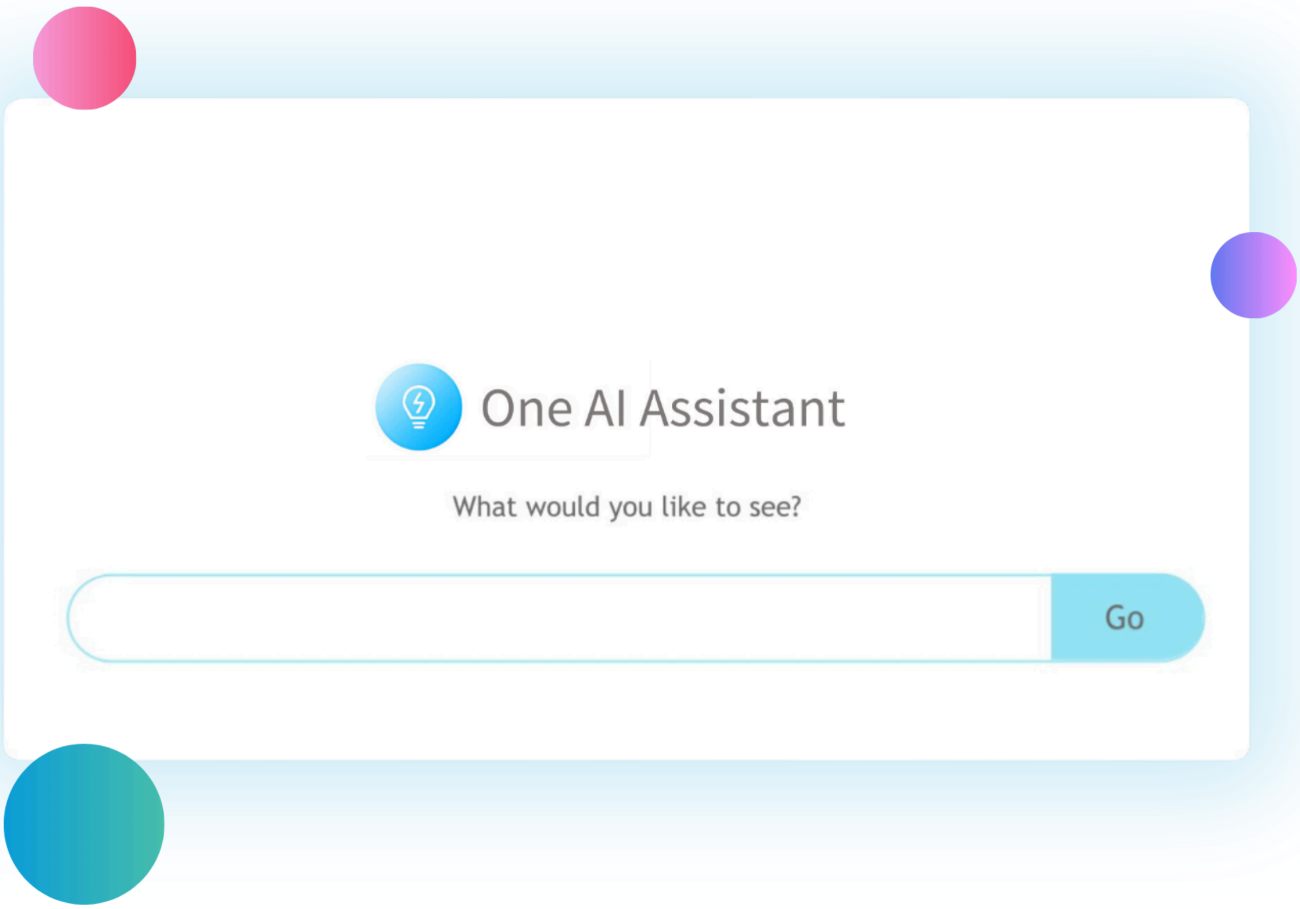
One AI Assistant Answers - Implementation Packs



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Purpose

This document showcases example One AI Assistant Answers for common workforce topics. The examples mirror the configurations that come with our standard implementation packs and are intended both as starting points for new implementations and as inspiration for legacy customers who want to refresh or expand their existing Answers. By experimenting with how each question is phrased and which chart it points to, you can shape the story you tell and guide users toward the insights that matter most in your organization.

For more detailed guidance on how to design, phrase and configure Answers, refer to the **One AI Assistant Answers best practices guide**.

You can also reference the **companion Google Sheet**, which lists the configured Answers in a shorter, text-only format, though it is most useful if you are using our standard implementation packs and naming conventions since it does not include screenshots or additional context. Instead, it focuses on configuration.

Workforce

Description

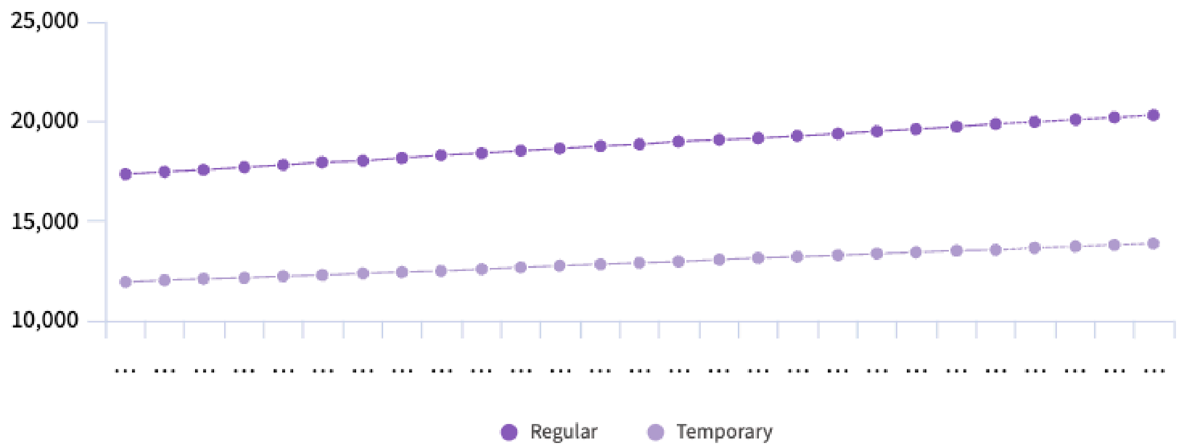
The Workforce storyboard pack provides an integrated view of workforce composition across headcount, workforce profile, starts, internal mobility and separations. It highlights how the size and mix of the workforce are changing over time and where growth or decline is occurring across departments and locations. It also surfaces patterns in talent flow, including internal moves and voluntary or involuntary exits, to frame overall organizational stability.

Answers

1. **What is our total headcount today and how has it trended over time?**

What is our total headcount today and how has it trended over time?

Our current total headcount (Feb 2026) is 33,461 employees (19,891 regular and 13,570 temporary). Headcount has grown steadily over time, increasing from 29,291 in Mar 2024 to 33,461 in Feb 2026, with both regular and temporary populations rising consistently month over month.



This information is from the Storyboard tile 1. Workforce > Headcount > Headcount by Employee Type Forecast

Other questions related to this topic:

In the past year, are changes in net starts being driven more by starts or separations?

Which departments have seen the strongest and weakest workforce growth over the past few years?

How is our workforce geographically distributed across work locations today?

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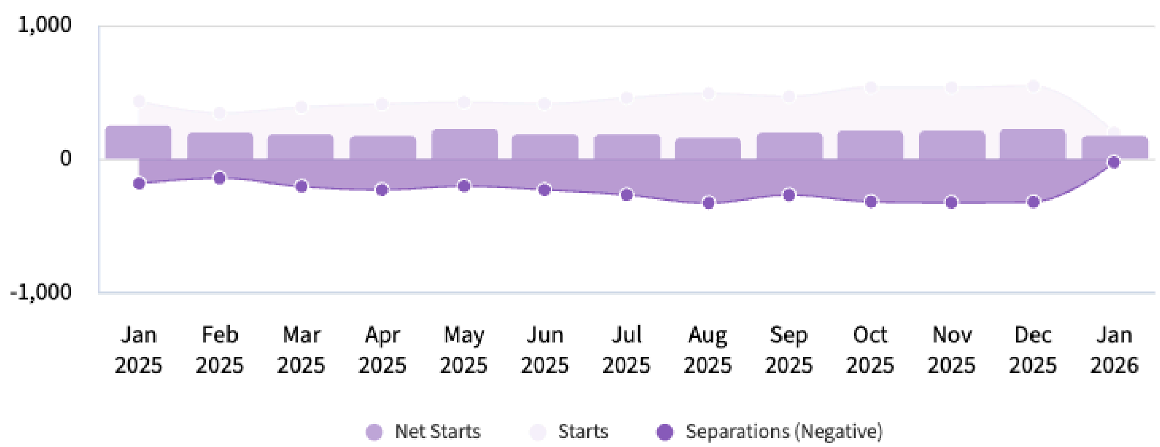
2. **In the past year, are changes in net starts being driven more by starts or separations?**

In the past year, are changes in net starts being driven more by starts or separations?

Changes in net starts over the past year are being driven more by changes in starts than separations. Starts vary from 343 to 546, a swing of about 200, while separations range from -186 to -332, a swing of about 150. This larger variation in starts has a stronger impact on net starts.



3. **Which departments have seen the strongest and weakest workforce growth over the past few years?**

Which departments have seen the strongest and weakest workforce growth over the past few years?

From 2023 to 2026, Engineering shows the strongest workforce growth, adding 821 roles (9,681 to 10,502), followed by Admin, up 703 roles (11,697 to 12,400). The weakest growth is in the smaller Sales segment that grows by only 1 role (992 to 993), with Product Management and Vertical 2 Specialist growing modestly by 32 roles each.

Department	2023	2024	2025	2026	YoY Trend
Admin	11,697	12,120	12,363	12,400	
Engineering	9,681	10,221	10,474	10,502	
Finance	2,480	2,623	2,716	2,729	
Total	38,480	40,155	41,096	41,218	

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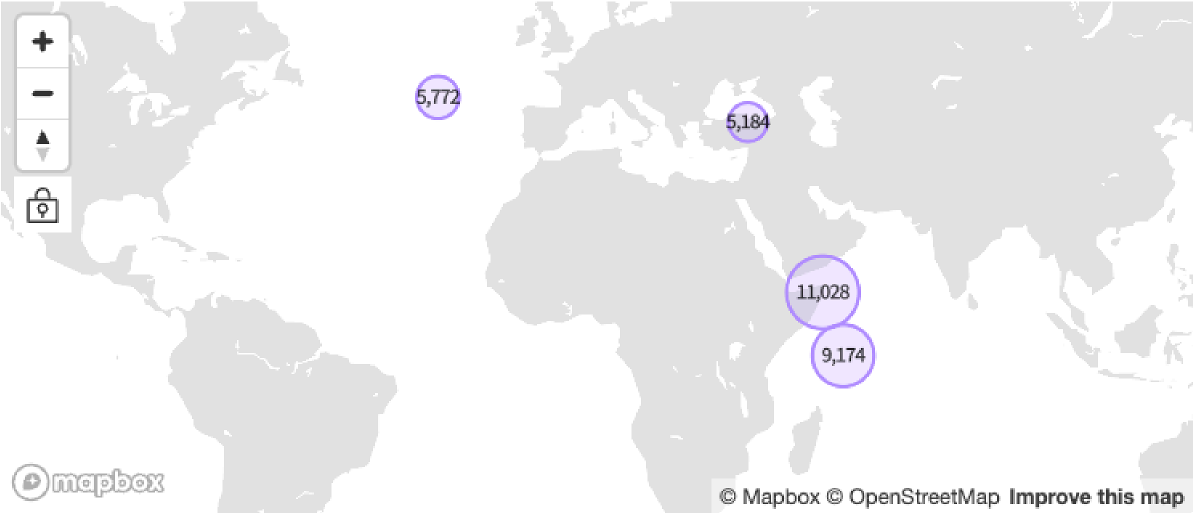
4. How is our workforce geographically distributed across work locations today?

How is our workforce geographically distributed across work locations today?

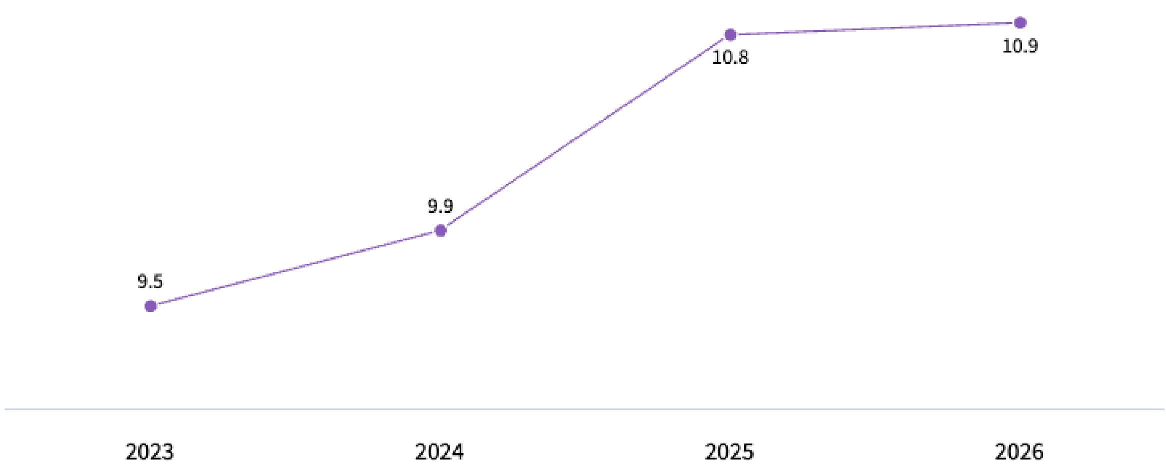
Today's workforce totals 41,096 employees across six countries. Germany has the largest share (11,028), followed by Great Britain (9,174), Canada (7,577), Australia (5,772), and Japan (5,184), with the United States currently the smallest location at 2,361 employees.



5. How has average tenure changed over the last few years?

How has average tenure changed over the last few years?

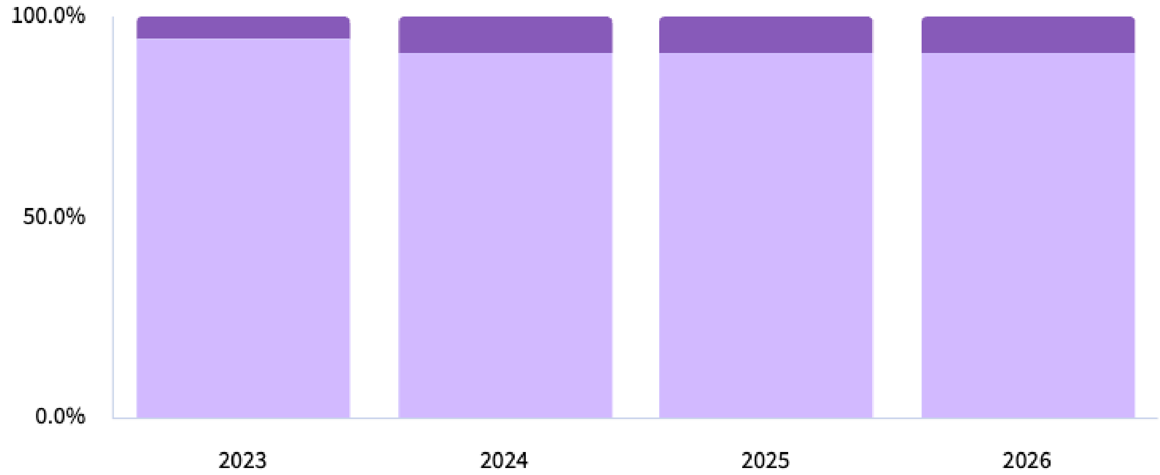
Average tenure has steadily increased over the last few years. It rose from 9.5 years in 2023 to 9.9 years in 2024, then to 10.8 years in 2025, and 10.9 years in 2026. This indicates employees are staying longer with the organization over time.



6. **How has the balance between managers and individual contributors evolved across the last few years?**

How has the balance between managers and individual contributors evolved across the last few years?

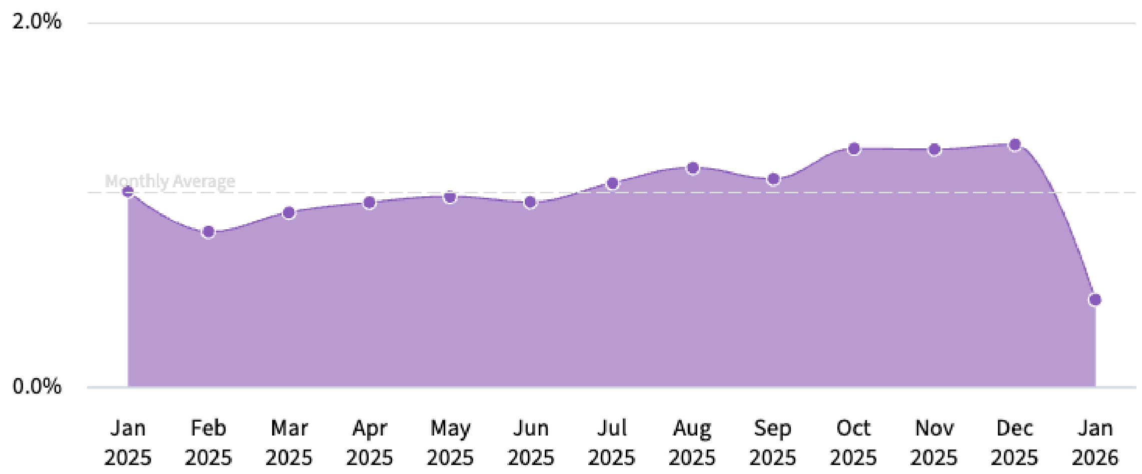
From 2023 to 2026, the organization shifted toward a higher proportion of managers. Managers increased from 5.6% in 2023 to around 9.1–9.2% from 2024 onward, while individual contributors decreased from 94.4% to about 90.8–90.9%. The balance now reflects a more management-heavy structure compared with 2023.



7. **How has our start rate trended over the last 12 months?**

How has our start rate trended over the last 12 months?

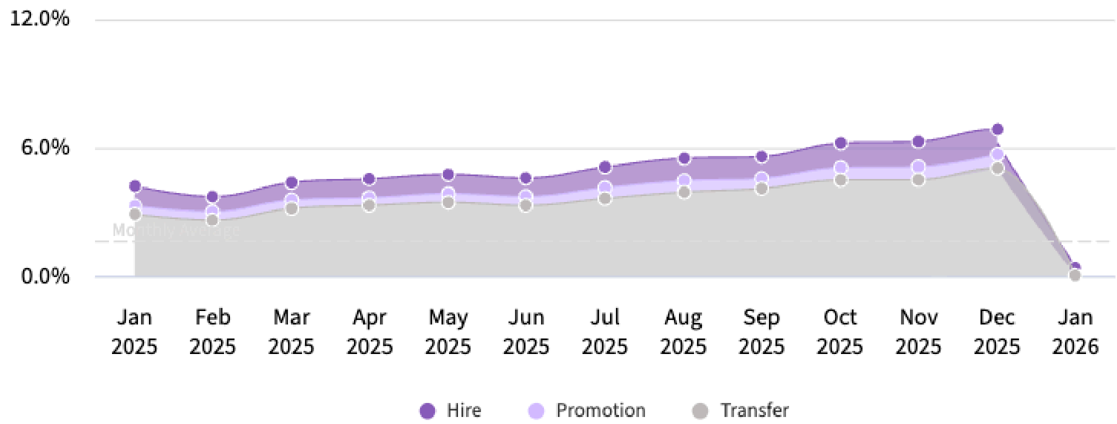
Over the last 12 months, our start rate stayed around 1.0% from March to June 2025, then gradually increased, peaking at 1.3% from October to December 2025. In January 2026, it dropped sharply to 0.5%, falling well below the previous months' levels.



8. Does the volume of external hires suggest we are blocking internal career paths?

Does the volume of external hires suggest we are blocking internal career paths?

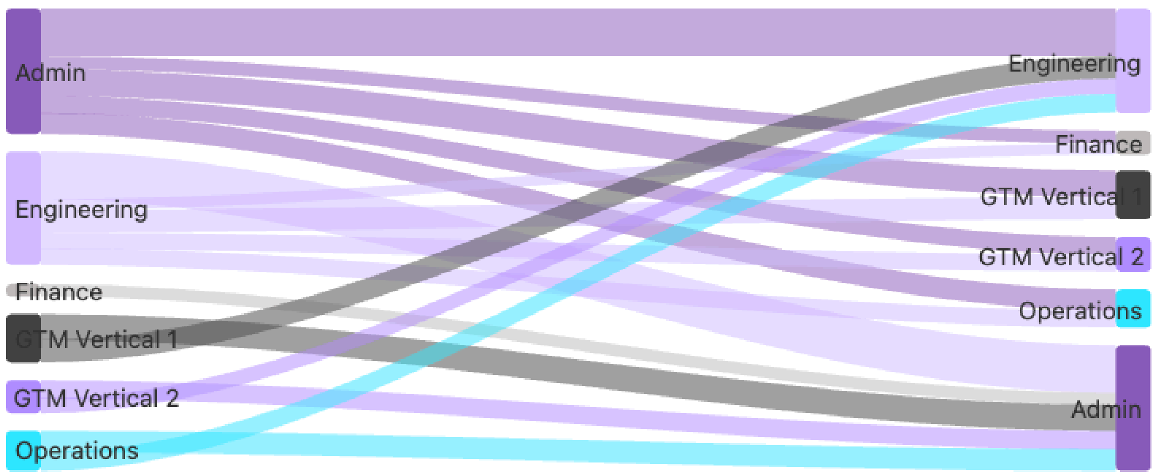
The data does not suggest that external hiring is blocking internal career paths. Throughout 2025, hire rates are around 0.7–1.2%, while internal movement (promotions 0.4–0.6% plus transfers 2.6–5.0%) is consistently higher. This indicates active internal mobility, though promotions remain modest compared with lateral transfers.



9. What is notable about how talent is flowing between departments?

What is notable about how talent is circulating between departments this year?

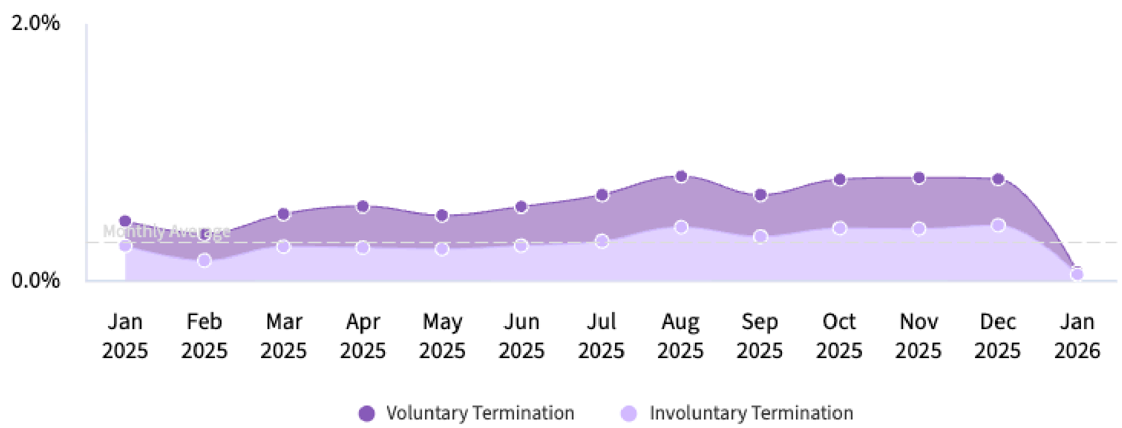
Talent is circulating heavily and bidirectionally between key functions, with Admin acting as the main hub. The strongest flows are Admin–Engineering in both directions (1506 and 1505), plus large internal moves within Admin (1913). There are also notable two-way pipelines between Admin and GTM Vertical 1, Operations, GTM Vertical 2, and Finance, showing broad cross-functional mobility.



10. What share of separations are voluntary vs. involuntary? How has that changed over time?

What share of separations are voluntary vs. involuntary this year? How has that changed over time?

In 2025, separations were roughly half voluntary (about 51%) and half involuntary (about 49%), based on total annual separation rates (3.9% voluntary vs. 3.8% involuntary). Early 2025 skewed slightly toward involuntary exits (e.g., January 0.3% vs. 0.2%), but from mid-year onward voluntary separations generally matched or exceeded involuntary. January 2026 shows no separations.



11. What does our separation rate over the last few years tell us about differences between departments?

What does our separation rate over the last few years tell us about differences between departments?

Separation counts rose sharply from 2023 to 2025, but increases vary by department. Admin (306→945), Engineering (249→817), Human Resources (149→501), and Software Development (133→483) show the largest jumps, suggesting higher turnover risk. Finance, Operations, and Payroll grow more moderately, while 2026 figures are very low across departments, likely reflecting only a partial year of data.

Department	2023	2024	2025	2026	YoY Trend
Admin	306	478	945	8	
Engineering	249	435	817	7	
Finance	57	121	153	1	
Total	967	1,544	3,069	27	

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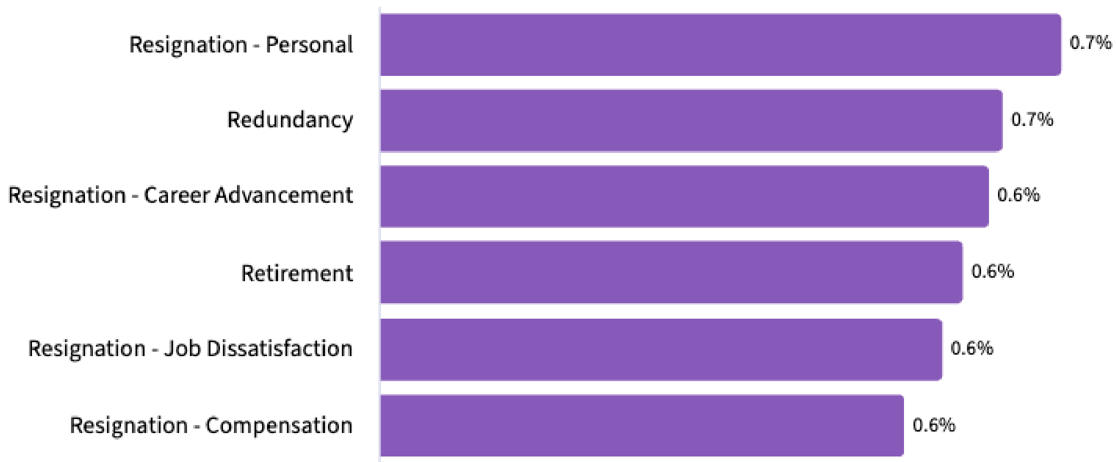
12. What are the leading reasons employees are voluntarily separating?

What are the leading reasons employees are voluntarily separating?

The leading reasons for voluntary separation are redundancy and personal reasons, each with a 0.7% separation rate. Close behind are career advancement, compensation, job dissatisfaction, and retirement, each at 0.6%. This indicates employees most often leave due to role changes or personal circumstances, followed by seeking better careers, pay, satisfaction, or choosing to retire.



Spans and Layers

Description

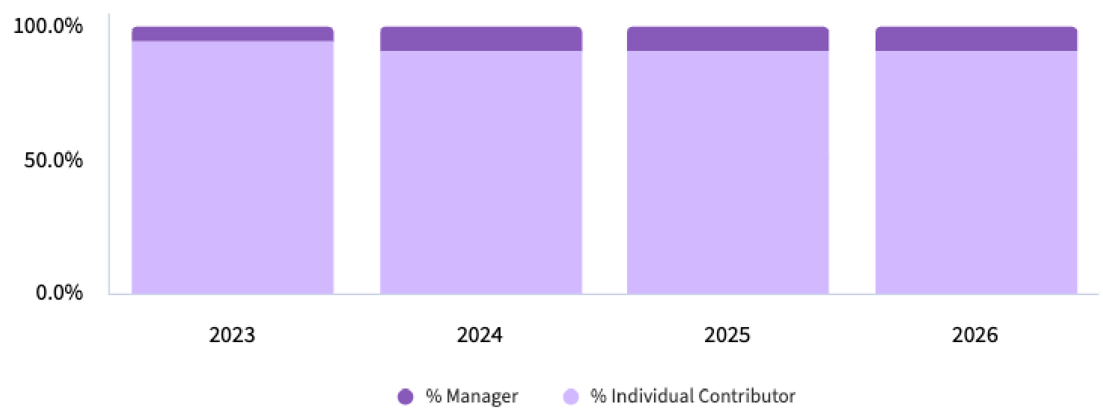
The Spans and Layers storyboard pack provides a structured view of managerial coverage and hierarchy across the organization, including manager population, span of control, and layers. It shows how the number of direct and indirect reports per manager compares with target ranges and how spans differ by level, function and location. It also reveals how deep the hierarchy is, where layers concentrate, and where structures may signal bottlenecks, silos or opportunities to create more scalable and empowered teams.

Answers

1. **How has the balance between managers and ICs shifted over time and what does this suggest?**

How has the balance between managers and ICs shifted over time and what does this suggest?

From 2023 to 2026, the share of managers nearly doubled from 5.6% to about 9.1–9.2%, while individual contributors declined from 94.4% to about 90.8–90.9%. This suggests a growing management layer, potentially indicating more formal structure, increased supervision needs, or role reclassification, and may warrant reviewing spans of control and organizational efficiency.



This information is from the Storyboard tile 2. Span and Layers > Manager Overview > Percent Managers / Individual Contributors Trend

Other questions related to this topic:
What does the manager vs. IC mix reveal about how leadership is distributed across departments?

2. What does the manager-IC mix reveal about how leadership is distributed across departments?

What does the manager vs. IC mix reveal about how leadership is distributed across departments?

Across departments, leadership is relatively lean versus ICs, with most areas having roughly one firstline manager per 10–12 ICs (for example, Engineering 731 vs. 9031; Admin 831 vs. 10671; HR 435 vs. 5723). Senior leaders are concentrated in Finance, Admin, Engineering, HR, Software Design/Development, and Financial Services, suggesting strategic oversight is centralized in these functions.

Department	Manager	Firstline Manager	Individual Contributor	Unknown	Distribution
Engineering	141	731	9,031	569	
Finance	45	193	2,329	147	
Total	612	2,931	35,257	2,289	

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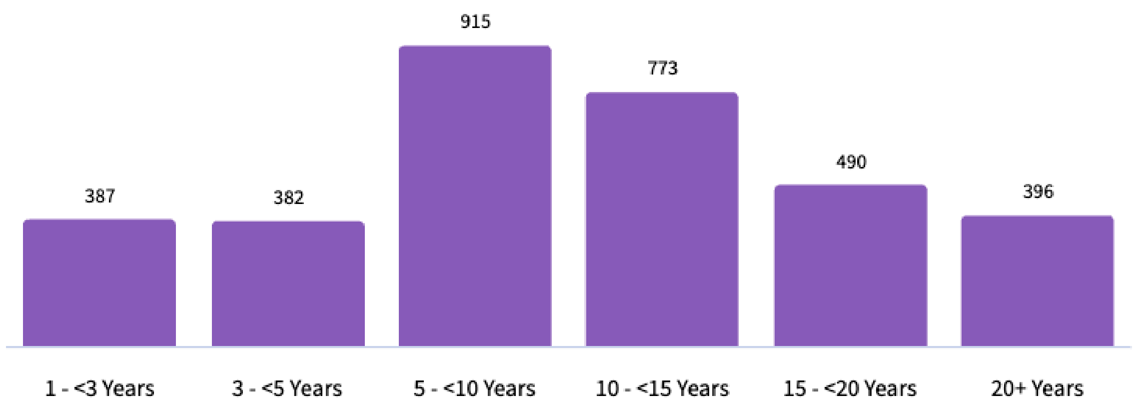
3. What does the manager tenure distribution reveal about depth of leadership experience?

What does the manager tenure distribution tell us about depth of leadership experience?

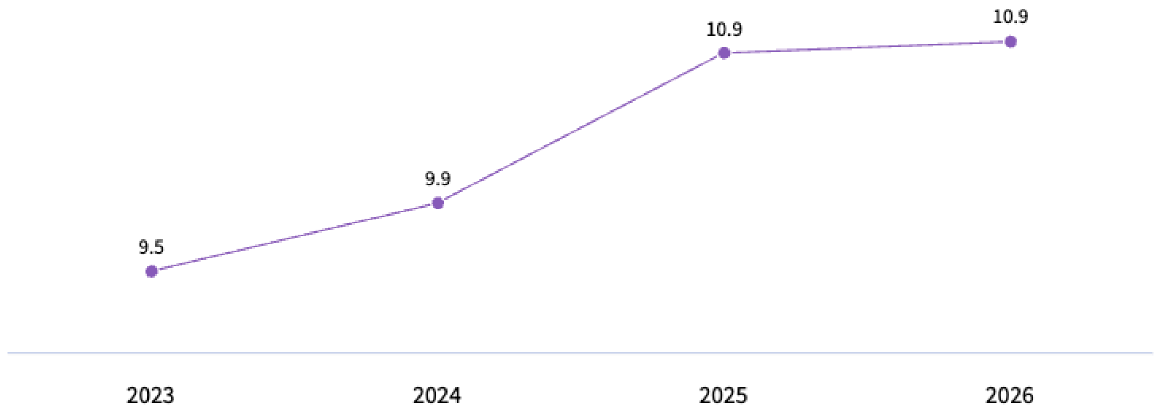
The tenure distribution shows strong depth of leadership experience. Most managers have 5–20 years with the company (915 with 5–<10 years, 773 with 10–<15, 490 with 15–<20), plus 396 with 20+ years. Newer leaders (1–<5 years) total 769, indicating a solid pipeline balancing long-term institutional knowledge with fresh perspectives.



4. Are we building a more experienced manager cohort or turning over leadership faster?

Are we building a more experienced manager cohort or turning over leadership faster?

You are building a more experienced manager cohort, not turning over leadership faster. The average time since start for managers has steadily increased from 9.5 years in 2023 to 9.9 years in 2024 and 10.9 years in both 2025 and 2026, indicating growing managerial tenure and stability.



5. Is manager experience distributed relatively evenly across departments this year?

Is manager experience distributed relatively evenly across departments this year?

No. In the current year, most departments cluster between about 10.1 and 11.9 years of average manager tenure (for example, Operations 11.3, Product Management 11.5, Quality Assurance 11.9, Technical Infrastructure 11.5). Payroll is a clear outlier at 8.6 years, meaning manager experience is not distributed completely evenly across departments.

Department	2024	2025	2026	YoY Trend	Last 2 Years Change
Admin	10.1	11.1	11.2		▲ + 0.1
Engineering	9.6	10.7	10.8		▲ + 0.1
Finance	9.5	10.8	10.8		+ 0.0
Median	9.9	10.9	11.0		

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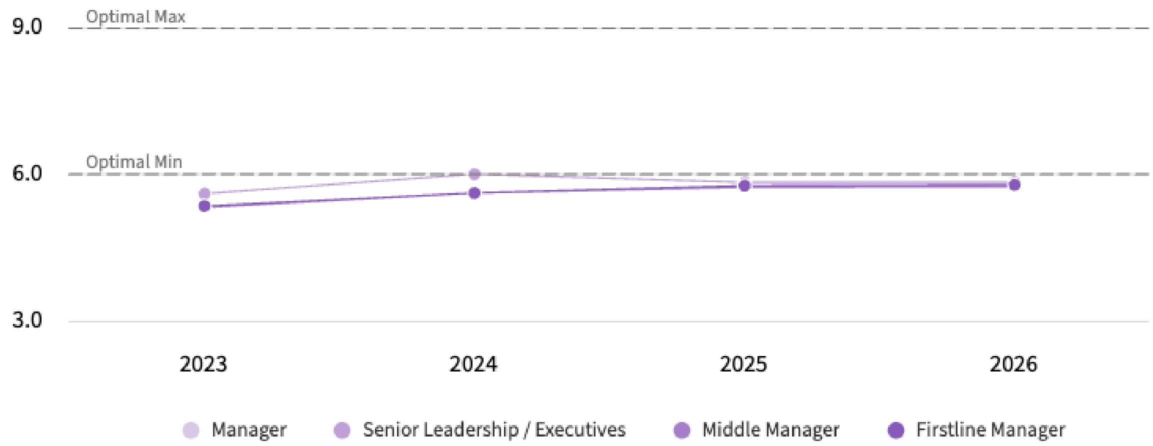
6. How does our average span of control compare with the optimal range (6-9) over time?

How does our average span of control compare with the optimal range (6-9) over time?

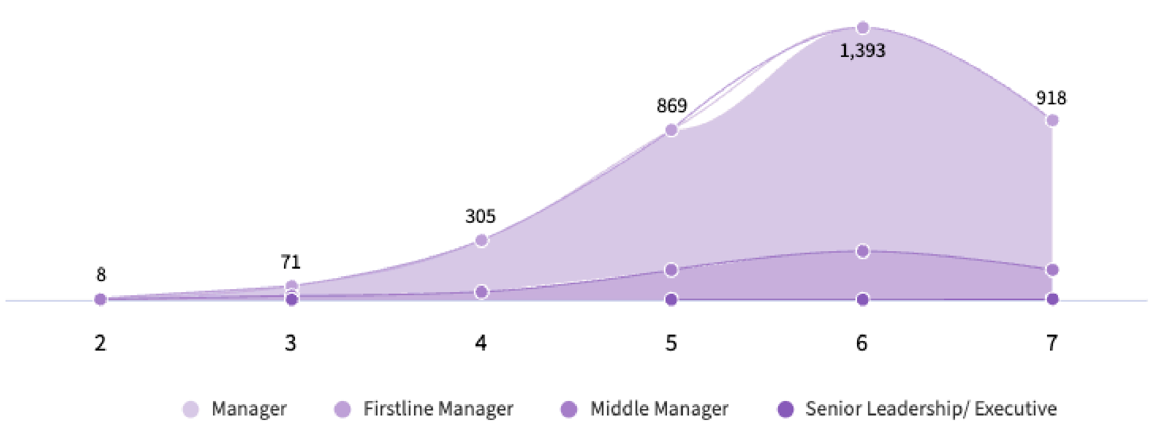
Our average span of control is consistently below the optimal range of 6–9. Overall managers rose from 5.3 in 2023 to 5.8 by 2025–2026. Firstline and middle managers moved from around 5.3 to 5.7–5.8 over time. Senior leaders are closest, increasing from 5.6 in 2023 to 6.0 in 2024, then back to 5.8.



7. Which manager types most often oversee larger teams compared to smaller spans of control?

Which manager types most often oversee larger teams compared to smaller spans of control?

Managers and Firstline Managers most often oversee larger teams. Their highest counts are at spans of control 5–7 (for example, Managers: 869–1,393; Firstline Managers: 716–1,144–765), far exceeding their counts at spans 2–3. Middle Managers also trend toward larger spans, while Senior Leadership shows low counts across all team sizes.



8. **What does span by department tell us about where structures may be lean or layered?**

What does span by department tell us about where structures may be lean or layered?

Span by department shows how many direct reports managers oversee, indicating where structures are lean or layered. Lower spans, like Payroll in 2023 (3.2–3.7), suggest more layers and closer supervision. Higher spans, such as Software Development and Management Accounts in 2026 (4.8), indicate leaner structures with broader manager responsibility across most departments over time.

Department	2023	2024	2025	2026	YoY Tr
Admin	3.9	4.2	4.5	4.7	
Engineering	3.9	4.2	4.5	4.7	
Finance	3.8	4.1	4.4	4.6	
Median	3.8	4.2	4.5	4.6	

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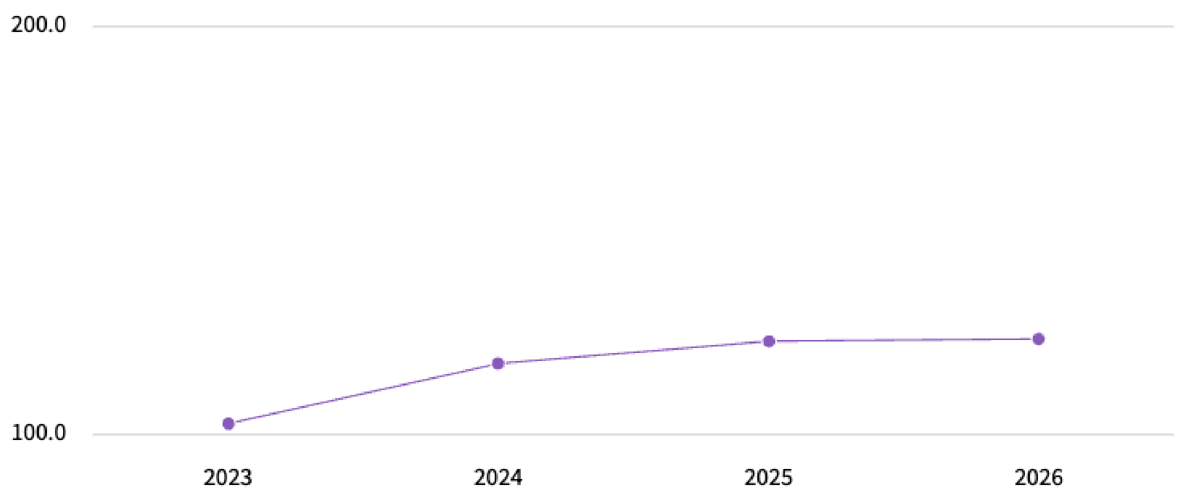
9. **How has total span of control for mid-level managers changed over time?**

How has total span of control for mid-level+ managers changed over time?

Total span of control for mid-level and above managers has steadily increased over time. It rose from 102.4 in 2023 to 117.2 in 2024, then to 122.6 in 2025, and 123.2 in 2026. This reflects growing managerial responsibility and larger teams per manager across these years.



10. What does department-level total span say about where mid-level+ roles may be overloaded/ underused?

What does department level total span say about where mid-level+ roles may be overloaded/underused?

Departments with very high spans suggest overloaded mid-level+ roles: Software Design (up to 294.9 by 2025), Management Accounts (234.8 in 2024), Engineering (115.1 in 2025), Legal (106.8–108.5), Account Management (up to 102.6), GTM Verticals (70–82), Admin (≈69), HR (≈64), and Customer Service (67.2 in 2026). Lower spans in Payroll, Technical Infrastructure, Product Management, and Financial Services indicate comparatively underused capacity.

Department	2023	2024	2025	2026	YoY Tr
Admin	50.6	58.5	68.3	69.2	
Engineering	55.9	67.1	115.1	110.8	
Finance	57.2	88.1	32.5	33.3	
Median	41.4	45.0	52.0	55.5	

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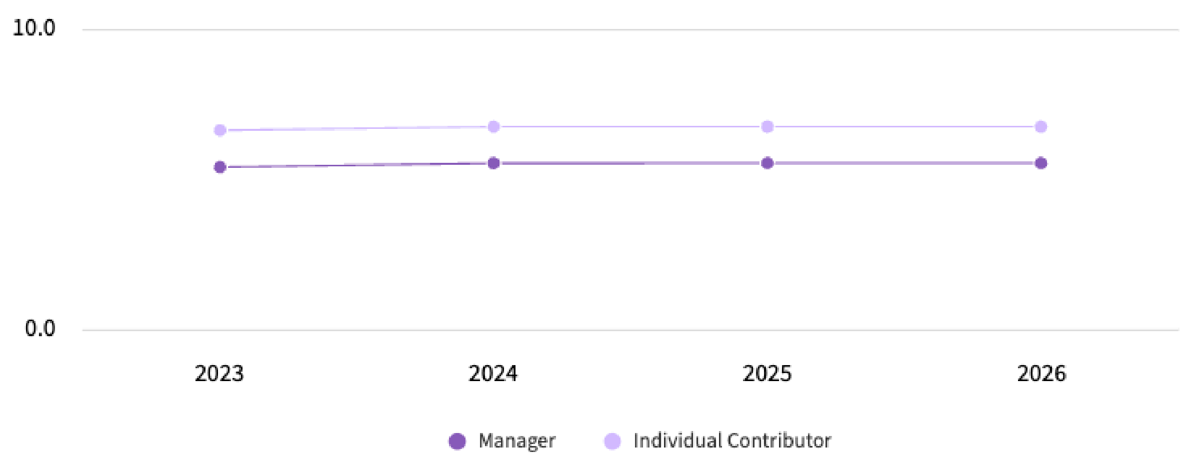
11. Are managers and ICs now sitting further from or closer to top leadership than before?

Are managers and ICs now sitting further from or closer to top leadership than before?

Both managers and individual contributors are now sitting slightly further from top leadership than before. Average layers increased from 5.4 to 5.5 for managers and from 6.6 to 6.7 for ICs compared to 2023, then remain stable through 2026.



12. What does the manager layer distribution by department suggest about decision speed?

What does the manager layer distribution by department suggest about decision speed?

Departments with many managers concentrated in lower layers (5–6) likely have slower decision speed due to more approval steps (for example, Admin, Engineering, Human Resources, Sales, and Account Manager roles each show 100+ managers in layers 5–6). Leaner areas with fewer managers across layers (for example, Payroll, Product Management, Management Accounts) are likely to decide faster.

Department	Layer 3	Layer 4	Layer 5	Layer 6	Distribution
GTM Vertical 2	4	32	107	228	
Operations	2	22	128	279	
Product Management	1	2	36	82	
Total	**35**	**200**	**1,132**	**2,190**	

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Compensation, Performance, and Progression

Description

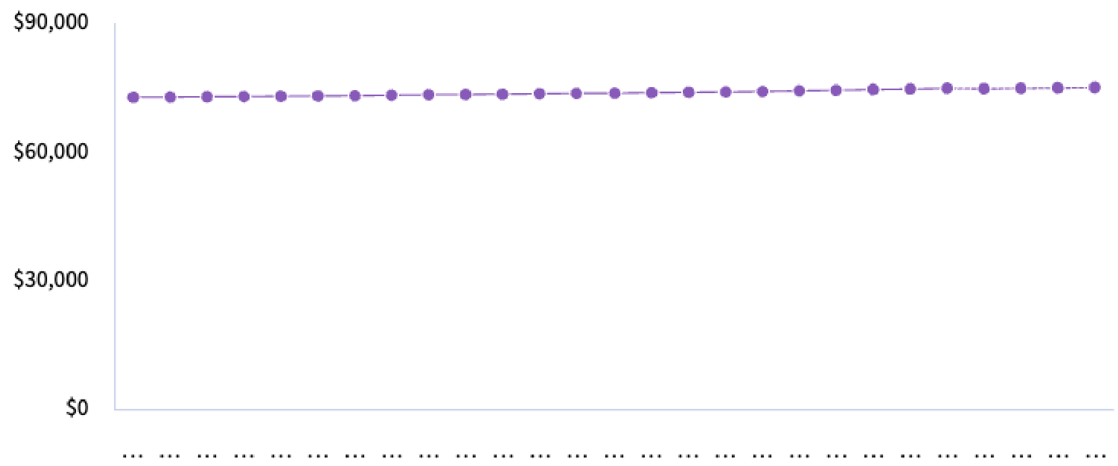
The Compensation, Performance and Progression storyboard pack provides an integrated view of pay levels, compensation spend, performance outcomes and career movement. It highlights how average total target cash, salary, bonus and compa ratios compare with internal midpoints across grades, functions and locations, and where pay is concentrated above or below target. It also connects performance ratings with promotions, compa ratio changes and separations to reveal patterns in pay for performance, career velocity and potential equity or retention risks.

Answers

1. **How has average total target cash per employee changed over time?**

How has average total target cash per employee changed, and what can the forecast tell us?

Average annual total target cash per employee rises from 72,641 in Feb 2024 to 74,747 by Jan 2026, an increase of about 2,100. Month-to-month values show a steady, gradual climb through 2025. The forecast suggests continued moderate growth rather than sharp jumps, supporting predictable budgeting and pay planning.



This information is from the Storyboard tile 3. Compensation, Performance and Progression > Avg Total Target Cash, Salary, Bonus > Average Annual Total Target Cash Forecast

Other questions related to this topic:

How do average bonus targets differ by pay grade today—what notable trends stand out?

What does the annual total target cash trend and forecast suggest about future cost pressure?

2. How do average bonus targets differ by pay grade today–what notable trends stand out?

How do average bonus targets differ by pay grade today—what notable trends stand out?

In 2024, average bonus targets rise steeply with level: Associate $3.2k, Intermediate Staff $5.5k, Senior Staff $7.0k, Manager $13.4k, Director $27.3k, Senior Director $35.5k, Executive $63.8k. Within split grades, “2” levels are higher than “1” (for example, Manager 2 $18.0k vs Manager 1 $13.4k). Overall, amounts increase slightly from 2023.

Pay Grade	2024	2025	2026	YoY Trend	Last 2 Years Percent Change
Associate	$3,187	$3,196	$3,196		+ 0%
Intermediate Staff	$5,487	$5,487	$5,488		▲ + 0%
Senior Staff	$7,044	$7,048	$7,049		▲ + 0%
Median	$7,906	$7,855	$7,853		

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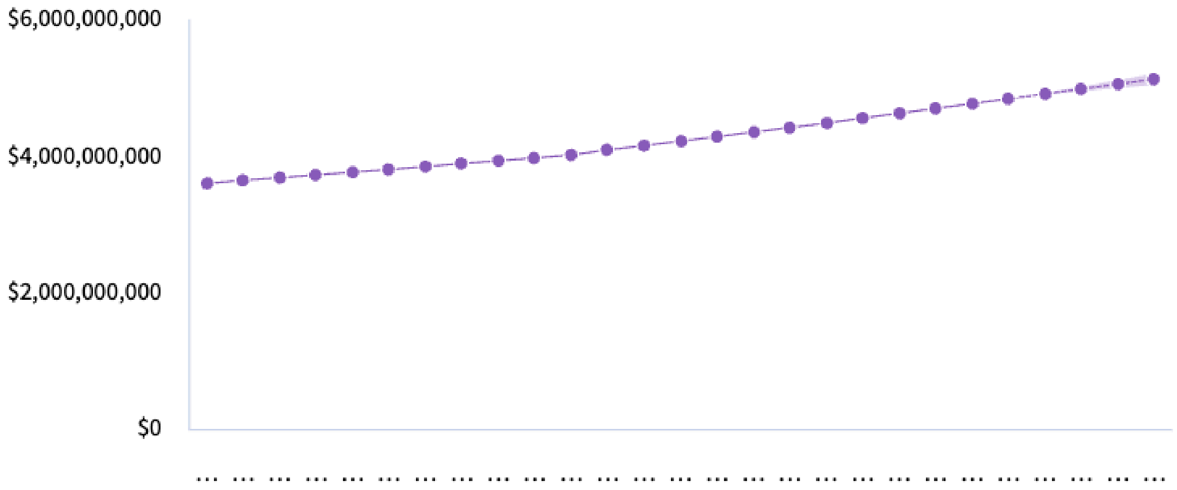
3. What does the annual total target cash trend suggest about future cost pressure?

What does the annual total target cash trend and forecast suggest about future cost pressure?

The trend shows a steady rise in annual total target cash from about 3.6B in Feb 2024 to nearly 4.9B by Jan 2026 (e.g., 4.0B in Dec 2024, 4.8B in Dec 2025). This consistent growth indicates increasing future cost pressure on compensation budgets that HR will need to plan for.



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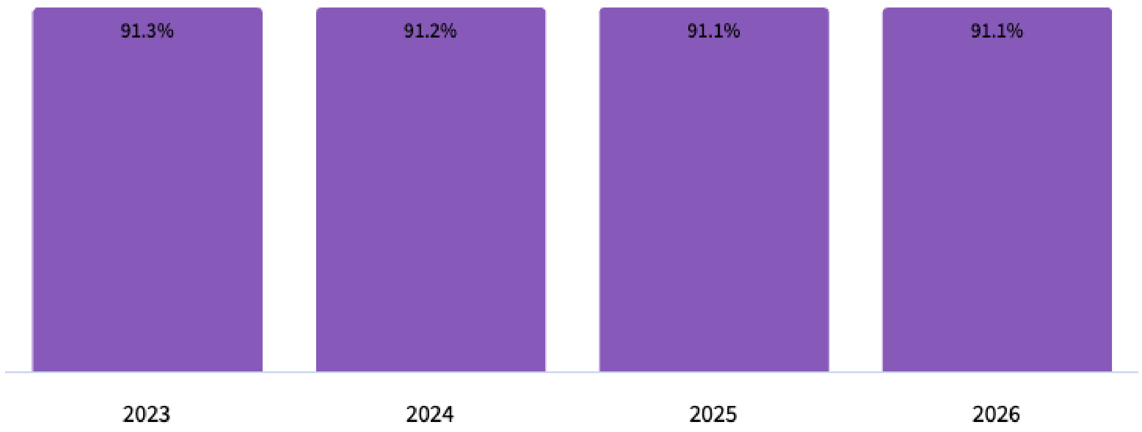
4. **Is salary taking up more or less of total cash, and what does that suggest about variable pay?**

Is salary taking up more or less of total cash, and what does that suggest about variable pay?

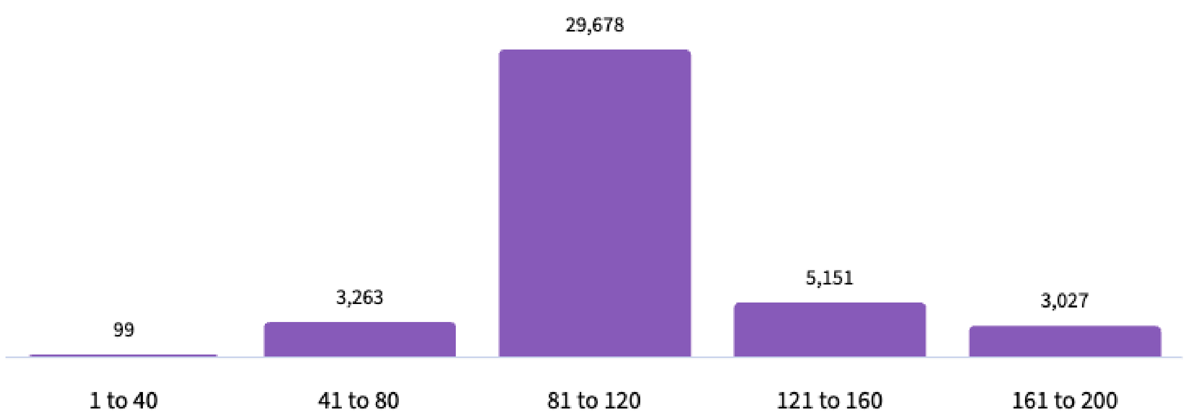
Salary is taking up slightly less of total cash compensation, decreasing from 91.3% in 2023 to 91.1% in 2025–2026. This suggests that variable pay (bonuses, incentives) is slowly increasing as a share of total cash, indicating a modest shift toward more pay-at-risk or performance-based compensation.



5. **Does our compa ratio distribution reveal any signs of pay compression or misalignment?**

Does our compa ratio distribution reveal any signs of pay compression or misalignment?

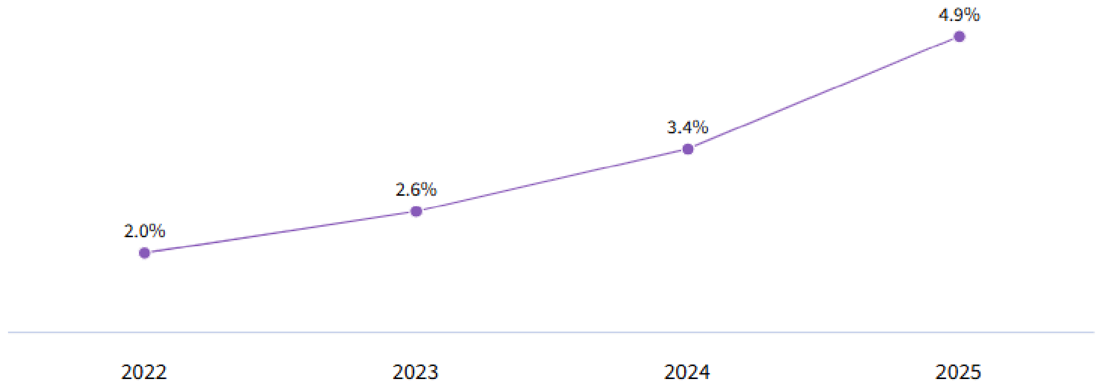
Yes, there are signs of possible misalignment. Most employees are within 81–120 compa ratio (29,678 people), which looks healthy. However, 3,263 employees are below 81 and 8,178 are above 120, including 3,027 above 160. These sizable groups below and above the typical range suggest potential pay equity and structure issues worth reviewing.



6. What does the promotion trend reveal about our momentum in developing internal talent?

What does the promotion trend reveal about our momentum in developing internal talent?

Promotion rates have risen each year—from 2.0% in 2022 to 2.6% in 2023, 3.4% in 2024, and 4.9% in 2025—showing strong, accelerating momentum in developing internal talent. The rate has more than doubled over the period (2.0% to 4.9%), with larger year-over-year gains recently (e.g., +0.8 points from 2023 to 2024 and +1.5 points from 2024 to 2025). This indicates a strengthening internal pipeline.



7. Are issues with longer promotion wait times related to employees voluntarily separating?

Are issues with longer promotion wait times related to employees voluntarily separating?

Often yes: across several pay grades, longer promotion waits align with higher voluntary separations—for example, Associate 1 wait time rose 8.5→9.5 while separations increased 1.0%→3.4% (2022–2025), Manager 1 increased 8.7→9.2 with separations 1.3%→3.7%, and Intermediate Staff 1 increased 8.4→9.3 with separations 1.3%→3.3%. However, it's not universal: Intermediate Staff 2 had a shorter wait in 2025 (7.8 vs 9.1 in 2024) yet separations jumped 4.9%→9.3%, and Director 1 stayed near 7.6–7.7 while separations spiked to 6.3% in 2025.

8. **What do shifts in start vs. separation compa ratios reveal about how we position talent over time?**

What do shifts in start vs separation compa ratios reveal about how we position talent over time?

Across years, employees generally leave at similar or slightly higher compa ratios than they start (e.g., 110.2 to 112.7 in 2023; 109.9 to 110.8 in 2025; 110 to 116 in 2026), suggesting pay progression and retention of relatively higher-positioned talent. In 2024, separation compa decreases (109.6 to 108), aligning with a higher separation rate below midpoint (4.1%).

Metric	2024	2025	2026	YoY Trend	Last 2 Years Change
Average Compa Ratio at Start	109.6	109.9	110.0		▲ + 0.1
Average Compa Ratio at Separation	108.0	110.8	116.0		▲ + 5.2
Separation Rate - Below Pay	4.1%	7.4%	0.1%		▼ - 7.3

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9. **How does compa ratio relate to voluntary separation rates by pay grade?**

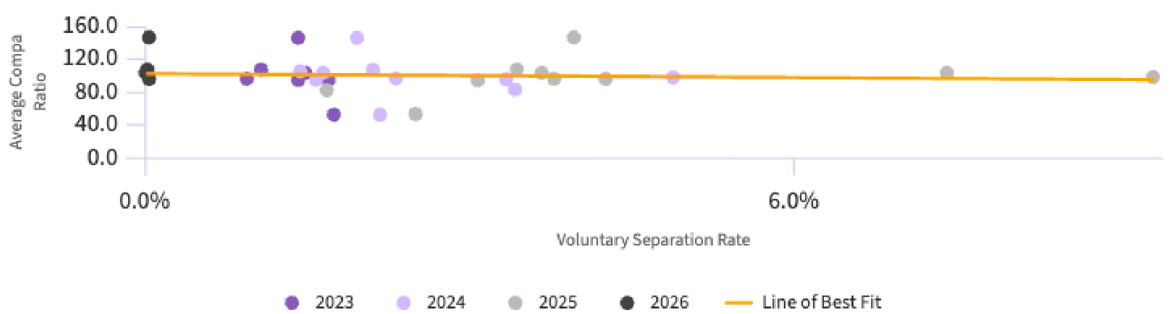
How does compa ratio relate to voluntary separation rates by pay grade?

Across pay grades and years, there is no consistent relationship between compa ratio and voluntary separation. For example, in 2025 Intermediate Staff 2 has a near-market compa ratio of 98.3 with the highest separation rate of 9.3%, while Executive 1 has a much lower compa ratio of 53.1 but only 2.5% separation. Other grades show similarly mixed patterns.

Y = 102.31 + -0.79 X R = -0.07

There is a weak negative linear relationship between Voluntary Separation Rate and Average Compa Ratio.

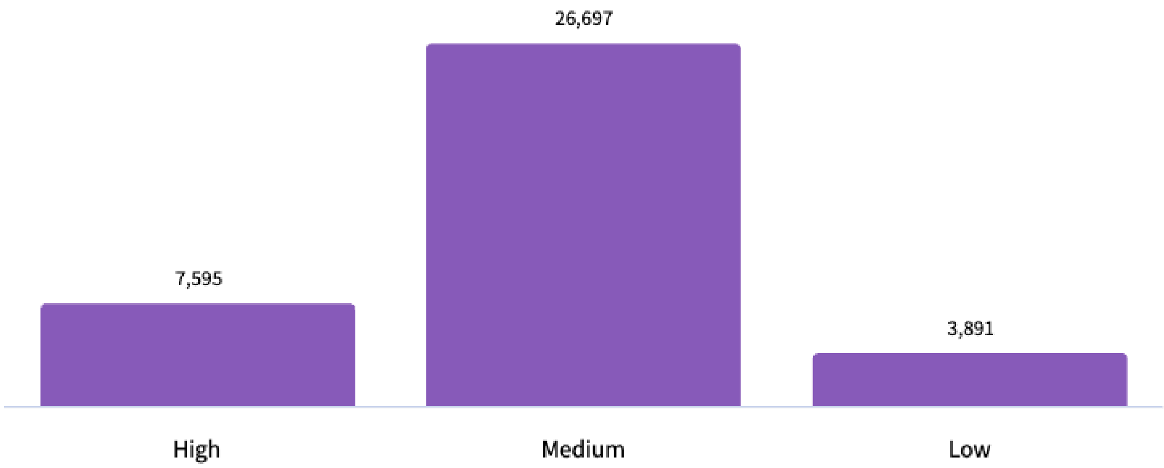
This result is unlikely to be statistically significant.



10. Does our rating pattern suggest meaningful differentiation or signs of rating inflation?

Does our performance rating pattern suggest meaningful differentiation or signs of rating inflation?

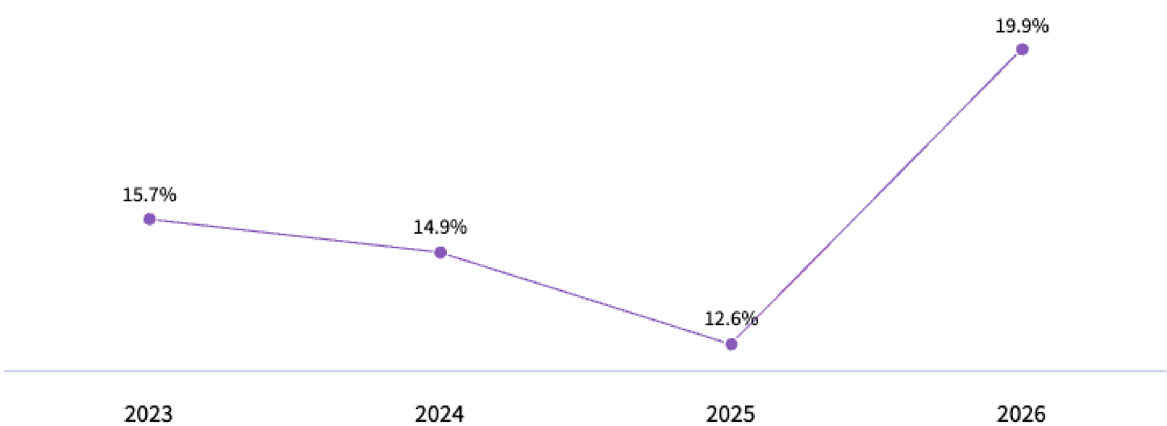
The rating pattern shows some meaningful differentiation with about 20% High, 70% Medium, and 10% Low performers. However, the large concentration in Medium suggests some central-tendency or mild inflation risk. HR may want to review criteria and calibration to ensure truly outstanding and low performance are clearly and consistently distinguished.



11. Are we seeing growth or decline in the percentage of high performers?

Are we seeing growth or decline in the percentage of high performers?

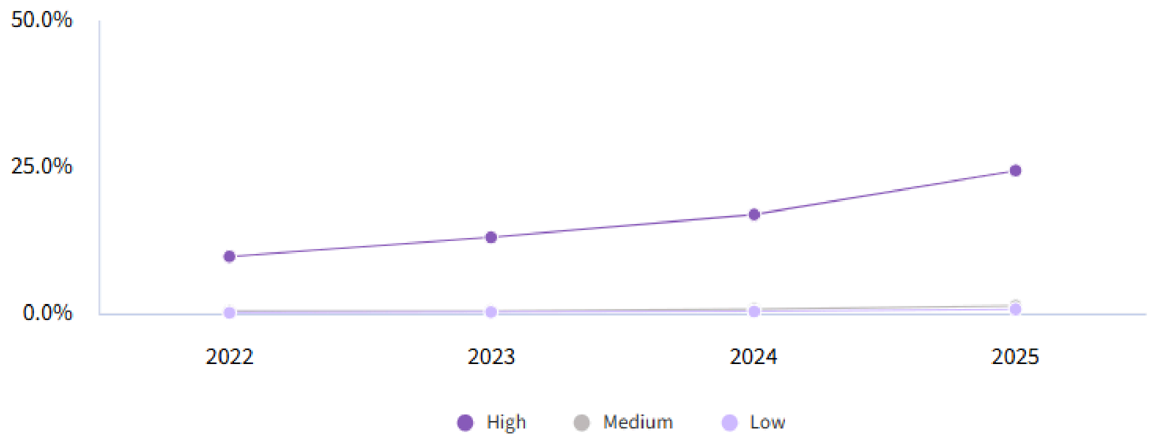
We saw a decline in high performers from 15.7% in 2023 to 12.6% in 2025, followed by a strong rebound to 19.9% in 2026. Overall, compared with 2023, the latest year shows growth in the percentage of high performers, despite the mid-period dip.



12. Are high performers rewarded with promotions more often than average or low performers?

Are high performers rewarded with promotions more often than average or low performers?

Yes. In every year, high performers have much higher promotion rates than medium/average and low performers: 2022 high 9.7% vs medium 0.4% and low 0.1%; 2023 high 13.0% vs medium 0.4% and low 0.3%; 2024 high 16.9% vs medium 0.7% and low 0.4%; 2025 high 24.4% vs medium 1.3% and low 0.7%. The gap has widened over time, peaking in 2025 with 24.4% for high performers versus 1.3% (medium) and 0.7% (low).



This information is from the Storyboard tile 3. Compensation, Performance and Progression > Performance, Comp and Career Progression > Promotion Rate by Performance Rating

Workforce Demographics - Gender

Description

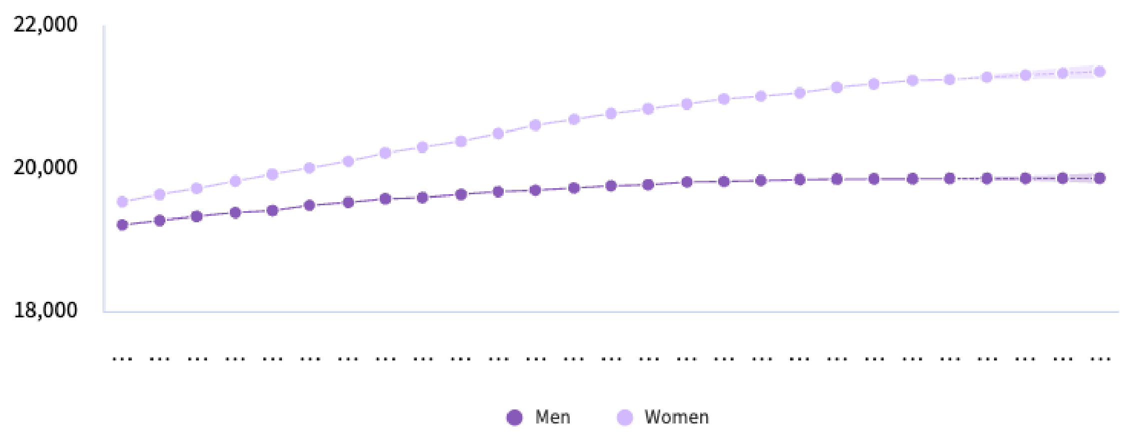
The Workforce Demographics – Gender storyboard pack provides a cross-cut view of your workforce by gender across headcount, hiring, mobility, separations, performance, compensation and management roles. It highlights how representation, progression and outcomes differ for women and men over time and across departments, locations and grades. It also surfaces patterns in pay equity, promotion rates and turnover that can signal strengths or gaps in gender inclusion.

Answers

1. **How is gender representation in our workforce changing over time?**

How is gender representation in our workforce changing over time?

Gender representation is gradually shifting toward more women. From Feb 2024 to Jan 2026, men increased from 19,208 to 19,920, while women rose from 19,531 to 21,298. Women have consistently higher headcount each month and are growing faster, indicating a steadily increasing proportion of women in the workforce over this period.



This information is from the Storyboard tile 4. Demographics - Gender > Headcount > Headcount by Gender Forecast

Other questions related to this topic:

Overall, are gender gaps generally improving or worsening across departments?

How does average tenure compare between women and men?

What stands out in the trend of gender representation in hiring over the past year?

2. Overall, are gender gaps generally improving or worsening across departments?

Overall, are gender gaps generally improving or worsening across departments?

Overall, gender gaps are slightly widening in favor of women across most departments. From 2023 to 2026, women's headcount grows faster than men's in areas like Finance (1249→1398 vs. 1231→1331), Engineering (4885→5379 vs. 4796→5123), Admin, HR, and GTM Verticals, indicating a gradual shift toward a larger female representation rather than convergence.

	2025		2026		
Department	Women	% Difference	Men	Women	% Difference
Admin	6,335	▲ +5%	6,047	6,353	▲ +5%
Engineering	5,360	▲ +5%	5,123	5,379	▲ +5%
Finance	1,394	▲ +5%	1,331	1,398	▲ +5%
Total	21,240		19,920	21,298	

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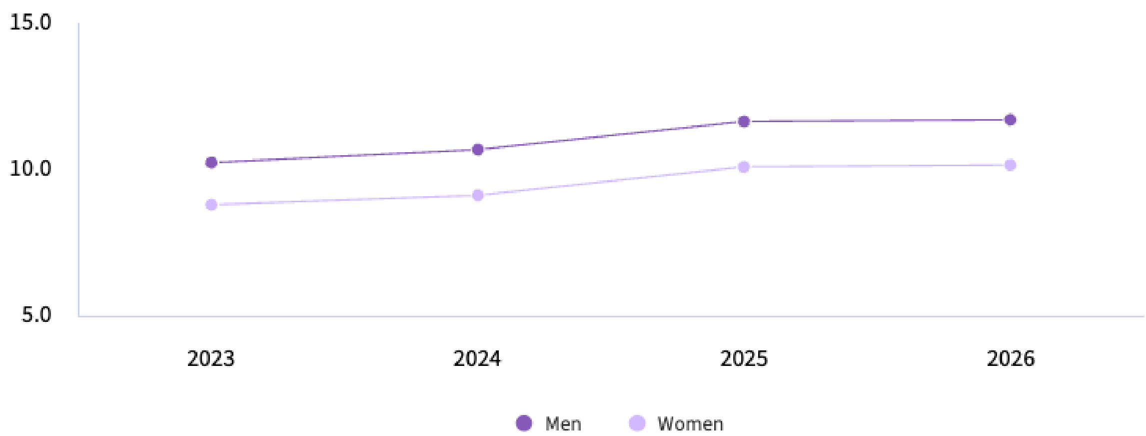
3. How does average tenure compare between women and men?

How does average tenure compare between women and men?

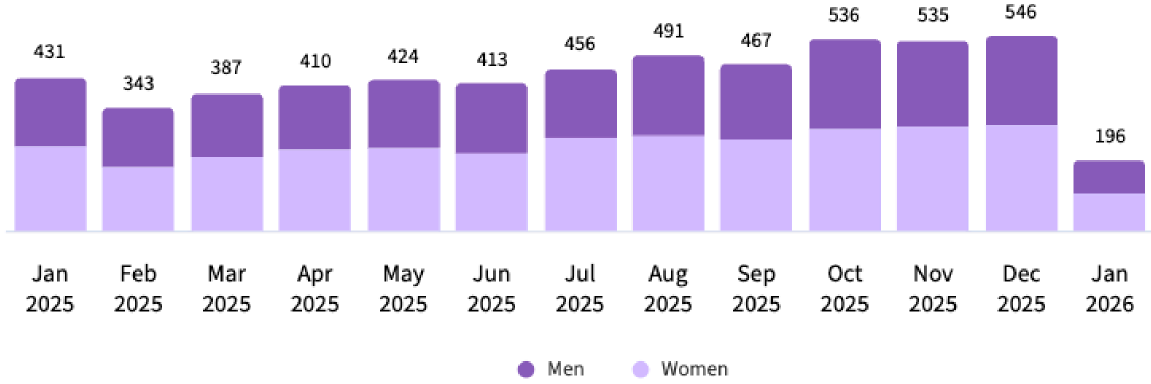
Across all years, men have a longer average tenure than women. In 2023, men average 10.2 years versus 8.8 for women; by 2026, men average 11.7 years versus 10.1 for women. The gap narrows slightly over time but remains about 1.5 to 1.6 years in favor of men.



4. What stands out in the trend of gender representation in hiring over the past year?

What stands out in the trend of gender representation in hiring over the past year?

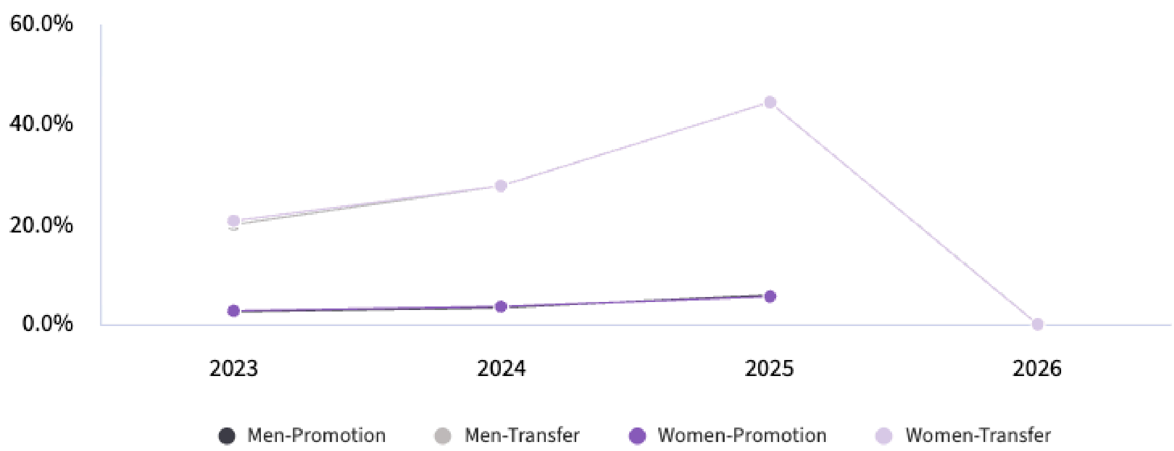
Women consistently outpaced men in starts every month, and the gap gradually widened through 2025 (for example, 236 vs 195 in Jan, growing to 294 vs 252 in Dec). Both genders saw overall growth during 2025, followed by a sharp drop in January 2026, while maintaining women's lead (103 women vs 93 men).



5. How are promotion and transfer patterns different between women and men?

How are promotion and transfer patterns different between women and men?

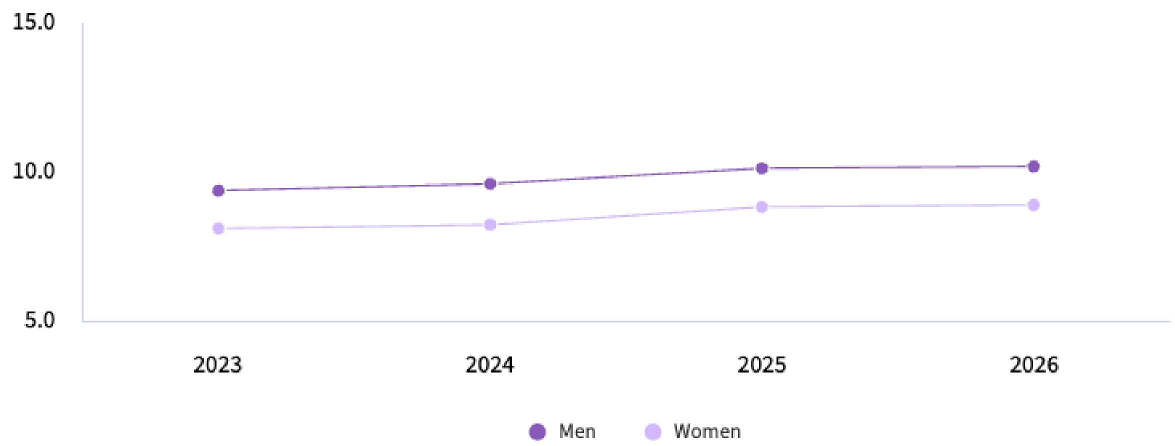
Promotion and transfer patterns are very similar for women and men. Women have slightly higher promotion rates in 2023 (2.7% vs. 2.5%) and 2024 (3.5% vs. 3.3%), then slightly lower in 2025 (5.6% vs. 5.8%). Transfer rates are nearly identical each year, with only minor differences and complete alignment by 2025–2026.



6. Do women and men experience different wait times before promotion?

Do women and men experience different wait times before promotion?

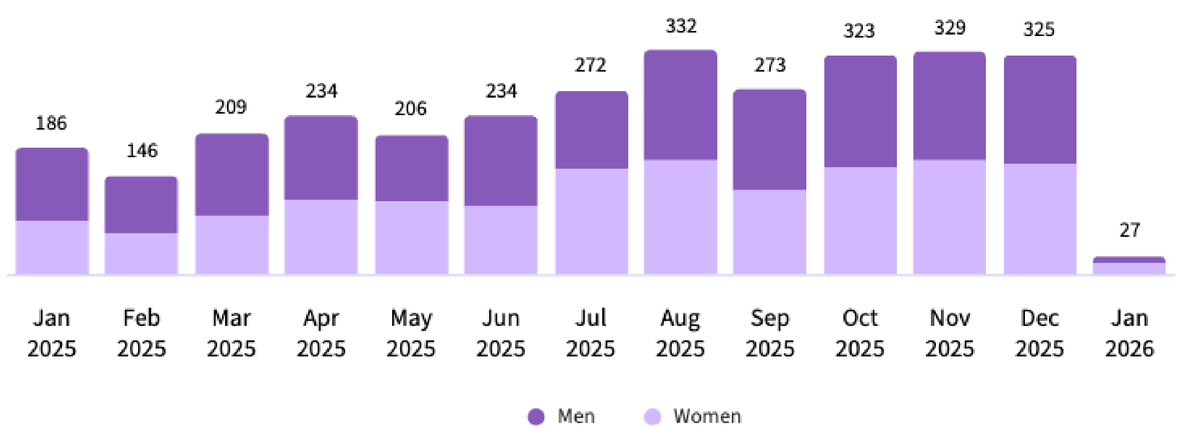
Yes. Across all years shown, women have consistently shorter average promotion wait times than men. In 2023, women wait 8.1 years vs. 9.4 for men; by 2026, women wait 8.9 years vs. 10.2 for men. The gap is about 1.3–1.4 years in every year from 2023 through 2026.



7. How do overall separation trends for women and men compare over the past year?

How do overall separation trends for women and men compare over the past year?

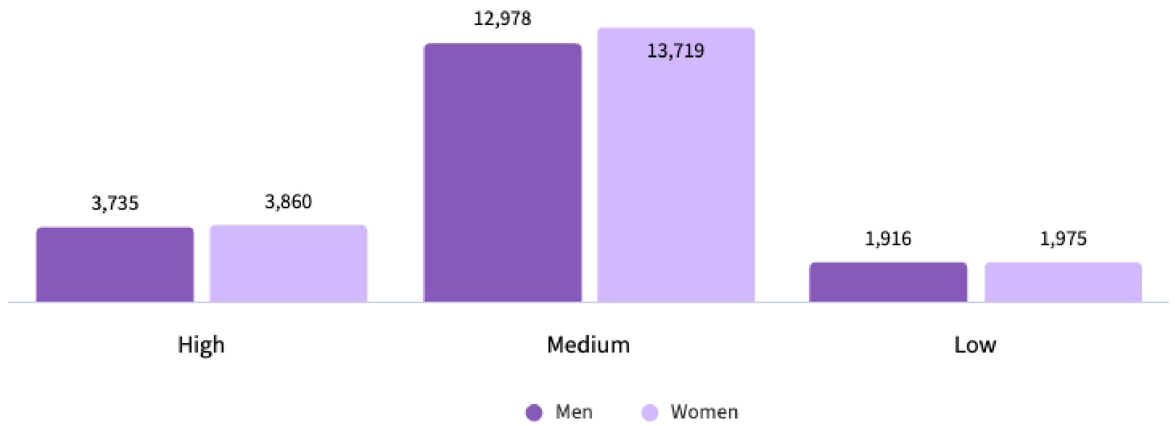
Over the past year, separations for both men and women generally increased over time. Men had higher separations in most early months of 2025, but women's separations often met or exceeded men's from mid-2025 onward (for example, July, August, November, December 2025, and January 2026), indicating a narrowing and then partial reversal of the gap.



8. Are women and men recognized at similar rates across performance levels?

Are women and men recognized at similar rates across performance levels?

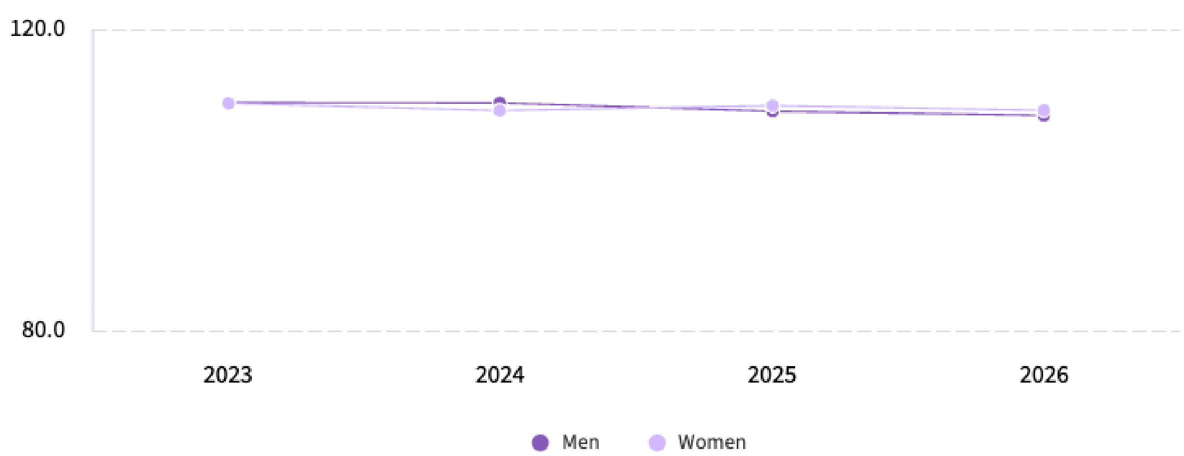
Yes. Women and men are recognized at very similar rates across all performance levels. In each rating category (high, medium, and low), the number of women recognized is only slightly higher than the number of men, indicating broadly comparable recognition by gender.



9. How have pay levels for high-performing women and men compared to market rates?

How have pay levels for high-performing women and men compared to market rates over time?

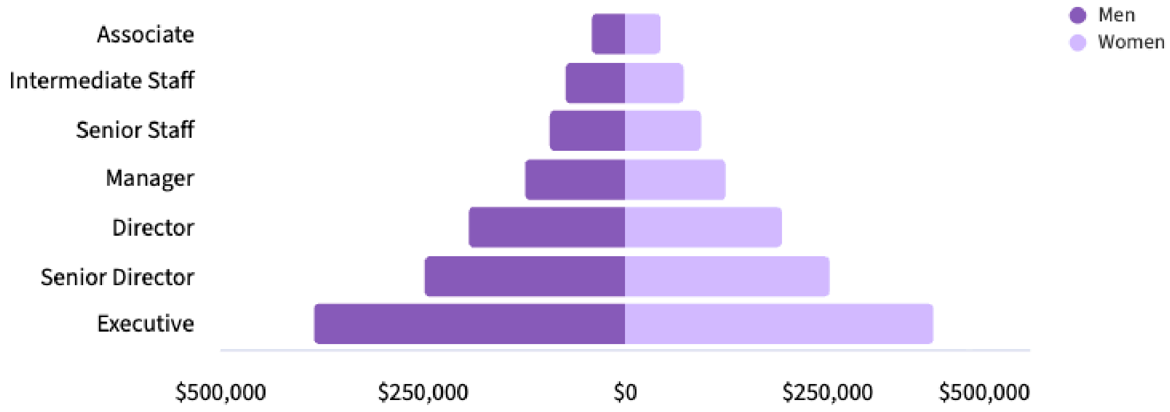
High-performing women and men have consistently been paid above market (all average compa ratios around 108–110). In 2023 pay was almost identical. In 2024 men were slightly higher than women (110.2 vs 109.2). In 2025 and 2026 women were slightly higher than men (109.9 vs 109.1; 109.3 vs 108.6).



10. Are women and men paid similarly across pay grades?

Are women and men paid similarly across different pay grades?

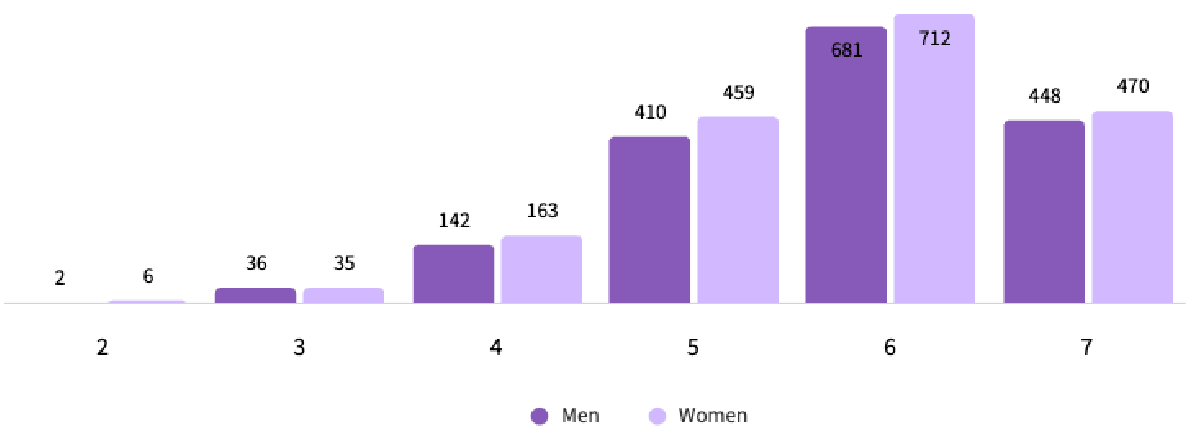
Yes. Women and men are paid very similarly across all pay grades. For example, women earn slightly more at Associate (42,637 vs. 42,334), Manager (123,952 vs. 123,234), and Senior Director (251,954 vs. 246,800), while men earn slightly more at Intermediate Staff (72,963 vs. 72,513) and Executive (383,774 vs. 380,750).



11. Do women and men manage teams of similar sizes?

Do women and men manage teams of similar sizes?

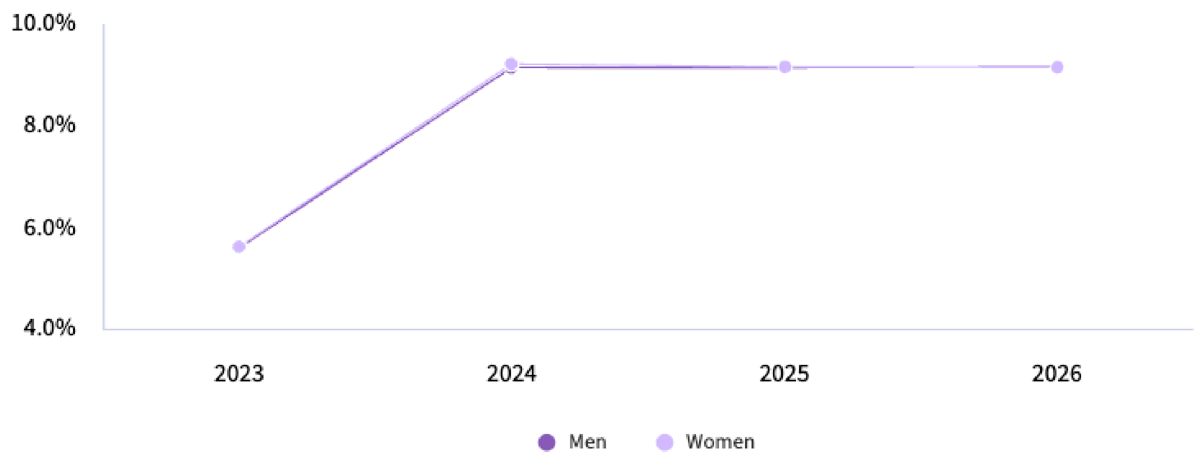
Yes. Women and men manage teams of very similar sizes. For each span of control from 2 to 7, the number of women and men managers is close, with the largest counts for both genders between spans of 4 and 7. Women are slightly more represented at most spans, but the overall team sizes are comparable.



12. How has gender representation changed among managers over time?

How has gender representation changed among managers over time?

From 2023 to 2026, the share of managers increased for both men and women. In 2023, men and women were equal at 5.6%. By 2024, both rose to about 9.1–9.2%, and these higher levels remained stable through 2026. Gender representation among managers is now both higher overall and nearly balanced.



Workforce Demographics - Age

Description

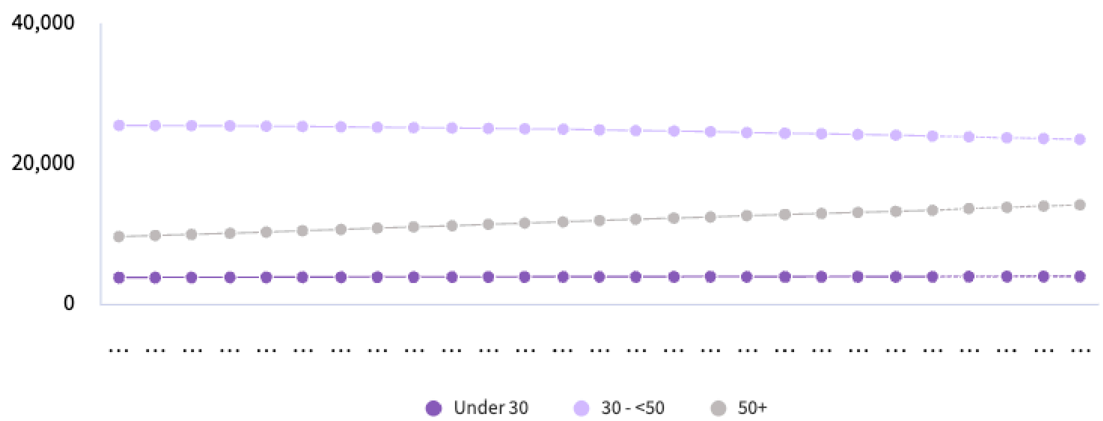
The Workforce Demographics – Age storyboard pack provides a cross-cut view of your workforce by age group across headcount, hiring, mobility, separations, performance, compensation and management roles. It highlights how representation and tenure differ for younger and older employees over time and across departments, locations and grades. It also surfaces patterns in pay equity, promotion rates, turnover and leadership opportunities that can inform succession planning and age-related inclusion efforts.

Answers

1. **Are certain age groups becoming more or less represented in our workforce over time?**

Are certain age groups becoming more or less represented in our workforce over time?

Yes. Employees aged 50+ are steadily increasing, from 9,569 in Feb 2024 to 13,379 in Jan 2026. The 30–<50 group is gradually decreasing, from 25,449 to 24,108 over the same period. The Under 30 group is broadly flat, rising from 3,721 to around 3,800 through 2025, then dipping to 3,731 in Jan 2026.



This information is from the Storyboard tile 5. Demographics - Age > Headcount > Headcount by Age Forecast

Other questions related to this topic:

Where is the under 30 or 50+ share higher than others, signaling pipeline or experience risk?

Are we building tenure fast enough among younger employees for succession purposes?

2. Where is the under 30 or 50+ share higher than others, signaling pipeline or experience risk?

Where is the under 30 or 50+ share higher than others, signaling pipeline or experience risk?

Under-30 shares are relatively higher in Engineering, Software Development, GTM Vertical 1, Admin, Human Resources, and Technical Infrastructure, signaling stronger early-career pipelines. 50+ shares are relatively higher in Payroll, Management Accounts, Finance, Legal, Financial Services, Human Resources, Engineering, GTM Vertical 1, and Software Development, indicating greater experience and potential retirement risk.

Department	Under 30	30 - <50	50+	Distribution
Admin	1,098	7,346	3,956	
Engineering	983	6,067	3,452	
Finance	238	1,609	882	
Median	238	1,609	882	

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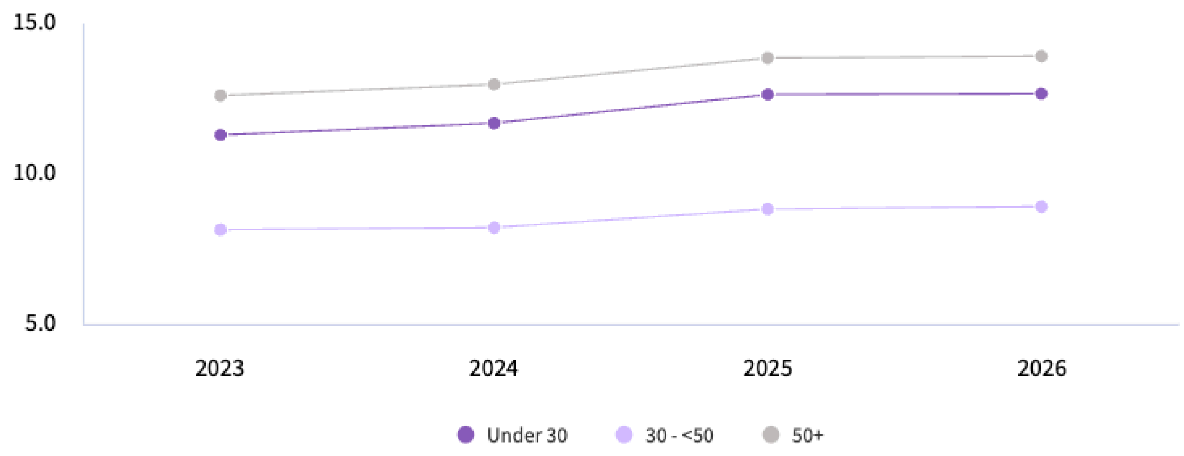
3. Are we building tenure fast enough among younger employees for succession purposes?

Are we building tenure fast enough among younger employees for succession purposes?

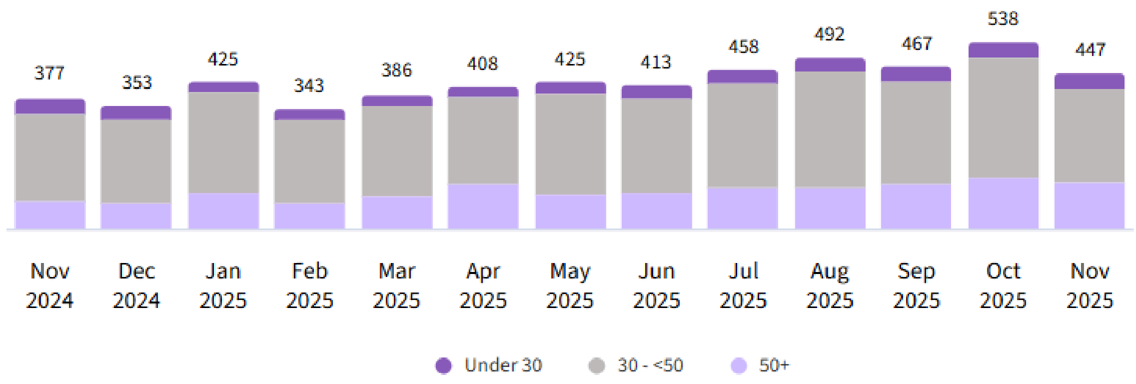
Younger employees' tenure is increasing but may not be fast enough for succession. Under-30 average tenure grows from 11.3 years in 2023 to 12.7 in 2026, while 50+ grows from 12.6 to 13.9. The 30–<50 group lags, rising only from 8.1 to 8.9 years, which could weaken the future leadership pipeline.



4. What stands out in the trend of age representation in hiring over the past year?

What stands out in the trend of age representation in hiring over the past year?

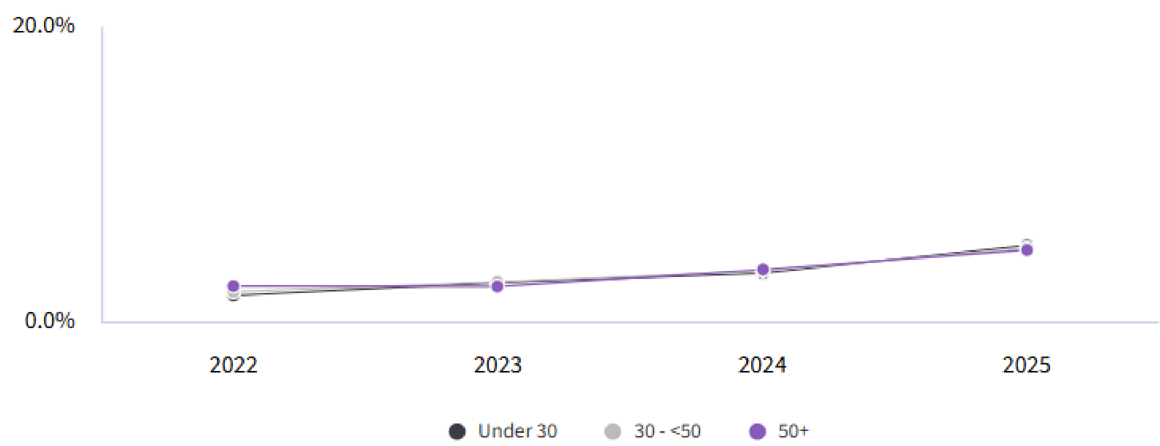
The 30–<50 group consistently dominates hiring and trends upward, peaking at 349 starts in Oct 2025 before easing to 270 in Nov 2025 (e.g., 241 in Dec 2024, 295 in Jan 2025, 332 in Aug 2025). The 50+ cohort shows notable growth over the year, rising from 75–79 in Nov–Dec 2024 to 146 in Oct 2025 and holding at 133 in Nov 2025. Under 30 remains the smallest cohort, dipping to 25 in Feb 2025 and stabilizing around the low 40s later (43–44 in Oct–Nov 2025).



5. Are promotion rates equitable across age groups over time?

Are promotion rates equitable across age groups over time?

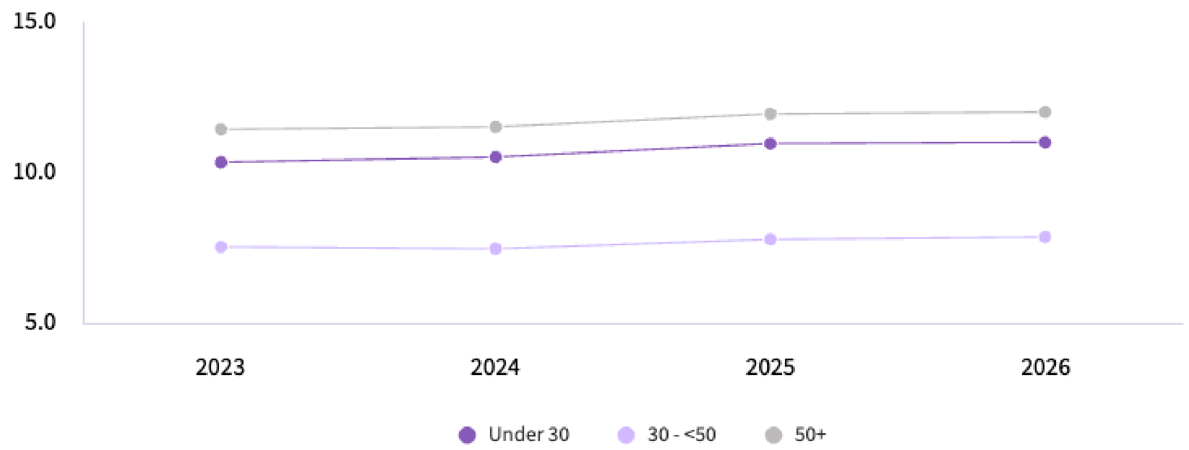
Promotion rates were uneven early on, with 2022 showing 50+ at 2.4% vs Under 30 at 1.8% and 30–<50 at 2.0%, and 2023 showing 50+ at 2.4% vs Under 30 at 2.6% and 30–<50 at 2.7%. By 2024–2025, rates converge and are closely aligned across age groups (2024: 3.3%–3.5%; 2025: 4.8%–5.1%). Overall, equity has improved over time and appears equitable in the most recent years.



6. **Are there meaningful differences in promotion wait times between the different age groups?**

Are there meaningful differences in promotion wait times between the different age groups?

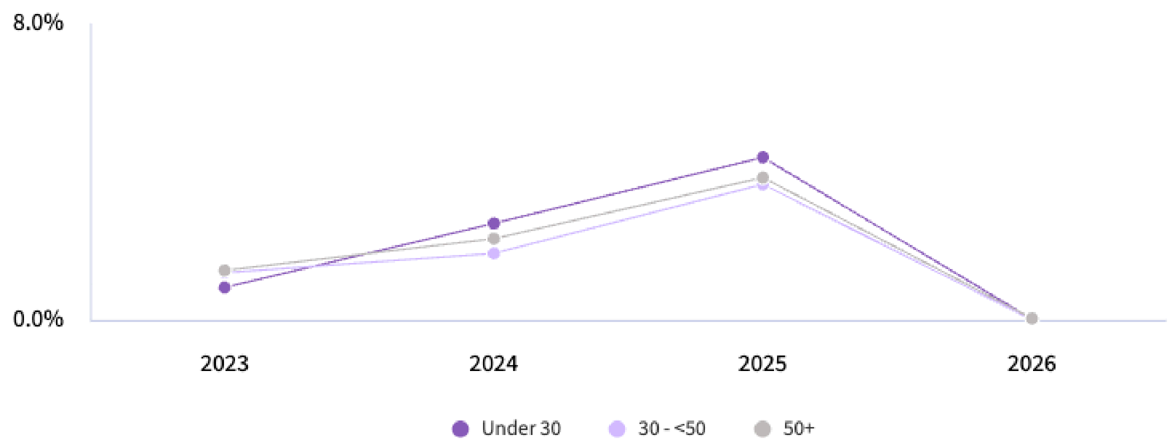
Yes. Across 2023–2026, employees aged 30–<50 consistently have the shortest promotion wait times (about 7.5–7.9 years), while those 50+ wait the longest (about 11.4–12 years). Employees under 30 fall in between (about 10.3–11 years). This pattern is stable over the four years shown.



7. **Recently, are younger employees quitting at meaningfully different rates than older employees?**

Recently, are younger employees quitting at meaningfully different rates than older employees?

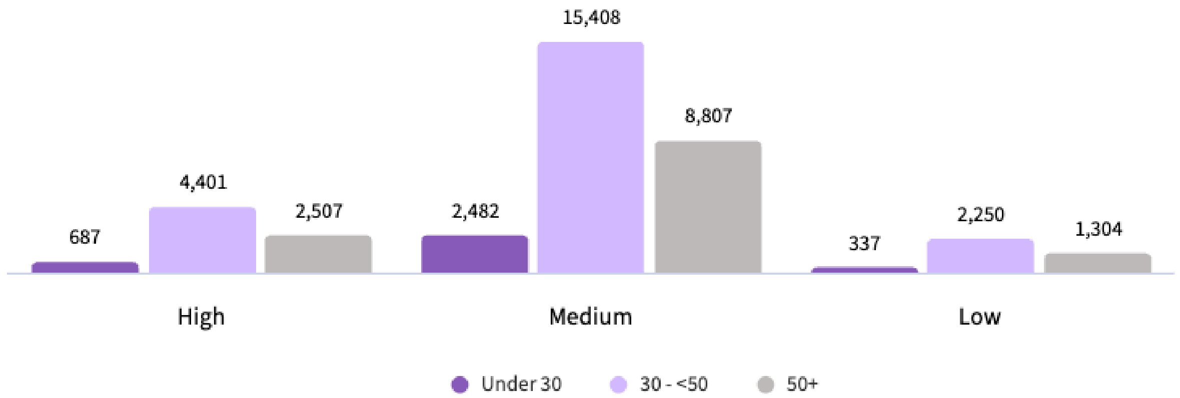
Yes, but only slightly. In 2024, employees under 30 had a 2.6% voluntary separation rate versus 2.2% for 50+ and 1.8% for ages 30–<50. In 2025, under 30 rose to 4.4% compared with 3.8% for 50+ and 3.7% for 30–<50. The differences are modest, not dramatic.



8. Are employees of each age group recognized at similar rates across performance levels?

Are employees of each age group recognized at similar rates across performance levels?

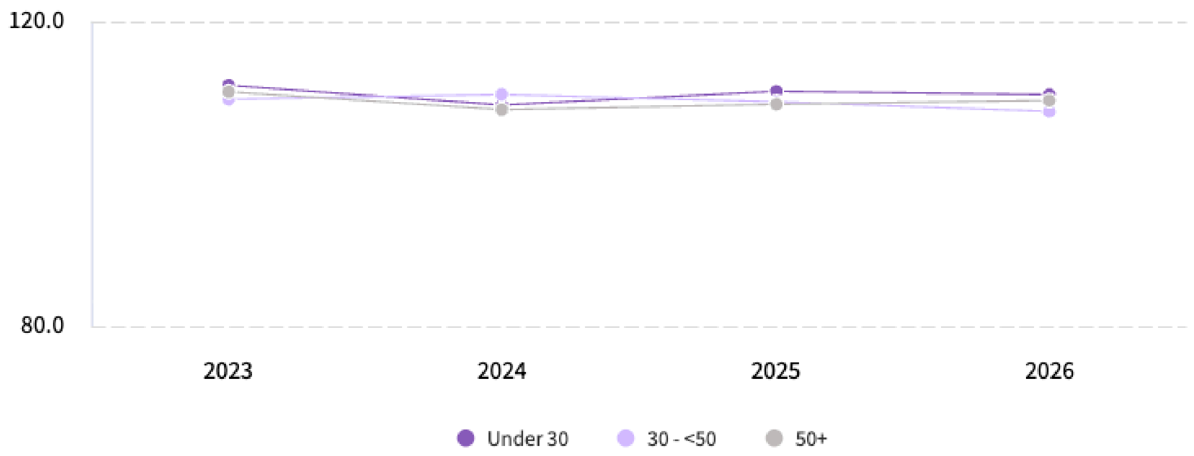
Yes. Each age group shows almost the same distribution across performance levels. About 20% of employees in every age group are rated High (e.g., 2507 of 12618 for 50+, 687 of 3506 Under 30, 4401 of 22059 age 30–<50), roughly 10% Low, and about 70% Medium, indicating similar recognition patterns.



9. Are high performers from each age group paid at similar market rates or are there meaningful gaps?

Are high performers from each age group paid at similar market rates or are there meaningful gaps?

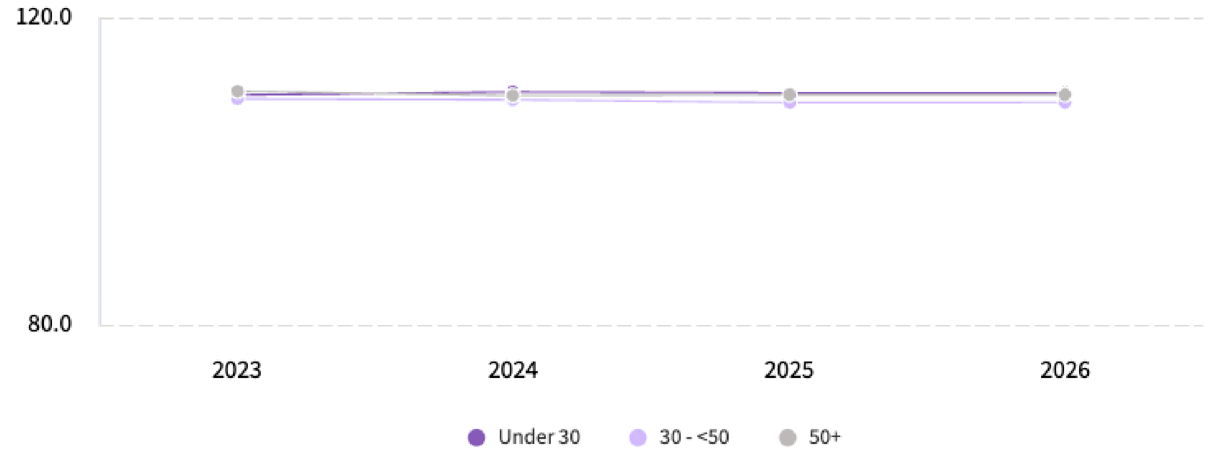
High performers across age groups are paid at broadly similar market rates. Average compa ratios range from about 108 to 112 for all groups each year. The largest differences between age groups in a given year are only around 2–3 compa points, suggesting no meaningful or systemic pay gaps by age among high performers.



10. Which age groups are trending above or below market?

Which age groups are trending above or below market?

All age groups are consistently above market (all compa ratios are around 109–110 versus a 100 market midpoint). Employees under 30 are trending slightly upward, 50+ are relatively flat but still highest or near-highest each year, and the 30–<50 group is trending slightly downward while still remaining above market.



11. Is there a relationship between compensation, grade and age?

Is there a relationship between compensation, grade and age?

Compensation clearly increases with pay grade: for example, Associates earn around $41–45K, Intermediate/Senior/Manager levels around $72–128K, and Directors/Executives/Senior Directors around $176–417K. Average age, however, stays mostly in the low-to-mid 40s across grades, with some older pockets (e.g., Management Accounts Directors 54.8, Executives 53.4), so age–pay linkage is weak compared with grade–pay.

Y = 43.73 + 0.00 X   R = 0.19

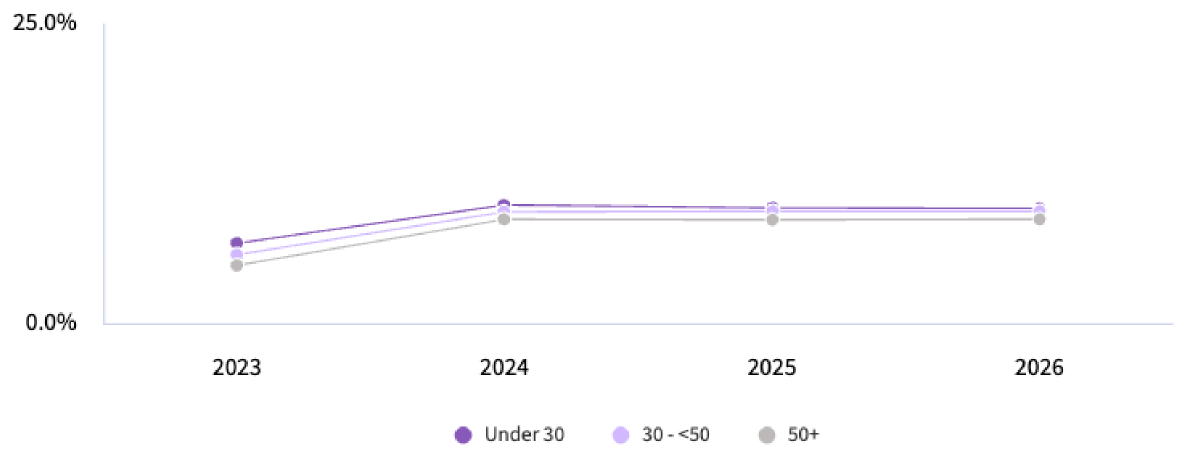
There is a weak positive linear relationship between Average Annual Total Target Cash and Average Age.

This result is highly likely to be statistically significant.

12. How has age representation changed among managers? Are younger employees getting opportunities?

How has age representation changed among managers? Are younger employees getting opportunities?

Age representation among managers has increased across all groups. Under-30 managers rose from 6.7% in 2023 to 9.6% in 2026, while ages 30–<50 increased from 5.7% to 9.4% and 50+ from 4.8% to 8.7%. Younger employees are clearly getting more managerial opportunities, in line with broader growth across age groups.



Workforce Demographics - Race and Ethnicity

Description

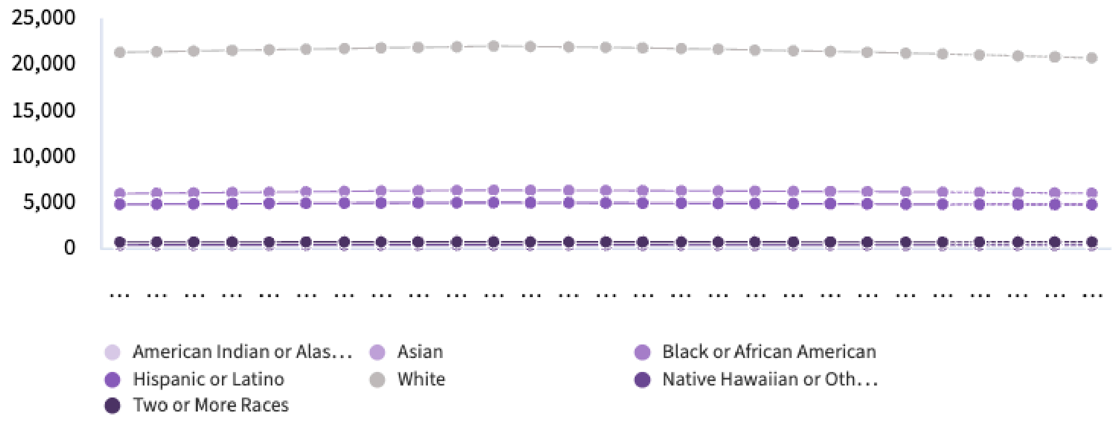
The Workforce Demographics – Race and Ethnicity storyboard pack provides a cross-cut view of your workforce by racial and ethnic group across headcount, hiring, mobility, separations, performance, compensation and management roles. It highlights how representation, tenure and outcomes differ for diverse and white employees over time and across departments, locations and grades. It also surfaces patterns in pay equity, promotion rates, turnover and leadership opportunities that can inform diversity, equity and inclusion strategies.

Answers

1. **Is our workforce becoming more or less diverse over time, and where do we see the biggest shifts?**

Is our workforce becoming more or less diverse over time, and where do we see the biggest shifts?

Overall, the workforce is becoming slightly more diverse. From Feb 2024 to Jan 2026, White headcount decreased (21,310 to 21,111), while Black or African American employees increased (5,915 to 6,063). Hispanic or Latino and Asian headcounts remained relatively stable. The largest shift is the growth in Black representation alongside a modest decline in White representation.



This information is from the Storyboard tile 6. Demographics - Diversity > Headcount > Headcount Forecast by Diversity

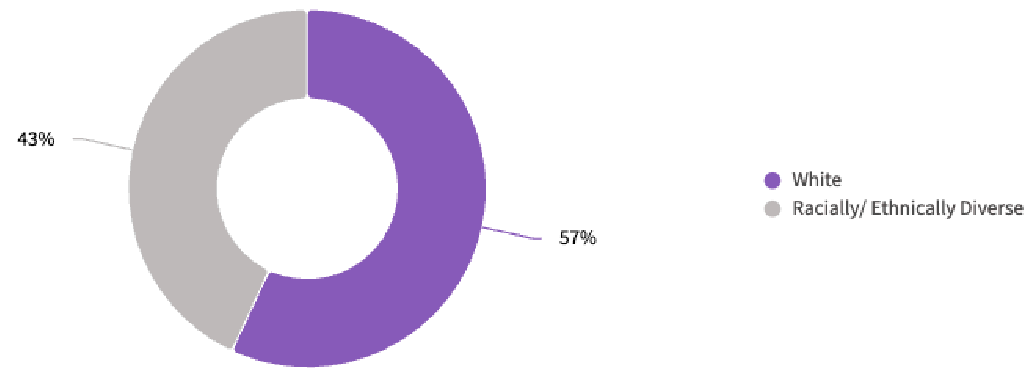
Other questions related to this topic:

Are there meaningful tenure gaps between diversity groups, and are those gaps closing?

2. What percentage of our workforce is ethnically or racially diverse today?

What percentage of our workforce is ethnically or racially diverse today?

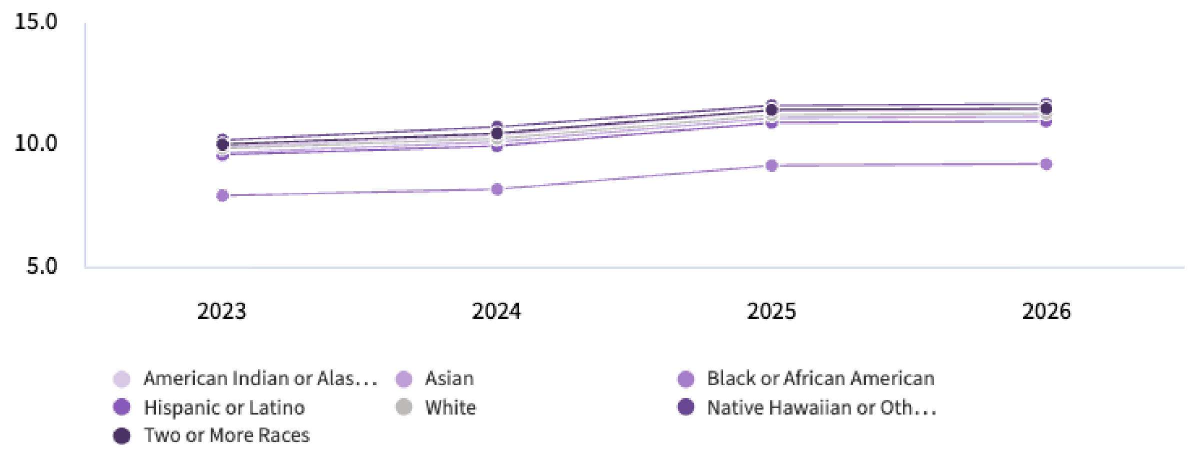
Racially or ethnically diverse employees make up about 43% of our workforce today. This is based on 14,174 racially/ethnically diverse employees out of a total headcount of 32,902 employees (14,174 diverse and 18,728 White).



3. Are there meaningful tenure gaps between diversity groups, and are those gaps closing?

Are there meaningful tenure gaps between diversity groups, and are those gaps closing?

Yes, there are tenure gaps by race/ethnicity, and they are not closing. Black or African American employees have the lowest average tenure each year (7.9 in 2023 to 9.2 in 2026), while groups like White employees increase from 9.8 to 11.3. The gap between Black and White employees grows slightly over time.



4. **Which departments had the most growth and decline in hiring diverse employees this year?**

Which departments had the strongest growth and decline in hiring diverse employees this year?

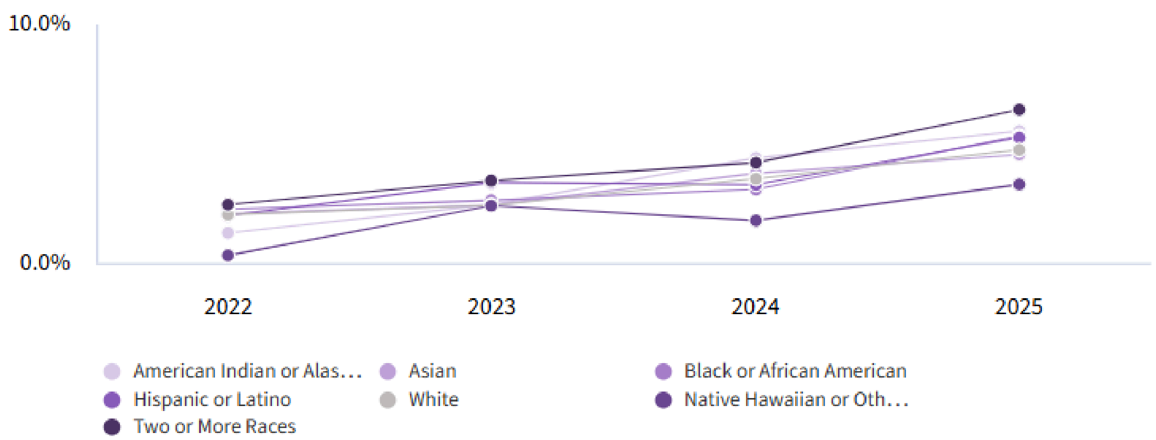
Strongest growth in diverse hiring was in Financial Services and Sales, evidenced by very high start rates such as Native Hawaiian or Other Pacific Islander at 24.0% in Financial Services and 16.9% in Sales, with Sales also high for Two or More Races at 15.6% and Black or African American at 9.0%. The weakest was in Engineering and Management Accounts, where diverse start rates were very low—Native Hawaiian or Other Pacific Islander at 1.1% in Engineering and Hispanic or Latino at 1.2% in Management Accounts (with Quality Assurance also low for Black or African American at 2.1%).

Department	Hispanic or Latino	White	Native Hawaiian or Other Pacific Islander	Two or More Races	Distribution
Engineering	6.1%	6.3%	1.1%	4.0%	
Finance	4.1%	5.9%	15.0%	4.2%	
Median	6.5%	5.9%	7.1%	5.5%	

5. **Are promotion opportunities equitable across racial and ethnic groups?**

Are promotion opportunities equitable across racial and ethnic groups?

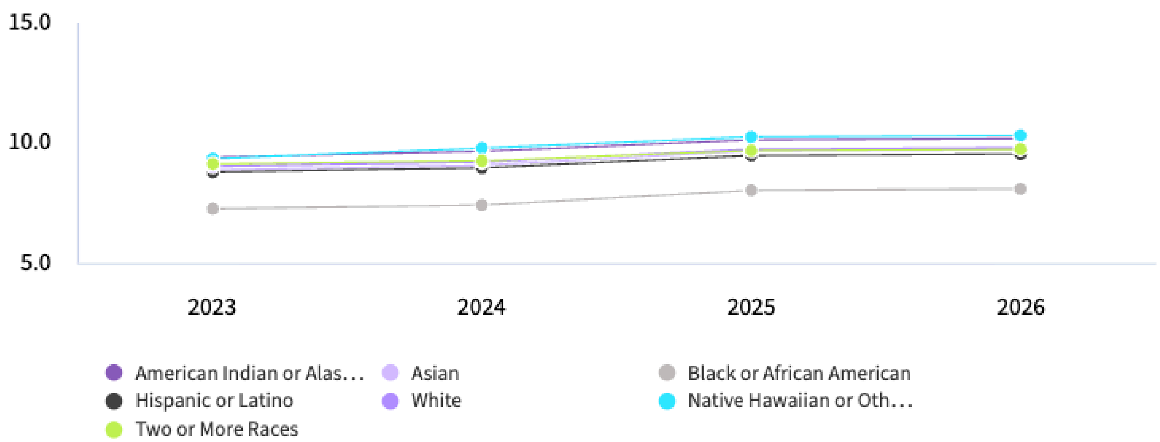
Promotion opportunities are not fully equitable across racial and ethnic groups. In 2025, movement rates range from 3.3% for Native Hawaiian or Other Pacific Islander to 6.4% for Two or More Races, with others at American Indian or Alaska Native 5.5%, Black or African American 5.3%, Hispanic or Latino 5.3%, White 4.7%, and Asian 4.5%. While rates have risen for all groups since 2022 (e.g., Native Hawaiian or Other Pacific Islander from 0.3% in 2022 to 3.3% in 2025), gaps remain.



6. **Are there meaningful differences in promotion wait times between diverse and white employees?**

Are there meaningful differences in promotion wait times between diverse and white employees?

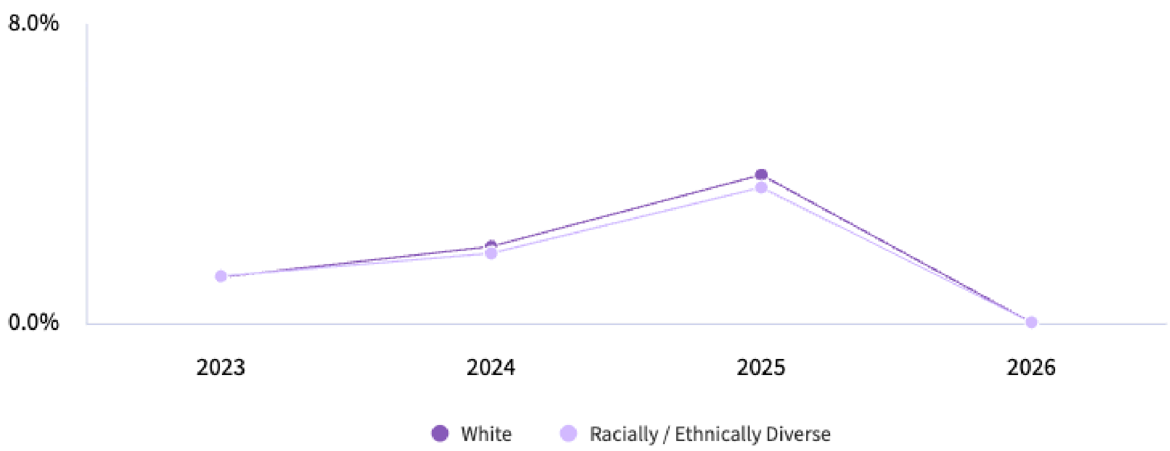
Yes. From 2023–2026, white employees wait about 9.0–9.8 years for promotion. Black or African American employees consistently have shorter waits (about 7.3–8.1 years). Most other groups (Asian, Hispanic or Latino, American Indian or Alaska Native, Native Hawaiian or Other Pacific Islander, Two or More Races) generally experience slightly longer waits than white employees, often 9.1–10.3 years.



7. **Are diverse employees voluntarily leaving at different rates than white employees over time?**

Are diverse employees voluntarily leaving at different rates than white employees over time?

Yes, but the pattern changes over time. In 2023, diverse employees had a slightly higher voluntary separation rate than white employees (1.3% vs. 1.2%). In 2024 and 2025, their rates were lower (1.9% vs. 2.1%, then 3.6% vs. 4.0%). In 2026, both groups show 0.0%.



8. **Are any departments showing cause for concern with retention of diverse vs. white employees?**

Are any departments showing cause for concern with retention of diverse vs. white employees?

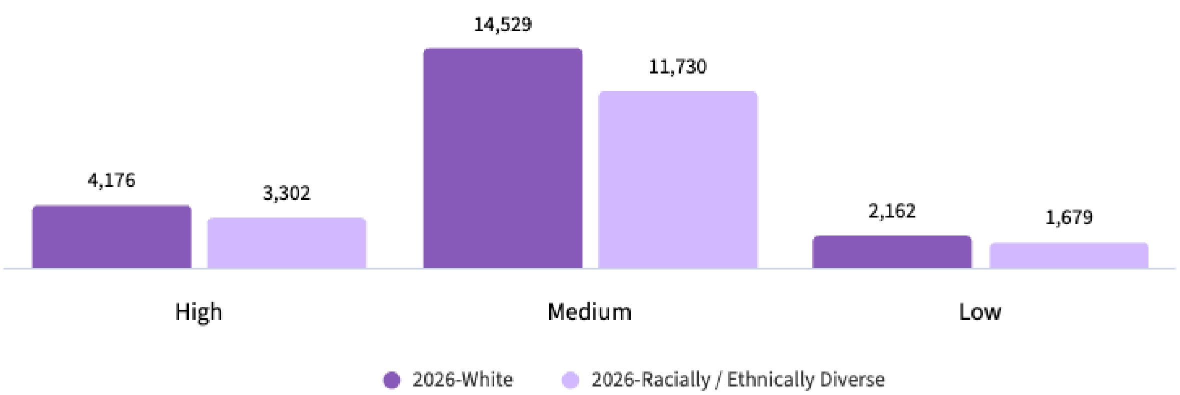
Yes—several departments show materially higher separation rates for some racial/ethnic groups than for White employees. Notable gaps include Financial Services (Native Hawaiian or Other Pacific Islander 31.9% vs White 5.3%), Product Management (American Indian or Alaska Native 27.0% vs White 8.0%), Quality Assurance (American Indian or Alaska Native 24.8% vs White 7.9%), Human Resources (Two or More Races 15.5% and Native Hawaiian or Other Pacific Islander 15.0% vs White 6.6%), and Finance (Native Hawaiian or Other Pacific Islander 19.9% vs White 5.1%).

Department	Hispanic or Latino	White	Native Hawaiian or Other Pacific Islander	Two or More Races	Comparison
Admin	8.1%	6.8%	10.0%	11.0%	
Engineering	6.2%	7.4%	2.3%	6.9%	
Median	**6.6%**	**6.7%**	**14.2%**	**9.1%**	

9. **Are diverse and white employees recognized at similar rates across performance levels?**

Are diverse employees and white employees recognized at similar rates across performance levels?

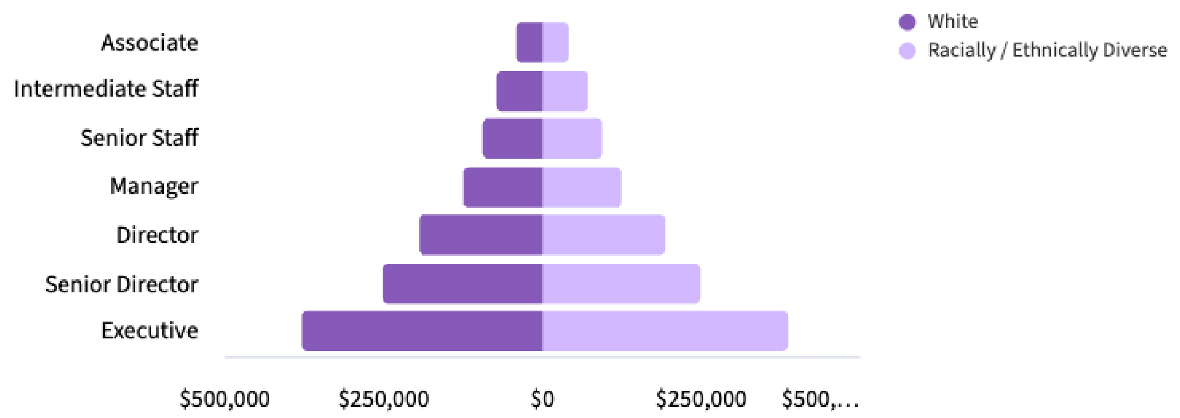
Yes. The performance distribution is very similar. Among racially/ethnically diverse employees, about 20% are rated high, 70% medium, and 10% low (3302, 11730, 1679 employees). Among white employees, about 20% are rated high, 70% medium, and 10% low (4176, 14529, 2162 employees).



10. Are there meaningful pay differences between diverse and white employees at the same grade level?

Are there meaningful pay differences between diverse and white employees at the same grade level?

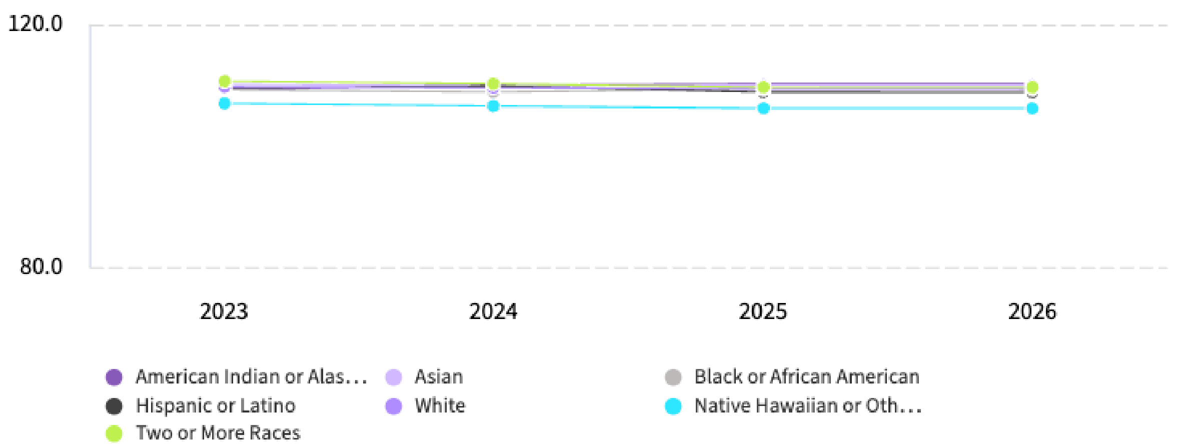
Based on the provided averages, pay differences between racially/ethnically diverse and white employees at the same grade are very small relative to total pay. For example, differences range from about $-2,283 at Senior Director to about $9,346 at Executive, with most grades within a few hundred dollars, suggesting no consistent or meaningful pay gap by race/ethnicity at each grade.



11. Are diverse and white employees tracking similarly to market pay?

Are diverse and white employees tracking similarly to market pay?

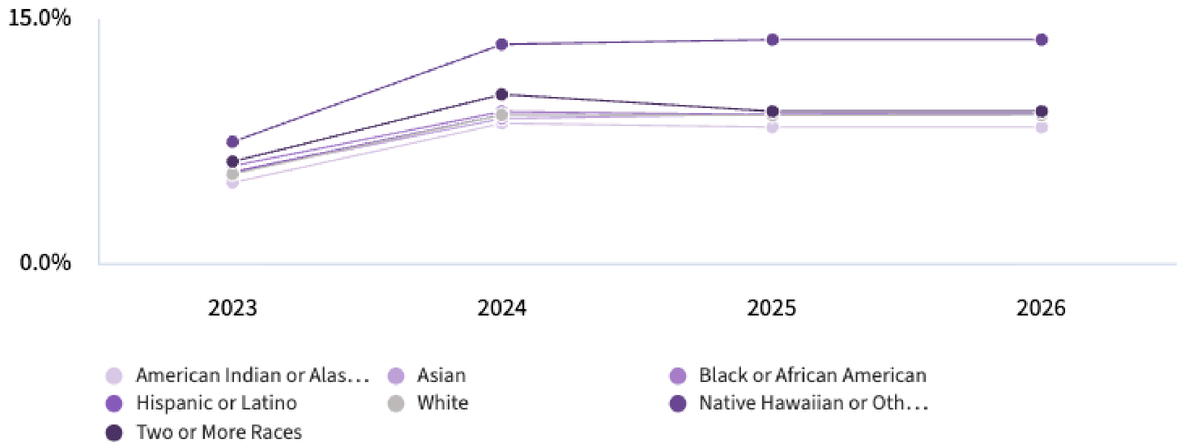
Yes. Across 2023–2026, White employees' average compa ratios stay around 109–110, and most racially/ethnically diverse groups are within roughly one point of that range, indicating similar positioning to market. The main exception is Native Hawaiian or Other Pacific Islander employees, who trend slightly lower (about 106–107) but are still above 100% of market.



12. Do we have relatively equal representation of diverse employees in management roles?

Do we have relatively equal representation of diverse employees in management roles?

Yes. By 2025–2026, most groups have very similar management representation, around 8–9% (American Indian or Alaska Native 8.4%, Asian 9.2%, Black 9.1%, Hispanic/Latino 9.1%, Two or More Races 9.3%, White 9.1%). Native Hawaiian or Other Pacific Islander is higher at 13.7%. Representation has become more balanced compared with 2023.



Talent Lifecycle - Open Requisitions

Description

The Open Requisitions storyboard pack provides a cross-cut view of your recruiting backlog by showing how many requisitions are open, how long they have been open, and whether they have qualified candidate pipelines. It highlights trends in open requisition volume over time and where open roles are concentrated by department, including where roles are most likely to lack qualified applicants. It also surfaces pipeline health, key drop-offs from application through offer or hire, and the sourcing channels that produce higher-quality candidates. Finally, it pinpoints hiring bottlenecks through time-to-stage trends and requisition-level details.

Answers

1. **What percentage of requisitions have a qualified application?**

What percentage of requisitions have a qualified application?

98.5% of open requisitions have at least one qualified application.

98.5%

This information is from the Storyboard tile 1. Open Requisitions > Requisitions > % Requisitions with a Qualified Application

Other questions related to this topic:

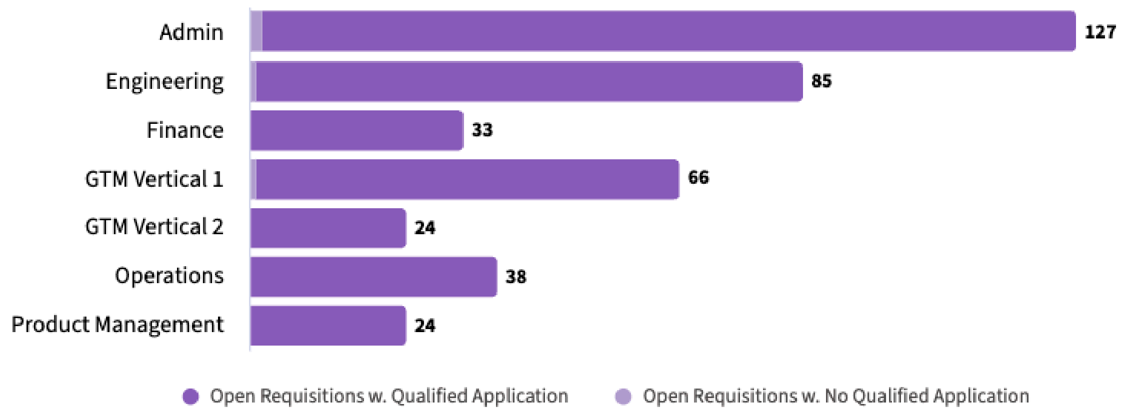
Which teams have the largest open-req backlog, particularly without a qualified application?

Does our candidate pipeline provide an offer-ready pool or shortage of qualified applicants?

2. Which teams have the largest open-req backlog, particularly without a qualified application?

Which teams have the largest open-req backlog, particularly without a qualified application?

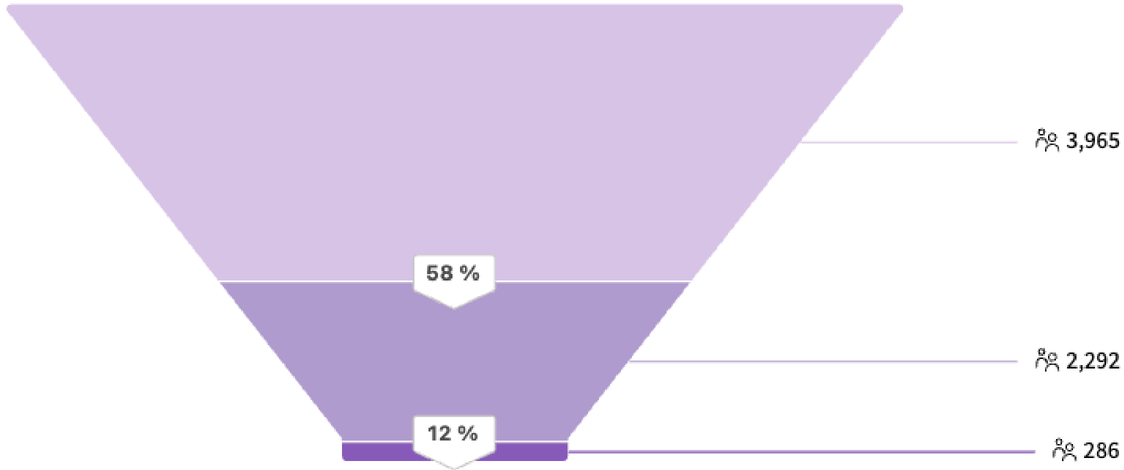
Admin has the largest overall open-req backlog with 125 roles, including the highest count without a qualified application (2). Engineering follows with 84 open requisitions and 1 without a qualified application. GTM Vertical 1 has 65 open requisitions and 1 without a qualified application. Other departments currently show no open roles lacking qualified applications.



3. Does our candidate pipeline provide an offer-ready pool or shortage of qualified applicants?

Does our candidate pipeline provide an offer-ready pool or shortage of qualified applicants?

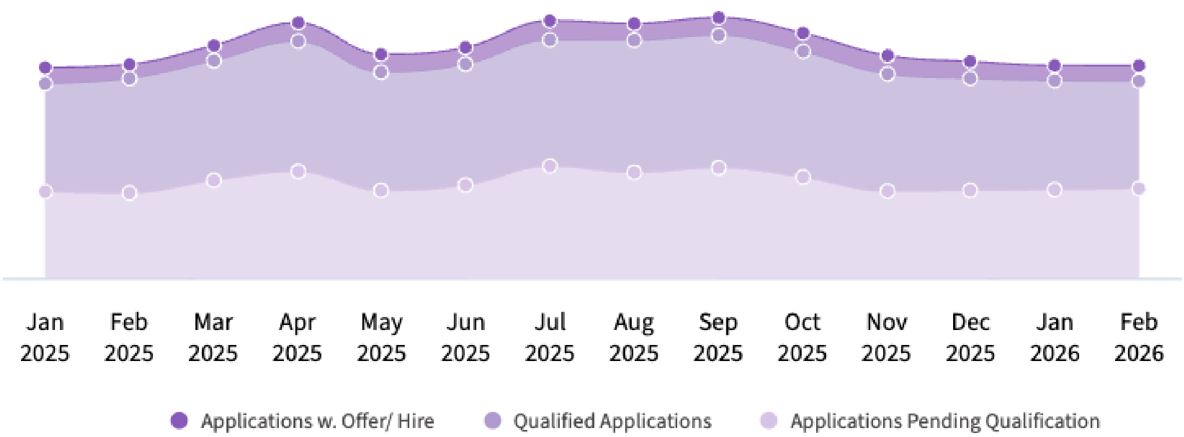
Your pipeline does not show a shortage of qualified applicants. Out of 3,965 applications, 2,292 are qualified or offer-ready, but only 286 reach offer or hire. This indicates a strong qualified pool, with the main gap occurring in converting qualified candidates to offers or hires.



4. Over time, are we seeing more offers and hires or just more early-stage applications?

Over time, are we seeing more offers and hires or just more early-stage apps?

We're not just seeing early-stage applications. From Jan–Jul 2025, all three stages increased, with offers/hires rising from 298 to 359. However, since late 2025, qualified applications and offers/hires have trended downward (e.g., 359 in Jul 2025 vs 281–286 in Jan–Feb 2026), while early-stage applications remain relatively stable.



5. Based on qualification rate, where should we focus our sourcing efforts?

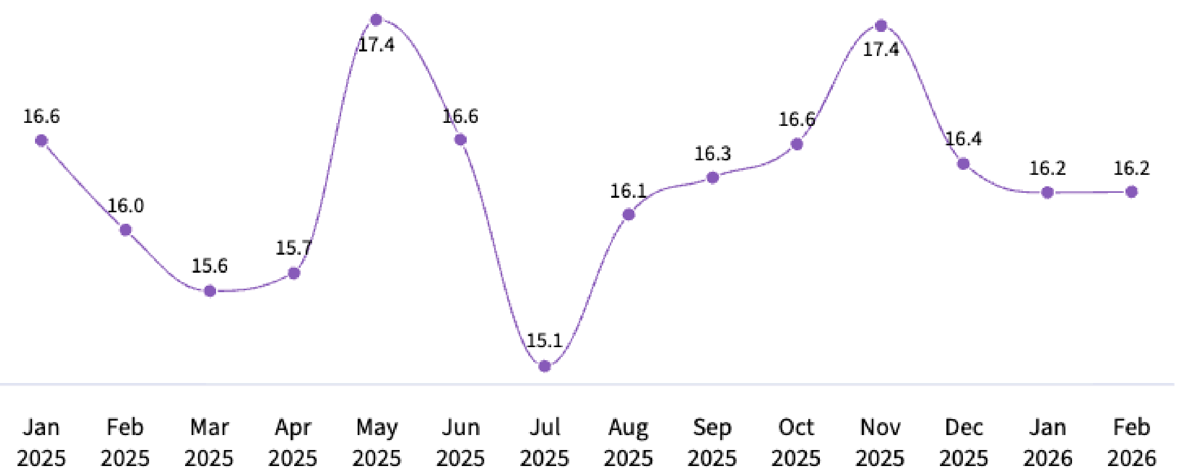
Based on qualification rate, where should we focus our sourcing efforts?

We should prioritize sourcing through Social Media (61.2% qualified), Referrals (60.8%), and Prospecting (59.4%), as they yield the highest qualification rates. In-person events (59.3%) and Company Marketing (59.0%) are also strong channels. Agencies (50.0%) and Third Party Boards (56.8%) appear less efficient and may warrant lower sourcing investment or optimization.

6. What does the time since application trend say about how candidates are moving over time?

What does the time since application trend tell us about how candidates are moving over time?

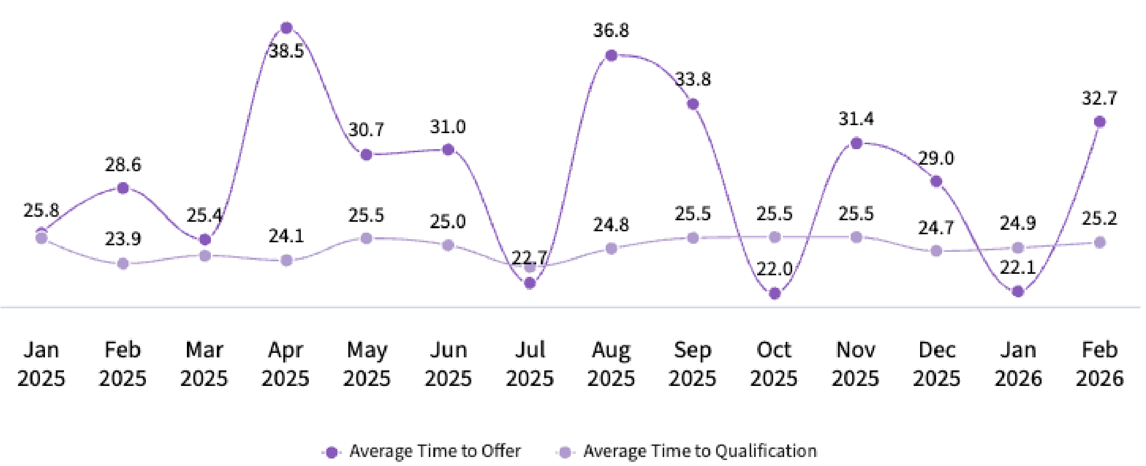
The trend shows candidates move through the process at a fairly steady pace, averaging about 15–17 days since application across months. There are slight slowdowns in May and November 2025 (17.4 days) and faster movement in March and July 2025 (about 15–15.6 days), but no major shifts over time.



7. When time-to-offer increases, is qualification time the main driver?

When time-to-offer increases, is qualification time the main driver?

No. Qualification time is relatively stable (about 24–26 days each month), while time-to-offer fluctuates much more (from about 22 to 38.5 days). Months with the biggest jumps in time-to-offer, like April 2025 (38.5 days) and August 2025 (36.8 days), do not show matching increases in qualification time, so later stages are driving delays.



8. Where are application-stage bottlenecks getting worse or more volatile?

Where are application-stage bottlenecks getting worse or more volatile?

Bottlenecks are most concerning in GTM Vertical 2 and Admin. GTM Vertical 2 has the longest offer timeline (42.7 days) and a large gap from qualification (29.3 days). Admin also shows a long offer time (38.5 days) compared with qualification (24.6 days). These widening gaps indicate growing volatility and delays between qualification and offer.

Department	Average Time to Qualification	Average Time to Offer
Admin	24.6	38.5
Engineering	26.1	24.8
Finance	27.9	32.4
GTM Vertical 1	23.0	36.3
GTM Vertical 2	29.3	42.7
Median	25.6	34.0

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9. Which open requisitions have the oldest open dates and may need attention?

Which recruiters have the most open requisitions with older open dates? Provide the req details.

The oldest open requisitions are: Cheyenne Olson – Req 00026846, Sales Engineer, Tokyo, open since 2025-10-18. Zechariah Otis – Req 00041745, Automatic Data Processing Planner, Vancouver, open since 2025-10-13. Reanna Weeks – Req 00019824, Account Representative, Tokyo, open since 2025-10-23. Shayna Leach – Req 00015527, Project Engineer, Vancouver, open since 2025-11-03.

Requisition Open Year	Open Requisitions	Applications	Qualified Applications	Applications Pending Qualification	Applications Offer/ H
2025	1	4	3	0	
2025	1	1	0	0	
	397	3,965	2,006	1,673	

Items per page: 10 / 397 Page: 1 / 40

10. Which open requisitions have a lot of applicants but few or no qualified candidates?

Which open requisitions have a lot of applicants but few or no qualified candidates?

Requisitions with many applicants but few or no qualified candidates include: Renewal Specialist in Sydney (00018721) – 19 applicants, 0 qualified. Data Warehouse Developer in Montreal (00026111) – 17 applicants, 0 qualified. Software Trainer in Tokyo (00040910) – 19 applicants, 4 qualified. Sales Leader in Osaka (00013859) – 19 applicants, 2 qualified.

Requisition Open Year	Open Requisitions	Applications	Qualified Applications	Applications Pending Qualification	Applications Offer/ H
2025	1	4	3	0	
2025	1	1	0	0	
	397	3,965	2,006	1,673	

Items per page: 10 / 397 Page: 1 / 40

Talent Lifecycle - Requisition & Application History

Description

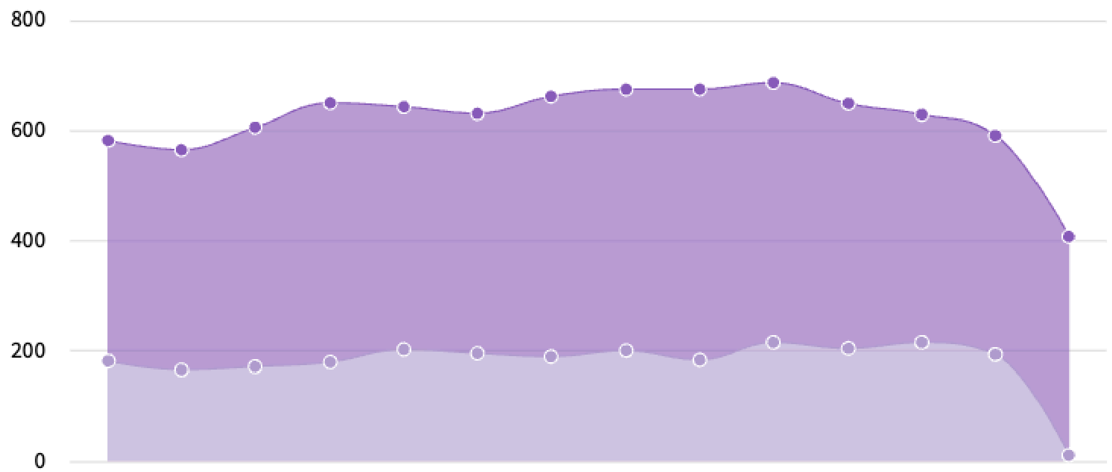
The Requisition and Application History storyboard pack provides a cross-cut view of recruiting performance over time, linking requisition activity, pipeline flow, and closed requisition outcomes. It highlights trends in openings, fills, and offers accepted, including where time-to-fill differs across departments. It also surfaces pipeline drop-offs and which sources produce the best mix of qualified candidates and offer acceptance. Finally, it pinpoints process slowdowns through time-to-reject and time-in-stage trends, with requisition-level detail to spot patterns behind long close times.

Answers

1. **How is requisition activity trending over time?**

How is requisition activity trending over time?

Requisition activity rose through most of 2025, with open requisitions increasing from 400 in Jan 2025 to a peak of 491 in Sep 2025, then gradually declining to 413 in Dec 2025 and 397 in Jan–Feb 2026. Closed requisitions stayed relatively stable in 2025, with Feb 2026 likely incomplete (11 closed).



This information is from the Storyboard tile 2. Requisition and Application History > Requisitions > Monthly Requisition Activity

Other questions related to this topic:

Which departments fill the most requisitions? Where are closed-not-filled requisitions highest?

Which departments have the highest average time to fill? Which fill quickly despite high req volume?

Does our hiring pipeline suggest an early-stage quality issue or a late-stage conversion issue?

2. What is our average time to fill today?

What is our average time to fill today?

Your current average time to fill is 70 days.

70.0

3. Which departments have the highest time to fill? Which fill quickly despite high req volume?

Which departments have the highest average time to fill? Which fill quickly despite high req volume?

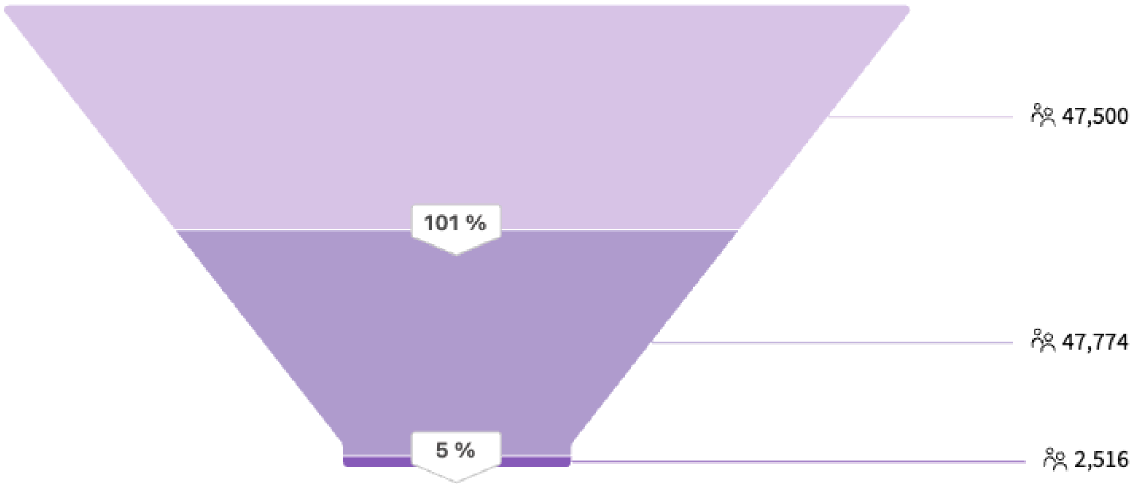
The highest average time to fill is in GTM Vertical 1 (70 days) and Admin (69.9 days). Engineering fills relatively quickly given its high requisition volume (538 opened, 548 filled) with a lower-than-peers average time to fill of 67.6 days, compared with most other departments near or above 68.7 days.

Department	Open Requisitions	Opened Requisitions	Offers Accepted	Filled Requisitions	Average Requisition Time to Fill
Admin	127	767	758	758	69.9
Engineering	85	538	548	548	67.6
Finance	33	210	208	208	66.1
GTM Vertical 1	66	388	383	383	70.0
GTM Vertical 2	24	200	211	211	68.7
Median	38	241	251	251	68.7

4. Does our hiring pipeline suggest an early-stage quality issue or a late-stage conversion issue?

Does our hiring pipeline suggest an early-stage quality issue or a late-stage conversion issue?

Your pipeline suggests a late-stage conversion issue, not an early-stage quality issue. Almost all applicants move to Qualified (47,774 Qualified vs. 47,500 Applied), but only 2,516 are ultimately Hired. This means early screening isn't heavily filtering candidates, while the drop-off from Qualified to Hired (about 5%) indicates challenges in later interview or offer stages.



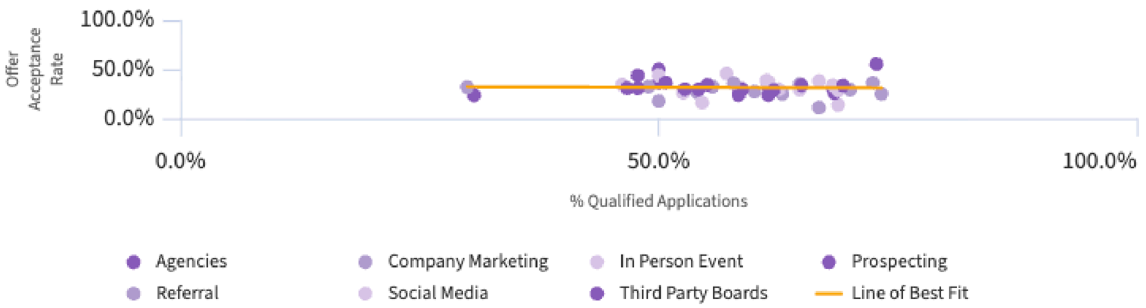
5. Which sources deliver high qualified rates and strong offer acceptance?

Across departments, the strongest combinations of high qualified rates and offer acceptance come from Operations via Agencies (72.7% qualified, 55.6% acceptance), GTM Vertical 2 In Person Events (66.7%, 38.1%), Engineering Referrals and Social Media (70.0% and 68.2% qualified, 29.3% and 33.8% acceptance), plus Finance and Admin In Person Events (around 50–65% qualified, 33–44% acceptance).

Y = 33.04 + -0.03 X   R = -0.03

There is a weak negative linear relationship between % Qualified Applications and Offer Acceptance Rate.

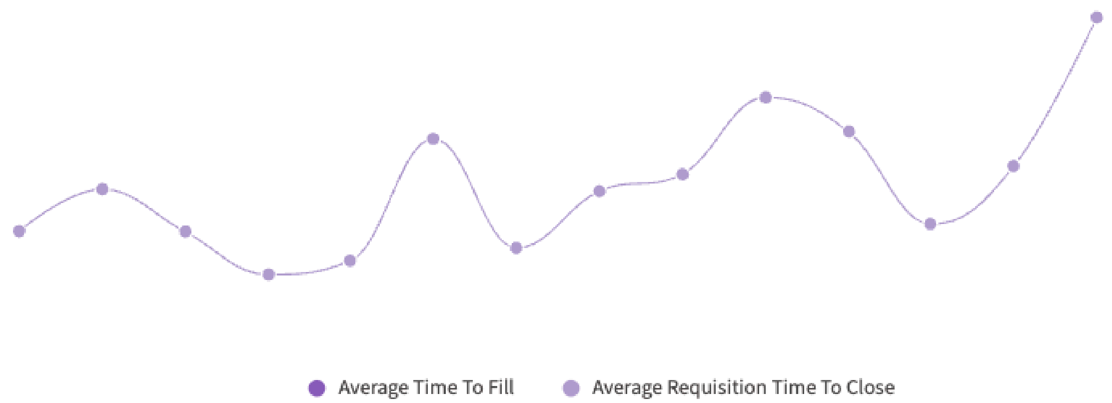
This result is unlikely to be statistically significant.



6. Is time to fill moving with time to close, or is the gap widening over time?

Is time to fill moving with time to close, or is the gap widening over time?

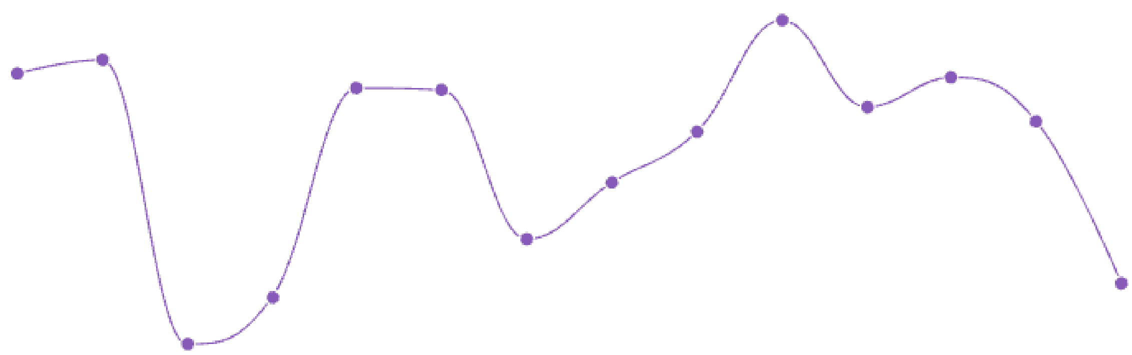
Time to fill is moving in lockstep with time to close. For every month shown, the average time to fill is identical to the average requisition time to close, so there is no widening or narrowing gap over time.



7. Do we see spikes in time to rejection that could signal review delays?

Do we see spikes in time to rejection that could signal review delays?

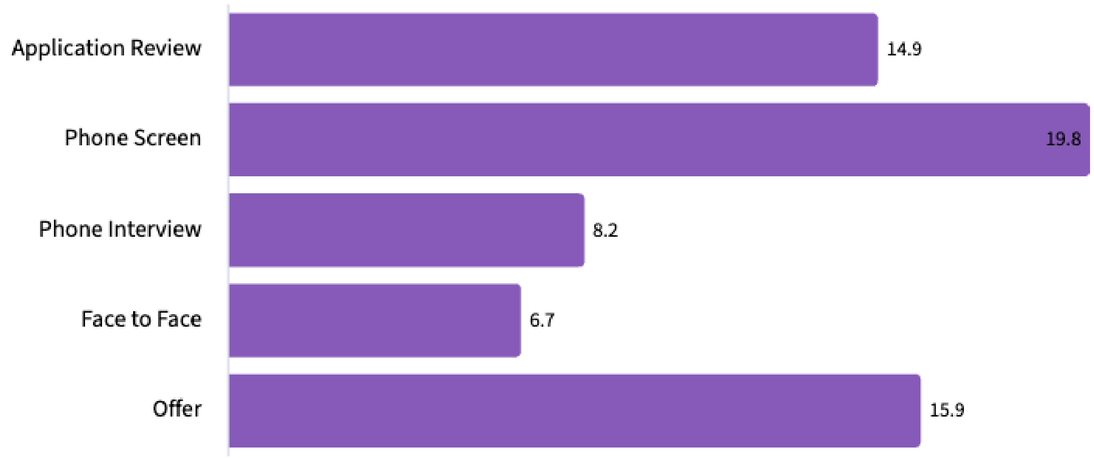
We do not see major spikes suggesting serious review delays. Average time to reject stays in a narrow range, roughly 32.5 to 35.8 days. The highest point is October 2025 at 35.8 days, only about 3 days above the low in March 2025 (32.5 days), indicating normal month-to-month variation rather than significant bottlenecks.



8. Which hiring stages are our major bottlenecks?

Which hiring stages are our major bottlenecks?

Our biggest hiring bottlenecks are the Phone Screen, Offer, and Application Review stages. The Phone Screen takes the longest at 19.8 days on average, followed by Offer at 15.9 days and Application Review at 14.9 days. Face to Face (6.7 days) and Phone Interview (8.2 days) are comparatively faster.



9. Are long-to-close reqs concentrated in certain roles, recruiters, departments, or locations?

Are long-to-close requisitions concentrated in certain roles, recruiters, departments, or locations?

Long-to-close requisitions are not confined to one recruiter, role, department, or location. Roles from Sales Associate to Data Modeler and Software Trainer show 100–120+ day closes. Many of these occur in Engineering, Admin, and GTM Vertical departments, and frequently in Tokyo and Osaka, but similar durations appear across multiple global locations and recruiting owners.

Requisition Name	Closed Requisitions	Applied	Qualified Stage	Hired	Rejec
Account Director	1	19	19	1	
Account Representative	1	19	19	1	
Total	996	16,036	16,727	1,000	30,

Items per page: 100 / 1000 Page: 1 / 10

10. Which closed reqs had many qualified candidates but no hire? What patterns do we see?

Which closed requisitions had many qualified candidates but no hire? What patterns do we see?

There are no closed requisitions with many qualified candidates and zero hires. In all rows where “Closed Requisitions” equals 1 and “Qualified Stage” is greater than 0, “Hired” is 1. Instances with many qualified candidates and no hire (e.g., Database Programmer 00048439 with 19 qualified) are still open (Closed Requisitions = 0).

Requisition Name	Closed Requisitions	Applied	Qualified Stage	Hired	Rejec
Account Director	1	0	0	1	
Account Director	1	19	19	1	
Account Director	1	19	19	1	
Total	996	16,036	16,727	1,000	30,

Items per page: 10 / 1000 Page: 1 / 100

Talent Lifecycle - Offers and Onboarding

Description

The Offers and Onboarding storyboard pack provides a cross-cut view of late-stage recruiting outcomes and early employee retention, connecting offer acceptance, time-to-offer, and new hire starts. It highlights how offer acceptance rates and offer volume trend over time and differ by department, including whether offers are getting to candidates quickly enough. It also surfaces which sourcing channels drive accepted offers versus rejected offers. Finally, it tracks recent start volume and new hire retention beyond the first three months, with a department lens to spot early churn risk.

Answers

1. **What is our offer acceptance rate?**

What is our offer acceptance rate?

Your current offer acceptance rate is 31.3%, meaning a little under one-third of candidates who receive offers are accepting them.

31.3%

This information is from the Storyboard tile 3. Offers and Onboarding > Requisitions > Offer Acceptance Rate

Other questions related to this topic:

Is offer acceptance rate stable, or are there swings that would benefit from a closer look?

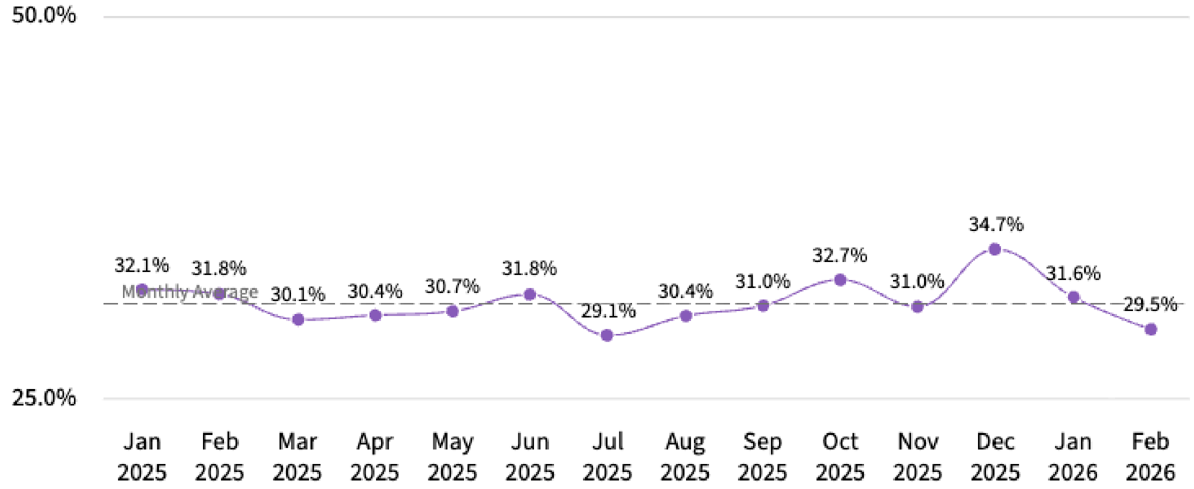
Which departments show the biggest recent change in offer acceptance rate?

Is time to offer stable, or do we see recurring slow periods falling below our target (30 days)?

2. Is offer acceptance rate stable, or are there swings that would benefit from a closer look?

Is offer acceptance rate stable, or are there swings that would benefit from a closer look?

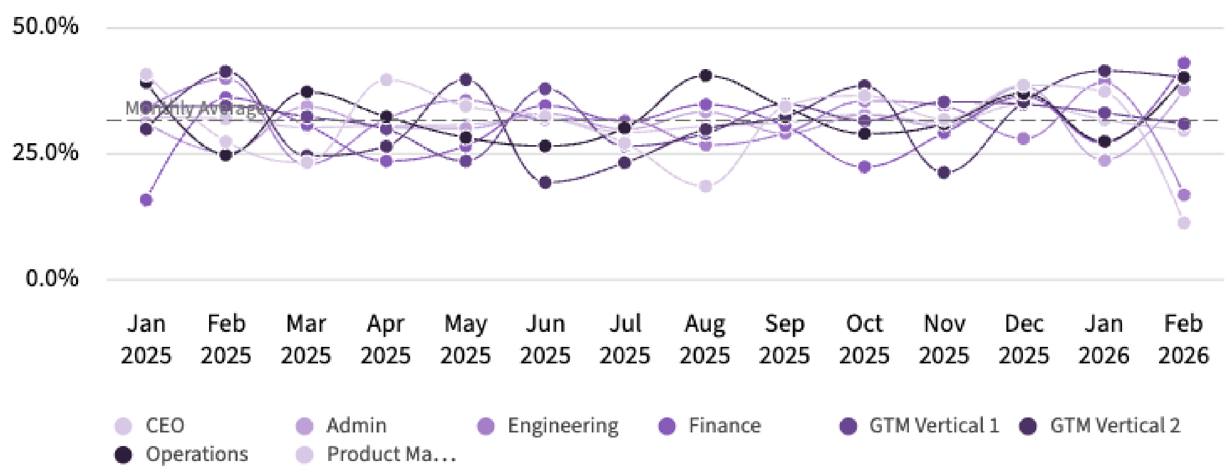
The offer acceptance rate is relatively stable, generally hovering around 30–32%. However, there are some swings worth a closer look: it dips to 29.1% in July 2025 and 29.5% in February 2026, and peaks at 34.7% in December 2025. These outliers may signal seasonal or process-related factors.



3. Which departments show the biggest recent change in offer acceptance rate?

Which departments show the biggest recent change in offer acceptance rate?

Comparing January to February 2026, Product Management and Engineering show the largest drops in offer acceptance rate (from 37.2% to 11.1% and 39.0% to 16.7%, respectively). Finance and Admin show the largest increases (26.9% to 42.9% and 23.5% to 37.5%), with Operations also rising notably (27.3% to 40.0%).



4. What is our average time to offer today?

What is our average time to offer today?

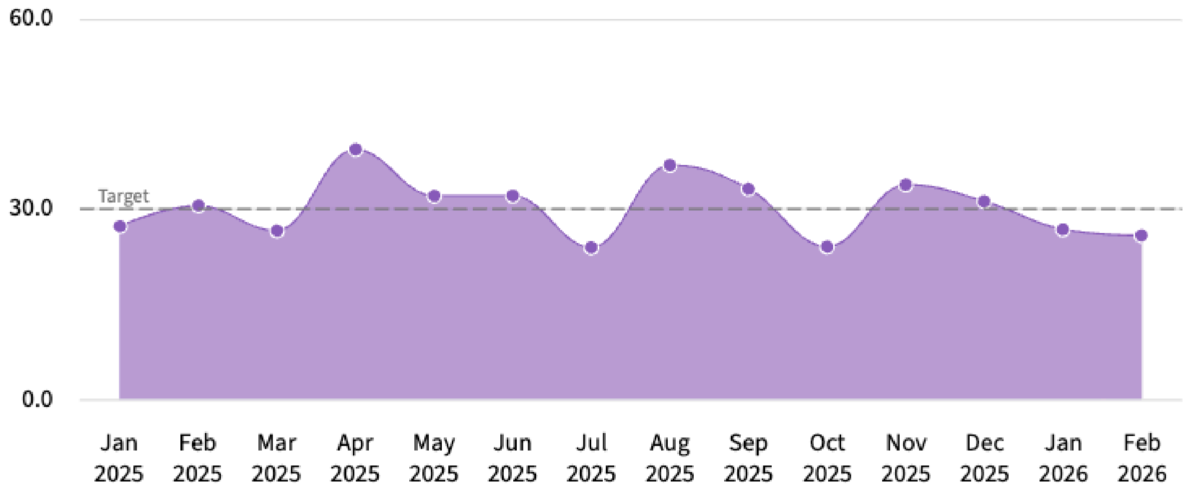
Our current average time to offer is 25.8 days.

25.8

5. Is time to offer stable, or do we see recurring slow periods falling below our target (30 days)?

Is time to offer stable, or do we see recurring slow periods falling below our target (30 days)?

Time to offer is not stable. Several months exceed the 30-day target, showing recurring slow periods: Feb 2025 (30.5 days), Apr 2025 (39.4), May 2025 (32.1), Jun 2025 (32.1), Aug 2025 (36.9), Sep 2025 (33.2), Nov 2025 (33.8), and Dec 2025 (31.2).



6. Which sources produce candidates most likely to accept an offer for further investment?

Which sources produce candidates most likely to accept an offer for further investment?

Candidates from agencies are most likely to accept offers, with the highest offer acceptance rate at 37.8%. In-person events are next at 35.2%, followed by third-party job boards at 32.2%. These three sources appear most promising for further investment to improve offer-to-accept conversion.

7. Which sources show unusually high offer rejection rates that suggest mismatch?

Which sources show unusually high offer rejection rates that suggest mismatch?

Prospecting shows the highest offer rejection rate at 71.4%, indicating a strong potential mismatch. Referral and Social Media each have very high rejection rates at 71.0%, also suggesting misalignment. Company Marketing at 70.0% and Third Party Boards at 67.8% are similarly elevated and may indicate broader issues with candidate–role or candidate–offer fit.

8. What is our new hire retention rate?

What is our new hire retention rate?

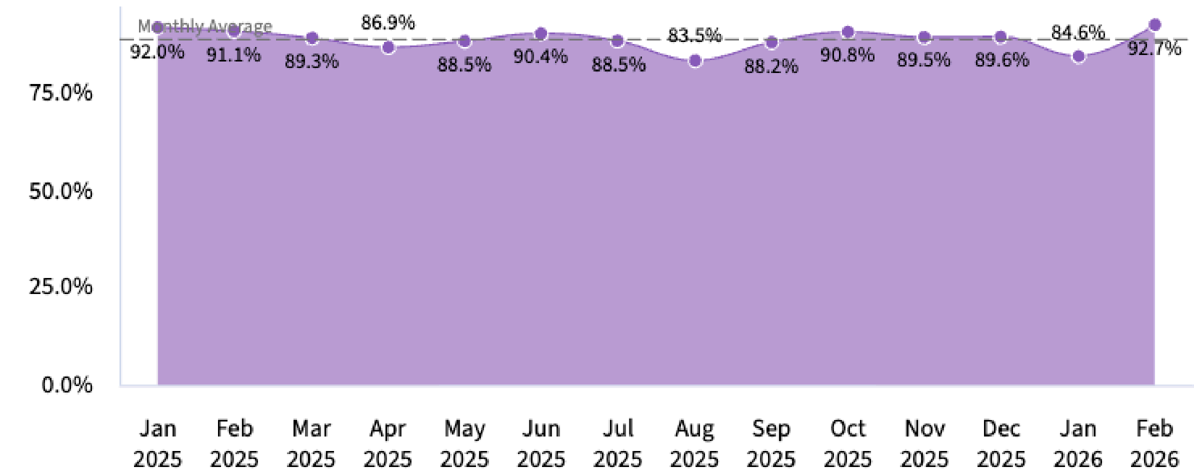
Your new hire retention rate beyond three months is 88.7%.

88.7%

9. Is new hire retention stable month to month, or are there sharp swings?

Is new hire retention stable month to month, or are there sharp swings?

New hire retention shows noticeable swings rather than being fully stable. It generally stays in the high 80s to low 90s, but dips to 83.5% in August 2025 and 84.6% in January 2026, then jumps up to 92.7% in February 2026.



10. Which departments should we prioritize for onboarding support based on retention?

Which departments should we prioritize for onboarding support based on retention?

Prioritize onboarding support for Product Management, Finance, GTM Vertical 1, GTM Vertical 2, Operations, and Admin. Product Management shows major volatility, including 33.3% in May 2025 and 75.0% in September 2025. Finance drops to 66.7% in February 2026, and GTM Vertical 1, GTM Vertical 2, Operations, and Admin all show multiple months below 85–88% retention.