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2019 SALARY GUIDE KEY HIGHLIGHTS

55%

of employers say the economy will strengthen in the next six to 12 months

64%

of employers say business activity increased in 2018

51%

of employers increased full-time headcount in 2018

#1

growth factor in 2018/2019 is evolving technology shared across industries

78%

of employers say there is a moderate-to-extreme skills shortage in their industry

98%

of employers say the shortage directly affects their business outlook



FOREWORD

The results from our second-annual Hays U.S. Salary Guide survey show confidence in the economy and business activity. Employers' predictions last year regarding increased business have held steady. Technology continues to rapidly change the labor landscape, adding demand for new skills and roles.

GROWING SKILLS SHORTAGES CONTINUES TO AFFECT EVERY INDUSTRY

In 2018, advancements in cybersecurity and cloud computing are accelerating job opportunities across all sectors. However, the talent pool isn't able to keep up with these rapid changes. The training and development offered by companies isn't as up-to-date as required. The skills gap is so severe that 98 percent of employers now say it affects their business outlook, with 78 percent experiencing moderate-to-extreme shortages. And those numbers show no signs of reversing.

HERE ARE THREE MAJOR HIRING CHALLENGES UNCOVERED:

1. Upskilling current staff has taken a lower priority

Due to a lack of company-paid training, many employees are self-educating in skills they need to grow their careers. Many employers appear to be lacking initiatives focused on upskilling current staff. Instead, they are heavily relying on high salaries and benefits to attract candidates, as they scramble to fill roles. With more than half of employers looking to increase headcount in 2019, this issue with too few skilled workers for too many roles is only going to escalate.

2. Employer/employee mismatch on total compensation drivers

HR respondents believe that a more competitive salary will help them acquire talent, but employees say they also want the right combination of culture, career growth, and benefits.

- 38% of employers increased salaries by more than three percent in 2018
- 66% of managers increased a salary offer to secure a specific candidate
- 44% of employees believe their salary is competitive with the market rate

3. Spending on salary for new hires has taken precedence over upskilling existing staff

More often than not, employers are spending money on sourcing new talent instead of rewarding and upskilling existing skilled workers. Companies should consider a more holistic distribution of salary incentives and to cross-train employees with long-term career advancement potential.

David Brown
CEO, Hays U.S.

The Hays U.S. 2019 Salary Guide surveyed over 2,000 U.S. professionals across industries in July 2018.

THE WAY FORWARD

Make a name for yourself in your industry by hiring for potential where possible and training on the job. And introduce or expand legacy training and mentoring to avoid skills loss as existing employees age out and take their hard-won knowledge with them.

In terms of business activity, 2018 was a year of good news and there's projected rapid economic growth in 2019. So don't miss out on opportunities to expand your business and stay ahead of the market by being proactive about attracting, securing, and retaining top talent.

In this guide you'll find valuable salary insights and more to help you better attract and retain candidates, as well as build a great workplace culture.

KEY FINDINGS



ONGOING SKILLS SHORTAGE REMAINS THE #1 ISSUE FACING U.S. BUSINESSES

In 2017, a pan-industry skills shortage was the single-biggest issue facing employers, affecting 73 percent of companies. In 2018, that rose to 78 percent and, for 98 percent of those employers the shortage directly affects their business. Three-quarters of businesses are experiencing moderate-to-extreme skills shortages, primarily around productivity (19%), market expansion (14%), and new client acquisition (13%). But while the concern is real, the cause is often misunderstood.



MISALLOCATED RESOURCES ARE HURTING RECRUITMENT

The current practice for acquiring new skilled employees is to provide a more competitive salary. But it's a short-term solution at the expense of upskilling existing employees into needed roles. About 32 percent of employers identify a lack of training/professional development in their organizations as responsible for the skills shortage they're experiencing, but only 34 percent see offering training and development as key to attracting and retaining top talent.



A PERCEPTION GAP AROUND THE VALUE OF EDUCATION IS CONTRIBUTING TO A MULTI-INDUSTRY SKILLS SHORTAGE

Only 34 percent of employers see offering training and development as key to making their companies attractive to top talent. And while employers want skills-heavy hires, many are not paving the way for that to happen: only 14.5 percent of employers offer company-paid training, while 85 percent of employees self-educate in skills they need to do their job, and 29 percent are leaving their current roles for better career growth opportunities.



THE RISE OF CYBERSECURITY PROVIDES OPPORTUNITIES FOR MORE SKILLED HIRES, DESPITE CHALLENGES

Across all industries, 68 percent of employers are looking to hire full-time data security/cloud computing staff in the next year, and up to 53 percent are hiring consultants. But employers are scrambling to find skills-ready security and cloud infrastructure personnel. Up to 60 percent of employers hiring full-time security and cloud infrastructure personnel in the last 12 months found it challenging. (This can be as high as 87 percent for contract workers.) More internal and company-funded education support is required in tech as well to resolve this issue.

EMPLOYER ADVICE



INCREASE INVESTMENT IN UPSKILLING AND EDUCATING YOUR NEW AND EXISTING EMPLOYEES

Salaries and benefits are an excellent way to bring new and better skilled employees into your business, but this alone is not enough. In a market crowded with high-paying companies, it's wiser to stop fighting your competitors for the same stagnant pool of employees, and start training the employees you need. Offer more company-paid training and engage in pre-hire and on-site skills training to make your business self-sufficient.



ENSURE YOUR BUSINESS HAS EFFECTIVE TRAINING AND HANDOVER PROTOCOLS IN PLACE

Ensure that your existing skilled employees are given opportunities to mentor other staff. This can be an excellent complement to company-paid educational programs, and ends up saving you time and money. And when skilled staff take leave, retire, or change careers, your handoff protocols need to be firmly in place so you don't lose their accrued knowledge and leave yourself with a new skills gap.



BUILD CYBERSECURITY INTO YOUR LONG-TERM BUSINESS PLAN

Cybersecurity and cloud computing are a combined 45 percent of IT's biggest priorities over the next six months. Among all industries, 36 percent of tech employers alone are looking to expand their cloud services skills base and 25 percent want to expand network security. Since every industry benefits from cybersecurity, plan to integrate better tech security into your business plan, either by hiring outside tech professionals, or plan to start upskilling your own staff to handle cybersecurity so you don't fall behind.



START RETHINKING YOUR HIRING PRACTICES TO BUILD THE SKILLED WORKFORCE YOU NEED

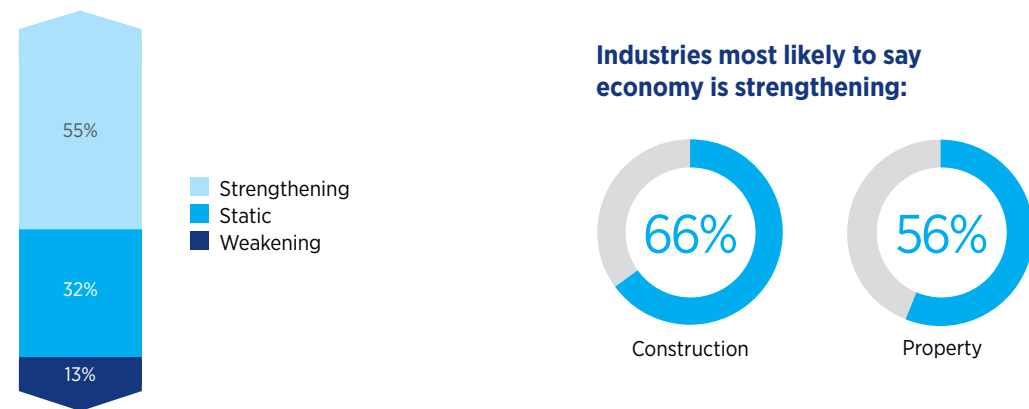
Despite the pervasive multi-industry skills shortage, many companies are counterproductively planning only minimal hires for 2019. New skilled hires and upskilling existing employees are key to keeping your business healthy, so build effective talent pipelines and nurture your networks. Low quality applications are still the primary result of "advertise and apply" hiring, so it's time to start proactively seeking better candidates.

ECONOMIC OUTLOOK

ECONOMIC CONFIDENCE

Confidence in the U.S. economy remains strong among employers, with more than half predicting continued growth in the next six to 12 months. A small portion – just over 13 percent – predict a weakening economy in 2019. But U.S. industries continue to hire heavily to keep up with booming business, trying to outpace the growing skills shortage that’s resulted from rapid economic expansion.

How do you see the general outlook for the U.S. economy in the next six to 12 months?



The booming U.S. economy shows no signs of slowing and that expansion has meant continued business growth across the board. Nearly two-thirds of employers saw business activity increase in 2018, and three-quarters predict growth in 2019.

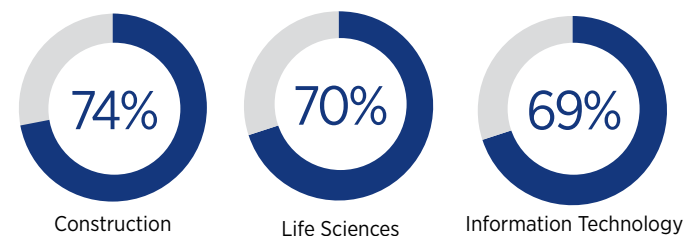
In the last 12 months, business activity has:



In the upcoming year, you expect business activity to:



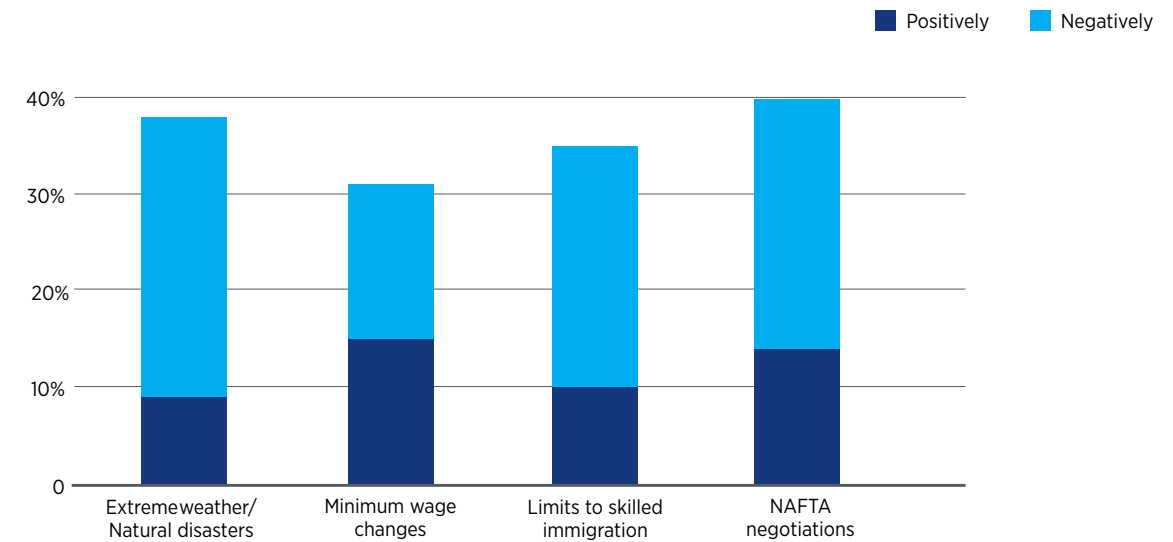
Industries most likely to say business activity increased:



ECONOMIC CHALLENGES AND CONCERNS

When it comes to the impact of current economic trends and global events on the economy and business activity, employers say that extreme weather and natural disasters remain their primary concern, with a third of employers saying it negatively affects their business outlook.

What is affecting business outlook?



How different industries are being affected

<p>Extreme weather/ natural disasters</p> <p>While the fallout from ongoing natural disasters negatively affect multiple U.S. industries, construction has been hit hardest by the damage caused to ongoing projects. But the construction sector has also benefitted most positively from required rebuilding.</p>	<p>Minimum wage changes</p> <p>The property sector continues to be hardest hit by mandated increases to minimum wage salaries as nearly a quarter of respondents say it negatively affects their business outlook. Conversely, minimum wage changes have been extremely positive for the accounting and finance sector.</p>	<p>Limits to skilled immigration</p> <p>Construction and life sciences, with their shared reliance on internationally skilled labor and the innovations internationally trained personnel can bring, have been hit hardest by U.S. policies limiting immigration.</p>	<p>NAFTA renegotiations</p> <p>Construction and life sciences have both suffered from lessened access to internationally acquired materials due to new renegotiations on NAFTA, and trade sanctions being both threatened and applied to global U.S. trading partners.</p>
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U.S. AT A GLANCE

Colorado

- 25% of Colorado employers increased full-time headcount in 2018
- 38% increased salaries by more than 3%
- Colorado employers are most likely to say minimum wage increases are positively affecting their business outlook (27%)

Texas

- 60% of Texas employers increased full-time headcount in 2018
- 39% increased salaries by more than 3%
- Texas employers are most likely to say they increased permanent staffing levels in 2018 (60%)

Florida

- 44% of Florida employers increased full-time headcount in 2018
- 35% increased salaries by more than 3%
- Florida employers are most likely to say extreme weather and natural disasters are negatively affecting their business outlook (42%)

Illinois

- All Illinois employers that were surveyed increased full-time headcount in 2018
- 60% increased salaries by more than 3%
- Illinois employers are most likely to say limits to skilled immigration are negatively affecting their business outlook (32%)

New York

- 56% of New York employers increased full-time headcount in 2018
- 51% increased salaries by more than 3%
- New York employers are most likely to say they're experiencing moderate-to-extreme workplace pressure owing to lack of available skilled candidates (88%)

Maryland

- 50% of Maryland employers increased full-time headcount in 2018
- 17% increased salaries by more than 3%
- Maryland employers are most likely to say their skills shortage is due to lack of available training and professional development (45%)

Virginia

- 38.5% of Virginia employers increased full-time headcount in 2018
- 69% increased salaries by more than 3%
- Virginia employers are most likely to say business activity increased in 2018 (68%)

Georgia

- 52.5% of Georgia employers increased full-time headcount in 2018
- 45% increased salaries by more than 3%
- Georgia employers are most likely to say they increased contingent staffing levels in 2018

North Carolina

- 21.5% of North Carolina employers increased full-time headcount in 2018
- 31% increased salaries by more than 3%
- North Carolina employers are most likely to say they'll hire fewer permanent staff in 2019 than any other sector (31%)

COMPENSATION INSIGHTS

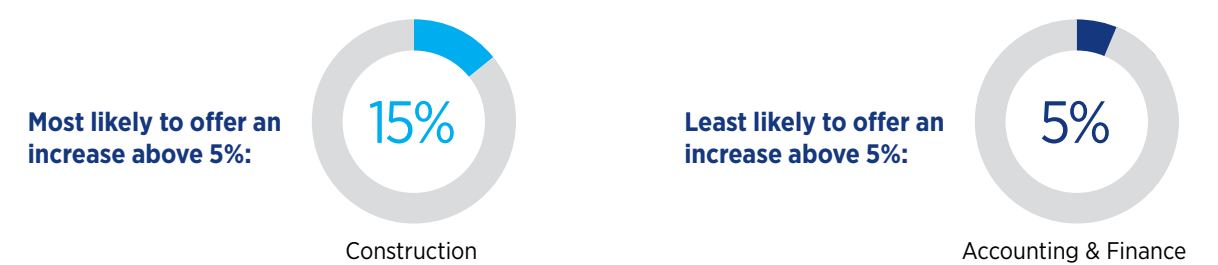
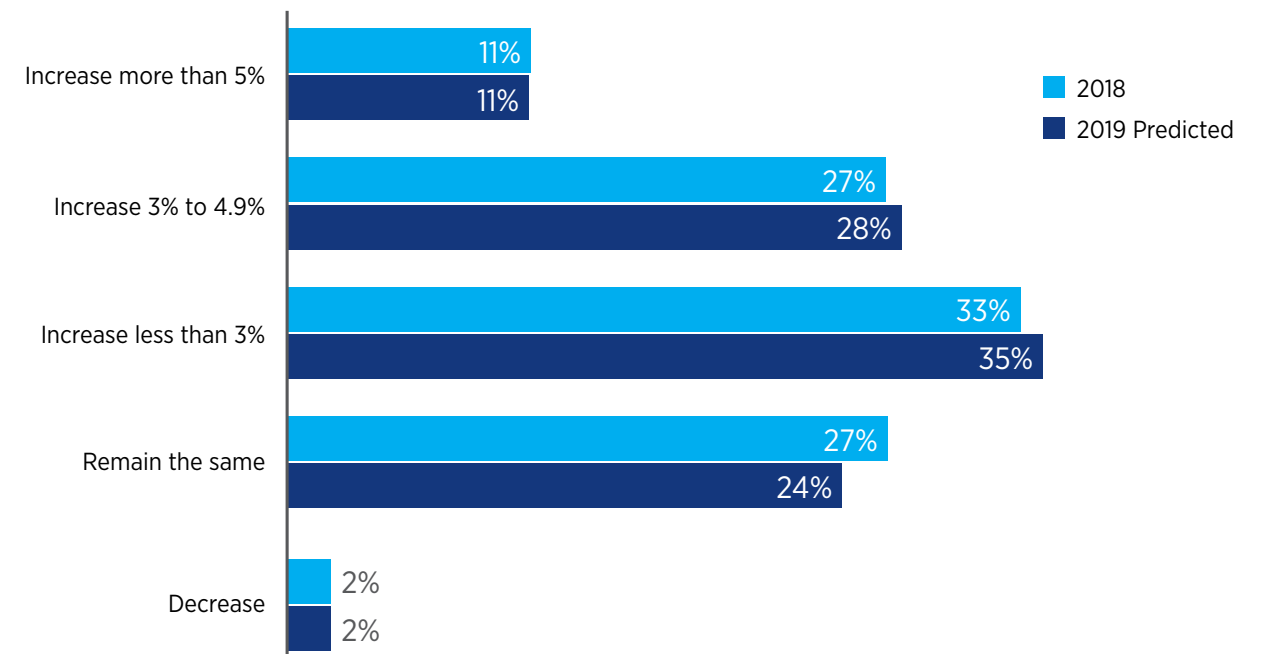
AT A GLANCE



EMPLOYERS CONFIDENT ABOUT CONTINUED INDUSTRY-WIDE SALARY INCREASES IN 2019

The majority of employers surveyed increased salaries in 2018. A majority also say they will increase in 2019. Despite the booming economy, most of the salary increases were marginal at three to five percent. To compete for skilled workers and to compensate for fewer upper tier salary changes, companies are offering more targeted pay packages to convince professionals to leave current, already well-paid positions.

Salary changes in 2018 and expectations for 2019

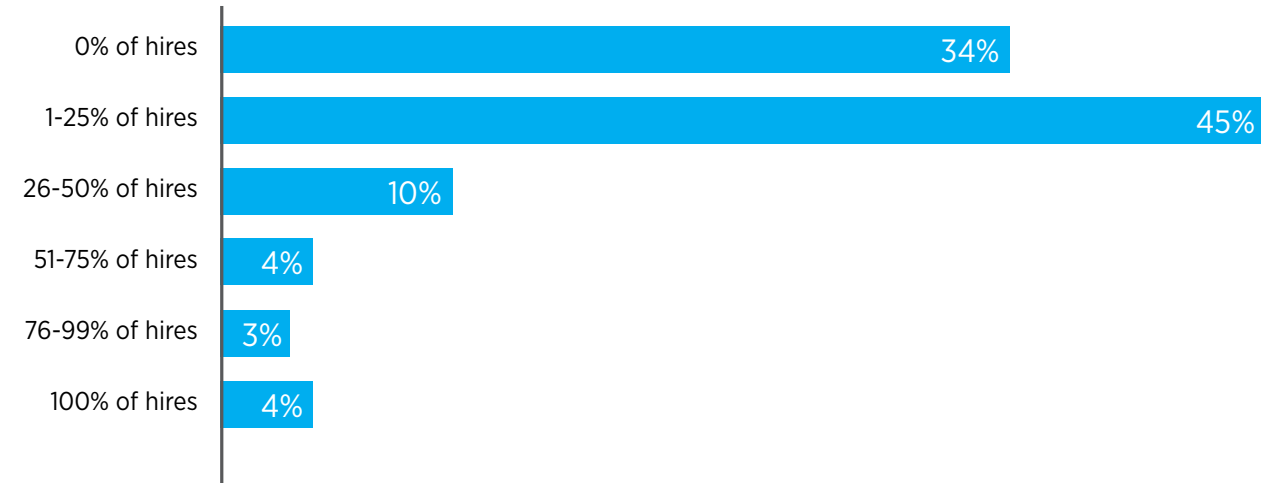


MANAGERS CONTINUE TO ADJUST SALARY OFFERS, BUT NOT ALL EMPLOYEES BENEFIT

Higher salary increases outside normal operating budgets are going toward securing a small pool of candidates with specialized skills. Two-thirds of managers have increased their salary offers beyond budget to entice candidates from other companies or take them off the open market. And while construction and information technology employers have consistently made larger-than-budgeted salary offers to acquire employees with coveted skills, the property sector offered the most above-budget salaries to secure new employees in 2018. While the salary increases helped secure skilled candidates, they're a short-term solution that could lead to friction among colleagues and doesn't adequately address the growing multi-industry skills shortage.

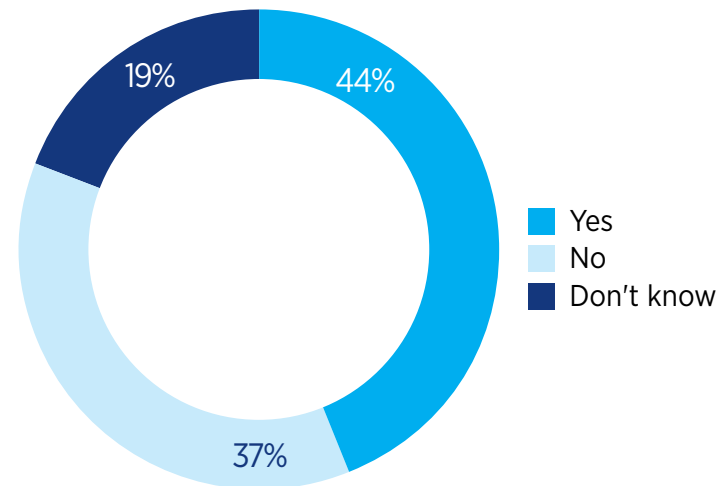
WORKFORCE TRENDS

In the last 12 months, in what percentage of cases did you increase the salary outside the budgeted range to secure a specific individual for a role?

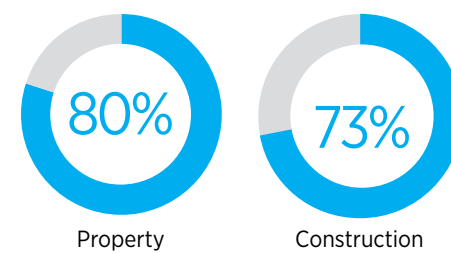


In 2018, employees in construction, life sciences, and information technology—all sectors with booming economic growth in 2018 and projected into 2019—were most likely to believe that their salaries were competitive, but less specialized workers were the least likely to feel them so. This is because the market is paying individuals with specialized skills significantly more at the expense of the general working population. Finding options to complement increasing salary offers to secure and retain talent can alleviate worker dissatisfaction and reduce the income gap.

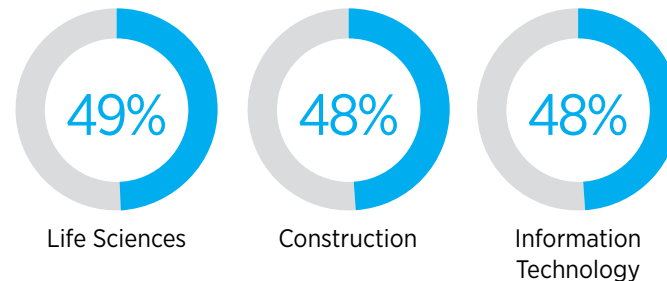
Do you think your own personal salary is competitive with the market average?



Most likely to have increased salaries to secure a specific candidate:



Most likely to say their salary is competitive:



AT A GLANCE

51% of employers will increase full-time headcount next year

28% of employers will increase contingent headcount

78% of employers say there is a moderate-to-extreme skills shortage in their industry

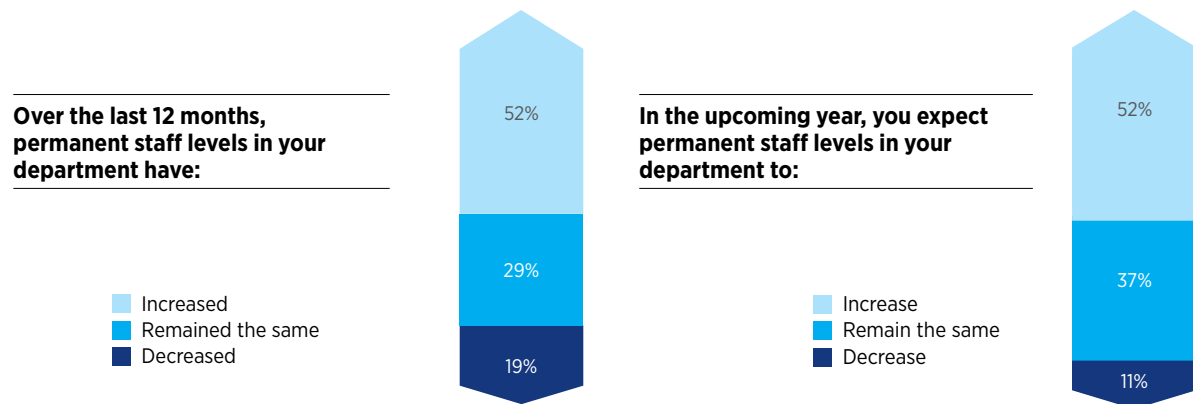
#1 reason for the skills shortage is the lack of training and development available

98% of employers say the skills shortage is negatively affecting business

81% of employers say their staff are experiencing moderate-to-extreme work pressure due to the skills shortage

HIRING CONTINUES IN ORDER TO MEET DEMAND, BUT PREDICTED TO PLATEAU

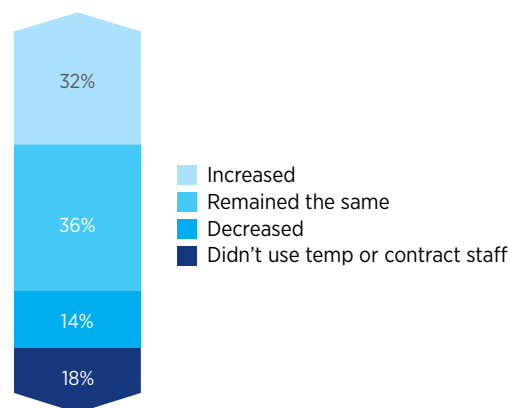
Predictions for 2018 appear to be course-correcting, with hiring levels plateauing and a lower expected decrease in staff. But despite a reasonably healthy economy, and ongoing skills and personnel shortages, one-fifth of employers decreased their workforce in 2018. As with 2017, nearly double the number of employers who saw reduced business activity dropped permanent staff. Fewer losses are expected next year.



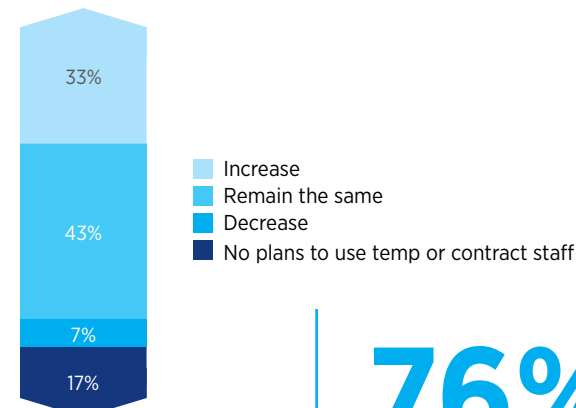
RELIANCE ON CONTINGENT STAFF IS STRONG, BUT DROPPING DESPITE BENEFITS OF AGILE WORKFORCE

While nearly three-quarters of employers still rely on temporary and contract staff to help take pressure off employers affected by the skills shortage, fewer do so than in 2017. Increases in employment did not reach predicted levels in 2018. Gains were overestimated by 10 percent, and the sharp rise seen in past years is dropping off, alongside a lower prediction for needed contingent staff in 2019.

Over the last 12 months, contingent staff levels in your department have:



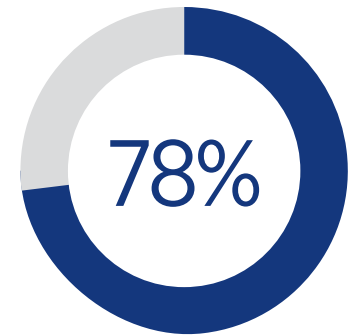
In the upcoming year, you expect contingent staff levels in your department to:



76%
of employers surveyed use temporary or contract staff

SKILLS SHORTAGES CONTINUE TO HAVE A SERIOUS IMPACT ON U.S. EMPLOYERS

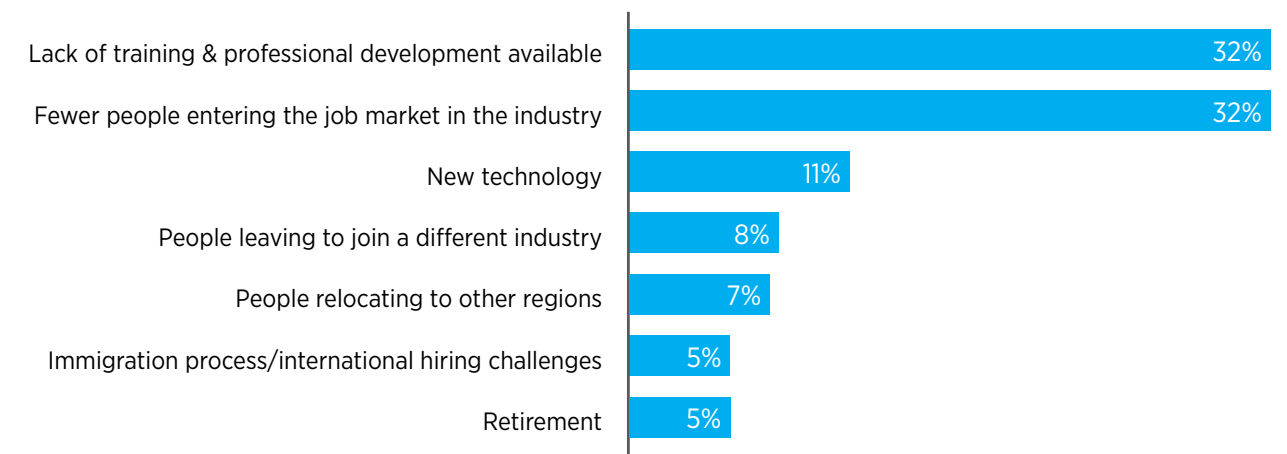
Nearly four-fifths of employers say they face moderate or higher skills shortages as the U.S. economy continues to expand. Construction remains the hardest hit sector.



78% of employers say there is a moderate-to-extreme skills shortage in their industry

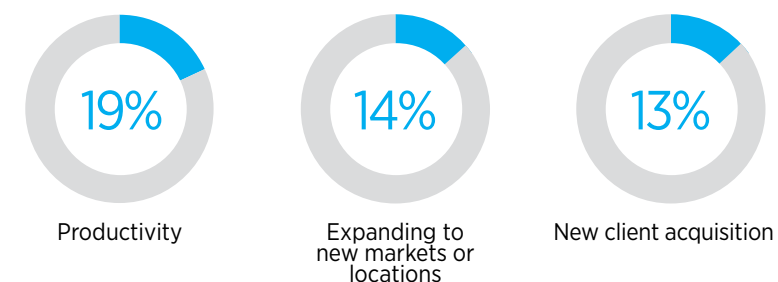
One-third of the industry blames lack of training and development most strongly for causing the skills shortage, while an equal third cites fewer people entering the job market as the culprit. The numbers remain all but unchanged from last year, with only negligible shifts in percentages year over year. Construction's largest issue continues to remain that not enough people are entering their industry, while tech employers still cite new technology as a barrier to hiring.

What do you think the main reason is for the skills shortage in your industry?



What is the true cost of the skills shortage?

The biggest areas affected are:



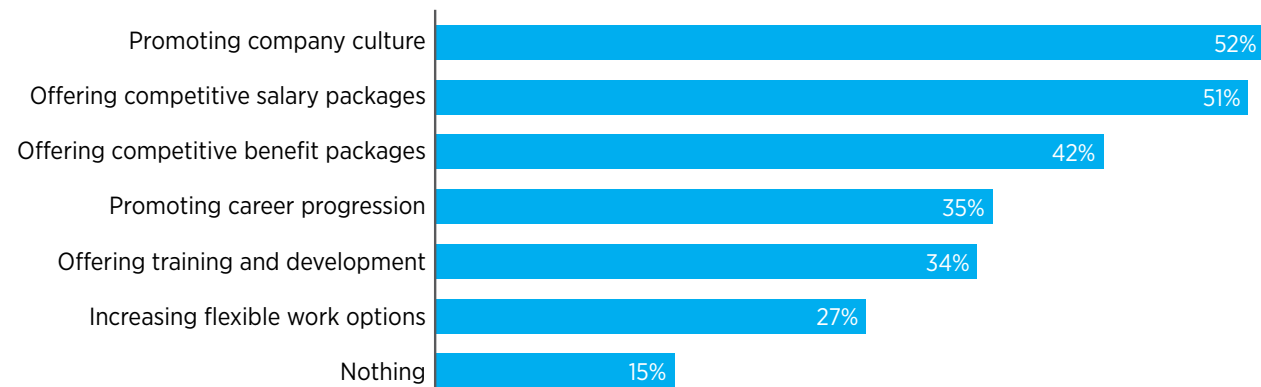
98%
of employers say the skills shortage is negatively affecting business

CULTURE, COMPENSATION, BENEFITS STILL TOP METHODS FOR CANDIDATE ATTRACTION

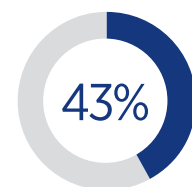
Employers continue to rely primarily on workplace culture alongside salaries and benefits to draw skilled staff to their companies. And while those are important aspects of attraction, many employers are still missing out on key areas: promoting career progression, and training and development.

With more than half of companies looking to add headcount in 2019, employers who highlight career growth opportunities will have a higher chance of appealing to the right candidates.

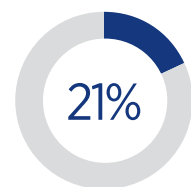
How are you making your company more attractive to top talent?



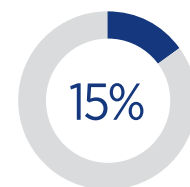
Where do employers feel the most competition comes from when trying to recruit top talent?



Companies that can pay more



Companies with better career growth/development



High profile companies/projects

#1

reason people left their last job was being laid off/terminated



Is compensation once again the biggest differentiator in the market?

Two times as many companies believe that the companies who can pay more are better at recruiting skilled talent. Candidates, though, are potentially willing to compromise on payment if it gets them the right combination of culture, career growth, and benefits.

MISMATCH BETWEEN EMPLOYER AND EMPLOYEE BENEFIT PRIORITIES

People are more passionate about the benefits that apply directly to their lives than broad or contingency categories of benefits. The best way to attract and retain employees is to listen to what benefits suit their individual needs.

What employees say matters most

- 1 3 weeks+ vacation time
- 2 401(k) contribution/matching
- 3 Health
- 4 Dental
- 5 Individual performance related bonus

What employers think is most important

- 1 Health
- 2 401(k) contribution/matching
- 3 Ability to work from home
- 4 3 weeks+ vacation time
- 5 Flexible work hours

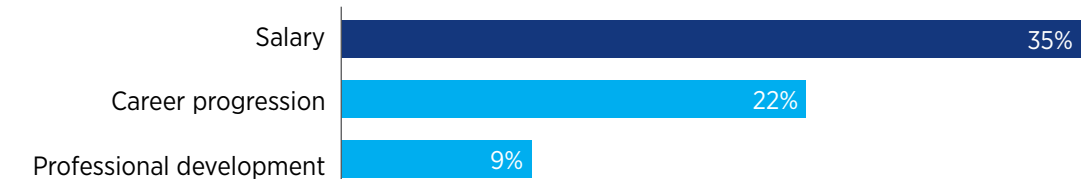
EMPLOYERS OVERESTIMATE THE IMPORTANCE OF SALARY FOR RETENTION

We're seeing a clear mismatch between what employers think people want from a new role and what individuals are telling us across industries. For instance, employers overestimate salary's importance by double its actual relevance to employees. As with hiring and benefits, employers need to rethink how they're looking at retention.

#1

benefit overlap is healthcare, but employers need to provide tailored benefits to their employees to retain them

What do you think is the main reason for people leaving the company?



Why did you leave your last company?



SALARY RANGES

The following pages provide a listing of the typical wages for the commonly filled roles for professional and skilled staff in Accounting & Finance, Construction, Information Technology, Life Sciences, and Property & Facilities Management.

We generally provide a range for each role. For ranges, the first figure indicates the minimum and the second the maximum salary level typically paid in each city or region. Where only one figure is reported, it represents the minimum wage for more senior positions that can have a very wide range and no clearly defined upper limit.

Salaries are expressed in U.S. dollars (thousands, annual gross) and do not reflect any benefits packages, bonuses, or any other arrangements between employers and candidates. While every care is taken in the collection and compilation of data, this report is interpretive and indicative, not conclusive.

This information should be used as a guide only.

Example table

Typical	New York	Texas
Audit Senior Manager	90-110	75-90
Audit Manager	80-100	65-80
Audit Senior	80-90	55-70
Audit Staff Accountant	60-65	55-65
Tax Senior	70-80	70-85



INFORMATION TECHNOLOGY



AT A GLANCE

47%

of IT employers will increase full-time headcount next year

70%

of IT employers say they face a moderate-to-extreme skills shortage

#1

reason for the skills shortage is a lack of available training and development

47%

of IT professionals say their salary is competitive

\$

8% of employers will increase salaries by more than 5% in 2019

64%

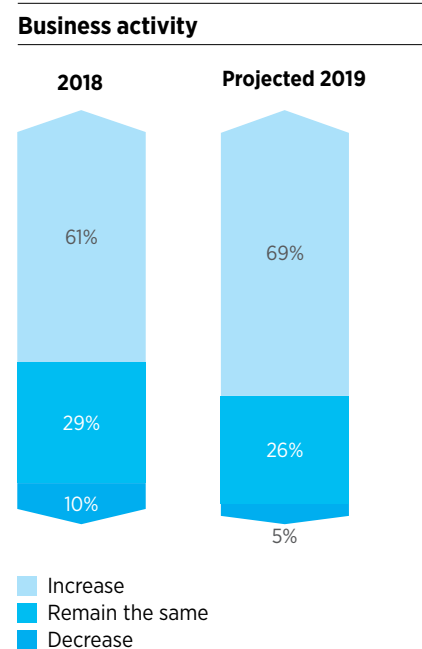
of IT managers have increased a salary offer to secure a specific candidate

SECTOR OVERVIEW

Technology continues to power all industries. Companies rely heavily on cloud architects and data engineers to centralize and distribute data. Information security engineers, network administrators, and an emerging group of cybersecurity specialists are being called upon to safeguard companies against large-scale digital attacks as effectively as possible. In the midst of the industry's push to expand deeper into data and network protection, employers are finding it hard to retain experienced talent, especially those in infrastructure and security.

MARKET INSIGHTS

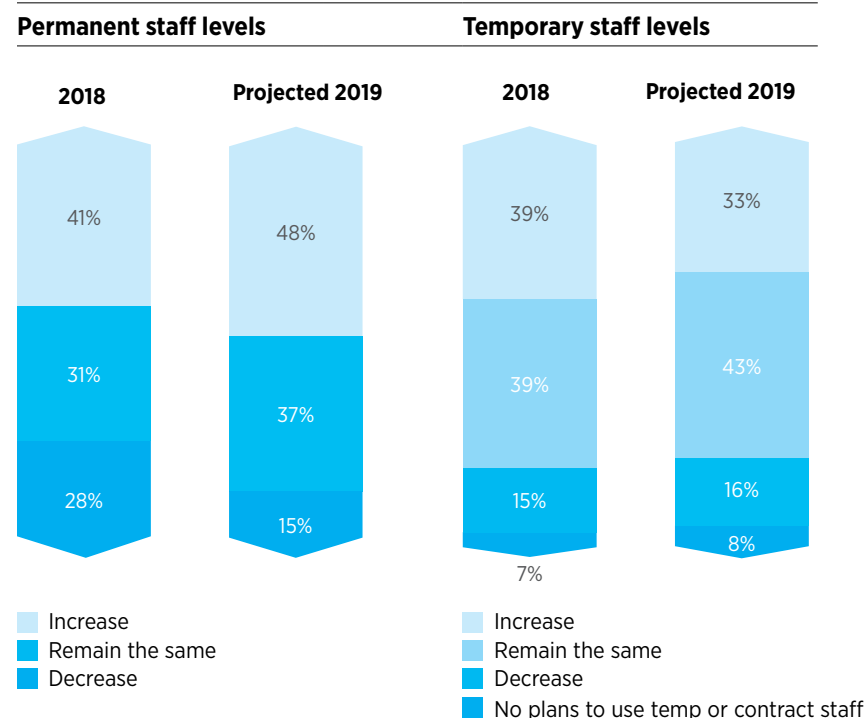
Technology departments nationwide continued to be busy in 2018, with two-thirds saying activity increased in 2018, and another two-thirds expecting it to be busier still in 2019.



51% of respondents say the economy will strengthen in 2019

HIRING TRENDS

In 2018, employers reduced their full-time staff to focus on contingent hiring. Looking ahead, employers are planning to raise their permanent staff levels once more and better balance out turnover in both full-time and temporary roles.



4% fewer employers say headcount will increase in 2019, compared with overall results

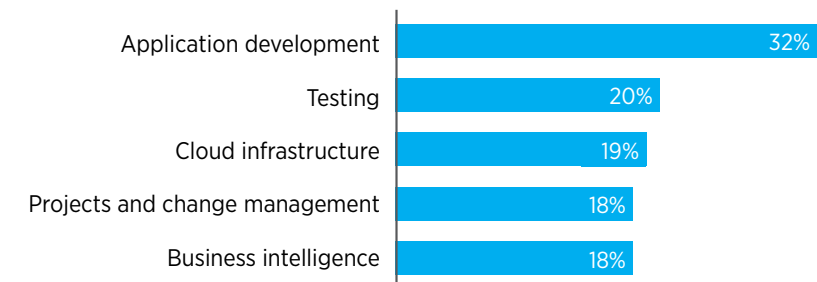
HIRING INSIGHTS

Application development and cloud infrastructure are highly sought by employers for both full-time and contract hiring. Expect fast hiring now and high turnover later as projects come to completion and employers shed contract positions.

In what areas are you hiring full-time employees in the next 12 months?



In what areas are you hiring temporary or contract workers in the next 12 months?

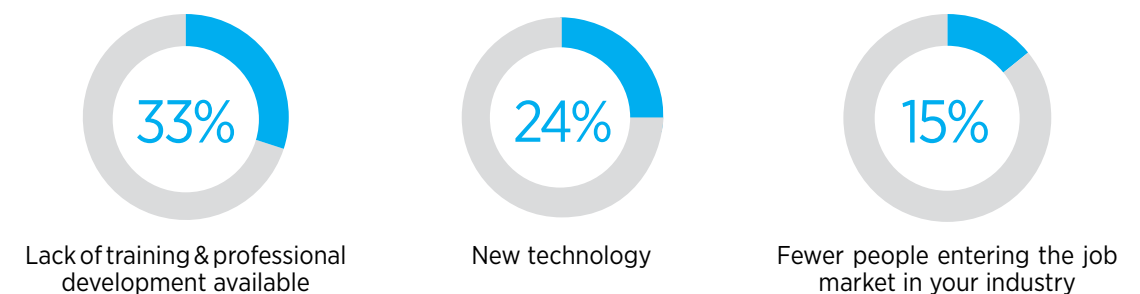


SKILLS SHORTAGE

With more than two-thirds of employers saying they face a moderate-to-extreme skills shortage, many companies are struggling to find the talent they need. When asked what was the main cause of the skills shortage, one-third cited the lack of available training, while a quarter say new technology is the main cause. As new technologies are developed and new skills required, the gap between training and employers' requirements will only increase.

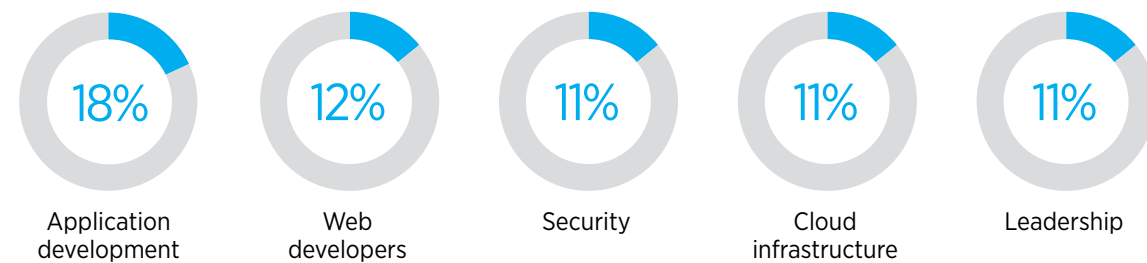
70% of employers say they face a moderate-to-extreme skills shortage

What is the main cause of the skills shortage?

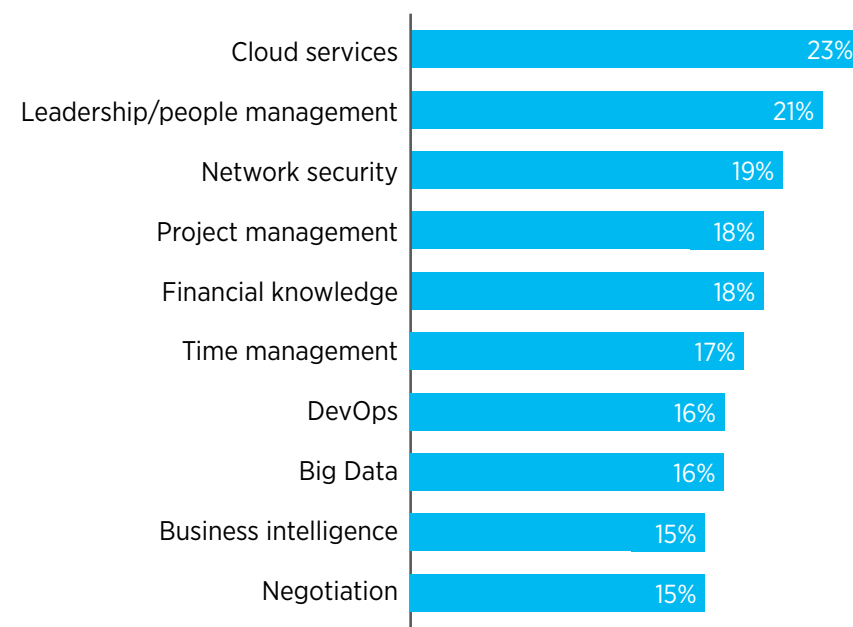


Technology and IT professionals with leadership capabilities remain the most difficult to find year over year. Employers can help upskill their team by providing better access and incentives toward internal or company-sponsored education.

Positions that were most challenging to hire for:



Skills that IT professionals are prioritizing for professional development



68%

of technology professionals say they are developing new skills to be better at their

63%

say they want to be more attractive for a new job

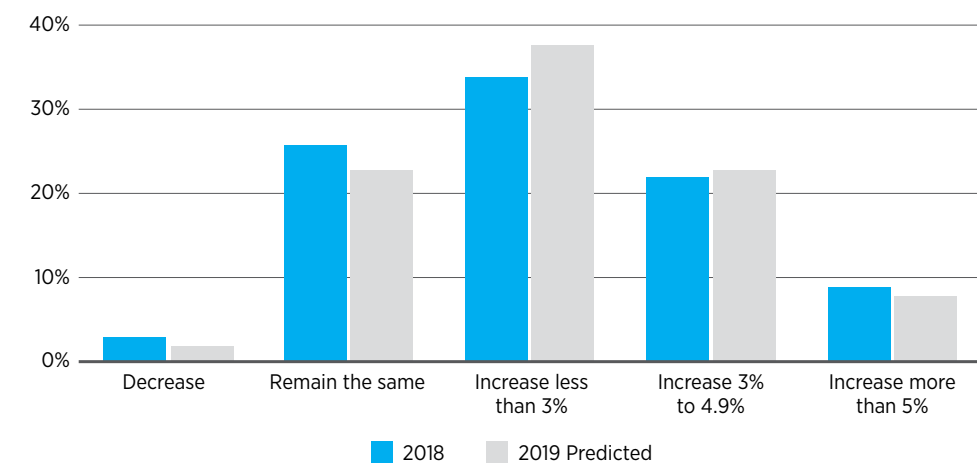
#1

way they're developing new skills is through self-education

COMPENSATION AND BENEFITS

Although there's a slight dip in salary increases in 2018 from the previous year, they're predicted to trend back upward in 2019. Employers were also more hesitant to grant increases of five percent or higher, which could mean an easing off on competing for skilled candidates on base salary alone.

How did salaries change in 2018, and how do employers expect them to change in 2019

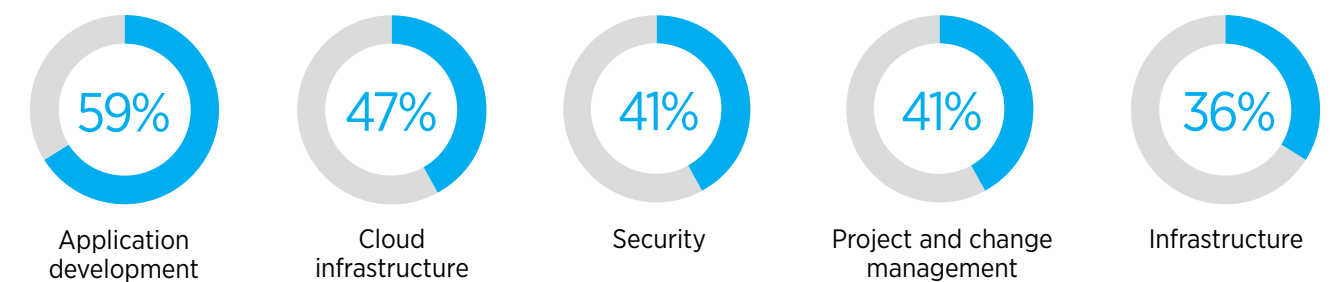


64%

of IT managers have increased a salary offer to secure a specific candidate in the last 12 months

Employers report high wage pressure in many areas, especially in roles with high demand and slow-growing talent pools such as app development, cloud infrastructure, and security.

Which roles are you experiencing the most wage pressure in?



Top five most common benefits





JOB SEEKER INSIGHTS

1. Strive for continual learning to stay relevant and in demand. Ask your employer to support your upskilling by paying for a bootcamp session, or introducing in-office mentoring. When job seeking, prioritize contracts or full-time roles that align with your long-term goals for staying at the forefront of new technology.
2. Don't neglect your soft skills. Employers are looking for team players and leaders who have the communication, problem solving, and business understanding to bring added value to the technology function or project.
3. Your network is an important source of new opportunities. Socialize with your peers, keep in touch with former employers, and check in regularly with your recruiter to access opportunities that aren't being posted on job boards.



EMPLOYER INSIGHTS

1. Why should a candidate want to work for you? Create a compelling vision of what makes your company a great place to work. Competitive compensation is important, but the right work environment, career opportunities, and benefits are also big factors.
2. Move quickly to secure the candidates you need to meet business objectives. Good candidates don't stay on the market long and, for many tech professionals, a lengthy hiring process remains one of their main job-seeking challenges.
3. Support employee training and development to attract, retain, and train the talent you need. Training and development programs can help you grow your own talent, stand out to candidates, and retain employees who feel valued and supported in their career goals.

Roles in Demand

.Net/Java developers

Security experts

Big data engineers

DevOps engineers

Cloud architects/engineers

Mobile app developers

AI/Machine learning engineers

Business Intelligence

Job title	Atlanta	Chicago	Dallas	Denver	Miami	New York
BI/Data Warehouse Architect	130-150	140-160	140-170	100-160	130-145	150-175
BI Manager	120-150	130-150	125-175	90-140	120-130	160-180
Data Manager	120-140	130-150	115-150	90-140	120-130	160-170
Information Manager	120-130	100-120	115-150	90-140	110-120	160-170
Database Designer	115-125	70-80	125-145	75-150	110-120	120-140
Database Administrator	115-125	80-100	80-120	75-150	105-115	120-140
Database Developer	95-110	90-110	75-125	85-120	105-115	120-130
ETL Developer	100-120	110-130	90-120	90-130	105-115	120-130
BI Developer	100-120	120-130	90-125	90-130	105-115	120-130
Performance Analyst	90-100	80-90	90-105	60-120	80-90	100-115
BI Analyst	90-105	90-100	75-110	60-110	85-95	90-110

Job title	Orlando	Raleigh	Richmond	Tampa	DMV*
BI/Data Warehouse Architect	125-135	115-130	105-125	110-130	145-175
BI Manager	130-150	120-135	120-135	115-125	130-150
Data Manager	130-150	100-120	105-120	105-115	120-150
Information Manager	105-120	120-130	100-120	105-115	120-150
Database Designer	90-110	100-130	100-125	100-115	110-140
Database Administrator	100-120	100-130	100-120	90-110	90-140
Database Developer	90-110	100-130	100-125	80-100	90-120
ETL Developer	90-100	95-115	90-115	85-110	120-150
BI Developer	110-120	95-120	90-115	80-95	120-150
Performance Analyst	90-100	85-100	60-85	75-85	100-130
BI Analyst	85-100	85-95	75-90	70-80	100-130

*DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

Cloud Infrastructure

Job title	Atlanta	Chicago	Dallas	Denver	Miami	New York
Enterprise Cloud Solutions Architect	150-170	160-180	150-200	120-200	140-150	150-175
Cloud Solutions Architect	140-160	140-160	130-160	120-180	140-150	160-180
Project Manager - Data Center Solutions	115-130	110-120	100-150	85-140	115-125	160-170
Sr. Cloud Solutions Engineer	135-155	130-140	120-145	100-160	125-135	160-170
Cloud Solutions Engineer	115-135	110-130	100-130	85-140	110-120	120-140

Job title	Orlando	Raleigh	Richmond	Tampa	DMV*
Enterprise Cloud Solutions Architect	140-170	130-160	130-150	120-150	140-170
Cloud Solutions Architect	130-150	130-150	130-150	110-130	130-160
Project Manager - Data Center Solutions	115-125	115-130	115-130	90-110	120-140
Sr. Cloud Solutions Engineer	130-150	100-130	100-130	95-120	120-140
Cloud Solutions Engineer	120-140	100-140	100-140	85-95	100-120

Security

Job title	Atlanta	Chicago	Dallas	Denver	Miami	New York
Information Security Architect	130-180	130-150	125-190	150-250	120-140	130-140
Information Security Manager	130-160	120-140	140-180	100-200	110-130	110-120
Information Security Software Developer	120-140	120-140	125-190	100-160	100-120	120-140
Information Security Engineer	115-135	110-130	115-155	100-150	100-120	100-120
Information Security Analyst	90-110	90-110	80-100	65-100	80-100	100-110
Information Security Administrator	80-100	80-100	80-115	50-90	70-90	90-100
Penetration Tester	100-140	80-100	100-170	65-125	60-80	90-110

Job title	Orlando	Raleigh	Richmond	Tampa	DMV*
Information Security Architect	125-150	120-150	150-200	105-120	140-160
Information Security Manager	105-120	130-160	150-200	105-125	120-140
Information Security Software Developer	125-175	120-130	110-130	95-110	110-130
Information Security Engineer	115-125	120-130	120-140	85-100	110-130
Information Security Analyst	85-110	80-90	100-120	70-85	95-110
Information Security Administrator	95-110	85-105	100-120	75-90	90-100
Penetration Tester	110-130	90-110	90-120	80-98	90-120

*DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

Development

Job title	Atlanta	Chicago	Dallas	Denver	Miami	New York
Development Director	150-170	150-160	150-190	100-160	140-150	150-175
Development Manager	120-150	130-150	120-140	90-140	120-130	150-165
Software Architect	140-160	130-150	120-150	100-175	115-125	150-170
Lead Developer	130-150	120-135	125-140	100-165	110-120	120-145
Sr. Developer	125-145	110-125	100-125	100-150	100-110	110-125
Developer	75-110	90-110	80-110	85-120	85-95	100-120
Jr. Developer	60-80	70-90	65-85	60-95	65-75	80-95
Mobile Developer - iOS/Android/Win	110-150	110-130	100-135	100-140	100-110	130-150
Web Developer - PHP/Ruby/Perl/etc	90-120	100-120	80-120	90-140	90-100	120-150
Front End Web Developer - HTML/CSS/XML/etc	80-110	100-120	60-135	90-140	80-90	115-130
Sharepoint Developer	100-125	120-140	95-135	90-140	100-110	130-150
Programmer - C/C++	100-120	120-130	90-100	80-120	90-100	125-145
Database Developer - MSSQL/PL/SQL	90-110	110-130	90-120	80-120	100-110	110-130

Job title	Orlando	Raleigh	Richmond	Tampa	DMV*
Development Director	130-160	135-150	135-150	130-150	175-200
Development Manager	120-140	125-135	125-135	110-125	150-175
Software Architect	120-160	125-135	125-135	100-115	140-170
Lead Developer	100-130	115-130	115-130	100-110	120-140
Sr. Developer	90-120	100-120	90-115	95-110	110-130
Developer	65-95	85-105	85-105	75-95	110-120
Jr. Developer	50-75	75-85	75-85	50-65	90-110
Mobile Developer - iOS/Android/Win	75-140	80-110	105-130	90-110	100-130
Web Developer - PHP/Ruby/Perl/etc	80-120	80-95	75-90	70-90	90-130
Front End Web Developer - HTML/CSS/XML/etc	70-110	80-100	75-100	70-85	90-120
Sharepoint Developer	100-130	80-100	100-120	80-95	120 - 150
Programmer - C/C++	70-85	80-100	90-110	65-80	90-110
Database Developer - MSSQL/PL/SQL	95-125	80-110	90-105	75-90	90-110

*DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

Infrastructure

Job title	Atlanta	Chicago	Dallas	Denver	Miami	New York
Infrastructure Specialist/Architect	130-150	130-140	120-150	90-160	120-130	100-130
Service Delivery Manager	120-130	110-130	110-125	90-140	120-130	100-130
Network Engineer	110-125	100-120	90-135	90-160	100-110	110-130
Server Support Engineer	85-95	80-100	70-105	65-100	80-90	90-100
Field Engineer	65-75	70-80	50-70	60-100	70-80	60-80
Service Desk Manager	70-80	90-110	70-100	65-100	80-90	100-125
Systems Administrator	80-95	80-100	60-95	60-95	85-95	90-100
Application Support Analyst	75-95	70-90	55-90	60-90	60-70	70-95
Desktop Support Analyst	40-60	60-80	35-60	30-60	45-55	40-70
Helpdesk/Service Desk Analyst	30-50	50-70	30-45	30-50	45-55	40-70

Job title	Orlando	Raleigh	Richmond	Tampa	DMV*
Infrastructure Specialist/Architect	110-140	120-140	120-140	95-105	110-140
Service Delivery Manager	100-120	110-125	110-125	65-80	100-130
Network Engineer	70-110	80-95	90-120	75-100	100-130
Server Support Engineer	60-70	80-100	80-95	65-75	70-90
Field Engineer	50-60	75-85	50-75	45-55	60 - 75
Service Desk Manager	60-85	65-80	70-90	60-70	80-110
Systems Administrator	60-80	75-95	75-95	65-80	85-105
Application Support Analyst	40-50	70-85	60-75	50-65	80-100
Desktop Support Analyst	40-50	55-65	50-65	40-55	40-60
Helpdesk/Service Desk Analyst	35-45	45-60	30-45	35-45	40-60

*DMV: Washington, D.C., Maryland, and Virginia.
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INTERVIEW
MARTY WILSON



MARTY WILSON
Director of Software Engineering
United Network for Organ Sharing



What is your company's outlook for 2019?

We have many projects coming down our pipeline in 2019. These include developing application program interfaces (APIs) that can easily be developed to transport data electronically, implementing new allocation policies, and ensuring that we are continuously populating our big data repositories with relevant data in which we can do research.

Which areas of your business or industry do you think will have the most growth and why?

We're growing our data analytics capabilities and our ability to provide data analytics and data reporting services to transplant organizations and medical societies. Not every transplant organization or medical society has the capability or staff that we do, and by partnering with them we can provide analysis and help identify opportunities with the goal of increasing transplants.

How is your industry changing and how is that affecting the skills in demand?

Over the last two years, we've built up API skills across the organization. There's a large demand for our systems to be usable on any device. Thus, mobile responsive design is a priority. I'm focusing my software engineering team to learn Angular and Bootstrap so we can make all of our systems responsive.

We hear from a lot of employers that attracting the best people is getting harder. How do you stand out to attract top talent?

First and foremost our mission is appealing to a lot of people. We're fortunate to be able to attract top talent as we're dedicated to saving lives. We also have an amazing company culture that focuses on work-life balance. And our benefits, especially our 401(k) matching, is extremely competitive.

Many employers struggle to retain their teams. What have you found successful in improving retention at your organization or on your team?

People want to learn new skills, and we give everyone the opportunity to learn new technologies like Angular, Bootstrap, and other progressive technologies. We also host Innovation "SONU" Events where software engineers can partner with other people to create innovative changes to our systems.

What advice do you have for the next generation coming up the ranks?

Pay attention to your resume and LinkedIn and make sure to include other experience that shows your work ethic. Don't be reluctant to leverage your networks. Learn how to open up to the world, get engaged in professional organizations, and various networking events.

“Learn how to open up to the world, get engaged in professional organizations, and various networking events.”

SALARY CHECKER

The latest salary data at your fingertips
hays.com/salary-guide/calculator/

Testing (functional)

Job title	Atlanta	Chicago	Dallas	Denver	Miami	New York
QA Analyst	80-100	80-100	60-95	70-100	60-75	65-80
Senior Test Analyst	90-110	100-120	70-100	80-110	70-90	75-85
Technical Lead	100-120	110-130	80-120	90-120	80-100	85-95
Test Analyst	80-100	80-100	60-95	65-95	60-75	60-70
Test Lead	100-120	110-130	80-120	80-110	70-90	75-85
Test Manager	120-130	120-140	95-130	100-140	100-115	90-110

Job title	Orlando	Raleigh	Richmond	Tampa	DMV*
QA Analyst	70-90	75-95	70-90	70-85	80-95
Senior Test Analyst	75-85	95-120	75-85	65-80	85-105
Technical Lead	100-115	110-125	100-115	85-95	95-115
Test Analyst	65-85	85-100	65-85	50-60	80-100
Test Lead	100-115	95-120	100-115	85-100	100-120
Test Manager	120-130	115-130	120-130	100-110	110-130

Testing (non-functional)

Job title	Atlanta	Chicago	Dallas	Denver	Miami	New York
QA Analyst	80-120	80-100	60-95	80-120	60-75	65-80
Senior Test Analyst	80-120	100-120	70-100	85-130	75-90	75-85
Technical Lead	100-120	110-130	80-120	90-130	90-100	85-95
Test Analyst	80-120	80-100	60-95	85-120	60-75	60-70
Test Lead	100-120	110-130	80-120	90-130	75-90	75-85
Test Manager	120-130	120-140	95-130	100-140	100-115	90-110

Job title	Orlando	Raleigh	Richmond	Tampa	DMV*
QA Analyst	70-90	75-95	70-90	45-60	80-95
Senior Test Analyst	75-85	95-120	75-85	55-70	90-120
Technical Lead	100-115	110-125	100-115	55-70	95-135
Test Analyst	65-85	85-100	65-85	55-65	90-120
Test Lead	100-115	95-120	100-115	65-75	100-120
Test Manager	120-130	115-130	120-130	85-95	110-130

**DMV: Washington, D.C., Maryland, and Virginia.
 All figures are expressed in thousand U.S. dollars and as annual gross salaries.*

Leadership

Job title	Atlanta	Chicago	Dallas	Denver	Miami	New York
CIO	200-400	150-170	180-250	150-500	225-275	200-350
CTO	200-400	150-170	180-250	100-400	175-200	250-400
IT Director	150-200	130-150	125-200	100-175	140-150	150-225
Chief Information Security Officer	150-250	140-160	150-250	150-400	140-160	150-200
Head of IT Security	150-200	140-150	130-190	100-350	120-130	150-180
Head of IT	140-175	140-150	110-180	100-300	130-150	160-180
Head of Development	140-170	140-160	125-175	100-250	130-150	150-180
Head of Infrastructure	130-160	130-150	90-170	100-250	130-150	150-160
Head of Service Delivery	130-160	130-150	110-150	100-250	130-150	150-160
Head of Business Intelligence	140-170	150-170	125-200	100-250	130-150	150-180
Business Architect	130-150	130-150	120-170	100-225	140-160	120-150
Enterprise Architect	130-160	140-160	125-175	100-225	140-160	140-170
Technical Architect	120-150	130-150	125-185	100-225	130-150	130-160
IT Manager	100-130	120-130	90-135	90-140	100-120	100-150

Job title	Orlando	Raleigh	Richmond	Tampa	DMV*
CIO	175-300	180-230	180-230	180-250	200-250
CTO	180-250	200-250	200-250	180-250	200-250
IT Director	130-150	160-220	150-180	130-150	160-200
Chief Information Security Officer	140-225	180-200	160-200	135-155	180-220
Head of IT Security	125-140	140-175	180-200	125-140	175-210
Head of IT	125-140	110-180	120-160	125-140	175-210
Head of Development	125-140	120-160	130-150	125-140	175-210
Head of Infrastructure	125-140	120-180	130-150	125-140	175-210
Head of Service Delivery	115-130	120-140	120-140	115-130	175-210
Head of Business Intelligence	125-140	130-180	140-160	125-140	175-210
Business Architect	120-135	110-150	130-150	105-115	150-180
Enterprise Architect	120-160	110-150	110-130	115-125	150-180
Technical Architect	120-145	110-150	110-130	105-115	150-180
IT Manager	100-130	95-135	120-150	95-115	130-170

*DMV: Washington, D.C., Maryland, and Virginia.
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Projects

Job title	Atlanta	Chicago	Dallas	Denver	Miami	New York
Program Director	130-170	150-160	140-180	120-350	140-160	150-200
Head of PMO	130-160	140-160	130-180	120-300	130-150	130-150
Portfolio Manager	120-140	120-130	125-150	120-200	130-150	130-150
Program Manager	120-140	130-150	110-135	100-200	120-140	130-150
Project Manager - Senior	115-130	110-130	100-125	85-160	100-120	125-140
Project Manager - Mid	100-115	90-110	85-100	75-125	80-100	110-120
Project Manager - Junior	80-90	80-95	70-90	60-90	65-80	90-110
Change Manager	110-130	100-110	85-115	85-115	90-110	120-130
Release Manager	110-130	100-115	90-125	85-115	100-120	120-130
Business Analyst - Senior	100-120	110-130	100-130	90-140	85-105	100-120
Business Analyst - Mid	80-100	85-100	80-100	70-120	70-85	90-100
Business Analyst - Junior	60-80	70-80	60-80	60-80	55-70	80-90

Job title	Orlando	Raleigh	Richmond	Tampa	DMV*
Program Director	130-200	120-140	120-150	115-135	150-200
Head of PMO	130-200	120-140	120-150	125-140	140-170
Portfolio Manager	110-120	110-120	110-135	120-130	140-170
Program Manager	115-140	110-120	120-140	105-125	150-180
Project Manager - Senior	90-120	95-120	110-130	95-110	120-140
Project Manager - Mid	80-95	85-95	95-110	75-90	100-120
Project Manager - Junior	65-75	75-85	85-95	60-75	100-110
Change Manager	80-95	95-110	90-110	65-80	100-120
Release Manager	80-95	90-130	90-110	65-80	100-120
Business Analyst - Senior	90-110	95-120	90-110	85-100	110-130
Business Analyst - Mid	70-85	85-95	80-95	70-80	90-110
Business Analyst - Junior	60-65	75-85	70-85	50-65	90-110

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Telecoms

Job title	Atlanta	Chicago	Dallas	Denver	Miami	New York
Program Manager	130-180	150-170	180-250	150-500	225-275	200-350
Project Manager	130-160	150-170	180-250	100-400	175-200	250-400
Project Coordinator	100-130	130-150	125-200	100-175	140-150	150-225
Business Analyst	100-130	140-160	125-250	150-400	140-160	150-200
IP & Ethernet Engineer	140-160	140-150	130-190	100-350	120-130	150-180
Network Deployment & Support Engineer	140-160	140-150	110-180	100-300	130-150	160-180
NOC/NMC Support Engineer	140-160	140-160	110-160	100-250	130-150	150-180
Provisioning Engineer	130-160	130-150	90-170	100-250	130-150	150-160
Voice & Contact Center Engineer	130-160	130-150	110-150	100-250	130-150	150-160
Network Capacity Planning Engineer	140-170	150-170	125-200	100-250	130-150	150-180
RAN/RF Engineers	130-150	130-150	120-170	100-225	140-160	120-150
Mobile Network Architect	130-160	140-160	125-175	100-225	140-160	140-170
OSS/BSS Solutions Architect	120-150	130-150	125-185	100-225	130-150	130-160
Product Manager	100-130	120-130	90-135	90-140	100-120	100-150

Job title	Orlando	Raleigh	Richmond	Tampa	DMV*
Program Manager	110-140	100-130	100-130	120-140	200-250
Project Manager	110-130	95-120	95-120	95-110	200-250
Project Coordinator	80-100	100-130	100-130	75-90	160-200
Business Analyst	90-140	80-100	80-100	80-90	180-220
IP & Ethernet Engineer	125-140	75-95	90-100	90-100	175-210
Network Deployment & Support Engineer	125-140	60-90	85-95	85-95	175-210
NOC/NMC Support Engineer	125-140	50-75	85-95	85-95	175-210
Provisioning Engineer	125-140	65-90	80-95	80-95	175-210
Voice & Contact Center Engineer	115-130	75-95	120-140	100-120	175-210
Network Capacity Planning Engineer	125-140	75-95	140-160	100-120	175-210
RAN/RF Engineers	120-135	80-100	130-150	105-115	150-180
Mobile Network Architect	120-150	90-120	110-130	115-125	150-180
OSS/BSS Solutions Architect	120-135	120-140	110-130	105-115	150-180
Product Manager	100-130	90-120	120-150	95-115	130-170

*DMV: Washington, D.C., Maryland, and Virginia.

All figures are expressed in thousand U.S. dollars and as annual gross salaries.

CONSTRUCTION

AT A GLANCE

60%

of construction employers intend to increase full-time headcount next year

88%

of construction employers say they face a moderate-to-extreme skills shortage

#1

reason for the skills shortage is fewer people entering the job market

48%

of construction professionals say their salary is competitive

\$

9% of construction employers will increase salaries by more than 5% in 2019

73%

of construction managers have increased a salary offer to secure a specific candidate

SECTOR OVERVIEW

The construction industry shares the same skills shortage as other industries, however, they're feeling a different crunch: an accompanying severe labor shortage. The biggest issue for the majority of hiring managers is insufficient or low quality applications. With a 35 percent increase over 2017 job gains, and 210,000 jobs added in 2018, it becomes increasingly difficult for employers to fill those roles and meet project deadlines, especially as 20,000 skilled employees age out annually.

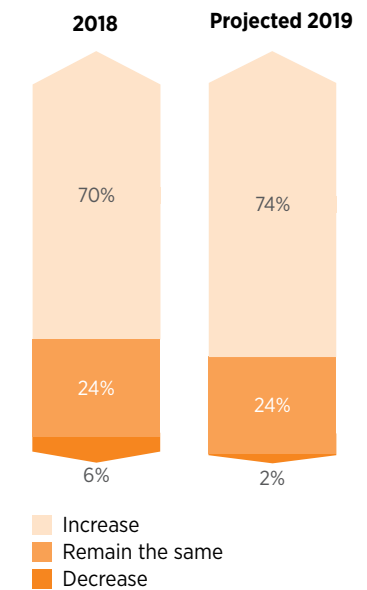
MARKET INSIGHTS

Construction respondents are some of the most confident about both business activity and economic outlook. Two-thirds say activity increased in 2018 and four out of five expect further increases. Only a small minority expect a decrease in business activity in the coming year. These numbers have remained relatively unchanged over the last few years, and increases in business activity show no sign of slowing.

74%

of construction employers say business activity will increase in 2019

Business activity



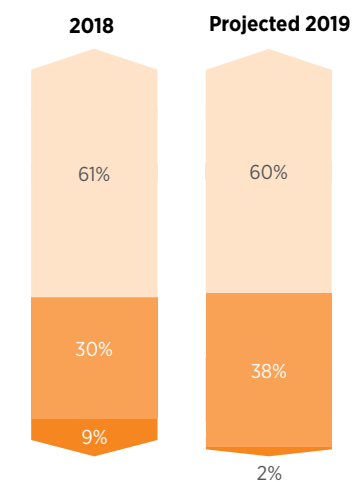
HIRING TRENDS

Nearly two-thirds of construction employers say they increased full-time headcount in 2018, giving them the highest hiring rate among all sectors. And they intend to do it again in 2019, though they're experiencing difficulty year over year in doing so given the already tight talent market. With too few skilled, trained staff entering the job market each year to meet demand those goals are going to be difficult to hit.

9%

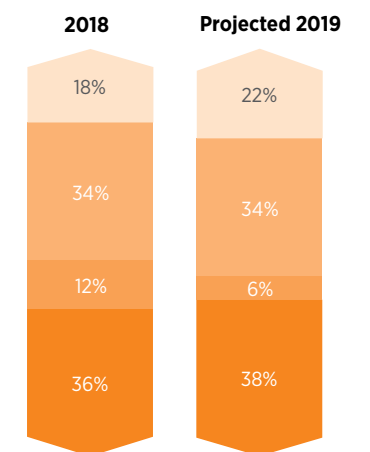
more construction employers say headcount will increase in 2019, compared to all other sectors

Permanent staff levels



Legend: Increase, Remain the same, Decrease

Temporary staff levels

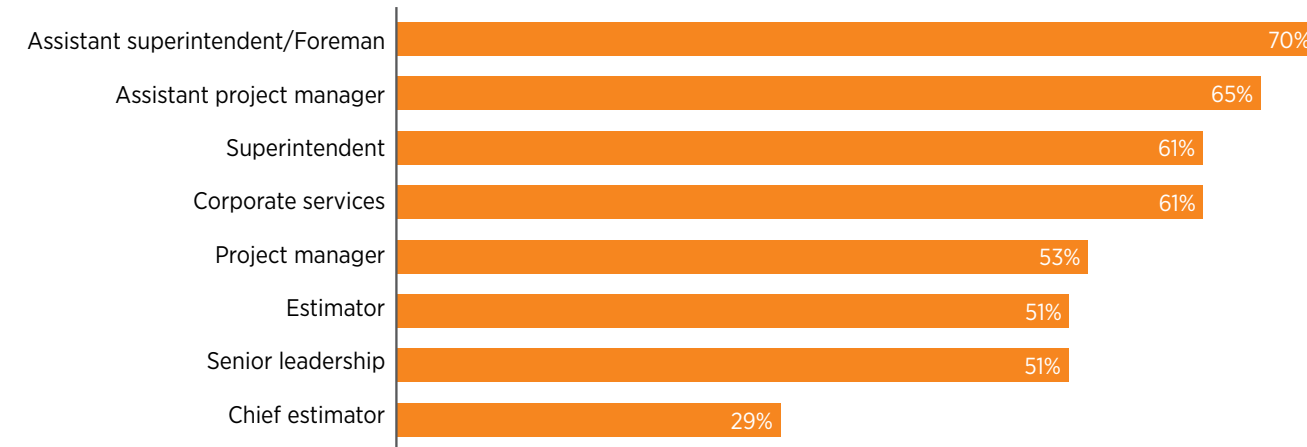


Legend: Increase, Remain the same, Decrease, No plans to use temp or contract staff

HIRING INSIGHTS

Hiring was widespread as employers race to meet the needs of an ever-growing industry. Assistant superintendents and foremen were top of the list, with superintendents, assistant managers, and project managers also being hired in high numbers.

In which areas did you hire in the last 12 months?

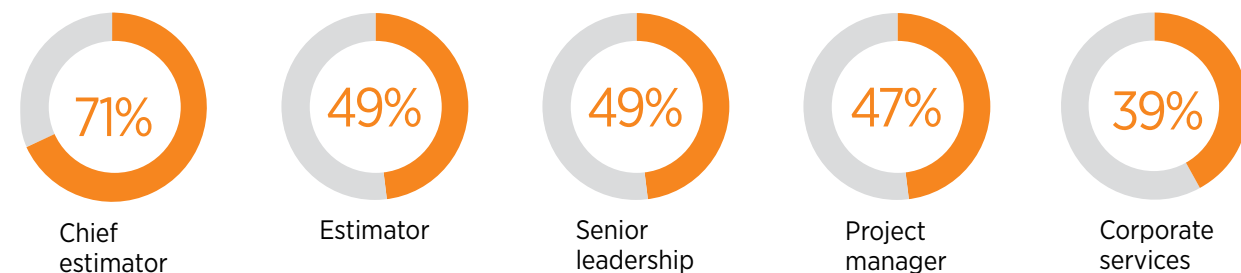


SKILLS SHORTAGE

Eighty percent of construction respondents say they face a moderate-to-extreme skills shortage—13 percent higher than the overall market average.

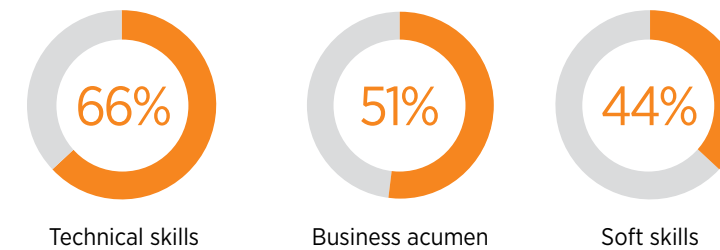
In previous years, employers weren't putting resources into hiring for positions with the most severe shortages. Now, we're starting to see those numbers balance out. Employers' priorities still aren't directly aligned with where their skills gaps are occurring, but it's encouraging that the top five positions employers hired for last year are where they most need to attract new talent. Sufficient candidates remain hard to find, so employers are going to have to establish broader talent networks and hiring pipelines in the months to come to snag skilled professionals as soon as they become available.

Positions that were most challenging to hire for:

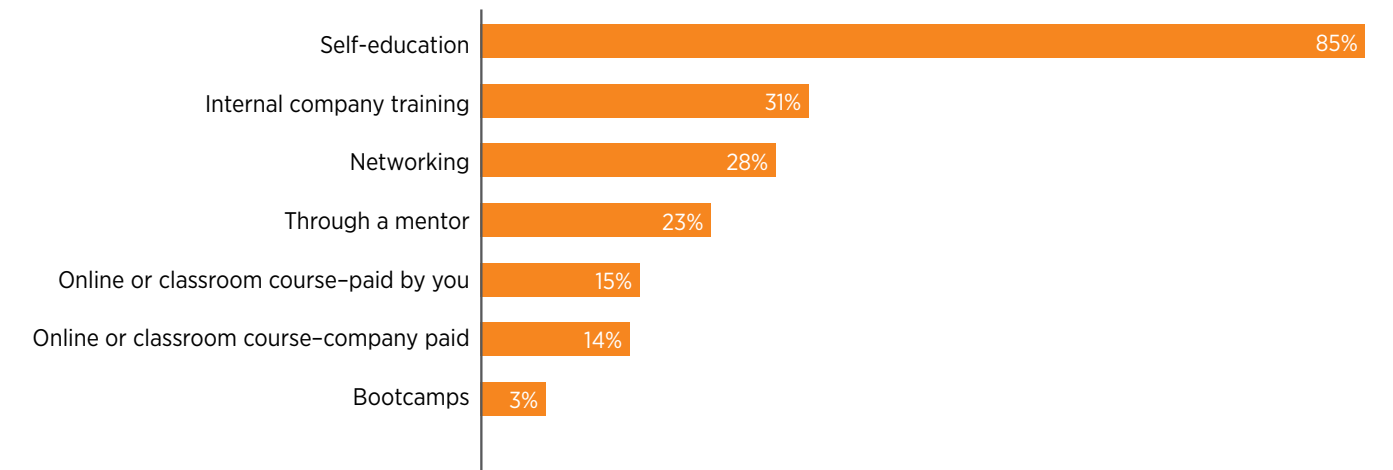


Many construction professionals are working to improve their skills, with the numbers up across the board. While technical skills are still where the primary focus lies, nearly half of employees are also working on developing soft skills. This helps both employees and employers in the long term, as it enables construction professionals to reach senior leader and executive roles – roles that are among the most challenging to hire for.

What skills are you working to develop?



How are you developing these skills?



Less than a third of candidates say they are learning through company training. With candidates for specialized roles in short supply, companies can't afford not to grow their own talent. If your company doesn't have training programs in place, start by establishing mentoring programs, job shadowing, and hosting lunch-and-learns. Assigning additional funding for external education to talented individuals who show promise is another excellent option, and can reap long-term dividends.

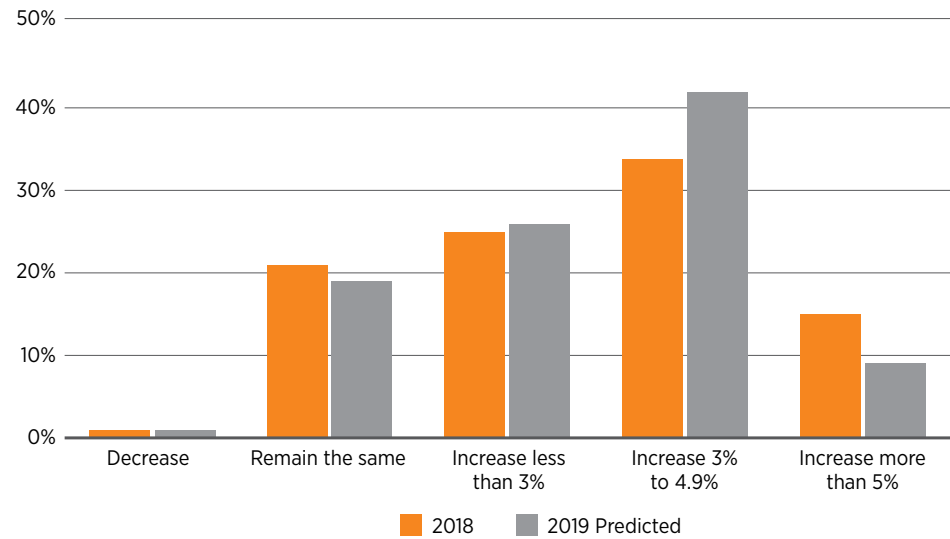
75%
of construction professionals say they are working on new skills to become better at their current job

#1
method for learning new skills is self-education

COMPENSATION AND BENEFITS

Construction employers are more likely than average to offer salary increases. While that trend looks to be slowing in 2019, a rise in salary increases above three percent seems to balance out the reduction in high-end raises.

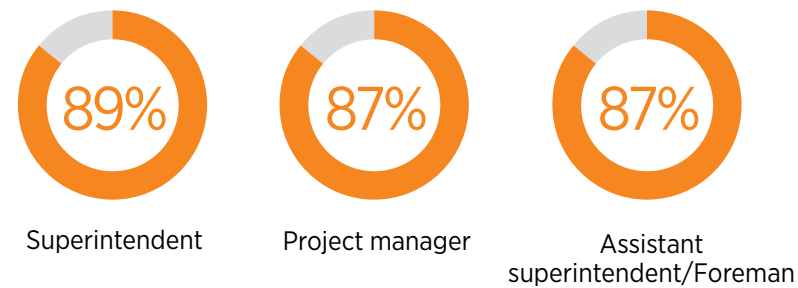
How did salaries change in 2018, and how do construction employers expect them to change in 2019?



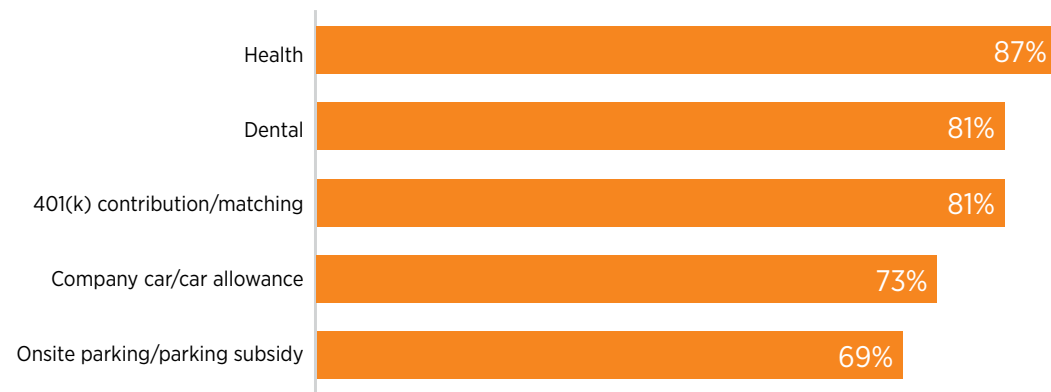
73%
of construction managers have increased a salary offer to secure a specific candidate in the last 12 months

2018 continued to show that the biggest wage pressure is felt in roles where there's high demand and equal shortage. However, construction employers should endeavor to find other ways to attract and retain, instead of focusing solely on salary. Only one firm can pay the most, so differentiating by offering better training and development, career growth, and benefits than the competition is important.

Which roles are you experiencing the most wage pressure in?



Top five most common benefits



Only **25%** of construction employers offer a signing bonus for targeted roles

BENEFITS MISMATCH

The general mismatch we see across sectors between the benefits employers expect their employees to want, and what employees actually need, is stark. Unlike the general trend for benefits mismatching cross-industry, in construction there's no direct overlap between what employees have and what matters most to them. Though not the most widely distributed benefits, the most highly valued are things like onsite childcare/childcare subsidy, personal development allowance, signing bonus/incentive, paid overtime, and paid sabbatical. So, as with general workforce trends, the best way for construction employers to attract and retain personnel is to offer the benefits that suit an individual's needs.



1. Employers appreciate candidates with diverse experience. Look for opportunities to learn new things and be part of new project types to become a sought-after candidate.

2. Focus on building internal and external relationships to drive your career. Your network and reputation are important as construction remains a "who you know" industry.

3. Take a long-term view when job seeking. Don't rush into a decision and look beyond base salary alone when evaluating an offer. Find a company that aligns with your values, has long-term career opportunities, and is the right cultural fit.



1. Move quickly when the right candidate comes along as they will often have multiple offers, and are unlikely to stay available for long. Consider taking a proactive approach to hiring by building talent pipelines, networking, using niche job boards to find better candidates, and inviting potential candidates to industry events.

2. Be open-minded about candidates that have gained experience working on other building types. Almost every sector has skills that are transferable across the industry, but many hiring managers focus on specific industries or experience, which narrows their talent pool.

3. In the race to pay the most, only one employer can take the lead. As well as competitive pay, sell your company, work environment, and career-development opportunities to stand out to candidates and create your unique employer value proposition. Salary matters, but it can be outweighed by effectively combining other factors.

Roles in Demand

Chief/senior estimators

MEP project managers

Experienced superintendents

MEP superintendents

Commercial expertise

Infrastructure expertise

Project Management

Project value <\$10M	Georgia	Massachusetts	DMV*	Florida
Project Engineer	55-65	40-55	55-65	50-65
Assistant Project Manager	65-80	55-75	65-80	60-70
Project Manager	80-110	80-115	85-105	70-90
Senior Project Manager	100-125	115-135	100-120	110-120
Project Executive	130-150	135-155	125-150	130-150
Vice President	140-170	160-180	150-180	140-175

Project value <\$10M	Illinois	New York	Virginia	Texas
Project Engineer	55-70	50-70	50-60	55-65
Assistant Project Manager	70-90	55-90	60-75	65-75
Project Manager	80-100	90-140	75-90	80-95
Senior Project Manager	100-120	140-180	90-110	90-115
Project Executive	130-150	180-220	110-130	120-150
Vice President	140-160	220-260	120-150	135-165

Project value \$10M-\$50M	Georgia	Massachusetts	DMV*	Florida
Project Engineer	55 - 70	45-60	60-70	60-65
Assistant Project Manager	70 - 85	60-75	70-90	70-85
Project Manager	90 - 110	120-135	90-105	85-100
Senior Project Manager	110 - 140	135-145	110-140	105-130
Project Executive	140 - 160	150-175	135-160	140-160
Vice President	150 - 180	175-200	150-200	160-175

Project value \$10M-\$50M	Illinois	New York	Virginia	Texas
Project Engineer	55-75	60-80	50-60	55-65
Assistant Project Manager	70-85	60-90	65-75	70-85
Project Manager	85-110	100-150	85-100	85-110
Senior Project Manager	110-140	150-190	100-120	110-130
Project Executive	140-165	190-225	120-140	140-165
Vice President	160-190	225-275	130-160	160-190

*DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

INTERVIEW
VITO CATALFIO



VITO CATALFIO
VP of Construction
Builtech Services, LLC



What is your company's outlook for 2019?

We have great momentum going into 2019, and we're excited about the future. Our company's main goals are to grow the multifamily, senior living, and critical services sectors of our business. We're also focusing on growing our southeast presence.

Which areas of your business or industry do you think will have the most growth and why?

We see the most potential growth in our MUR and critical facilities businesses. As new developments in the heart of urban centers slows, we're seeing a trend of transportation-oriented housing, targeting younger and older residents alike in suburban settings. Regarding our critical services business unit, which mostly focuses on data center construction and rehab of existing data centers, and with us being a technical service provider for ComEd here in Illinois, we are helping ComEd roll out its energy efficiency program, so we could not be more bullish on this market.

How is your industry changing and how is that affecting the skills in demand?

As the construction industry continues its comeback, new general contractors have entered the industry, creating a shortage of labor and a "race to the bottom" as these new companies and developers drive prices below market rates, creating unrealistic pricing that sparks a barrage of change orders, unhappy clients, further downward pricing pressure, and projects that wind up well above budget. Our staff must be more diligent than ever in assessing risk and properly servicing the client.

We hear from a lot of employers that attracting the best people is getting harder. How do you stand out to attract top talent?

We have a very strong team and family-oriented culture that focuses around six core values that inform everything we do: integrity, courage, passion, humility, trust, and respect. These values let us attract fantastic employees. We believe we offer both employees and clients the best of both worlds: an entrepreneurial environment along with the sophistication of an international-scale builder.

Many employers struggle to retain their teams. What have you found successful in improving retention at your organization or on your team?

Our team-oriented mindset keeps our staff excited about their jobs, and united. Our staff are heavily involved in the decision-making process, so decisions come from the team. We don't work in silos and there's a wealth of knowledge and experience our people bring to the rest of the team.

What advice do you have for the next generation coming up the ranks?

Stay focused on building your skills and show commitment to those you work with. Nobody likes a pure gunner—make sure you're someone that you would want on your own team. Work hard, but above all else be compassionate and respectful.

“Our staff are heavily involved in the decision-making process, so decisions come from the team.”

Project Management

Project value \$50M-\$100M	Georgia	Massachusetts	DMV*	Florida
Project Engineer	60 - 80	50-60	65-75	65-75
Assistant Project Manager	75 - 100	65-80	80-95	75-90
Project Manager	105 - 125	100-150	100-120	95-115
Senior Project Manager	130 - 160	150-170	120-150	120-150
Project Executive	150 - 175	170-200	160-190	160-180
Vice President	170 - 200	200-230	210-240	185-230

Project value \$50M-\$100M	Illinois	New York	Virginia	Texas
Project Engineer	60 - 80	60-80	60-65	60-70
Assistant Project Manager	75 - 90	70-100	75-85	75-90
Project Manager	10 - 130	100-160	100-120	90-120
Senior Project Manager	130-150	160-210	115-135	130-160
Project Executive	160-180	210-270	130-160	160-185
Vice President	170-200	275-325	170-200	180-220

Project value \$100M+	Georgia	Massachusetts	DMV*	Florida
Project Engineer	60 - 80	50-60	65-75	70-80
Assistant Project Manager	75 - 100	65-90	80-95	75-90
Project Manager	110 - 140	100-150	100-130	100-130
Senior Project Manager	130 - 160	150-170	140-170	130-160
Project Executive	165 - 200	170-210	175-225	170-190
Vice President	200 - 230	210-250	230-280	200-250

Project value \$100M+	Illinois	New York	Virginia	Texas
Project Engineer	60-80	60-80	60-65	60-70
Assistant Project Manager	75-90	70-110	75-90	75-90
Project Manager	110-130	120-175	100-120	100-120
Senior Project Manager	130-150	175-230	115-135	130-160
Project Executive	160-180	250-300	130-160	160-185
Vice President	180-220	275-325	170-200	220-260

*DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

INTERVIEW
JAMES RISO



JAMES RISO
Principal
Briarwood Organization



What is your company's outlook for 2019?

Construction here locally should remain pretty strong from what we see. We have a pipeline of jobs in Brooklyn, Bronx and the Queens areas, mostly in those outer boroughs. That pipeline consist of 650-700 units spread across seven buildings.

Which areas of your business or industry do you think will have the most growth and why?

The new construction area is growing. Rental and affordable housing are leading the industry. We are looking to expand our market rate residential portfolio.

How is your industry changing and how is that affecting the skills in demand?

Changes are coming due to an increase in policy initiatives, especially around safety. By December 1, all site super intendents are going to need 62 hours of Occupational Safety and Health Administration (OSHA) training.

We hear from a lot of employers that attracting the best people is getting harder. How do you stand out to attract top talent?

We've been around for a long time. Candidates know they could have a job for life when they see us on the market. We also pay well and on time. We have a family bond. And you are part of the family when you walk through that door.

“Candidates know they could have a job for life when they see us on the market. We also pay well and on time. We have a family bond.”

Many employers struggle to retain their teams. What have you found successful in improving retention at your organization or on your team?

Our family atmosphere and flexibility is key to retention. I leave my team to their own devices. You have your foreman that keeps track of the schedule for you and you can always count on the internal team to support your site needs. And I really listen to my employees. They can always come to me with any personal or work-related issue.

What advice do you have for the next generation coming up the ranks?

You need to educate yourself and be willing to work hard and learn on the job. School isn't enough. It only teaches how to retain knowledge but not enough emphasis on implementation. You have to take something from every job site. Every developer and builder does things differently.

INTERVIEW JULIE STRONG



JULIE STRONG
CEO
CIS Group



What is your company's outlook for 2019?

Our pipeline for Q1 2019 looks about average for us. Our projects are shorter-renovation projects that are one to six months in duration—so we don't have visibility on our work past Q1.

Which areas of your business or industry do you think will have the most growth and why?

Industrial and manufacturing renovations trend with the general economy, which has a positive outlook in 2019. We might see single digit growth, but we're not expecting much more than that.

How is your industry changing and how is that affecting the skills in demand?

Technological innovation often requires infrastructure changes, especially in critical manufacturing spaces for semiconductor, medical device, and defense. We expect this to continue.

We hear from a lot of employers that attracting the best people is getting harder. How do you stand out to attract top talent?

We try to keep our compensation in line with the market, but our ancillary benefits are more robust than our competitors (more paid time off, more flexible work arrangements, better healthcare benefits, better 401(k) matching, better incentive plan, etc.).

Many employers struggle to retain their teams. What have you found successful in improving retention at your organization or on your team?

Leadership development is key to building and maintaining high-performing teams. We have to equip leaders with the tools they need to lead their folks (communication skills, performance management, career development, mentoring, resolving interpersonal conflict, prioritizing and aligning with larger corporate goals, etc.). We also monitor employee engagement through anonymous surveys to get their feedback and keep an eye on how the teams feel.

“Leadership development is key to building and maintaining high-performing teams. We have to equip leaders with the tools they need to lead their folks.”

What advice do you have for the next generation coming up the ranks?

To quote Stephen Covey, Seek first to understand and then to be understood. Leadership definitely wants your insights and opinions, but make sure you offer them in the context of the current understanding of the issue, process, or problem. Speak tentatively until you know what you're talking about.

Don't be afraid to ask for clarification about things you don't understand. This is especially true if people are speaking confidently in acronyms and industry jargon: they are likely oversimplifying a complicated topic because they don't fully understand it themselves.

INTERVIEW JOSH WIENER



JOSH WIENER
President
SilverLining Inc.



What is your company's outlook for 2019?

We are expanding to \$85M, which is 15% growth over the last year. We are also expanding into the Hamptons and building an out-of-ground project.

Which areas of your business or industry do you think will have the most growth and why?

High-end interiors will continue to grow. Our reputation in the market is still strong. A lot of apartments need upgrades—even apartments that were done 10 years ago need new air conditioning, which can lead to an entire renovation to install the new system. There is also new technology on the market, like LED lighting, that people want in their homes. New AC and LED lights are good drivers of the market.

How is your industry changing and how is that affecting the skills in demand?

I don't think the industry is changing that much. Timeframes are getting tighter because co-ops are very restrictive. The Department of Building and Occupational Safety and Health Administration (OSHA) are adding requirements for safety training. By December 1, supervisors at certain job sites will be required to have 62 hours of safety training and workers will need 40 hours.

We hear from a lot of employers that attracting the best people is getting harder. How do you stand out to attract top talent?

We don't have too much of an issue attracting top talent because our company focuses on our employees' quality of life. We have good longevity and not much turnover. The issue we are finding is people don't tend to be qualified for top end projects that require a very fine eye in regard to level of finish. We also have issues finding candidates with a passion for the high-end residential work we do.

Many employers struggle to retain their teams. What have you found successful in improving retention at your organization or on your team?

We offer tremendous support for everyone. We have a track record of paying our subcontractors in a timely manner and they perform very well for us. Our goal is not to overburden any individual and give them enough support so they can accomplish their job. Our bonus structure and excellent medical plan are very effective in employee retention.

“Our goal is not to overburden any individual and give them enough support so they can accomplish their job. Our bonus structure and excellent medical plan are very effective in employee retention.”

What advice do you have for the next generation coming up the ranks?

Gain a real appreciation for the requirements of achieving exceptional results for how things are built and put together. Listen to the field guys and laborers—gain knowledge and respect for the tradespeople.

Superintendent/field operations

Project value <\$10M	Georgia	Massachusetts	DMV*	Florida
Assistant Superintendent	60-75	50-80	60-70	55-70
Superintendent	70-95	80-115	70-95	75-90
Senior Superintendent	90-100	115-140	90-110	90-110
General Superintendent	100-125	140-160	120-160	110-130

Project value <\$10M	Illinois	New York	Virginia	Texas
Assistant Superintendent	60-75	60-85	50-60	60-70
Superintendent	85-100	85-125	70-85	70-85
Senior Superintendent	100-120	135-160	85-105	90-110
General Superintendent	130-150	170-180	105-125	110-140

Project value \$10M-\$50M	Georgia	Massachusetts	DMV*	Florida
Assistant Superintendent	60-75	60-70	65-75	65-85
Superintendent	80-100	90-130	85-105	85-110
Senior Superintendent	90-125	140-170	100-125	110-130
General Superintendent	130-150	175-200	130-160	125-160

Project value \$10M-\$50M	Illinois	New York	Virginia	Texas
Assistant Superintendent	70-90	65-95	65-75	60-75
Superintendent	90-120	90-140	85-105	80-100
Senior Superintendent	120-140	150-175	95-120	100-120
General Superintendent	130-160	180-200	120-130	130-170

*DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

INTERVIEW
KEN NORTON



KEN NORTON
Senior Vice President
The Christman Company



“Find the right fit with a company whose values you share, and join a firm that will truly invest in you.”

What is your company's outlook for 2019?

We celebrate our 125th anniversary in 2019, and we're forecasting a very strong year, supported by a healthy backlog already in place. Our projected growth regions are the south-central US (Dallas/Fort Worth), midwest (especially Detroit), the southeastern U.S. (in both the Triad and Triangle), and the mid-Atlantic/Washington, D.C., area. We see added revenue opportunities arising both from these growing markets and with long-term clients.

Which areas of your business or industry do you think will have the most growth and why?

We continue to see growth in most of our key markets, particularly in healthcare, higher and K12 education, corporate office, data centers, industrial, power, and multi-family sectors. There are few sectors not positively influenced by the uptick in the U.S. economy.

How is your industry changing and how is that affecting the skills in demand?

In a word, sophistication. Technology continues to make strong inroads in our industry, with tools like augmented and virtual reality software. The traditionally hands-on tools and processes of the trade contractors we hire and manage are also becoming more sophisticated, with innovations such as robotics in brick-laying and anti-collision software to monitor position and movement of heavy equipment. This requires a different, broader skill set than in the past, which we address through a robust training program.

We hear from a lot of employers that attracting the best people is getting harder. How do you stand out to attract top talent?

We begin early. We use targeted on-campus recruiting (25-30 career fairs annually, 30+ interns each summer) at institutions offering programs at the top of our industry, and engage graduates of those particular colleges whenever possible. We operate a robust internship program allowing concentrated, real-world experiences. This provides us the opportunity to promote our "Be a Great Place to Work" core value early on.

Many employers struggle to retain their teams. What have you found successful in improving retention at your organization or on your team?

Effective team-building is a major part of our corporate values. Our Employee Stock Ownership Program (ESOP) is a great example, making each employee who has been with the company at least a year a partner in the enterprise. We provide a healthy range of benefits, focus on career development and on-going performance feedback, performance recognition programs, and local community engagement opportunities. We target continuous improvement through regular surveys among our team members—everyone has a voice, and we listen. It's never about "me," but rather always about "we"—that's the kind of team successful people want to be on (and stay on).

What advice do you have for the next generation coming up the ranks?

Think long-term. Find the right fit with a company whose values you share, and join a firm that will truly invest in you. Seek internship programs that will allow you to sample the career you envision for yourself in a real-world setting. And be willing to continue learning and readying yourself for what comes next. This is a great way to find your true passion within the industry and build an enjoyable, fulfilling career.

Superintendent/field operations

Project value \$50M-\$100M	Georgia	Massachusetts	DMV*	Florida
Assistant Superintendent	60-75	80-90	65-80	65-90
Superintendent	80-100	100-140	95-120	90-115
Senior Superintendent	90-125	140-170	130-160	115-140
General Superintendent	130-160	180-200	160-200	138-180

Project value \$50M-\$100M	Illinois	New York	Virginia	Texas
Assistant Superintendent	70-90	80-95	65-75	65-75
Superintendent	95-125	100-150	90-110	85-105
Senior Superintendent	120-155	160-200	100-125	110-140
General Superintendent	150-170	200-240	120-140	150-180

Project value \$100M+	Georgia	Massachusetts	DMV*	Florida
Assistant Superintendent	60-75	80-90	70-85	70-90
Superintendent	90-120	100-140	100-120	90-120
Senior Superintendent	120-150	150-170	140-160	125-160
General Superintendent	150-170	180-200	160-220	160-200

Project value \$100M+	Illinois	New York	Virginia	Texas
Assistant Superintendent	70-90	75-100	75-80	65-75
Superintendent	105-130	110-160	95-115	90-110
Senior Superintendent	130-160	180-225	120-140	120-150
General Superintendent	160-180	225-270	130-150	160-200

*DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

INTERVIEW
GREG GORDON & ADAM DUGAN



GREG GORDON
Owner
Gordon Highlander



ADAM DUGAN
CFO
Gordon Highlander



What is your company's outlook for 2019?

We have a very positive outlook for 2019. We are already making significant progress towards our 2019 goals with a solid backlog of projects.

Which areas of your business or industry do you think will have the most growth and why?

We continue to see growth potential across the board. Dallas/Fort Worth is a very strong market. Industrial and office interiors continue to be our main areas of focus.

How is your industry changing and how is that affecting the skills in demand?

Advancements in technology is rapidly changing the market. These affect how agile companies are, and how well their processes are engineered to remain competitive. Everything is becoming streamlined, from the consumer to deal making to development. As a contractor, if you can't adapt to these changes, you're not going to get far.

We hear from a lot of employers that attracting the best people is getting harder. How do you stand out to attract top talent?

Our business is more than just a construction company, it's a home for our entire team. Our mission statement and our values are the heartbeat of our culture. We provide competitive benefits for our employees and foster a strong community.

Many employers struggle to retain their teams. What have you found successful in improving retention at your organization or on your team?

It's essential to provide opportunities for people to grow and develop. The environment has to be thriving. Providing employees with very competitive salaries is also very significant.

What advice do you have for the next generation coming up the ranks?

Two things: knowing that they are valued, and understanding their self-worth. Make an investment and look for a company that really has something to offer. Be truthful and humble.

“Our business is more than just a construction company, it's a home for our entire team. Our mission statement and our values are the heartbeat of our culture. We provide competitive benefits for our employees and foster a strong community.”

INTERVIEW
JASON BOEKER



JASON BOEKER
President
Benchmark



What is your company's outlook for 2019?

Q4 is really busy for us in 2018 as our clients are trying to use their capital expenditure budgets. For 2019, we have already confirmed \$23M in contracts. We don't plan on developing new sectors or locations but we want to expand our growth in the Industrial market where we build commercial buildings on industrial sites.

Which areas of your business or industry do you think will have the most growth and why?

The work we do on industrial sites should offer more growth in 2019. Also, we have done a lot of work in the past on commercial office interiors for oil and gas clients—with this sector being a potential area of growth next year.

How is your industry changing and how is that affecting the skills in demand?

We have been working very hard on building our brand for the last four years. As a result, the relationships we developed are turning into tangible projects. This means we need to expand our team with an estimator. We also need to keep a steady flow of superintendents coming through our doors—especially those willing to travel outside the state of Texas, which is always a challenge.

We hear from a lot of employers that attracting the best people is getting harder. How do you stand out to attract top talent?

Having the right personnel is definitely one of the most challenging aspects of our business. One of the things we do is continually advertise specific roles. That way we can build a pipeline of potential candidates to tap into when we have a specific project we need to hire for. We also keep our efforts focused. We don't waste time engaging with people where we don't see a specific need in the business long-term.

Many employers struggle to retain their teams. What have you found successful in improving retention at your organization or on your team?

We work hard to create a team environment where everyone can have their say. As we are a smaller company, the VP and I operate an open door policy and we are available for the employees to express their ideas. We want them to feel valued and a key part of our team.

What advice do you have for the next generation coming up the ranks?

I would advise them to be more humble and patient with career progression. Learn as much as possible from your supervisors and the experience they have gained throughout their career in the construction industry.

“Learn as much as possible from your supervisors and the experience they have gained throughout their career in the construction industry.”

INTERVIEW
NICK LAUGHNER



NICK LAUGHNER
President
Welch HVAC



What is your company's outlook for 2019?

For our company, 2019 looks like a great year. We are really focusing on the North Dallas area and the growth is incredible here. Recently, the City of Frisco has been rated as the fastest growing city in the U.S. and Welch's niche is mechanical work in K-12.

How is your industry changing and how is that affecting the skills in demand?

Technology is definitely changing the mechanical industry. Design documents, file-sharing services, and even equipment, are going digital. An HVAC Tech being trained on gauges isn't enough anymore. Today's skilled trades have to be willing to keep learning to be able to keep up with the evolving tech.

We hear from a lot of employers that attracting the best people is getting harder. How do you stand out to attract top talent?

Take care of your team members because happy employees are productive employees. Even as a new start up, we have all the benefits in place to ensure that all our team is taken care of. We also provide internal training to help individuals adapt to the latest technologies and grow in their career.

“Take care of your team members because happy employees are productive employees.”

What advice do you have for the next generation coming up the ranks?

Never pass up an opportunity to learn. Be the go-getter with the right attitude. If you want to grow within your industry, you always have to be looking for learning opportunities. And that's not just with your assigned job or task but with the jobs or positions that you want. The soft skills are the golden ticket to growth.

Estimating

Project value <\$10M	Georgia	Massachusetts	DMV	Florida
Assistant Estimator	50-65	50-60	55-65*	50-70
Estimator	70-90	60-90	70-90	70-95
Senior Estimator	90-120	100-140	90-120	90-115
Preconstruction Manager	100-130	130-150	85-120	115-125
Chief Estimator/Preconstruction Director	120-150	150-170	120-140	125-135

Project value <\$10M	Illinois	New York	Virginia	Texas
Assistant Estimator	55-70	50-60	50-55	55-65
Estimator	70-90	60-90	60-80	70-85
Senior Estimator	90-110	100-165	80-105	90-110
Preconstruction Manager	95-115	145-175	75-100	80-110
Chief Estimator/Preconstruction Director	120-150	145-175	110-130	120-150

Project value \$10M-\$50M	Georgia	Massachusetts	DMV*	Florida
Assistant Estimator	55-65	50-60	55-65	50-70
Estimator	70-90	60-100	70-95	70-95
Senior Estimator	95-125	130-175	100-125	105-135
Preconstruction Manager	105-135	150-200	85-130	130-150
Chief Estimator/Preconstruction Director	130-160	175-225	130-155	140-160

Project value \$10M-\$50M	Illinois	New York	Virginia	Texas
Assistant Estimator	55-75	50-60	50-55	55-65
Estimator	70-110	60-100	60-80	75-95
Senior Estimator	100-140	130-175	80-105	95-115
Preconstruction Manager	100-140	150-225	75-100	90-130
Chief Estimator/Preconstruction Director	140-180	185-250	110-130	130-170

*DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

INTERVIEW
TIM WELCH



TIM WELCH
Vice President
Neu Plumbing



What is your company’s outlook for 2019?

Neu Plumbing is focused primarily on the new ground-up construction in the K-12 market. The Dallas/Fort Worth area is in a major expansion phase and Neu Plumbing is in a position where it can be very selective in the work it bids for while still bolstering its future pipeline of work.

How is your industry changing and how is that affecting the skills in demand?

As with many industries, new construction plumbing is seeing technology make major changes in communication, building processes, and plumbing systems. Innovative technologies are reducing the required labor and skill level to complete a project. Gas and domestic water systems require less skill to install as mechanical joint (crimped) piping systems are becoming more standard in new construction. Expectations from all levels of the construction leadership are shortening schedules and pushing the tradespeople to be more efficient, all these new technologies.

We hear from a lot of employers that attracting the best people is getting harder. How do you stand out to attract top talent?

We go out of our way to take care of all level of employees to build loyalty that never wavers in this competitive market. If any of our team members show interest in continuing their construction education, we are here to aid in that growth. We understand that there’s a need for construction personnel who can implement new technologies (Bluebeam, Plangrid, FileCloud systems) in their day to day tasks and we ensure they are always prepared.

“The idea is to have motivated leaders who can get our team excited and push for regular communication and increase the daily tempo.”

Many employers struggle to retain their teams. What have you found successful in improving retention at your organization or on your team?

We strive to instill our expectations and core values within our leadership team first. The idea is to have motivated leaders who can get our team excited and push for regular communication and increase the daily tempo. This mentality partnered with the availability of continuing education has been their recipe for success for the last six years. Building this type of corporate culture is key to employee retention and keeping our staff engaged.

What advice do you have for the next generation coming up the ranks?

Specifically, when speaking to the MEP market, the key is to deprogram the negative image of trade skills for the next generation. Young professionals can live a very rewarding life (without major debt from college) as a skilled tradesperson but that needs to be projected to them correctly.

LIFE SCIENCES

Estimating

Project value \$50M-\$100M	Georgia	Massachusetts	DMV*	Florida
Assistant Estimator	55-70	55-65	60-75	60-85
Estimator	80-100	70-110	85-100	85-115
Senior Estimator	100-130	150-170	110-135	120-140
Preconstruction Manager	110-145	180-225	100-140	140-160
Chief Estimator/Preconstruction Director	140-175	185-230	150-175	145-175

Project value \$50M-\$100M	Illinois	New York	Virginia	Texas
Assistant Estimator	55-75	55-65	55-65	60-75
Estimator	70-110	70-110	70-90	85-105
Senior Estimator	100-140	150-180	90-120	110-130
Preconstruction Manager	100-140	190-250	85-115	120-160
Chief Estimator/Preconstruction Director	140-180	200-250	125-145	150-190

Project value \$100M+	Georgia	Massachusetts	DMV*	Florida
Assistant Estimator	60-75	50-60	65-75	60-85
Estimator	80-110	80-120	85-100	85-120
Senior Estimator	110-140	120-185	120-150	115-140
Preconstruction Manager	115-160	180-225	110-150	145-160
Chief Estimator/Preconstruction Director	150-200	190-250	175-225	160-190

Project value \$100M+	Illinois	New York	Virginia	Texas
Assistant Estimator	60-85	60-70	55-65	60-75
Estimator	85-120	90-130	70-90	90-110
Senior Estimator	120-150	150-200	90-120	120-150
Preconstruction Manager	130-160	180-250	85-115	120-160
Chief Estimator/Preconstruction Director	160-200	250-350	125-145	175-215

*DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

AT A GLANCE

51%

of life sciences employers will increase full-time headcount next year

58%

of life sciences employers say they face a moderate-to-extreme skills shortage

#1

reason for the skills shortage is a lack of training and professional development available

48%

of life sciences professionals say their salary is competitive

\$

5% of life sciences employers will increase salaries by more than 5% in 2019

58%

of life sciences managers have increased a salary offer to secure a specific candidate

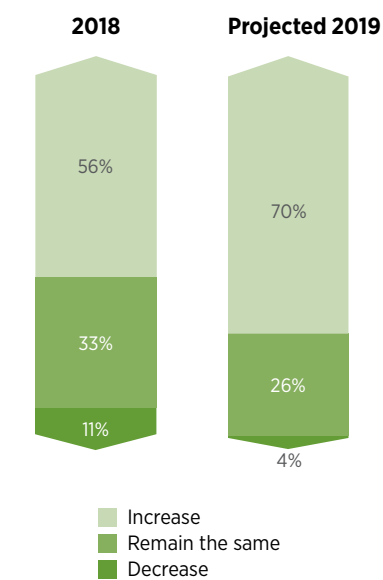
SECTOR OVERVIEW

Already on the leading edge of technological development, the life sciences industry spent last year looking at how big data analytics, cloud computing, and even the impact of artificial intelligence will affect big pharma and biotechnology. Sectors like the global oncology market are expected to reach \$120 billion by 2020. But all of that may come crashing to a halt if the industry can't fix its skills shortage.

MARKET INSIGHTS

Life sciences had the slowest growth and highest decrease in business activity of any sector in 2018. Life sciences employers are also the least likely to predict a strong economy in the next six-to-12 months. But their predictions for 2019 remain optimistic, just under the national average for an expected increase in business activity in the coming year.

Business activity



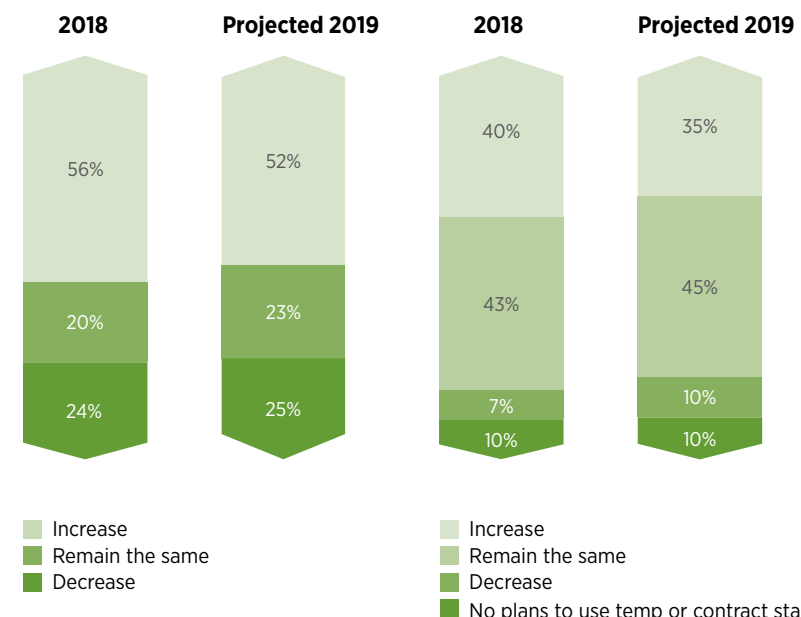
2% fewer life sciences employers say business activity will increase in 2019, compared with overall results

HIRING TRENDS

Many life sciences employers have started relying on a contingent workforce, with the number of employers who didn't rely on temporary staff expected to drop slightly in 2019. The replacement of permanent staff with temporary staff is a worrying trend despite growth in the sector, as employers continue to predict a quarter of their permanent staff numbers to decrease year over year. Much of that is due to layoffs, with more than a quarter of life sciences employees leaving their last position because they were terminated. These layoffs continue to occur during a period of massive skills shortages.

Permanent staff levels

Temporary staff levels

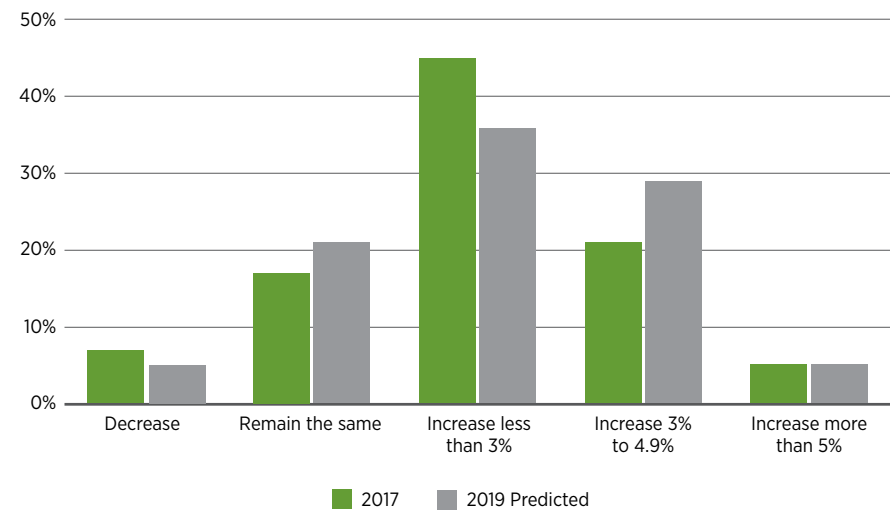


5% more life sciences employers say contingent staffing levels will increase in 2019, compared with overall results

COMPENSATION AND BENEFITS

Life sciences salary increases are in line with the national average, but employers here were second-to-least likely to increase salaries in 2018. When life sciences employers did increase salaries they were the most likely of all sectors to increase them by less than three percent. In the coming year, more life sciences employers are looking at keeping their salaries static, and switching to offering mid-range salary increases, signaling a general slowing of growth in life sciences, despite a staggeringly good year in 2018 in terms of new technologies being approved, and excellent financial gains.

How did salaries change in 2018, and how do life sciences employers expect them to change in 2019?



71%
of life sciences employers have increased a salary offer to secure a specific candidate in the last 12 months

Top five most common benefits



1. Invest in your own skills. Take courses or complete a certification, or look for new stretch assignments in your current role. Employers are looking for people who are committed to their own development, and every new skill is another point on your resume.

2. Be willing to compromise for the right long-term opportunity. Many workers are hesitant to make what they see as a lateral move, but sometimes a side step, or even a step down in seniority or salary, can be the critical move for long-term career growth.

3. Become an expert to boost your career potential. For example, demand is very high in oncology, so specializing in that area will mean more opportunities for you in the future. Talk to your recruiter about areas that are growing and how you can get the right experience to maximize your potential.



1. Sell your company culture to attract great candidates. The life sciences community is comparatively small and your employer brand and reputation are important. Candidates are looking for good leadership, work-life balance, and a pleasant work environment.

2. When a good candidate becomes available, be prepared to hire quickly. The most in-demand skills are not staying available on the market long, so a lengthy hiring process can mean fewer accepted offers.

3. Be open-minded about candidates that may not be an exact match for the skills and experience you are looking for. Consider hiring someone at a junior level and training them for the role. This allows you to fill the role quickly, and the person is more likely to stay with a company that demonstrates its investment in their career.

Roles in Demand

Clinical development

Car-T/
Hem-Onc
research
associates

Biostatisticians

Medical technicians

Mid-senior sales and BD

Clinical operations director and above

Regulatory professionals

Regulatory Affairs

Job title	National
Vice President, Regulatory Affairs*	240-280
Regulatory Affairs Senior Director	200-240
Regulatory Affairs Director*	160-200
Regulatory Affairs Associate Director	140-160
Regulatory Affairs Senior Manager	120-140
Regulatory Affairs Manager*	100-120
Regulatory Affairs Senior Associate/Specialist	80-100
Regulatory Affairs Associate/Specialist	60-80

Clinical

Job title	National
Clinical Project Manager	130-150
Clinical Data Manager	110-130
Clinical Research Associate	80-120
Clinical Trial Associate	70-90
AD Clinical Operations/Development	140-170
Director Clinical Operations/Development	160-200
Senior Director Clinical Operations/Development	200-260

Drug Safety PV

Job title	National
SVP/Head of Safety	300+
VP/Head of Safety	225-260
Executive Director Safety/Department Head	175-210
Director Drug Safety/Department Head	175-210
Associate Director Drug Safety	140-175
Manager/Team Lead Drug Safety	100-130
Senior Specialist Drug Safety	70-100
Specialist/Associate Drug Safety	70-100

**Bonuses of 10 to 20% are common
All figures are expressed in thousand U.S. dollars and as annual gross salaries.*

Health Economics & Market Access

Job title	National
Vice President, Market Access*	240-300
Director, HEOR	175-200
Director, Market Access*	175-200
Director, Reimbursement and Pricing	175-200
Manager, Market Access and Government Relations*	125-150
Manager, Stakeholder Relations	125-150
Manager, Reimbursement and Pricing	125-150
Manager, HEOR*	125-150

Patient Services

Job title	National
Manager, Patient Services*	90-115
Regional Nurse Case Manager*	100-125
Manager, Reimbursement *	80-100
Reimbursement Specialist *	60-85

**Bonuses of 10 to 20% are common
All figures are expressed in thousand U.S. dollars and as annual gross salaries.*

Quality Assurance

Job title	National
Vice President, Quality Assurance*	220-260
Quality Assurance Senior Director	180-220
Quality Assurance Director	150-180
Quality Assurance Associate Director	135-150
Quality Assurance Senior Manager	120-135
Quality Assurance Manager*	100-115
Quality Assurance Auditor	75-90
Quality Assurance Senior Associate/Specialist	70-90
Quality Assurance Associate/Specialist	50-65

Medical Affairs

Job title	National
Vice President, Medical Affairs*	250-350
Medical Director*	200-300
Medical Advisor*	175-250
Medical Science Liaison Manager*	140-175
Medical Science Liaison*	100-140

Biostatistics & SAS

Job title	National
Biostatistician	125-150
SAS Programmer	125-150

**Bonuses of 10 to 20% are common
All figures are expressed in thousand U.S. dollars and as annual gross salaries.*

Validation

Job title	National
Validation Consultant	40-70/hr*
Validation Manager	100-120
Validation Specialist	70-90

*Hourly rate

Sales & Marketing

Job title	National
General Manager*	270-390
Business Unit Head*	225-260
Marketing Director*	175-210
Sales Director*	175-210
Marketing Manager	140-175
Product Manager*	100-130
Specialty/Hospital Sales Representative	70-100
Sales Representative	70-100

**Bonuses of 10 to 20% are common
All figures are expressed in thousand U.S. dollars and as annual gross salaries.*

ACCOUNTING & FINANCE

AT A GLANCE

48%

of accounting and finance employers will increase full-time headcount next year

52%

of accounting and finance employers say they face a moderate-to-extreme skills shortage

#1

reason for the skills shortage is a lack of available training and development

42%

of accounting and finance professionals say their salary is competitive

\$

10% of employers will increase salaries by more than 5% in 2019

57%

of accounting and finance managers have increased a salary offer to secure a specific candidate

SECTOR OVERVIEW

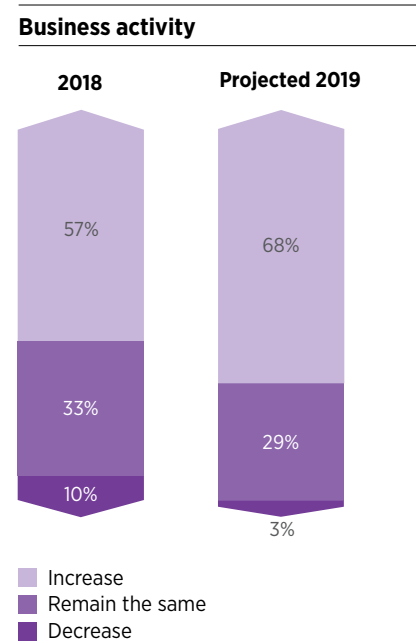
Despite continued heavy growth in multiple industries, accounting and finance personnel are seeing less money for the work they do.

Employers are slowing down the amount of money they're willing to spend on their people.

Many of whom don't know where their salaries stand within their industry. As a consequence, employees are leaving their current roles to go to better paying companies.

MARKET INSIGHTS

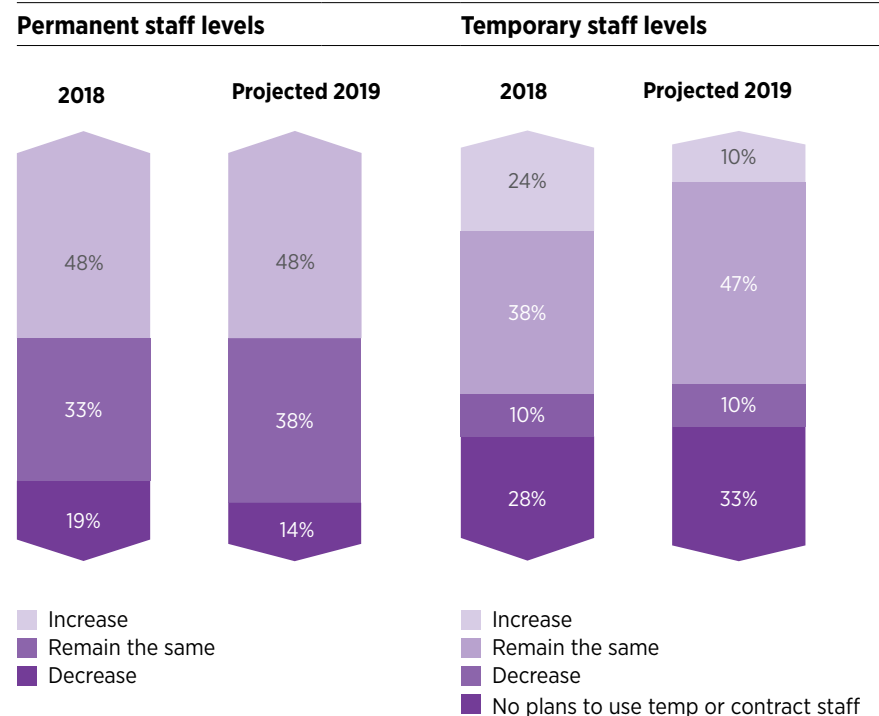
More than half of accounting and finance employers say business activity increased in 2018, and two-thirds expect further increases in 2019. This sector lags behind the overall average, but is still experiencing abundant growth and will likely be busy in the coming year.



4% fewer accounting and finance employers say business activity will increase in 2019, compared with overall results

HIRING TRENDS

Accounting and finance employers were more likely to keep their current workforce than the overall averages for hiring. The employers that increased headcount in 2018 numbered just under the national average. The predictions for 2019 indicate a similar point spread for full-time staffing, but temporary staffing is another story: Accounting and finance employers predict hiring contingent workers at 18 percent less than the national average in the coming year.

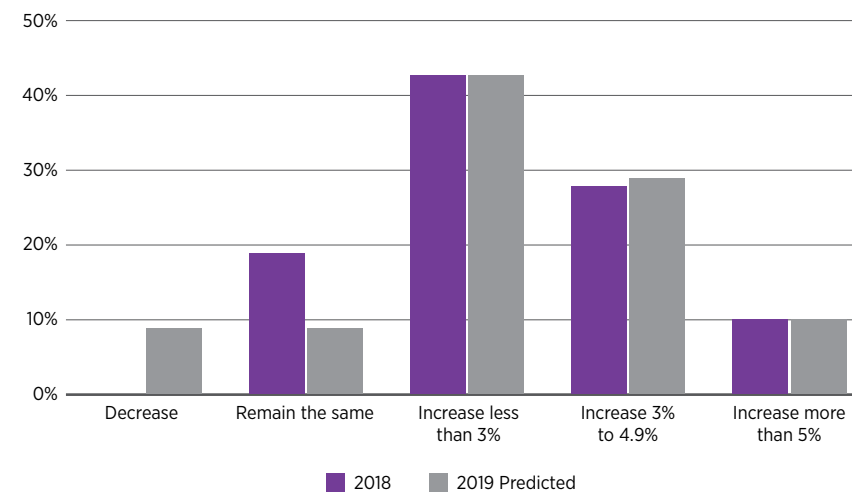


3% fewer accounting and finance employers say headcount will increase in 2019, compared with overall results

COMPENSATION AND BENEFITS

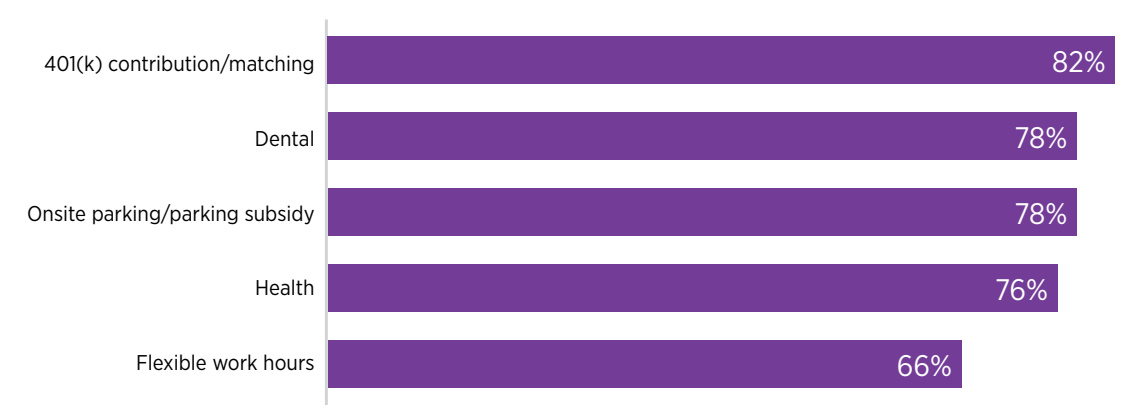
Four-fifths of accounting and finance employers increased salaries last year, though only one in 10 did so by more than five percent. They were the most likely to increase salaries by more than the national average, and raised salaries more than any other sector. Despite these ongoing increases, more than a third of accounting and finance professionals say they do not earn market rate.

How did salaries change in 2018, and how do accounting and finance employers expect them to change in 2019?



57% of accounting and finance managers have increased a salary offer to secure a specific candidate in the last 12 months

Top five most common benefits





**JOB SEEKER
INSIGHTS**

1. Become a specialist to increase your career opportunities. Whether it's a focus on a specific industry, such as construction, IT, or property, or taking a course or certification to further develop your skills, the right focus will help you drive your career. Talk to your recruiter about areas of growth, and how you can get the experience needed.

2. Look for opportunities for stretch assignments and new skill development. If you're not learning in your current role, ask for an opportunity to learn new skills, or ask if you can job shadow or job swap to expand your understanding. Be proactive in finding internal opportunities for variety and learning.

3. Don't underestimate the importance of your network. Take time to build relationships within your company, and externally through your networking groups, events, or conferences. When opportunities come up that align with your career goals, you'll have the connections to help you get where you want to be.



**EMPLOYER
INSIGHTS**

1. Promote your company and work environment to attract great candidates. Know what your employer brand is, and tell candidates why they should want to work for you. Sell the role and company at every stage of the hiring process to engage candidates, and find people that will be a great fit for your team.

2. Move quickly to secure the right person. We're increasingly seeing employers miss out on great candidates due to an unnecessarily long hiring process. Good candidates don't stay available for long so ensure your process is as efficient as possible.

3. Consider using contract-to-hire to find and secure the candidates you need. This approach has a faster time-to-hire, allows you to assess an employee's long-term suitability before taking them on full-time, and ensure that the desk is filled and workload is managed.

Roles in Demand

Construction/
project
accountants

Property
accountants

Controllers

Tax seniors

Cost accountants

Job title	Florida	Illinois	New York	Texas	Virginia	Washington D.C.
Chief Financial Officer	86-286	86-286	200-350	120-250	86-286	118-265
Vice President, Finance	84-223	107-220	150-250	90-150	107-220	127-215
Director, Finance	118-214	118-214	150-200	90-120	118-215	106-150
Corporate Controller	85-202	85-193	135-170	81-102	85-193	93-170
Assistant Controller/Accounting Manager	82-142	68-130	90-135	55-80	80-140	65-115
Director, Accounting	98-187	98-187	108-192	65-115	98-187	117-215
Senior Accountant	55-103	55-103	80-110	48-66	55-103	62-112
Financial Reporting Manager	95-149	95-150	120-140	72-85	95-150	101-155
Director, External Reporting	50-125	55-135	150-200	90-120	55-130	60-125
External Reporting Manager	20-100	96-105	120-150	72-90	20-105	60-115
Financial Planning/Analysis Manager	99-158	99-158	120-150	72-90	99-158	105-160
Senior Financial Analyst	73-117	73-117	95-105	57-63	73-117	78-123
Financial Analyst	56-94	56-95	80-95	48-57	56-95	60-100
Treasurer/Vice President, Treasury	40-120	98-112	150-220	90-132	80-155	75-150
Accounts Receivable Manager	45-72	45-72	70-90	42-55	45-72	45-72
Accounts Receivable Clerk	33-53	33-53	45-60	32-42	33-53	33-53
Accounts Payable Manager	55-86	55-86	70-90	42-55	55-86	58-91
Accounts Payable Clerk	30-50	30-50	45-60	32-42	30-50	34-53
Divisional/Property Controller	97-171	82-152	90-115	42-55	97-171	118-192
Senior Property Accountant	50-78	50-78	80-90	32-42	50-78	60-105
Property Accountant	40-71	40-71	60-80	54-70	40-71	50-70
Development Accountant	36-51	36-51	75-95	45-57	36-51	40-70
Senior Project Accountant	75-110	75-110	80-90	48-54	75-110	77-115
Project Accountant	40-70	62-95	60-80	36-48	62-95	64-100
Payroll Manager/Director	75-145	55-145	70-100	42-60	55-145	80-145
Payroll Specialist	35-61	35-61	65-75	39-45	35-61	44-72
Payroll Coordinator	42-82	42-82	45-55	32-40	42-82	46-83
Credit/Collections Manager	47-104	47-105	70-100	42-60	50-105	50-108
Credit/Collections Specialist	31-54	30-41	65-75	39-53	30-50	32-56
Construction Controller	97-171	45-105	90-180	63-108	50-100	118-192
Project Accounting Manager (Construction)	69-101	69-101	90-115	54-70	60-80	71-107
Staff Accountant	42-79	42-80	50-70	35-40	42-80	49-88
Senior Staff Accountant	50-93	50-93	65-95	46-67	50-93	60-104
Director, Tax	140-243	140-243	130-190	78-115	140-243	157-251
Tax Accountant	59-111	59-111	65-90	46-63	59-111	65-120
Bookkeeper	26-53	26-53	45-65	31-46	26-53	30-56
Full Charge Bookkeeper	34-70	34-70	65-80	46-56	34-70	37-70
Forensic Accountant	50-165	54-77	90-150	54-90	65-145	40-135
Cost Accountant	52-87	52-87	65-110	46-66	52-87	58-95

All figures are expressed in thousand U.S. dollars and as annual gross salaries.

PROPERTY & FACILITIES MANAGEMENT

AT A GLANCE

48%

of property and facilities employers will increase full-time headcount next year

82%

of property and facilities employers say they face a moderate-to-extreme skills shortage

#1

reason for the skills shortage is fewer people entering the job market

42%

of property and facilities management professionals say their salary is competitive

\$

9% of property and facilities employers will increase salaries by more than 5% in 2019

80%

of property and facilities managers have increased a salary offer to secure a specific candidate

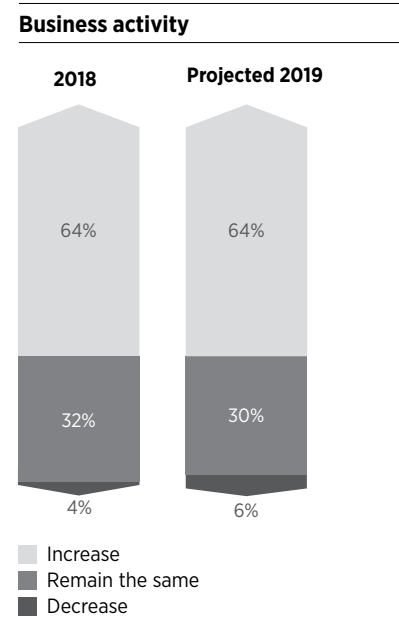
SECTOR OVERVIEW

The property and facilities management industry saw the largest retirement numbers last year.

To fill those roles, companies are paying higher salaries to secure exceptional staff: 10 percent of companies are offering above-budget salaries to entice 75 to 100 percent of their staff. Although retirement accounts for a fair chunk of the skills shortage, an overwhelming majority of the skills shortage is due to lack of training and fewer people entering the job market.

MARKET INSIGHTS

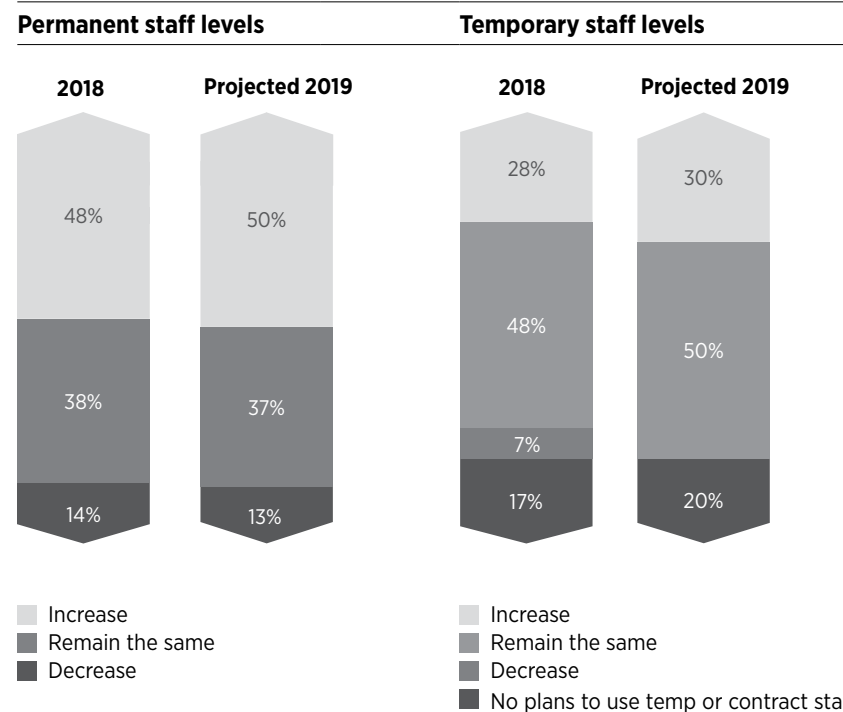
Two-thirds of property and facilities employers say business activity increased in 2018, which is equal to national results. Though looking ahead, property and facilities employers are less confident in what's coming, with prediction for a strong 2019 lower than the national average.



8% fewer property employers say business activity will increase in 2019, compared with overall results

HIRING TRENDS

Property and facilities employers report slightly slower hiring than the national average in 2018. The numbers are better when looking at predictions for 2019, with property and facilities employers anticipating just under half of employers hiring. Employers are also slightly less likely to use temporary or contract workers than the national average, with just over a quarter increasing contingent workforce in 2018.

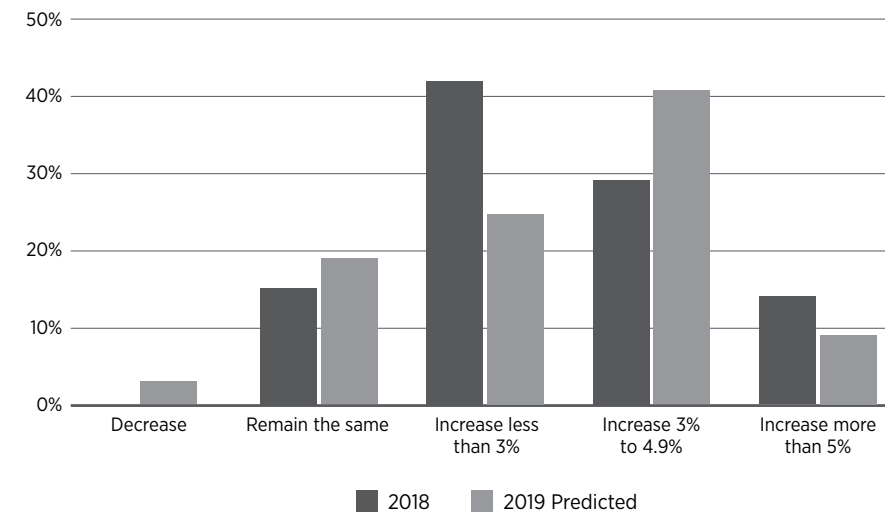


3% fewer property employers say headcount will increase in 2019, compared with overall results

COMPENSATION AND BENEFITS

Three-quarters of property and facilities employers increased salaries last year, and nearly half increased salaries by more than three percent, both of which are higher than average. Expect the same in 2019, with three-quarters of employers again offering salary increases, and half increasing their salaries by more than three percent.

How did salaries change in 2018, and how do property and facilities management employers expect them to change in 2019?



80% of property and facilities managers have increased a salary offer to secure a specific candidate in the last 12 months

Top five most common benefits





JOB SEEKER INSIGHTS

1. Add metrics, achievements, and data to your resume to stand out from the crowd. Replace generic statements such as “good at project management” with descriptions of what you’ve been able to achieve, including budgets, staffing numbers, square footage, and so on.

2. Invest time in your network. Relationship building is critical for your industry reputation and will help you find jobs, learn new skills, progress within your organization, and build your own team. Join industry groups, attend webinars, and engage online to build those connections.

3. Ensure your online presence aligns with your resume and professional reputation. Employers are looking at your LinkedIn profile, and will notice discrepancies. Add details that don’t fit on your resume such as past jobs and projects, volunteer work, and an extended personal statement.



EMPLOYER INSIGHTS

1. Find ways to attract college graduates and school leavers to build your own talent pipeline. For example, consider offering apprenticeships or paid internships. Bringing in junior people and training them up gives you the boots on the ground you need today, and the potential leaders of tomorrow.

2. Build your employer brand by sharing stories about your company and industry, and creating engaging content that shows why candidates should want to work for you. Stand out in a crowded market by showing examples of your great work environment, career paths, and overall culture.

3. Be proactive about finding and hiring for roles with skills shortages. Plan ahead to give yourself a buffer of time for hiring, and consider hiring qualified candidates as they become available, rather than waiting until you have an opening.

Roles in Demand

FM with accounting management

Amenities management

Building engineers & maintenance technicians

Healthcare facility management

Commercial Property Management

National	Low	Typical	High
Real Estate Manager	70-100	100-125	125-150
Vice President, Property Management	175-200	200-250	250-300
Director, Property Management	150-185	185-225	225-275
Senior Property Manager/General Manager (Commercial Office, Retail, or Industrial portfolio)	90-120	120-150	150-175
Property Manager (Commercial Office, Retail, or Industrial portfolio)	75-95	95-125	125-150
Assistant Property Manager	60-70	70-90	90-95
Property Administrator/Assistant	50-65	65-75	75-80
Tenant Services Coordinator	50-60	60-75	75-85
Leasing Manager	70-80	80-100	100-110
Leasing Associate/Administrator	40-50	50-60	60-80

Residential Property Management

National	Low	Typical	High
Director, Property Management	125-140	140-165	165-180
Senior Property Manager	90-110	110-125	125-165
Property Manager	65-70	70-90	90-110
Property Administrator	40-60	60-65	65-70
Maintenance Manager	70-90	90-120	120-135
Resident Manager	60-80	80-100	100-135
Leasing Representative/Agent	40-50	50-60	60-65
Leasing Associate	40-50	50-70	70-75
Maintenance Technician/Handyperson	45-55	55-70	70-80
Porter	45-55	55-60	60-70

Asset Management

National	Low	Typical	High
Vice President, Asset Management	150-175	175-250	250-300
Director, Asset Management	140-150	150-185	185-250
Asset Manager	90-100	100-150	150-200

All figures are expressed in thousand U.S. dollars and as annual gross salaries.

Operations and Maintenance

National	Low	Typical	High
Director of Maintenance	80-100	100-150	150-185
Maintenance/Engineering Manager	70-90	90-125	125-150
Maintenance/Engineering Supervisor	60-75	75-100	100-125
Chief Engineer	65-75	75-110	110-130
Building Engineer	55-70	65-80	80-100
Maintenance Technician	45-60	60-70	70-80

Facilities Management

National	Low	Typical	High
VP, Facilities Management	140-165	165-225	225-275
Director of Facilities Management	100-125	125-150	150-225
Facilities Manager	70-90	90-115	115-140
Assistant Facilities Manager	50-70	70-85	85-95
Facilities Coordinator	50-60	60-75	75-85

All figures are expressed in thousand U.S. dollars and as annual gross salaries.

YOUR STAFFING EXPERTS

We are the leaders in staffing; your trusted partner who will take the time to understand your unique culture and hiring needs. With our global reach, local market knowledge, and industry expertise, we match the right person to the right job.

ATTRACT THE BEST TALENT

Our Find & Engage model draws on the latest technology and data science techniques to give you access to the top talent and niche skills you need immediately

- ✓ Our active social network fuels your talent pool
- ✓ Our unique partnership with LinkedIn gives us the ability to access job seekers in real-time
- ✓ Our Hays powered database provides better visibility of hard-to-find skills
- ✓ Our experts specialize in building relationships to pipeline specific skill sets for maximum delivery

RECEIVE SERVICE EXCELLENCE

Our high quality, fast service gives you peace of mind that you're working with the best

- ✓ Your dedicated recruiter delivers a personal, tailored service
- ✓ Our expert staffers undergo extensive industry and staffing training
- ✓ Our staffing resources supply you with the best industry insight and hiring advice
- ✓ Our 360, full-cycle model provides you with a consistent, high quality service

ACCESS FULL SERVICE OFFERING

Our comprehensive range of services offer the complete solution for all hiring demands in your business

- ✓ Contract
- ✓ Contract-to-hire
- ✓ Full-time staffing solutions
- ✓ Payrolling services
- ✓ Managed Service Provider (MSP) and Vendor Management Systems (VMS)

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OUR OPERATIONS

U.S. PRESENCE

-300
Recruiting experts

17
Years in the industry

>1 million
Candidates in our database

70,000
Active job seekers

12
Offices

Nationwide Operations

OUR OFFICES

Atlanta
Chicago
Dallas
Denver
Houston
New York
Orlando
Raleigh
Richmond
South Florida
Tampa
Washington, D.C.

OUR SPECIALISMS

Accounting & Finance
Construction
Information Technology
Life Sciences
Property & Facilities Management

GLOBAL PRESENCE

33
Markets served

257
Offices & 10,978 staff worldwide

#1
Most followed staffing company on LinkedIn

50
Years in business

WORK WITH THE BEST

2018 Best Company Page on LinkedIn
2018 SIA's Largest Staffing Firms in the U.S.
2017 Best Company Page on LinkedIn
2017 SIA's Largest Staffing Firms in the U.S.
2016 #1 Most Socially Engaged Global Staffing Firm on LinkedIn
2016 SIA's Largest Staffing Firms in the U.S.
2015 SIA's Fastest Growing Staffing Firms

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