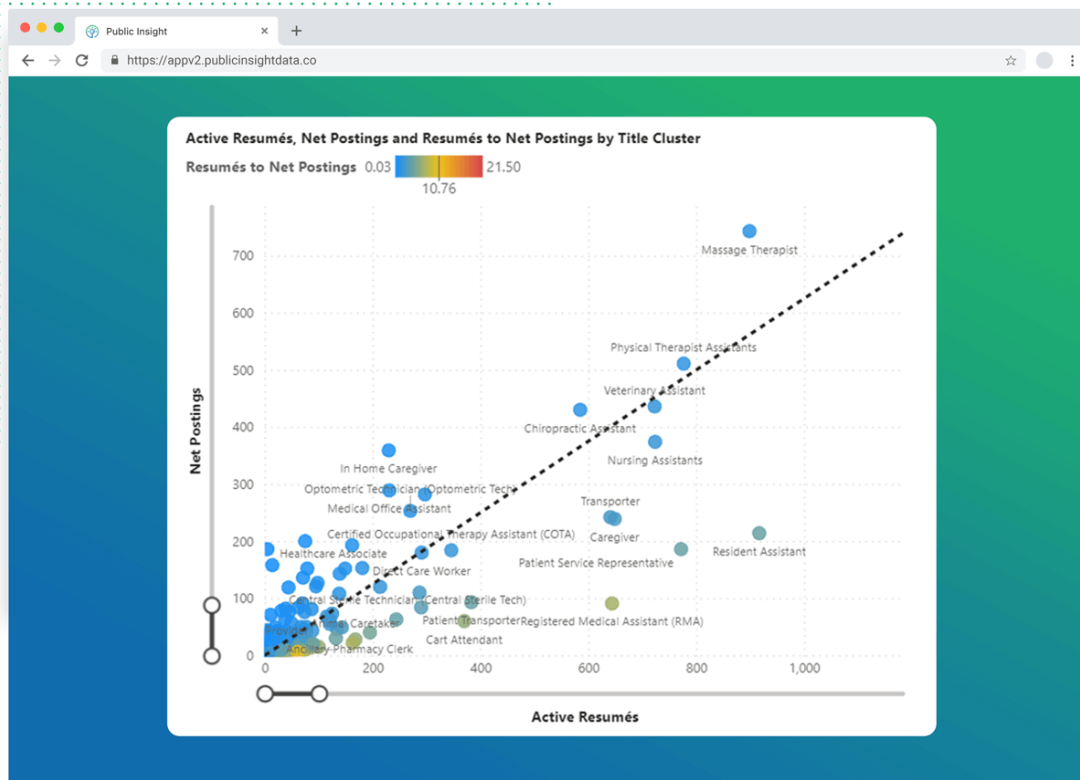


7 Market Insights that Will Optimize Your Talent Acquisition Strategies



Introduction

Market Insights are Critical in Developing Competitive Talent Acquisition Strategies

Record job openings plus historic quit rates plus low labor participation rates equals one of the most challenging times in our history for today's recruiter. Talent acquisition (TA) professionals can no longer take an introspective view but must have an increasing awareness of the market landscape and competition to create new strategies. In a stable job marketplace, HR analytics appropriately focuses on maximizing talent use and retention. But in an unstable job market, increasing emphasis should be given to job market indicators.

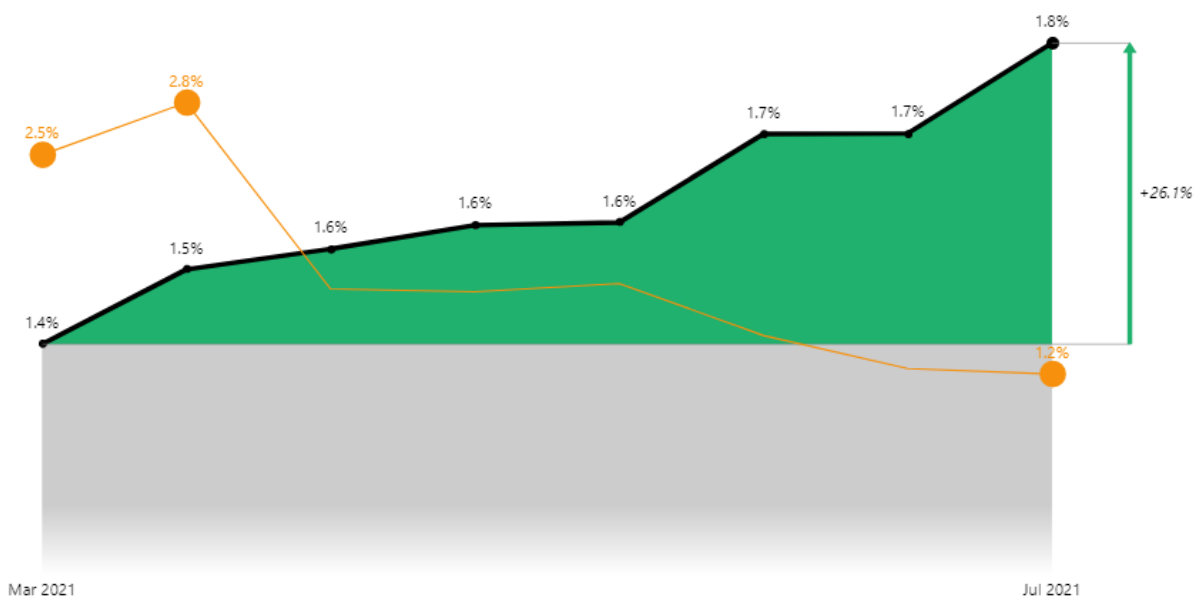
TA professionals can either view the current market situation as a threat or as an opportunity. For example, at no other time in history has such a high percentage of jobs been location agnostic. A recruiter with the right type of job can now recruit anywhere. In addition, the recruiter must be increasingly aware of the best ways to position his/her organization to present it in the best light. Most professionals entering and exiting existing positions are doing so, because of an increasing awareness of work-life balance, diversity, company values alignment, and a sense of belonging. Compensation is no longer the primary attractor in the war for talent.

In this white paper, we introduce you to seven key market-based metrics that you should analyze to identify and drive recruiting strategies and improve employer reputation. These insights will clearly identify employer relative strengths and weaknesses and market opportunities in an increasingly competitive landscape.

#1 — Remote Work

Remote work has moved from a temporary to a permanent phenomenon as shown in the following graph. Remote work environments are increasingly being offered as a [perk](#). Postings that emphasize flexible work arrangements will likely win out over more traditional work environments. Recruiters must understand how their remote job positioning compares to the competition. Remote work as a percentage of all job postings is still relatively small at around 2-3%. However, in some positions it is trending above 30%.

Permanent and Temporarily Remote Work



Source: Public Insight - Insight for Work from Indeed® postings – permanent job postings (black), temporary postings (gold)

Job postings with exclusive remote work environments are easy to spot. However, it is becoming increasingly clear that employees seem to like hybrid environments. At the same time, employers are unsure whether they will continue remote work environments and are reluctant to advertise jobs as remote jobs. In a hybrid environment the remote work component is fluid and may be buried in the text of the ad or negotiated during the interview process. Being able to flush out hybrid work environments will be increasingly important to understanding the competition.

Distinguishing Between Permanent and Temporarily Remote

Most employers have operated in a temporary remote work environment. Many have not yet reverted to pre-pandemic practices. The Indeed® platform provides a way of distinguishing between temporary and permanent remote work environments. Temporary remote work environments are in force until it is deemed by the employer to be safe to return to normal practices. Permanent remote work environments are designed for the long-term remote worker. Until recently, temporary remote

was declining, and permanent remote work was increasing. Now with the COVID-19 resurgence, both temporary and permanent have been increasing.

Permanent environments may still be advertised as if they are local. Since every market could be a potential source, recruiters may still geo-code the location to get broader coverage.

Why Awareness of Remote Trends is Important

There is little doubt that the impact of remote work will linger far beyond the pandemic. A recent McKinsey study found that up to 25% of the workforces in advanced economies could work from home between three and five days a week. This represents four to five times more remote work than before the pandemic. This could prompt a large change in the geography of work, as individuals and companies shift out of large cities into suburbs and small cities.

- Creative organizations will expand their labor pool to look for talent regionally and nationally. The challenge is where to look for talent. Not all markets have the same pool of talent. They can scatter shoot and advertise everywhere, or they can look for specific markets or educational institutions that fit a certain threshold of competency.
- Awareness of the trend towards remote work also highlights competitive threats. As more than 60% of workers have expressed a preference for at least hybrid remote work, it is imperative for the talent acquisition professional to understand the competitive landscape.
- Finally, remote work opens lower cost regional markets since all markets are candidates for the labor pool. However, be aware that differences in compensation by market due to cost of living are increasingly being challenged by workers.

#2 — Market Days to Fill

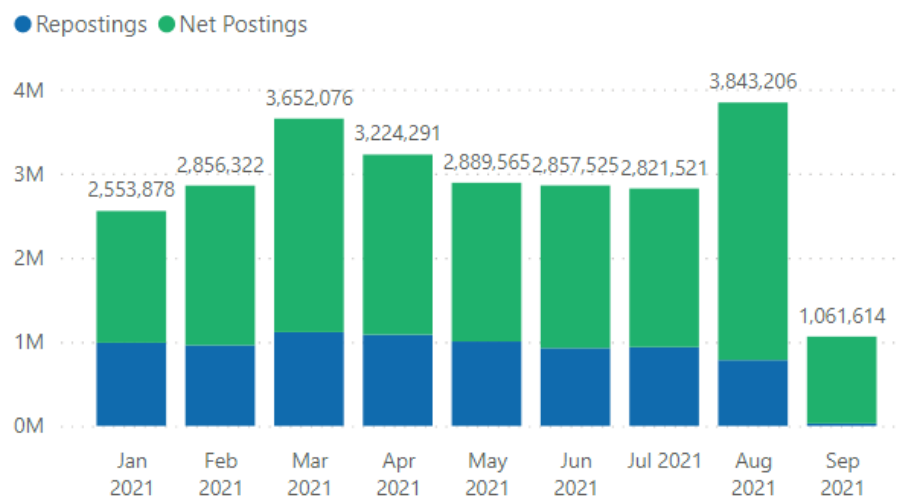
TA professionals have always tracked time to hire as a critical metric. Time to hire measures the number of days between a candidate applying for a job, and them accepting a job offer. Time to hire gives insights into recruiting efficiency, company positioning, and candidate experience. However, it has been historically only tracked internally and not benchmarked against the competition.

TA professionals must be able to benchmark their time to hire against their competition, which could be local companies or industry competitors. Job posting fill analysis signal how fast positions are turning over. Additional data provides possible reasons for the competitive advantages or disadvantages such as compensation, reputation, or posting positioning.

- An open job posting signals the job opportunity is still outstanding.
- An expired or removed job posting likely signals the job was filled.
- The number of times the same ad is posted indicates the difficulty and expense of recruiting the position.

Days to fill measures the amount of time from when a job opportunity is first posted and when it is expired or removed. This factors in multiple placements or repostings, which are individual job postings posted multiple times. Nearly 35% of all job postings from January through July have been repostings as shown in the graph below.

Job Postings by Month and Week



Source: Public Insight - Insight for Work from Indeed job postings

Factoring in repostings, the average days to fill across all jobs was around 33 days. However, this varies widely by title, region, industry, and employer. The TA professional understands where they are positioned in this critical metric and can isolate in which categories, they are stronger or weaker.

Open Jobs Aging

While fill days provides an indication of how fast job postings are being filled, open days signals how long job postings are currently sitting on the market. Unfortunately, the trend of open jobs sitting longer and longer on the market continues to increase. The following table shows the breakdown of open days aging for the past three months across all jobs.

| | 7/10 | 8/6 | 9/10 |
|-----------------|-----------|-----------|-----------|
| January | 311,280 | 257,857 | 216,098 |
| February | 298,088 | 217,703 | 186,791 |
| March | 413,131 | 302,501 | 244,243 |
| April | 551,833 | 404,267 | 300,217 |
| May | 819,367 | 500,311 | 364,378 |
| June | 1,683,126 | 909,866 | 492,129 |
| July | N/A | 1,598,181 | 826,789 |
| August | | N/A | 2,278,844 |
| Total | 4,073,825 | 4,191,086 | 4,909,489 |
| Avg. Days Aging | 57.97 | 62.92 | 64.86 |

Why Knowing Market Days to Fill is Important

- Organizations need to benchmark their market days to fill to understand their market positioning for talent.
- In situations where days to fill and open jobs aging are high, the organization can dig deeper into the differences in market attractiveness (e.g., compensation) which may be used to adjust the benefit statements.
- Finally, organizations can compare posting descriptions so recruiting strategy corrections can be made.

#3 — Supply/Demand Ratio

The current job market provides both tremendous challenges and opportunities. Never has there been so many idle workers against so many open jobs. There are many reasons speculated for this, but it is the current reality. At the same time, TA professionals are no longer bound in many cases by traditional geographic boundaries.

Techniques for Defining Supply and Demand

The approach for defining supply and demand varies depending on whether you are taking a short or long-term time horizon.

SHORT TERM

- A short-term approach is based on who is looking for a position today and who is recruiting for a position today.
- An updated resumé signals the job seeker is looking for a job.
- An open job posting for the same job title indicates a recruiter is looking to fill the job.
- By joining the two at the job title level, we can get a view of the relative strength of supply and demand.

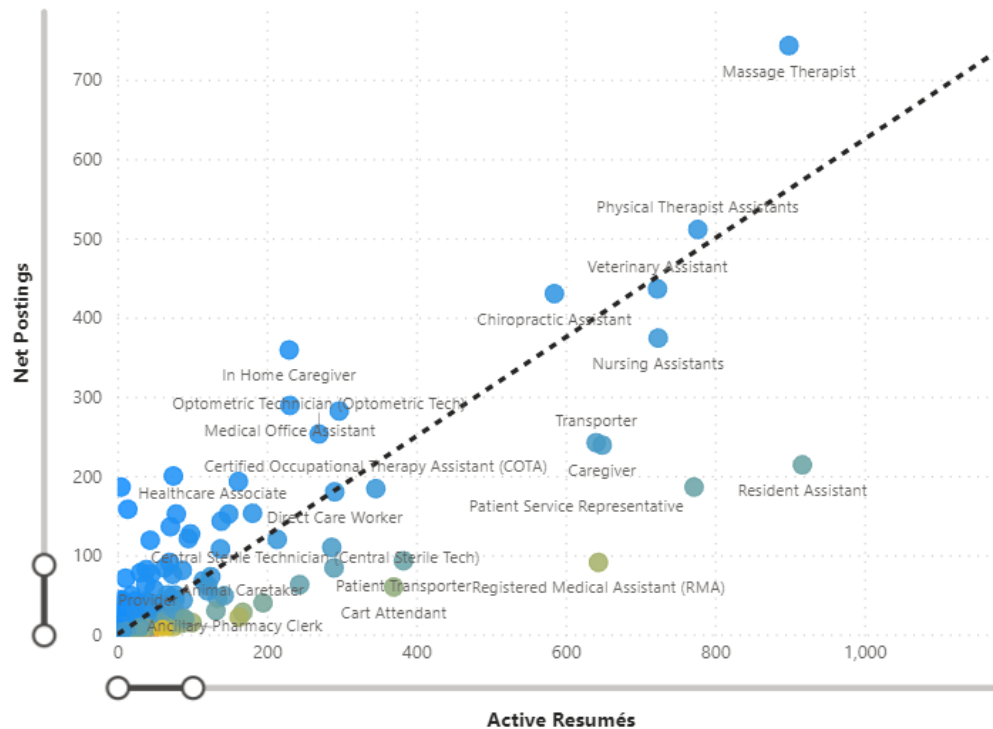
The line graph below visualizes job postings against resumé for the same job title. The ratio line (dotted line) plots the relative strength of supply and demand while the legend also shows the calculated ratio of resumé to job postings.

The example below shows the relative strength of healthcare support positions for Florida. Anything above the line such as Massage Therapists is in short supply relative to demand. Anything below the line has higher supply relative to demand such as Nursing Assistants. Context is critical here as the ratio line is based on all the representative job titles.

The downside of this approach is it does not consider the movement of workers between job titles and occupations. It only considers those that are in the market for the same job title. The reality is that people change professions all the time. Increasingly, a skills-based approach may be needed that evaluates workers based on the requisite skills they have. This is discussed in the next section.

Active Resumés, Net Postings and Resumés to Net Postings by Title Cluster

Resumés to Net Postings 0.03 10.76 21.50



Source: Public Insight - Insight for Work from resumés and job postings

LONG TERM

The long-term view looks at the future supply of candidates. For some entry-level jobs this might include sourcing from college programs. It may also look at market labor force participation and education levels. For in-person jobs, it may be necessary to look at the labor pool regionally. For example, healthcare support jobs may be in short supply in the southeast as the population gets older.

Finally, the long-term view may review job seekers from alternate occupations again examining the commonality of skills between these occupations. For example, certified nursing assistants (CNA) seem to be always in short supply even though candidates with these credentials may be moving in and out of the healthcare profession.

Why Supply/Demand Ratio is Important

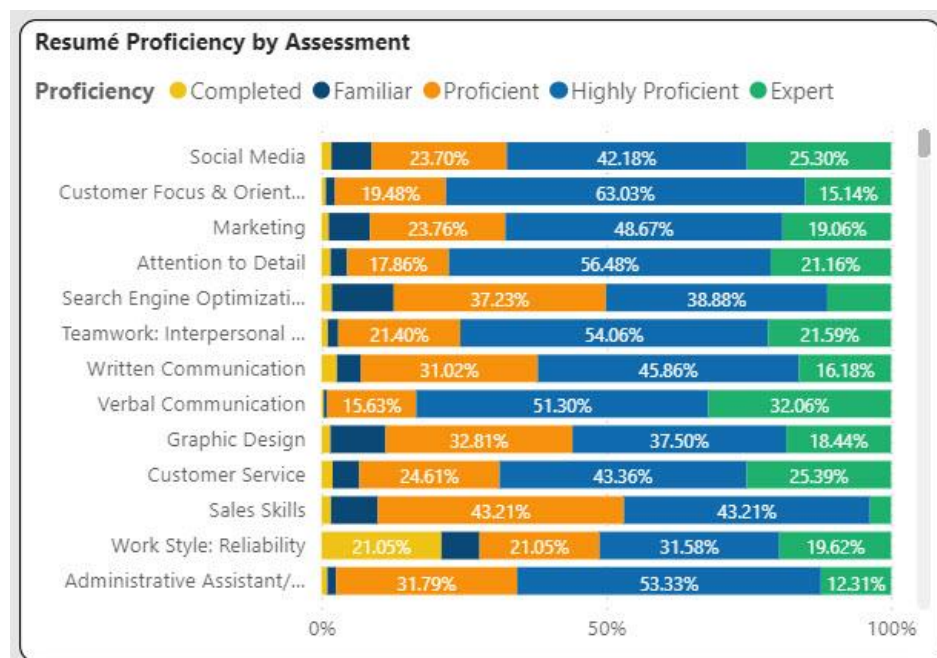
- Supply/Demand provides a realistic assessment of the number of job seekers in the market compared to the number of job postings.
- Supply/Demand provides visibility into complimentary workers and skills as new sources for recruiting.
- Supply/Demand assesses recent market trends enabling adjustments to placement timing.

#4 — Skills (Assessment) Proficiency

The supply/demand gap is also fueled by a mismatch in required skills. The challenge is that skills encompass soft and hard capabilities that may or may not be objectively determined. For example, it is difficult to measure the market of people strong in interpersonal relationships or customer service. Employers have internal testing, but you can't test the entire market. Further, even common credentials such as postsecondary awards can have a wide range of translatable skills.

Objective measurements that are consistently applied to the entire market may be more valuable than subjective assessments. The Indeed® Assessment system is one of those examples. Indeed assessments consist of 150+ standardized tests and unlimited customized assessments. Proficiencies are measured from simple completion of the test to expert level. We can easily calculate proficiency levels by subject areas across job titles and regions providing a useful snapshot of the skills capability in each market.

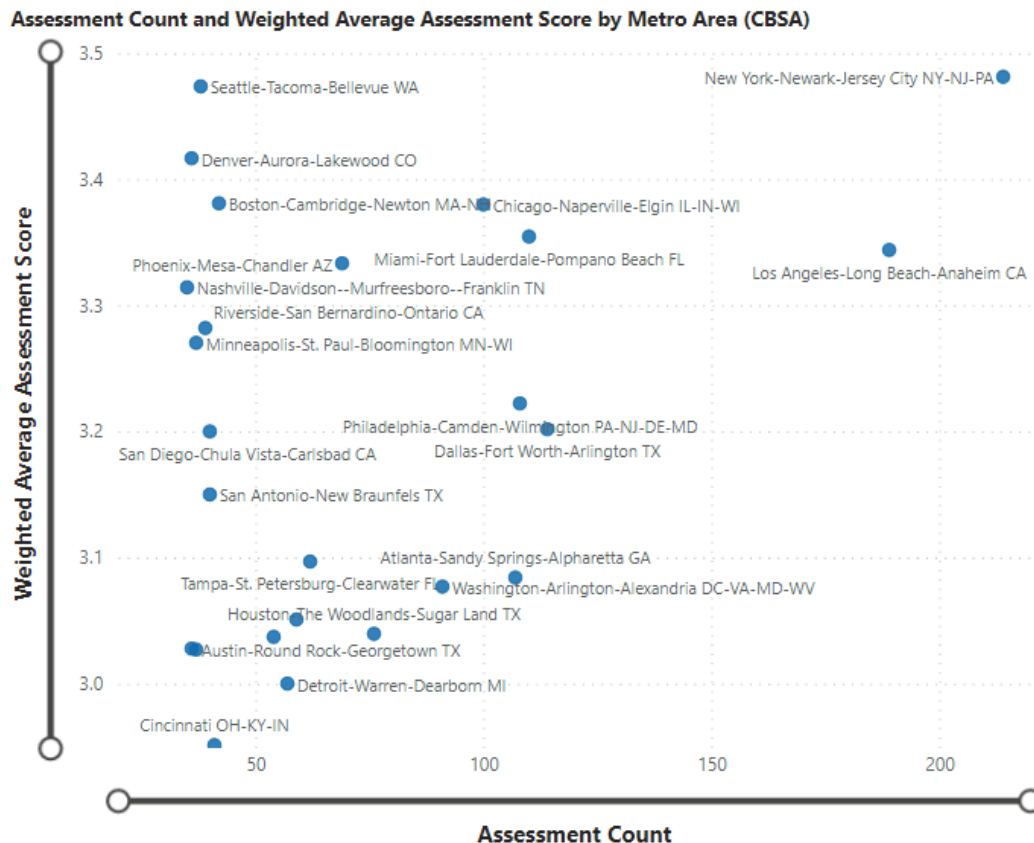
For example, the following tests are most often completed for those involved in social media.



Source: Public Insight - Insight for Work from Indeed assessments

- Social media is a measured skill with about 67% of the assessments completed as either experts or highly proficient.
- Search engine optimization (SEO) has the fifth highest number of assessments taken but carries a relatively low level of expertise. This could be because SEO is different from social media and typically people specialize in one or the other marketing channels, but not both.

Geographical dispersion is very helpful to the TA professional. The scatterplot below shows the relative strength of the social media assessments across metro areas. The X-axis is the number of tests completed and the Y-axis is the calculated weighted average score which is a number between 1 and 5.



Source: Public Insight – Insight for Work from Indeed Assessments

- New York has the highest scores and high number of assessments but may not be the most affordable.
- Seattle has the second highest score but less than 50 job seekers.
- Miami or Philadelphia may present the best choices for talent with social media skills.

Why Skills Assessment Proficiency is Important

- Skills are a common language that enable organizations to source talent across job titles and occupations.
- Assessments provide a common denominator to identify the number of job seekers in the target market with the necessary skills.
- Assessments can be used to benchmark the job seeker relative proficiency by region.

#5 — Employer Reputation and Workplace Satisfaction

The post-pandemic world has resulted in workforce desire for diversity, work-life balance, purpose, values alignment, and culture. Increasingly companies are paying more and more attention to their workplace branding and reputation. However, it can be very hard to separate the real information from the noise. Employer ratings and reviews can be analyzed in a vacuum, or they can be leveraged in their entirety using cutting edge textual analytics and business intelligence tools.

Ratings provide **quantitative benchmarks** for employers but are only as useful as the context they provide. It is too easy to fall into the trap of saying that we are a 5-star company. Context can be applied by industry, by region, and by category (e.g., compensation, culture). Further, time horizon is a very useful contextual factor. For example, the table below shows red and green indicators to signal positive or negative movement in the rating.

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 |
| Total | 3.59 | 3.43 | 3.25 | 3.11 | 3.47 | 3.38 | 398,770 | 51.3% | 554,268 |

Source: Public Insight - Insight for Work from Indeed ratings

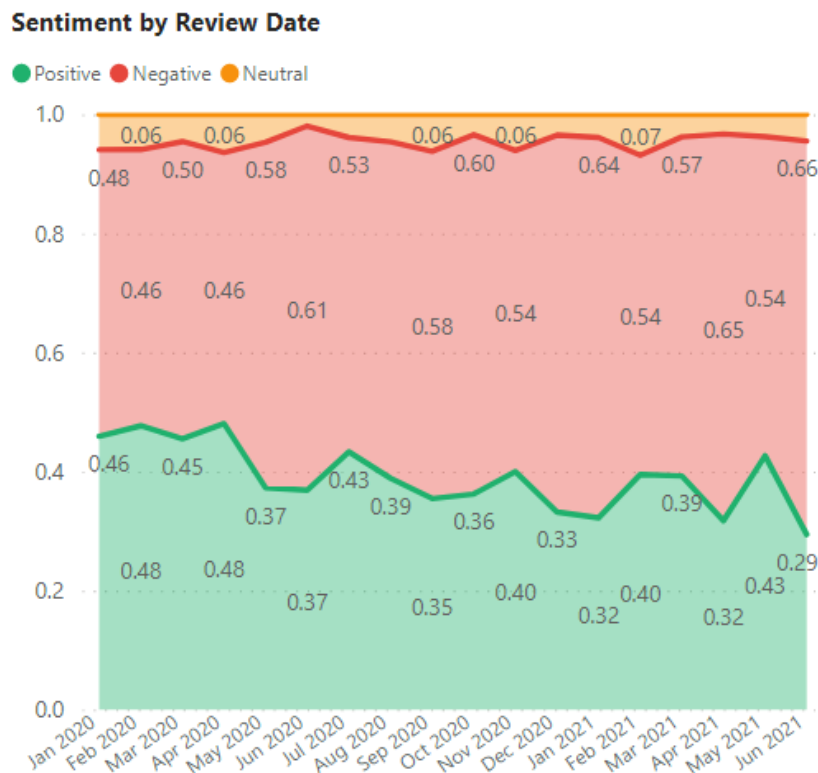
Reviews for Sentiment and Opinion Mining

While ratings supply quantitative benchmarks textual analytics provide qualitative depth. Textual analytics are applied against employer reviews to break them down into useful components. There are several components of textual analytics that may be useful:

- Reviews can be mined to indicate sentiment such as positive, neutral, and mixed.
- Opinion mining can relate subject to adjective and can be used to draw out common phrases such as “work is stressful” or “pay is great” or “management is supportive”.

Review text analytics can also be segmented by categories like region, industry, and employer. Even more beneficial is that job titles often are identified in reviews giving the TA professional a much deeper vision into the nature of not only their own employees but the competition as well.

In the example, below, sentiment scores for this employer have been declining over time. A further investigation of this analysis using opinion mining reveals that rude customers' interactions with employees may be part of the problem.



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 indicated 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 from 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.

Why Employer Reputation is Important

- Employer reputation metrics indicate the relative strengths and weaknesses of the employer and provides comparison to competitors.
- Employer reputation monitors and identifies the workplace sentiment and changes over time.
- Employer reputation using opinion mining identifies the workplace areas that can be improved.
- DEI is being increasingly measured in organizations and evaluated by job candidates.

#6 — College Program Diversity

Diversity is an increasingly critical topic for TA professionals. Diversity happens to be one of those indicators that are most needed but hard to get at the supply level. However, one place where diversity is mandated by law according to Title IV is with colleges or universities where awards by program must be disclosed by race and gender. This data is often buried in the detail of college reporting, but we have made it much easier to analyze using business intelligence software. Talent acquisition professionals can easily know which colleges are the most diverse for a specific program. For example, computer related program awards for Black or African American students are shown below ranked by institution.

| Year | 2015 | | 2016 | | 2017 | | 2018 | | 2019 | |
|--|--------------|------|--------------|---------------|--------------|---------------|--------------|---------------|---------------|---------------|
| Institution | Awards | YoY% | Awards | YoY% | Awards | YoY% | Awards | YoY% | Awards | YoY% |
| University of Maryland Global Campus | 756 | | 807 | 6.75% | 801 | -0.74% | 1,078 | 34.58% | 1,104 | 2.41% |
| University of Phoenix-Arizona | 363 | | 322 | -11.29% | 580 | 80.12% | 548 | -5.52% | 520 | -5.11% |
| MyComputerCareer.edu-Raleigh | 42 | | 95 | 126.19% | 189 | 98.95% | 323 | 70.90% | 515 | 59.44% |
| MyComputerCareer.edu-Columbus | 14 | | 28 | 100.00% | 36 | 28.57% | 148 | 311.11% | 359 | 142.57% |
| ECPI University | 198 | | 223 | 12.63% | 204 | -8.52% | 280 | 37.25% | 271 | -3.21% |
| Western Governors University | 116 | | 114 | -1.72% | 147 | 28.95% | 132 | -10.20% | 225 | 70.45% |
| Gwinnett Technical College | 130 | | 100 | -23.08% | 114 | 14.00% | 175 | 53.51% | 202 | 15.43% |
| Fayetteville Technical Community College | 40 | | 24 | -40.00% | 70 | 191.67% | 38 | -45.71% | 176 | 363.16% |
| Central Georgia Technical College | 207 | | 208 | 0.48% | 224 | 7.69% | 190 | -15.18% | 162 | -14.74% |
| Northern Virginia Community College | 80 | | 62 | -22.50% | 96 | 54.84% | 113 | 17.71% | 149 | 31.86% |
| Broward College | 42 | | 80 | 90.48% | 95 | 18.75% | 80 | -15.79% | 143 | 78.75% |
| Total | 5,572 | | 6,135 | 10.10% | 6,896 | 12.40% | 8,191 | 18.78% | 10,112 | 23.45% |

Source: Public Insight - Insight for Work from IPEDS Degrees Awarded

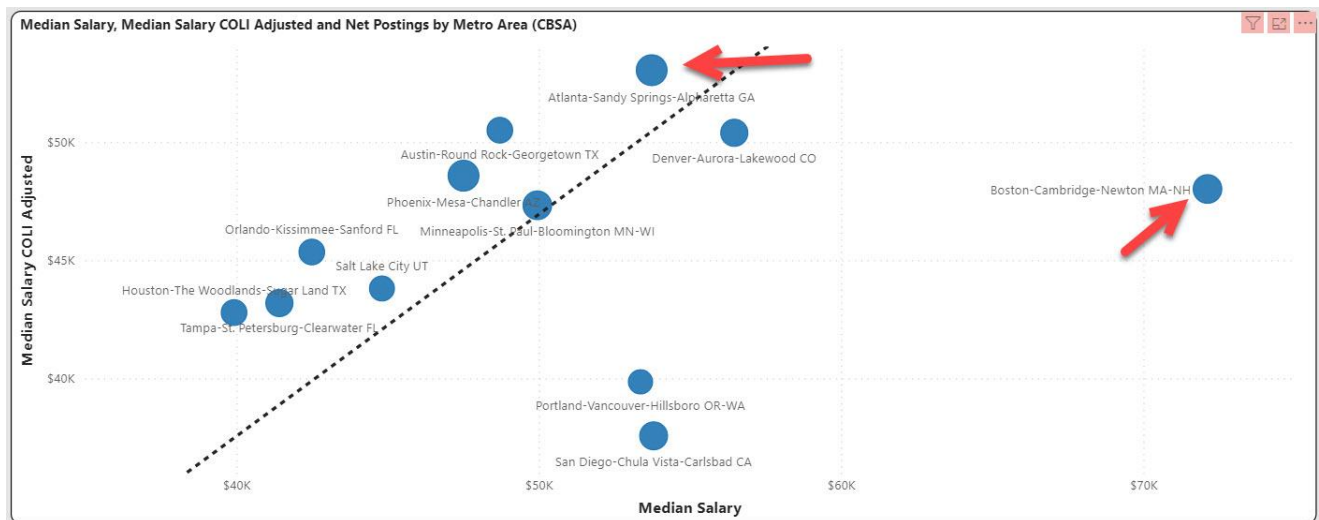
These programs have gone up significantly within this group in 2019 (most recent data available). This is even more favorable when you consider that computer programs across all races and genders declined in 2019.

Why College Program Diversity is Important

- College program diversity can be used to identify the most diverse programs.
- College program diversity identifies the institutions where diversity is highest for targeted recruiting.
- College program diversity identifies market trends in program diversity.

#7 — Cost of Living Index (COLI) Adjusted Compensation

Remote work has become the great equalizer and expensive metro area employers such as those in Silicon Valley and New York City can now recruit anywhere. Salary purchasing power obviously can range widely. For example, graphic designers in Atlanta make more on a COLI adjusted basis than those in Boston and substantially more than graphic designers in San Diego.



Source: Public Insight - Insight for Work (Indeed salary surveys adjusted for [CREC Cost of Living Index \(COLI\)](#))

COLI adjusted compensation can be used effectively in recruiting but also in targeting other markets. COLI adjustments can be applied to compensation surveys or in real-time to advertised or posted rates.

Why Cost of Living Adjusted Compensation is Important

- COLI allows employers to easily benchmark compensation across markets.
- COLI provides visibility to other markets with lower cost of living particularly as costs are rapidly changing (e.g., housing).
- COLI when coupled with supply provides alternate target sourcing.

SUMMARY

Why Market Insights are Critical

Understanding Overall Job Market Movement

In a post-pandemic world, the market is moving at a much faster pace. Traditional government labor sources such as the Bureau of Labor Statistics provided guidance in the past because the market was stable. In an uncertain market, real-time market data is essential to understanding the bigger picture.

Benchmarking for Positioning and Corrective Adjustments

As the competition for talent has heightened, employers cannot be indifferent to what the competition is doing. Understanding the relative positioning in the market is increasingly essential. Further, by understanding the differences, the employer can make mid-course adjustments such as adjusting positioning or refining compensation.

Expanded and Alternate Sources of Talent

A positive aspect to the post-pandemic job market is the potential ability to recruit in additional markets and from alternate sources. Further, the push to diversify has led to employers looking into locations and colleges where they can tap into a more diverse candidate pool.

The Need to Adopt a Data Curation Strategy

Today's job market necessitates a talent acquisition strategy that integrates and synthesizes data from multiple sources into actionable insights. For example, an inability to fill jobs timely may be due to market conditions, compensation, supply and demand, or employer reputation. By having an integrated market strategy, the employer can get a much more complete picture than if the data were in silos.

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 DEI 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 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 to learn more, [watch a demo video](#), or [schedule](#) a live demo.

