

# job seeker **pulse**



Q4 2014  
United States

Hudson

# WELCOME TO HUDSON'S JOB SEEKER PULSE

Inaugural  
Edition

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This is the only job seeker activity report of its kind based on *actual online job search behavior*. Until now, information on job seeking behavior was garnered from surveys that captured participants' self-reported intentions. Given that not all intentions lead to behavior, those surveys do not offer definitive information on the topic. Hudson's Job Seeker Pulse, the source for actual behavioral trends by various work groups, will be published quarterly.

Hudson is committed to helping organizations understand workforce dynamics, and the Job Seeker Pulse is the newest addition to Hudson's arsenal of information and services designed to help organizations around the world optimize their teams.

In October 2014, Hudson launched *The Great Generational Shift: Why the Differences Among Generations Will Reshape Your Workforce*—a landmark report based on 28,000 professional assessments worldwide. *The Great Generational Shift* evaluates the changing nature of leadership and offers ways

to address multigenerational challenges. Hudson now launches Job Seeker Pulse to analyze actual job seeking behavior patterns among workforce segments to help business professionals leverage recruitment cycles, enhance retention and better conduct workforce planning exercises. The information shared in the report also provides support for, and challenges to, other related research that measures attitudes and intentions for predicting the behaviors that the Job Seeker Pulse methods measure directly.

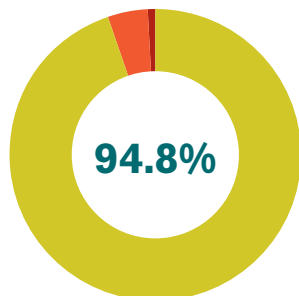
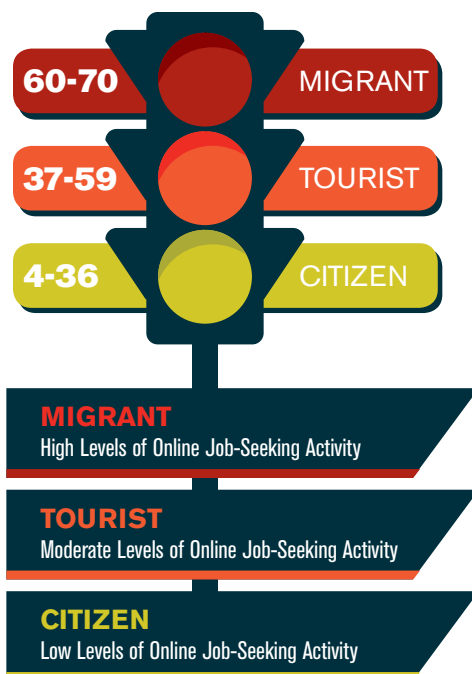
In this first edition of Job Seeker Pulse, we examine the Q4 2014 J-Scores of nearly 8,000 Fortune 100 employees included in Joberate's database. (For the full list visit [www.joberate.com/j-index](http://www.joberate.com/j-index)).

**Joberate technology generates a single metric for each individual called a J-Score, which ranges from 4-70, with a score of "4" indicating the lowest level of job seeking behavior and a score of "70" indicating the highest.**

# OVERALL OBSERVATION

## Q4 2014

### J-SCORE RANGES



### LOW LEVEL OF JOB SEEKING BEHAVIOR

94.8% of the work group fell within the “Citizen” group

During the reporting period, 94.8% of the work group fell within the “Citizen” group, with an overall mean J-Score of 10.32. On the J-Score scale, this indicates a low level of online job-seeking behavior.

Compare this to some of the sentiment surveys published by popular job boards and career sites in recent years. These surveys yield results ranging from “approximately 25% of global respondents claim to be actively looking for their next role” to “51% of employed workers are either actively seeking or open to a new job” to “77% of full-time employed workers are open to or actively looking for new job opportunities.”

For this Fortune 100 group, that level of reported dissatisfaction did not translate into job seeking behavior during Q4 2014. Does a gap exist between what we say we will do and what we actually do? Are people unhappy but unmotivated to look for work? Did seasonality play a role? Or perhaps Fortune 100 employees enjoy large-company security and seek out new employment less often than their

smaller company counterparts? Subsequent quarterly Job Seeker Pulse reports will provide actual behavioral data to prove or disprove popular assumptions about job seeker activity.

Our data set shows very little overall job activity, which runs counter to the employee dissatisfaction levels reported in popular job seeker sentiment survey results.

**When it comes to searching for a new job, does a gap exist between our actions and our words?**

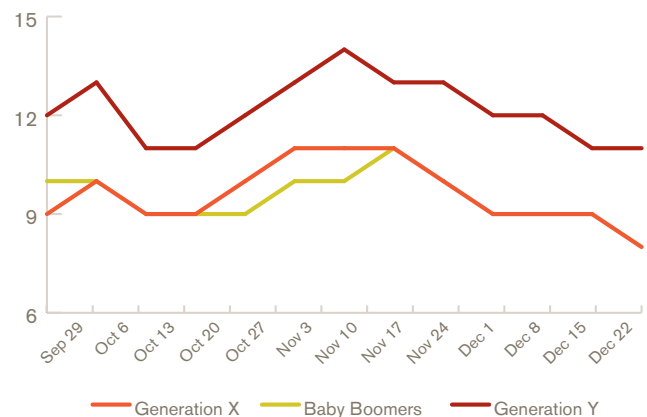
# RESULTS BY GENERATION AND SENIORITY LEVEL (SEPARATED)

If we simply compare by Generation and by Seniority level, the results align with the popularly held belief that the younger or more junior the person, the more likely they are to be job hunting. Will the results change if we analyze behaviors by both Generation and Seniority level combined?

## RESULTS BY GENERATION

During Q4 2014, Gen Y spent 100% of their time above the mean (10.32) J-Score for job hunter activity. This is followed by Gen X at 23.1% and with Baby Boomers spending 15.4% of time above the J-Score mean. Therefore, the younger the person, the more likely she was on the prowl for a new job.

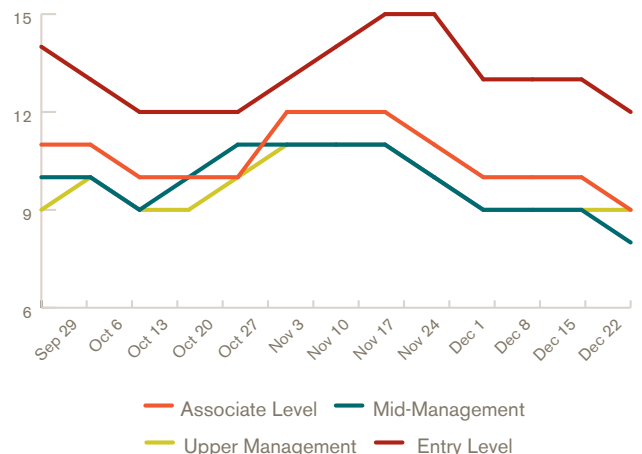
ONLINE JOB SEEKING BEHAVIOR BY GENERATION



## RESULTS BY SENIORITY LEVEL

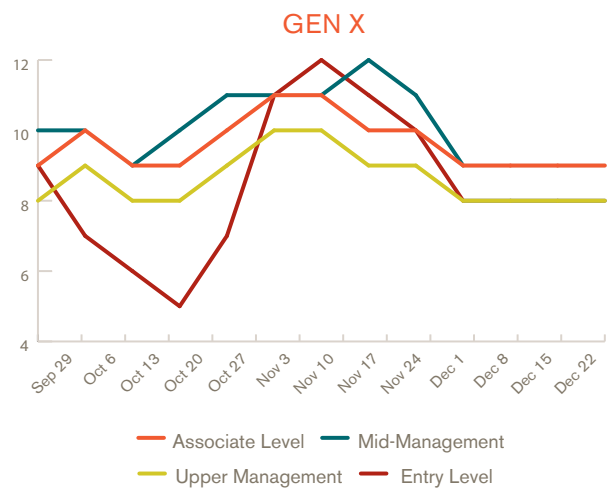
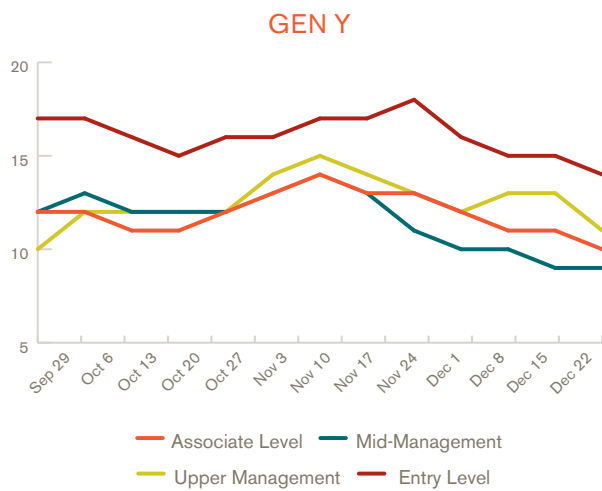
When it comes to seniority, Entry Level employees within this worker group spent the most time playing the job field. Entry Level spent 100% of the quarter above the mean J-Score rate. Associate Level was the second-most active at 38.5% of time above the mean, followed by Middle Management and Upper Management at 23.1% each.

ONLINE JOB SEEKING BEHAVIOR BY SENIORITY LEVEL

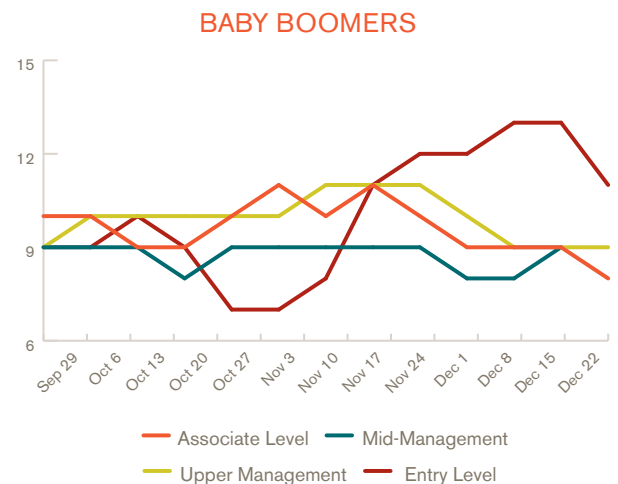


# RESULTS BY GENERATION AND SENIORITY LEVEL (COMBINED)

The differences are more significant when we analyze behaviors by generation and seniority combined.



At any given time during the period, Gen Y employees regardless of rank were more likely to seek new employment when compared to Boomers or Gen Xers of any rank.



# Key Observations

## LEAST ACTIVE GEN Ys WERE MORE ACTIVE THAN GEN X OR BOOMERS

Gen X Middle Management (38.5%) and Boomer Entry Level (46.2%) were the most active groups for their generations.

Yet these groups still rated considerably lower than the Gen Y group with *the least amount* of job seeker activity (Gen Y Middle Management at 76.9%).

## BOOMER UPPER MANAGEMENT MORE ACTIVE THAN GEN X UPPER MANGEMENT

Upper Management Boomers spent 23.1% of the time above the mean seeking new employment compared to Upper Management Gen Xers who spent 0% of time above the mean.

## MOST ACTIVE

The Gen Y Entry Level, Associate Level and Upper Management worker groups spent 100% of Q4 2014 above the mean J-Score of 10.32.

## LEAST ACTIVE

Both Boomer Middle Managers and the Gen X Upper Managers spent 0% of time above the mean during the quarter.

WORKER GROUP	% of Time Above J-Index Mean of 10.32
Gen Y Entry Level	100%
Gen X Entry Level	23.1%
Boomer Entry Level	46.2%
Gen Y Associate Level	100%
Gex X Associate Level	23.1%
Boomer Associate Level	23.1%
Gen Y Mid-Management Level	76.9%
Gen X Mid-Management Level	38.5%
Boomer Mid-Management Level	0%
Gen Y Upper Management Level	100%
Gen X Upper Management Level	0%
Boomer Upper Management Level	23.1%

## ENTRY LEVEL

Gen Y registered job seeking behaviors above the mean 100% of the time. Boomers followed with 46.2% of the time, and Gen X ranked comparably low at 23.1%.

## ASSOCIATE LEVEL

Gen Y spent 100% of time above the mean—or were 76.9 percentage points more likely to be hunting for a new boss compared to Gen X (23.1%) or Boomers (also 23.1%).

## MIDDLE MANAGEMENT

Gen Xers (38.5%) were more likely to seek new employment compared to Boomers (0%); however Gen Xers were outpaced by 38.4 percentage points by their younger Millennial Mid-Management counterparts (76.9%).

## UPPER MANAGEMENT

The Gen Y worker group rated above the mean 100% of the quarter, followed by Boomers at 23.1% and Gen X with 0%.

Boomer Entry Level and Boomer Upper Management sought new employment more often than their respective Gen X counterparts.

# WITHIN INDIVIDUAL GENERATIONS



## Baby Boomers

Entry Level Boomers displayed job seeking behaviors 46.2% of time above the mean compared to Associate Level (23.1%) and Upper Management (23.1%). Mid-Management Boomers were least active spending 0% of time at or above a J-Score of 10.32.



## Gen X

Mid-Management registered the most job seeking activity at 38.5%, followed by Associate Level (23.1%) and Entry Level (23.1%). Gen X Upper Management had the lowest amount of job seeking behaviors, spending 0% of time above the mean.



## Gen Y

Middle Management showed the least amount of job seeker activity (76.9%), while all other Gen Y work groups (Entry Level, Associate Level and Upper Management) ranked above the mean 100% of the time.

# Q1 2015 REPORT PREVIEW

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In the upcoming Q1 2015 report, we will continue our longitudinal study of the same Fortune 100 worker group and observe any job seeking behavior fluctuation in the new year. Will the worker group register low amounts of activity, or will a new year with new resolutions translate into action?

We will also introduce data segments representing middle market companies to compare against the Fortune 100 activity and also examine the behavioral differences among demographics within a middle market worker group.





# ABOUT THE STUDY

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## GENERATIONAL BREAKDOWNS

- Baby Boomers:** 1946-1964
- Generation X:** 1965-1979
- Generation Y:** 1980-1994

## STUDY TECHNOLOGY

The study is based on data gleaned from Joberate technology. Joberate technology tracks an individual's digital footprint to establish job seeking behavior activity. Joberate tracks as many as 6,000 publicly available data sources including social media, public job boards and sources licensed by authorized data service providers like Twitter's GNIP.

Joberate technology monitors changes in activities and behavior patterns, which in the aggregate and over time are quantified by Joberate's machine learning predictive analytics engine. This is then translated into a single metric called a J-Score. J-Scores range from 4-70, with a score of "4" indicating the lowest level of job seeking behavior and a score of "70" indicating the highest. The J-Score forms the basis of Joberate's Employment Topology (JET). Each person's J-Score attributes are unique; however examples of some online actions that inform

a J-Score are: following recruiters' social accounts, subscribing to career-related content, creating job-focused online profiles, frequent visits to employment-themed pages, sudden increases in job-related endorsements or recommendations, and countless others. A company can also have a J-Score, which represents the average J-Score of its employees.

## DATA ACCURACY

Social data sources accessed or licensed by Joberate are at least 70% accurate while some are more than 95% accurate. All Joberate talent pools have a 95% confidence level, with an interval of 7.3 or less, making the J-Score a highly relevant predictive analytic. The Hudson Job Seeker Pulse study tracks Q4 2014 J-Scores for 7,895 people who were employed by Fortune 100 companies. The smallest number of people tracked from any one employer is 32, while the largest number is 113.

## SENIORITY LEVEL BREAKDOWN

**Entry:** Internship  
Junior  
Graduate  
Trainee  
Assistant  
Retail Sales Clerk  
Sales & Customer Service Representative

**Associate:** Specialist  
Analyst  
Team Manager

**Middle Management:** Business Unit Manager  
Director  
Vice President  
General Manager

**Upper Management:** Owner  
C-Suite Level  
Senior Vice President  
Executive Vice President  
Managing Director

# ABOUT HUDSON

Hudson is a global talent solutions company with expertise in recruitment process outsourcing, retained search, technology recruitment, recruitment consulting and talent management. We help our clients transform their organizations by leveraging our expertise, deep industry and market knowledge, and assessment tools and techniques. Operating in 20 countries through relationships with millions of specialized professionals, we bring an unparalleled ability to match talent with opportunities by assessing, recruiting, developing and engaging the best and brightest people for our clients. We combine broad geographic presence, world-class talent solutions and a tailored, consultative approach to help businesses and professionals achieve higher performance and outstanding results. More information is available at <http://us.Hudson.com>.

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