



American Staffing Association

2018 Candidate Influence Report

A staffing industry research project.

Conducted by Inavero and ASA.

Published August 2018.

Table of Contents

Topic	Page
Survey Background & Methodology	3
Executive Summary	4
Candidate Satisfaction	13
Job Search	17
Staffing Firm Perceptions	25
Online Reviews	35
Respondent Profile	44
Appendix	49

Survey Background & Methodology



The 2018 Candidate Influence Report (CIR) is a shared initiative between **Inavero** and the **American Staffing Association** designed to provide insight into a major pain point for staffing firms in the U.S. - namely, how to build (and sustain) a pipeline of quality talent in a tight labor market.

Research identifies key trends and performance benchmarks for the staffing industry

- Candidate / Talent Satisfaction Benchmarks and Key Drivers
- Decision Journey and Influences
- Staffing Industry Perceptions / Understanding

The 2018 Candidate Influence Report was published based on responses from:

- 1,194 job candidates
 - 369 candidates actively seeking employment
 - 284 candidates that are currently on an assignment through a staffing firm

The survey was fielded between May 8, 2018 and May 22, 2018.

Executive Summary

Candidates are on the move, optimistic, and are comfortable waiting for the position they want

57%

of candidates think they will be
with a different company within
the next year

70%

of candidates have declined a
position they have been
offered

81%

of candidates are optimistic
about the future of their career

Median Job
Search Duration:

4

Weeks

Candidates are using online job search resources more than ever and are increasingly turning to mobile devices to search

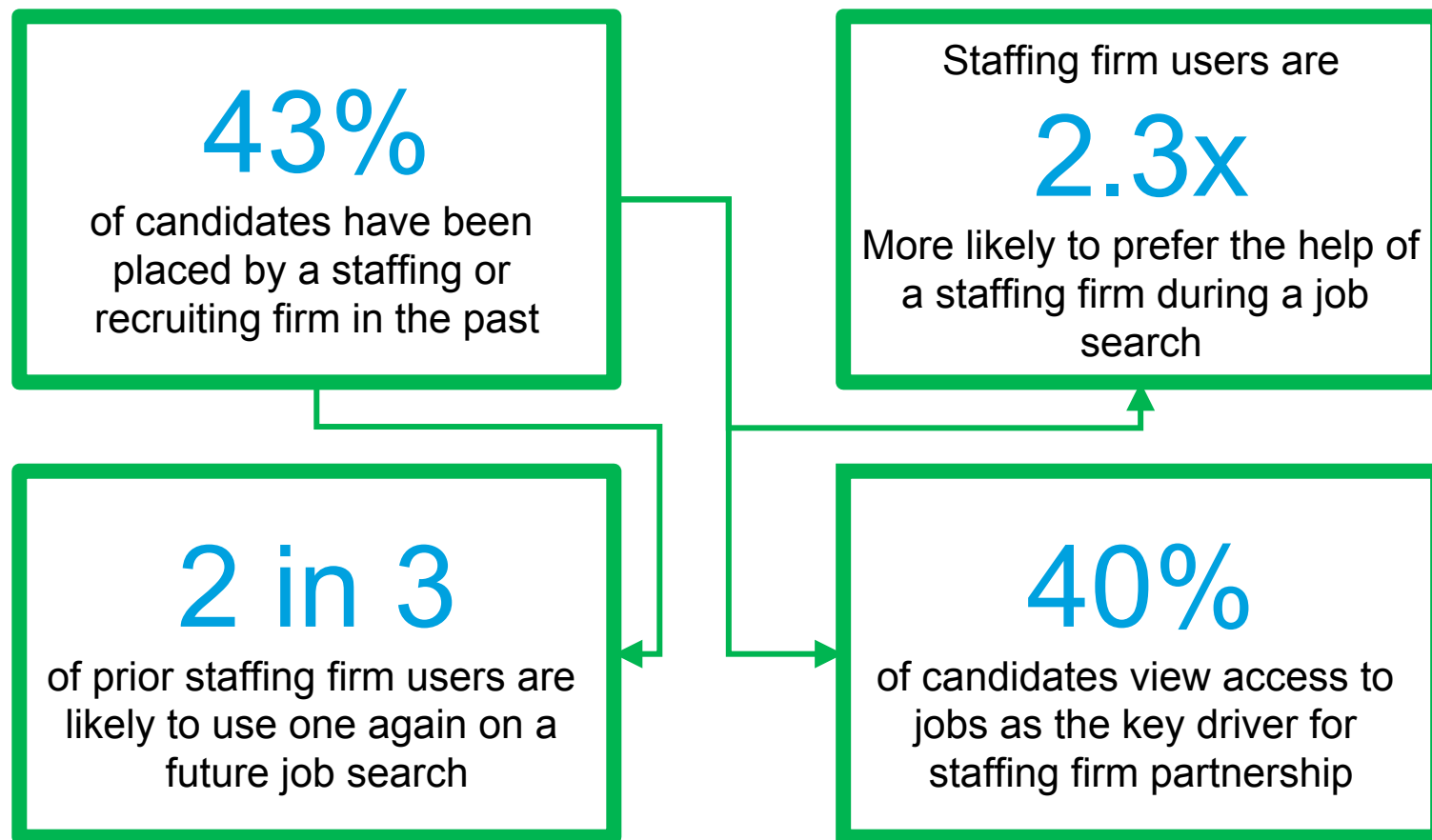
89%

of candidates use online
resources during the job
search

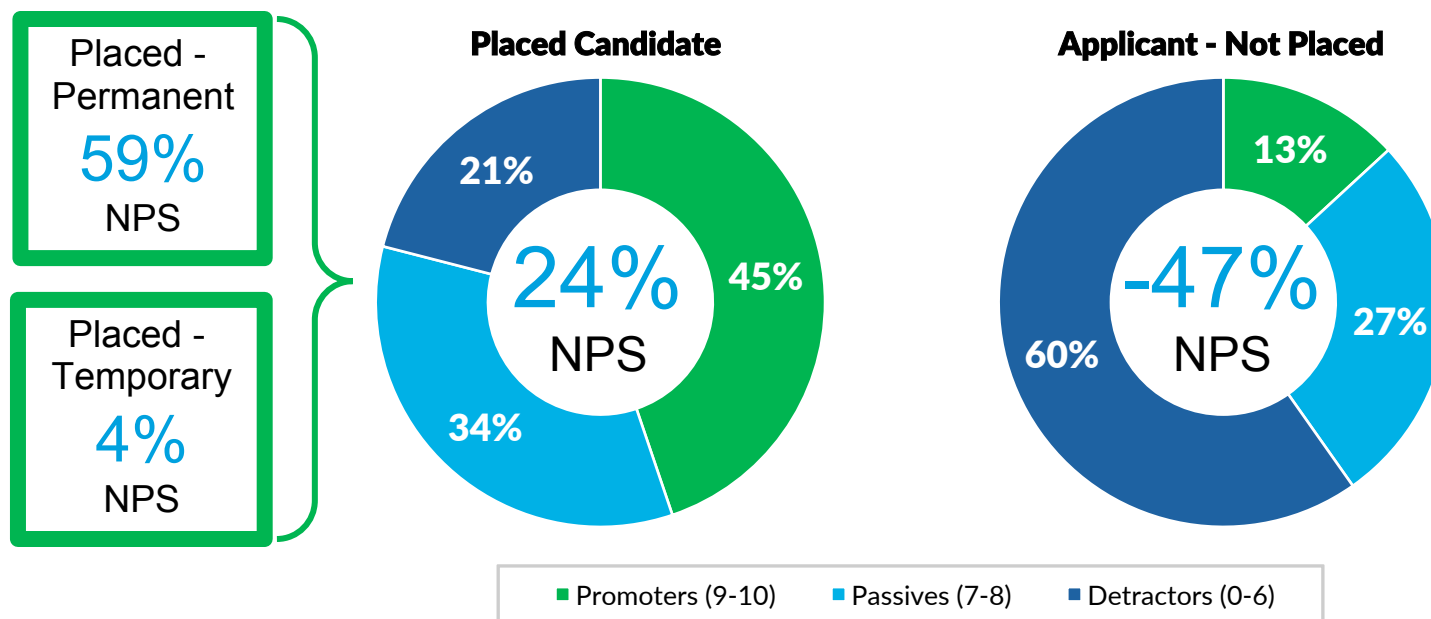
3 in 4

active job seekers use mobile
devices at least weekly to
search for jobs

Those who have used staffing firms in the past are much more likely to use them again for a future job search



Candidates placed by a staffing firm are much more satisfied than those who have applied and not been placed



Candidates are increasingly turning to online reviews as a trusted source of information

23%

of candidates use online reviews during the job search

Half

of candidates list online reviews as a trusted source of staffing firm information, second only to referrals

Types of Reviews Used:

17% | **glassdoor**®

8% | **yelp** 

5% | Other Sites

80%

of candidates view online reviews as accurate in depicting a company's quality

Candidates are significantly influenced by online reviews

2 in 3

candidates say negative reviews influence their likelihood to apply with an employer

Candidates trust online reviews of a staffing firm

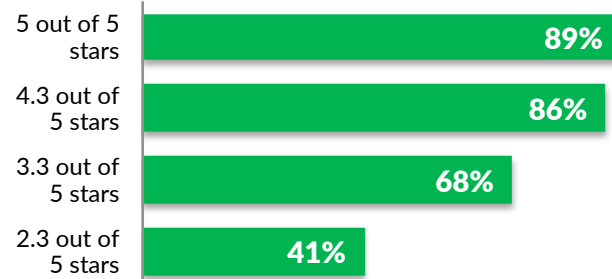
8x

More than an advertisement for the firm

83%

of candidates say that staffing firm reviews have an impact on their decision to accept a job offer

% "Likely" to Apply to Employer with Online Ratings of...



Candidates currently on an assignment with a staffing firm are more likely to switch positions, more likely to be influenced by reviews

73%

Of those currently on assignment think they *will be at a new company* in the next year vs. 52% of others

32%

Of those currently on assignment *use online reviews* vs. 20% of those not on assignment

80%

Of those currently on assignment say *online reviews impact their decision to accept an offer* vs. 65% of others

Active job seekers are more dissatisfied with their current situation and are more likely to use reviews in their job search

51%

Of active job seekers are *dissatisfied* with their current employment situation vs. 14% of those not actively looking

31%

Of active job seekers *use online reviews* vs. 19% of those not actively looking

38%

Of active job seekers use *mobile devices daily* in their job search vs. 13% of those not actively looking

25%

Of active job seekers *trust online reviews more* than all other sources vs. 18% of those not actively looking

Candidate Satisfaction

NPS background

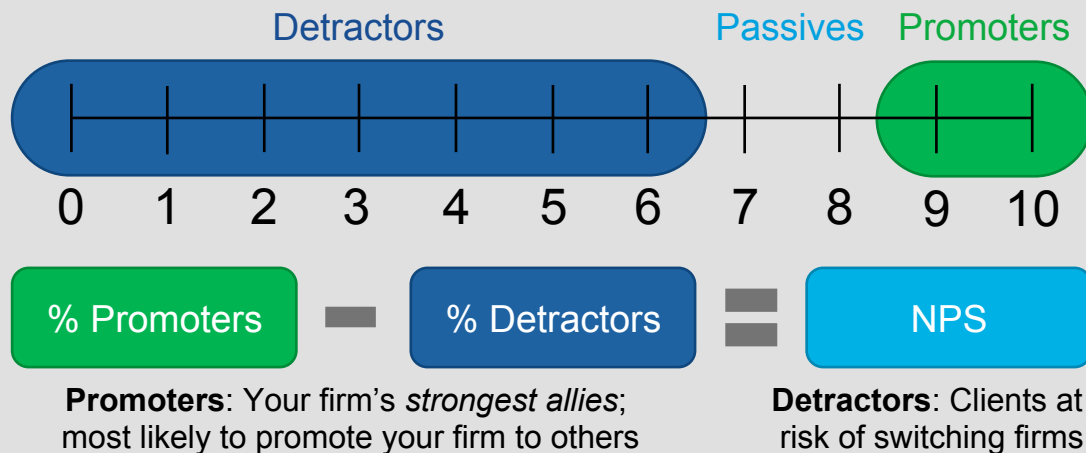
WHAT is a Net Promoter Score?

A Net Promoter Score (NPS®) is an easily understandable metric based on likelihood to recommend using a company, product or service to a friend or colleague

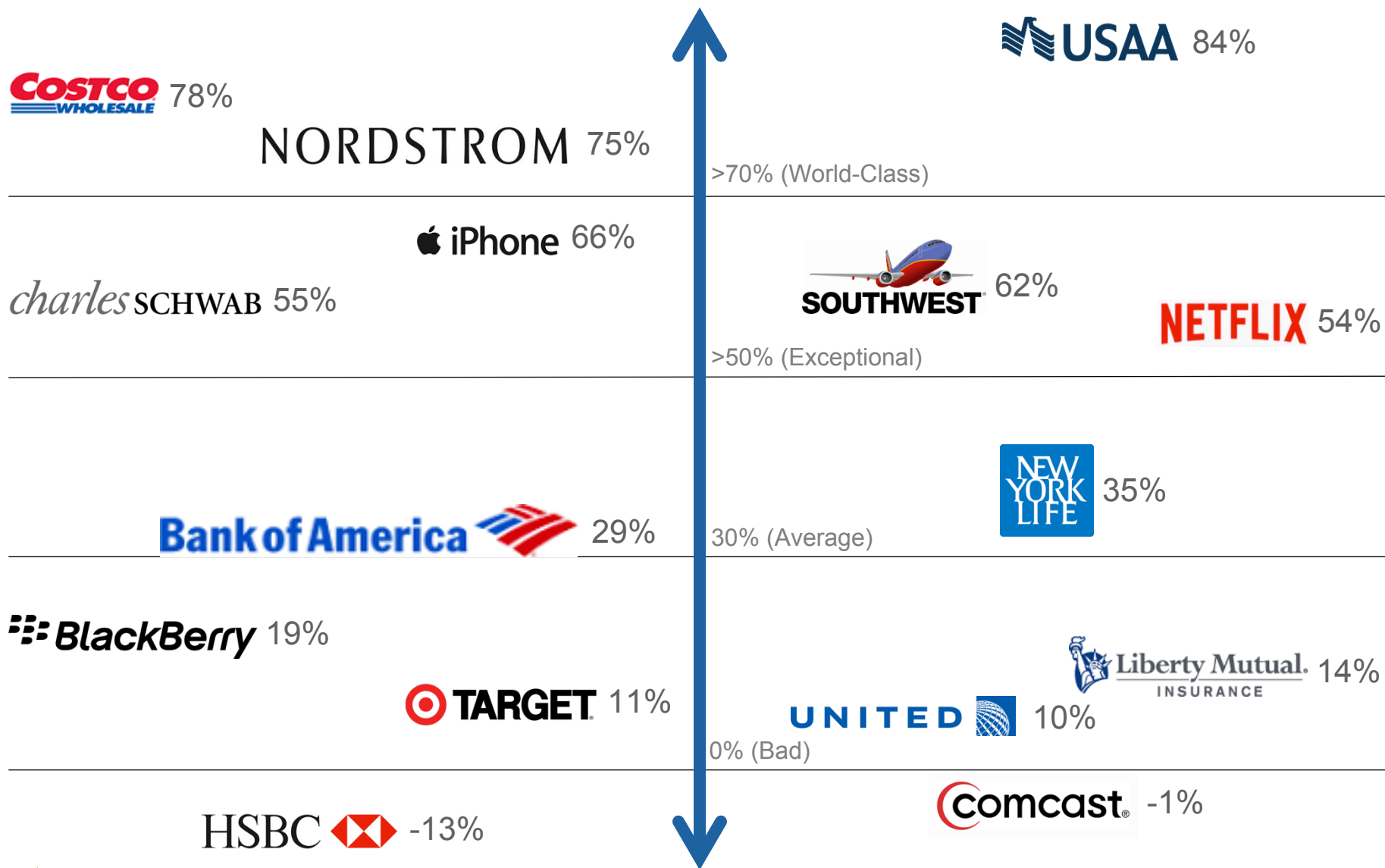
WHY use a Net Promoter Score?

Companies often see a direct correlation between:
Net Promoter Score, customer retention, & revenue growth

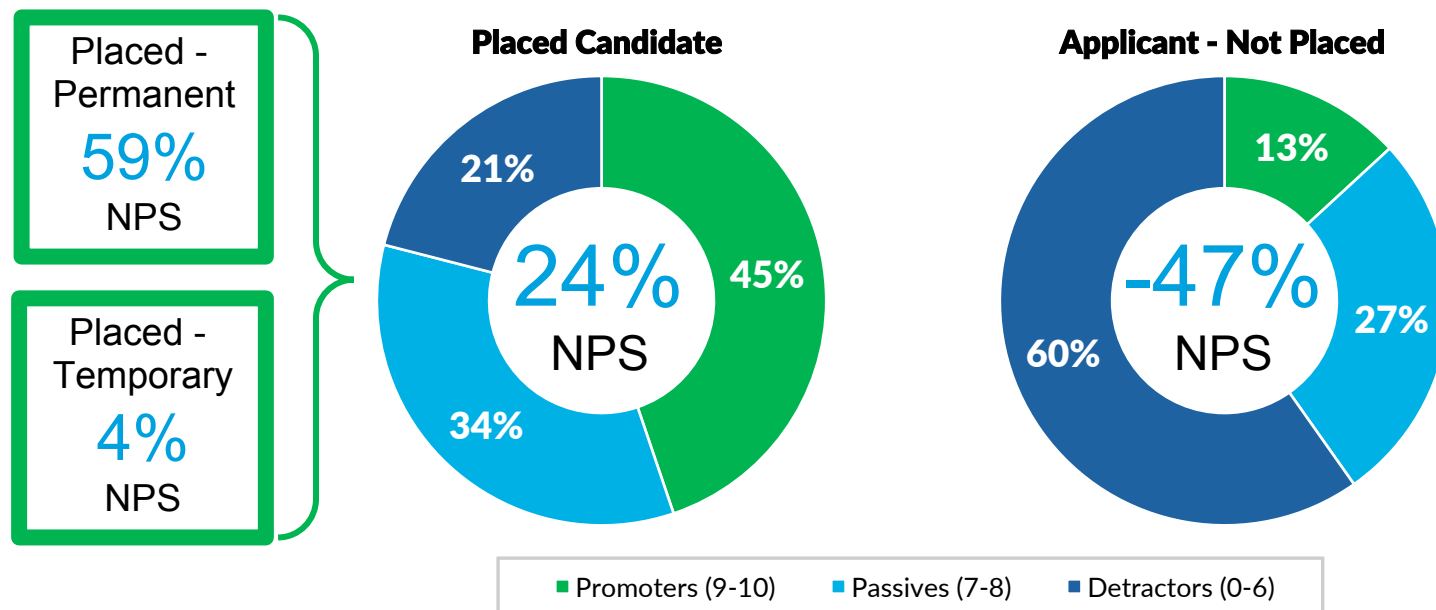
HOW do we calculate Net Promoter Score?



NPS benchmarks of well-known consumer brands



Candidates placed in permanent positions are the most satisfied, while those not placed are rarely promoters



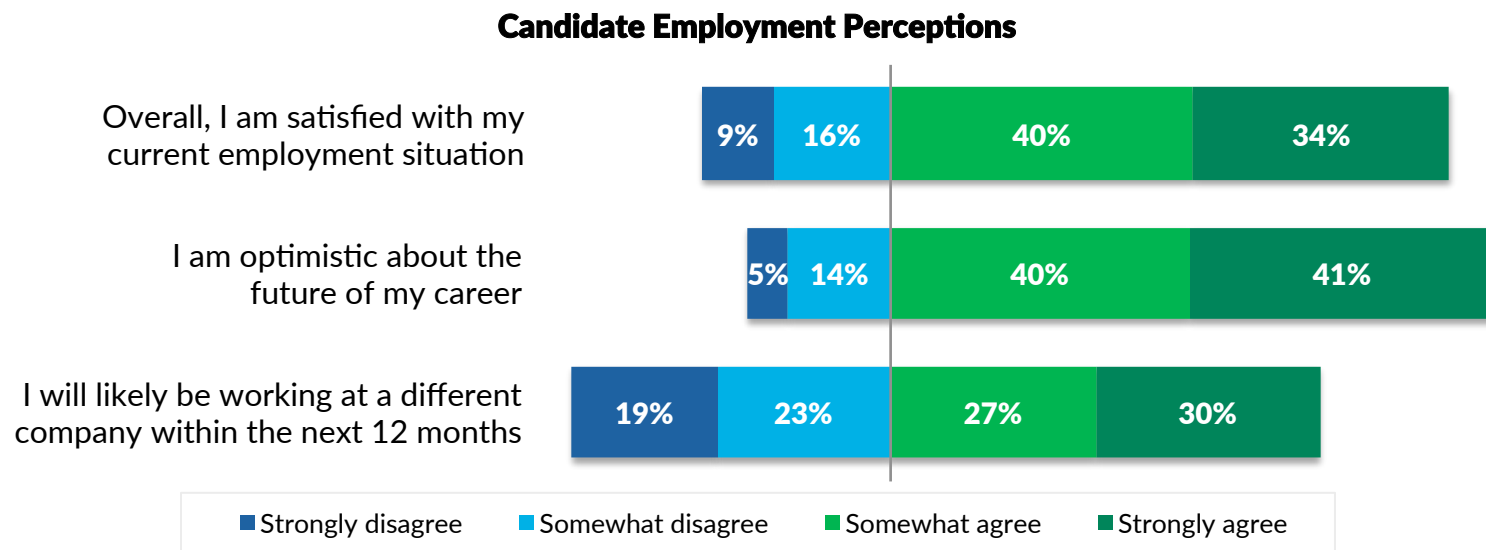
Placed candidates are significantly more satisfied than those who have not been placed

A candidate that has been placed by a staffing firm is more than twice as likely to be a Promoter than a Detractor, while only a small fraction of non-placed candidates are Promoters. While it is difficult to leave a non-placed applicant truly satisfied, making sure they walk away with a positive experience in other aspects can have an enormous impact on the firm's and the staffing industry's reputation as a whole. For staffing companies, ensuring process points that make the applicant feel invested in will pay long-term dividends in their likelihood to recommend.

Q22. How likely are you to recommend [staffing firms worked with] to a friend or colleague? (n=952)

Job Search

Only 1 in 3 candidates are fully satisfied with their current employment situation, over ½ expect to be at a new company in the next year



Candidates are on the move and optimistic about their future

Only one in three candidates are fully satisfied with their current employment situation, yet most are optimistic about their career trajectory. This represents a changing job market that has job candidates feeling more in control than in the recent past. This level of optimism, paired with the fact that nearly three in five candidates expect to have a different position within the year, points to a strong job market that favors candidate mobility. Staffing firms and employers must recognize the power candidates now hold within the market.

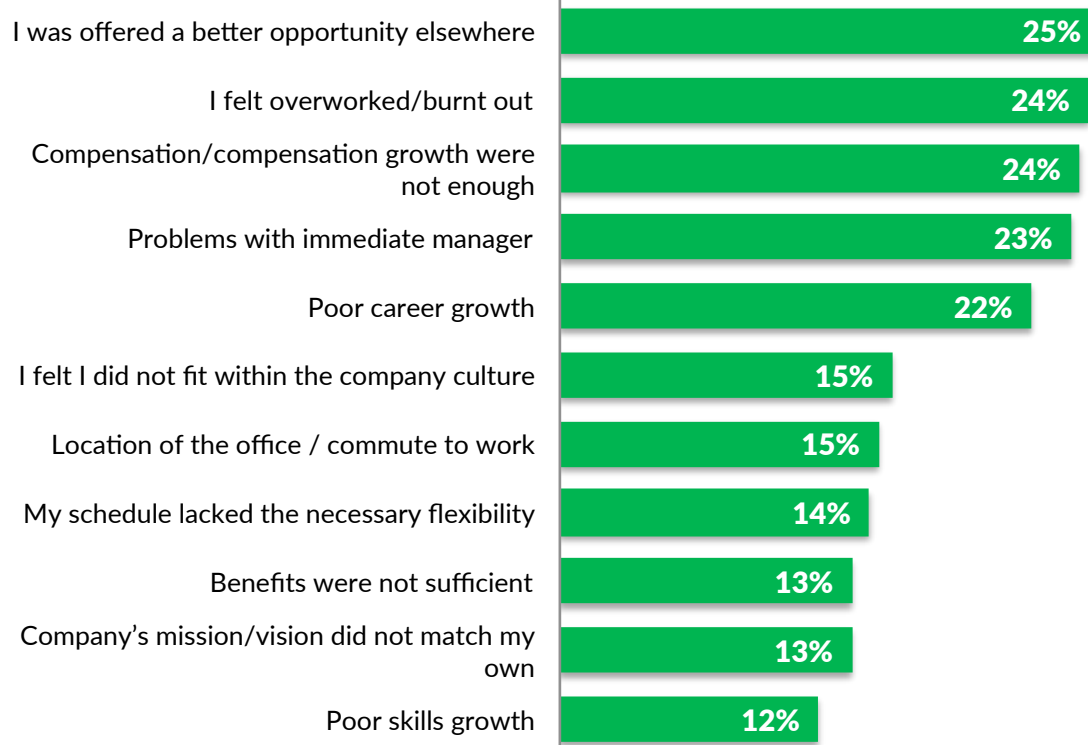
Q18. To what extent do you agree or disagree with the following statements. (n=1167)

Career growth, compensation, and lack of work/life balance among top reasons candidates leave jobs

36% of candidates have left a permanent position in the last 2 years

Candidates are on the move for a variety of reasons

Reasons for Leaving Previous Job



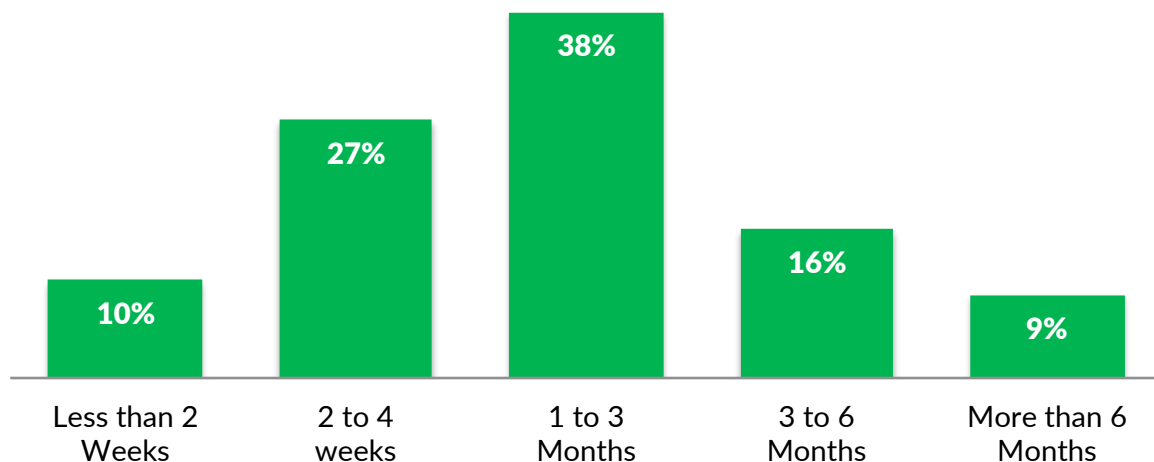
A sizeable portion of candidates have left a permanent position in the past 2 years, highlighting an ever-increasing trend of worker mobility in the modern workforce. While a better opportunity elsewhere is the most common reason, other top reasons for leaving a position include feeling burnt out, lack of compensation, and problems with management. It is important for employers to understand that workers have options in this market and are not afraid to move if need be.

Q16. Have you left a permanent job within the past 2 years? (n=1191)

Q17. Thinking of the last time you left a job, what were the reasons you did so? (n=416)

The average successful Job Search lasts about a month, nearly 2 in 5 candidates search for a month or less

Duration of Last Successful Job Search



Median Job
Search Duration:

4

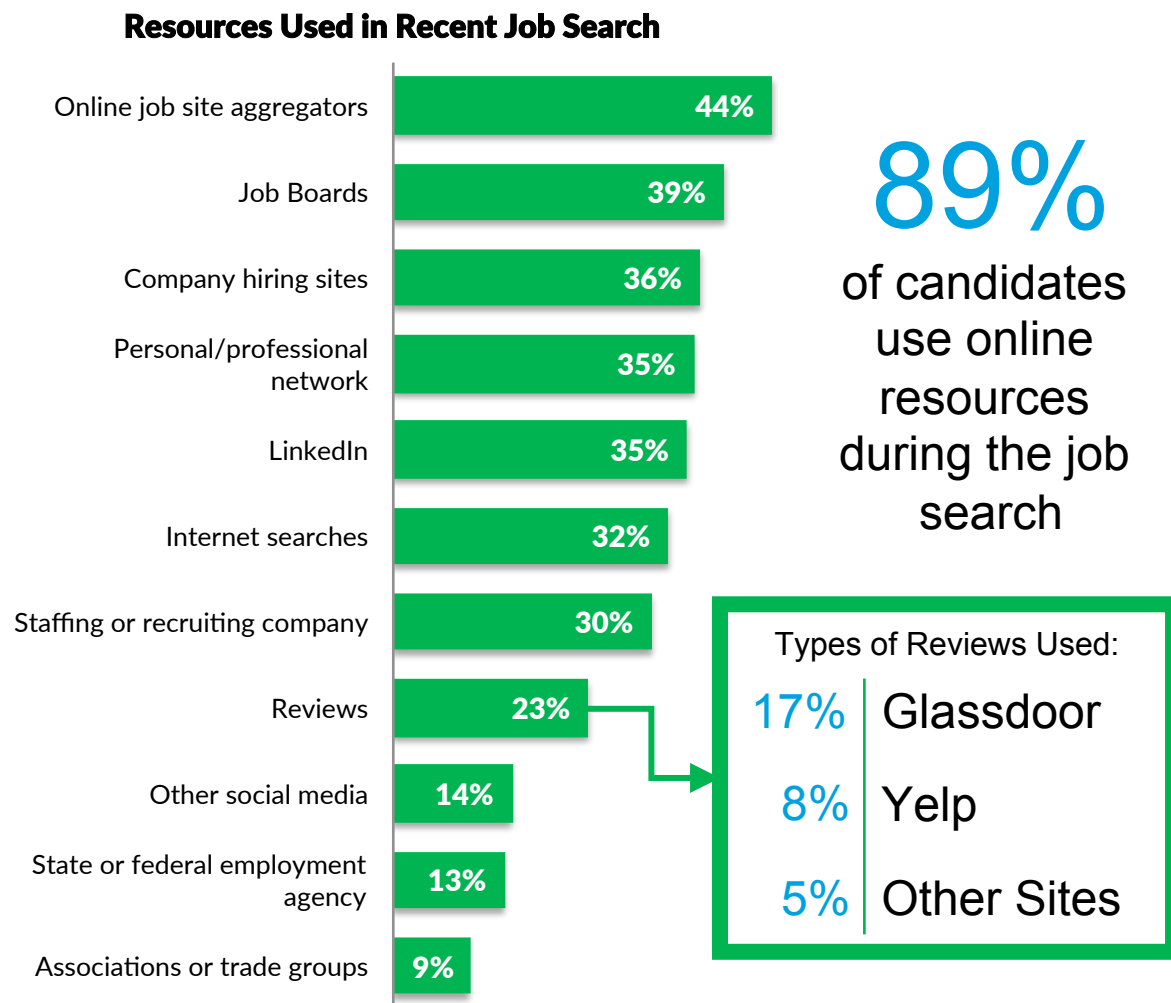
Weeks

For candidates, a job search is a significant time investment

While a job search is a stressful endeavor, for a sizable portion candidates, it lasts for only a month or less. Two in five candidates find a job within 4 weeks of searching, and the majority land positions within the first few months. Understanding the speed at which candidates are finding positions in the current market is important for staffing firms to understand – there is only a short window on which to make an impact on job seekers.

Q8. Thinking about your last successful job search, how long did it take from beginning the search to being offered the position you ultimately accepted? (n=1062)

Online job site aggregators, job boards, and company hiring sites are most utilized resources in a job search



Job seekers are turning to online resources to aid their search

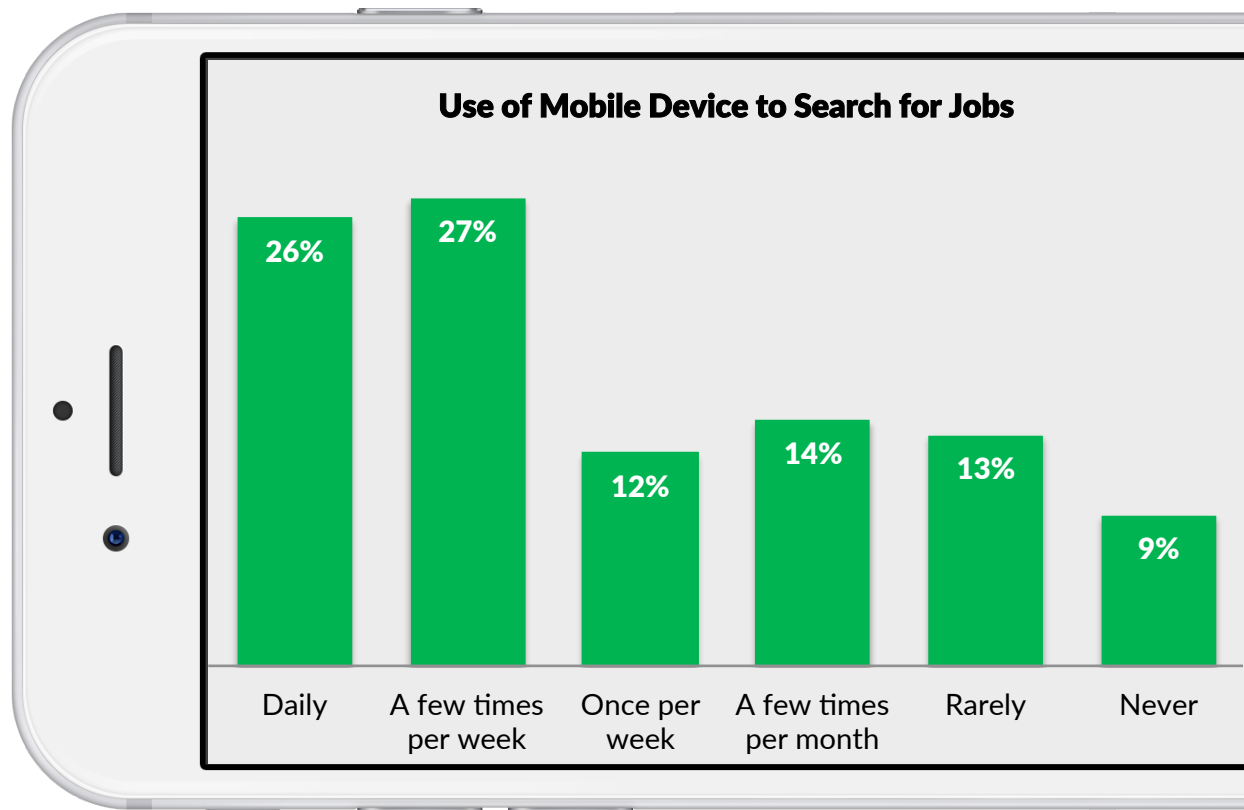
The job search happens with the aid of many resources, but online resources continue to gain traction and are becoming the preferred method of finding and applying for positions. While personal and professional networks have historically been the go-to resources for job seekers, methods such as online reviews are seeing increased usage. Because of this, employer and staffing firm online brand presence is more important than ever.

Q9. Which of the following resources did you use during your most recent job search? (n=1148)

2 out of 3 job seekers use mobile devices at least weekly to search for jobs

The job search is being conducted with the use of mobile devices

In an increasingly mobile and connected world, job seekers are unsurprisingly turning to mobile devices to aid in their search. Among those actively looking for positions, the use frequency of mobile devices is even higher. This reliance on phones and tablets represents an opportunity to employers and staffing firms – the way people look for work is continuing to evolve, and companies that don't adapt to this trend will be left behind.



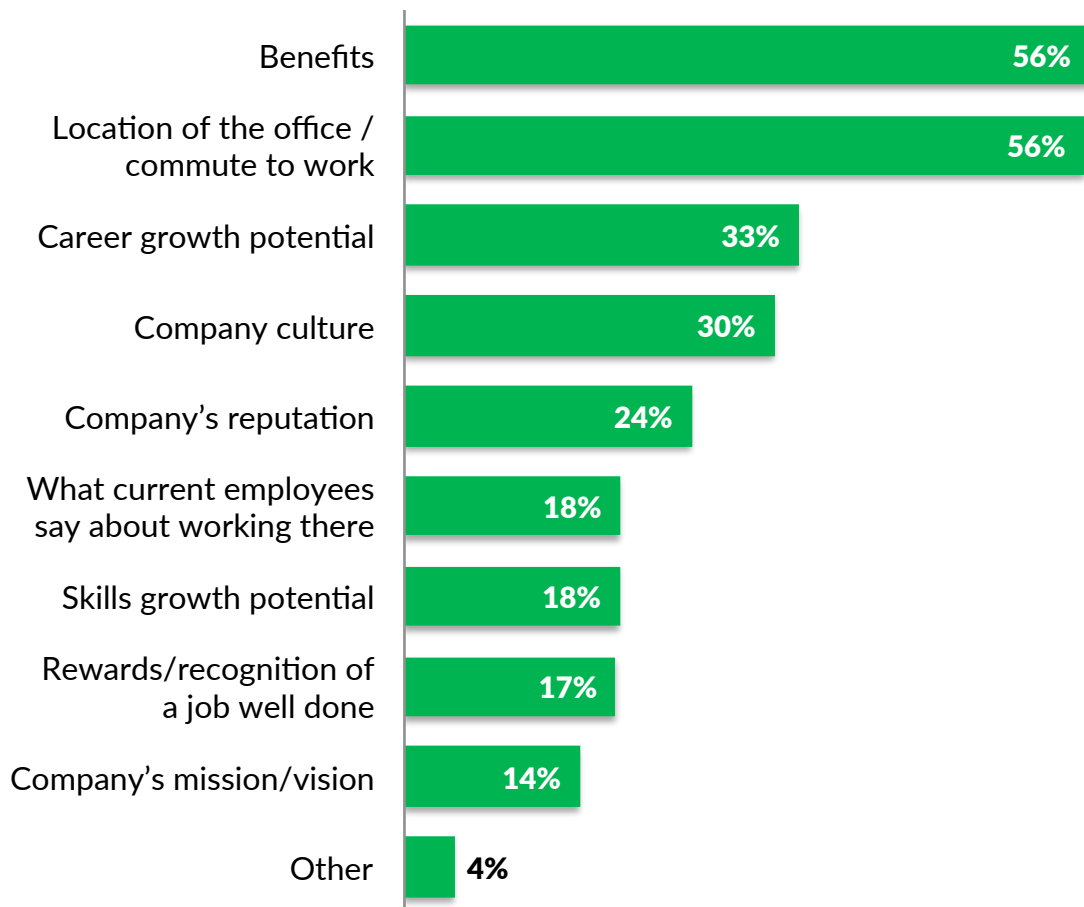
77%

of *active* job seekers search for jobs using mobile devices at least weekly

Q12. How often (if at all) do you utilize your mobile device to search for jobs? (n=718)

Beyond compensation, candidates find benefits and office location/commute to be the most important aspects of a position

Most Important Aspects of a Position, After Compensation



Candidates want strong benefits and an easy commute to the office

When compensation is removed from the equation, candidates are most likely to value strong benefits and a shorter commute to the office. Medical and financial benefits can often make up for a salary figure that is not up to par. Candidates also value their time, and a long daily commute to the office is viewed as a large negative. These two aspects can be looked at as a baseline offering – when they are subpar, a candidate most likely will not even consider the position in the first place.

Q13. Outside of compensation/pay, which three of the following aspects of a position matter most to you? (n=1193).

½ of candidates who declined a position did so because compensation did not meet their needs

Compensation remains crucial to job offer acceptance

As expected, compensation considerations dominate in the decision to accept a job offer. Of those candidates who have declined a position, nearly half did so simply because the pay rate did not meet their needs. This indicates that companies can highlight things such as benefits, culture, and skills growth as a part of their job offers to candidates, but those aspects are often secondary in consideration.

70% of candidates have declined a position they have been offered

Reasons Position was Declined



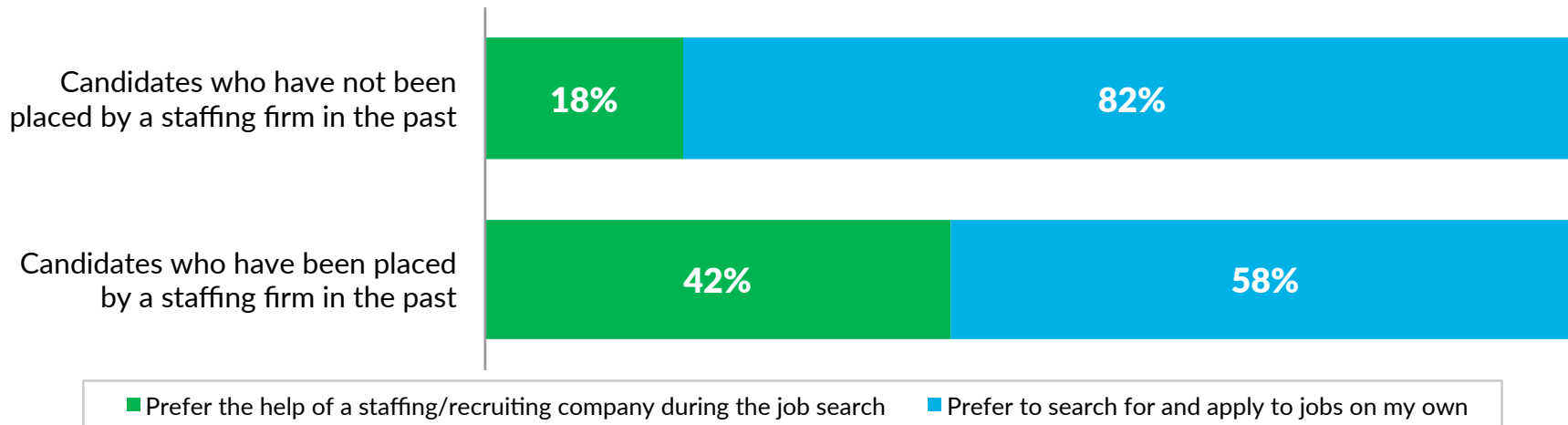
Q14. Have you ever declined a position you were offered? (n=1193)

Q15. Thinking of the last time you declined a position you were offered, what were the reasons you did so? (n=820)

Staffing Firm Perceptions

Job seekers that have been placed by a staffing firm in the past are more likely to seek staffing firm assistance during a job search

Job Search Preference - Staffing Firm Help vs. Searching Alone



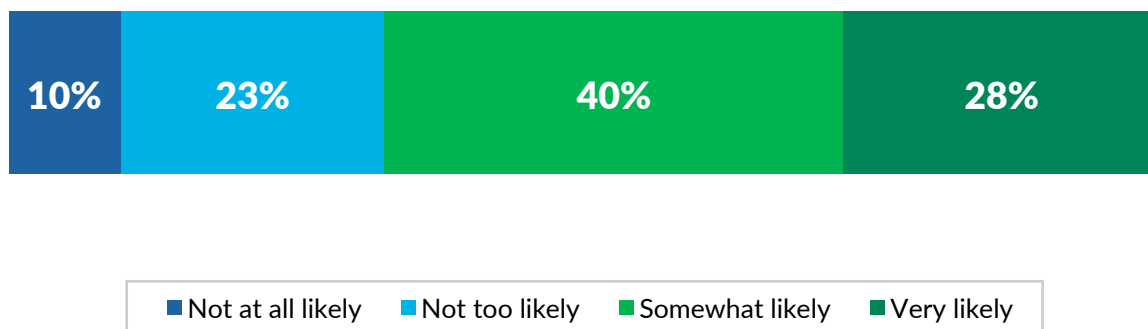
Those that have been placed in the past are more likely to prefer staffing firm help

A job seeker that has previously been successfully placed by a staffing firm is more than twice as likely to prefer staffing firm help in the future. This is a strong indication that for many candidates, familiarity is a leading cause of staffing firm use: simply having prior experience with staffing firms increases their confidence in using them for other job searches. These findings also highlight the uphill battle facing staffing firms: less than one in five of those with no experience with the staffing firm process would prefer their help in a job search.

Q42. Do you prefer to search for and apply to jobs on your own, or do you prefer the help of a staffing/recruiting company during the job search? (n=1054)

2 in 3 candidates who have been previously placed by a staffing firm are likely to use a staffing firm in their next job search

Likelihood of Using a Staffing Firm for Next Job Search



66%
of Promoters of their primary firm are very likely to use a staffing firm again, vs. **14%** of Detractors

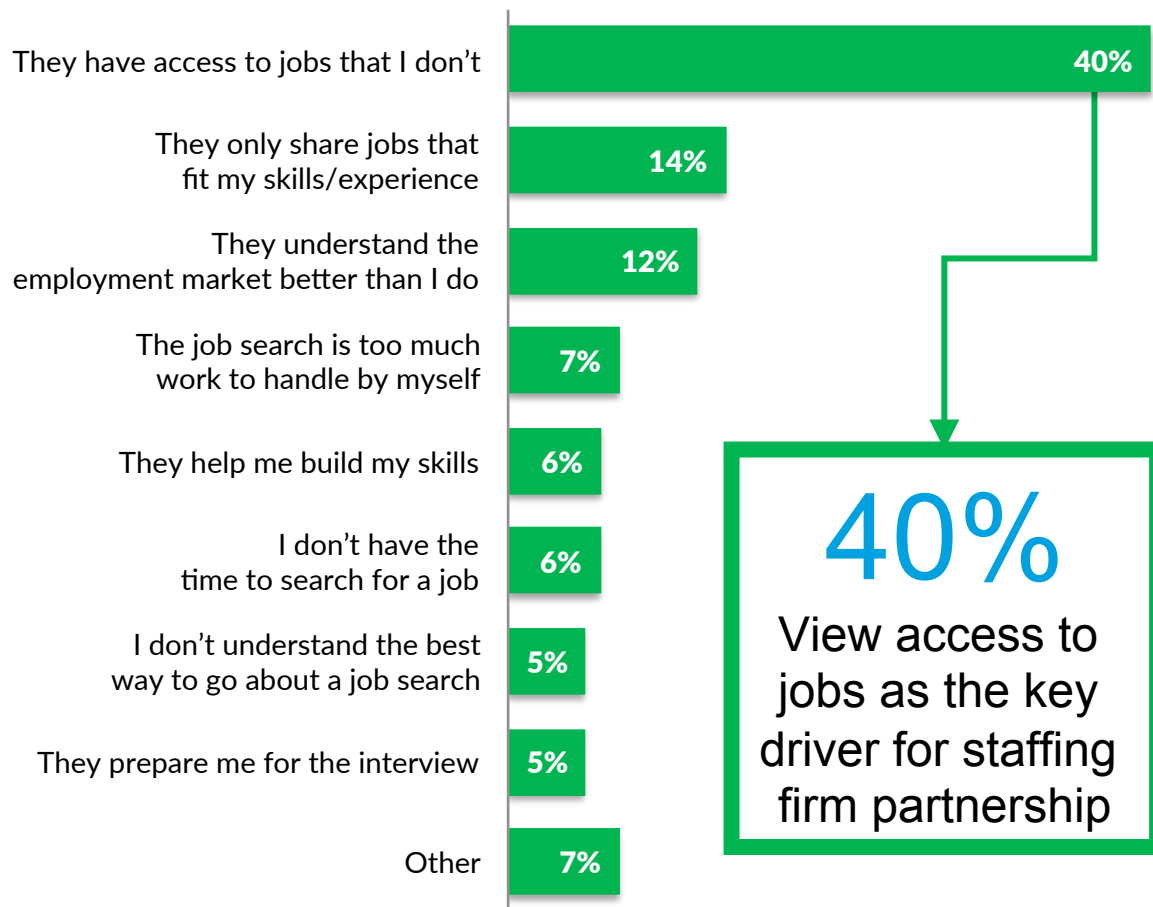
Candidates who have previously engaged with a staffing firm are likely to do so again

After being placed by a staffing firm, the large majority of job seekers are willing and likely to engage with a staffing firm on their next job hunt. Not surprisingly, a candidate's experience with their primary firm has a large impact on their likelihood to engage again with any firm: when a candidate has had a positive experience with their primary firm, they are nearly five times as likely to work with a staffing firm again. This means that staffing firms must work to provide positive candidate experiences in order to earn repeat engagements from talent.

Q24. [If have used staffing firm] How likely are you to work with a staffing or recruiting company for your next job search? (n=1027)

Access to jobs is the most common reason candidates partner with staffing or recruiting companies

Top Reasons to Partner with Staffing or Recruiting Companies



Candidates use staffing firms to gain access to positions they can't

Often, when partnering with staffing firms, candidates are simply looking for increased access to jobs that fit their interests, skills, and experience. Candidates feel that using a staffing firm can guide them to positions they might not otherwise know about when conducting a job search on their own. Staffing firms should remember that at the end of the day, many candidates are simply looking to get their foot in the door, and staffing firms can help.

Q24. What was the driving force behind partnering with a staffing or recruiting company for your job search? (n=1072)

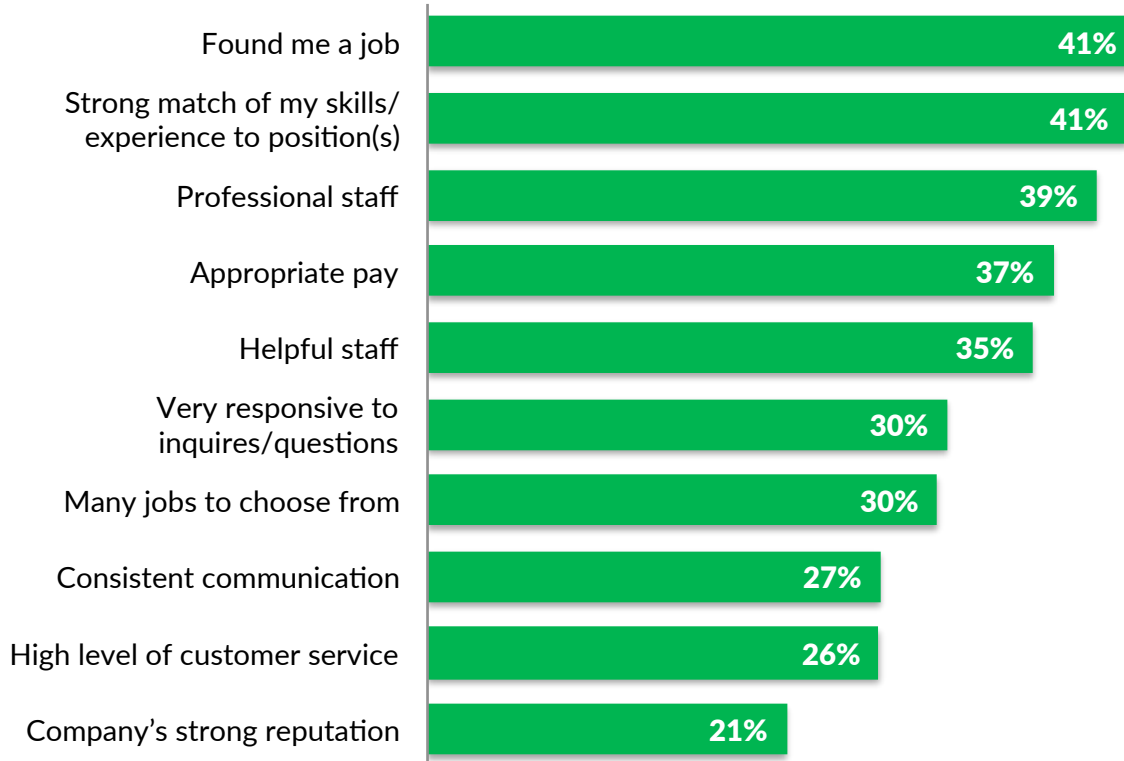
While most candidates plan on sticking with their primary staffing firm for their next search, 2 in 5 do not plan to reuse their firm

Most candidates will re-engage their existing staffing firm

Perhaps not surprisingly, candidates value staffing firms that hold up their end of the bargain: finding candidates great positions that match their skills/experience. Additionally, candidates are much more likely to be loyal to their firm if they are treated well by staff and receive prompt communication throughout the process. Given that two in five staffing firm users are not coming back, staffing firms must understand that both of these aspects are key to combating attrition.

60% plan on using their primary staffing firm for their next job search

Reasons Candidates will Use their Primary Staffing Firm Again

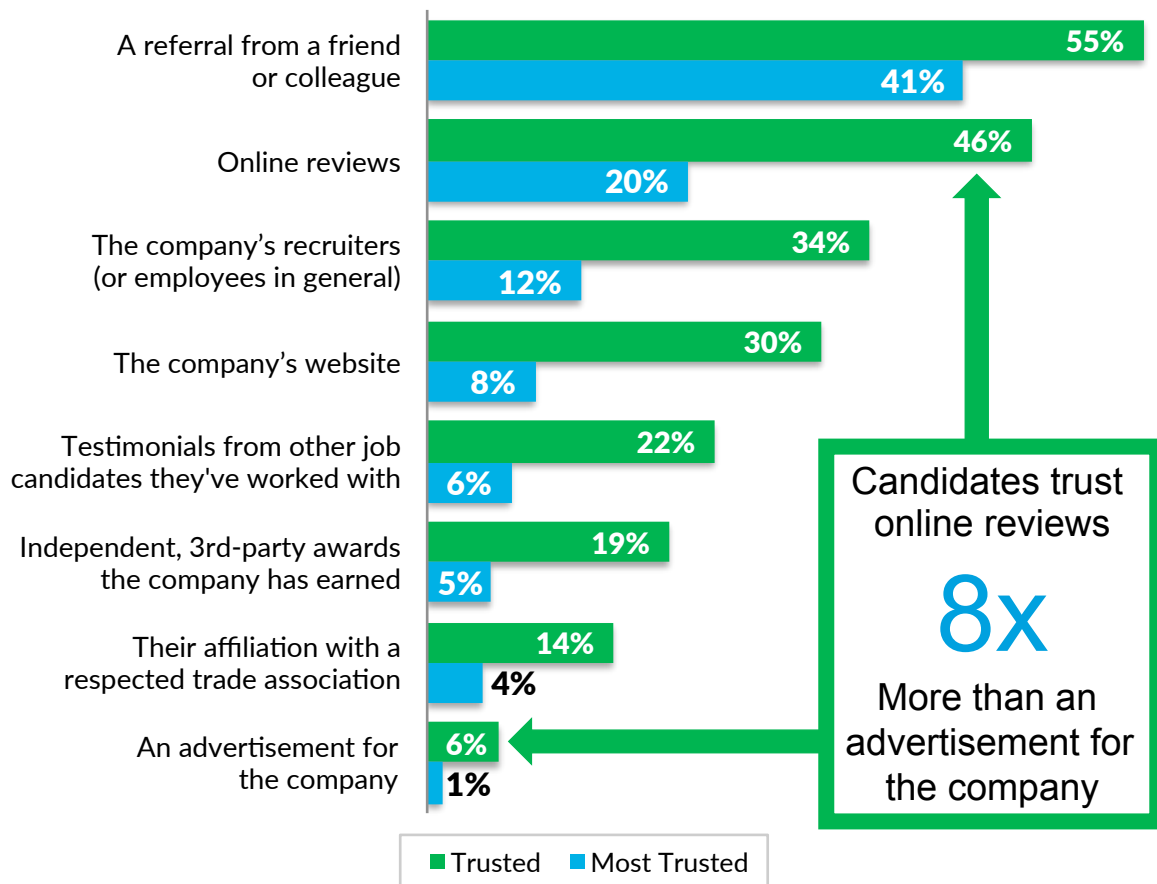


Q25. Will you work with your primary staffing or recruiting company again on your next job search? (n=482)

Q26. Which of the following are reasons you plan to work with your primary staffing or recruiting company for your next job search? (n=291)

A referral from a friend or colleague is the most trusted source on staffing firm quality, with online reviews second in influence

Trusted Sources of Information For Evaluating Staffing Company Quality



Referrals, reviews are most trusted sources on staffing firm quality

While candidates generally trust information from their network above all other sources, online reviews are becoming a trusted source of information for many. Nearly half of candidates value reviews as a source of information while vetting a staffing firm. Candidates tend to place greater value in sources where the staffing firm has not been able to influence the information, again highlighting the importance of harnessing the power of online reputation for staffing firms.

Q27. When determining the quality of a staffing company you are considering working with, which of the following do you trust as sources of information? (n=1075)

Q28. Of those sources of information that you trust, which would you say you trust the most? (n=986)

Getting to know candidates on a personal level results in the largest impact on likelihood to recommend their staffing firm

Experiences Before Being Placed by a Staffing Firm (% “Yes”)		NPS “Yes”	NPS “No”	NPS Impact
They worked to get to know me as a person.	61%	18%	-47%	65%
They helped me prepare for the interview.	54%	23%	-39%	62%
They set expectations about how best to communicate with them throughout the process.	76%	11%	-51%	62%
They acknowledged they received my materials (application, resume, etc).	86%	2%	-34%	36%

Getting to know candidates as people has the most impact on satisfaction

Candidates understandably appreciate feeling that their staffing firm invests in getting to know them on a personal level, and success or failure in this area results in the most dramatic difference in candidate NPS. Additionally, failing to set expectations on communication results in the most candidate dissatisfaction, so failure in this area has the largest negative consequences for a staffing firm. Conversely, helping candidates prepare for interviews results in the highest NPS scores, showing that success in this regard can be a huge win for candidate satisfaction.

Q29. When you first applied to work for the staffing company you most recently engaged with, which of the following occurred? (n=956)

Feedback/coaching while on assignment and quick issue resolution results in the largest swings in candidate NPS

Experiences While on Most Recent Assignment (% “Yes”)		NPS “Yes”	NPS “No”	NPS Impact
I was given feedback and coaching throughout the assignment.	50%	22%	-36%	58%
Any issues were resolved in a timely manner.	76%	14%	-41%	55%
Someone contacted me prior to the end of my assignment about the upcoming transition.	61%	19%	-33%	53%
I was treated well by the organization with which I was placed to work.	81%	8%	-40%	48%
Any emails or phone calls were returned within 24 hours.	72%	11%	-35%	46%
The position was accurately described to me prior to starting.	78%	4%	-34%	38%

Providing candidates with coaching and resolving their issues quickly lead to the highest satisfaction

Candidates crave coaching and feedback throughout their assignment to help improve their job performance and perhaps help secure a permanent position. Executing in this area results in the highest candidate NPS as well as the largest swing in NPS compared to those who do not report receiving feedback and coaching. Quick issue resolution is another pillar of service that must be executed for candidates satisfaction: Failure to resolve candidate issues quickly results in the largest negative NPS for candidates, highlighting the severe penalty for not addressing issues quickly

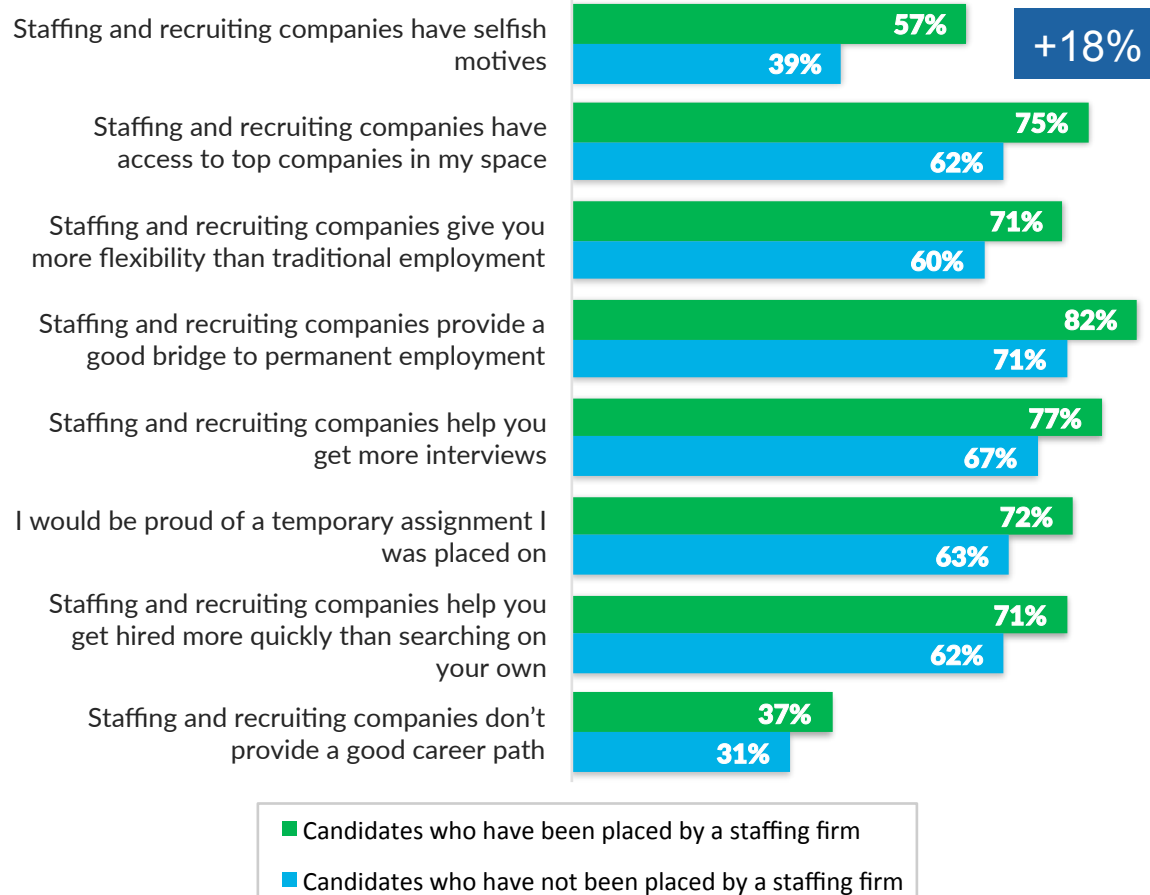
Q30. On your most recent assignment, which of the following experiences did you have? (n=958)

Candidates who have used staffing companies view them as better means to employment, yet more likely to question motives

Perception of staffing firm motivation worsens with familiarity

Generally, candidates that have used staffing firms in the past have more positive perceptions of the industry, except in one major area – those who have used staffing firms are much more likely to believe staffing companies have selfish motivations. This is an alarming figure that staffing companies must be aware of and combat. Candidates often operate under the assumption that they are an expendable means to an end, and their experiences are not helping change that perception.

Perceptions of Staffing Companies (% "True")



*Sorted by difference between those who have been previously placed and those who haven't

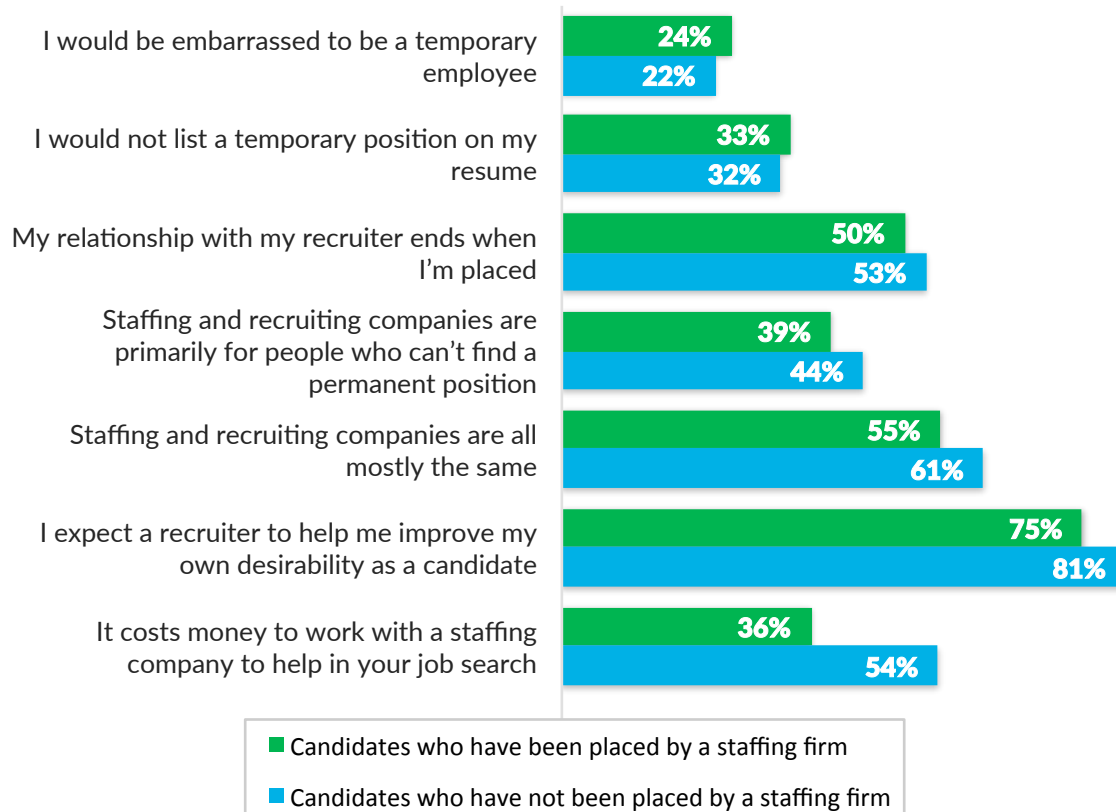
Q34. Which of the following do you believe are true about staffing and recruiting companies? (n=1188)

Candidates often view staffing companies as all being the same, over ½ that haven't used staffing companies think they cost money to use

Most candidates think staffing companies are all mostly the same

Regardless of prior staffing firm usage, more than half of candidates believe that all staffing firms are basically the same. With such a perception being so common, staffing firms are constantly battling to differentiate from the competition. Additionally, over half of candidates that have not been placed by a staffing firm believe they cost money to use – a common misconception that persists and likely prevents many from engaging with staffing firms.

Perceptions of Staffing Companies, Continued (% "True")

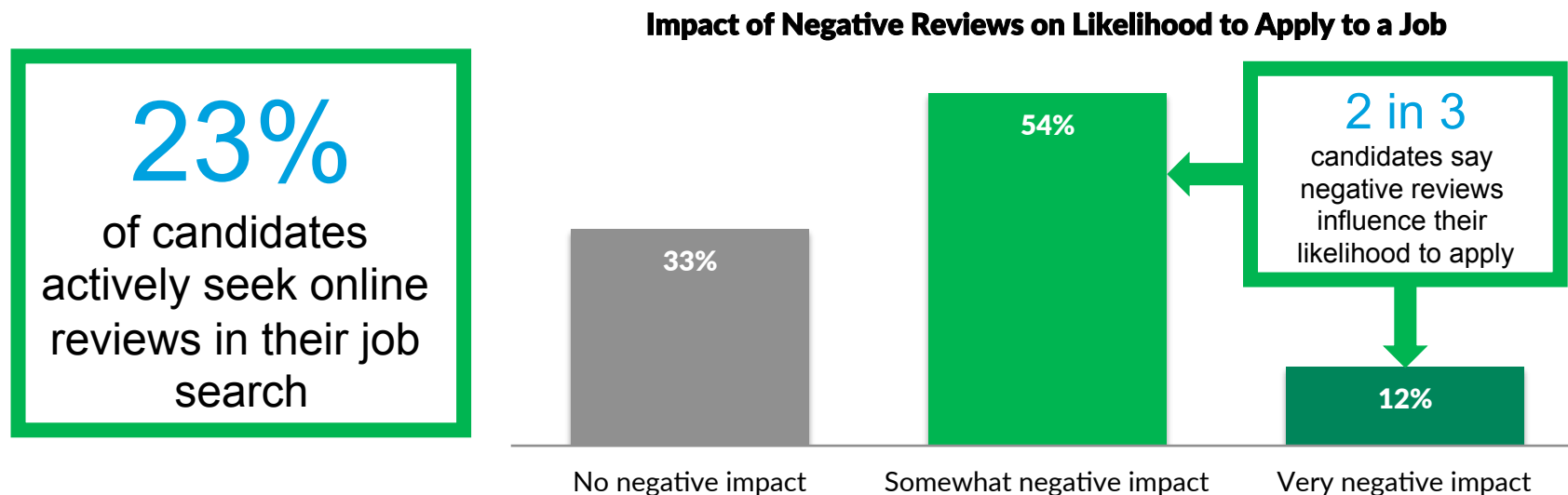


*Sorted by difference between those who have been previously placed and those who haven't

Q34. Which of the following do you believe are true about staffing and recruiting companies? (n=1188)

Online Reviews

2 in 3 candidates are less likely to apply to a job with an employer that has negative reviews online



Negative online reviews have a negative impact on candidate likelihood to apply with an employer

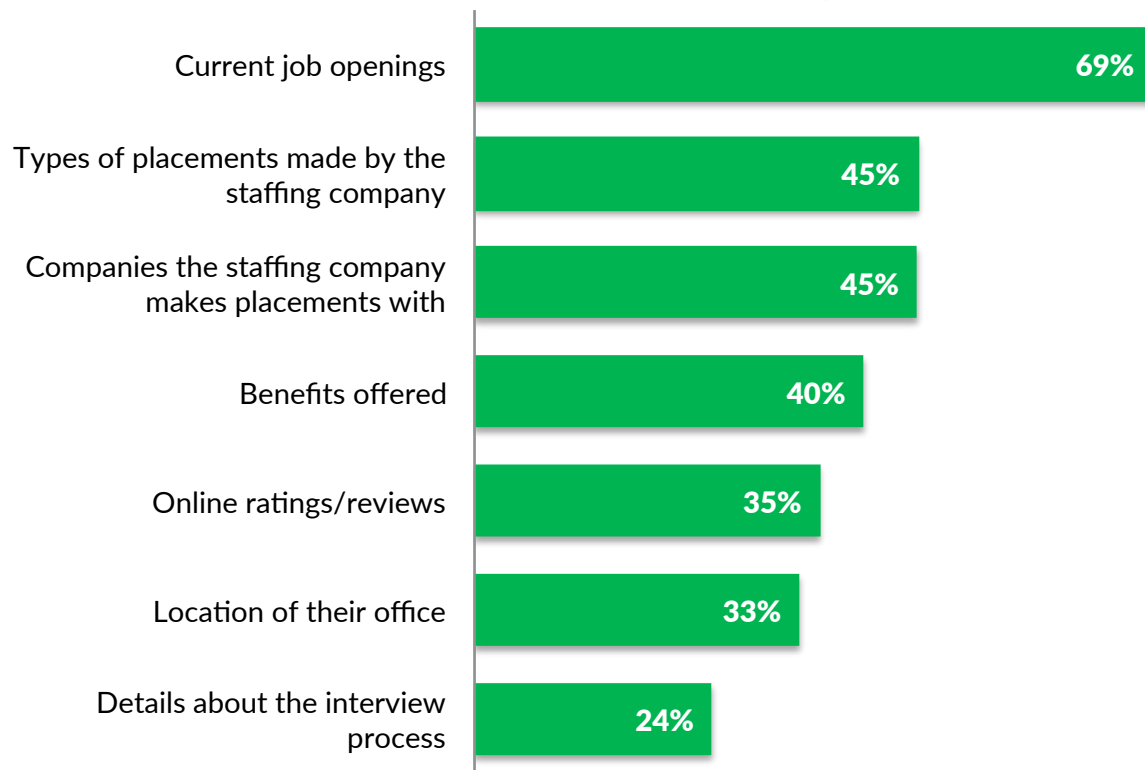
One in four candidates are now using online company reviews as a part of their job search process, and the sentiment of those reviews has a large influence on their likelihood of applying for a job with that company. Even when a candidate was previously interested in a company, two in three are less likely to apply due to negative online reviews. This demonstrates the value in maintaining a positive online reputation, as poor online reviews can often cost companies good talent.

Q8. If you see negative reviews about a company you are otherwise interested in applying for an open position with, what impact does the negative review have on your likelihood to apply? (n=263)

Most candidates find current job openings useful when searching for a staffing firm online, over a third find online reviews useful

35% find online ratings/reviews useful when searching for staffing firms.

Most Useful Online Information about Staffing Companies



Candidates want to see their job opportunities when searching for firms

When searching for a staffing firm online, most candidates are simply looking for their potential opportunities - the open jobs they fill, the types of placements they make, and the companies they place for. Of the other pieces of information, online ratings/reviews are used by an increasing number of candidates to validate the quality of a staffing firm before they engage. This shows the benefit of providing candidates with as much online information as possible.

Q41. When looking online for information about a staffing or recruiting company, what do you find most useful? (n=1051)

Candidates are generally more influenced by star ratings rather than amount of reviews when vetting a staffing firm online

Candidates believe good reviews, are skeptical of perfect reviews

When it comes to online reviews of staffing firms, candidates generally are more likely to engage when they see higher star ratings (out of 5), but are not as significantly influenced by the amount of reviews they see. An interesting point occurs when a firm has a perfect 5 out of 5 rating and candidates become less likely to engage, demonstrating some skepticism around such a score. Overall, poor reviews online can and will cost staffing firms engagements with candidates.

Likelihood of Engaging with a Staffing Firm with the Following Combination of Online Reviews (% "Likely")

	2.3 out of 5 stars	3.3 out of 5 stars	4.3 out of 5 stars	5 out of 5 stars
3 Reviews	33%	60%	87%	85%
10 Reviews	38%	68%	80%	77%
25 Reviews	48%	73%	85%	83%
50 Reviews	43%	67%	91%	82%
Any Review Amount	41%	67%	85%	82%

Likelihood of Engaging with a Staffing Firm with the Following Combination of Online Reviews (% "Likely")

Likelihood to engage increases

Likelihood to engage decreases

Q35. How likely are you to engage with a staffing or recruiting company that has a job you are interested in and [Review Amount] online employment ratings of... (n=1193)

Candidates are more likely to apply with an employer the higher the rating of their online reviews, regardless of review amount

Candidates are influenced by high online ratings of their potential employer

Candidates are significantly influenced by higher online ratings of potential employers, and contrary to staffing firm ratings, employer organizations do not seem to suffer from the “believability problem” that arises with a 5/5 star rating. This indicates that employers are given the benefit of the doubt where staffing firms are not, and that organizations with higher ratings will have always have higher likelihood of application from job seekers.

Likelihood of Applying with an Employer with the Following Combination of Online Reviews (% “Likely”)

	2.3 out of 5 stars	3.3 out of 5 stars	4.3 out of 5 stars	5 out of 5 stars
3 Reviews	42%	65%	86%	88%
10 Reviews	34%	73%	92%	89%
25 Reviews	39%	67%	86%	87%
50 Reviews	50%	69%	79%	90%
Any Review Amount	41%	68%	86%	89%

Likelihood to apply increases

Q36. How likely are you to apply to work with a potential employer that has a job you are interested in and [Review Amount] online employment ratings of... (n=1194)

Candidates are more willing to accept interviews with companies who have harder interview ratings

Candidates relish a challenging interview, but not too challenging

Job seekers are actually less likely to accept an interview with an organization if they think the interview will be too easy, which may be a reflection of company quality. However, applicants are slightly less likely to accept an interview at 4.5/5 than they are at 3.5/5, indicating that candidates like a hard interview, but not an overly challenging one. Because of this, employers should highlight the fact that their candidates will be properly challenged but not unnecessarily so.

Likelihood of Accepting an Interview with an Employer with the Following Combination of Online Interview Difficulty Reviews (% “Likely”)

	1.5 out of 5 stars, 5 being the hardest	2.5 out of 5 stars, 5 being the hardest	3.5 out of 5 stars, 5 being the hardest	4.5 out of 5 stars, 5 being the hardest
3 Reviews	51%	54%	82%	78%
10 Reviews	54%	58%	77%	91%
25 Reviews	54%	51%	83%	75%
50 Reviews	46%	70%	91%	80%
Any Review Amount	51%	58%	82%	81%

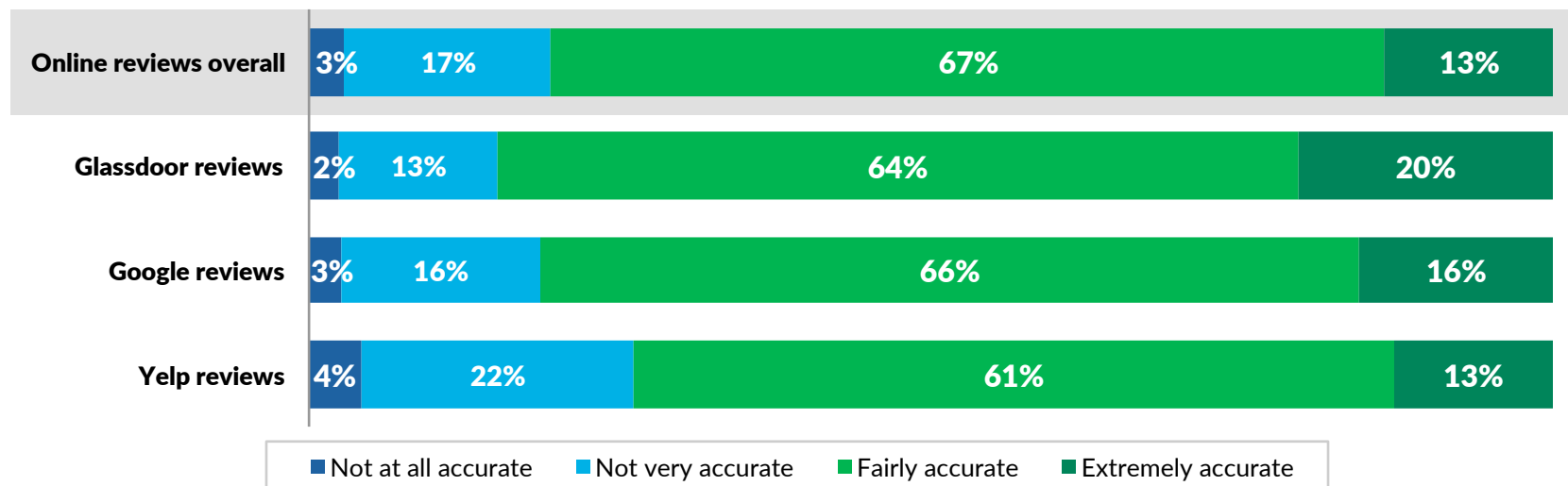
Likelihood to accept interview increases

Likelihood to accept interview decreases

Q37. How likely are you to accept an interview with a potential employer if that employer had [Review Amount] online ratings for interview difficulty of... (n=1191)

Four in five candidate believe that online reviews are at least fairly accurate, Glassdoor reviews trusted above Google and Yelp

Perception of the Accuracy of Reviews by Source



Most candidates believe online reviews are accurate and trust Glassdoor more than others

Most candidates believe that, in general, online reviews are at least a somewhat accurate depiction of a company's quality, which is an excellent sign for those organizations that fully capitalize on their online reputation using reviews. Among the leading review sites, Glassdoor is viewed to contain the most accurate picture of an organization, followed by Google and Yelp. Organizations that fail to harness the power of sites like Glassdoor to provide potential employees insight into their organization are assuredly losing out on valuable talent.

Q38. To what extent do you believe the following types of online reviews are accurate? (n=1138)

Of those who do not trust online reviews, many think that only overly positive or overly negative experiences are shared

19% of candidates think online reviews are somewhat or very inaccurate

Some candidates are skeptical of the reliability of reviews

Reasons Online Reviews are Believed to be Inaccurate

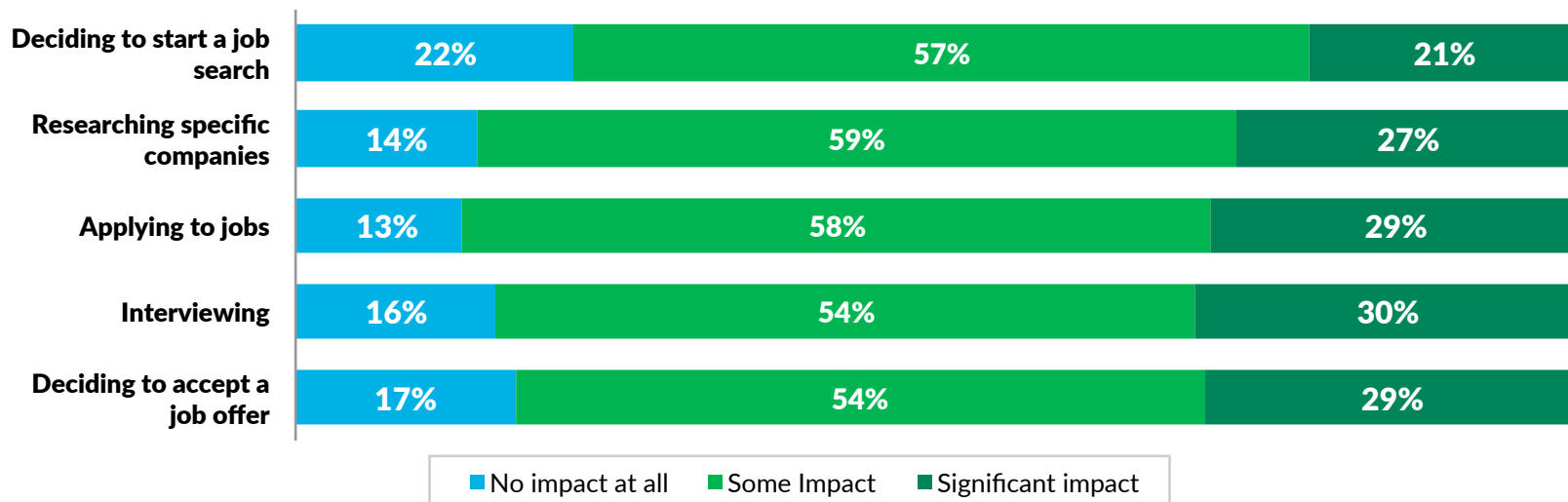


While most candidates think online reviews are at least somewhat accurate, some believe that these reviews are inaccurate for variety of reasons. The most common objection is that only overly positive and negative experiences are shared online, so the typical experience is not represented. The best way to counter the perception of inaccurate reviews is to be as transparent as possible about the source, as well as share as many reviews as possible so the whole picture can be revealed.

Q39. What is the main reason you do not think online reviews are accurate? (n=207)

A large majority of candidates are at least somewhat influenced by staffing firm reviews at every point in the job search process

Impact of Staffing Company Reviews on Decision Making in the Job Search Process



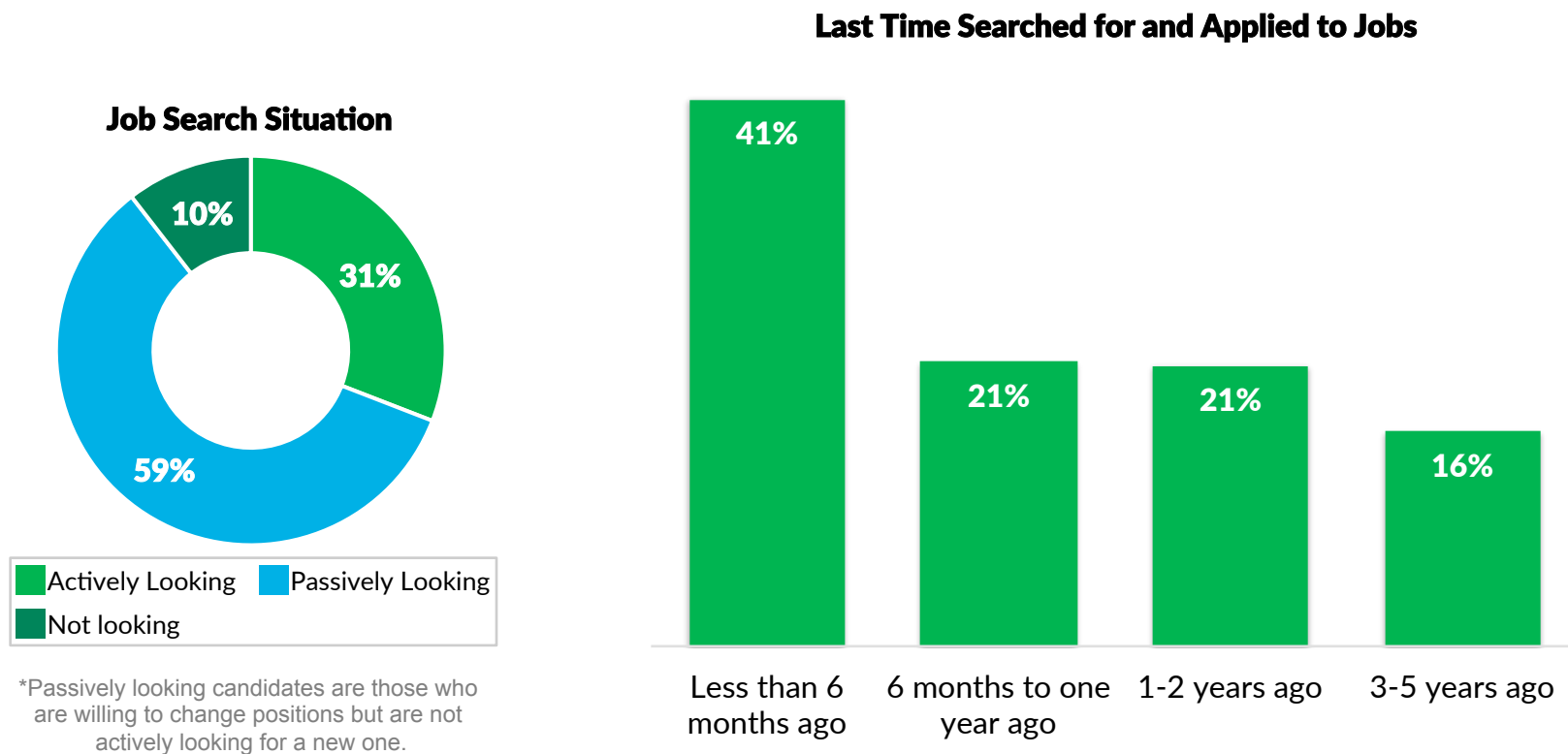
Staffing firm reviews are a significant influencer on candidate decision making

Most candidates believe that staffing or recruiting firm reviews have at least some impact on their decision making process throughout the job search process, specifically in applying to jobs, interviewing, and deciding to accept an offer. Very few candidates claim that online reviews have no impact on their decision making during a job search. With reviews being so impactful on the job search process, it is important for staffing companies to properly capitalize on this influence, as well as perhaps cater their reviews to address specific pain points in the process.

Q40. To what extent would you say staffing or recruiting company online reviews and ratings had an impact on your decision-making process at the following point in the job search and application process?
(n=1025)

Respondent Profile

Respondent profile – job search situation

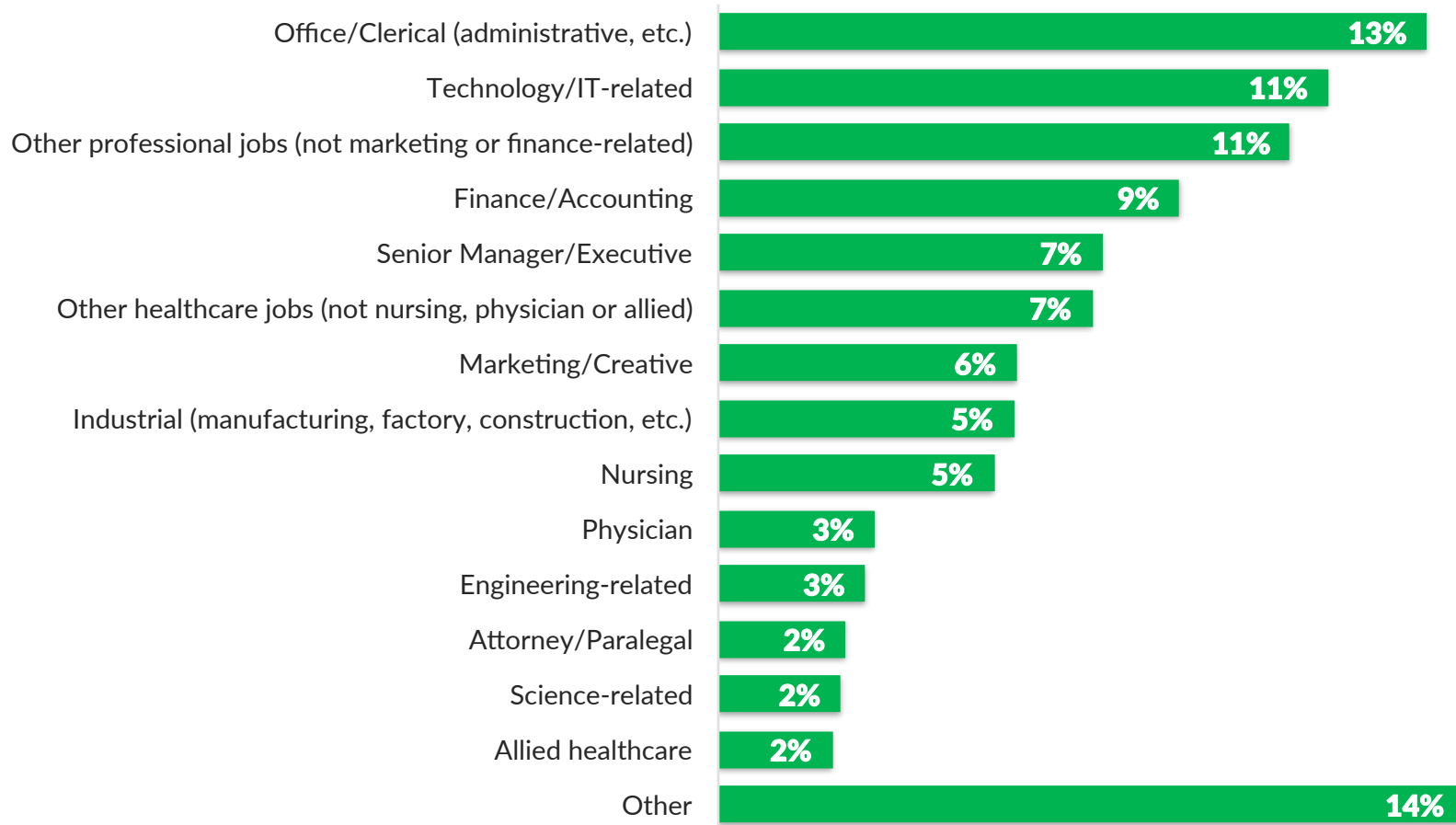


Q5. Which of the following best describes your current job search situation? (n=1194)

Q7. When was the last time you searched for and applied for a new job? (n=1194)

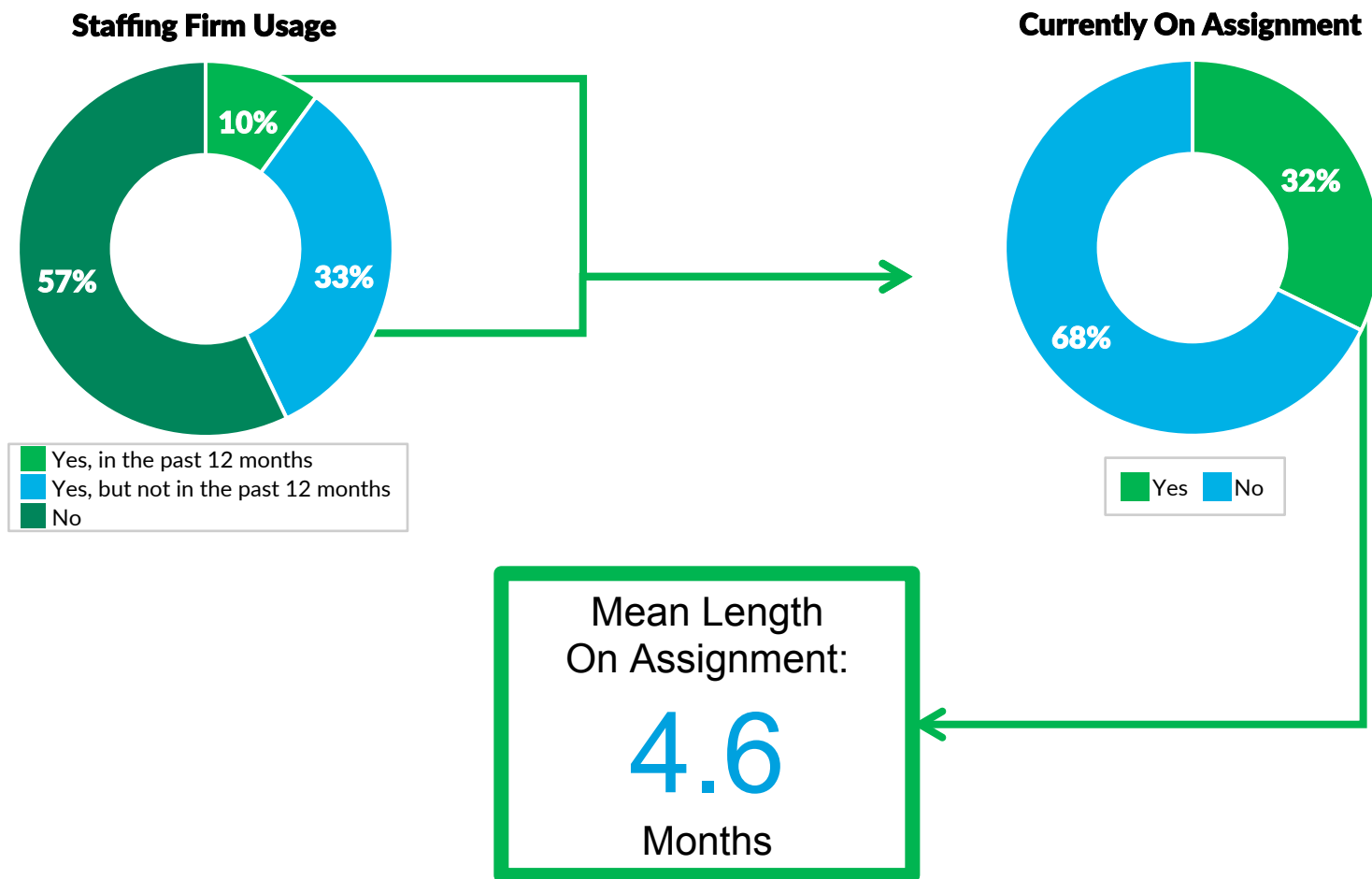
Respondent profile – types of positions sought

Types of Positions Sought Most Recently



Q6. Which of the following best describes the type of job you are looking for/were looking for most recently? (n=1194)

Respondent profile – staffing firm usage



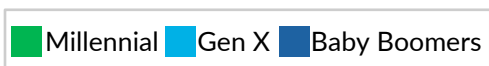
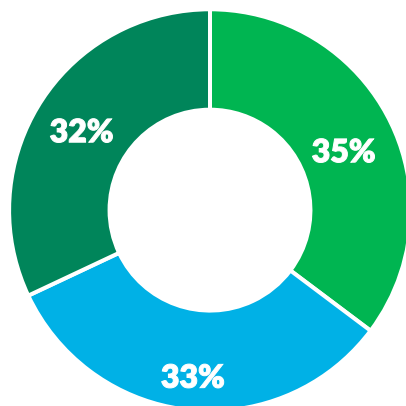
Q2. Have you ever been placed in a temporary or permanent job by a staffing or recruiting company at any point in your career? (n=195)

Q3. Are you currently on an assignment through a staffing or recruiting company? (n=882)

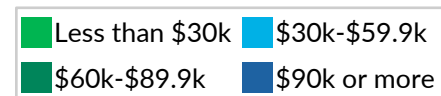
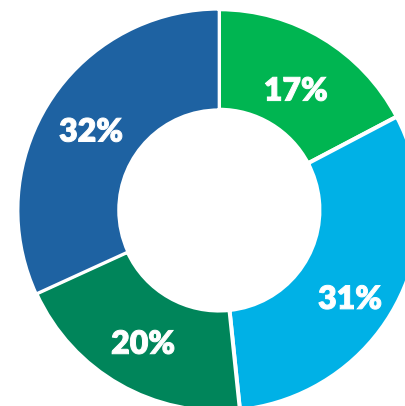
Q4. How many months have you been on assignment? (n=276)

Respondent profile – generation, gender, income

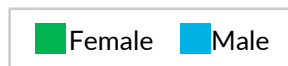
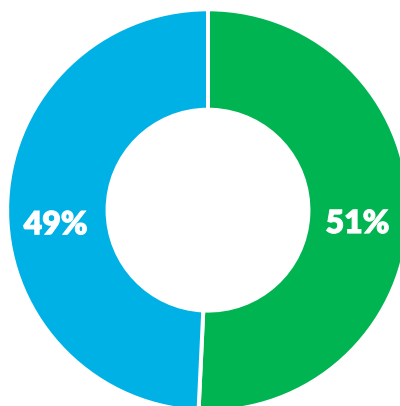
Generation



Income



Gender



Q43. What is your age? (n=1185)
Q44. What is your gender? (n=1184)

Q47. Which of the following includes your total annual salary at your current or most recent job? (n=1135)

Appendix

Organizers of this Study

Inavero

Inavero is a global leader in human capital management research. The firm powers satisfaction and thought leadership studies for hundreds of top firms within the space and leverages more than 300,000 survey responses annually to provide insight into the millions who work in the gig economy and the companies who hire them.



American Staffing Association

The American Staffing Association (ASA) is a national trade association dedicated to promoting and protecting the interests of the U.S. staffing, recruiting, and workforce solutions industry across all sectors through advocacy, research, education, and the promotion of high standards of legal, ethical, and professional practices.



Research Contacts

For questions about research and methodology:

Darreon Day
Senior Analyst
Inavero, Inc.

503.542.3350
darreon.day@inavero.com

For questions about using this research in publications:

Kat Kocurek
VP, Marketing
Inavero, Inc.

503.542.3355
kat.kocurek@inavero.com