What’s Ahead for Jobs? Five Disruptions to Watch in 2018

Andrew Chamberlain, Ph.D., Chief Economist, Glassdoor
Introduction

This year was a landmark year for hiring. Despite two major hurricanes and political turmoil in Washington, D.C., the U.S. economy forged ahead in 2017, adding 1.9 million new jobs as of November and pushing stock markets to an all-time record high.

After eight years of steady growth, the nation’s unemployment rate plummeted to a 17-year low this year. That helped fuel an ongoing war for talent in tech, healthcare, e-commerce, and key professional services. Employers are relying more heavily than ever on recruiters in response as they struggle to fill a record 6.1 million open jobs in the U.S. today.

This year has been good for many — but not all — workers. Job seekers who’ve mastered key skills in data science, software development, and health professions are seeing rising pay and benefits. At the same time, average wages for many remain stubbornly flat. Despite a healthy job market overall, job growth is sharply divided, with tech skills earning a premium and others being left behind by rising artificial intelligence (AI) and automation.

What are the next big disruptors in jobs and hiring? At Glassdoor, we have a unique vantage point on the future of work and hiring, with access to millions of real-time job listings, salaries, and company reviews. That allows us to keep a pulse on what’s happening in jobs, recruiting, and company culture, and offers clues about what’s coming next for jobs.

From a long list of candidates, we’ve selected five big trends we observed in hiring this year, and five big disruptions we see coming in 2018 and beyond to the fast-changing world of work and hiring.

With that prelude, let’s get started.
5 Hiring Trends that Defined 2017

Trend #1: Tech Jobs Are Spreading

A decade ago, working in a tech job like data scientist or software engineer usually meant working in a “tech” company. That’s no longer the case. Today, every industry is trying to transform itself into a tech industry in some measure, using software, automation, mobile apps, and big data to automate, make smarter decisions, and drive value to customers.

This year, we saw a growing number of employers in finance, retail, manufacturing, and other traditional industries ramp up hiring for tech roles. Using millions of job postings on Glassdoor, we looked at shifts in tech hiring in 2017 from five years ago. We found two dramatic changes.

First, non-tech employers have sharply ramped up tech hiring compared to five years ago, with the biggest gains in retail, banking and finance, and manufacturing. Second is that a growing share of tech hiring today is happening far from Silicon Valley. Instead, employers are increasingly hiring these roles in smaller more affordable tech clusters like Seattle, Austin, Detroit, Dallas, and Raleigh.

What’s driving these trends? In retail, tech hiring is being fueled by booming e-commerce and the growth of online retailers like Amazon. In finance, growing use of mobile banking apps, online payments, and electronic trading are driving demand for tech talent. And, in manufacturing, employers are hiring tech roles to help build leaner, more automated, and more quality-focused production lines.

<table>
<thead>
<tr>
<th>Industry</th>
<th>2012</th>
<th>2017</th>
<th>Change</th>
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<tbody>
<tr>
<td>Retail</td>
<td>6.4%</td>
<td>13.9%</td>
<td>+7.5%</td>
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<tr>
<td>Banking &amp; Financial Services</td>
<td>2.4%</td>
<td>4.4%</td>
<td>+2.0%</td>
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<tr>
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<tr>
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<td>1.4%</td>
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</table>

Note: Based on a sample of industries with at least 100 unique software-related job postings on Glassdoor on 6/1/12 and 6/1/17, respectively.

Source: Glassdoor Economic Research (glassdoor.com/research)
What does this mean for job seekers? For one, it means that working as a software engineer today is a much more diverse role than a decade ago. It no longer means writing code inside a large, traditional software company. Instead it can mean building AI customer service chatbots for an online retailer in Seattle, optimizing stock trading algorithms in New York, or writing code to help automate a factory floor in Detroit.

For employers, this trend is raising a host of challenging HR issues. A growing number of employers looking to hire in-demand tech roles are being forced to re-think their value proposition to job seekers. Attracting tech talent requires fresh thinking on pay and benefits, workplace perks, office environments, adapting the hiring processes for skilled candidates, creating more flexible work options, and more.

The good news is with tech jobs spreading across industries and metros, benefits are spilling over to non-tech workers as well. As more employers find themselves competing for tech talent, we're seeing workplaces throughout the economy modernize and adapt for all workers — investing in new technology, sharper perks and benefits, and more dynamic and flexible workplaces. Once these perks are rolled out to tech employees, they're often made available to entire workforces, a case of a tech-fueled rising tide lifting all boats. That's a trend we saw take hold in 2017 and is one we expect to continue in the coming decade.

**Trend #2: Booming Hiring — But for How Long?**

Despite many headwinds, the economy kept cranking out jobs in 2017. Companies added 1.9 million new jobs to payrolls this year as of November, pushing down the nation's unemployment rate to a 17-year low of just 4.1 percent. There have been eight years of steady job gains since the end of the Great Recession. And today's tech-fueled hiring market has rebounded into one of the hottest in a generation.

In October, the economy crossed a historic milestone: The current economic expansion turned 100 months old. That makes it the third longest period of sustained economic growth in modern U.S. history. Since 1854, there have been 33 business cycles. Of those winding ups and downs, only two periods — the 1960s and the 1990s — have featured a longer stretch of rising jobs and incomes than today.

While the economy remained strong this year, the pace of job growth is slowing down. The figure below shows the average monthly pace of job gains from 2010 to the present. Through November, the economy added an average of 174,000 new jobs per month this year. That pace has been slowing for three years — down sharply from the 250,000 jobs per month pace of 2014 and below last year's pace of 187,000 new jobs added per month.
It’s normal for job growth to slow as the unemployment rate gets very low — as it is today — because it gets harder for employers to fill open jobs. However, the slowing pace of job gains this year is a trend economists are watching closely for signs of a possible economic slowdown.

**Divided Pay Outlook**

While the labor market heated up in 2017, average pay for most American workers did not. According to the Glassdoor Local Pay Reports, U.S. median base pay for full-time workers was up just 1.2 percent from a year ago in November. However, beneath that slow average pay growth, the wage picture was diverse in 2017.

In tech hubs like San Francisco, Seattle, and Los Angeles, wages are soaring well above average. But in oil-rich Houston, average wages are barely growing. For in-demand tech jobs like software engineer, rising healthcare jobs like licensed practical nurse, and booming e-commerce jobs like warehouse associate and delivery driver, pay rose fast in 2017. But for common jobs like maintenance worker, quality engineer, and marketing manager, wage growth today is flat or declining.

For employers, a booming job market meant hiring for many hard-to-fill roles was a major struggle in 2017. The number of unfilled job openings nationally reached an all-time record of 6.1 million this year. And it’s taking employers longer to get through the hiring process: Our research found job interview processes in the U.S. took an average of 23.8 days this year — up from 22.9 days in 2014.

For job seekers, 2017 was a banner year by most measures — steady job gains, falling unemployment, and millions of Americans rejoining the labor force. However, a booming economy also sparked growing pains in many cities this year, with housing crises and worsening traffic in big metros like San Francisco and New York, as well as smaller tech hubs like Austin and Seattle.

With rising Federal Reserve interest rates and slowing job growth, some economists think the U.S. may be nearing the end of its eight-year expansion. If so, now is the time to think ahead and prepare for an eventual economic slowdown — shoring up savings, reining in debts, and polishing up skills and accomplishments on resumes.
Trend #3: The Power of Whistleblowers

An undeniable workplace trend in 2017 was the rising power of corporate whistleblowers. From Uber to The Weinstein Company to Barclays to Wells Fargo to Fox News and NPR, this year, employee whistleblowers spoke out like never before — and brought many big companies into the spotlight.

Workplace transparency has been rising for years. The recent explosion of high-profile whistleblowing is really just the other side of this coin. Companies in 2017 got a stark reminder that suppressing bad behavior and dysfunctional workplace culture is not a sustainable strategy in today’s world of ubiquitous social media and online employer reviews.

Getting workplace problems out in the open early, and addressing them head-on, is a strategy we’re likely to see more employers taking seriously in the wake of this year’s whistleblower scandals. In a world of online transparency, what happens inside the walls of companies — whether it’s fraud, sexual harassment, or poor workplace culture — is almost sure to come out. And when it does, the events of this year showed that corporate whistleblowers are being more protected today than ever.

Companies Taking a Stand

A related trend is that we saw more companies taking a stand on social and political issues in 2017. And employees are increasingly looking to corporate America to lead the way on social issues. From climate change to denouncing hate groups, CEOs are speaking up on a growing list of public issues. It’s a trend that is being welcomed by many employees and customers.

An eye-opening 2017 survey from Glassdoor shows the extent of this trend. Nearly four in five (84 percent) U.S. workers say companies have an important voice in proposed legislation that could affect employers and the lives of employees. For younger workers aged 18-34, 75 percent say they expect their company to take a stand on political issues affecting the country, including immigration, equal rights, and climate change.

In response, CEOs today are ramping up efforts to address social issues. A recent Glassdoor survey shows one-third of U.S. companies surveyed plan to boost investments in corporate diversity and inclusion programs over the next year. And a growing list of high-profile U.S. companies have made a public commitment to equality in pay and hiring on Glassdoor.

Anonymous voices can speak truth to power. In 2017, we saw the dramatic impact employees’ voices can have — both in calling out bad corporate behavior, and in promoting positive social causes.


**Trend #4: Goodbye Annual Reviews, Hello Workplace Learning**

For years, a growing list of high-profile companies have been abandoning traditional annual employee performance reviews. Accenture, Microsoft, General Electric, Deloitte, Adobe, and others have said goodbye to employee rankings and once-a-year check-ins. This year, we began to see many small and medium-sized employers follow suit as well — including Glassdoor — marking a dramatic shift in management philosophy from past generations.

According to management research firm CEB, 49 percent of HR leaders have eliminated or are considering eliminating employee performance ratings. Why? Research shows annual reviews do a poor job of delivering on the promise of better employee performance in today's modern workplaces. They're too infrequent to give useful feedback; they focus on past performance rather than future development; they're often demotivating rather than inspiring; and they're a time-consuming ritual that's often cumbersome and inefficient compared to the alternatives.

Instead, companies today are turning to lighter, more frequent check-ins; informal feedback that helps companies work as agile "teams of teams"; and career development that unleashes employees' passion, boosts productivity, and encourages talent to stay and thrive within companies. By separating annual pay adjustments from performance check-ins, employers are harnessing lessons from research that shows pay isn't the primary motivator at work — instead it's having great career opportunities, a healthy workplace culture and values, and senior leadership that employees believe in.

Growing Employee Learning & Development
With annual reviews on the way out, one rising trend we saw this year is expanded employee learning and development programs. More employers are rolling out workplace learning programs, offering workers creative ways to upskill and grow into new roles inside companies.

Partly this is in response to today's competitive labor market. Learning and development programs are being seen as a perk that can help attract and retain key talent. Research shows career opportunities rank as one of the top three factors driving employee satisfaction, and offering formal programs that help talent grow is becoming a more common way of drawing in ambitious talent who are looking ahead to the future of their careers.

The recent growth of learning and development programs also partly reflects the broader trend toward tech hiring outside of traditional tech hubs. As companies scramble to keep up with the fast-changing landscape of tech skills, they're rolling out learning and development programs aimed at software engineers, data scientists, technical product managers, and more. As employers roll out programs company wide, a fortunate side effect is that many non-tech employees today are also benefiting from growing learning and development opportunities.

What do these programs actually look like today? They're increasingly digital and online, bringing training to where employees are, rather than in traditional classrooms. They're often focused on learning a specific skill, rather than a broad traditional curriculum. And they're increasingly focusing on "micro-learning" with short, self-contained videos that can be spaced out and fit flexibly into busy employee schedules.

This trend toward more flexible and skill-based digital learning programs has great potential — to facilitate employee growth, boost retention, and help companies address long-standing tech and other skills shortages. For these reasons, we hope it's a trend we'll see continue in 2018 and beyond.
**Trend #5: The Year of the Informed Candidate**

Today nearly every job seeker — and most jobs — are online. It’s easier than ever today to find and apply for jobs online. While that’s broadened the pool of potential candidates for employers, HR teams are facing a new problem: how to sort through an ocean of resumes for the informed, well-qualified applicants.

In 2017, we saw an escalation in the number of employers saying their main hiring problem is attracting high-quality, informed candidates — candidates who’ve researched the employer, understand the requirements for a role, and set reasonable pay expectations before applying.

Employers are increasingly looking for ways to identify the needle of informed candidates in the haystack of online applications. With growing workplace transparency online, employers are learning that candidates who self-select into becoming more informed about company culture and pay by doing research online can be an extremely valuable pool for hiring great talent at scale.

A 2017 survey from Glassdoor shows the extent of this trend. When asked what types of candidates employers value most, companies said they prioritize informed candidates above all other types, and that recruiting strategies of the past are no longer enough to attract candidates who today are much more knowledgeable upfront about compensation, benefits, working conditions, and more.

According to the survey, three in four companies say attracting quality candidates is the number one challenge they face today — more than HR budgets, or trouble competing with other firms. And what makes a quality candidate? According to the survey, employers say good candidates are informed candidates. Forty-nine percent say an ideal candidate comes prepared to interviews with questions; 46 percent say they should be knowledgeable about the role; and 36 percent say they should understand the company’s culture and values — all information that’s increasingly available online to job seekers.

Employers who are tailoring their recruiting strategy to focus on informed candidates are seeing benefits. Forty-two percent say hiring informed candidates improves employee retention; 42 percent say informed candidates are more productive; and 41 percent say informed candidates are more engaged and satisfied employees when they’re hired. According to April Garvey, Vice President Digital Marketing at Revature,

> "[c]ombining the job postings with our Glassdoor corporate page has allowed candidates to better understand who we are and what we have to offer, all in one place, and that for us has made a big difference."

In the early days of online job search, job boards were “candidate mills” sending floods of unqualified candidates to employers. In 2017, more HR professionals started rethinking that approach. Employers are increasingly looking for ways to narrow the flow of applicants, focusing on informed job seekers who’ve done their homework beforehand, and who are most likely to create productive and lasting job matches. For that reason, we’ve dubbed 2017 “the year of the informed candidate.”
What’s next for jobs and hiring? In this section, we’ll highlight five big trends in the labor market we think are likely to unfold in 2018 and beyond. Some of them are already visible today, and we expect each to accelerate in the coming years — disrupting the way companies attract, hire, and retain talent. Here’s our list of the top five workplace trends to watch in 2018.

Trend #1: Bracing for AI in HR and Finance

When it comes to the future of work, artificial intelligence (AI) and automation are poised to impact nearly every facet of the workforce in some way. But we see two industries as being particularly ripe for big changes in 2018 thanks to AI technology: talent acquisition and finance.

In the HR world, a growing list of vendors like Entelo, Textio, Texkernal, HiringSolved, and x.ai today are offering AI solutions to help recruiters sort through oceans of resumes for great candidates, make predictive matches between job seekers and roles using data, correct biases in the language they use in job descriptions, and even AI bots that handle repetitive and easy-to-automate tasks like scheduling candidate interviews.

Rather than replacing HR experts, revolutionary new AI tools are complementing people’s skills. AI is taking over low-value aspects of many HR jobs, allowing professionals to focus on higher-value uses of their time. AI tools have the potential to help companies identify hard-to-find candidates at scale, correct subtle gender and other biases in hiring, and provide powerful and scalable solutions to the growing problem of “resume overload” facing HR teams. Many AI solutions today are affordable and easy-to-use, and we expect to see much broader adoption in recruiting and HR in 2018 and beyond.

A second industry that’s ripe for AI-related disruption in 2018 is financial services. On Wall Street, many jobs today still involve routine tasks like suggesting financial bets, developing hedges, and executing trades — jobs that today can increasingly be done via machine learning software. Greater reliance on AI in portfolio management, credit analysis, and risk management is upending many established roles in finance. We expect this trend to accelerate as prices fall and ease of use improves for AI solutions in finance.

One class of financial jobs that’s likely to expand as AI takes on more routine tasks is higher-level financial advisory and sales roles. These jobs use imminently human skills like judgment, credibility, and long-term personal relationships that AI will never fully replace. Just as the rise of ATMs in the 1980s took over the lowest-skill aspect of bank teller jobs, allowing bank tellers to focus on more valuable tasks like personal banking services and selling financial products, AI in finance will similarly reshape — rather than replace — many Wall Street roles. In addition, we’re likely to see even more “tech roles” in finance in coming years, as companies build their AI infrastructure: software engineers, data scientists, solutions architects, and more.
In addition to HR and finance, many other sectors are bracing for AI disruption in 2018. In health care, AI is helping radiologists miss fewer cancers in patient imaging scans. In retail, AI is creating seamless in-home shopping via Amazon’s Alexa, taking on routine inventory tasks, and making vast improvements in automated check-out systems. And in transportation, AI-assisted trucking and package delivery promises safer and lower-cost deliveries — all trends we expect to see more of in 2018.

Trend #2: Bringing Transparency to the Application Process

Workplaces today are far more transparent than a generation ago. However, one aspect of work that’s far behind the curve of transparency is the job application and interview process.

Online application processes are notoriously opaque. Once job seekers submit resumes online there’s often little transparency about what happens next, the timing for the process, whether resumes have been reviewed or not, why they are rejected or not, and whether the role has been filled with another candidate or remains open.

This lack of transparency is a major pain point for job seekers today. In an era when consumers can easily track every step in a FedEx delivery process — from a mobile device — it strikes most job seekers today as archaic to be unable to track the status of a potentially life-changing job application in real time.

In 2018, we expect more employers to start embracing transparency in application processes, partly as a way to differentiate themselves in the competition for talent. After all, the technical infrastructure to allow “package-tracking”-style updates on job applications has been in place for many years at most large employers — it’s just a matter of repackaging data from existing applicant tracking software and opening it up to job seekers.

One leader in this trend has been Johnson & Johnson. In 2017, the company announced a new transparent hiring platform allowing candidates to track in real time where they stand in the hiring process. Their new “Shine” platform lets candidates check on the progress of their application, get information on next steps, and browse related information about the role and company that’s relevant to where they are in the hiring process.

According to Johnson & Johnson’s VP of Talent Acquisition Sjoerd Gehring:

“We asked over 100,000 actual candidates what their biggest frustrations were with our hiring process. Over and over again, candidates told us that they hate the lack of control, the feeling of confusion, and the way in which the process often feels so impersonal and ‘transactional’. They told us they want transparency, progress updates, helpful content, and real-time support.”

Over the years, Glassdoor has been an advocate for transparency in hiring through our interview reviews, which allow job seekers to share interview experiences anonymously online. As more employers see the benefits of transparency in terms of helping attract high-quality, informed candidates, opinion is slowly shifting in favor of more openness with candidates — at all stages of the candidate journey.

In 2018, we expect to see more companies following the lead of Johnson & Johnson, bringing more transparency to the process of tracking online job applications — making online job search less like sending resumes into a black hole, and more like the user-friendly process of tracking a FedEx shipment.
Trend #3: Tapping Employee Passion through Role Experimentation

Employees go through a natural career journey at companies. Once hired into a role, employees typically want to mature into new positions over time — either upward through promotions in the same role, or laterally into a new role as employees develop new skills and career aspirations.

Most companies today have good processes for upward promotion within the same job family. But what about employees looking for horizontal moves into new jobs, such as an operations expert who aspires to become a digital marketer, or an accountant who aims to become a data scientist? While lateral role changes are common, few companies have a formal program in place to encourage and support them. And too often, that creates a lack of perceived career opportunities, prompting valuable talent to leave for outside offers.

In 2018, we expect more employers to begin filling this gap by embracing formal “role experimentation” programs to help facilitate more lateral job changes. By establishing clearer pathways for internal job moves, companies have an opportunity to tap into the changing skills and passions of their workforce, help reduce turnover, and do a better job of matching proven talent with their most productive role inside an organization.

One pioneer in this space in recent years has been ATB Financial. In 2017, the Canadian company launched an innovative formal career development program, allowing for more flexible role changes inside the company. The program created new onboarding and recruiting channels specifically for internal role changes, and featured management training to help lay a cultural foundation for greater openness to cross-team role changes and internal talent mobility at the company.

In the words of ATB Financial’s Kimberlea Kozachenko, Senior Manager for Customer Experience,

“Gone are the days where we stay in the same role for our entire careers. Talent has endless options and opportunity at both the individual contributor level and the leadership level. Organizations are merging skills to move more rapidly and with agility — individuals are leading teams of skills far beyond their scopes and people are working in teams that allow them to do more than what their job title suggests. They are doing what they’re great at and what they’re passionate about.”

Skilled talent is becoming more critical in the world of finance, technology, professional services, and more. At Glassdoor, our research shows a key reason workers quit is stagnating too long in roles that no longer fit skills and interests. In 2018 and beyond, we expect to see more employers following the lead of ATB Financial, encouraging more flexible role experimentation and offering formal pathways to encourage employees to venture into new roles as their skills and passions evolve over time — rather than leaving for greener pastures elsewhere.
Trend #4: Smoothing Out Bumps in Mobile Job Search

The way Americans look for jobs has radically changed in recent decades. In the late 1990s, early job boards began moving jobs online and away from newspaper classifieds for the first time. Two decades later, booming mobile devices have again disrupted job searching, with a skyrocketing number of Americans searching for and applying to jobs on the go from mobile phones and tablets.

Today, more than half of Glassdoor’s visits each month come from job seekers on a mobile device — a huge fraction of our roughly 48 million unique monthly users. According to a 2015 Pew Research Center survey, “28 percent of Americans have used a smartphone as part of a job search, and half of these ‘smartphone job seekers’ have used their smartphone to fill out a job application.” Today, much of the matching between people and jobs that helps drive the U.S. economy is happening on mobile devices.

Although mobile job search is on the rise, mobile job application experiences remain painful for most job seekers. Mobile job experiences are plagued by complicated online forms, clunky drop down menus, hard-to-upload resumes, unnecessary passwords and required fields, and forms that often ask for duplicate information that already appears on resumes.

Why are there so many speed bumps for mobile applications? The main reason is history: Most of today’s big applicant tracking systems (ATSs) that companies use to manage online hiring are legacy enterprise software built for the pre-mobile era. Despite decades of innovation elsewhere in HR tech, the mobile hiring processes today for most ATSs remains cumbersome, outdated, and frustrating for mobile job seekers.

In 2018 and beyond, we expect to see big improvements in mobile job experiences. A huge fraction of the matching of people and jobs that drives the U.S. labor market is moving toward mobile. That market today is finally mature enough to make it profitable for more companies to finally invest in fixing broken mobile job application processes. We expect to finally see that happening on a larger scale in 2018 and beyond.

What might better mobile job experiences look like? One example is “easy apply” jobs on Glassdoor. These are jobs employers have directly hosted on Glassdoor. Once a job seeker uploads their resume and completes a profile, applying to these jobs takes seconds on a mobile device. With millions of job seekers visiting Glassdoor each month, innovations like these have the potential to streamline job matching in the labor market for a huge fraction of America’s 160-million-person labor force.

“Easy apply” jobs on Glassdoor streamline mobile job applications.
One benefit that’s leading more employers to invest in mobile job experiences is that doing so can help attract younger and more diverse candidate pools. Surveys find Hispanic job seekers and Millennials disproportionately rely on mobile devices as a main way to access the internet. Better mobile job experiences can help companies reach these talent pools. Similarly, academic research has found better mobile job experiences tend to reduce youth unemployment by encouraging more job search and application effort from younger, mobile-only job seekers.

For all of these reasons, we expect to see more employers making investments in better mobile job experiences in 2018 — either by shifting toward mobile-friendly ATs, or taking advantage of streamlined features like “easy apply” on job sites like Glassdoor.

**Trend #5: The Changing Face of Job Creation in America**

Throughout our careers, most job seekers experience only a small corner of the labor market. Like a small boat on the ocean, we enjoy a clear view of nearby waves, but have a limited view of broader storms on the horizon — in the form of seismic shifts in technology and demographics that are reshaping jobs and pay in America today.

What sectors are positioned to grow fastest in 2018? And how should employers and job seekers brace for these changes? Thanks to economists at the Bureau of Labor Statistics, we have good estimates of where job growth will likely be — and won’t be — over the coming decade.¹

**Health Care Rising**

Overall, there’s one sector that casts a shadow over all others in terms of likely job growth: health care. Of the 15 roles projected to add the most jobs in the next decade, four are in health care. More than 1.1 million new jobs are expected for home health care aides between 2016 and 2026. Similarly, registered nurses, medical assistants, and nursing assistants all appear on the BLS’s list of top roles for job growth.

The reason? Demographics. Baby Boomers are reaching retirement age. As they do, they’re spending heavily on health care to improve their quality of life. For employers, this means filling health care roles is likely to remain a challenge in 2018, thanks to rising demand throughout the nation. And for job seekers, this trend means any investments in health-related skills are likely to pay off in their career for decades to come.

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**15 Jobs Projected to Grow Most** (2016 - 2026)

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<thead>
<tr>
<th>Job</th>
<th>Projected Jobs (2016 - 2026)</th>
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<tr>
<td>Home health and personal care aides</td>
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<td>Maintenance and repair workers</td>
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Source: Glassdoor; BLS Occupational Outlook Handbook, 2017

**Tech Is Everywhere**

A second hiring trend we expect to see continue in 2018 is growing tech hiring in "non-tech" industries. According to BLS projections, software developer is projected to be among the fastest growing jobs in the next decade, adding an estimated 253,400 new jobs by 2026.

Our research shows many of these jobs are likely to be added in retail, finance, manufacturing, consulting, and biotech — often by more traditional employers located far from Silicon Valley. For employers, the growing need to hire tech talent is forcing many HR teams to rethink many aspects of their employer brand — their mix of perks and benefits, their management styles, openness to more flexible work environments, and more — in order to attract in-demand tech workers. For job seekers, this trend means many exciting new career paths will likely open for those with tech skills in 2018 and beyond, as employers in a more diverse set of industries make investments in software and data in an effort to become more agile, automated, and scalable.

**Many Traditional Jobs Here to Stay**

With many headlines today about rising AI and technology, it’s easy to overlook traditional jobs. But when it comes to sheer numbers of jobs added, many of the fastest growing jobs in 2018 are likely to be in roles that have been pillars of the economy for decades.
Restaurant waiters, janitors, construction laborers, customer service representatives, landscapers, truck drivers, and maintenance workers all appear on the BLS’s list of top occupations for job growth between 2016 and 2026. These positions are a critical part of the low- to medium-skill labor market in America, which serves as a starting point for many young workers. Despite growing automation and technology, economists don’t expect demand for these jobs to fade anytime soon.

Why are these roles adding jobs? All of them solve hands-on, practical problems that are both labor intensive and hard to automate at scale. Landscapers, construction workers, and maintenance crews use technology that automates parts of their jobs. But most of these jobs still require human flexibility and judgement. Similarly, AI and technology can handle routine aspects of customer service, but many components of these jobs — such as handling unforeseen customer problems with humor, empathy, and grace — are eminently human and won’t disappear anytime soon.

These jobs may not make flashy headlines, but they are an essential part of the nation’s workforce. And all of them are projected to enjoy robust job growth in the next decade. For employers, this is a helpful reminder to be ready to apply lessons learned in the competition for tech talent about the value of a great employer brand for these more traditional job seekers as well. And for job seekers, it means the economy will likely continue adding jobs across a diverse set of roles and skill levels in the coming decade — not just in the high-skilled technology sector.
Conclusion

Today’s labor market is changing rapidly. It’s becoming more flexible, more transparent, and more focused on skills — rather than job titles — than ever before. While these changes are sparking anxiety among some job seekers and employers, they also present tremendous opportunities.

The choice of where we work — and why — is one of life’s most important decisions. Today’s labor market is doing a better job of matching people with their best possible career opportunity than ever. However, the same rapidly changing technology that is making job markets work better today is also changing many jobs themselves, putting workers who fall behind technology trends at risk.

As we enter 2018, the nation’s labor market is strong and growing. It’s an opportune time for both workers and employers to position themselves to benefit from these coming trends, and to invest in new skills and technology now while times are good.