DHI hiring INDICATORS

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Report 31

Small Firms Draw as Many Applications Per Vacancy as Large Firms

This edition of ***DHI Hiring Indicators*** presents new findings on vacancy posting durations and applications by employer size, job function, and skill requirements. Section I of the report highlights a few results. Section II draws on the **DHI Vacancy and Application Flow Database** to develop information about posting durations and applications per posting. Section III presents statistics on vacancy duration and recruiting intensity based on the Job Openings and Labor Turnover Survey. Section IV provides additional information about the ***DHI Hiring Indicators*** and DHI Group, Inc.

I. Highlights

1. Small and large firms attract roughly equal numbers of applications per vacancy posting.
2. Larger employers tend to have longer vacancy posting durations, according to the DHI Database.
3. Larger employers have much longer overall vacancy durations, according to data from the Job Openings and Labor Turnover Survey.
4. The strong propensity of job seekers to target new vacancy postings holds across a wide range of job functions and skill categories.
5. The **DHI-DFH Mean Vacancy Duration Measure** rose to 28 working days in September, 0.3 days above a revised value of 27.7 days in August.

“Surprisingly, small firms attract about the same number of applicants per vacancy as large firms, according to our analysis of the DHI Database” said Dr. Steven Davis, William H. Abbott Professor of International Business and Economics at the University of Chicago Booth School of Business. “And small firms achieve comparable application numbers with shorter vacancy posting durations.” Davis is a co-developer of the DHI Database and co-creator of the DHI-DFH Mean Vacancy Duration Measure and Recruiting Intensity Index.

“Turnover has been at record levels this year for healthcare and technology, indicating that professionals in those industries are confident in their career opportunities even amidst broader uncertainty in the market driven by the results of the U.S. election," said Michael Durney, President and CEO of DHI Group, Inc. “As the time to hire professionals grows and more uncertainty creeps in, employers are tasked with offering attractive benefits and compensation to fill open roles and secure top talent."

II. Results Based on the DHI Vacancy and Application Flow Database

The **DHI Vacancy and Application Flow Database** links daily application flows to millions of online vacancy postings. The raw data come from DHI Group, Inc., which owns and operates several specialized online platforms for posting job vacancies and attracting applications. Employer-side clients comprise organizations that directly hire their own employees, recruitment firms that solicit applicants for third parties, and staffing firms that hire workers to lease to other firms. Vacancy postings are concentrated in technology sectors, software development, other computer-related occupations, engineering, financial services, and certain other professional occupations. The DHI Database currently contains nearly 7 million unique vacancy postings from more than 50,000 employer-side clients.[1] These postings have attracted nearly 60 million applications since January 2012.[2] More than half of applications went to positions posted by recruitment and staffing firms.

Nearly 80 percent of postings in the DHI Database fit a "standard" pattern: (a) The client posts a vacancy, (b) most applications arrive within the first week or two after posting, and (c) the client permanently removes the posting within one month. Other postings do not conform to this pattern; instead, they remain online for many weeks or months, and applications flow in over time. The vast majority of these "long-duration" postings reflect employers with recurring hiring needs for certain positions and recruiting firms that more or less continuously seek applicants for certain types of jobs.[3] In other words, each long-duration posting typically involves multiple job openings rather than a single position. The rest of Section II in this report restricts attention to standard postings, each of which typically pertains to a single job position.

Table II.1 presents quantitative information for selected, frequently posted job functions. The mean posting duration in Column (1) ranges from 7.2 days for SAP Consultants to 10.4 days for Program Managers. Columns (2) and (3) report the equal-weighted (EW) and flow-weighted (FW) mean number of applications per completed posting spell. The EW mean gives the average number of applicants from the employer perspective, while the FW mean gives the average number from the applicant perspective.[4] The FW mean is generally larger than the EW mean, and often much larger. This pattern reflects the fact that certain postings in a particular job function category attract many applications, while others attract very few. So the typical applicant competes with many others for the most desirable jobs, even as less attractive openings draw few applications. Finally, Columns (4) and (5) show that virtually every job function attracts a large share of its applications within 48 hours of posting.

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[1] Currently, the DHI Database draws mainly from DHI's Dice.com platform. Other DHI platforms include eFinancialCareers, Biospace, Rigzone, ClearanceJobs, Health eCareers.com, and Hcareers. Analysis of the DHI Database in this report draws on "Application Flows" by Steven J. Davis and Brenda Samaniego de la Parra.

[2] When posting a vacancy, the DHI client decides whether job seekers must file an application via email through the DHI platform or through an external URL operated by the client or a third party. In the first case, the DHI database records the number of completed email applications. In the second case, the database records how often job seekers click through to the external URL. We pool these two classes of vacancies and applications in this report.

[3] A small number of long-duration postings arise from single-position job vacancies that take many weeks or months to fill. This situation is rare in the DHI Database. See "Application Flows" by Davis and Samaniego de la Parra for more information about the distinction between standard and long-duration postings.

[4] When calculating the EW mean, each posting gets equal weight. When calculating the FW mean, each posting gets weighted in proportion to its share of applications. Suppose, for example, that Posting A receives 4 applications, while Posting B receives 16. Then the EW mean is (1/2)(4) + (1/2)(16) = 10, and the FW mean is (4/20)(4) + (16/20)(16) = 13.6.

Table II.1. Statistics for Selected, Frequently Posted Job Functions, January 2012 to June 2016

	Mean Duration of Completed Posting Spells, In Days	Mean Number of Applications Per Completed Posting Spell		Fraction of Applications Received within 48 Hours of Posting	
	(1)	(2) EW	(3) FW	(4) EW	(5) FW
All Standard Postings	9.1	7.7	36.2	0.45	0.39
Selected Job Functions					
Java Developer	8.0	10.0	81.0	0.47	0.44
Software Engineer	9.5	4.4	18.3	0.35	0.28
Project Manager	9.3	9.1	23.1	0.46	0.34
Business Analyst	9.2	12.2	38.3	0.48	0.38
DotNet Developer	8.6	9.4	68.6	0.47	0.43
Network Engineer	9.4	6.2	23.5	0.41	0.38
Database Administrator	8.7	9.7	37.4	0.51	0.44
C Developer	7.8	5.5	31.2	0.44	0.38
Systems Administrator	10.3	6.7	20.6	0.39	0.31
Systems Engineer	10.0	4.2	12.8	0.36	0.29
Programmer	9.9	7.2	31.7	0.43	0.38
SQL Developer	7.8	11.9	55.3	0.51	0.44
SAP Consultant	7.2	10.0	29.5	0.62	0.54
Quality Assurance Tester	7.7	20.8	65.4	0.54	0.41
Business Systems Analyst	10.1	9.2	24.6	0.43	0.36
Development Operations Engineer	7.6	9.9	61.4	0.45	0.51
Program Manager	10.4	9.4	22.2	0.43	0.31
Security Engineer	10.0	3.4	9.6	0.36	0.31
Python Developer	7.5	4.1	20.0	0.42	0.42
Technical Writer	9.6	6.1	15.2	0.45	0.36
Electrical Engineer	8.2	3.7	13.5	0.36	0.27
Help / Support Person	9.1	11.4	37.9	0.42	0.30
Data Scientist	7.3	4.5	16.7	0.41	0.34
Mechanical Engineer	8.6	3.9	12.9	0.39	0.29
Scrummaster	9.0	9.7	26.2	0.48	0.43

Notes: There are about 5.5 million standard postings, and they range in number from about 10,000 to 317,000 for the listed job functions. Column (1) reports the mean duration of completed postings spells from January 2012 to June 2016. We measure duration from initial posting to final removal in seconds and express the statistics in 24-hour days. Columns (2) and (3) report the equal-weighted (EW) and flow-weighted (FW) mean number of applications per completed posting spell. In calculating the flow-weighted mean, we weight each completed posting spell in proportion to its share of applications. Columns (4) and (5) report applications received within 48 hours of first posting as a fraction of all applications received in the first 30 days. When calculating the statistics in Columns (2) to (5), we drop postings with no applications.

Table II.2 presents an analogous set of statistics for job postings sorted by skill requirements. There are wide differences in mean applications by skill requirements. On the low end, jobs that require skills in PHP (Hypertext Preprocessor), Python, Ruby, Cisco products, PeopleSoft applications and Microsoft Dynamics draw an EW average of only 3 to 5 applications (FW average of 7 to 19). On the high end, openings that require Extract, Transform, Load (ETL) skills draw an EW average of 14 applications (FW average of 57). For certain skills, the gap between the FW and EW mean number of applications is very wide. For example, the EW mean applications for jobs that require Java skills is 9.3, while its FW mean is 76.0. This result indicates that certain Java positions draw very large numbers of applications, while others draw relatively few.

Table II.2. Statistics for Selected, Frequently Posted Skill Requirements, January 2012 to June 2016

	Duration of Completed Posting Spells, In Days	Mean Number of Applications Per Completed Posting Spell		Percent of Applications Received within 48 Hours After Posting	
	(1)	(3) EW	(4) FW	(5) EW	(6) FW
All Standard Postings	9.1	7.7	36.2	0.45	0.39
Skill Requirements					
JAVA	8.0	9.3	76.0	0.48	0.44
DOTNET	8.4	8.8	63.8	0.47	0.43
SAP	7.5	9.9	29.3	0.60	0.52
ORACLE	8.0	6.9	22.2	0.53	0.44
C	7.8	5.5	30.6	0.44	0.38
SQL	7.8	11.3	53.1	0.51	0.44
SECURITY	10.2	4.0	11.3	0.36	0.29
PEOPLESOFT	8.4	5.0	13.0	0.52	0.43
SHAREPOINT	8.8	7.7	29.5	0.49	0.45
UI	8.2	11.2	87.0	0.48	0.50
IOS	7.4	6.1	32.2	0.47	0.49
PHP	8.0	3.4	11.1	0.40	0.37
ANDROID	7.5	6.1	27.8	0.47	0.48
RUBY	7.3	3.3	14.1	0.41	0.40
PYTHON	7.2	3.9	19.1	0.42	0.41
LINUX	8.3	6.0	25.8	0.46	0.44
ETL	8.2	14.0	56.7	0.55	0.46
SALESFORCE	8.1	10.7	45.0	0.54	0.50
DYNAMICS	8.2	2.7	7.1	0.42	0.39
CLOUD	8.5	4.1	14.7	0.42	0.37
CISCO	8.0	3.1	9.0	0.43	0.37
INFORMATICA	7.1	14.0	58.2	0.61	0.52
WEBSPHERE	8.1	6.2	21.1	0.52	0.46

Notes: Postings range from 18,000 to 377,000 in number for the indicated skill requirements. See the notes to Table II.1 for additional information.

Table II.3 presents statistics by firm size. Unlike Tables II.1 and II.2, Table II.3 focuses on Direct Hire clients, for which employer size has a clear meaning. Perhaps surprisingly, smaller firms draw roughly as many applications per vacancy as larger firms. Larger firms, however, tend toward longer posting durations. Large firms also draw a smaller share of their applications within 48 hours of first posting.

Table II.3. Selected Statistics by Firm Size, Direct Hire Clients, January 2012 to June 2016

	Number of Postings	Mean Duration of Completed Posting Spells, In Days	Mean Number of Applications Per Completed Posting Spell		Percent of Applications Received within 48 After Posting	
		(1)	(3) EW	(4) FW	(5) EW	(6) FW
All Standard Postings	1,284,022	10.6	7.7	36.2	0.45	0.39
Firm Size Category						
0 to 9 employees	490,235	10.5	7.9	33.9	0.45	0.40
10 to 19	67,740	9.1	9.2	36.5	0.50	0.44
20 to 99	278,977	7.7	8.4	36.2	0.51	0.45
100 to 249	85,209	9.1	5.5	38.4	0.47	0.41
500 to 999	73,047	13.0	9.2	45.8	0.40	0.33
1,000 to 2,499	19,219	19.0	6.0	28.6	0.45	0.33
2,500 to 4,999	17,541	17.9	10.6	38.3	0.27	0.23
5,000 to 9,999	30,654	16.8	9.1	33.9	0.25	0.21
10,000+	144,675	14.0	7.9	27.5	0.29	0.26
N/A	76,725	9.7	9.5	39.8	0.44	0.40

Notes: DHI obtains data from a third party to determine size, typically when a client opens a new account. The top row covers all standard postings, and the remaining rows restrict attention to standard postings by Direct Hire firms. See the notes to Table II.1 for additional information.

The posting duration statistics reported in Tables II.1 to II.3 differ conceptually from the JOLTS-based **DHI-DFH Vacancy Duration Measure** reported in Section III below. The latter measure quantifies the mean number of working days taken to fill vacant job positions, which involves more than soliciting and accepting applications. It also involves screening and interviewing applicants, selecting an applicant for a job offer, extending an offer, negotiating terms, and waiting for a decision to accept or reject the offer. So we should anticipate that the JOLTS-based ***vacancy duration*** is considerably longer than the DHI-based ***posting duration,*** which is indeed the case.

III. Results Based on the Job Openings and Labor Turnover Survey

The **DHI-DFH Mean Vacancy Duration Measure** rose to 28 working days in September, 0.3 days above a revised value of 27.7 days in August and 1.5 days below its historical peak in April 2016. Figure III.1 shows the evolution of the mean vacancy duration in the United States since 2001. The vacancy duration measure in Figure III.1 reflects the vacancy concept in the Job Openings and Labor Turnover Survey (JOLTS). Specifically, a job opening gets "filled" according to JOLTS when a job offer for the open position is accepted. So the

vacancy duration statistics refer to the average length of time required to fill open positions. Typically, there is also a lag between the fill date and the new hire's start date on the new job.

Figure III.2 displays four other indicators of labor market slack alongside the mean vacancy duration. All five measures show a pronounced tightening of U.S. labor markets since 2009. Three of the measures – mean vacancy duration, the vacancy-unemployment ratio, and the ratio of vacancies to the number of persons unemployed for 26 weeks or less – now exceed their peak values prior to the recession of 2008-2009. The post-recession rise in the mean vacancy duration is especially pronounced.

Figure III.1. DHI-DFH Measure of National Mean Vacancy Duration, January 2012 to September 2016

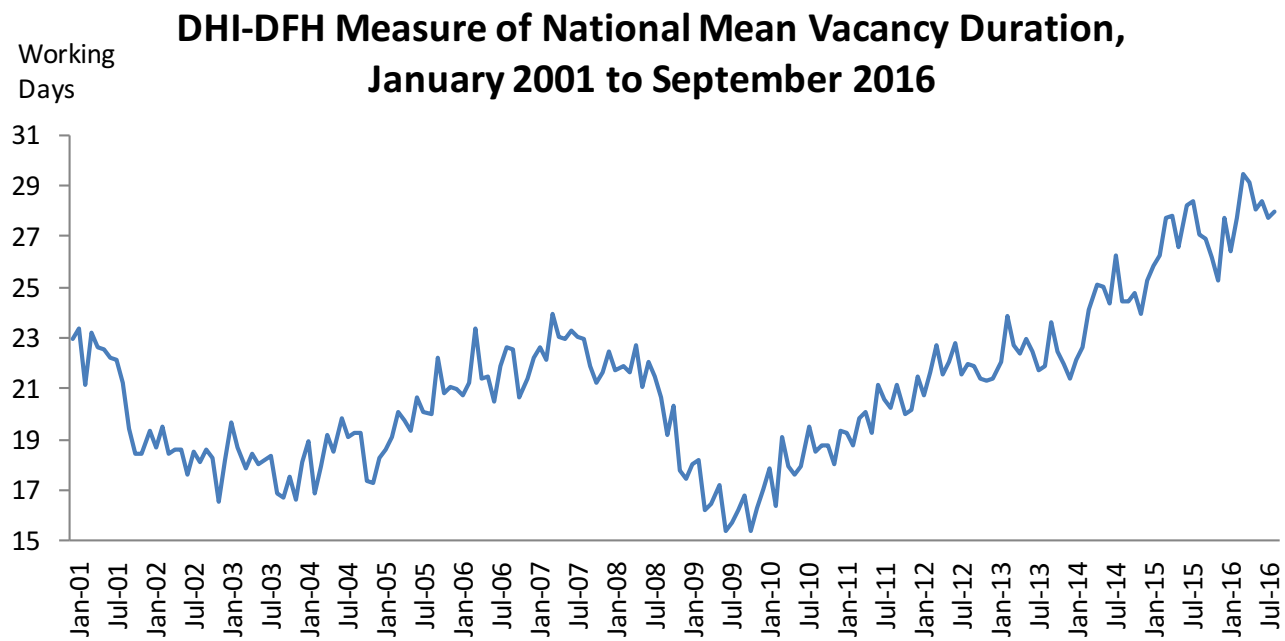
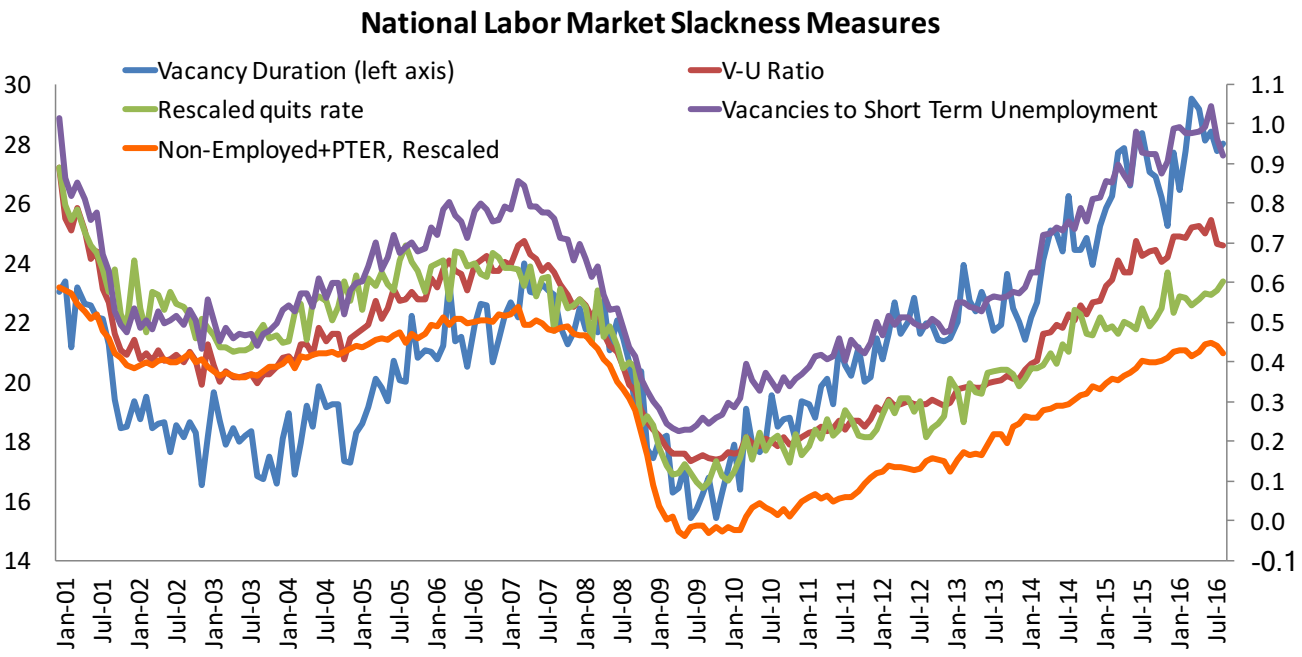


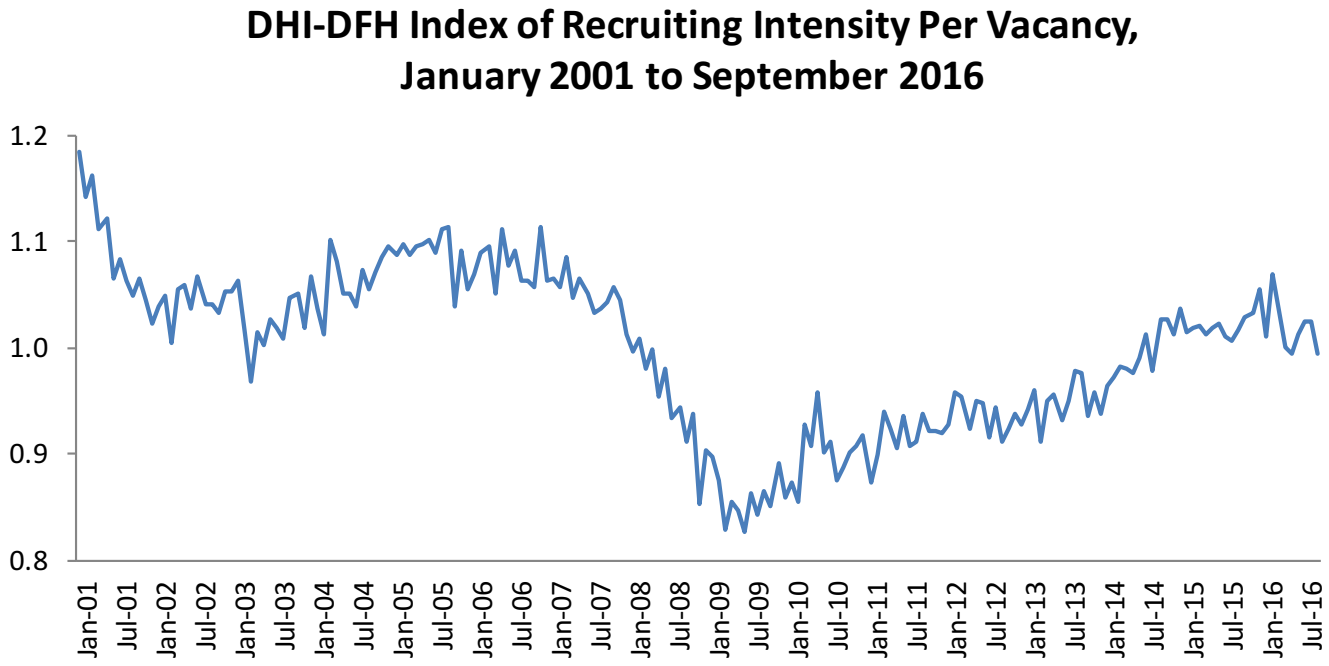
Figure III.2. National Labor Market Slackness Measures, January 2012 to September 2016



Short Term Unemployment is the number of persons unemployed for 26 weeks or less. The Quit Rate is rescaled to have the same mean and variance as the Vacancy-Unemployment Ratio from January 2001 to date. Non-Employment + PTER, an index developed by Hornstein, Kudlyak and Lange, reflects all persons who are not employed (weighted by labor force attachment) plus persons who are working part time for economic reasons and would prefer to work full time. Here, their index is multiplied by minus one and then rescaled to have the standard deviation as the Vacancy-Unemployment Ratio from January 2001 to date.

The **DHI-DFH Recruiting Intensity Index,** plotted in Figure III.3, was 0.99 in September, below its revised level of 1.03 in August.

Figure III.3.DHI-DFH Index of Recruiting Intensity per Vacancy, January 2012 to September 2016



Tables III.1 and III.2 below report industry-level statistics for mean vacancy duration and recruiting intensity per vacancy, respectively.

Table III.1. DHI-DFH Measure of Mean Vacancy Duration by Industry and Time Period, No. of Working Days, January 2012 to September 2016

Mean Vacancy Duration (Number of Working Days) By Industry and Time Period									
	2001 to 2003	2004 to 2006	2008	2009	2010 to 2012	2013	2014	2015	Jan.-Sep. 2016
Resources	12.0	14.0	18.1	13.5	18.7	17.3	22.5	16.5	13.4
Construction	7.9	8.8	7.3	4.3	6.1	9.5	10.9	11.5	15.6
Manufacturing	17.4	20.9	21.6	13.8	23.4	28.4	29.2	30.6	33.4
Wholesale and Retail Trade	14.2	15.8	15.5	13.1	15.9	19.8	18.6	20.6	22.9
Warehouse, Trans. & Utilities	18.6	17.0	20.6	11.3	18.2	22.5	23.9	28.0	28.9
Information	25.8	36.0	34.4	23.4	40.9	36.5	36.7	35.3	31.4
Financial Services	28.0	32.1	27.6	25.7	33.3	36.2	37.2	43.0	43.5
Professional and Business Services	18.3	19.9	21.3	16.6	18.8	19.6	21.9	26.5	26.3
Education	21.3	25.0	22.0	18.5	21.1	23.8	26.6	31.2	29.5
Health Services	39.1	35.8	36.4	29.8	33.5	34.6	38.4	45.0	47.8

Leisure and Hospitality	13.7	14.8	14.9	10.4	13.3	16.6	19.3	19.7	19.9
Other Services	22.5	18.6	25.2	16.9	18.9	20.0	20.9	22.0	28.7
Government	33.2	30.7	35.7	32.2	33.0	35.9	37.7	38.0	36.7
Non-Farm	19.3	20.0	21.1	16.6	20.0	22.5	24.1	26.8	28.1

Table III.2. DHI-DFH Recruiting Intensity Index by Industry and Time Period, January 2012 to September 2016

Recruiting Intensity Index By Industry and Time Period									
	2001 to 2003	**2004 to 2006**	**2008**	**2009**	**2010 to 2012**	**2013**	**2014**	**2015**	**Jan.-Sep. 2016**
Resources	0.99	1.06	1.05	0.70	1.00	0.98	1.04	0.92	1.00
Construction	1.07	1.04	0.89	0.90	1.01	0.94	0.89	0.88	0.86
Manufacturing	1.02	1.09	0.95	0.85	0.94	0.88	0.92	0.92	0.94
Wholesale and Retail Trade	1.05	1.10	0.96	0.84	0.89	0.94	1.04	1.04	1.03
Warehouse, Trans. & Utilities	0.96	1.13	0.94	0.92	0.96	1.01	1.11	1.10	1.01
Information	1.10	1.08	0.87	0.83	0.91	1.06	1.10	1.15	1.10
Financial Services	1.06	1.09	0.99	0.84	0.87	0.99	0.95	0.95	0.95
Professional and Business Services	1.08	1.07	0.90	0.83	0.94	0.96	1.00	1.01	1.01
Education	1.00	0.99	1.04	0.96	0.99	0.94	1.00	1.00	1.05
Health Services	1.08	1.04	1.01	0.93	0.89	0.92	0.96	1.01	0.99
Leisure and Hospitality	1.08	1.08	0.97	0.84	0.88	0.92	0.96	1.00	1.01
Other Services	1.02	1.07	0.94	0.96	0.95	0.98	0.96	1.04	0.96
Government	1.05	1.05	0.94	0.87	0.93	0.93	0.99	1.09	1.14
Non-Farm	1.05	1.08	0.95	0.86	0.92	0.95	1.00	1.02	1.02

Tables III.3 and III.4 below report statistics on mean vacancy duration and recruiting intensity per vacancy by establishment size. Larger employers experience longer vacancy durations. The mean vacancy duration at establishments with 5,000 or more employees averages 59.3 working days in 2016.

Table III.3. DHI-DFH Measure of Mean Vacancy Duration by Establishment Size, No. of Working Days, January 2012 to August 2016

Mean Vacancy Duration by Establishment Size (Number of Working Days) Selected Time Periods										
Size Class	**2001 to 2003**	**2004 to 2005**	**2006**	**2008**	**2009**	**2010 to 2012**	**2013**	**2014**	**2015**	**Jan.-Aug 2016**
1-9	19.4	18.2	17.2	19.9	13.3	16.7	19.2	23.3	27.8	26.4
10-49	15.2	14.9	17.4	16.5	12.9	15.7	19.0	20.7	22.9	26.0
50-249	15.7	17.0	19.3	18.2	15.1	17.9	21.0	21.2	22.9	25.1
250-999	21.0	21.5	25.4	24.8	17.7	24.4	24.0	26.5	29.4	30.7
1000-4999	36.3	34.8	44.2	35.8	30.8	34.4	37.2	36.7	39.5	40.7
5000+	48.8	44.3	39.4	39.9	40.8	55.9	56.7	57.0	60.8	59.3

Table III.4. DHI-DFH Recruiting Intensity Index by Establishment Size, No. of Working Days, January 2012 to August 2016

Mean Vacancy Duration by Establishment Size Selected Time Periods										
Size Class	**2001 to 2003**	**2004 to 2005**	**2006**	**2008**	**2009**	**2010 to 2012**	**2013**	**2014**	**2015**	**Jan.-Aug 2016**
1-9	0.98	1.10	1.06	0.98	0.96	0.95	0.94	0.90	0.94	0.9
10-49	1.05	1.10	1.07	0.95	0.89	0.90	0.95	0.96	0.99	1.0
50-249	1.09	1.07	1.08	0.94	0.81	0.90	0.91	1.01	1.01	1.0
250-999	1.06	1.07	1.07	0.91	0.84	0.94	1.00	1.04	1.06	1.0
1000-4999	1.05	1.06	0.99	1.04	0.84	0.94	0.96	1.10	1.14	1.1
5000+	0.97	1.11	1.35	1.12	0.78	0.79	0.83	0.89	0.98	1.0

IV. About the DHI Hiring Indicators

The creation of the **DHI Vacancy and Application Flow Database** is a cooperative effort between DHI Group, Inc. and two researchers at the University of Chicago, Professor Steven J. Davis and Brenda Samaniego de la Parra, a Ph.D. student. Their research paper on "Application Flows" contains additional information about the DHI Database and the analysis of the data in this report.

The **DHI-DFH Recruiting Intensity Index** quantifies the effective intensity of recruiting efforts per vacancy by employers with vacant job positions. The index is normalized to an average value of 1.0 for the period from January 2001 to December 2012. It complements the monthly Job Openings Rate produced by the U.S. Bureau of Labor Statistics (BLS) from the Job Openings and Labor Turnover Survey.

The pace of new hires in the economy depends on the number and types of job seekers, the number and types of job vacancies, and employer actions that affect how quickly vacant jobs are filled. These actions include the choice of recruiting methods, expenditures on help-wanted ads, how rapidly employers screen job applicants, hiring standards, and the attractiveness of compensation packages offered to prospective new hires. The BLS Job Openings Rate captures the availability of job vacancies in the economy, while the **DHI-DFH Recruiting**

Intensity Index captures the intensity of employer efforts to fill those vacancies. The index is available at the national, regional and industry levels and by establishment size class (number of employees).

The index construction follows the method developed by Steven J. Davis, R. Jason Faberman and John Haltiwanger (DFH) in "The Establishment-Level Behavior of Vacancies and Hiring," published in the May 2013 issue of the *Quarterly Journal of Economics,* and extended to industry and regional indices in "Recruiting Intensity during and after the Great Recession: National and Industry Evidence," published in the May 2012 issue of the *American Economic Review.*

The **DHI-DFH Vacancy Duration Measure** quantifies the average number of working days taken to fill vacant job positions. It supplements other measures often used to assess the tightness of labor market conditions such as the ratio of vacant jobs to unemployed workers.

Vacancy durations depend on the relative numbers of job seekers and job vacancies, the recruiting and search methods available to employers and job seekers, employer recruiting intensity per vacancy, the search intensity of job seekers, and the degree to which the requirements of jobs on offer match the skills, locations and preferences of job seekers. Other things equal, a larger ratio of job vacancies to job seekers yields longer vacancy durations.

The **DHI-DFH Vacancy Duration Measure** follows the method developed by Steven J. Davis, R. Jason Faberman and John Haltiwanger (DFH) in "The Establishment-Level Behavior of Vacancies and Hiring," published in the May 2013 issue of the *Quarterly Journal of Economics.* That method combines a simple model of hiring dynamics with data on hires and vacancies from the Job Openings and Labor Turnover Survey (JOLTS) conducted by the U.S. Bureau of Labor Statistics. Using their model and the JOLTS data, DFH estimate an average daily job-filling rate for vacant job positions in each month. Taking the reciprocal of the daily job-filling rate yields the **DHI-DFH Vacancy Duration Measure**, which is available at the national, regional and industry levels and by establishment size class.

The average daily job-filling rate is closely related to the "vacancy yield," the ratio of hires during the month to the stock of vacancies on the last business day of the previous month. Unlike the vacancy yield, however, the daily job-filling rate (and the **DHI-DFH Vacancy Duration Measure**) adjusts for job vacancies that are posted and filled within the month. Working days are defined as Mondays through Saturdays, excluding major national holidays.

About DHI Group, Inc.

DHI Group, Inc. (NYSE: DHX) is a leading provider of data, insights and connections through our specialized services for professional communities including technology and security clearance, financial services, energy, healthcare and hospitality. Our mission is to empower professionals and organizations to compete and win through expert insights and relevant employment connections. Employers and recruiters use our websites and services to source and hire the most qualified professionals in select and highly-skilled occupations, while professionals use our websites and services to find the best employment opportunities in and the most timely news and information about their respective areas of expertise. For over 25 years, we have built our company on providing employers and recruiters with efficient access to high-quality, unique professional communities, and offering the professionals in those communities access to highly-relevant career opportunities, news, tools and information. Today, we serve multiple markets located throughout North America, Europe, the Middle East and the Asia Pacific region.

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