2014

Workplace Trends and Salary Guide

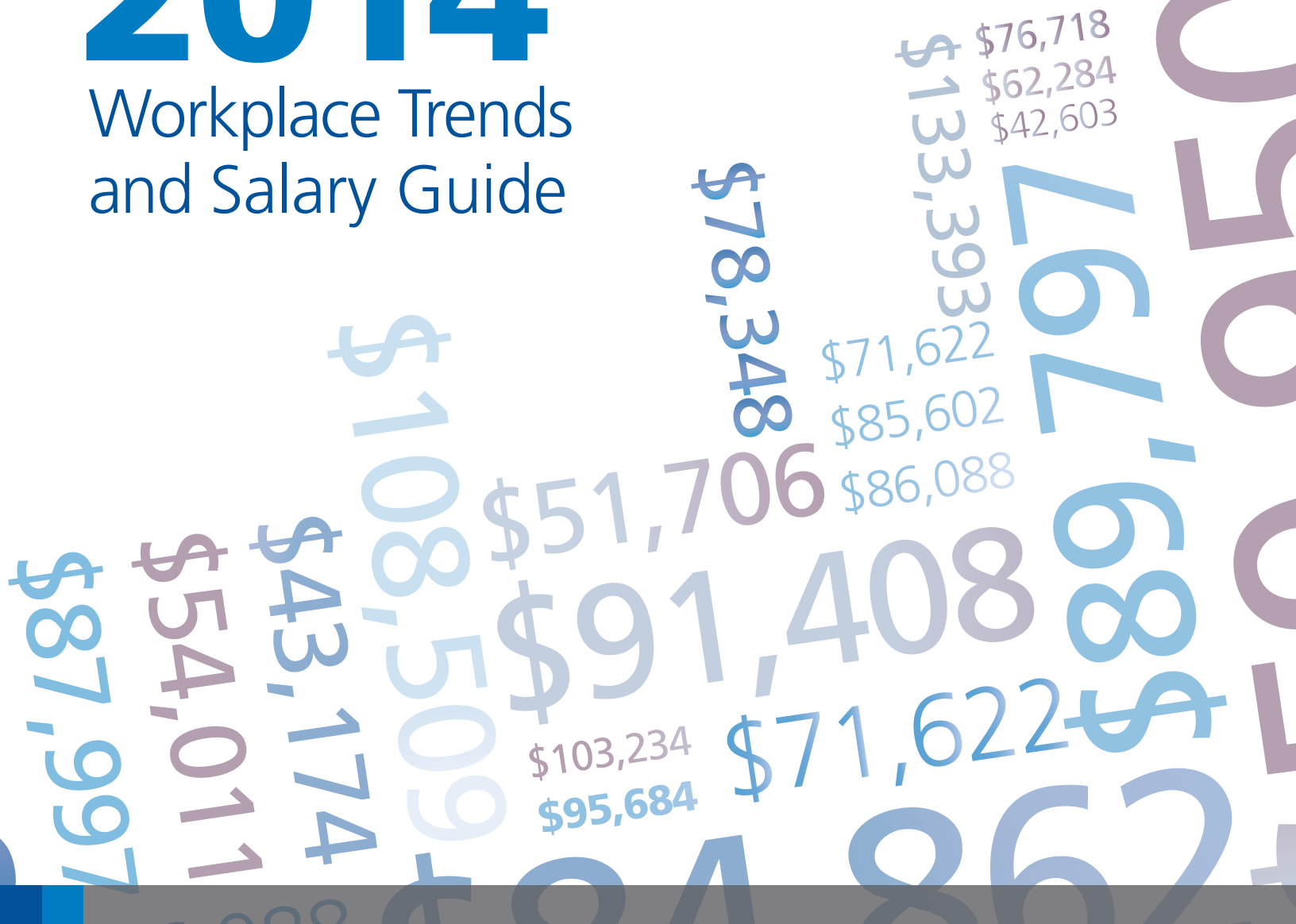$76,718
$62,284
$42,603
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$85,602
$86,088
$51,706
$91,408
$108,509
$54,011
$43,174
$87,997
$103,234
$95,684
$71,622

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technologies

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a note from the president

Dear Colleague:

Welcome to the *2014 Randstad Workplace Trends and Salary Guide*. This publication highlights the results of our proprietary survey of nearly 2,000 U.S. business leaders and professionals and presents detailed, geographically based salary data specific to the information technology (IT) sector. Our clients have come to rely on this annual Guide as a valuable tool for recruitment, retention and compensation planning, and we hope you have many opportunities to reference the information in the months to come.

Our 2014 Guide includes two exciting enhancements:

New survey partner — This year we partnered with the global research firm Ipsos to oversee the survey's implementation and results tabulation. During fourth quarter 2013, Ipsos conducted our survey online with a broad selection of business decision makers, including executives from the information technology profession. Our Guide highlights the responses of all 2,000 survey participants plus the subset of IT participants, providing you with unique insight as to how your peers navigate various employment issues.

New salary data partner — Also new this year is our affiliation with Economic Research Institute (ERI), a premiere provider of compensation and salary information highly regarded for its statistical reliability and validity. Our salary trends section showcases ERI's detailed salary data for the distinct markets and job titles we serve throughout the United States, and we are pleased to share ERI's contribution to our Guide with you.

I would like to extend a note of gratitude to all of our clients who contributed to our survey. Your participation continues to distinguish the Randstad Guide and underscores the strong relationship we value with each of you. We look forward to continuing our partnership and growing new client relationships in the year to come.

Sincerely,
Robert Dickey
Randstad Group President
Technology and Engineering

overall key findings

2014 workplace trends

Reflecting the input of approximately 2,000 U.S. executives and hiring managers, our *2014 Workplace Trends and Salary Guide* explores topics important to business leaders related to the recruitment, hiring and retention process. **This year we conducted our survey with professionals representing several of the industry sectors that Randstad U.S. serves:** information technology, engineering, finance and accounting, healthcare, human resources and pharma.

The business landscape | page 10

We start our 2014 Guide with a brief look at the current state of business, having queried our survey participants on their greatest company challenges. Executives issued a clear statement that the most pressing topic remains the economy, with talent acquisition and retention rating as a close second.

Most challenging issues for U.S. businesses:

#1 economic pressures

#2 talent acquisition and retention

Skills and talent shortages | page 12

Executives from every sector feel there is a shortage of candidates with the right combination of job expertise and appropriate soft skills to result in a good hiring fit.

Hard to find:

job knowledge **+** soft skills **= good fit**

Turnover and retention | pages 14 – 15

Another national trend reported is an increase in employee turnover. On average, half of all companies surveyed note more employee departures, which may reflect general economic improvement and employees' growing confidence in their ability to find another job.

59% of employers are increasingly concerned about employee turnover.

Recruiting and hiring | page 20, 23

When talking about recruiting and hiring, we discovered that nearly half of employers are below targeted headcount, and a solid majority report that the hiring process consumes more time than it did 12 months ago.

62% say it takes longer to fill positions now than a year ago.

Contingent employment | page 26

The contingent worker is a mainstay across the board.

82% of companies employ some contingent workers.

information technology key findings

Information technology trends

In addition to the overall survey results presented in this Guide, you'll find data tabulated specifically from our survey's information technology participants. While their viewpoints often align closely with the overall results, these executives do exhibit some trends exclusive to the IT sector.

Look for this banner throughout the Guide to find data specific to the IT industry.

IT highlight

The business landscape | page 11

In contrast to overall survey results, which point to the economy as the most pressing business issue, information technology executives report that talent acquisition and retention is of highest concern to their companies.

Information technology professionals say that **recruiting and retaining top talent** is the **#1** issue impacting their companies.

Skills and talent shortages | page 12

A majority of all survey participants acknowledge a skills deficit within the current talent pool, and many report a corresponding adverse impact on their organization. IT professionals comprise one of the largest groups to report negative impact.

Within information technology, **65%** **of hiring managers say their firms have been negatively impacted by the skills and talent shortages.**

Turnover and retention | page 14–15

A majority of information technology organizations report rising turnover rates, which leaves many hiring managers increasingly concerned about employee departures.

64% of information technology **executives indicate they have a growing concern regarding their organizations' turnover rates**.

More information on these and other workplace trends is presented throughout the remainder of this Guide.

Our annual salary trends report begins on page 30, with comparative salary data specific to the information technology profession beginning on page 32.

participant profile

Organization size by number of employees

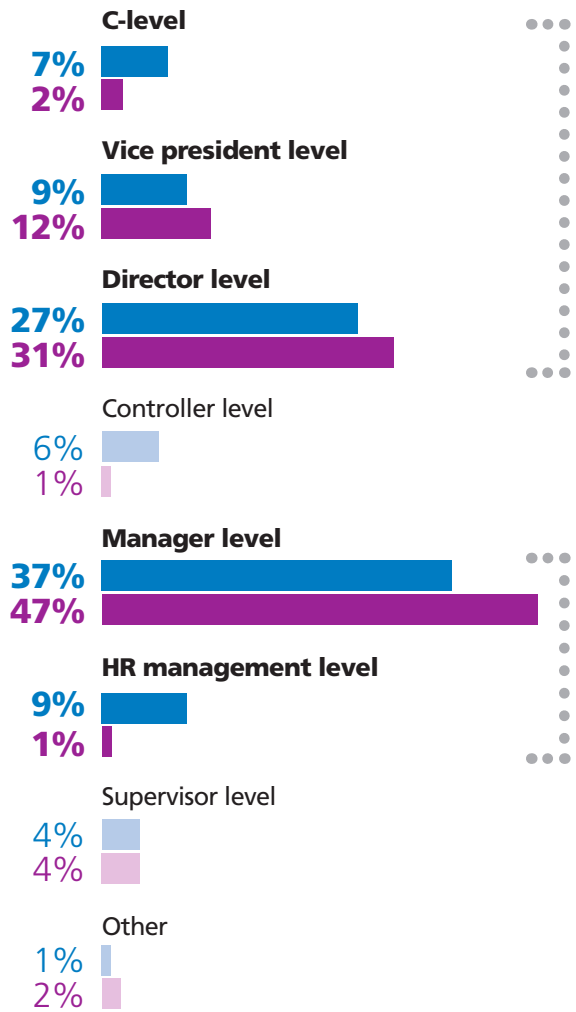| Number of employees	All responses	IT responses
1 to 49	2%	—
50 to 99	16%	4%
100 to 499	**23%**	**18%**
500 to 999	8%	10%
1,000 to 2,499	8%	10%
2,500 to 4,999	8%	11%
5,000 or more	**35%**	**47%**

The largest number of total survey participants (35%) work for companies with 5,000 or more employees, followed by 23% whose organizations employ 100 to 499 people.

Similarly, the largest number of technology respondents (47%) work for organizations with more than 5,000 employees, with the next largest group (18%) representing companies with 100 to 499 employees.

participant profile

Job levels

C-level
7%
2%

Vice president level
9%
12%

Director level
27%
31%

Controller level
6%
1%

Manager level
37%
47%

HR management level
9%
1%

Supervisor level
4%
4%

Other
1%
2%

43% > All responses

survey participants at the director level and above

45% > IT responses

46% > All responses

survey participants at the manager level

48% > IT responses

participant profile

Survey participants hold the following academic degrees and certifications:

Academic degrees and certifications	All responses	IT responses
BA/BS	67%	57%
MBA	**25%**	**30%**
CPA	10%	1%
HR	9%	3%
MS Acct./Finance/Tax, CMA, CFA, CIA	8%	9%
IT	**7%**	**44%**
PMP	1%	3%
PhD, JD	5%	2%
MA/MS (other)	4%	8%
Payroll, AP/AR	3%	2%
PE, MS Engineering	2%	—
MD, MHA	2%	—
Other	13%	5%

Nearly half (44%) of information technology respondents hold an IT-related academic degree and nearly one-third (30%) hold an MBA.

participant profile

How respondents participate in the hiring process:

45%
are primary
decision
makers
32%

42%
make
recommendations
51%

13%
are involved
in the process
but are not
a significant
influencer
17%

All responses

IT responses
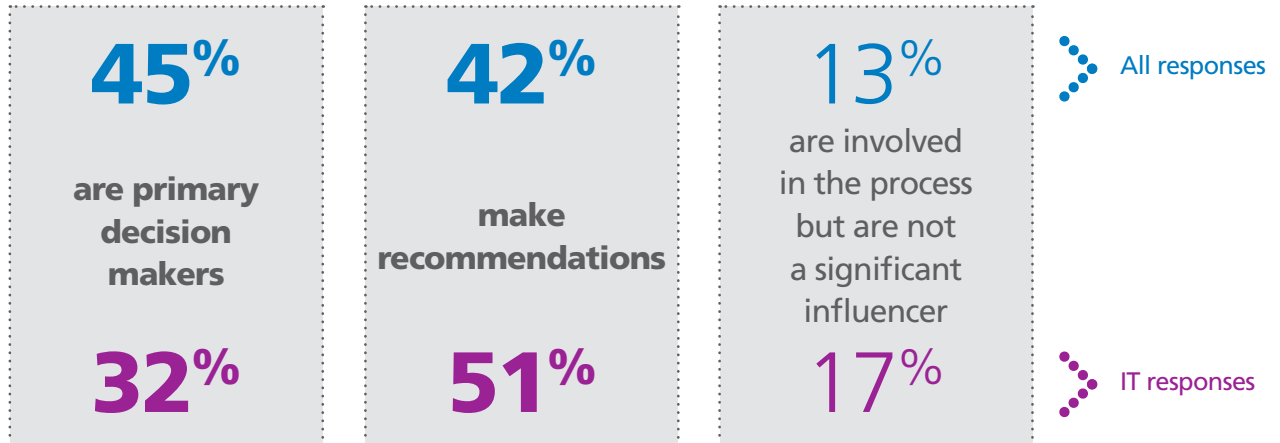
Over 80% of survey participants significantly impact the hiring process
by either serving as the primary decision maker or making talent recommendations.

Tenure with organization

■ All responses   ■ IT responses

Tenure	All responses	IT responses
More than 10 years	39%	40%
7–10 years	16%	22%
4–6 years	18%	17%
1–3 years	20%	17%
Less than 1 year	7%	4%
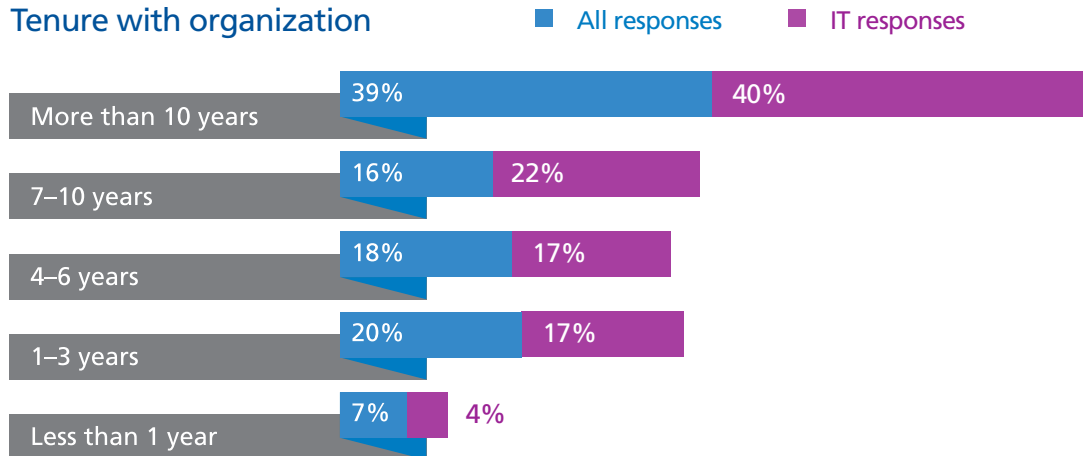
participant profile

How did you find your current position?
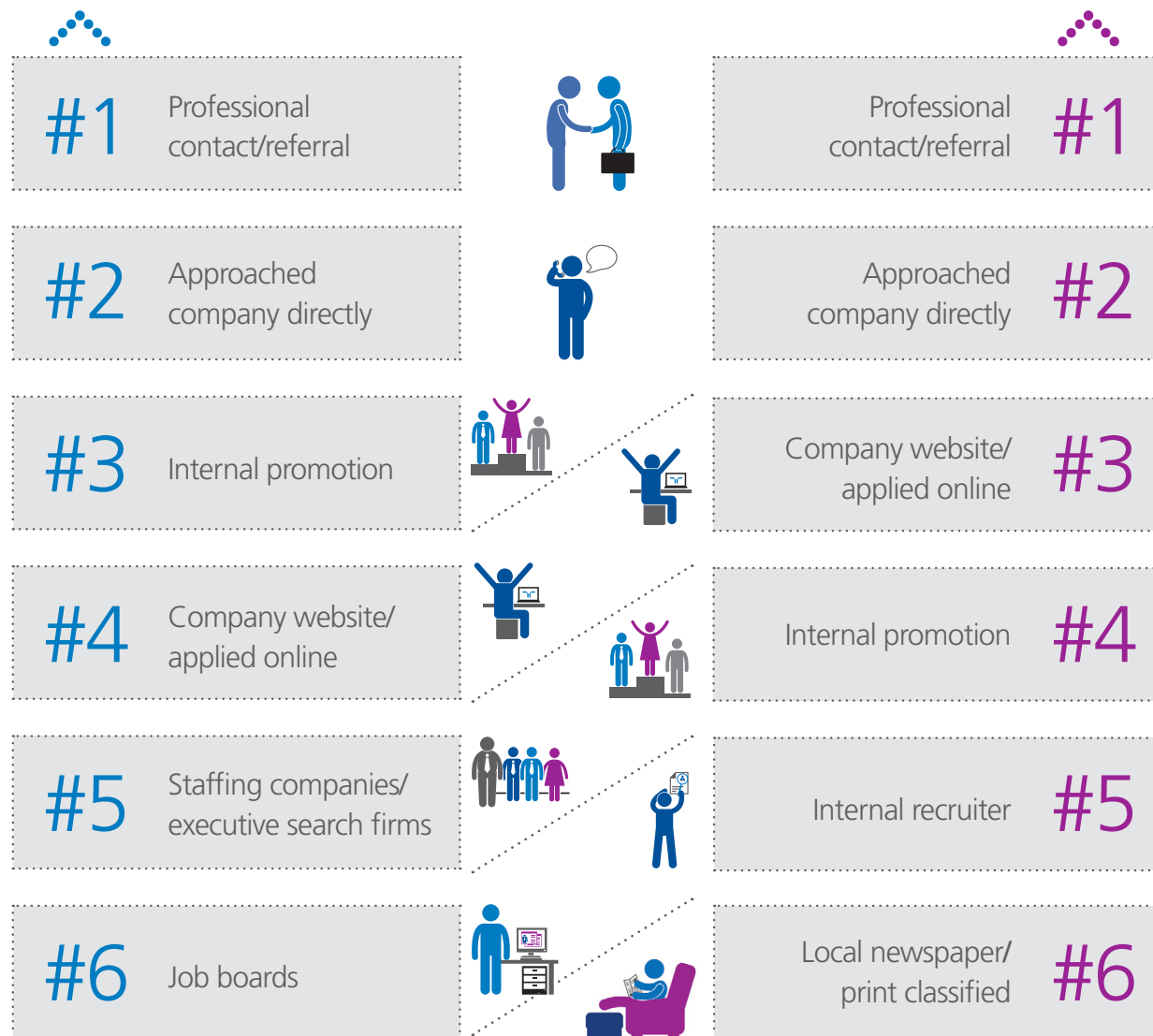
All responses

IT responses

All responses		IT responses
#1 Professional contact/referral		Professional contact/referral **#1**
#2 Approached company directly		Approached company directly **#2**
#3 Internal promotion		Company website/ applied online **#3**
#4 Company website/ applied online		Internal promotion **#4**
#5 Staffing companies/ executive search firms		Internal recruiter **#5**
#6 Job boards		Local newspaper/ print classified **#6**

participant profile

What were the top three reasons for choosing your current company?

#1	#2	#3	› All responses
Position/role	**Growth opportunities/ career**	**Compensation package**	

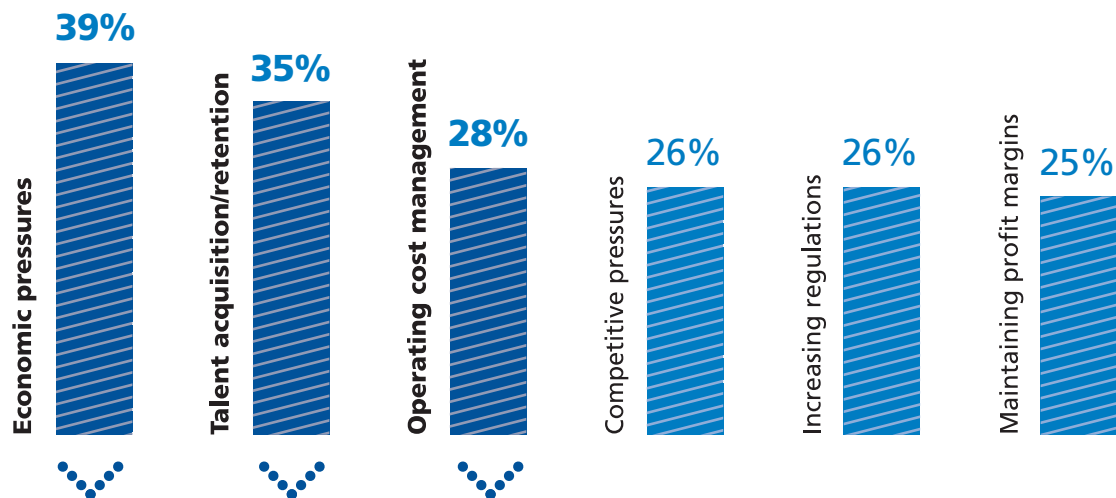| #1	#2	#3	› IT responses
Position/role	**Compensation package**	**Growth opportunities/ career**	

The executives we spoke with most frequently chose their current company for reasons related to their role/career or monetary compensation.

the business landscape

What three challenges most impacted your company over the past year?

■ All responses

39%
Economic pressures

35%
Talent acquisition/retention

28%
Operating cost management

26%
Competitive pressures

26%
Increasing regulations
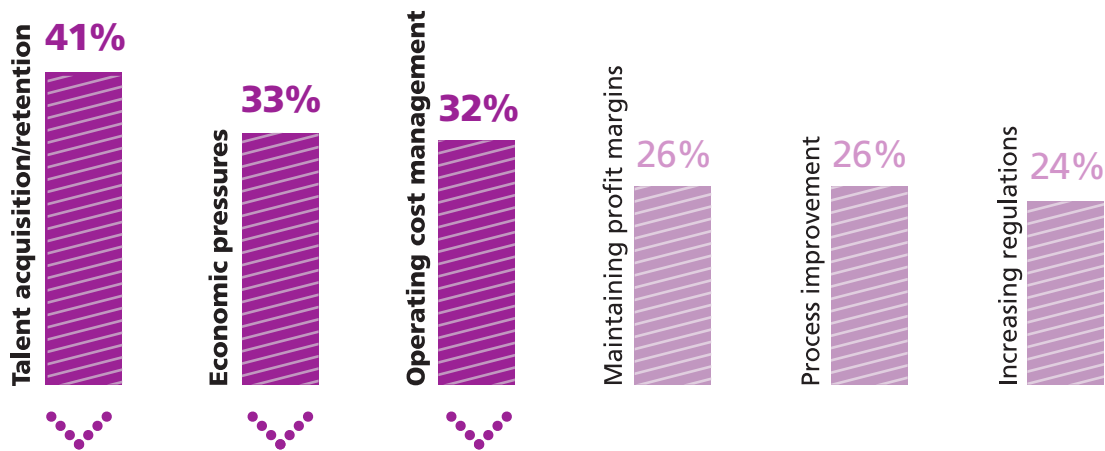
25%
Maintaining profit margins

Five years out from the 2008 recession, **the economy remains the number-one factor impacting business,** *as reported by the cumulative responses of all survey participants.* **Talent acquisition and retention is an issue for one out of three companies, while operating costs rank third, being of concern to 28% of companies.**

the business landscape

What three challenges most impacted your company over the past year?

■ IT responses

41% Talent acquisition/retention

33% Economic pressures

32% Operating cost management

26% Maintaining profit margins

26% Process improvement

24% Increasing regulations

Two out of five information technology professionals indicate that hiring and retaining employees is the number-one issue affecting their business. Approximately one in three respondents say the economy remains a challenge, with nearly as many citing operating cost control as an issue of concern.
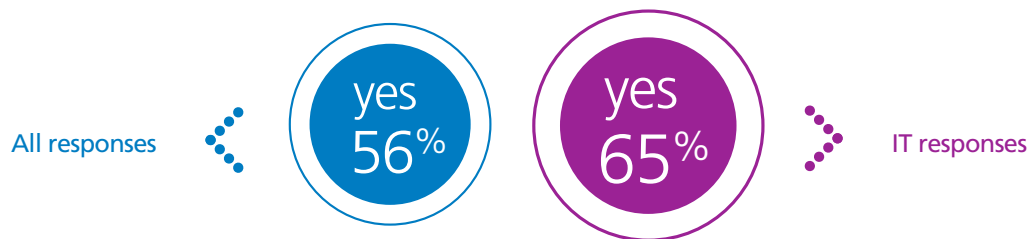
skills and talent shortages

Is there a skills shortage?

All responses

yes 61%   **yes 69%**

IT responses
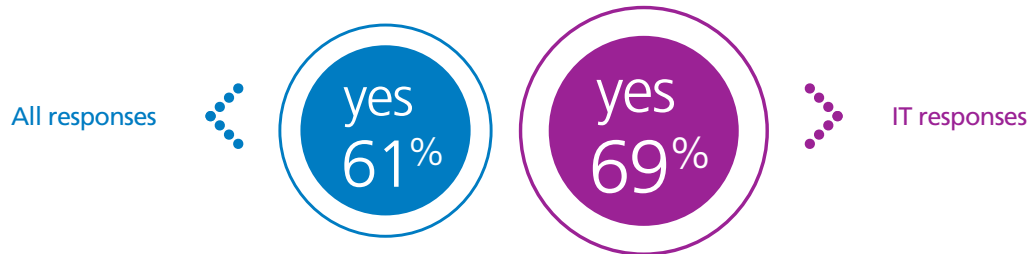
According to our survey, executives note a discernible lack of specific skill sets they look for in today's talent pool.

Is your business negatively impacted by the skills shortage?

All responses

yes 56%   **yes 65%**

IT responses

*The widely acknowledged skills shortage has far-reaching effects and is particularly noticeable in the IT sector, **as reported by two-thirds (65%) of information technology professionals.***

skills and talent shortages

When assessing talent, executives rank the primary areas where candidates lack proficiency as follows:

Candidates lack the right experience/knowledge

#1 Relevant on-the-job experience

#2 Knowledge of the industry/sector

#3 Years of experience in the field

All responses **68%** A skills assessment would add value to my company's hiring process. **77%** IT responses

Candidates lack team/organizational fit

#1 Soft skills (communication, teamwork, etc.)

#2 Work ethic

#3 Right cultural fit for the company/office

All responses **66%** When positions are open at my company, it's difficult to find qualified people who are the right fit. **75%** IT responses
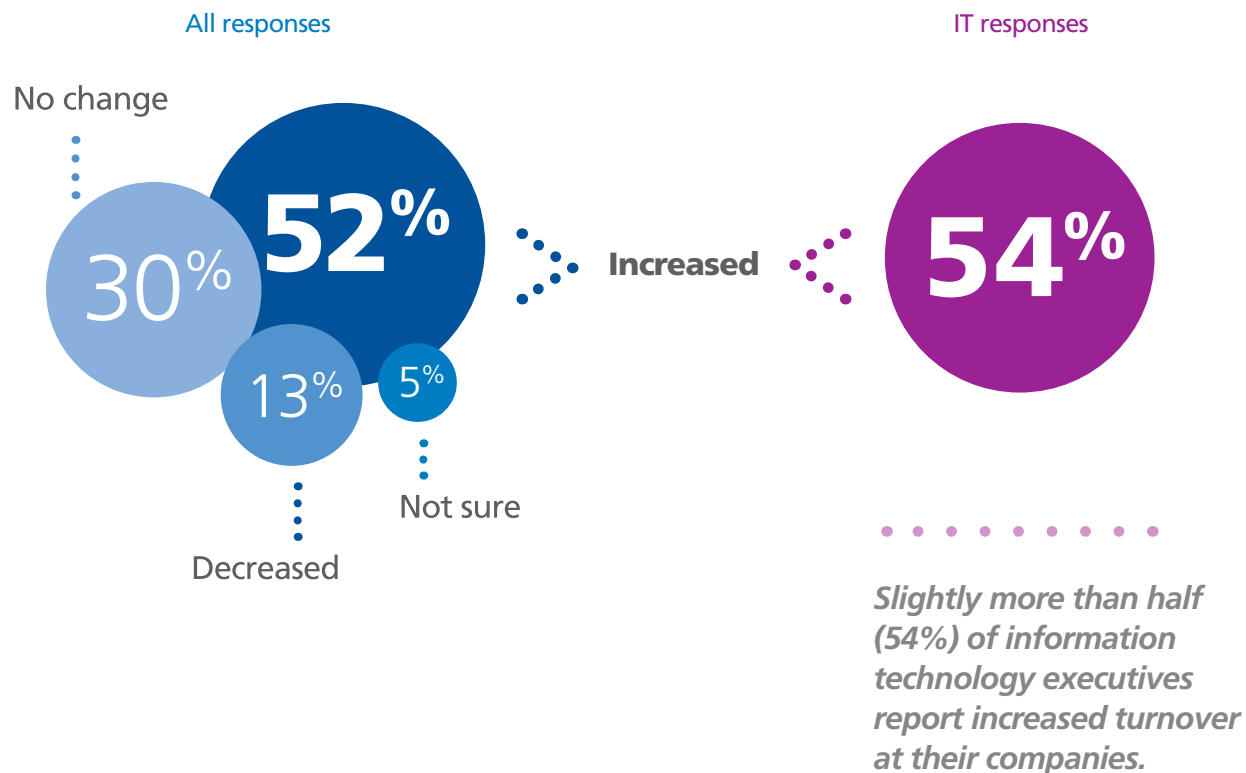
turnover and retention

How have turnover rates at your company changed over the past year?

Employees are on the move, as evidenced by increasing turnover rates at a majority of companies.

All responses

IT responses

No change

30%

52%

13%

5%

Not sure

Decreased

Increased

54%

Slightly more than half (54%) of information technology executives report increased turnover at their companies.

turnover and retention

Are you increasingly concerned about turnover at your organization?

All responses
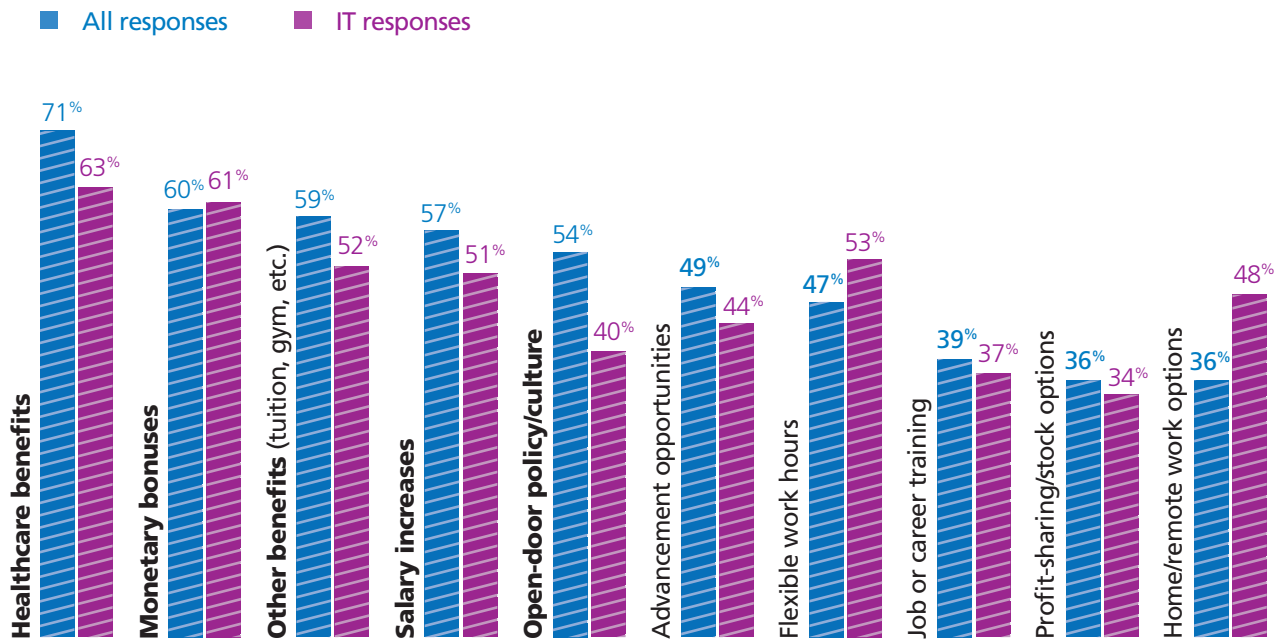
IT responses

**yes
59%**

**yes
64%**
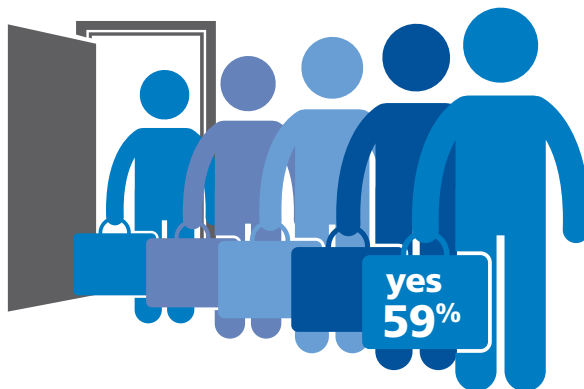
*Across the board, a majority
of hiring managers express
a rising level of concern
about employee turnover.*
***Within information
technology the level is
notably higher, with six
out of ten executives
expressing increased
concern.***

turnover and retention
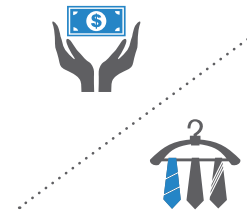
Benefits companies offer to retain talent

Companies offer a range of benefits designed for employee retention, with medical benefits and bonuses the most common. **Technology firms outpace the norm in terms of offering flexible work hours (53% compared to 47%) and remote work alternatives (48% compared to 36%).**

■ All responses   ■ IT responses

Benefit	All responses	IT responses
Healthcare benefits	71%	63%
Monetary bonuses	60%	61%
Other benefits (tuition, gym, etc.)	59%	52%
Salary increases	57%	51%
Open-door policy/culture	54%	40%
Advancement opportunities	49%	44%
Flexible work hours	47%	53%
Job or career training	39%	37%
Profit-sharing/stock options	36%	34%
Home/remote work options	36%	48%

turnover and retention

Which benefits do you believe are most effective at decreasing turnover rates?

All responses

#1	#2	#3	#4	#5
Salary increases	Advancement opportunities	Monetary bonuses	Flexible work hours	Healthcare benefits

| #1	#2	#3	#4	#5
Salary increases	Monetary bonuses	Advancement opportunities	Flexible work hours	home/remote work options
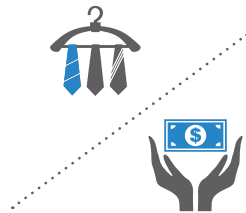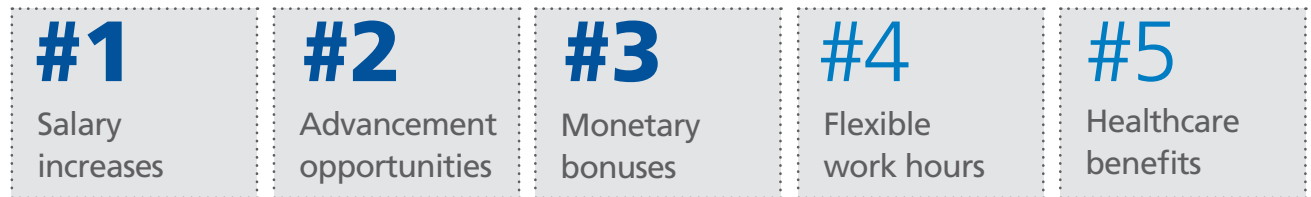
IT responses

When asked to rate which retention programs actually keep people on the job, executives reiterate that "money talks." However, hiring managers in every industry reveal a discrepancy between retention benefits offered and their perceived effectiveness. For example, *survey respondents believe salary increases are the top way to retain talent, but only slightly more than half say their companies use salaries as a retention strategy.*

turnover and retention

Executives report mixed results on the effectiveness of their retention programs.

My organization has incentives and programs in place to help retain top talent.

67%
All responses

66%
IT responses

My organization has incentives and programs in place, **but we struggle to keep our best people from leaving.**

49%
All responses

56%
IT responses

*Despite their use of retention programs, **over half (56%) of IT executives say it remains difficult to retain top talent.***

My organization should re-evaluate the programs we offer to encourage retention.

All responses

yes
76%

yes
82%

IT responses
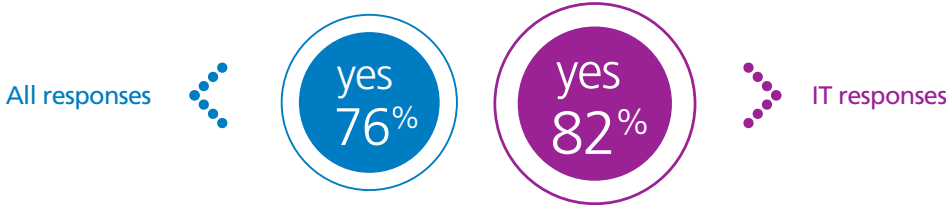
*Against a backdrop of growing employee turnover and notable opportunity to improve retention outcomes, **a significant majority of executives across all industries say their companies should reassess existing retention programs**.*

turnover and retention

What are the top reasons employees tend to give for leaving?

■ All responses   ■ IT responses

| **59%**	**46%**	26%	22%	21%	17%	16%
Received a better offer elsewhere (better pay, benefits, etc.)	More opportunities for career advancement elsewhere	Do not feel supported by management	Workload is too heavy	To pursue a different career path	Poor relationship with supervisor	Relocating
64%	**53%**	30%	20%	20%	26%	19%

*When asked about why employees resign, **a majority of executives again point to the power of money, with better offers elsewhere cited as the predominant reason.***

***Next in line is advancement opportunity**, which frequently translates into salary increases—further evidence of how income impacts the employment/retention equation.*

recruiting and hiring

Is your company currently below its target headcount?

All responses ‹ **yes 48%** **yes 60%** › IT responses
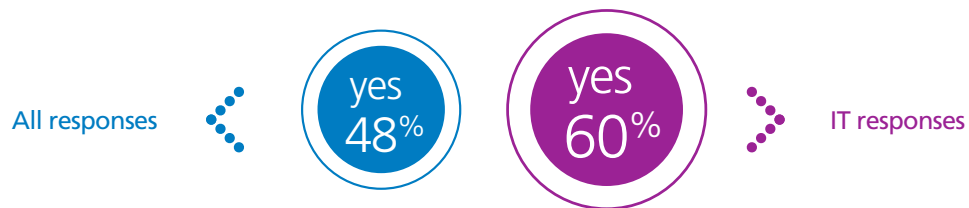
*Nearly half (48%) of all executives indicate that their organizations are below headcount, but **the figure jumps for IT professionals, with three in five (60%) indicating a talent shortage.***
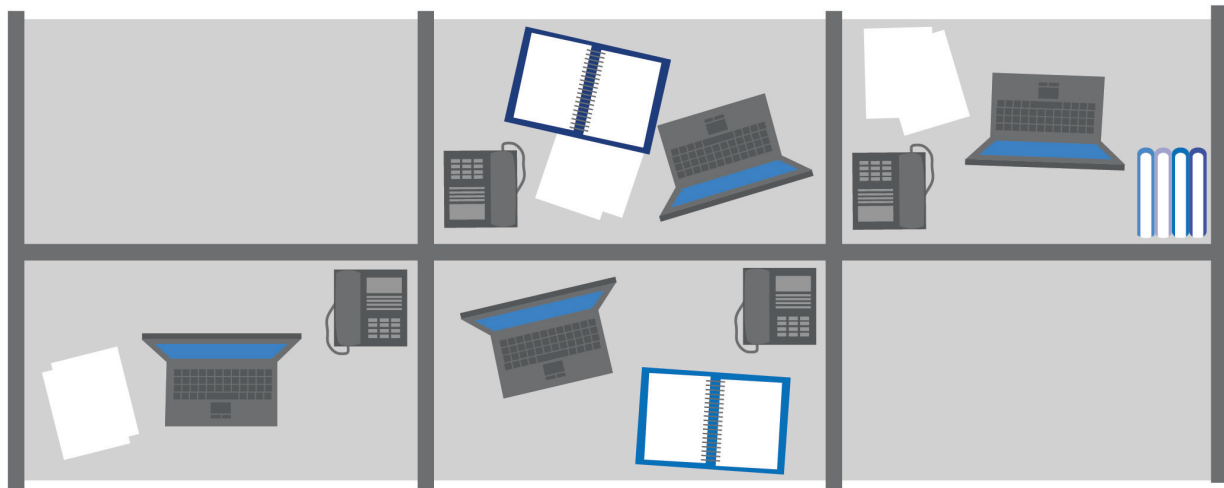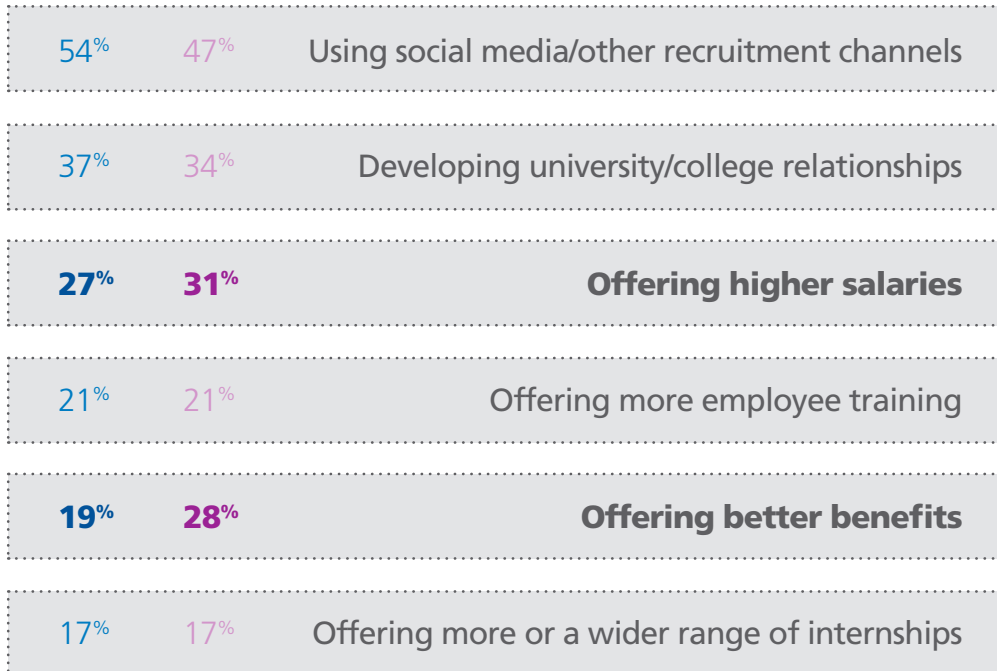
recruiting and hiring

Which of these measures, if any, has your organization taken to improve recruitment?

■ All responses   ■ IT responses

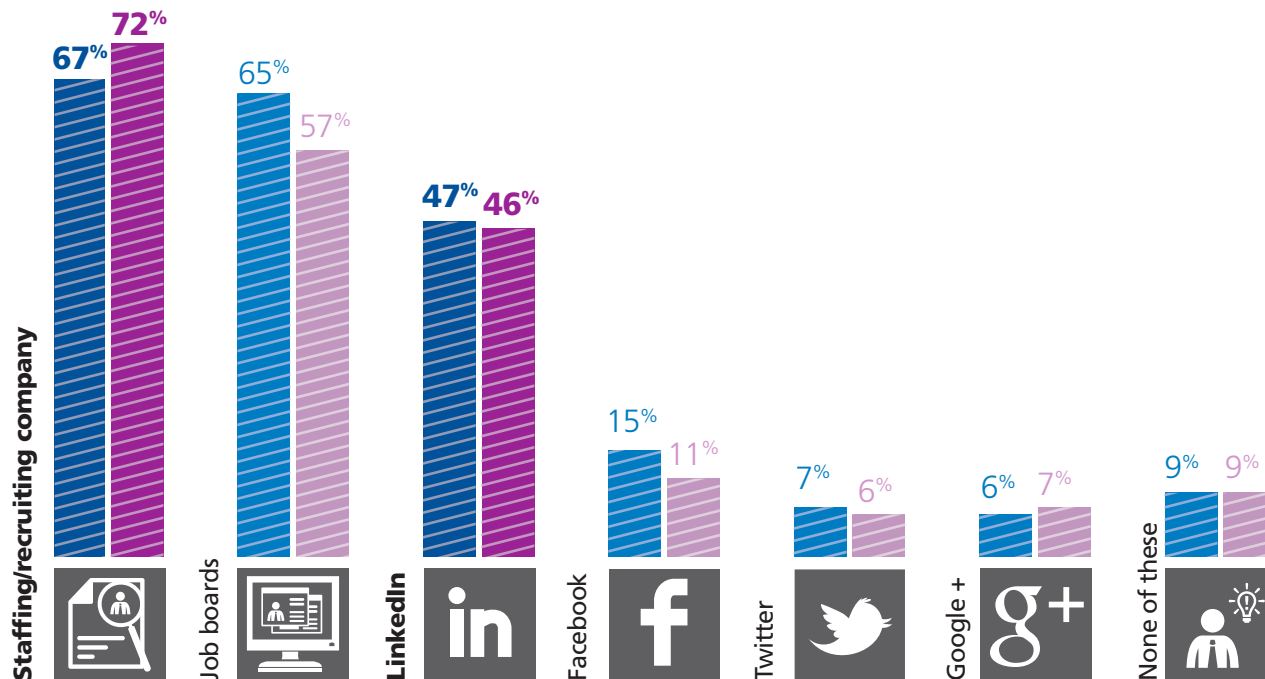| 54% | 47% | Using social media/other recruitment channels |
37%	34%	Developing university/college relationships
27%	**31%**	**Offering higher salaries**
21%	21%	Offering more employee training
19%	**28%**	**Offering better benefits**
17%	17%	Offering more or a wider range of internships

A majority of organizations try to broaden their recruitment reach by using social media and other recruitment channels. **The IT sector is more inclined than other industries surveyed to offer both higher salaries (31% compared to 27%) and better benefits (28% compared to 19%) as part of their recruitment strategy.**

recruiting and hiring

Which methods do you use to recruit talent? ■ All responses ■ IT responses

Staffing/recruiting company
- **67**% (All responses)
- **72**% (IT responses)

Job boards
- 65% (All responses)
- 57% (IT responses)

LinkedIn
- **47**% (All responses)
- **46**% (IT responses)

Facebook
- 15% (All responses)
- 11% (IT responses)

Twitter
- 7% (All responses)
- 6% (IT responses)

Google +
- 6% (All responses)
- 7% (IT responses)

None of these
- 9% (All responses)
- 9% (IT responses)

A majority of survey participants rely on recruiters to help fill their talent needs. **The number jumps in IT, with nearly three-quarters (72%) using staffing firms.**

Within social media sites, **LinkedIn is highly favored,** *outpacing Facebook, Twitter and Google+.*
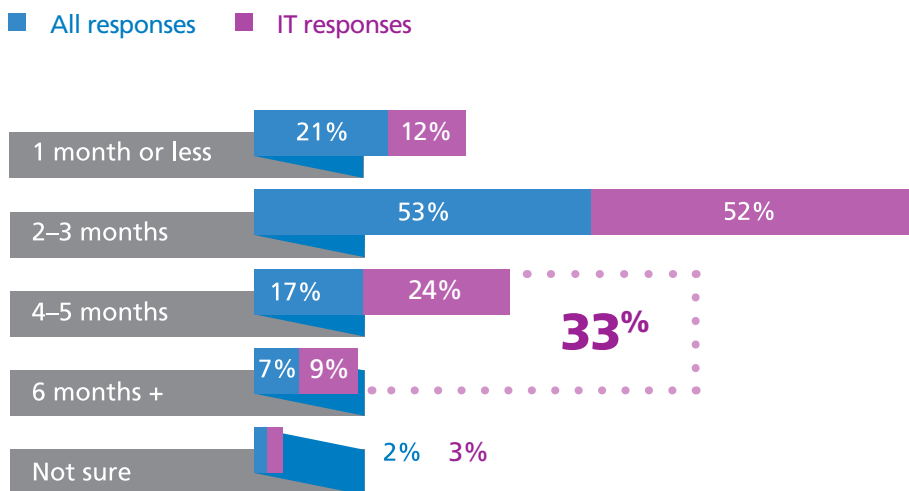
recruiting and hiring

Compared to last year, does it take more time to find the right talent to fill positions?

yes
62%

All responses

yes
73%

IT responses

A solid majority of all respondents and nearly three-quarters of IT professionals say it now takes longer to find candidates with the right skills, and personal traits to make a good hiring match.

On average, how long does it take to fill a position?

■ All responses   ■ IT responses

	All responses	IT responses
1 month or less	21%	12%
2–3 months	53%	52%
4–5 months	17%	24%
6 months +	7%	9%
Not sure	2%	3%

33%

Most companies require two to three months to fill a position, but IT hiring appears to take longer for many organizations. **One-third (33%) of technology professionals report a four to six-month hiring cycle.**
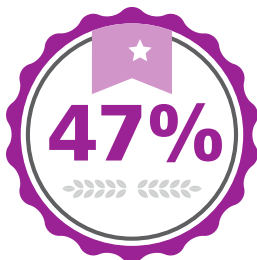
recruiting and hiring

When you hire a new employee, how important are industry-related certifications to the screening process?

10%

47%

35%

8%

**very important**   **somewhat important**   only a little important   not important at all

Within the IT sector, 10% of hiring managers are highly interested in candidates' industry certifications during the screening process, *whereas the majority of respondents (47%) say certifications are only somewhat important to candidate selection.*
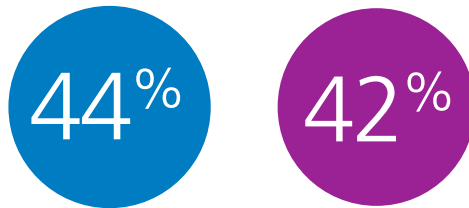
recruiting and hiring

Do you use, or would you consider using, any of these tools during the hiring process?

Virtual-based interviewing

44%   **45**%
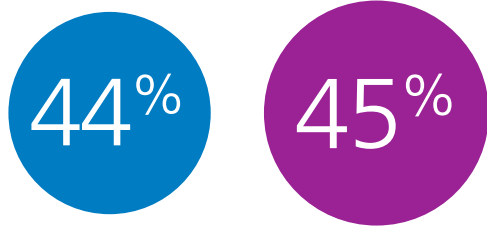
Personality assessment

44%   **42**%
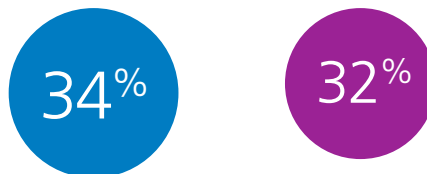
IT hiring managers implement today's more innovative interviewing and assessment tools at about the same rate as their peers in other industries.

Video resume

17%   19%

None of these

34%   32%

While some employers use less traditional hiring tools, approximately one-third have not embraced the methods highlighted here.

All responses   IT responses

contingent employment

What percent of employees at your company are temporary or contract workers?

Most American companies find value in temporary or contract workers, **with a solid majority saying they use some level of contingent workforce**.

59%

82% of all respondents use contingent workers

18%

4%

1%

13%

5%

0%

1 – 10%

11 – 25%

26 – 50%

over 50%

not sure

7%

47%

86% of IT respondents use contingent workers

30%

7%

2%

7%

⟩ All responses
⟩ IT responses
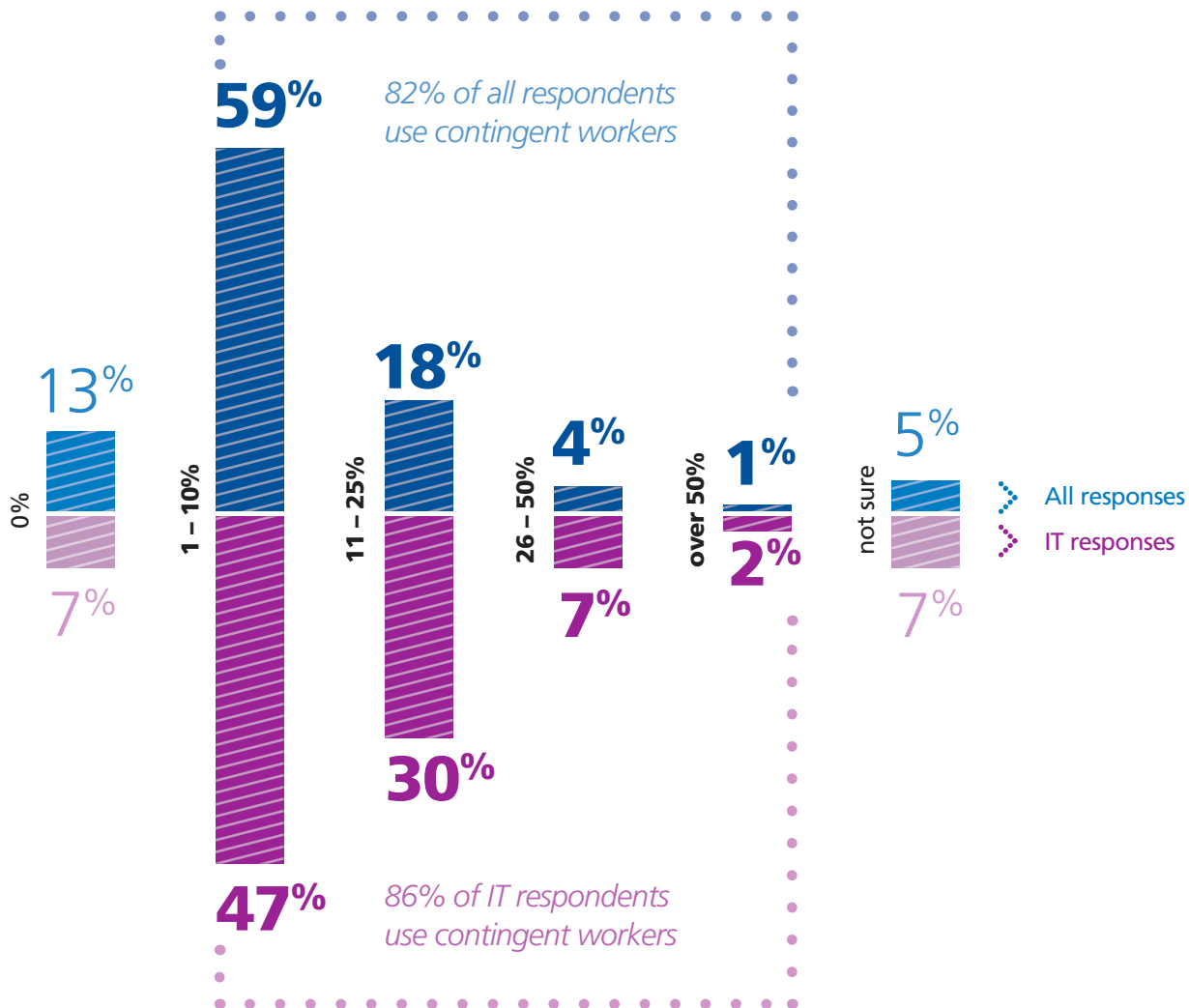
contingent employment

During 2014, are you considering U.S.-based outsourcing as an alternative to offshoring or insourcing?

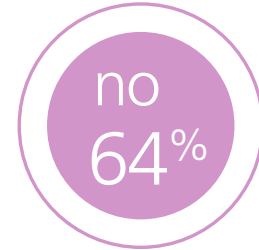*More than one-third of IT executives report the likelihood of outsourcing functions to domestic organizations* vs. handling the functions internally or outside of the United States.

**yes
36%**

no
64%

How will the Affordable Care Act (ACA) affect the U.S. labor market?

All responses

50%
The ACA will impact my company's workforce strategy/ workforce mix.

48%
The ACA will increase the use of temporary/ contract workers.
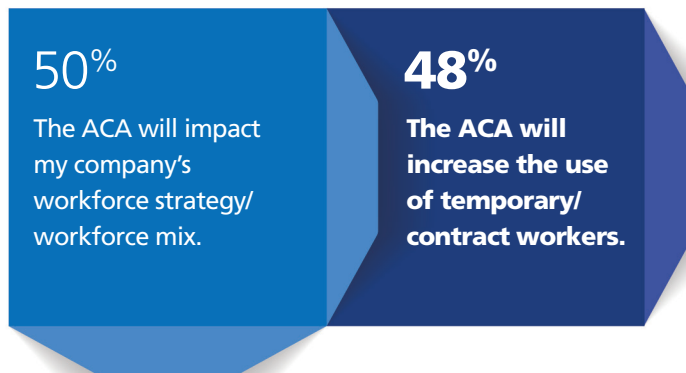
*We have yet to see the full impact of the ACA, **but most people in our survey anticipate some effect on workforce strategy, including the use of contingent employees.***

technology in the workplace

Is the area of big data (data analytics / business intelligence) one of your top initiatives for 2014?

yes no don't know
50% 32% 18%
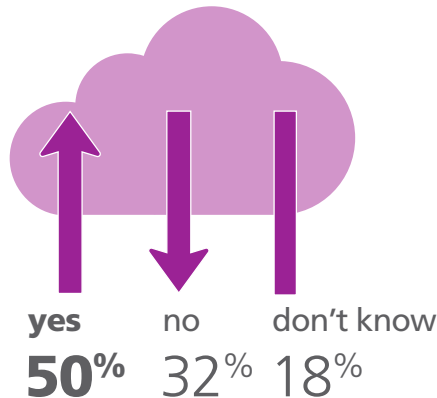
A solid one-half of IT organizations will focus on big data and business intelligence-related projects during 2014.

In the next 12 months, do you plan to implement an enterprise mobile strategy for employees or customers?

29%
employees

17%
customers

64%
neither

*While the majority of IT organizations won't implement an enterprise mobile strategy in the coming months, **29% intend to invest in this area for their own employees, followed by 17% who will do so for their customers.***

technology in the workplace

Which of the following factors are driving your 2014 enterprise mobility strategy?

35% Employee productivity

26% Customer demand

25% Bring your own device

1% Other

40% Not applicable
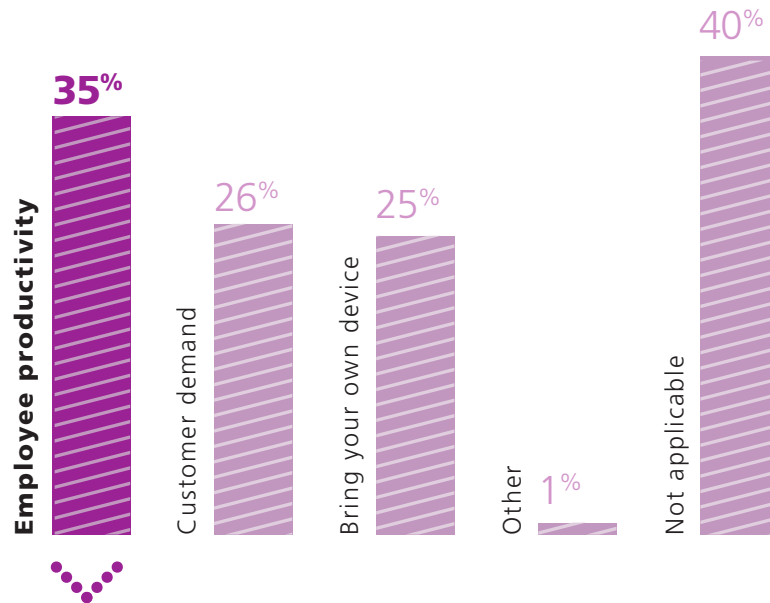
One-third (35%) of technology firms are pursuing an enterprise mobility strategy for factors related to employee productivity, while approximately one-quarter are responding to customer demand (26%) or BYOD (25%) issues.

salary trends

Welcome to the salary portion of *Randstad's 2014 Workplace Trends and Salary Guide*. On the following pages you'll find salary information specific to information technology positions for geographic markets across the United States.

Please note that because every organization structures its IT departments differently, the job titles presented here may not match those within your organization.

For more detailed information and market-specific analysis, please contact one of our staffing and recruitment specialists at your local Randstad office.

Understanding the salary data

On the following pages, we present a comprehensive listing of starting salary ranges typical for new hires by market. Using new hire salaries as our benchmark, we strive to avoid inconsistencies created by job tenure, internal transfers or other factors. To provide you with a more complete picture of salaries in your area, we present a low, median and high salary for every job title.

This year we worked with Economic Research Institute (ERI) to obtain salary numbers, and we think you will find great value in this new approach. ERI has provided salary survey data to the majority of Fortune 500 companies and thousands of smaller organizations for decades. The company conducts over 100 salary surveys annually and analyzes that data along with several other sources to produce the analytics from which these numbers are drawn. For details on how our salary data was collected, please visit ERI's methodology page at http://www.erieri.com/help/SAMethodUS.pdf

Data is rolled up into seven areas:

Mid-Atlantic
- Delaware
- Maryland
- New Jersey
- Pennsylvania
- Virginia
- West Virginia

Midwest
- Illinois
- Indiana
- Iowa
- Kentucky
- Michigan
- Minnesota
- Missouri
- Ohio
- Wisconsin

North Central
- Colorado
- Kansas
- Montana
- Nebraska
- North Dakota
- South Dakota
- Utah
- Wyoming

Northeast
- Connecticut
- Maine
- Massachusetts
- New Hampshire
- New York
- Rhode Island
- Vermont

South Central
- Arizona
- Arkansas
- Louisiana
- New Mexico
- Oklahoma
- Texas

Southeast
- Alabama
- Florida
- Georgia
- Mississippi
- North Carolina
- South Carolina
- Tennessee

West
- Alaska
- California
- Hawaii
- Idaho
- Nevada
- Oregon
- Washington

salary trends

To kick off this section, we asked our survey respondents to comment on the state of salaries at their organizations.

Current company salaries as compared to 12 months ago

• • • • • • • • • • • • • • • •

*Compensation has largely remained level, but an upward trend is noticeable, as **35% of all professionals and 30% of IT professionals say salaries have increased over the past year.***
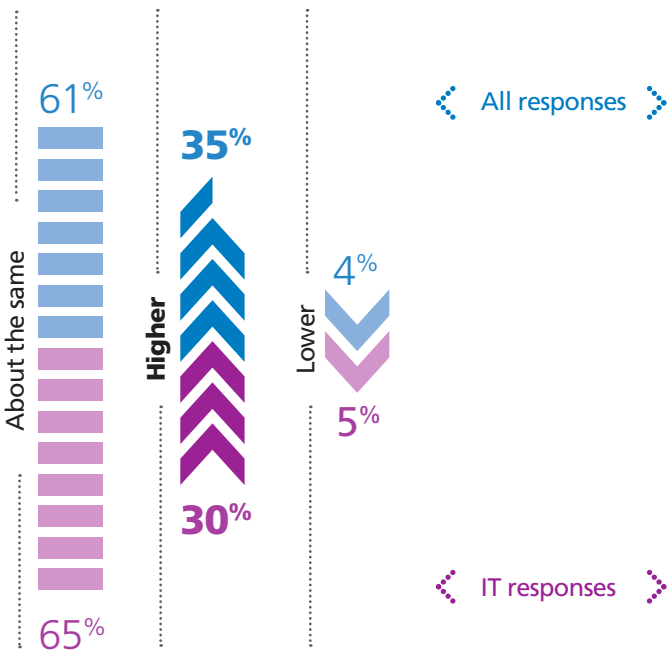
Current company salaries as compared to those of competitors

• • • • • • • • • • • • • • • •

***Most companies feel their salaries align with competitors' pay scales**. However, 20% of all executives and 15% of IT executives say their companies' compensation lags behind industry norms.*
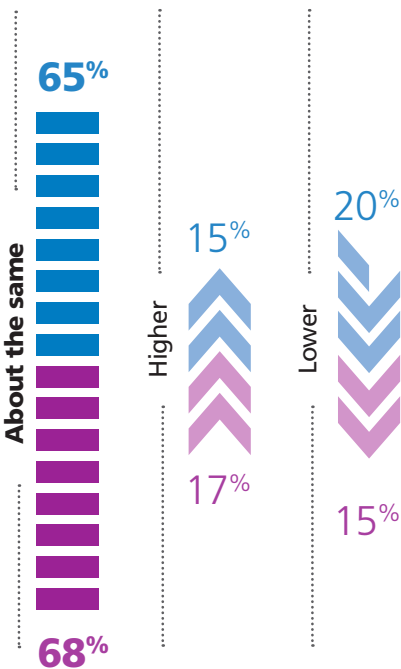
61%

35%

4%

65%

All responses

About the same

Higher

Lower

5%

30%

65%

IT responses

65%

15%

20%

About the same

Higher

Lower

17%

68%

15%

	job title	low	median	high
Client / Server Applications	.Net Developer / Programmer	$86,088	$93,543	$103,234
	Business Objects Developer / Programmer	$85,602	$93,015	$102,652
	C / C++ Developer / Programmer	$86,088	$93,543	$103,234
	Embedded Software Engineer	$86,088	$93,543	$103,234
	Java / Java Script / J2EE Developer	$71,622	$77,824	$85,887
	Software Developer	$85,602	$93,015	$102,652
	Software Engineer	$86,088	$93,543	$103,234
Database	Database Administrator	$87,885	$96,050	$106,665
	Database Developer	$79,757	$86,664	$95,643
	Oracle Database / Data Warehouse Administrator	$87,885	$96,050	$106,665
	Oracle Database / Data Warehouse Designer / Developer / Architect	$90,621	$98,468	$108,670
	SQL Server Administrator	$87,885	$96,050	$106,665
Infrastructure	Applications and Operations Support / Help Desk Level I	$45,039	$49,223	$54,663
	Cisco Switch Engineer (CCSE)	$74,619	$81,552	$90,564
	Computer Operator	$38,503	$41,360	$45,074
	Desktop LAN Support / Help Desk Level II	$55,019	$59,783	$65,977
	Email Administrator	$73,957	$80,828	$89,760
	Help Desk (Level I)	$45,039	$49,223	$54,663
	LAN / WAN Specialist	$59,558	$64,715	$71,420
	Network Administrator	$63,963	$69,906	$77,631
	Network Engineer	$74,619	$81,552	$90,564
	Systems Administrator	$72,504	$79,240	$87,997
	Unix (HP, Sun, AIX) Developer / Programmer	$86,088	$93,543	$103,234
	Unix Administrator	$80,766	$87,760	$96,852

	job title	low	median	high
Web / Internet	Documentum (EMC) Developer / Programmer	$72,104	$78,348	$86,465
	Web Developer	$79,452	$84,862	$91,896
	Web Services Architect / Engineer	$101,833	$108,768	$117,783
	Website Content Designer / Developer / Editor	$56,097	$59,917	$64,883
	Website Maintenance / Administration	$80,965	$86,478	$93,646
	WebSphere Developer	$72,104	$78,348	$86,465
Mainframe / Legacy Systems	Application Programming Skills (COBOL, PL1)	$71,622	$77,824	$85,887
	Systems Programming Skills (MVS, VSE, OS / 390)	$79,757	$86,664	$95,643
Business Analyst & Project Management	BI Analyst	$76,718	$83,846	$93,112
	Business Analyst	$76,863	$83,519	$92,172
	Project Manager	$98,855	$109,309	$122,899
	Project Manager – Mainframe Applications	$108,509	$119,984	$134,901
	Project Manager – Networking	$108,509	$119,984	$134,901
	Project Manager – QA Testing	$88,801	$96,491	$106,488
	QA and Testing Analysts	$72,370	$78,637	$86,784
Other Positions	Crystal Reports Designer	$54,584	$59,311	$65,456
	Report Writing	$54,584	$59,311	$65,456
	Technical Specialist — Desktop Apps	$48,946	$53,185	$58,695
	Technical Writer / Documentation Specialist	$61,122	$65,657	$71,552
	Trainers – Application / Implementation Skills	$56,990	$61,925	$68,341

	job title	low	median	high
Client / Server Applications	.Net Developer / Programmer	$81,272	$88,310	$97,459
	Business Objects Developer / Programmer	$80,811	$87,809	$96,906
	C / C++ Developer / Programmer	$81,272	$88,310	$97,459
	Embedded Software Engineer	$81,272	$88,310	$97,459
	Java / Java Script / J2EE Developer	$67,559	$73,409	$81,014
	Software Developer	$80,811	$87,809	$96,906
	Software Engineer	$81,272	$88,310	$97,459
Database	Database Administrator	$82,978	$90,687	$100,709
	Database Developer	$75,269	$81,787	$90,260
	Oracle Database / Data Warehouse Administrator	$82,978	$90,687	$100,709
	Oracle Database / Data Warehouse Designer / Developer / Architect	$85,570	$92,980	$102,613
	SQL Server Administrator	$82,978	$90,687	$100,709
Infrastructure	Applications and Operations Support / Help Desk Level I	$42,603	$46,561	$51,706
	Cisco Switch Engineer (CCSE)	$70,400	$76,941	$85,444
	Computer Operator	$36,881	$39,617	$43,174
	Desktop LAN Support / Help Desk Level II	$51,939	$56,437	$62,284
	Email Administrator	$69,773	$76,255	$84,682
	Help Desk (Level I)	$42,603	$46,561	$51,706
	LAN / WAN Specialist	$57,094	$62,038	$68,465
	Network Administrator	$60,327	$65,932	$73,218
	Network Engineer	$70,400	$76,941	$85,444
	Systems Administrator	$68,396	$74,750	$83,011
	Unix (HP, Sun, AIX) Developer / Programmer	$81,272	$88,310	$97,459
	Unix Administrator	$76,226	$82,827	$91,408

	job title	low	median	high
Web / Internet	Documentum (EMC) Developer / Programmer	$68,015	$73,905	$81,562
	Web Developer	$74,973	$80,079	$86,716
	Web Services Architect / Engineer	$96,196	$102,747	$111,263
	Website Content Designer / Developer / Editor	$53,056	$56,669	$61,366
	Website Maintenance / Administration	$76,408	$81,611	$88,375
	WebSphere Developer	$68,015	$73,905	$81,562
Mainframe / Legacy Systems	Application Programming Skills (COBOL, PL1)	$67,559	$73,409	$81,014
	Systems Programming Skills (MVS, VSE, OS / 390)	$75,269	$81,787	$90,260
Business Analyst & Project Management	BI Analyst	$72,390	$79,115	$87,858
	Business Analyst	$72,526	$78,806	$86,971
	Project Manager	$93,110	$102,956	$115,756
	Project Manager – Mainframe Applications	$102,458	$113,293	$127,378
	Project Manager – Networking	$102,458	$113,293	$127,378
	Project Manager – QA Testing	$83,609	$90,849	$100,261
	QA and Testing Analysts	$68,267	$74,179	$81,864
Other Positions	Crystal Reports Designer	$51,532	$55,994	$61,795
	Report Writing	$51,532	$55,994	$61,795
	Technical Specialist — Desktop Apps	$46,256	$50,262	$55,469
	Technical Writer / Documentation Specialist	$57,674	$61,953	$67,516
	Trainers – Application / Implementation Skills	$54,225	$58,921	$65,025

	job title	low	median	high
Client / Server Applications	.Net Developer / Programmer	$77,803	$84,540	$93,299
	Business Objects Developer / Programmer	$77,353	$84,052	$92,760
	C / C++ Developer / Programmer	$77,803	$84,540	$93,299
	Embedded Software Engineer	$77,803	$84,540	$93,299
	Java / Java Script / J2EE Developer	$64,426	$70,005	$77,258
	Software Developer	$77,353	$84,052	$92,760
	Software Engineer	$77,803	$84,540	$93,299
Database	Database Administrator	$79,473	$86,856	$96,454
	Database Developer	$71,950	$78,181	$86,281
	Oracle Database / Data Warehouse Administrator	$79,473	$86,856	$96,454
	Oracle Database / Data Warehouse Designer / Developer / Architect	$81,991	$89,091	$98,321
	SQL Server Administrator	$79,473	$86,856	$96,454
Infrastructure	Applications and Operations Support / Help Desk Level I	$40,392	$44,145	$49,023
	Cisco Switch Engineer (CCSE)	$67,209	$73,453	$81,570
	Computer Operator	$34,877	$37,465	$40,829
	Desktop LAN Support / Help Desk Level II	$49,359	$53,633	$59,190
	Email Administrator	$66,597	$72,784	$80,827
	Help Desk (Level I)	$40,392	$44,145	$49,023
	LAN / WAN Specialist	$54,562	$59,287	$65,429
	Network Administrator	$57,416	$62,750	$69,685
	Network Engineer	$67,209	$73,453	$81,570
	Systems Administrator	$65,253	$71,315	$79,196
	Unix (HP, Sun, AIX) Developer / Programmer	$77,803	$84,540	$93,299
	Unix Administrator	$72,884	$79,195	$87,400

	job title	low	median	high
Web / Internet	Documentum (EMC) Developer / Programmer	$64,871	$70,489	$77,792
	Web Developer	$71,638	$76,516	$82,858
	Web Services Architect / Engineer	$92,316	$98,603	$106,775
	Website Content Designer / Developer / Editor	$50,335	$53,763	$58,219
	Website Maintenance / Administration	$73,036	$78,010	$84,476
	WebSphere Developer	$64,871	$70,489	$77,792
Mainframe / Legacy Systems	Application Programming Skills (COBOL, PL1)	$64,426	$70,005	$77,258
	Systems Programming Skills (MVS, VSE, OS / 390)	$71,950	$78,181	$86,281
Business Analyst & Project Management	BI Analyst	$69,151	$75,575	$83,927
	Business Analyst	$69,274	$75,273	$83,072
	Project Manager	$89,173	$98,603	$110,862
	Project Manager – Mainframe Applications	$98,078	$108,449	$121,932
	Project Manager – Networking	$98,078	$108,449	$121,932
	Project Manager – QA Testing	$79,952	$86,876	$95,877
	QA and Testing Analysts	$65,118	$70,757	$78,088
Other Positions	Crystal Reports Designer	$48,968	$53,208	$58,721
	Report Writing	$48,968	$53,208	$58,721
	Technical Specialist — Desktop Apps	$43,900	$47,702	$52,644
	Technical Writer / Documentation Specialist	$54,885	$58,957	$64,251
	Trainers – Application / Implementation Skills	$51,241	$55,678	$61,446

	job title	low	median	high
Client / Server Applications	.Net Developer / Programmer	$86,223	$93,690	$103,397
	Business Objects Developer / Programmer	$85,734	$93,158	$102,809
	C / C++ Developer / Programmer	$86,223	$93,690	$103,397
	Embedded Software Engineer	$86,223	$93,690	$103,397
	Java / Java Script / J2EE Developer	$71,651	$77,856	$85,922
	Software Developer	$85,734	$93,158	$102,809
	Software Engineer	$86,223	$93,690	$103,397
Database	Database Administrator	$88,036	$96,215	$106,848
	Database Developer	$79,845	$86,759	$95,748
	Oracle Database / Data Warehouse Administrator	$88,036	$96,215	$106,848
	Oracle Database / Data Warehouse Designer / Developer / Architect	$90,789	$98,651	$108,872
	SQL Server Administrator	$88,036	$96,215	$106,848
Infrastructure	Applications and Operations Support / Help Desk Level I	$45,274	$49,480	$54,948
	Cisco Switch Engineer (CCSE)	$74,672	$81,610	$90,629
	Computer Operator	$39,081	$41,981	$45,750
	Desktop LAN Support / Help Desk Level II	$55,143	$59,918	$66,126
	Email Administrator	$74,005	$80,881	$89,819
	Help Desk (Level I)	$45,274	$49,480	$54,948
	LAN / WAN Specialist	$60,193	$65,406	$72,182
	Network Administrator	$63,988	$69,933	$77,661
	Network Engineer	$74,672	$81,610	$90,629
	Systems Administrator	$72,542	$79,282	$88,043
	Unix (HP, Sun, AIX) Developer / Programmer	$86,223	$93,690	$103,397
	Unix Administrator	$80,862	$87,864	$96,967

	job title	low	median	high
Web / Internet	Documentum (EMC) Developer / Programmer	$72,136	$78,383	$86,504
	Web Developer	$79,528	$84,944	$91,984
	Web Services Architect / Engineer	$102,075	$109,026	$118,062
	Website Content Designer / Developer / Editor	$56,958	$60,837	$65,879
	Website Maintenance / Administration	$81,053	$86,572	$93,747
	WebSphere Developer	$72,136	$78,383	$86,504
Mainframe / Legacy Systems	Application Programming Skills (COBOL, PL1)	$71,651	$77,856	$85,922
	Systems Programming Skills (MVS, VSE, OS / 390)	$79,845	$86,759	$95,748
Business Analyst & Project Management	BI Analyst	$76,787	$83,921	$93,195
	Business Analyst	$76,930	$83,592	$92,252
	Project Manager	$99,121	$109,603	$123,229
	Project Manager – Mainframe Applications	$108,970	$120,493	$135,473
	Project Manager – Networking	$108,970	$120,493	$135,473
	Project Manager – QA Testing	$88,800	$96,490	$106,487
	QA and Testing Analysts	$72,404	$78,674	$86,825
Other Positions	Crystal Reports Designer	$54,712	$59,450	$65,609
	Report Writing	$54,712	$59,450	$65,609
	Technical Specialist — Desktop Apps	$49,140	$53,395	$58,927
	Technical Writer / Documentation Specialist	$61,761	$66,343	$72,300
	Trainers – Application / Implementation Skills	$58,031	$63,056	$69,589

Northeast area

	job title	low	median	high
Client / Server Applications	.Net Developer / Programmer	$78,333	$85,116	$93,934
	Business Objects Developer / Programmer	$77,874	$84,618	$93,385
	C / C++ Developer / Programmer	$78,333	$85,116	$93,934
	Embedded Software Engineer	$78,333	$85,116	$93,934
	Java / Java Script / J2EE Developer	$64,657	$70,256	$77,535
	Software Developer	$77,874	$84,618	$93,385
	Software Engineer	$78,333	$85,116	$93,934
Database	Database Administrator	$80,047	$87,484	$97,152
	Database Developer	$72,351	$78,616	$86,761
	Oracle Database / Data Warehouse Administrator	$80,047	$87,484	$97,152
	Oracle Database / Data Warehouse Designer / Developer / Architect	$82,613	$89,767	$99,067
	SQL Server Administrator	$80,047	$87,484	$97,152
Infrastructure	Applications and Operations Support / Help Desk Level I	$39,954	$43,666	$48,492
	Cisco Switch Engineer (CCSE)	$67,510	$73,782	$81,936
	Computer Operator	$34,107	$36,638	$39,928
	Desktop LAN Support / Help Desk Level II	$49,181	$53,440	$58,977
	Email Administrator	$66,884	$73,098	$81,176
	Help Desk (Level I)	$39,954	$43,666	$48,492
	LAN / WAN Specialist	$53,693	$58,343	$64,388
	Network Administrator	$57,480	$62,820	$69,762
	Network Engineer	$67,510	$73,782	$81,936
	Systems Administrator	$65,510	$71,596	$79,508
	Unix (HP, Sun, AIX) Developer / Programmer	$78,333	$85,116	$93,934
	Unix Administrator	$73,304	$79,652	$87,904

South Central area

	job title	low	median	high
Web / Internet	Documentum (EMC) Developer / Programmer	$65,112	$70,751	$78,081
	Web Developer	$72,009	$76,913	$83,288
	Web Services Architect / Engineer	$93,145	$99,488	$107,734
	Website Content Designer / Developer / Editor	$50,398	$53,830	$58,292
	Website Maintenance / Administration	$73,439	$78,440	$84,941
	WebSphere Developer	$65,112	$70,751	$78,081
Mainframe / Legacy Systems	Application Programming Skills (COBOL, PL1)	$64,657	$70,256	$77,535
	Systems Programming Skills (MVS, VSE, OS / 390)	$72,351	$78,616	$86,761
Business Analyst & Project Management	BI Analyst	$69,495	$75,951	$84,344
	Business Analyst	$69,615	$75,643	$83,480
	Project Manager	$89,254	$98,692	$110,962
	Project Manager – Mainframe Applications	$98,036	$108,403	$121,880
	Project Manager – Networking	$98,036	$108,403	$121,880
	Project Manager – QA Testing	$79,630	$86,526	$95,490
	QA and Testing Analysts	$65,365	$71,025	$78,383
Other Positions	Crystal Reports Designer	$48,779	$53,003	$58,494
	Report Writing	$48,779	$53,003	$58,494
	Technical Specialist — Desktop Apps	$43,561	$47,333	$52,237
	Technical Writer / Documentation Specialist	$54,998	$59,079	$64,384
	Trainers – Application / Implementation Skills	$50,839	$55,241	$60,964

South Central area

	job title	low	median	high
Client / Server Applications	.Net Developer / Programmer	$79,376	$86,250	$95,186
	Business Objects Developer / Programmer	$78,913	$85,747	$94,631
	C / C++ Developer / Programmer	$79,376	$86,250	$95,186
	Embedded Software Engineer	$79,376	$86,250	$95,186
	Java / Java Script / J2EE Developer	$65,594	$71,274	$78,658
	Software Developer	$78,913	$85,747	$94,631
	Software Engineer	$79,376	$86,250	$95,186
Database	Database Administrator	$81,100	$88,635	$98,430
	Database Developer	$73,348	$79,700	$87,957
	Oracle Database / Data Warehouse Administrator	$81,100	$88,635	$98,430
	Oracle Database / Data Warehouse Designer / Developer / Architect	$83,689	$90,936	$100,357
	SQL Server Administrator	$81,100	$88,635	$98,430
Infrastructure	Applications and Operations Support / Help Desk Level I	$40,749	$44,535	$49,457
	Cisco Switch Engineer (CCSE)	$68,468	$74,829	$83,098
	Computer Operator	$34,859	$37,445	$40,807
	Desktop LAN Support / Help Desk Level II	$50,033	$54,366	$59,999
	Email Administrator	$67,837	$74,139	$82,332
	Help Desk (Level I)	$40,749	$44,535	$49,457
	LAN / WAN Specialist	$54,553	$59,277	$65,418
	Network Administrator	$58,366	$63,789	$70,838
	Network Engineer	$68,468	$74,829	$83,098
	Systems Administrator	$66,451	$72,625	$80,651
	Unix (HP, Sun, AIX) Developer / Programmer	$79,376	$86,250	$95,186
	Unix Administrator	$74,309	$80,744	$89,109

Southeast area

	job title	low	median	high
Web / Internet	Documentum (EMC) Developer / Programmer	$66,054	$71,774	$79,210
	Web Developer	$73,012	$77,984	$84,448
	Web Services Architect / Engineer	$94,309	$100,731	$109,080
	Website Content Designer / Developer / Editor	$51,289	$54,782	$59,322
	Website Maintenance / Administration	$74,453	$79,523	$86,114
	WebSphere Developer	$66,054	$71,774	$79,210
Mainframe / Legacy Systems	Application Programming Skills (COBOL, PL1)	$65,594	$71,274	$78,658
	Systems Programming Skills (MVS, VSE, OS / 390)	$73,348	$79,700	$87,957
Business Analyst & Project Management	BI Analyst	$70,468	$77,015	$85,526
	Business Analyst	$70,591	$76,704	$84,651
	Project Manager	$91,143	$100,781	$113,311
	Project Manager – Mainframe Applications	$100,123	$110,711	$124,475
	Project Manager – Networking	$100,123	$110,711	$124,475
	Project Manager – QA Testing	$81,417	$88,467	$97,632
	QA and Testing Analysts	$66,307	$72,049	$79,514
Other Positions	Crystal Reports Designer	$49,628	$53,926	$59,513
	Report Writing	$49,628	$53,926	$59,513
	Technical Specialist — Desktop Apps	$44,380	$48,223	$53,219
	Technical Writer / Documentation Specialist	$55,898	$60,045	$65,436
	Trainers – Application / Implementation Skills	$51,781	$56,265	$62,094

	job title	low	median	high
Client / Server Applications	.Net Developer / Programmer	$85,811	$93,242	$102,902
	Business Objects Developer / Programmer	$85,338	$92,728	$102,335
	C / C++ Developer / Programmer	$85,811	$93,242	$102,902
	Embedded Software Engineer	$85,811	$93,242	$102,902
	Java / Java Script / J2EE Developer	$71,726	$77,937	$86,012
	Software Developer	$85,338	$92,728	$102,335
	Software Engineer	$85,811	$93,242	$102,902
Database	Database Administrator	$87,550	$95,684	$106,258
	Database Developer	$79,645	$86,542	$95,508
	Oracle Database / Data Warehouse Administrator	$87,550	$95,684	$106,258
	Oracle Database / Data Warehouse Designer / Developer / Architect	$90,226	$98,039	$108,196
	SQL Server Administrator	$87,550	$95,684	$106,258
Infrastructure	Applications and Operations Support / Help Desk Level I	$45,906	$50,171	$55,715
	Cisco Switch Engineer (CCSE)	$74,631	$81,565	$90,579
	Computer Operator	$39,736	$42,684	$46,517
	Desktop LAN Support / Help Desk Level II	$55,595	$60,409	$66,668
	Email Administrator	$73,987	$80,861	$89,797
	Help Desk (Level I)	$45,906	$50,171	$55,715
	LAN / WAN Specialist	$61,092	$66,382	$73,259
	Network Administrator	$64,266	$70,237	$77,999
	Network Engineer	$74,631	$81,565	$90,579
	Systems Administrator	$72,573	$79,315	$88,080
	Unix (HP, Sun, AIX) Developer / Programmer	$85,811	$93,242	$102,902
	Unix Administrator	$80,628	$87,610	$96,687

	job title	low	median	high
Web / Internet	Documentum (EMC) Developer / Programmer	$72,195	$78,447	$86,574
	Web Developer	$79,382	$84,788	$91,815
	Web Services Architect / Engineer	$101,181	$108,071	$117,028
	Website Content Designer / Developer / Editor	$57,163	$61,056	$66,116
	Website Maintenance / Administration	$80,856	$86,362	$93,520
	WebSphere Developer	$72,195	$78,447	$86,574
Mainframe / Legacy Systems	Application Programming Skills (COBOL, PL1)	$71,726	$77,937	$86,012
	Systems Programming Skills (MVS, VSE, OS / 390)	$79,645	$86,542	$95,508
Business Analyst & Project Management	BI Analyst	$76,675	$83,799	$93,060
	Business Analyst	$76,828	$83,481	$92,130
	Project Manager	$97,727	$108,061	$121,496
	Project Manager – Mainframe Applications	$107,297	$118,643	$133,393
	Project Manager – Networking	$107,297	$118,643	$133,393
	Project Manager – QA Testing	$88,002	$95,623	$105,530
	QA and Testing Analysts	$72,454	$78,728	$86,884
Other Positions	Crystal Reports Designer	$55,172	$59,950	$66,161
	Report Writing	$55,172	$59,950	$66,161
	Technical Specialist — Desktop Apps	$49,707	$54,011	$59,607
	Technical Writer / Documentation Specialist	$62,255	$66,874	$72,879
	Trainers – Application / Implementation Skills	$57,998	$63,020	$69,549

West area

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