

iCIMS 2023 Workforce Report

2021: Great Resignation

2022: Great Reshuffle

2023: GREAT RESET





It is time to press the reset button on work.

The last few years have left a rash of blurred work-life boundaries, unspoken employer and talent expectations and general disruption to how we do business. As we kick off 2023, neither the pace of change nor the global uncertainty is expected to slow.

2023 will be the year of the great reset

We certainly are not going back to “the way it was before,” and employers and talent alike are ready to redefine work norms. Establishing a new foundation for the future of work will be critical to rise above the headwinds and be successful in both business and our careers.

The **third annual iCIMS Workforce Report** highlights key business and talent trends and provides insights on hiring to help employers adapt and innovate to be successful in the next year and beyond.

It brings together workforce perspectives from 3,000 U.S. job seekers, insights from HR and business leaders and labor market data from iCIMS’ proprietary database of employer and job seeker activity from more than 4,000 customers and hundreds of millions of data points across job openings, job applications and hires.



Top insights at-a-glance

nearly
80%

of workers do not feel secure professionally or financially

1/3

of workers will **look for a new job** before the end of 2023

2 out of 5

workers feel they do not have a good work-life balance

63%

of job seekers

say **a top factor** in their decision to accept a job offer is **whether the job is remote, hybrid or in-person**

It takes

41 days

to fill an open role

48%

noted they preferred to

work full-time in person

2 to 3

is the average number of interviews a candidate goes through before being hired¹

58%

of people find it difficult to find open jobs to apply for at their company

3 out of 4

people say **retaining talent will be a bigger challenge** than hiring in 2023¹

¹ iCIMS LinkedIn Poll, October 2022



The Great Reshuffle: 2022 by the numbers

The 2022 talent market has been unpredictable.

iCIMS data shows how the employer–talent dynamic unfolded through Q3 2022. From January to September 2022, job openings and hires were in a pattern of rising one month and falling the next. Despite the volatility, activity has been up 9% on both fronts since the start of the year.

On the other hand, job applications have largely been on a steady uptick. At the close of Q3, job application activity was up 20% since the start of the year.

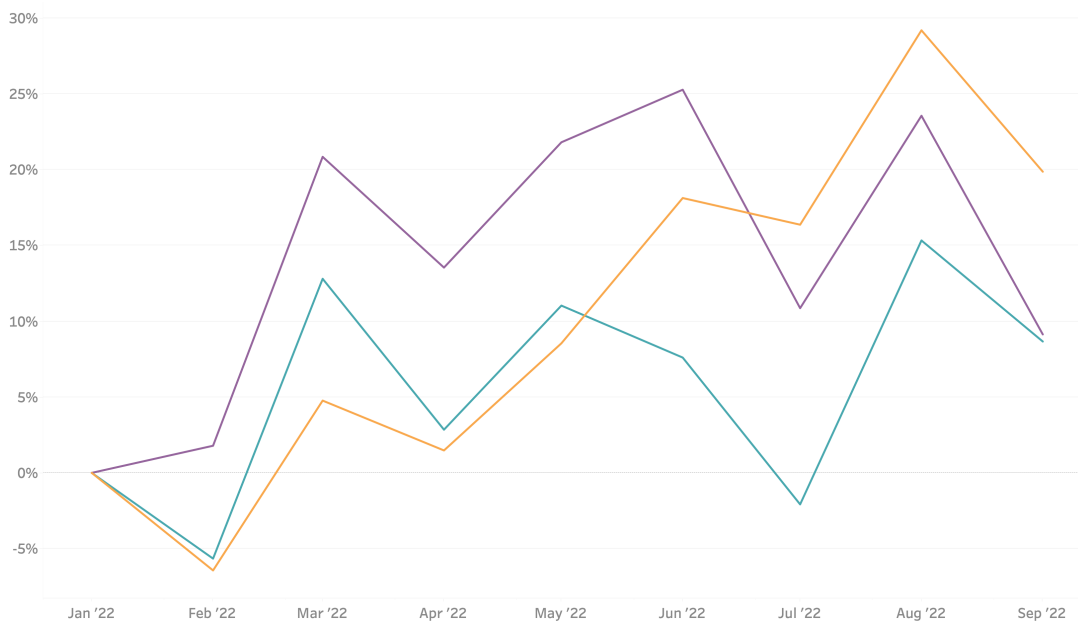
As of September 2022, employers have been receiving **21 applications per opening**, an increase of 20% since January 2022. And, **on average, it takes just under six weeks (41 days) to fill an open role** – with 70% of talent professionals reporting a candidate goes through 2–3 interviews before being hired¹. This is about two days less than in 2021. According to iCIMS' 2022 Workforce report, the average time to fill in 2021 was 43 days.



In Demand Jobs*

- Preschool–Secondary and Special Education Teachers
- Food & Beverage Serving Workers
- Occupational Therapy & Physical Therapist Assistants/Aides

**Jobs that saw the most percent growth in openings year-over-year*



Platform Indicators

Job Openings, Applications and Hiring Activity
Q1–Q3 2022



since Jan. 2022

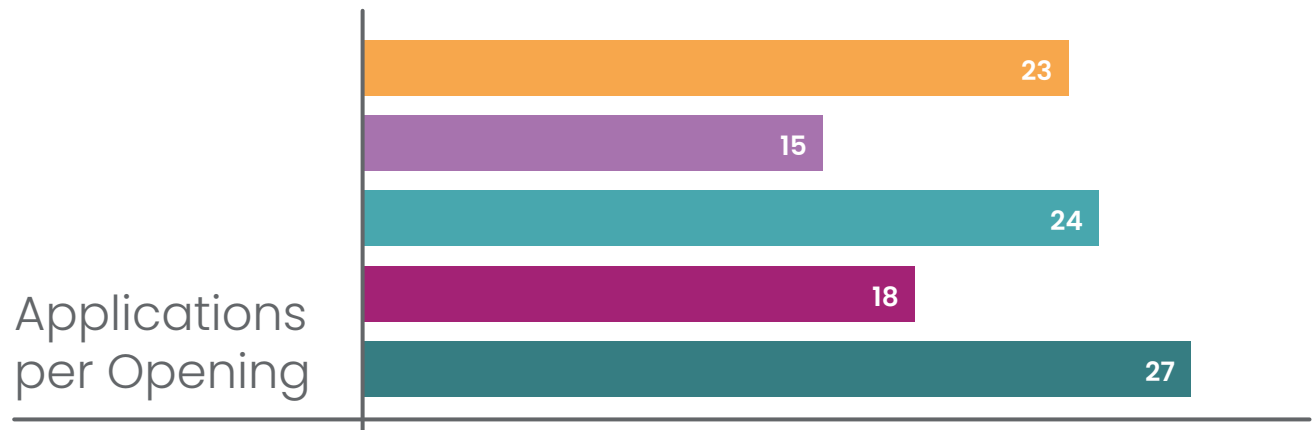
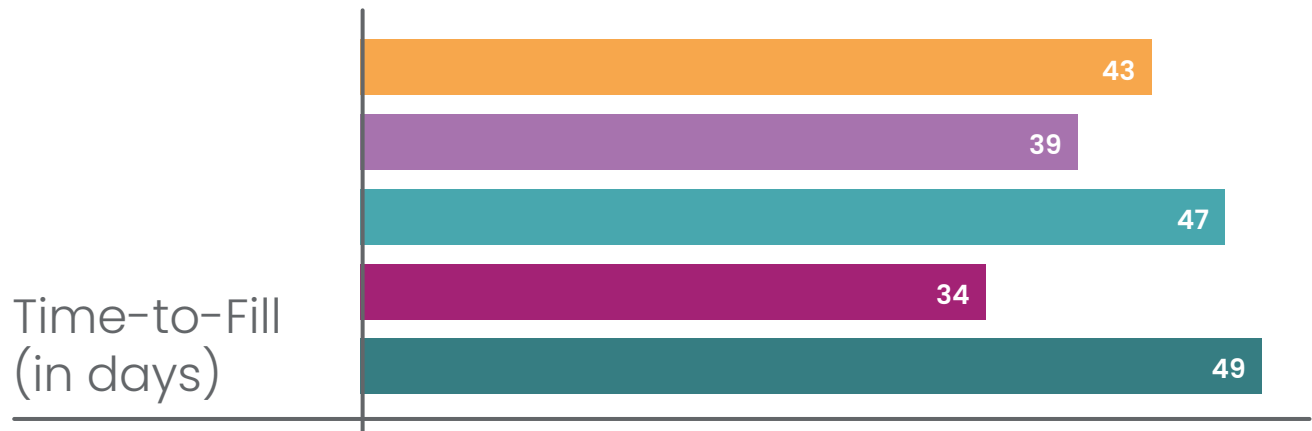
▶▶▶ [To see the 2022 activity in full, check out the January 2023 iCIMS Insights Report.](#)

¹iCIMS LinkedIn Poll, October 2022

▶▶ The Great Reshuffle: 2022 by the numbers

Although the United States has now fully recouped all jobs lost during the pandemic, according to the Labor Department, employer-talent dynamics and workforce composition have shifted across industries.

iCIMS data shows that while the finance and manufacturing sectors are within a few points of the overall market in time-to-fill and applications per opening, employment areas more significantly impacted by the pandemic – like the healthcare industry, retail sector and tech occupations – are seeing more exaggerated trends.



- Finance
- Healthcare
- Manufacturing
- Retail
- Technology

Bolster your
talent pipelines



With **iCIMS Marketing Automation** you can better understand who is ready for a hiring conversation and nurture candidates at scale.



Redefining work in the “post-Covid” world

Like everything else in this murky “post-pandemic” time – between a global shutdown and complete recovery – there’s not just one tidy narrative to describe the mindset of today’s workforce.

People are responding differently to all the uneasiness: looking for new jobs, staying put or shuffling priorities.

What is certain? That all that ambivalence has created a culture of change.

Fear of the unknown creates a culture of change.

People are worried about their pocketbooks and job security. But how they choose to address those worries is playing out differently. While many workers are looking for new jobs, others are hunkering down at their current employer and working harder and longer hours. Some people want to stay home and work, while others told us they’d rather work in person. And some workers are just quietly shifting priorities to favor personal over professional lives.

Whether they are addressing economic concerns by looking for new jobs or staying put and working longer hours, the stress of how a recession might impact their finances is causing a lot of anxiety. In fact, 21% of respondents indicated that the economy is making them feel more anxious about keeping their jobs, which is impacting their mental health.

4 in 5



do not feel secure professionally and financially

Most people are making employment decisions based on the economy, with nearly 70% reporting that they are worried about the country’s economic health. **Nearly half (47%) are concerned about what a downturn might mean for their job and finances, with only 22% feeling secure professionally and financially.** According to our survey, 47% of people did not receive a raise in the last year.



70% of people are concerned about the economy



25% of people’s job searches are prompted by the cost of living



21% say the economy is impacting their mental health

So, what are they doing about those concerns?

True to the times, people are reacting to this fear of the unknown in different ways:



Peace out. According to our survey, 33% of respondents plan on looking for a new job by the end of 2023, citing cost-of-living expenses as the primary motivator. A quarter of respondents said they would have a better chance of making more money with a new job at a different company.



Digging in. One in five people is no longer actively searching for a new job because of economic concerns. To show employers their value, 30% of people are working longer hours and taking on more projects or responsibilities.



Do the (side) hustle. According to our survey, nearly one third of people have at least one side hustle in addition to their primary source of income.

Employers cannot assuage the workforce’s angst about the economy but having a better understanding of their concerns surrounding stability and security can help business leaders drive better outcomes.

Whether your goals revolve around growth, retention or something else, the current landscape demands a new approach to talent. Consider how to meet them where they are – **tailoring communications to their interests, leveraging modern engagement tools, and providing visibility into your culture and processes** – to help strengthen the talent experience and future-proof your organization, even when uncertainty is plentiful.

“Hiring requires a multi-pronged approach. It’s important to build an engaging talent attraction plan while also aligning candidate skills to the needs of the role, both now and in the future. A critical component of building teams for the future is validating that the candidates we are hiring have the right skill sets to drive our business forward.

– Christy Spilka
VP and Global Head
of Talent Acquisition, iCIMS

It’s all about the skills



iCIMS is pleased to welcome SkillSurvey to the iCIMS Talent Cloud. The pioneer in skills verification and digital reference checking enables employers to hire the right talent, with the right skills, at speed and scale.

▶▶▶▶ Case Study

Speak your candidate's language

PetSmart knows its customers' love language is making their pets happy and healthy. But what about the company's candidates – what resonated with them? The team simply asked, and the results were striking.

How the PetSmart team does it:



They recognize that candidates are not all the same.

The team talked to candidates and associates to understand how different people absorbed content and teamed up with iCIMS to update its career site to include the many nontraditional elements that would appeal to pet-loving applicants, including video, GIFs, and memes.



They emphasized quality over quantity. The new content engaged a more diverse set of candidates and increased traffic to PetSmart's career site. Although the number of applicants per role decreased, the team discovered that those who did apply were much more qualified, leading to faster hiring.



“There’s no longer a line between consumer and employer brands... Being able to understand both sides is really important when you’re evaluating your employment brand and what that conversation should look like.”

– Dani Laven

Manager of TA Operations and
Employer Brand, PetSmart



Detached or disgruntled? Workers pull back on the job.

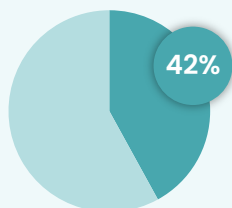
Workers are no longer resigning en masse, as they did in early 2021 in the wake of the pandemic. However, they continue to rethink all aspects of work from the company they choose to align themselves with to how engaged they are on the job.



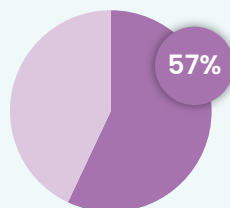
Shifting priorities in the workforce.

At least 50% of the U.S. workforce have pulled back from their jobs – or “quietly quit,” according to a recent Gallup survey. While there’s no consensus on what quiet quitting means, the Gallup survey defines it as when people do not go above and beyond at work and just meet their job description. Whether this signals a growing disconnect between employers and employees – stemming from a lack of clarity around expectations and opportunities to learn and grow – remains to be seen.

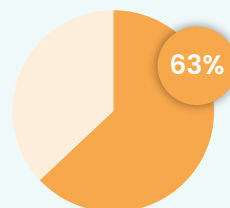
iCIMS found²:



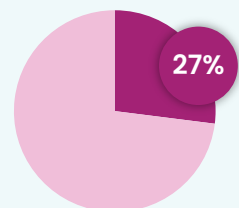
say work is **not** their top priority



feel like they have a **good** work/life balance



say they **work to live** and not the other way around



are **more stressed** due to heavy workload, low pay and job stability

² iCIMS Dynata Consumer Survey / iCIMS Insights October monthly report

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►► Detached or disgruntled?

Are diversity efforts making an impact?

Progress in diversity has been made in the last few years. However some critical components are missing the mark – especially as it relates to inclusion.

Close to two-thirds (59%) of people rank their company's DEI initiatives as effective, yet most **respondents are not seeing DEI practices in place at their workplace frequently (such as pronouns, celebrations of different cultures, unconscious bias training or allyship programs).**

The absence of these practices – perhaps perceived as critical indicators of true inclusion – may be holding some organizations back.

Go beyond the baseline

Belonging is fundamental to creating a workplace environment where all employees feel accepted and valued. Yet, more than half of people say they don't feel either.



43% feel a sense of belonging at work



52% feel valued by their primary employer



Fostering a sense of belonging

and a sense of community where everyone feels represented and recognized influences why candidates join your company and why they stay. **Build belonging into your DEI hiring and retention strategy with action, not just words and promises.**



Share employee testimonials about DEI programs and showcase what it is like to work at your organization from employees in all walks of life



Work with employee resource groups to adjust hiring processes to meet the needs of diverse talent



Highlight success metrics or DEI demographic reports to show transparency in your efforts and where you still need to improve



Flexibility is still king for workers

Whether they want to get dressed and go into the office or work from home in their slippers, **93% of our survey respondents said flexibility was top of mind** when deciding to apply for or accept a job.

But without clear guidance from employers about expectations for individuals, workers might feel like they are missing out on training and advancement opportunities if they're not working where most of their coworkers are working. But that soon may change as many multinational organizations launch return-to-office plans, and 65% of CEOs see a full return to work in three years, according to a report by KPMG.

More important than a free spin class.

When considering a job offer, **63% of our respondents ranked where they worked (remote, hybrid, in-person) as one of the top three factors in their decision whether to accept.**

Not surprisingly, traditional benefits (healthcare, dental, 401k) also played a significant role in workers' decisions to take on a new role (53%), with non-traditional benefits like mental health days and a gym membership being much less important (16%).

"Hybrid and remote work options are here to stay. People place value on having flexibility, the expectation largely is to work when and where they want. Employers unwilling to bend must ask themselves if losing out on top talent is worth the risk.

– Chinor Lee

Global Head of Culture, Belonging, Inclusion and Diversity, iCIMS



Return to office.

People are reconsidering their work experience. Although flexibility is desired, nearly half of our respondents noted they preferred to work full-time in person*.

48%

Full time
in-person

17%

Hybrid

15%

Remote

**20% of respondents said their job type does not allow for remote or hybrid work.*

icims

Flexibility is still king for workers

You've got to be in it to win it.

More than half of the respondents said they believed they were more likely to be promoted working in-person than remote.

Of those, 41% of women thought they were less likely to be promoted if they worked remotely versus 32% of men.



Nearly **60% of people** said they were more likely to get training or learning opportunities in an in-person environment.

Finding a balance between structure and flexibility in your company's work norms is critical for hiring top talent. However, building a loyal employee base goes beyond a commitment to a healthy work-life balance. Demonstrating a commitment to professional growth and advancement can help improve the employee experience and support retention goals.

Video tools can be used to help promote internal mobility and career development stories. Seeing how contemporaries have grown their career with your organization can help employees get an understanding of what is possible. In fact, 75% of people think it would be helpful to hear from a real employee in the role they are applying for.

iCIMS Video Studio



can help transform employee communications to strengthen relationships, inspire confidence and better engage your workforce

4 ways

to use video to create an improved employee experience

1. Modernize traditional content and drive engagement
2. Recognize and reward people with thoughtful, employee-driven praise
3. Go beyond traditional pulse surveys and change the way your organization listens
4. Promote internal mobility and career development



▶▶▶▶ Case Study

Tell your story through those who matter most

The challenge

At Celanese, a global manufacturing company, it's the little things that help job seekers feel connected to a potential employer – especially for candidates from historically excluded groups.

According to Jim D'Amico, global talent acquisition leader for Celanese, **"The more transparency and clarity that we can provide to a candidate, the more it helps them relax and bring their whole selves to the interview."**

How iCIMS helped

Understanding how stressful the interview process can be, the Celanese recruiting team uses iCIMS Video Studio to send out a welcome video that explains to candidates what to expect during the process.

Celanese, which has approximately 7,500 employees in over 40 countries, also leverages iCIMS Video Studio to create employee testimonials.

"We are addicted to the **iCIMS Video Studio platform**," says D'Amico, because it lets Celanese employees create quick, unscripted, and authentic content using their phones or laptops that doesn't require big production costs.

"We love it. **It gives everybody honest insight into what it's like to be at Celanese,**" he says.



"...it lets Celanese employees create quick, unscripted, and authentic content using their phones or laptops that doesn't require big production costs.

– Jim D'Amico
Global Talent Acquisition
Leader, Celanese



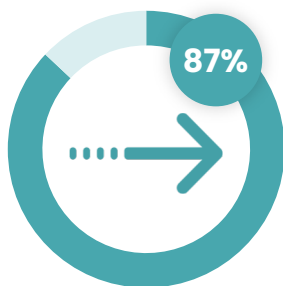
The internal mobility unicorn

According to our survey, while many workers would like to advance internally, many don't know where to start, and some are not even sure the possibility exists. Regardless, future internal opportunities are top of mind when applying for or accepting a job.

- Only **30%** of people have been told how to get promoted or to get to the next level in their organization.
- **Less than half (42%)** think it's easy to find open jobs they might want to apply for in their company.
- **Less than 30%** believe that if they work hard and apply skills effectively in their current job, they will be promoted to a better job with a higher-ranking title at their company.

70% of workers don't know how to progress in their careers. Career advancement and growth need to be redefined to better move organizations forward now.

Growth and advancement are top of mind



thinking about
promotion opportunities



thinking about formal
training programs



thinking about
mentorship programs

▶▶ The internal mobility unicorn

Employers have gotten away from traditional career development and learning opportunities over the last two years because of high turnover and operating at such a fast pace. Career advancement and growth need to be redefined to better move organizations forward now.

There are four types of internal mobility: transfers, role-to-role, project-based, and promotions. Employers can leverage them all to create a company culture that retains and values talent. According to SHRM, promoting employees internally boosts their chances of staying on board to 70%; lateral moves mean a 62% chance of staying.

“The approach to talent acquisition must change if we want to be successful now. Business leaders should think about the skills their organization needs and talent pipelines holistically, looking toward potential both within their existing workforce and externally.

Today, employees are starting to ask, ‘Where’s my path?’ whether that’s for a new role or a stretch opportunity. **The burden is on employers to define career development if they want people to stay.** Helping employees take ownership of their careers, including understanding what success with your organization looks like and the progression opportunities they have with your company, is more critical than ever.”

– **Laura Cocco**
Chief People Officer, iCIMS



Coming soon!

Opportunity Marketplace: Career Pathing

iCIMS Opportunity Marketplace capability will help direct employees to roles where they are both skilled and interested, empowering employers to prepare their current workforce for the future and retain top talent.



What does this mean for employers as we head into 2023 (and beyond)?

1 – Overcoming uncertainty will require a fresh look at organizational structure and consistency

The constant in this talent market is change. Supporting today's business goals and workforce needs demands that new guardrails be put in place. Many businesses have been operating ad hoc for the last few years; it is time leaders redefine work norms and reset processes and policies or risk failure.

2 – Consumerization of the workplace will accelerate

The old ways of doing things are no longer accepted. Workplace experiences must be bespoke, omnichannel, efficient and adaptable – essentially the tenets of great consumer experiences. Elevating strategies and tools will be essential to holistically creating enhanced experiences for candidates, employees and the business at large.

3 – Skills-based growth cultures will drive employee satisfaction and retention

Gone are the days when we could say here's how everyone must grow at my company. Employers who can redefine career growth and progression, and make it personalized, will rise above the competition. Providing access to programs and tools that empower the workforce to better understand and tap into their skill sets can help set the stage for success and satisfaction, as well as improved retention.

The nature of the talent market has changed.

Employers and talent leaders must now take a bold approach to talent acquisition. By tapping into disciplines like marketing and analytics and driving more consumer-like experiences with modern tools, we can evolve how we attract, engage, hire and advance top talent and reimagine how we work.

It is time for
a new era
of talent
acquisition.

As the workforce evolves, business success will rely upon business and talent leaders willing to take a bold approach to talent acquisition.



Break through into the future

INSPIRE, the conference for talent acquisition innovators, returns May 9 with a free live stream. Connect with your community of collaborators and game-changing leaders at this award-winning event where breakthrough happens. [Register today.](#)

For more insights to stay ahead of today's talent challenges, visit [iCIMS Insights](#) for monthly talent market data and thought leadership reports.

For a deeper look into industry trends and real-time changes in the labor market, [iCIMS Insights+](#) is available to iCIMS customers and provides exclusive access on the metrics that matter the most to talent and business leaders in health services, finance, manufacturing, education, retail trade, technology and more.

iCIMS

INSPIRE

BREAKTHROUGH

***The* conference for talent acquisition innovators**

Register for our award-winning event that unites talent acquisition innovators everywhere.

Visit icims.com/INSPIRE to learn more.

Register now





Methodology

iCIMS commissioned an online survey with Dynata in September 2022 of 3,000 U.S. consumers, 18 years and older, to understand their attitudes and preferences in a variety of topics related to the workplace, including: DEI, interview process, economic outlook, advancement opportunities, and more. Dynata utilizes a variety of sample sources such as panel, web intercept sample and specialty lists to deliver data insights that are diverse and representative.



About iCIMS' proprietary platform data

iCIMS Insights provides a deep understanding of the talent market through data drawn from its platform. iCIMS' proprietary database includes employer and job seeker activity from more than 4,000 customers and hundreds of millions of data points across job openings, job applications and hires. iCIMS customers represent key sectors of the U.S. economy, with expansive geographic, industry, and occupational representation. As the leading talent cloud company, iCIMS' expertise and data intersect to deliver unparalleled insights helping business and HR leaders to better understand workforce trends and drive competitive advantage.



About iCIMS

iCIMS is the talent cloud company that empowers organizations to attract, engage, hire and advance the right talent that builds a diverse, winning workforce. iCIMS accelerates transformation for a community of more than 4,000 customers, including 40% of the Fortune 100, that collectively employ more than 34 million people around the world.

For more insights and perspectives, visit www.icims.com/insights.