](#) by staffing firm Randstad:

- Ninety-five percent of workers said that gaining insight into the company's reputation as an employer would either be somewhat important (33%) or extremely important (62%) when considering a new job opportunity.
- Key insights job seekers are looking for include company stability (47%), info about salary, benefits, and flexible schedules (45%) and potential for growth opportunities (41%).
- Negative company reviews are actually better than having no reviews at all: 70 percent of respondents said they would automatically distrust a company with no online employer reputation, whereas only 32 percent stated they would distrust a company with a negative employer reputation.

Unfortunately, when it comes to negative reviews, we either hear nothing or selectively hear what we want. Ignoring the negative company reviews won't make them go away and will likely impact recruitment and employee engagement efforts. Instead, think of the reviewers and the millions of job seekers out there as customers — customers of the employer brand. Just as you wouldn't ignore a customer complaint for fear of word traveling to potential new customers, ignoring negative company reviews will only hurt your employer brand.

On the flip side, positive ratings and reviews can be used to enhance and promote the employer brand. Job seekers are comparing employers not only on overall ratings but on specific categories. Employers can use this information to promote specific aspects of their employer brand such as diversity, inclusivity, and work-life balance to current and potential employees and therefore improve recruiting effectiveness. Yet so few choose to do this.

## Myth #2: Ratings are Gamed, Therefore not Relevant

Ratings like much crowdsourced data can certainly be subject to manipulation. In an [article](#) several years ago an analysis of millions of anonymous reviews posted on Glassdoor's site identified more than 400 companies with unusually large single-month increases in reviews. Some companies, including Elon Musk's rocket company Space Exploration Technologies Corp. and software giant SAP SE, had multiple spikes.

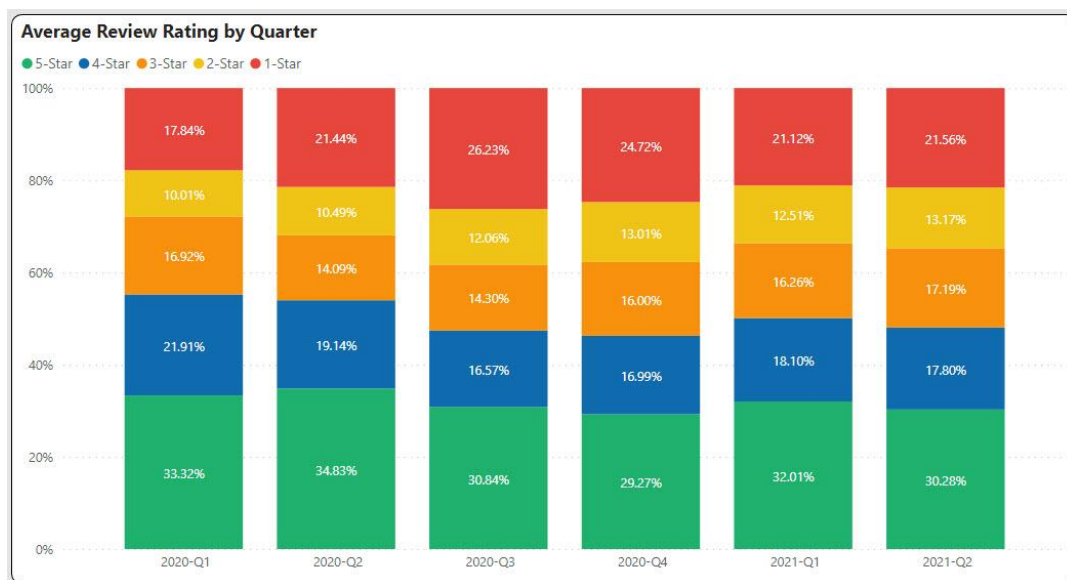
Glassdoor like other rating platforms is heavily incentivized to keep its data pure and relevant. A Glassdoor spokeswoman said Glassdoor rejects about 5% to 10% of submitted reviews, because they violate its community guidelines, which among other things bar those created by fake accounts or that have offensive content. Suspected “ballot box stuffing” could also cause Glassdoor to remove positive reviews, she said. The company touts a combination of human moderators and technology filters to detect attempted abuse.

The Glassdoor site has emerged as the gold standard for job seekers. Glassdoor [claims](#) 67 million unique visitors to its site every month and 83% of Glassdoor users are actively looking for new jobs or seeking new opportunities. Nearly 3 in 4 (74%) of Glassdoor users read at least four reviews before forming an opinion of a company. Perhaps even more telling is that 89% of Glassdoor users find the employer perspective important on what it’s like to work at the company.

### Myth #3: Employer Ratings are Always Positive

A common myth for employer ratings is that they are always positive. The thought is that employer ratings are like rideshare ratings which are almost always positive. Lyft for example [requires raters to explain](#) why a reviewer provides a four-star rating which by default penalizes the driver.

While driver ratings are uniquely personal (a specific driver whom you have direct interaction with), employer reviews can maintain a sense of anonymity and are not nearly as personal. The following graph shows the composition of Indeed® individual reviews by overall rating from 2020-2021. The number of 3-stars and below is 52% and the number of 4-stars and above is 48%. What is interesting is that this breakdown has aligned very tightly with the pandemic. At the height of the pandemic shutdown, 1-star ratings were more than 1 in 4 of all reviews as employers laid off workers, and struggled to deal with remote work, employee work-life issues, and revised expectations.



## Myth #4: Ratings are Only Provided by Former Employees

A common myth is that only former employees rate their employers and former employees always have an axe to grind.

According to analysis in Insight for Work, between 35 and 40% of all reviews come from **current employees**. However, reviews from former employees lean about 25% more negatively.

- The average rating from former employees is 3.01 but average rating from current employees is 3.79.
- The number of 1-star ratings from former employees was 28.49% in Q2 2021 compared to just 11.49% for current employees.



# Comparing Ratings and Reviews

## Structural Differences

Ratings provide a fixed benchmark by which to compare employers. Narrative reviews provide context and depth beyond the ratings. Ratings data is structured while review text is unstructured. A summary of the structural differences is listed in the following table:

Ratings	Narrative Reviews
Structured (fixed value)	Unstructured (review text)
Quantitative	Qualitative
Fixed format	Variable format
Objective	Subjective
Aggregated (not dated)	Dated reviews
Diversity segmentation at employer	No segmentation (privacy issues)
No title and region segmentation	Title and region segmentation

Ratings data can easily be used to benchmark employers, regions, job titles, and industries because the data is comparable as it is quantifiable, defined, and structured. Ratings data asks the question what, but it cannot answer the question why. In addition, ratings data is somewhat arbitrary as the person providing the rating has no fixed comparison or true north to base their rating on. However, when examined in large volume, it can provide a definitive snapshot of the employer.

Reviews provide the insight that ratings can never provide. As we explained previously, ratings and reviews are somewhat synonymous, but reviews provide so much more depth. The challenge is that reviews are unstructured and variable so technologies need to be applied that can create structure. Text analytics provides the means to surface the value of unstructured review data.

Segmenting the reviewer is a critical component to understanding the data. Segmentation is a tradeoff between protecting the privacy of the reviewer and providing valuable insights. At an individual review level, the title, region, and date are provided. Further diversity segmentation of the reviewer such as race, gender, and sexual orientation is not disclosed for privacy purposes. The reviewer may choose to disclose these facts in their review, but the ratings platform will not disclose this information at the review level. They will however aggregate diversity data to the employer level.

## Text Analytics Bring Reviews to Life

Text analytics creates the structured data from the unstructured review text. Text analytics is the automated process of examining large collections of documents to discover patterns or insights that may be interesting and useful. Text analytics synthesizes the results of data/text mining so they can be quantified and visualized in a way that supports decision making. Text analytics uses Natural Language Processing (NLP) to understand human language to detect patterns and make sense of unstructured data. There are two technologies that we will explore that provide insights into unstructured data:

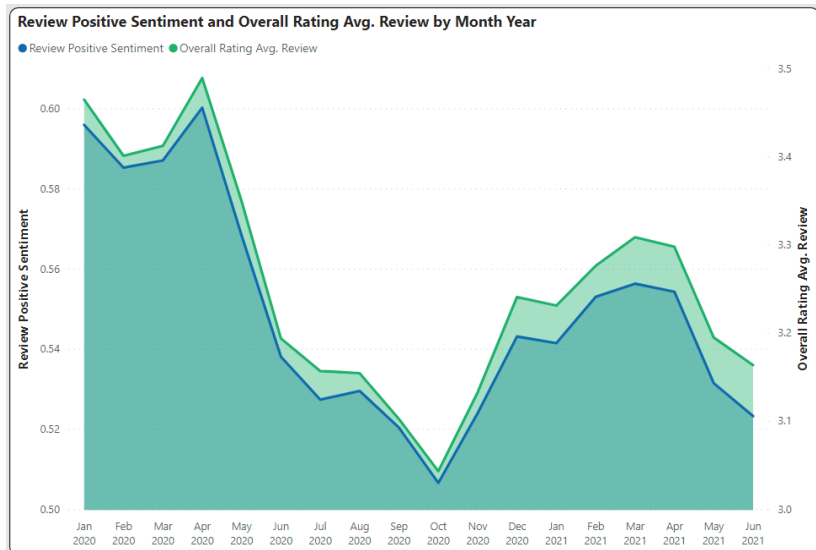
- **Sentiment Analysis or Emotion AI** – Measures feelings and emotions. It uncovers through the text whether the reviewer is positive, negative, or neutral. A sentiment score is then generated.
- **Opinion Mining** – Takes sentiment analysis to the next level by associating subjects and adjectives in pairs.

Microsoft® Cognitive Services Text Analytics AI is a service used to mine the data in the unstructured review text.

## Are Ratings and Reviews Synonymous?

Ratings and reviews are tightly correlated when aggregated over time as shown in the following graph.

This graph plots the average rating against the positive sentiment score. A positive sentiment score indicates that the reviewer through their words is expressing positive attitudes and emotions towards the employer. One thing however that is especially interesting is that the sentiment consistently tracks below ratings. Sometimes that gap is negligible and sometimes it is substantial as we see in 2021.



Reviews require words and words provide much more detail than ratings. It is hard to fake sentiment with words. In the following example from an Apple® review, the reviewer gave a high rating (4.0),

but appears to leave a negative review. They seem to qualify their review as appropriate to a specific type of person that may want to work at Apple.

**“The company is big and has a lot of layers. You feel like a part in a big machine. You focus on your tasks and work and are not encouraged to discuss other groups work. I'm ok with this but if you really want to be connected to the core of your company it may get to you.”**

## Context is the Key to Making Ratings and Reviews Actionable

Context is the key to making ratings and reviews actionable. Ratings by themselves are simply a number. It is when you apply context that ratings become actionable.

- How do the ratings compare to competitors which may be other companies in the industry or local companies targeting the same talent?
- How do the ratings compare over time?
- How do the ratings compare by category?
- How do the ratings compare over employee categories (e.g. gender, race)?

When looking at ratings in context, employers can detect and act on these patterns. For example, if work-life balance is poor and declining over time, an employer can investigate the reasons and act on them.

Reviews provide much more qualitative context than ratings. The combination of words provides substantial clues. Textual analytics plays a critical role in uncovering this context. Underlying the use of words is emotions, attitudes, and opinions. Properly applied textual analytics will surface these clues.

# Leveraging Ratings for Continuous Improvement

Ratings historically are used by consumers as a means of product benchmarking. [Amazon ratings](#) and reviews for example greatly influence purchase conversion. Twenty-two percent (22%) of shoppers won't look anywhere else once they've identified an Amazon product they want to buy, and reviews are a major push when it comes to purchase decisions. Research shows that 84% of shoppers trust online reviews as much as a personal recommendation, and 91% of shoppers occasionally or regularly read online reviews.

When it comes to employer ratings, it is not always obvious how they influence job seeker behavior. Unlike consumer ratings, employer ratings provide much more categorical segmentation. Ratings categories provide much more insight for both the job seeker and the employer.

## Indeed® and Glassdoor® Ratings

Indeed and Glassdoor reviews come with several standard rating categories. Both companies are now owned by the same parent company ([Recruit Holdings](#)) and have publicly stated that the platforms are merging. Currently job postings in Indeed are also in Glassdoor. Ratings and reviews are currently separated, but Indeed recently disclosed that the rating and review results will be combined in 2021.

Ratings are based on a five-point scale. Not all subcategories are required.

- Overall Rating
- Career Opportunities (Glassdoor)
- Compensation (Indeed and Glassdoor)
- Culture (Indeed and Glassdoor)
- DEI (Glassdoor)
- Job Security (Indeed)
- Management (Indeed and Glassdoor)
- Work-Life (Indeed & Glassdoor)

Glassdoor asks three additional survey questions:

- Would they recommend the company to a friend?
- Do they approve of the CEO?
- Do they think the business outlook will get better?

## GLASSDOOR DEI RATINGS AND CATEGORY

The DEI ratings category is [new](#) and is a result of the increasing importance of diversity, equity, and inclusion in the workplace.

- Nearly two-thirds of respondents to a survey Glassdoor conducted in August 2020 of 2,745 employees and job seekers said companies should be doing more to increase the diversity of their workforce.
- Three-fourths reported that a diverse workforce is an important factor when evaluating companies and job offers.
- Two-thirds trust employees the most when it comes to understanding what diversity and inclusion really looks like at a company, significantly higher than senior leaders, the company's website, and recruiters. In other words, this objective rating is increasingly critical to their employer evaluation.

## Indeed Happiness Survey

In March 2020, Indeed introduced the [Happiness Survey](#). In collaboration with experts on happiness from the UN, Oxford University, and the University of California, Indeed created the largest study of workplace happiness ever. The Indeed survey measures **fifteen categories** of workplace happiness:

- Overall, I am completely satisfied with my job.
- My work has a clear sense of purpose.
- I feel happy at work most of the time.
- I feel stressed at work most of the time.
- I am paid fairly for my work.
- There are people at work who give me support and encouragement.
- There are people at work who appreciate me as a person.
- I can trust people in my company.
- I feel a sense of belonging in my company.
- My manager helps me succeed.
- My work environment feels inclusive and respectful of all people.
- My work has the time and location flexibility I need.
- In most of my work tasks, I feel energized.
- I am achieving most of my goals at work.
- I often learn something at work.

Insight for Work, a talent analytics application captures 2.4 million happiness survey results. Segmentation will help employers understand their strengths and weaknesses and be able to easily compare these results against competitors, region, and industry.

## Measuring Results Over Time

Indeed and Glassdoor only provide the current ratings results. However measuring results at a given point in time only provides part of the picture. Looking at the data over time provides additional context. The following color-coded table from Insight for Work not only shows the most current rating but also a visual cue that shows how the rating compares to the previous quarter.

### Indeed® Employer Ratings

Employer	Overall	Culture	Job Security	Mgmt.	Pay & Benefits	Work-Life	Survey Count	Salary Satisf.	Salary Count
Amazon.com	3.50	3.40	3.20	3.10	3.70	3.30	72,574	54.0%	146,707
Apple	4.20	4.10	3.70	3.70	4.10	3.80	10,269	69.0%	10,217
CVS Health	3.30	3.10	3.00	3.00	3.10	3.10	26,819	39.0%	34,485
Google	4.30	4.20	3.70	3.90	4.10	4.20	3,894	73.0%	2,334
Microsoft	4.20	4.00	3.50	3.60	4.10	3.90	7,147	73.0%	3,634
Netflix	3.90	3.80	3.20	3.60	4.00	3.60	594	83.0%	445
PayPal	3.90	3.80	3.30	3.40	4.00	3.80	1,427	67.0%	884
Starbucks	4.00	4.00	3.60	3.40	3.80	3.80	48,572	47.0%	61,830
Tesla	3.40	3.30	2.80	2.90	3.60	3.00	4,761	57.0%	7,506
Twitter	4.10	4.00	3.30	3.50	4.00	3.80	92	75.0%	88
Walmart	3.50	3.30	3.20	3.00	3.30	3.30	222,621	51.0%	286,138
<b>Total</b>	<b>3.59</b>	<b>3.43</b>	<b>3.25</b>	<b>3.11</b>	<b>3.47</b>	<b>3.38</b>	<b>398,770</b>	<b>51.3%</b>	<b>554,268</b>

# Segmenting Employees by Title, Region and to Evaluate DEI Objectives

Employee segmentation is a critical component of understanding ratings. Segmentation of reviews is balanced against the need to protect the privacy of the reviewer.

## Title and Region Segmentation

Built into the existing review submission process is the option of including the reviewer's title and region. The date of the submission is also identified.

**3.0** Netflix review  
 Customer Service Representative/Tech Support (Current Employee) - Farmington, MI - March 25, 2015

**Indeed Featured review**  
 The most useful review selected by Indeed

A typical day at work you would troubleshoot and or update customers information. Some of the management was great to work with very up lifting. The associates that I worked with were great individuals with outstanding spirits. The hardest part of the job was helping some people through trouble shooting steps with inexperience of certain devices. And the most enjoyable part was we got to watch movies and interacted throughout the day!

Was this review helpful?  
 Yes 3 No

Report Share

Looking at reviews by title and region over time provides a wealth of insight. For example, the review above by a Netflix employee identifies that they are a customer service representative located in Farmington, MI. We may wish to look at the composite ratings of all customer service representatives for Netflix compared to other employers. Other reviews across this title are shown below.

Raw Title	Employer	Location	Review Date	Review Detail	Overall	Comp.	Culture	Security	Mgmt.	Work-Life
Customer Service Representative	Netflix	Salt Lake City, UT	02/14/20	Netflix was a great place to work with, the people and management were amazing. Only con is they outsourced their customer service and that new company doesn't have great benefits at all. The calls are also non stop and they weren't very flexible with my shift.	4.00	3.00	5.00	3.00	5.00	4.00
Customer Service Representative	Netflix	Salt Lake City, UT	07/20/20	Good company environment to those in the geekdom fans. You will find a group you can belong to. The hours were set but you could change them if needed.	5.00	5.00	5.00	4.00	4.00	5.00
Customer Service Representative	Netflix	Salt Lake City, UT	07/24/20	If you have any anxiety or need for accommodation, do not work here. Managers only care about their numbers and they will fire you without chance of improvement	1.00	2.00	1.00	1.00	1.00	2.00
Customer Service Representative	Netflix	Salt Lake City, UT	12/23/20	Netflix cs was one of my best jobs I've ever had. Awesome culture and the people there are amazing. Pay was good and the job itself wasn't bad. Overall it was a fun place to work at.	5.00	5.00	5.00	5.00	5.00	5.00
Customer Service Representative	Netflix	Fremont, CA	01/08/21	Just and overall great company to work for, great management and special events for employees. Free lunches and snacks, free coffee, tea and soft drinks. Best job I ever had	5.00	5.00	5.00	5.00	5.00	5.00
Customer Service Representative	Netflix	Salt Lake City, UT	01/21/21	Management changes up every six months, they coached us every week. But the customers were usually pretty nice. You'd get the usual entitled customer who'd be very demanding as to why their netflix didn't work. But what do you expect.	3.00	2.00	4.00	1.00	4.00	2.00

## Diversification Categories

Glassdoor introduced diversification employee categories in October 2020, the same time it introduced the DEI rating category. Glassdoor diversifies employee reviewers into the following categories:

- Gender
- Race and Ethnicity
- Sexual Orientation
- Disability
- Parent or Caregiver
- Veteran Status

Currently only 3.3% of all reviews (approximately 268,000 reviews out of 8.6 million) have a DEI segmented category. However, this data will continue to grow in size and importance. Keep in mind that diversification data is currently only provided in aggregate at the employer level.

## Boutique Ratings Sites

Increasingly, employer rating sites have surfaced which specifically measure ratings across DEI categories. Examples include:

- [InHerSight](#) – provides company ratings exclusively from women
- [Comparably](#) – compares employers across broad range of transparency indicators

It is unclear as to whether these sites can compete with the breadth of a Glassdoor or Indeed. However, they do shine a spotlight again on the importance of diversity in the workforce.



# Applying Sentiment Scores

Sentiment scoring can surface incredible insights in minimal time for employers. For example:

- Measure pulse of current employees
- Ascertain whether programs are working
- Understand trends
- Understand weak spots
- Benchmark against competitors

## How are Sentiment Scores Determined?

Sentiment analysis unlocks the emotions and feelings of reviewers. Sentiment analysis looks at tone and language to convey emotion. An individual review is packaged as a document comprised of individual sentences. Sentences are graded as positive, negative, or neutral. The overall review is then given a grade of positive, negative, or mixed using the following table:

Sentence Sentiment	Returned Review Result
At least one sentence in the review is positive and the rest of the sentences are neutral.	Positive
At least one sentence in the review is negative and the rest of the sentences are neutral.	Negative
At least one negative sentence in the review and at least one positive sentence in the review.	Mixed
All sentences in the review are neutral	Neutral

Confidence scores range from 1 to 0. Scores closer to 1 indicate a higher confidence in the classification, while lower scores indicate lower confidence. For each review or each sentence, the predicted scores associated with the labels (positive, negative, and neutral) add up to 1.

## Positive Review Example

**“Absolutely loved my job. Customers were different and provided different experiences. Management was a bit hard but not hard to do with great focus and employees are very friendly and diverse.”**

There are three sentences in this review which are each scored for sentiment.

Sentence	Positive	Negative	Neutral
Absolutely loved my job	1.00	0.00	0.00
Customers were different and provided difference experiences.	.14	0.00	0.83
Management was a bit hard but not hard to do with great focus and employees are very friendly and diverse.	1.00	0.00	0.00

Note that the last sentence appears to start out negative, but is qualified by numerous positive opinions such as “great focus” and employees as “very friendly” and “diverse”.

## Negative Review Example

**“This is a typical retail store with retail hours. Advancement is dependent upon who you know vs your work ethic. Management is not supportive. Communication is nonexistent. I do not recommend anyone who wishes to have a career to work here.”**

Sentence	Positive	Negative	Neutral
Advancement is dependent upon who you know vs your work ethic.	0.04	0.02	0.94
Communication is non existent.	0.02	0.35	0.63
I do not recommend anyone who wishes to have a career to work here.	0.00	1.00	0.00
Management is not supportive.	0.00	1.00	0.00
This is a typical retail store with retail hours.	0.00	0.01	0.99

## Neutral Review Example

**“Metrics Driven work environment masked by the guise of "diversity", "inclusion" and "employee appreciation". To be micro-managed is a requirement in your employment.”**

Sentence	Positive	Negative	Neutral
Metrics Driven work environment masked by the guise of "diversity", "inclusion" and "employee appreciation".	0.51	0.17	0.32
To be micro-managed is a requirement in your employment.	0.01	0.01	0.98

Neutral reviews may result from an inability to understand the intent. In this case, the statements are not inherently positive or negative, but you certainly can sense the negativity in the statements.

## Mixed Review Example

**“I overall liked it but I was seasonal so management and the coworkers were starting to act distant while my last days there. Which made me not feel welcomed.”**

Sentence	Positive	Negative	Neutral
I overall liked it but I was seasonal so management and the coworkers were starting to act distant while my last days there.	0.89	0.07	0.04
Which made me not feel welcomed.	0.00	1.00	0.00

## How to Use Sentiment Analytically

Sentiment scores are estimates (which is why they have a confidence score). The real value of using sentiment comes into play when looking at sentiment in context.

### CURRENT VS. FORMER EMPLOYEES

Review participants are self-identified as current vs. former employees. Approximately 40% of all reviews currently come from current employees.

## REVIEWER TITLE

In the example below, Apple® sentiment is analyzed by job title of the review participant. Managers and Senior Advisors have the lowest positive sentiment.

**Employer Sentiment Scores by Employer and Title**

Company Name	Positive	Negative	Neutral	Count
<input checked="" type="checkbox"/> Apple	0.72	0.23	0.06	561
Advisor	0.62	0.29	0.09	39
Customer Service Representative (CSR)	0.65	0.28	0.07	28
Home Advisor	0.71	0.26	0.03	35
IT Specialist	0.77	0.18	0.06	133
Manager	0.58	0.41	0.01	15
Operations Specialist	0.74	0.16	0.11	14
Product Safety Technical Expert	0.75	0.23	0.03	30
Product Specialist	0.74	0.21	0.05	59
Sales Associate	0.82	0.17	0.01	16
Sales Specialist	0.77	0.18	0.05	32
Senior Advisor	0.59	0.31	0.10	17
Steam Technical Advisor	0.66	0.30	0.04	18
Technical Specialist	0.78	0.16	0.06	58
Technical Support Professional	0.63	0.28	0.08	19
Technician	0.70	0.27	0.03	25
Tier	0.62	0.31	0.07	23

## SENTIMENT BY REGION

Sentiment scores may be ranked by metropolitan area as shown below. These scores may be useful to determine specific locations where there may be pockets of high or low satisfaction.

**Employer Sentiment Scores by Region (State,MSA) and Title**

Metro Area (CBSA)	Positive	Negative	Neutral	Count	Companies
Pensacola-Ferry Pass-Brent FL	0.82	0.17	0.01	10	1
Bridgeport-Stamford-Norwalk CT	0.76	0.18	0.06	13	1
Akron OH	0.76	0.21	0.03	12	1
Rochester NY	0.74	0.24	0.02	21	1
Modesto CA	0.71	0.17	0.12	12	1
San Jose-Sunnyvale-Santa Clara CA	0.71	0.26	0.03	64	5
Salinas CA	0.68	0.31	0.01	14	1
Lexington-Fayette KY	0.67	0.29	0.04	13	1
Portland-Vancouver-Hillsboro OR-WA	0.67	0.29	0.04	91	2
Fresno CA	0.66	0.30	0.04	50	2
San Francisco-Oakland-Berkeley CA	0.66	0.31	0.04	128	2

## SENTIMENT BENCHMARKED TO INDUSTRY AND COMPETITORS

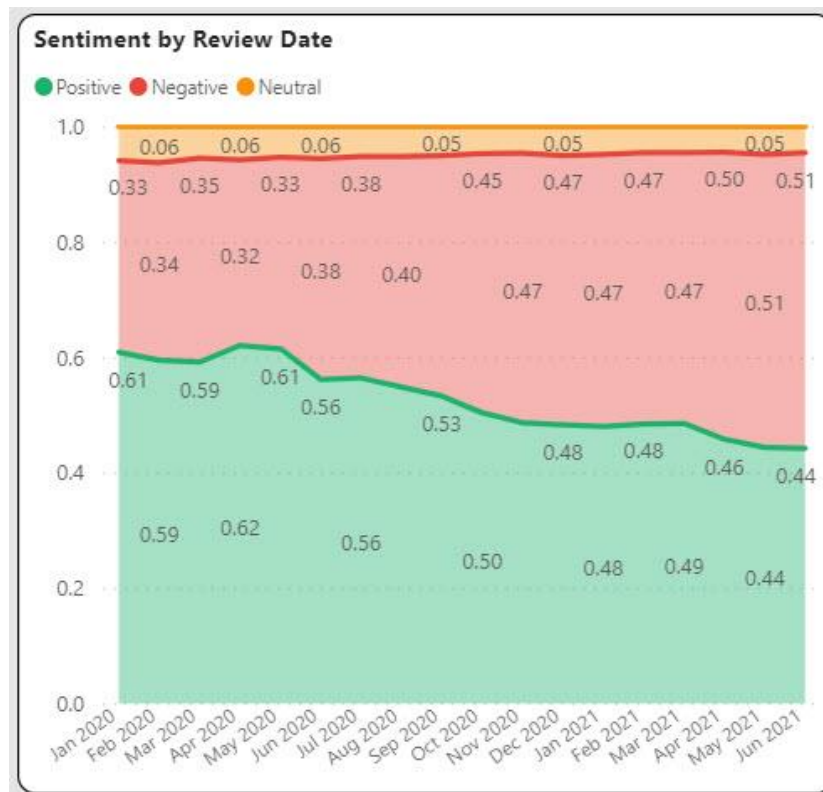
Competitive positioning can be easily compared to specific competitors or against the broader industry. Further the above criteria can be used to narrow the areas of competitive differentiation. In the following example, business intelligence software providers are compared.

**Employer Review Ratings by Employer and Title**

Company Name	Overall	Comp.	Culture	Job Security	Mgmt.	Work-Life	Count
ALTAMETRICS	4.54	4.38	4.46	4.42	4.50	4.63	24
Alteryx	3.60	3.75	3.00	3.00	2.25	3.00	5
AppDynamics	4.00	3.50	3.83	3.67	4.00	4.00	6
Apptio	4.00	3.00	3.00	3.00	3.00	4.00	1
Apriori	5.00	5.00	5.00	5.00	5.00	5.00	1
At Scale	5.00	5.00	5.00	4.00	4.00	3.00	1
Ayasdi	2.33	3.00	2.33	2.00	2.33	3.00	3
CBRE   FacilitySource	2.82	3.26	2.94	2.38	2.85	3.24	34
Clarabridge	2.00	3.00	3.00	1.00	1.00	3.00	1
Clever Devices	1.75	2.33	1.00	1.00	1.00	2.33	4
Computer Enterprises, Inc. (CEI)	2.88	2.63	3.13	2.50	3.00	3.25	8

## SENTIMENT OVER TIME

Review dates are automatically captured, but employer branding sites do not provide reviews over time. In the example below, positive sentiment is clearly decreasing over time.



# Opinion Mining for Continuous Feedback

Opinion Mining is a deeper dive from Sentiment Analysis. Also known as Aspect-based Sentiment Analysis in Natural Language Processing (NLP), this feature provides more granular information about the opinions related to attributes of products or services in text. The Microsoft Cognitive Services Text Analytics API surfaces opinions as a target noun or verb (subject) and an assessment (adjective). The text analytics provides an additional qualitative aspect to the quantitative scores rendered by sentiment analysis.

For example, the following Apple review received a high negative sentiment score.

**“It is a great environment to work in, but the customers complaining about fixing their phones get bad because they treat you, the advisor, pretty bad.”**

Opinions will surface the reasons for negative sentiment which in this case is customer complaints despite the great environment. The subject-adjective pairs from this review are shown to the right.

The employer can look at these combinations and draw several actionable conclusions from them. For example, a simple sort of the subject-adjective pairs for Starbucks® shows a high opinion of benefits and many cite the work environment (place) as good and fun. Companies may use this information for prioritizing initiatives or correcting deficiencies.

Opinion Mining provides the qualitative info for:

- Specific strong and weak areas
- Patterns to improve upon
- Hot spots for current employees
- Measuring root cause for sentiment
- Sharing results with employees and job seeker candidates

Subjects and Adjectives

Subject	Adjectives	Review Count	Sentence Count
advisor	bad	1	1
customers	complaining	1	1
environment	great	1	1
<b>Total</b>		<b>1</b>	<b>1</b>

Subject	Adjectives	Review Count	Sentence Count
benefits	great	266	267
place	great	243	252
company	great	173	175
benefits	good	126	126
job	great	105	106
place	good	85	87
company	good	84	85
job	good	83	84
place	fun	81	82
people	great	79	79
coffee	free	77	77
drinks	free	76	76
benefits	amazing	74	74
job	fun	70	72
<b>Total</b>		<b>5,067</b>	<b>9,430</b>

# About Public Insight

Public Insight® develops Insight for Work, a talent analytics application for rapidly evaluating, benchmarking, and monitoring market data and trends impacting talent acquisition.

Insight for Work generates strategic, targeted market insights that optimize talent acquisition strategies and improve employer recruiting effectiveness.

Insight for Work transforms data from interrelated data sources such as Indeed®, Glassdoor®, InsideView®, and government publications into dynamic, actionable market insights such as:

- Job posting fill rates and open jobs aging
- Supply and demand market metrics
- Remote work trends and opportunities
- Candidate skills and assessments
- Market selection and demographics
- College programs/awards and diversity
- Alumni profiles
- Employer ratings (including diversity categories)
- Employer reviews and sentiment analysis
- Employer opinion mining
- Compensation survey and trends
- Ad-rate compensation

Public Insight solutions are built on Microsoft® Power BI and data mining technologies to enable user self-service analysis, benchmarking (title, occupation, region, employer, industry), decision making and collaboration using open standards and data transparency.

Visit our website at [www.publicinsightdata.com](http://www.publicinsightdata.com) to learn more, [watch a demo video](#), or [schedule a live demo](#).

