



ClearanceJobs®

CLEARED CANDIDATES: FLIGHT RISK

SALARY AND JOB SATISFACTION OF CLEARED PROFESSIONALS



ClearanceJobs Survey Finds Candidates Satisfied with Salary

... But Still Likely to Change Jobs

Cleared candidates are willing to make a move. They're fielding numerous job offers, and a significant number are open to considering a position outside of the cleared industry. That's the message of the 2019 ClearanceJobs Salary and Job Satisfaction Survey. ClearanceJobs surveyed candidates with an active federal security clearance to see how they felt about their pay, and how likely they were to make a career move.

Job and salary satisfaction are both relatively high—52% of respondents said they were very or somewhat satisfied with both their salary and job. This is slightly above the national average of 51% reported in 2016, which was the highest job satisfaction rate since 2005.* Despite being satisfied with their work and pay, a whopping 84% of respondents said they were at least somewhat likely to accept a new job in the coming year, meaning job hopping is alive and well.

And while 46% of respondents indicated they were not at all likely to leave the cleared industry, a significant number—54%—reported they were at least somewhat likely to leave the cleared industry in the next five years.

"The survey findings really confirm what we already know about cleared professionals—they're facing significant outward pressure, and that creates



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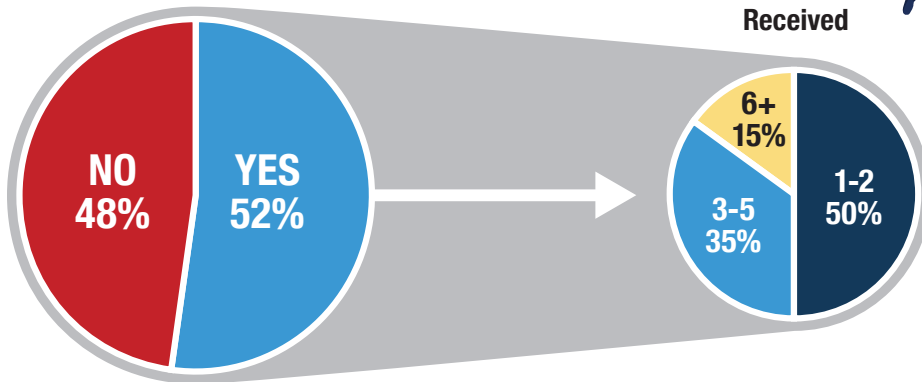
incredibly high candidate confidence," said Evan Lesser, President and Founder of ClearanceJobs. "When you're fielding multiple contacts from recruiters on a daily or weekly basis, that creates a dynamic where frequent job moves aren't the anomaly, they're the norm."

Survey respondents were asked if they had received any non-cleared job offers in the past year. 52% of respondents had received a non-cleared job offer, and of those, 50% had received 3 or more offers. 34% of those job offers were at a higher salary.

*U.S. Job Satisfaction Hits Its Highest Level Since 2005

Received Non-Cleared Job Offer in the Last 12 months

Base = All Respondents



Number of Job Offers Received

Though the higher salary may lure employees initially, will that be enough to keep them? Cleared professionals who enjoy the thrill of working closely with big-name agencies like NASA or the FBI on mission-critical work may not be able to stay away for long.

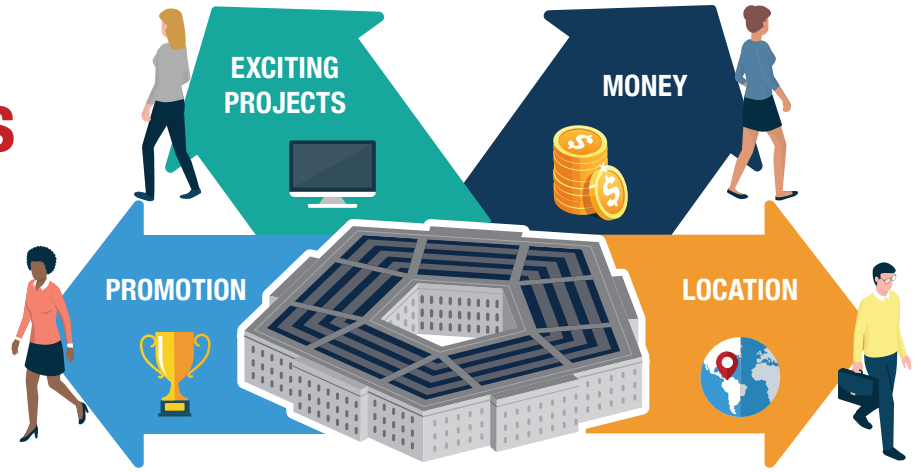
Because a security clearance will remain 'current' for two years, many candidates may be jumping into the private sector for a pay bump—but then back into the clearance industry before their clearance expires. Cleared employers should keep this in mind if they hope to regain current talent—or lure it back. Employers should be ready to meet—or at least discuss—counter-offers their employees receive. Likewise, cleared employers need to foster a culture that emphasizes the importance of the mission they serve. Along with more salary flexibility, it could be key to keeping their cleared employees satisfied.

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What Motivates a Move?



Salary is the strongest motivator for leaving the cleared industry, with 49% of respondents citing higher pay as their main motivator for leaving the cleared industry. Next is more advancement opportunities, followed by opportunity to work on more exciting projects, and then location—the desire to move to an area where they can’t put their clearance to work. Washington, D.C., Colorado, California, Florida, and New York are some of the most fertile grounds for finding

cleared work—but they also have very high costs of living. Sometimes keeping employees at specific, secured locations is essential to the work being done. However, cleared employers should explore all possible opportunities for remote work or flexible scheduling in order to attract and retain the most cleared talent possible.

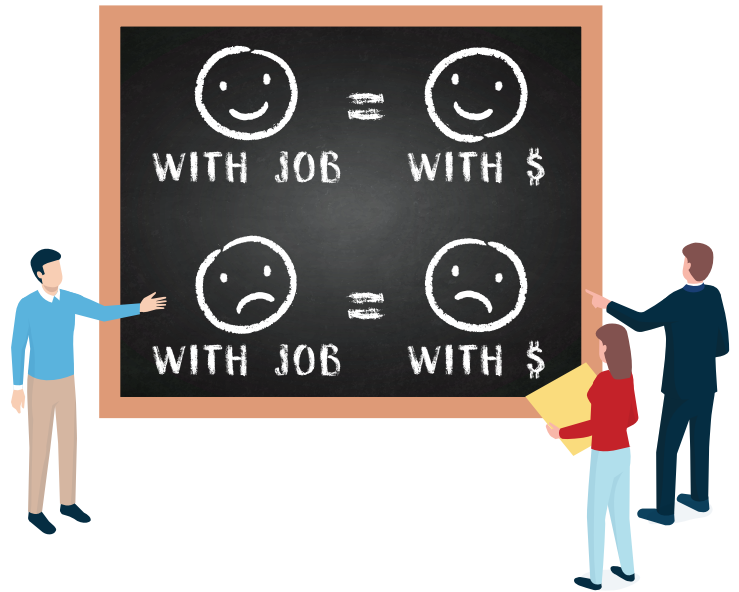
Reasons for Potentially Leaving Cleared Industry



Who's Happy?

Job satisfaction was not related to years at current job. Salary satisfaction is, however; those with more than 10 years with their current employer were the most satisfied with their salary (56.8%) vs. 50.2% who had been there for 1 year or less.

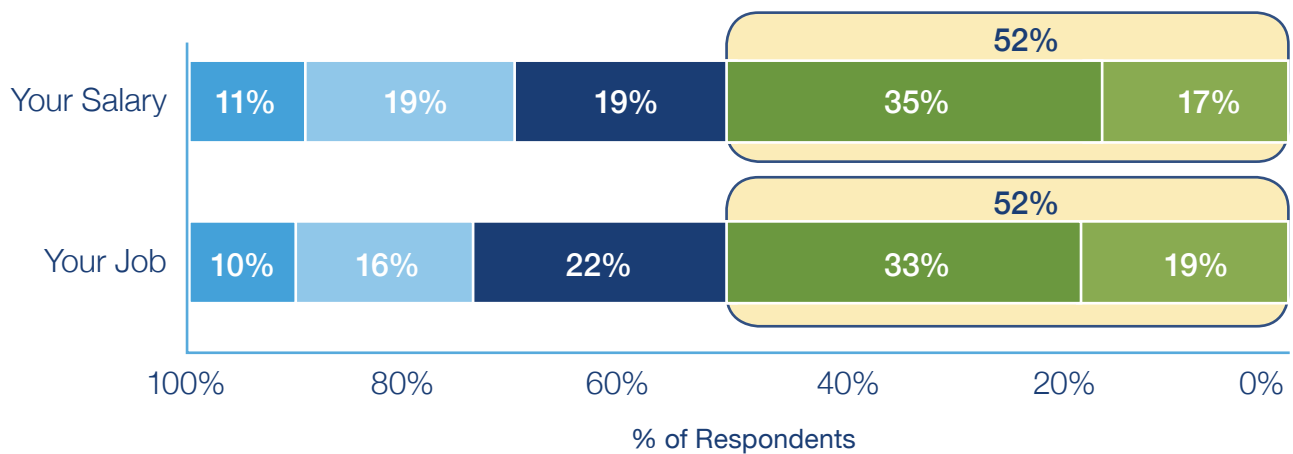
Job satisfaction is very related to satisfaction with salary. Among those who reported being very dissatisfied with their salary, 40.2% are also very dissatisfied with their job. Almost two-thirds (63%) of those somewhat dissatisfied with their salary are also either somewhat dissatisfied or neutral in terms of their job satisfaction. Yet, over half (51.8%) of those very satisfied with their salary are also very satisfied with their job.



Based on the data, we can't clearly say which comes first—dissatisfaction with salary, or dissatisfaction with the job. But what we can say is, if you have employees who are unhappy with their work, they're likely also unhappy about their compensation—and vice versa.

How Satisfied Are You With...

■ Very Dissatisfied
 ■ Somewhat Dissatisfied
 ■ Neutral
 ■ Somewhat Satisfied
 ■ Very Satisfied

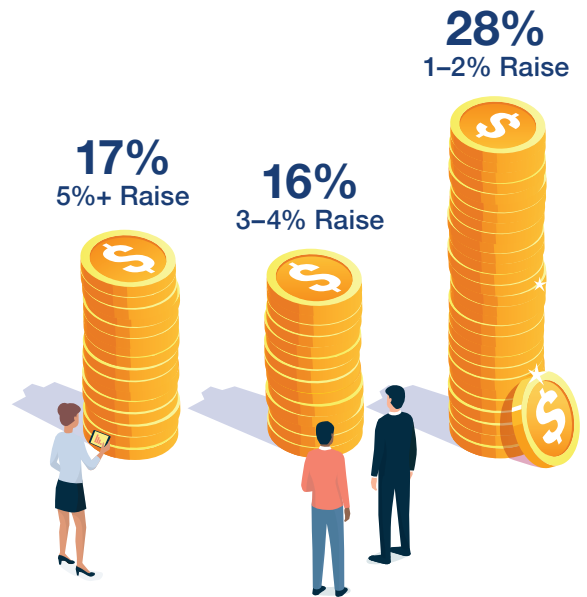


Cleared Salaries vs. the National Average

Cleared professionals are largely experiencing pay raises in line with the national averages: 17% reported pay increases of 5% or higher, 16% indicated a 3-4% increase, and 28% indicated a 1-2% increase.

Why would those getting pay increases above the national average still be unhappy with their compensation? It's another phenomenon born out of today's tight candidate pool—job dysphoria. The job you liked today becomes less attractive when you're met with a more lucrative offer.

The feeling is also born out of a fact of the industry: unless your company is quick to promote (and many aren't), a cleared candidate's best opportunity for a pay increase is by moving out to go up.



“Most candidates feel they will gain a better salary by obtaining a new role with a new company,” said Revecca Padiotis, senior recruiter for defense and intelligence at Leidos. “The days of being concerned with job hopping on a resume are behind us.”

That was clearly borne out in the ClearanceJobs Salary and Job Satisfaction survey where 57% of respondents had been in their role for 2 years or less.

Job Dysphoria

“If people are recruiting and they are promising more than you may be receiving in your current situation... you might only moments ago have been very satisfied with your pay and benefits. But then when you find out someone else has it better, or that you could have it better, you can flip in an instant from being happy with your pay and benefits, to being dissatisfied.”

Dr. Richard Flicker, Industrial-Organizational Psychologist



What Does All This Mean for National Security?



The high level of candidate mobility is bad news for mission readiness on cleared contracts. Every cleared professional who leaves one role to pursue another leaves behind a mission critical function that still needs to be filled. And while the government is finally making inroads in reducing the backlog of pending security clearance investigations, the average initial Top Secret security clearance investigation for industry is 421 days. That means DoD/industry still faces significant pressure in trying to hire candidates. To meet hiring demands, employers rely on poaching from competitors, rather than depending on an uncertain clearance investigation process.

“The government is doing little to acknowledge the supply vs demand issue,” said Todd Keys, program manager at Cantada. “In this environment, highly-

skilled, highly-cleared individuals are getting a dozen phone calls and emails per week. If they leave, then the programs they are on will suffer. If they don't leave, then the new program with an important mission will suffer due to lack of personnel to work it.”

As a result, the high demand for cleared professionals isn't just a problem for the defense industry—it's a problem for the whole country. Losing a cleared employee—whether it's to another cleared position or outside the cleared space—has negative impact far beyond that company or agency. Until clearance processing times improve, American national security depends on companies finding ways to find and retain its supply of cleared talent.

5 Tips to Improve Job and Salary Satisfaction

Companies used to be notorious for trying to keep their candidates off of career networking sites, or discouraging them from attending networking events. But that strategy not only seems archaic, it sounds downright laughable in a market where a cleared professional with coveted skills is guaranteed to be sought after—whether they're looking for new work or not.

It may seem impossible to keep candidates from considering new opportunities, but it's not

impossible to promote happiness with their current salary and work.

If you're a cleared recruiter or company hiring manager, what can you do to promote job and salary satisfaction, both with new hires and for those who have been with your company for years? Based on the data and our interviews with recruiters, we can offer the following recommendations:

1 Gather business intelligence.

A security-cleared candidate knows their worth on the open market—they're fielding dozens of calls from recruiters and most of them are receiving numerous cleared and non-cleared job offers. Turn your best candidates into your career intelligence analysts—don't be afraid of candidates being contacted by recruiters. Ask them to communicate with you about the offers they're receiving. What is most attractive? Can your company offer it? If you're afraid to talk about compensation and competing contracts with your employees outside of an annual review, don't be surprised when they walk out the door without telling you a thing.



2 Involve department managers in salary conversations.

Two things are clear from the data—salary and job satisfaction are strongly aligned, and next to salary, mission is the biggest driver of employee exits. As a recruiter or hiring manager, you may be responsible for salary conversations, but you may not have control over

whether or not an employee is doing work they love, or involved in a mission that matters. That's why you must work with department managers and supervisors to make sure employees are happy. Have regular pulse checks concerning flight-risk positions or mission-critical personnel. If an employee begins to be unhappy about the work they're doing, it may not matter if they have a top-line salary. Likewise, you may not be able to offer the best salary—but if you can offer mission critical work a candidate can't do anywhere else, they may consider your offer.



3 Ask employees to list what they most love about their work during talent reviews.

A busy security clearance holder is likely not spending a lot of time waxing philosophical about what they enjoy about their work. And the annual performance review process is so fraught with emotion and the demand to show value-add to the organization, the employee may not stop to look beyond the bottom line and consider what they enjoy about their work. Make them. And if they can't come up with anything, start looking for their backfill now—they won't be around long.



4 Pipeline, pipeline, pipeline.

The ClearanceJobs Salary Satisfaction Survey highlights two stark statistics—57% of respondents had been in their jobs 2 years or less, and 83% were at least somewhat likely to make a move in the coming year. You must be building out relationships with cleared talent, even knowing that candidate may not be willing to move to your organization, today, tomorrow, or in two years. Be a resource, before you need to make a hire. And take advantage of the best online talent pipelining tools and candidate communication options. Because you can't just build a talent pipeline—you have to keep it warm.



5 Be transparent.

Cleared professionals are strongly motivated by salary. But given the number of job offers they're receiving, it's clear candidates are far from pursuing every opportunity to make a move. Of candidates surveyed who reported no change in base pay, 40% said they didn't know why. Maybe they're lying, or maybe they work for companies who really care so little about their employees that they're unwilling to be open about their career options and job performance. You may not be able to offer a pay increase that can compete with what a candidate can receive when they accept an outside offer. But if you don't have transparent pay-related conversations with your employees, you're not even trying.



WANT TO BUILD YOUR TALENT PIPELINE AND STAY IN TOUCH WITH CLEARED CANDIDATES? **CLEARANCEJOBS** CAN HELP.

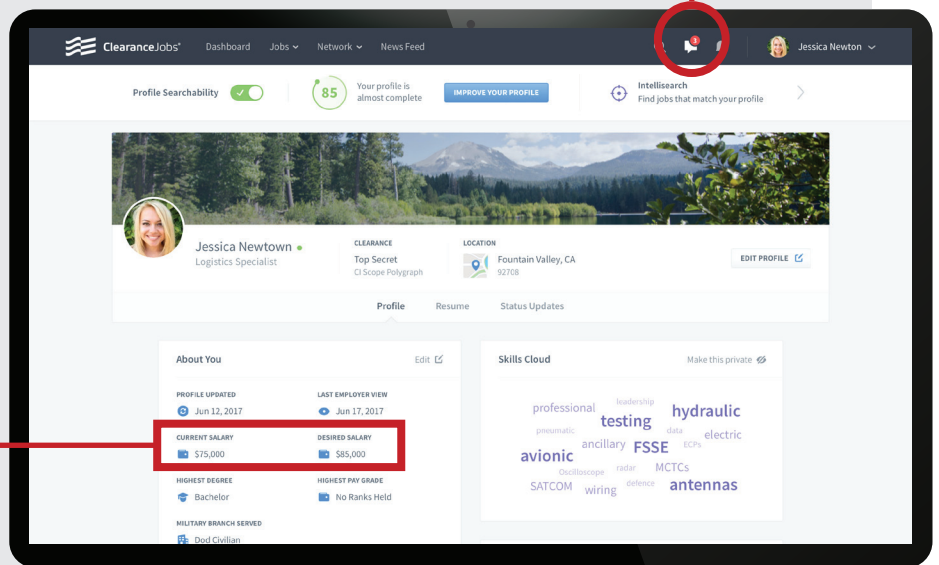
Our NEW ClearanceJobs platform makes finding the perfect candidate easier than ever:



Current and desired salary is visually displayed, meaning you'll spend less time searching for candidates, and can spend more time building that perfect pitch; and



Online notifications give you the chance to chat, live, now—critically important when trying to attract newly active candidates.



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