NEOGOV

WORKFORCE PLANNING REPORT

WHY 34% OF PUBLIC SECTOR JOBS NEED RESTRUCTURING

WHAT TO DO WITH A JOB THAT ISN'T PERFORMING

In 2019, NEOGOV launched a recruitment study with several state governments to increase the number of applicants their positions attract.

Between December 2019 and March 2020, we analyzed 86,441 positions across 62,380 Class Specifications. We categorized the data into a 9-box matrix to understand how each job posting was performing and what data-driven steps should be taken to improve job posting performance.

THE BIG TAKEAWAY

Going into this research, we believed that if a job underperformed, it needed to be either advertised or the posting needed to be rewritten. However, during the course of this study, we learned that **34% of public sector jobs have deeper underlying issues that need to be solved.** This report will focus on those positions.

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UNDERSTANDING THE 9-BOX

The performance of a job posting determines where it falls within the 9-Box chart. A job posting's performance is defined by its conversion rate.

WHAT IS CONVERSION?

The single best indicator of job attractiveness is the conversion rate of a job. Although this sounds complicated, it is simply how many people apply for a job compared to how many people look at the job posting. Here is a quick example of conversion:

Job Posting Views	÷	**Applicants**	=	**Conversion**
100		2		2%

If it's determined that a job posting will not reach its target number of applicants, either advertising or restructuring will be suggested based on the job's conversion rate. Jobs with a conversion rate above 3% do not need help. When conversion is between 1% - 3%, the job is attractive enough to get job seekers but may need more exposure through advertising. If your conversion rate is below 1%, the job is so unattractive that advertising will not attract enough applicants and restructuring should be considered.

WHAT THE POSITION IN THE 9-BOX CHART IS TELLING US:
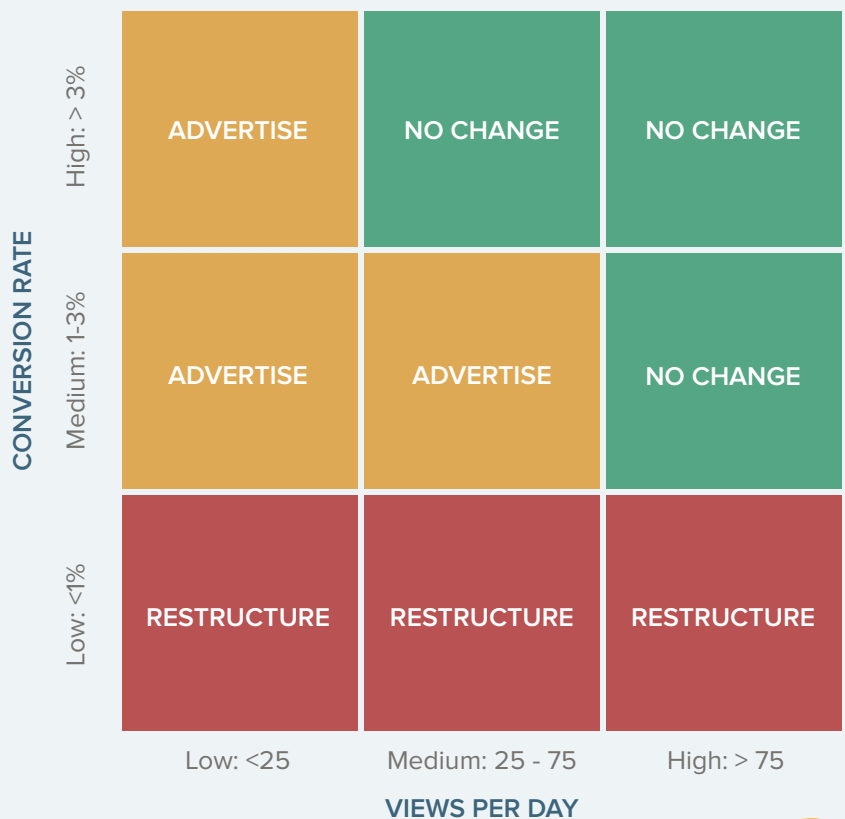
No Change:
Superstars

The job posting is performing well. No action required.

Advertise:
Needs More Exposure

The job posting is converting well but needs more exposure to increase applicants.

Restructure:
Unattractive Position

The job posting is not attracting applicants and advertising will not help. Deeper underlying issues must be solved.

Figure 1
Conversion Rates and Views by Box

|	Low: <25	Medium: 25 - 75	High: > 75
High: > 3%	ADVERTISE	NO CHANGE	NO CHANGE
Medium: 1-3%	ADVERTISE	ADVERTISE	NO CHANGE
Low: <1%	RESTRUCTURE	RESTRUCTURE	RESTRUCTURE

CONVERSION RATE

VIEWS PER DAY

34% OF JOB POSTINGS NEED RESTRUCTURING

WHAT % OF JOBS FALL INTO EACH CATEGORY?

34% of the jobs we analyzed needed to be advertised, while 33% did not need any changes. However, 34% needed to be analyzed and restructured to make them attractive to applicants.

Percentage of Jobs in Each Category
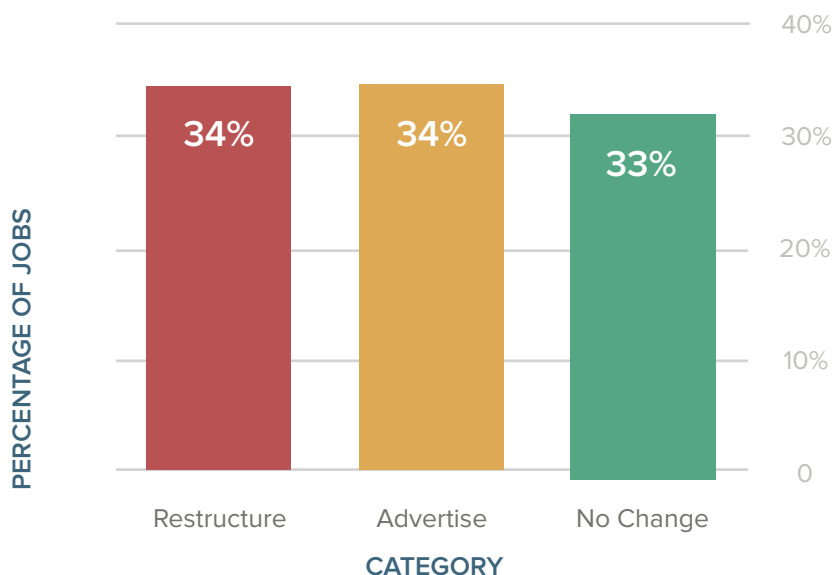
WHEN ADVERTISING AND REWRITING
WON'T MOVE THE NEEDLE

Early in our research, we tested the hypothesis that advertising and rewriting job postings would increase applications for underperforming public sector jobs. While we saw an 18% increase in applicants when jobs were rewritten and a 20% increase in applicants when jobs were advertised, those actions are simply not enough when conversion is below 1%.

Regardless of how many job seekers view a posting, advertising and rewriting will not attract enough applicants if the conversion rate is lower than 1%. In this case, restructuring should be considered.

PREPARING
TO RESTRUCTURE

When a job is below 1% conversion, there are three main ways to think through solving the issue.

1. SAME JOB, MORE ATTRACTIVE

The easiest way to restructure is to make the traditional job evaluators more appealing, such as salary, benefits, location, place of work (home or office), and work hours.

2. MERGE POSITIONS

Find ways to merge attractive and less attractive positions without ending up with two unattractive positions.

3. ELIMINATE JOB

If it's determined there are multiple reasons why a job is not performing, consider eliminating the position. Perhaps the position has low pay, requires years of experience, and requires weekend work. In this case, it is unlikely to attract job seekers. Consider splitting the position's responsibilities among other positions or implementing technology to replace the position.

RESTRUCTURING A POSITION

Job seekers evaluate jobs based on multiple factors, including job responsibilities, salary, working hours, benefits, and more. One or more of these factors can make a position unattractive.

So, the first step is to determine which aspects need to be examined. Start by benchmarking the underperforming job posting against your organization's better performing jobs in the same Class Spec. Identify the differences to pinpoint which aspects may be cause for concern.

Also, consider the following:

LOCATION

If the location of the position is in an undesirable area, consider relocating it or allowing for remote or hybrid work.

PAY

Consider whether you can reallocate budget from other areas of the organization to increase the position's compensation package.

HOURS AND DAYS OFF

Positions that require weekend and holiday availability are likely to put off job seekers.

QUALIFICATIONS

Are you asking for too much? Consider whether you have unrealistic expectations for the pay or the level of the position.

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RESTRUCTURING A POSITION

Here's an example of an actual position and how it can be restructured:

OPTION 1: MERGE POSITIONS

▶ **SCHEDULING** This jail cook position requires availability on weekends and holidays. Consider sharing the burden of 12-hour shifts across employees.

OPTION 2: MAKE IT MORE ATTRACTIVE

▶ **PAY** Consider whether you can reallocate a portion of your budget to make up for the unattractive work schedule by increasing pay.

OPTION 3: ELIMINATE THE POSITION

▶ If the pay and scheduling issues can't be solved, consider eliminating the position by either outsourcing to a third party catering company or installing vending machines.

Figure 4

Actual Sheriff's Jail Cook Job Posting

SHERIFF'S JAIL COOK

Salary: $34,846.20 - $51,339.48 Annually

Job Type: Full Time Regular

Closing Date and Time: Continuous

Department: Sheriff

Description: Under direction, performs large quantity cooking in a sheriff's correctional facility (jail). Work will involve contact and direction of jail inmates in the preparation and serving of food.

Must be willing and able to work rotating 12-hour shifts, weekends, and holidays. Applicants who fail to indicate on their application their ability to work rotating shifts, weekends, and holidays will not be invited to the exam.

RESTRUCTURING A POSITION

OPTION 1: MAKE IT MORE ATTRACTIVE

▶ **PAY**   The Boiler Operator position does not offer a career path. The pay should be enough that the position is considered a viable long-term career option.

OPTION 2: ELIMINATE THE POSITION

▶ **TECHNOLOGY** The technology being used to perform the position is antiquated. A simple solution would be to replace the technology and thus eliminate the need for the position altogether. A cost-benefit analysis can help executives determine the best course of action.

Figure 5

Actual Boiler Operator Job Posting

BOILER OPERATOR

Salary: $25,486 - $40,450 Annually

Job Type: Permanent Full Time

Closing Date and Time: Continuous

Department: Dept of Health and Human Services

Responsibilities:
Assisting with daily maintenance repairs including items such as unstopping commodes, replacing light bulbs and adjusting thermostats and other duties as needed according to operator's abilities and time available.

- Monitoring and logging the daily procedures on the HVAC and boiler systems.
- Restarting HVAC equipment after power and/or fire alarm interruptions.
- Perform, under supervision, both corrective and preventative maintenance to boilers and related equipment.

This position is designated Mandatory and must report or stay over during adverse weather events.

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