NOVEL intelligence

SAMPLE REPORT

Predictive Recruiting Need and Labor Market

The report that follows this cover page is a sample report. The data contained within is sample/dummy data. All metrics included within are part of this offering in a real-world project.

The predictions for future hiring need combine your organization's headcount plan with a proprietary predictive workforce algorithm, developed by the statisticians who have built formulas for dozens of Fortune 500 companies, and many of the "household name" white glove consultancies.

By utilizing advanced technology to do predictions, we cut out the man-hours that would drive up a consulting bill. However, by providing recommendations and consultative outcome subject matter expertise, we leave you with more than just a pile of graphs and charts. The best of both, at a fraction of the price of either one individually. More is less. Isn't that refreshing?

Our predictive algorithms have been proven to deliver with incredible accuracy time and time again. These are world class results.

We are happy to share these results with you.

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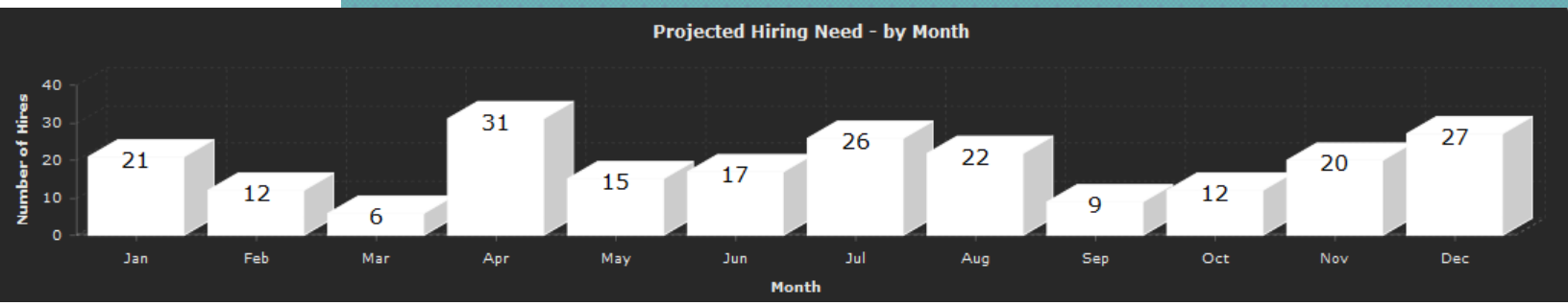
Predictive Workforce Analytics—Projected Recruiting Needs

January 1, 2015 through December 31, 2015



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
New Vacancies (From Staffing Plan)	-1	-5	-2	-8	-2	0	0	-2	-2	-1	0	-1
Projected Terminations	-17	-9	-2	-25	-12	-21	-28	-25	-11	-9	-16	-29
Projected Internal Movement	-3	+2	-2	+2	-1	+4	+2	+1	+4	-2	-4	+3
Total Vacancies	-21	-12	-6	-31	-15	-17	-26	-22	-9	-12	-20	-27

Job Title	Projected Hires Needed (Year)	Market Availability Trend	Recruiting Difficulty
Network Engineer	42	DOWN 4%	HIGH
Sales Executive - Junior	35	UP 14%	MEDIUM
Database Administrator	31	DOWN 9%	HIGH
Customer Success Manager	22	DOWN 1%	MEDIUM
Market Development Rep	19	UP 4%	MEDIUM
Sales Manager	19	UP 22%	LOW
Customer Care Associate	15	DOWN 7%	MEDIUM
Systems Analyst	14	UP 12%	LOW
Sales Engineer	9	UP 16%	LOW
Product Manager	6	DOWN 14%	MEDIUM
Quality Assurance Engineer	4	UP 2%	LOW
Technical Writer	2	DOWN 1%	LOW

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Prepared Exclusively for YourBrand
January 1st, 2015

Predictive Hiring Need - Advanced Monthly

January 1, 2015 through December 31, 2015

All Jobs Hiring Need - by Month

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Network Engineer	4	3	2	4	8	2	3	6	1	1	3	5	42
Sales Exec - Junior	4	1	2	2	3	3	2	2	5	6	2	3	35
Database Administrator	2	6	1	4	4	3	3	1	2	3	1	1	31
Customer Success Manager	3	2		1	1	1	2	2	3	4	2	1	22
Market Development Rep	2	2	2	1	1	2	1	2	2	2	2		19
Sales Manager	3	2	1		1	1	4	4	2		1		19
Customer Care Associate		1	1	1	1	1	2	2	2	1	3		15
Systems Analyst	1	4	2	1		1		2		2	1		14
Sales Engineer		3		1	2				1		2		9
Product Manager					1	1	1	1			2		6
Quality Assurance Engineer		2		1						1			4
Technical Writer					1				1				2
TOTAL	**19**	**26**	**11**	**16**	**23**	**15**	**18**	**22**	**19**	**20**	**19**	**10**	

Notes and Recommendations

- February is your heaviest hiring month. However the months after are relatively low. The largest volume months start in May and run through August. May is the heaviest month for technology talent (Network Engineers and DB Admins in particular), so sourcing for these will need to start early in the year.

YOURBRAND

Resource Requirement—By Projected Workload

January 1, 2015 through December 31, 2015

Austin Market - 12 Month Projected TA Resource Requirements

	Reqs needed in next 12 months	Candidates per req (historical need)	Total candidate load - next 12 months	Interviews per req (historical need)	Total interview load- next 12 months
Network Engineer	42	18.1	**760**	3.6	**152**
Sales Exec - Junior	35	12.4	**434**	2.1	**72**
Database Administrator	31	13.4	**415**	2.2	**69**
Customer Success Manager	22	6.2	**136**	1.2	**27**
Market Development Rep	19	4.6	**87**	0.7	**12**
Sales Manager	19	22.8	**433**	3.3	**62**
Customer Care Associate	15	6.1	**92**	1.0	**15**
Systems Analyst	14	9.5	**133**	1.4	**19**
Sales Engineer	9	8.2	**74**	1.2	**11**
Product Manager	6	29.1	**175**	4.2	**25**
Quality Assurance Engineer	4	6.7	**27**	1.0	**4**
Technical Writer	2	5.1	**10**	0.9	**2**
TOTAL	**218**		**2777**		**471**
	Reqs		**Candidates**		**Interviews**

218
Requisitions projected in next 12 months

2777
Candidates projected in next 12 months

48
One recruiter, historically has been able to fill 48 requisitions per year effectively.

433
One recruiter, historically has been able to source or review 433 candidates per year effectively.

Based on the above numbers, for the next twelve months in the Austin market, your organization will need between:

4.5 and **6.4**

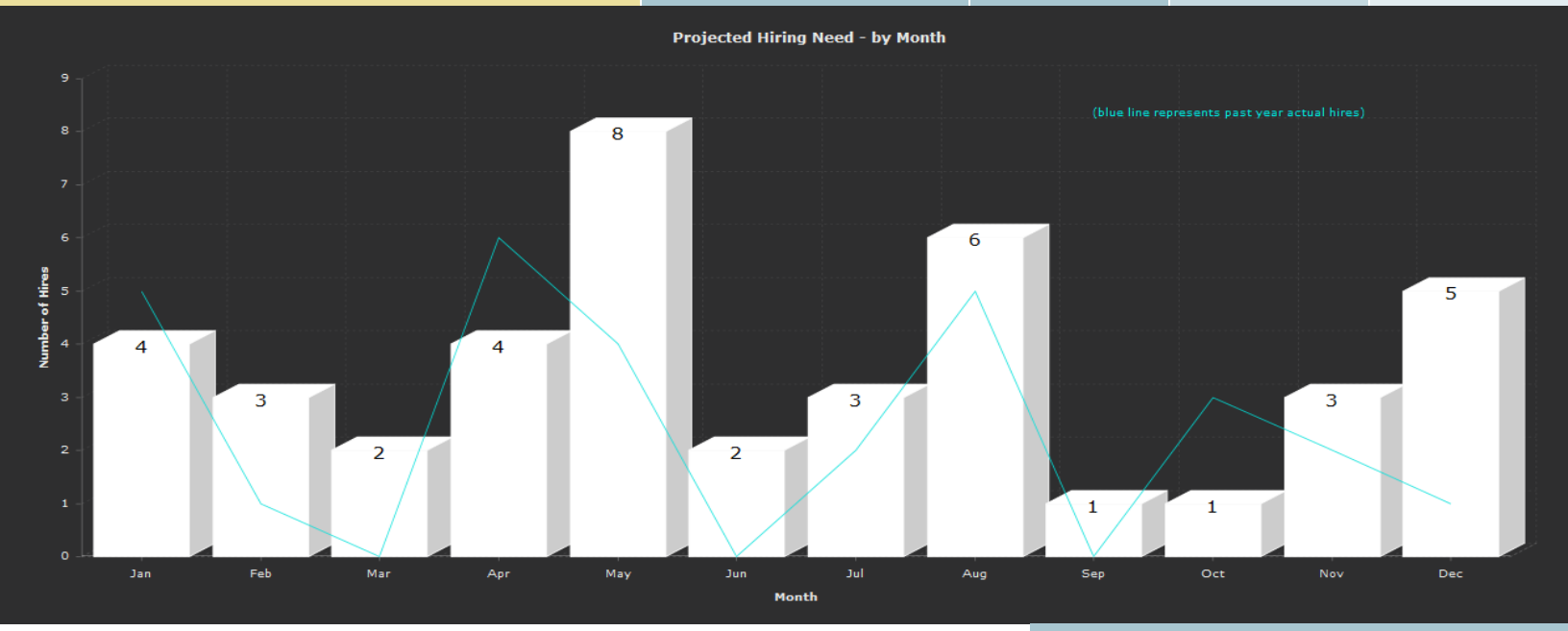
total recruiters to effectively staff the upcoming positional demand for the next 12 months. If you skew towards the higher side (6.4), it is likely that time-to-fill will decrease and quality of hire will increase.

Detailed Positional Report - Page 1 - Projected Hiring Need Pattern

January 1, 2015 through December 31, 2015

Network Engineer

42	177	55	60
Projected Openings	Headcount	Time-to-Fill	To Productivity



Notes and Recommendations

- We project 42 openings for Network Engineers over the next 12 months. This is a significant (150 percent) increase from 28 last year. This likely means even more effort in sourcing these candidates, and potentially theneed for more resources for this position.
- We notice that this year's predictive hiring pattern follows last year's relatively closely, so you will likely see similar workloads this year. The largest differences come in May, and to a lesser extent June and July. We expect to see more hires necessary in those months than last year.
- Take note of the spike in April and may, where the hiring need jumps from 2 to 4 to 8. Due to the 55 calendar-day time-to-fill, these candidates will need to be sourced starting in January, into February, in order to have on-demand talent.
- There are actually three distinct peak/valley type spikes, the peaks being May, August, and December. This means the heaviest sourcing months should be February/March, May/June, and September/October.
- The "magic number" here is 2. There are only two months during which we expect less than 2 hires needed. Based on this, at all times, there should be enough candidates in the pipeline to produce 2 hires.

Projected Sourcing Need - Qualified Candidates per month

January	8
February	16
March	32
April	**8**
May	12
June	24
July	4
August	4
September	12
October	15
November	16
December	12

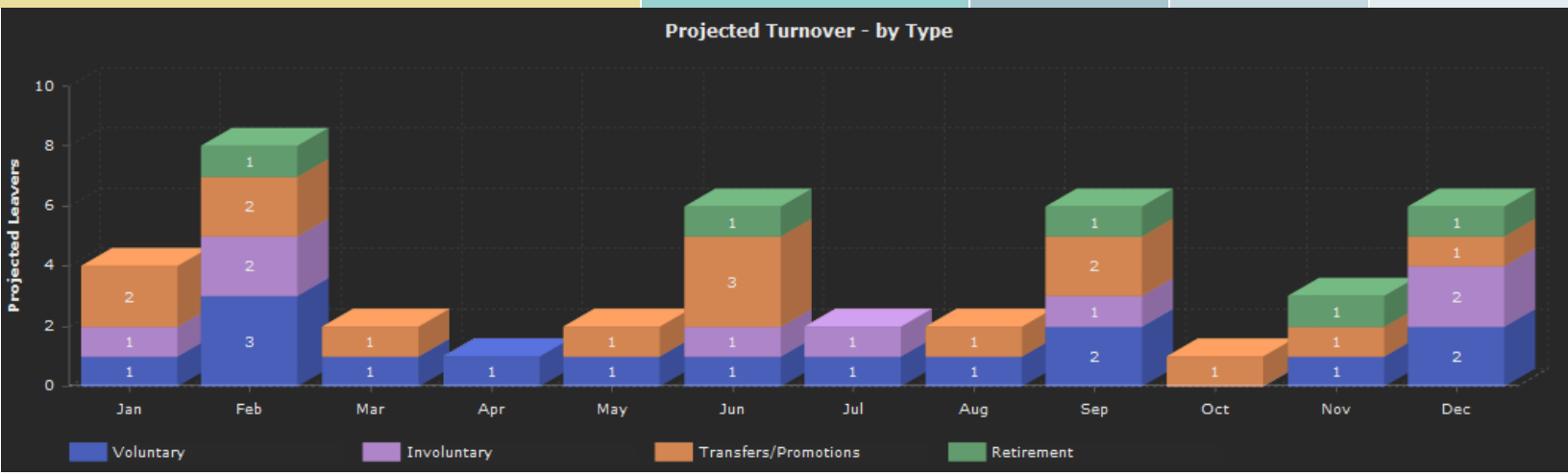
Based on projected hiring need, time to fill/productivity, and average candidate to hire ratio of **FOUR TO ONE** (average for this position)

Detailed Positional Report - Page 2 - Turnover, Reason Analysis

January 1, 2015 through December 31, 2015

Network Engineer

33%	19%	6%	8%
Historical Job Exit Rate	Voluntary	Involuntary	Xfers/Promos



Leading Turnover Indicators

The below list shows the top employee traits that indicate a high historical turnover rate (compiled over the last two years).

VOLUNTARY		INVOLUNTARY		TRANSFER/PROMOTION	
Tenure - 12-18 months	**22.9%**	Tenure - 18-24 months	**8.2%**	Performance Score -5	**14.9%**
Last Increase - 4-6 years	**21.1%**	Performance Score -1	**7.9%**	Years w/out Promotion - 6-8	**12.1%**
Zip Code - 78745	**18.5%**	Years w/out Promotion - 2-4	**7.5%**	Tenure - 8-10	**11.8%**
Age - 22-25	**15.1%**	Hire Source - Career Fair	**6.1%**	Hire Source - Referral	**11.7%**
Performance Score - 1	**13.6%**	Tenure - 4-6 years	**5.9%**	Performance Score - 4	**10.1%**
Hire Source - Indeed	**12.9%**	Performance Score - 2	**4.8%**	Pay Relative to Mean - +20%	**9.4%**
Last Promotion - 3-4 years	**12.3%**	Zip Code - 78749	**4.1%**	Years w/out Promotion - 4-6	**7.0%**

Notes and recommendations

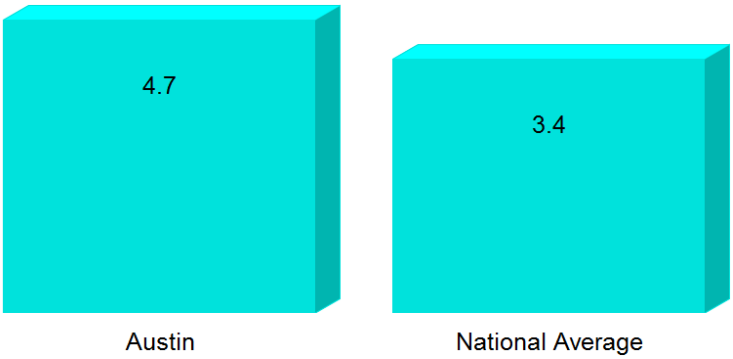
- The data around transfers and promotions looks very healthy. Performance, tenure, and years without promotion are all healthy indicators of movement. The fact that higher-paid employees relative to their job group also promote/transfer at a higher rate is healthy, showing that your top performers and future leadership are paid competitively.
- Involuntary also looks relatively healthy. Worth noting are the high rates for employees hired at career fairs, and out of the 78749 zip code. This is a decent sample size, so it's unlikely to be a statistical outlier.
- Tenure of 12-18 months being the highest voluntary turnover indicator is something to note. This could indicate that after 12-18 months of experience, the employee's value goes up and they test the job market. However, because we don't see 18-24 months as an indicator, and low performance is also an indicator, it indicates that low performers self-select out of the organization after the first performance cycle. This is healthy, however keep an eye out for top performers leaving during this tenure range.
- Indeed.com, while producing quality candidates, produces candidates that have high turnover. We see the same trend in other technical positions. We recommend recruiting tech talent from other sources.

Detailed Positional Report - Page 3 - Local Talent Depth

January 1, 2015 through December 31, 2015

Network Engineer

Workers in Job, per 1,000 Residents



Notes and Recommendations

- Austin does have a higher population of network engineers, per capita, than the national average. However, Austin is a hugely competitive talent market for technology workers. Dell, Oracle, IBM, Samsung, Apple, local government, and a large mass of technology startups fight hard for top talent. Sourcing these jobs locally will be difficult, and likely long cycles.

- There are decent pockets of talent, all with less average salary cost than Austin, all around Texas. San Antonio has a low per-capita, but is not a competitive talent market, and the salary cost is very low. This could be a good place to look for talent willing to relocate or partially telecommute. Bryan-College Station is similar.

- Dallas and Houston have high populations of talent, and while the cost is relatively high, it's still less than Austin. If finding this position is difficult in Austin, these might be good places to look.

- There are other national cities with good populations for Network engineers. Take a look at Little Rock, Salt Lake City, Jacksonville, and Tallahassee. All of these cities have good density and low salary cost. Consider running job postings or participating in career fairs in these areas. These will likely require a relocation cost, but the lower salary should offset that very quickly.

Texas and Surrounding Areas

	Avg Salary	Per 1k
Bryan-College Station	$58k	6.6
Houston	$69k	6.5
Dallas-Fort Worth	$66k	6.2
Austin	**$71k**	**4.7**
San Antonio	$60k	3.2
Tyler	$55k	2.8
El Paso	$51k	2.6
Brownsville	$54k	1.8

National

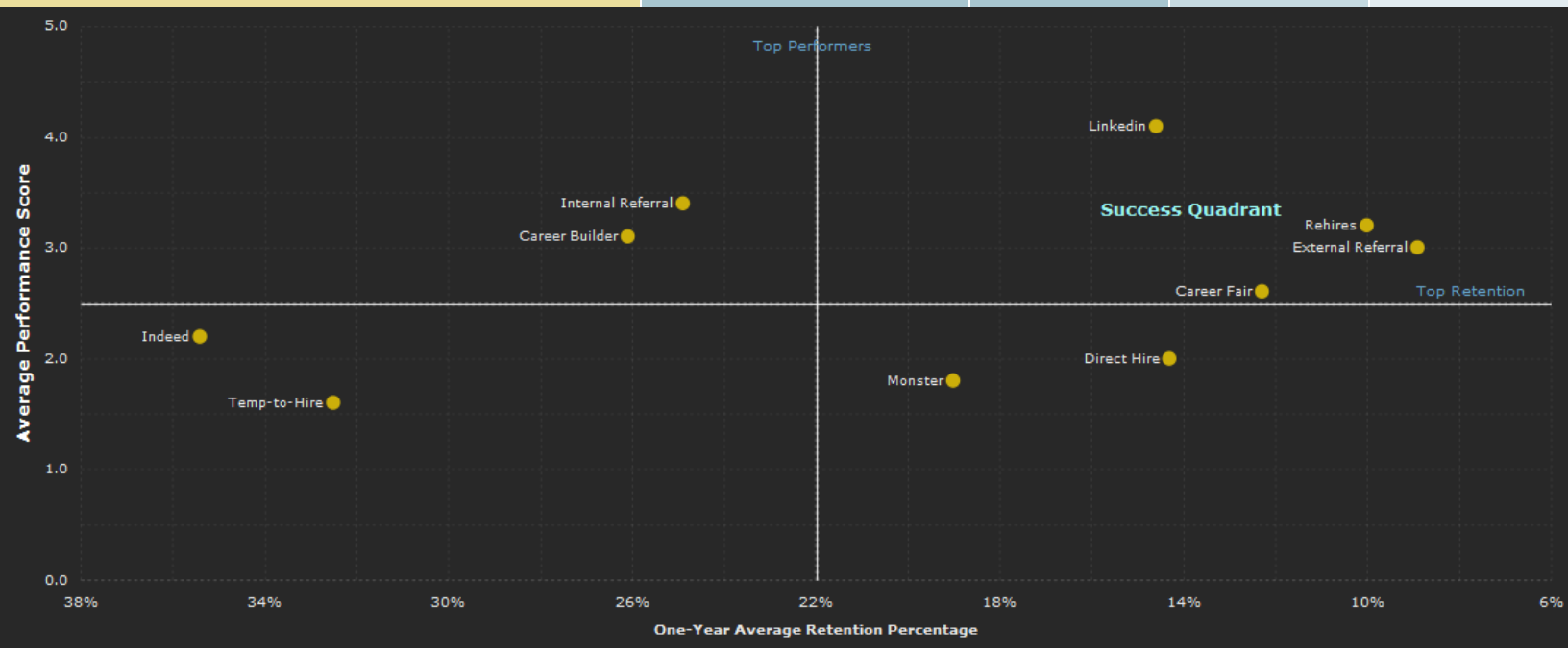
	Avg Salary	Per 1k
Little Rock	$62k	10.2
Seattle	$80k	14.6
Chicago	$72k	12.2
Salt Lake City	$64k	8.0
Jacksonville	$59k	6.8
Charlotte	$66k	9.9
Tallahassee	$58k	7.4
Buffalo	$65k	8.0

Detailed Positional Report - Page 4 - Quality of Hire by Source

January 1, 2015 through December 31, 2015

Network Engineer

42	177	55	22%
Projected Openings	Headcount	Time-to-Fill	Turnover Pct.



Notes and Recommendations

- Your three most effective hire sources based on historical performance and retention rates appear to be LinkedIn, Rehires, and External Referrals. LinkedIn has slightly higher turnover than Rehires and External Referrals, but has, by a significant margin, the highest average performance score of all hire sources.

- It appears that candidates sourced via Indeed have a very low retention rate, and average performance scores. However, this is based on a limited sample size. This finding does not have huge statistical validity until more data points (hires) are analyzed

- Temp-to-Hire, on the other hand, has plenty of data, and is the least effective hire source on this matrix. It is very likely that a look into this process and how candidates are sourced/recommended could help to increase the quality of these hires

Detailed Positional Report - Page 5 - Local Landscape

January 1, 2015 through December 31, 2015

Network Engineer

$69,457
Current Average Salary at YourBrand

Local Competition for Talent

DELL	2 openings
IBM	4 openings
ORACLE	2 openings
HomeAway	
yodle local online advertising	
vmware	
rackspace	2 openings

Current Openings with Salaries Posted

Network Security Engineer	$85k
Network Systems Engineer	$78k
Network Engineer	$78k

SAMPLE REPORT

The positional analysis contained in pages 5 through 9 is for a single "Network Engineer" position. This four page positional report is repeated for each position analyzed. In this sample report, that would include the twelve jobs on the summary page (2).

A twelve job report would include a total of 63 pages.

One hiring summary (page 2 of this document)

One advanced hiring summary matrix (page 3 of this document)

One TA resource requirements page (page 4 of this document)

12 positional reports, each containing five pages (pages 5-9 of this document)

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