Gartner TalentNeuron™

Leverage Flexibility to Acquire Critical Talent
About This Research

As flexible work models continue to become offered more frequently, employers need to recognize flexible work as a key employee value proposition (EVP) differentiator. Today candidates expect work flexibility, and organizations unable to provide it will struggle to remain competitive in a hypercompetitive talent market. This research provides labor market insights on flexible work, and solutions on leveraging flexibility to acquire critical talent.

Goal
To provide labor market insights on flexible work, to enable and motivate employers to offer flexibility to attract critical talent.

Data Source
We use Gartner TalentNeuron™, an end-to-end labor market intelligence solution combining real-time insights from trusted global data sources, deep research and expert advisors to guide decisions on location, talent and competition. This report also contains research from multiple Gartner surveys.

How to Use This Report
Use the data in this report to:
• Identify how employers are advertising flexible work in their job descriptions
• Analyze which functions, roles and skills are most frequently advertising remote work as part of their EVP
• Assess a variety of solutions to leverage flexibility to acquire critical talent
Report Roadmap

• **Location Flexibility Becomes a Foundational EVP Offering**

• **Track Flexibility Trends for Critical Functions, Roles and Skills to Plan Future Sourcing Strategy and Talent Plans**

• **Benchmark Flexibility Advertised by Peers in Job Postings to Inform Your Flexibility Strategy**

• **Review Location Flexibility Messaging by Peers to Assess Your EVP Messaging**

• **Methodology**
Companies only offered about 4% of their roles as remote or hybrid in 2019, but that grew to more than 17% in February 2022. Flexible work continues to grow in importance more than two years into the pandemic.

The importance of location flexibility remains high for both candidates and employers. Two out of 3 job candidates who currently work on-site would prefer to work in a hybrid or remote model. More than half of organizations expect more than 50% of their workforce to be hybrid.

Advertising of location flexibility in job descriptions differs significantly between various functions, roles and skills. The most common function that is advertised with location flexibility is IT: 37% of IT job descriptions include some mention of location flexibility.

To remain competitive for talent, HR leaders should track flexibility trends for critical roles and skills, benchmark flexibility advertised in job descriptions, and review how location flexibility is messaged as part of their EVP.
Location Flexibility Becomes a Foundational EVP Offering
Employers Are Increasingly Advertising Location Flexibility

Companies only offered about 4% of their roles as remote or hybrid in 2019, but that grew to more than 17% in February 2022. Flexible work continues to grow in importance more than two years into the pandemic.

Work Models Advertised in Job Descriptions as a Share of Total Jobs
January 2019 – February 2022 in U.S., U.K. and Canada

Source: Gartner TalentNeuron™. "Fully remote" refers to job postings for positions that are exclusively remote. "Hybrid remote" refers to job postings for positions where employees alternate between working at home and in the office. "Temporary remote" refers to job postings that are remote at the time of posting but will become fully on-site.
Most Workers Want Hybrid Work

Almost no remote/hybrid workers prefer on-site work, and most want a hybrid model. Two out of 3 job candidates who currently work on-site would prefer to work in a hybrid or remote model.

Work Models Preferred by Candidates

*By Candidates’ Current Work Model*

n = 3,000 candidates

Source: 2021 Gartner Candidate Panel Survey

Note: Percentages for each group may not add up to 100% due to rounding.
Candidates Prioritize Hybrid and Remote Roles in Their Job Search

Two out of 3 candidates who currently work in a hybrid or remote work model place high importance on a hybrid model in their job search. Employers risk smaller talent pools by not offering hybrid or remote work.

Importance of Hybrid Work Model While Evaluating Organizations as a Candidate
Segmented for Hybrid and Remote Candidates

n = 2,238 candidates working in a remote or hybrid model
Source: 2021 Gartner Candidate Panel Survey
More Than Half of Organizations Expect a Majority Hybrid Workforce

Employers are responding by continuing to embed hybrid work within their organizations. To effectively compete for talent, recruiting leaders must identify the roles to offer hybrid and remote work.

**Percentage of Workforce That Organizations Expect to Be Hybrid**

*Percentage of HR Executives and Leaders*

<table>
<thead>
<tr>
<th>Percentage of Workforce</th>
<th>Percentage of HR Executives and Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>0%*</td>
<td>2%</td>
</tr>
<tr>
<td>1%-20%*</td>
<td>11%</td>
</tr>
<tr>
<td>21%-30%</td>
<td>11%</td>
</tr>
<tr>
<td>31%-40%</td>
<td>8%</td>
</tr>
<tr>
<td>41%-50%</td>
<td>3%</td>
</tr>
<tr>
<td>51%-60%</td>
<td>10%</td>
</tr>
<tr>
<td>61%-70%</td>
<td>13%</td>
</tr>
<tr>
<td>71%-80%</td>
<td>15%</td>
</tr>
<tr>
<td>81%-100%</td>
<td>23%</td>
</tr>
<tr>
<td>Not sure</td>
<td>4%</td>
</tr>
</tbody>
</table>

More than half of organizations expect more than 50% of their workforce to be hybrid

n = 194

Q: What percentage of your workforce do you expect to be hybrid (working partly remotely and partly in-office)? (Select one)

Source: Strategies to Attract, Retain and Engage Talent (25 May)
Use Labor Market Insights to Inform Location Flexibility Strategy

Flexibility is a key EVP differentiator and necessary to offer critical talent segments to remain competitive. Use labor market insights to answer critical questions to inform your organization’s location flexibility strategy.

- Track flexibility trends for critical functions, roles and skills to plan future sourcing strategy and talent plans
- Benchmark flexibility advertised by peers in job postings to inform your flexibility strategy
- Review location flexibility messaging by peers to assess your EVP messaging
Use Labor Market Insights to Inform Location Flexibility Strategy

- Track flexibility trends for critical functions, roles, and skills to plan future sourcing strategy and talent plans
- Benchmark flexibility advertised by peers in job postings to inform your flexibility strategy
- Review location flexibility messaging by peers to assess your EVP messaging
Guidance: Spectrum of Expanded Location Options

A world in which remote work is common gives organizations more options for sourcing talent.
Example: Source by Talent Location to Broaden Pools

Leverage a Data-Driven Location Strategy

Example: Use Gartner TalentNeuron™ to find out where cloud architects are available across the U.S.
Example: Source by Talent Location to Broaden Pools (Continued)

Leverage a Data-Driven Location Strategy

Example: Use Gartner TalentNeuron™ to assess labor market dynamics to identify optimal sourcing locations.

Source: Gartner TalentNeuron™
Track Flexibility Trends for Critical Functions, Roles and Skills

What
Evaluate the degree of location flexibility feasible for the role based on tasks and activities associated with it. Leverage the specific degree of location flexibility possible to modify the work model offered.

Why
Location flexibility can help your organization broaden talent pools and reduce time-to-fill for hiring.

Considerations
1. Benchmark new requisitions, open requisitions and long-pending job openings, especially for critical talent segments, against location flexibility trends in the labor market.
2. Collaborate with hiring managers and seek inputs from current employees to influence business leaders to adapt work models for location flexibility.
3. Adapt sourcing practices to source by talent location, not business location, for hybrid and remote roles.
4. Connect with stakeholders from legal and finance to contextualize tax and pay implications within the wider organizational strategy.
5. Conduct training around policies to standardize language for candidate communications (e.g., work from home vs. work from anywhere, residence regulations, duration of location flexibility).
Use Labor Market Insights to Inform Location Flexibility Strategy

Track flexibility trends for critical functions, roles and skills to plan future sourcing strategy and talent plans.

Benchmark flexibility advertised by peers in job postings to inform your flexibility strategy.

Review location flexibility messaging by peers to assess your EVP messaging.
**Location Flexibility Differs by Function**

Benchmark functions that offer location flexibility and identify where to offer more flexibility to remain competitive. More than a third of IT and marketing roles include location flexibility in the job description.

**Work Models Advertised for Various Functions as a Percentage of All Jobs Posted**
*November 2021 – February 2022 in U.S., U.K. and Canada*

<table>
<thead>
<tr>
<th>Function Name</th>
<th>Fully Remote Percentage</th>
<th>Hybrid Remote Percentage</th>
<th>Temporary Remote Percentage</th>
<th>Total of Remote, Hybrid or Temporary Remote Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology</td>
<td>21%</td>
<td>14%</td>
<td>2%</td>
<td>37%</td>
</tr>
<tr>
<td>Marketing/PR</td>
<td>19%</td>
<td>14%</td>
<td>2%</td>
<td>35%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>15%</td>
<td>12%</td>
<td>2%</td>
<td>29%</td>
</tr>
<tr>
<td>Finance/Accounting</td>
<td>15%</td>
<td>12%</td>
<td>2%</td>
<td>29%</td>
</tr>
<tr>
<td>Legal</td>
<td>10%</td>
<td>13%</td>
<td>3%</td>
<td>26%</td>
</tr>
<tr>
<td>Creative/Talent</td>
<td>14%</td>
<td>7%</td>
<td>2%</td>
<td>24%</td>
</tr>
<tr>
<td>Executive Management</td>
<td>12%</td>
<td>10%</td>
<td>2%</td>
<td>24%</td>
</tr>
<tr>
<td>Science/R&amp;D</td>
<td>9%</td>
<td>10%</td>
<td>2%</td>
<td>22%</td>
</tr>
<tr>
<td>Sales/Biz. Development</td>
<td>11%</td>
<td>4%</td>
<td>1%</td>
<td>16%</td>
</tr>
<tr>
<td>Engineering/QA</td>
<td>6%</td>
<td>9%</td>
<td>1%</td>
<td>16%</td>
</tr>
<tr>
<td>Administration/Clerical</td>
<td>6%</td>
<td>5%</td>
<td>1%</td>
<td>13%</td>
</tr>
<tr>
<td>Education/Training</td>
<td>10%</td>
<td>2%</td>
<td>0%</td>
<td>12%</td>
</tr>
<tr>
<td>Social Services</td>
<td>4%</td>
<td>6%</td>
<td>2%</td>
<td>12%</td>
</tr>
<tr>
<td>Security</td>
<td>5%</td>
<td>1%</td>
<td>1%</td>
<td>7%</td>
</tr>
<tr>
<td>Medical/Health</td>
<td>3%</td>
<td>2%</td>
<td>0%</td>
<td>6%</td>
</tr>
<tr>
<td>Facilities/Construction</td>
<td>2%</td>
<td>3%</td>
<td>0%</td>
<td>5%</td>
</tr>
<tr>
<td>Hospitality/Services</td>
<td>3%</td>
<td>1%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Operations/Logistics</td>
<td>2%</td>
<td>2%</td>
<td>0%</td>
<td>4%</td>
</tr>
<tr>
<td>Maintenance/Repair</td>
<td>2%</td>
<td>1%</td>
<td>0%</td>
<td>3%</td>
</tr>
<tr>
<td>Manufacturing/Resources</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>2%</td>
</tr>
</tbody>
</table>

Source: Gartner
Example: Increase in Flexibility for Most Flexible Functions

Understand how flexibility has changed over time by trending the data over time for critical functions. Some functions advertise remote work in 30% more of their job postings compared to pre-pandemic.

Percentage of Total Jobs Advertising Flexible Work

Source: Gartner TalentNeuron™
Location Flexibility a Key Bet to Attract Most Competitive Roles

90% or more of the S&P 100 recruited for the same 35 roles in 2021, including sales managers, management analysts and marketing managers. Offering location flexibility is key to compete for highly demanded roles.

Jobs Advertising Remote/Hybrid Work Model as a Percentage of Total Jobs for Selected Critical Roles
January 2019 – February 2022 in U.S., U.K. and Canada

Source: Gartner TalentNeuronTM
Digital Skills Are Frequently Offered Location Flexibility

While some skills are typically reserved for on-site work, many skills can be leveraged in a remote or hybrid work environment. Top skills that offer location flexibility relate to software development and cloud computing.

**Top Skills Advertised With Location Flexibility as a Percentage of All Jobs Posted**
*November 2021 – February 2022 in U.S., U.K. and Canada*

<table>
<thead>
<tr>
<th>Function Name</th>
<th>Fully Remote Percentage</th>
<th>Hybrid Remote Percentage</th>
<th>Temporary Remote Percentage</th>
<th>Total of Remote, Hybrid, or Temporary Remote Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>CI/CD</td>
<td>28%</td>
<td>17%</td>
<td>3%</td>
<td>47%</td>
</tr>
<tr>
<td>Docker</td>
<td>26%</td>
<td>17%</td>
<td>2%</td>
<td>46%</td>
</tr>
<tr>
<td>React</td>
<td>25%</td>
<td>18%</td>
<td>3%</td>
<td>46%</td>
</tr>
<tr>
<td>Digital marketing</td>
<td>31%</td>
<td>13%</td>
<td>2%</td>
<td>45%</td>
</tr>
<tr>
<td>Representational state transfer (REST)</td>
<td>29%</td>
<td>14%</td>
<td>2%</td>
<td>45%</td>
</tr>
<tr>
<td>CSS</td>
<td>27%</td>
<td>15%</td>
<td>3%</td>
<td>45%</td>
</tr>
<tr>
<td>Microsoft .NET Framework</td>
<td>24%</td>
<td>18%</td>
<td>3%</td>
<td>45%</td>
</tr>
<tr>
<td>DevOps</td>
<td>25%</td>
<td>17%</td>
<td>2%</td>
<td>44%</td>
</tr>
<tr>
<td>Kubernetes</td>
<td>26%</td>
<td>16%</td>
<td>2%</td>
<td>44%</td>
</tr>
<tr>
<td>JavaScript</td>
<td>26%</td>
<td>16%</td>
<td>2%</td>
<td>44%</td>
</tr>
<tr>
<td>Git</td>
<td>26%</td>
<td>16%</td>
<td>2%</td>
<td>44%</td>
</tr>
<tr>
<td>Code reviews</td>
<td>26%</td>
<td>16%</td>
<td>2%</td>
<td>44%</td>
</tr>
<tr>
<td>Jenkins</td>
<td>24%</td>
<td>18%</td>
<td>2%</td>
<td>44%</td>
</tr>
<tr>
<td>Scrum methodology</td>
<td>25%</td>
<td>16%</td>
<td>2%</td>
<td>43%</td>
</tr>
<tr>
<td>APIs</td>
<td>26%</td>
<td>15%</td>
<td>2%</td>
<td>43%</td>
</tr>
<tr>
<td>HTML</td>
<td>27%</td>
<td>13%</td>
<td>2%</td>
<td>43%</td>
</tr>
<tr>
<td>C#</td>
<td>22%</td>
<td>18%</td>
<td>2%</td>
<td>42%</td>
</tr>
<tr>
<td>Microservices</td>
<td>22%</td>
<td>17%</td>
<td>3%</td>
<td>42%</td>
</tr>
<tr>
<td>Agile software development</td>
<td>25%</td>
<td>15%</td>
<td>2%</td>
<td>42%</td>
</tr>
<tr>
<td>Jira</td>
<td>24%</td>
<td>15%</td>
<td>2%</td>
<td>41%</td>
</tr>
</tbody>
</table>

Source: Gartner
Example: Change in Location Flexibility for CI/CD

Continuous integration/continuous delivery (CI/CD) is the skill most frequently offered location flexibility. Employers pursuing CI/CD skills will be less competitive if they do not offer location flexibility.

Work Models Advertised for CI/CD Skill
January 2019 – February 2022 in U.S., U.K. and Canada

Source: Gartner TalentNeuron™
Tool: Evaluate Flexibility Using Portability and Feasibility

Feasibility of Delivering Outcomes
Feasibility is about whether the role can deliver the needed outcomes in a remote setting. If an activity relies on face-to-face interactions with customers or benefits from synchronous collaboration with co-workers, it has low feasibility, as there is less flexibility in when and where these tasks can be performed.

Portability of Resources
Portability concerns whether an activity requires the use of specific equipment or technology that is location-bound, so employees must work on-site to access it. If that’s the case, the activity has low portability.

<table>
<thead>
<tr>
<th>Portability of Resources</th>
<th>Feasibility of Delivering Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td>Offer partial flexibility, improve feasibility</td>
<td>Offer complete location and schedule flexibility</td>
</tr>
<tr>
<td>Continue working on-site</td>
<td>Offer partial flexibility, improve portability</td>
</tr>
</tbody>
</table>

Activity Analysis for Flexibility
Tool (Illustrative Sample): Role Flexibility Analysis

Sales Representative Activities
Nonexhaustive

1. Giving sales presentations
2. Negotiating contracts
3. Helping determine pricing schedules
4. Preparing weekly and monthly reports
5. Coordinating with marketing programs
6. Obtaining payment from clients
7. Submitting contracts for orders
8. Contacting potential clients to evaluate needs or promote products and services
9. Maintaining client records
10. Answering client questions

Activity Analysis for Flexibility

<table>
<thead>
<tr>
<th>Portability</th>
<th>Feasibility</th>
<th>Offer partial flexibility, improve feasibility</th>
<th>Offer complete location and schedule flexibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>High</td>
<td>Continue working on-site</td>
<td>Offer partial flexibility, improve portability</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Sales Representative Activities

Nonexhaustive

1. Giving sales presentations
2. Negotiating contracts
3. Helping determine pricing schedules
4. Preparing weekly and monthly reports
5. Coordinating with marketing programs
6. Obtaining payment from clients
7. Submitting contracts for orders
8. Contacting potential clients to evaluate needs or promote products and services
9. Maintaining client records
10. Answering client questions

Activity Analysis for Flexibility

<table>
<thead>
<tr>
<th>Portability</th>
<th>Feasibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td>Low</td>
</tr>
</tbody>
</table>

Offer partial flexibility, improve feasibility
Offer complete location and schedule flexibility
Continue working on-site
Offer partial flexibility, improve portability
# Tool (Illustrative Sample): Role Flexibility Analysis (Continued)

## Sales Representative Activities

*Nonexhaustive*

1. Giving sales presentations
2. Negotiating contracts
3. Helping determine pricing schedules
4. Preparing weekly and monthly reports
5. Coordinating with marketing programs
6. Obtaining payment from clients
7. Submitting contracts for orders
8. Contacting potential clients to evaluate needs or promote products and services
9. Maintaining client records
10. Answering client questions

## Activity Analysis for Flexibility

<table>
<thead>
<tr>
<th>Portability</th>
<th>Feasibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue working on-site</td>
<td>High</td>
</tr>
<tr>
<td>Offer partial flexibility, improve portability</td>
<td>Low</td>
</tr>
<tr>
<td>Offer complete location and schedule flexibility</td>
<td>High</td>
</tr>
<tr>
<td>Offer partial flexibility, improve feasibility</td>
<td>High</td>
</tr>
</tbody>
</table>

RESTRICTED DISTRIBUTION

© 2022 Gartner, Inc. and/or its affiliates. All rights reserved.
Tool (Illustrative Sample): Role Flexibility Analysis (Continued)

Final Decision on Sales Representative Role Flexibility

Mostly Flexible

Hybrid

Mostly at Office
Benchmark Flexibility Advertised by Peers in Job Postings

What
Identify how your competitors advertise flexibility to critical talent groups. Assess which roles at your organization are appropriate for hybrid or remote work.

Why
Assessing how peer organizations are advertising location flexibility enables your organization to stay ahead of your competition by matching or exceeding what they offer.

Considerations
1. Identify how flexibility advertised for your organization’s critical roles has changed recently.
2. Assess your organization’s critical roles to determine if they can be performed fully remotely, in a hybrid model or if they must be fully on-site.
3. Use benchmarks on flexibility to make the business case to leverage flexibility to remain competitive.
Use Labor Market Insights to Inform Location Flexibility Strategy

Track flexibility trends for critical functions, roles and skills to plan future sourcing strategy and talent plans.

Benchmark flexibility advertised by peers in job postings to inform your flexibility strategy.

Review location flexibility messaging by peers to assess your EVP messaging.
Candidates Seek Radical Flexibility

Percentage of Candidates Rating Each EVP Trait as “Highly Important”

- When You Work: 67%
- What You Work On: 62%
- How Much You Work: 61%
- Where You Work: 60%
- Who You Work With: 57%

n = 3,000 candidates
Source: 2021 Gartner Candidate Panel Survey
### Different Workers Prefer Different Types of Flexibility

#### Candidates Reporting High Importance of Flexibility Features
Percentage of Candidates, by Segment

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>All Talent</strong></td>
<td>67%</td>
<td>60%</td>
<td>62%</td>
<td>61%</td>
</tr>
<tr>
<td><strong>Salaried</strong></td>
<td>68%</td>
<td>65%</td>
<td>67%</td>
<td>61%</td>
</tr>
<tr>
<td><strong>Hourly</strong></td>
<td>66%</td>
<td>51%</td>
<td>50%</td>
<td>62%</td>
</tr>
<tr>
<td><strong>On-site</strong></td>
<td>59%</td>
<td>39%</td>
<td>45%</td>
<td>56%</td>
</tr>
<tr>
<td><strong>Hybrid</strong></td>
<td>67%</td>
<td>64%</td>
<td>69%</td>
<td>63%</td>
</tr>
<tr>
<td><strong>Remote</strong></td>
<td>74%</td>
<td>73%</td>
<td>66%</td>
<td>63%</td>
</tr>
<tr>
<td><strong>Female</strong></td>
<td>67%</td>
<td>56%</td>
<td>50%</td>
<td>59%</td>
</tr>
<tr>
<td><strong>Male</strong></td>
<td>64%</td>
<td>59%</td>
<td>61%</td>
<td>60%</td>
</tr>
</tbody>
</table>

More (>70%) reporting high importance  
Less (<60%) reporting high importance

n = 3,000 candidates  
Source: 2021 Gartner Candidate Survey
## Example: Flexibly Offer Radical Flexibility

Sample Flexibility Options for Different Types of Employees

<table>
<thead>
<tr>
<th>Flexibility Options</th>
<th>Part-Time Retail Employee</th>
<th>Full-Time Consultant</th>
<th>On-site Essential Personnel</th>
<th>Full-Time IT Field Technician</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Provide employees the choice to schedule and trade their own hours.</td>
<td>- Provide employees choice of which office location they work out of.</td>
<td>- Provide employees transparency into the types of projects available to them.</td>
<td>- Adjust scheduling as needed (e.g., 4 10-hour days, not 5 8-hour days).</td>
<td></td>
</tr>
<tr>
<td>- Provide tenured employees options for what areas they work in and who they work with.</td>
<td>- Offer flexibility of what time employees arrive and leave the office.</td>
<td>- Allow employees to share their workstyle preference.</td>
<td>- Provide employees options of which peers they work with on-site.</td>
<td></td>
</tr>
<tr>
<td>- Allow employees to work at different locations.</td>
<td>- Allow high performers flexibility, when possible, of which projects they work on.</td>
<td>- Provide employees choice of when they can start and end each workday.</td>
<td>- Authorize remote work when not on-site.</td>
<td></td>
</tr>
</tbody>
</table>

Illustrative
### Example: Flexibly Offer Radical Flexibility (Continued)

Sample Flexibility Options for Frontline Workers, When Flexible Locations Are Not an Option

Illustrative

<table>
<thead>
<tr>
<th>Role</th>
<th>Warehouse</th>
<th>Manufacturing</th>
<th>Healthcare Operations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility Options</td>
<td>• Give employees the choice to schedule and trade their own shifts.</td>
<td>• Give employees the choice to schedule and trade their own shifts.</td>
<td>• Give employees the choice to schedule and trade their own shifts.</td>
</tr>
<tr>
<td></td>
<td>• Provide tenured employees options for what areas they work in and who they work with.</td>
<td>• Provide employees transparency into the types of work available to them.</td>
<td>• Allow employees to choose which peers they work with on-site.</td>
</tr>
<tr>
<td></td>
<td>• Allow employees to work at different locations.</td>
<td>• Authorize remote work when not on-site.</td>
<td>• Authorize remote work when not on-site.</td>
</tr>
</tbody>
</table>
Guidance: Identify How Competition Differentiates Their EVP

To attract and retain for critical roles, examine competitors’ job descriptions to ensure your organization can match or exceed what the competition offers.

Example: Use Gartner TalentNeuron™ to assess competitors’ job postings.

Source: Gartner TalentNeuron™
Guidance: Communicate Flexibility Through Brand Messages

Analyze competitors’ brand messages to inform your organization’s flexibility offerings. Communicate a combination of flexibility options to get an edge on competitors by casting a wider net.

Example: Use Gartner TalentNeuron™ to analyze competitors’ branding for flexibility.

Other ways remote work is mentioned in job postings:

- Fully Remote
- Remote but Satellite to Office
- Remote Short Term
- Work With Remote Colleagues
- Remote Work When Not Traveling
- Remote for the Right Candidate
Review Location Flexibility Messaging by Peers

What

Tailor roles for different talent segments using different types of flexibility (when to work, where to work, what to work on, how much to work, who to work with) to offer radical flexibility. Include flexibility being offered in job postings and candidate communications.

Why

Providing and communicating a combination of flexibility options can give your organization an edge on competitors as you will be able to attract more candidates. This is because 82% of candidates who can work remotely now (includes both hybrid and remote employees) prefer to work remotely more than 50% of the time.¹

Considerations

1. Identify preferences of different talent segments and influence the business to adapt work models based on activities required to be done in the roles.

2. Collaborate with IT, finance, operations, line of business and worker representatives to create an EVP that incorporates multiple perspectives.

3. Evaluate short- and long-term costs vs. benefits of adapting work models — e.g., compensation adjustment, change in worksite footprint, enhanced virtual infrastructure. Use this analysis to identify challenges and opportunities.

4. Equip recruiters to highlight radical flexibility as a competitive differentiator.

¹Source: 2021 Gartner Candidate Panel Survey; n = 3,000 candidates
Methodology
Methodology

We used Gartner TalentNeuron™ to identify trends in location flexibility advertised for various functions, roles and skills. These trends identify the frequency in which job descriptions advertise remote, hybrid and temporarily remote work.

• This analysis covers the U.S., the U.K. and Canada from January 2019 to February 2022.

• Gartner TalentNeuron categorizes flexible work into three categories: fully remote, hybrid remote and temporarily remote. “Fully remote” refers to job postings for positions that are exclusively remote. “Hybrid remote” refers to job postings for positions where employees alternate between working at home and in the office. “Temporary remote” refers to job postings that are remote at the time of posting but will become fully on-site.

• This analysis is only representative of specific mentions of remote, hybrid or temporarily remote work advertised within job descriptions. Actual percentages of employees working in location-flexible work models will vary.