



HAYS Recruiting experts
worldwide

2021 U.S. SALARY GUIDE
**HIRING TRENDS &
COMPENSATION INSIGHTS**

Inspiring the new age of work

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1 | FOREWORD



EMPLOYERS WILL TRANSFORM CHALLENGES INTO OPPORTUNITIES OVER THE NEXT 12 MONTHS

2020 brought fierce winds of change. The unemployment rate jumped from 3.5 % in February to 14.7% in April and now in August to just under 10%. Although consumer spending dropped by 17%, it has now rebounded somewhat yet the strain on businesses remain. Markets faltered, businesses closed and an entire workforce was sent to remote working environments seemingly overnight. In no time in modern history have we faced simultaneously a public health and economic crisis. The effects have been felt through every part of our lives with the employment market being one of the most impacted areas. This year’s report will focus on many of the same areas as years past, to which you will see noticeable changes in some of our findings. However this year, we also highlighted new areas that are unique to our new reality i.e. employee mental health and wellbeing and remote working.

Despite all the challenges we have faced this year, companies still have a very bullish view on both the US economy and the labor market. Seventy percent of respondents have an optimistic long term employment outlook. Employers have had to be agile and look at new ways of doing things and potentially new markets to serve, which will create opportunity and demand for people. Many businesses have already began to pivot towards return to growth agendas and are looking at the skills and talent that will be needed to help them achieve their goals. Companies are looking at how they can retain their top talent through salary increases which 31% of our respondents plan to do. As well as, looking to make their remote or hybrid working environments permanent.

There has of course been a noticeable impact on the employment market itself and the availability of top talent. There are areas of the employment market that will be slow to rebound and in some cases may go away completely. There will need to be a concerted effort to reskill people in these areas to fill the ever increasing demand for expertise in the skillsets of the future.

However, there are other areas where the skills shortage remains. This year, 74% of our respondents said that there continues to be a talent shortage in critical areas which although down 10% from the year before, still shows in certain areas the right people are hard to find. The areas most cited to still have a shortage were in “digital skill” areas, cybersecurity, cloud computing and clinical research within Life Sciences. In these areas and others, the war for talent remains and employers will need to focus on strong candidate attraction strategies as well as investing in training to upskill new or prospective staff with the skills needed.

For the first time and understandably so, employees cited mental health and wellbeing as one of the most important factors in determining their happiness. Employee health and wellness cannot be ignored if companies wish to be successful. Addressing this issue through well-rounded benefits and stronger employee engagement strategies is a business imperative. A healthy and productive workforce is critical to navigating the challenges ahead.

The past year has tested business models, company culture, and employee resilience. The lasting impacts from this crisis won’t be known for some time but optimistically, I’d point out that we have lived through the sharpest and steepest GDP and employment decline ever and are already seeing positive signs in the areas we serve. I hope this report gives you some insight into the market as we see it today, and will help you make decisions on the next steps in your business planning or careers.

David Brown
CEO, Hays U.S.

METHODOLOGY

This survey was conducted from July 15th to August 3rd 2020 with a representative sample of n= 3130.

The survey was conducted online in English and has a two percent margin of error with 95% confidence level.

¹ Interim Economic Projections for 2020 and 2021. Congressional Budget Office.

2 | FINDINGS



Employees are eager to find their next opportunity

Fifty-one percent of professionals say they're serious about leaving their current role. Meanwhile, over a quarter said they planned to do so in the next three months. Despite disruptions like the pandemic, people are still eager to explore new opportunities, giving employers a chance to attract great candidates.



Companies are strapped for cash while candidates seek higher pay

The pandemic has forced even the most financially healthy companies to tighten their belts. But nearly half of respondents say salary is the main reason they'd leave their current role, so companies will need to get creative about how they recruit and retain employees.



There's been a slight improvement to the skills shortage – is it temporary?

Seventy-four percent of employers nationwide are dealing with a skills shortage in their industry, particularly in tech and digital skills. This is a 10 percent improvement from last year, but in a post pandemic economy where digital skills are more important than ever, this relief may only be temporary.



Remote work has complicated employee engagement efforts

Thirty-one percent of companies said maintaining employee motivation and engagement in a remote work environment has posed a challenge. Reduced employee engagement leads to higher turnover and decreased performance, which can be especially detrimental in today's economic climate.

RECOMMENDATIONS



Invest in recruitment marketing to attract unsatisfied candidates

Twenty-eight percent of companies say local competition for talent has been their biggest hiring challenge. These companies should invest in stronger recruitment marketing to attract the over 50 percent of candidates who say they're interested in changing jobs over the next three months. Employers will also need to have a strong employer brand that can be showcased in their recruitment marketing efforts.



Reevaluate and refresh employee benefits to improve retention offerings

Nearly half of respondents say their salary is the main reason they'd leave their current role. That said, it isn't the only reason. Cash-strapped employees report that the most important benefits to them are receiving over 3 weeks of vacation time, 401k matching, and the ability to work from home. Fortunately, 41% of employers are planning to make remote working options as part of their normal practices.



Implement a reskilling and upskilling strategy

The pandemic has accelerated market trends, meaning employee skill sets that were nice-to-haves have quickly become must haves. Employers need to proactively create reskilling and upskilling programs and address the skills shortage through a combination of recruitment and internal development.



Adapt employee engagement and workplace culture strategies to a distributed workforce

Employers can't afford turnover and reduced performance in the current economic environment. They must adapt their current employee engagement plans to focus on elements like effective communication, one-on-one check-ins, and enhanced work-from-home tools.

3 | CURRENT STATE OF THE MARKET

This year, seventy percent of employers said they are feeling optimistic about the U.S. future employment outlook. While 36% of employers describe their current organizational phase as business as usual, 24% are currently in recovery mode.

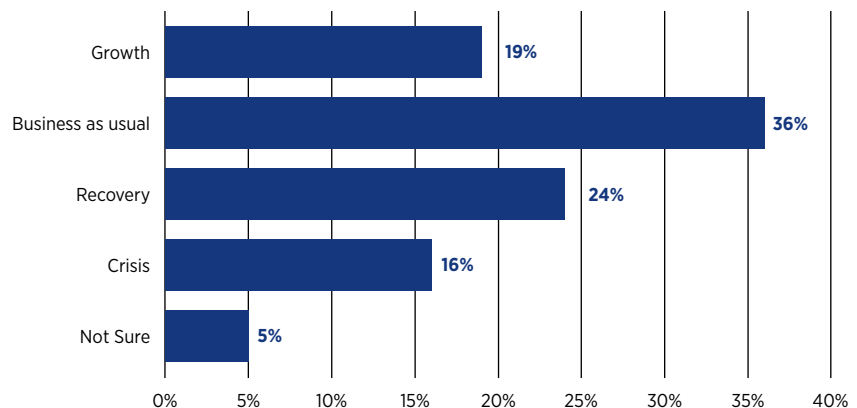
70%

of employers are optimistic about the U.S. future employment outlook

68%

of employers cited that the pandemic negatively impacted their company's sales

Which of these best describes the current phase of your organization?



ECONOMIC OUTLOOK



JOHN FARAGUNA
President, Hays Americas

It was very sobering for me to review last year's salary guide. A year ago, much of the US economy was enjoying the longest expansion ever - unemployment was at historic lows and the only looming clouds on the horizon were the brewing trade war with China, the uncertain impact of Brexit and economic softness in Europe. While in that issue of the guide we discussed the increasing need for companies to support remote working, and emphasized the necessity and benefits of embracing Equity, Diversity and Inclusion in the workforce, we could not have foreseen the approaching storm.

That pre-Covid time seems like years ago to me. It is truly shocking how things have changed in only one revolution around the sun. The health impact of Covid, with over 20 million cases and 1 million deaths worldwide, the emotional strains, anxiety and financial consequences have been tragic for many and will certainly continue to impact lives for months if not years. Additionally, Covid has led to unprecedented changes in our economy. Not only have over 30 million Americans lost their jobs as the unemployment rate

jumped from 3.8% to almost 15% in a matter of months, but how we conduct work has dramatically changed. By some estimates, almost twice as many Americans now work remotely than did pre-Covid. Most aspects of our lives are affected. Schools have gone online, entertainment and leisure in general have been severely disrupted. We are all reminded daily if not hourly of how the world has been turned on its head in so many ways, so I don't need to expound on those here.

Looking forward, I see a long, slow recovery across the Americas. The GDP of the US, Canada and Latin American countries is expected to decline by approximately 5.6%, 6.5% and 8.4%, respectively in 2020, rebounding in Q3 and Q4 after a disastrous Q2 where the US economy, for instance, shrunk by an annualized 31.7%. Forecasts for 2021 GDP growth are on the order of magnitude of 3.8%, 5.5%, 3.6%, respectively. Using the Great Recession as a guide, it may take up to 5 years for jobs to recover to pre-Covid levels, particularly amongst small businesses. This, despite the largest stimulus package in US history by a factor of 2.

69%

of employers are confident
that the U.S economy will show
positive signs of recovery over
the next 12 months

73%

of Life Sciences employers
are more confident



It is more than a cliché to say that every company's greatest asset is their employees. We feel for all of the people whose jobs were disrupted and the managers who've had to make those difficult decisions. While new unemployment claims have been decreasing during the summer, and unemployment has dropped from 15% to 10%, there is a fear that small, self-funded businesses whose government subsidies are expiring and lack access to capital markets will increasingly fail. This may leave scars in the American economy and psyche that will last for years. Small businesses, after all, account for about 50% of all private-sector jobs. Closures, which might climb to as high as 35% of small businesses in some sectors, will likely affect the less affluent, less educated, women and minorities disproportionately. Even larger, long-lived companies with strong brands and a track record of success have already succumbed to a combination of pre-existing financial frailty, Covid and competition from alternative business models. Unquestionably there will be consolidation in many sectors, particularly those that require in-person attendance such as crowded entertainment events, travel and restaurants. This will have a domino effect on retail, office sales and leasing, which might take years to recover. However, there will be winners, there will be positives that come from this disruption and there is reason to be hopeful.

Our banking system, by-and-large, is in good shape with robust balance sheets, after a decade of aggressive stress testing. In addition, the Fed has taken quick action in supporting capital markets by providing massive liquidity so there is currently not a fear of a banking system collapse as there was during the Great Recession.

Companies with access to cash, either through debt or equity, will be better positioned to withstand what may come and to invest in people, new business models, technology and processes that will be required to thrive in the future. We at Hays, for instance, raised equity early in the pandemic in order to ensure we had enough cash during the oncoming downturn, and equally important, to have capital to invest to take early advantage of the upturn.

Long-developing trends in ecommerce, remote work, distance learning, digital home entertainment and other technology-supported transformations have dramatically accelerated. Companies with online or remote services will likely benefit as will many technology companies. Our survey supports this as does our staffing and recruiting business where, for instance, we've seen only modest declines in the demand for IT professionals and, ironically, still see skills shortages.

Many businesses have responded quickly to the pandemic and have now thoroughly tested the concept of remote and flexible working, and the results have increased their trust of their workers' judgement and commitment. Many organizations, including Hays, are truly embracing the concepts of Equity, Diversity and Inclusion, which will play a more prominent and beneficial role in the world of work.

Many of our clients are using this time of disruption as an opportunity to enhance their workforce for the future by recruiting people who would have been unavailable or out of reach pre-Covid.

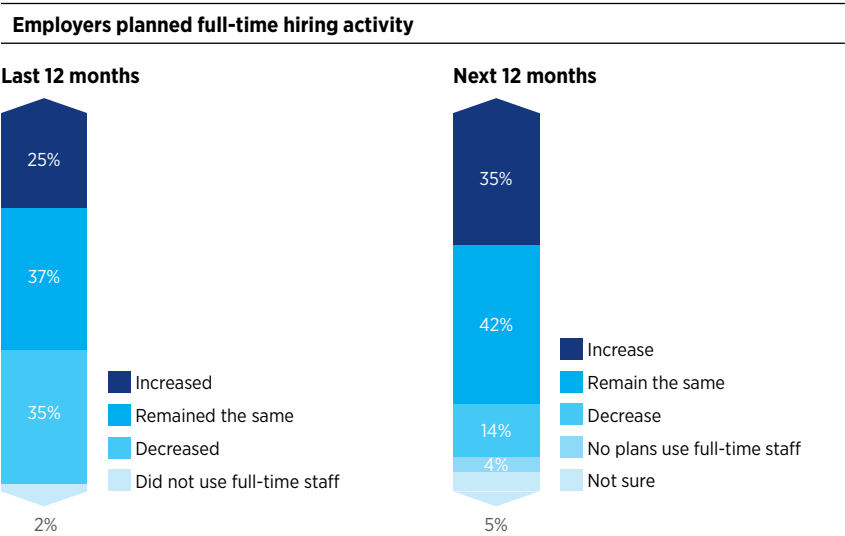
Longer term, the need for investment in our digital infrastructure and upskilling our workforce has never been more obvious.

We should also never underestimate the vitality and creativity of humans. We adapt to new realities and create new solutions and opportunities. Counter-cyclical investments and ventures launched during downturns often pave the way for the future.

Finally, if nothing else, we've all been given a reminder of how fleeting life and happiness can be, how important health, finance, family and friends (even pets) are, how we should never take them for granted and how we should count our blessings each and every day.

4 | TALENT ACQUISITION

The majority of employers intend to keep full-time headcount steady and over a quarter of them are planning to expand their teams in the next 12 months. While 35% of employers decreased headcount in the last 12 months, into the new year, 35% intend to increase their full-time hiring.



Employers who plan to increase full-time hiring activity, above the national average of 35%

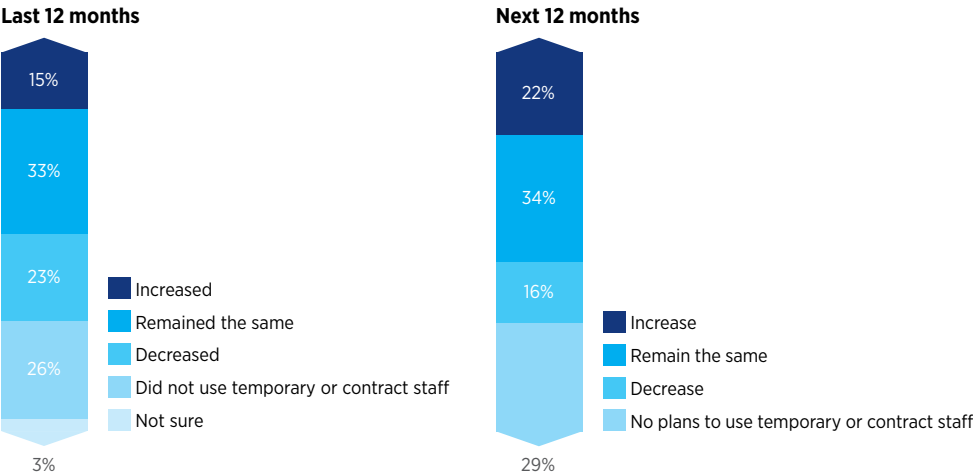
Construction
38%



HIRING PLANS FOR CONTINGENT WORKERS

When looking at temporary and contract staff, 34% of employers expect headcount to remain steady over the next 12 months. Meanwhile, 22% of employers intend to increase temporary or contract staff and over a quarter have no plans to hire them at all.

Employers planned temporary and contract hiring activity



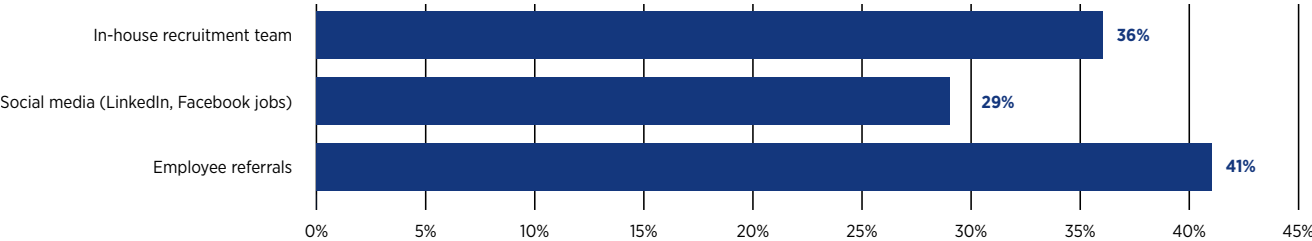
What are your biggest hiring challenges?

44%
Quality/skilled talent

28%
Local competition for talent

26%
Salary/total compensation

Which recruitment channels do you find most effective when finding top talent?



TIPS TO EXPAND AND DIVERSIFY YOUR WORKFORCE

Improve diversity and ROI by taking a look at hiring practices



Sienna Daniel

Chief Growth and Impact Officer, Generation USA

Nearly every company and sector in the U.S. has started to question culture and diversity in workplace hiring. In fact, in the last few months, more than 1000 [major employers](#) have signed a pledge to take a deep dive into inclusion, forming a collective action group.

At the same time, organizations like [Generation USA](#) have been fighting an uphill battle to help employers overcome recruitment biases and move the needle toward more equitable hiring. Generation trains learners to prepare for the workplace and work with employers to overcome barriers that have historically prevented many of our alumni from achieving a sustainable career. Out of all of the learners in the U.S., 61% self-identify as Black or African-American, 60% are women, and 43% have dependents. Although 75% of our learners gain employment three months after graduation, the process is arduous and training is only half the battle. Many often face dynamics largely outside of their control. We find hope in corporate America's present movement toward diversity in the workforce. Nevertheless, there are more ways to help level the playing field – for everyone.

1. Sack the Degree Requirement. A two- or four-year degree requirement is the norm in hiring, especially in the tech sector. However, this long-held, nuanced qualification (degree inflation was born in the aftermath of the 2008 recession, in an effort to help narrow the thousands of applications submitted for one job) reduces the size of your candidate pool dramatically, therefore, reducing the diversity of your candidates. This is because often, people of color or lower socioeconomic status face significant challenges to college enrollment and completion. Instead, highlight the technical and soft skills required for the job and screen for those in the process through performance tasks.

2. It Just Makes Dollars and Cents. The Society for Human Resource Management (SHRM) reported that “the business ramifications of high employee turnover are enormous. Each departure costs about one-third of that worker’s annual earnings -- 67% in reduced productivity, interview time, and lost knowledge, and 33% in background checks, drug screens, and temp workers (Feb 2019).” Instead, invest in a group of workers who know you’re invested in diversity. People want to work where they feel valued and safe, resulting in retention numbers to inevitably rise -- in fact, says Harvard Business Review (HBR), up to 50% drop in turnover risk.

3. Respect The Experience of Your Customers. A diverse employee can bring a unique perspective to your company. They may ask questions about the user experience that no one has thought through or express a new and interesting viewpoint about a problem. As Michelle Obama so aptly put in a recent podcast with former Pres. Obama, “If you have an advantage, you don’t hoard it, you share it.” Problem-solving on the job is a daily occurrence. Find a group that can empathize with your customer and truly understand their experience.

4. Understand and Acknowledge Your Implicit Bias. We all have bias but if we can recognize our shortcomings when it comes to hiring, company culture benefits. According to the HBR, training is the first step in recognizing bias. “Awareness training is the first step to unraveling unconscious bias because it allows employees to recognize that everyone possesses them and to identify their own (June 2017).” Invest in training and then review your hiring practices. Look at your job descriptions and standardize rubrics during the interview process. Set goals to accomplish a diverse culture and workplace and work to achieve them.

5. Go on a Date, Before You Get Married. If you’re interested in increasing the diversity of your staff, but uncertain how to begin, start with remote internships or micro-internships. This allows your company to increase capacity, get to know the candidate, and can expose the candidate to your line of work. You can pay-per-project and invite multiple candidates to intern all at once. If you find a great fit, extend a full-time offer. If it’s not a good fit, you can feel good knowing some projects were completed at a low cost and you provided a leg-up to the candidate, as adding an internship with your company to their resume is a huge step in landing the right career-changing role.

6. Work with a Diverse Training Organization. Organizations like Generation USA have a dedicated partnership team to help employers and partners evaluate their hiring practices and put in place a curriculum adapted to the needs of employers. Generation doesn’t believe that technical skills alone make for a good employee so that’s why we focus, in every course we teach, on what we call Behavioral Skills and Mindsets or “soft skills.” We’ve heard -- loud and clear -- from our partners, this training differentiator is a key indicator of why our students are more successful on the job than an average hire.

The logo for Generation USA, featuring the word "Generation" in a stylized, blue, handwritten-style font. Below the word is a thick, blue horizontal brushstroke that extends to the left and slightly under the word.

Sienna Daniel joined the team at Generation a year and a half ago, after working 15+ years in non-profit education and business management. Prior to Generation, she served as the State Director/Executive Director for After-School All-Stars Ohio for seven years, the Business Manager at KIPP Columbus, and taught high school life sciences in Houston, TX as part of Teach For America. She received her MBA from Fisher College of Business at The Ohio State University and resides in Columbus, Ohio with her husband and 7-year-old son.

5 | COMPENSATION & BENEFITS

In 2021, thirty-one percent of employers intend to increase base salaries for current staff between 3% – 5%. When competing for top talent, 56% of employers would increase base salaries outside of their budgeted range, compared to last year at 74%. This year, employees expressed that the ability to work from home as one of their most desired benefits.

Percentage of employers who increased staff base salaries between 3%–5% in 2020 versus 2021

39%
2019 actual
increase

31%
2021 projected
increase

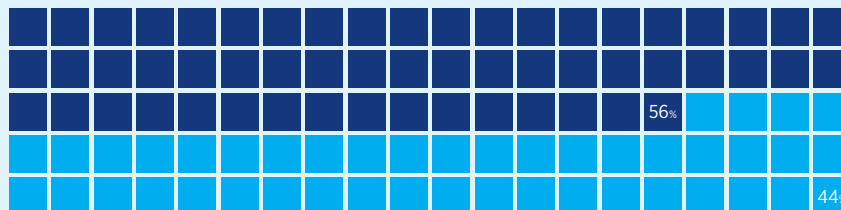
Employers expecting to increase salaries between 3% – 5% in 2021 above the national average of 31%

Construction
38%



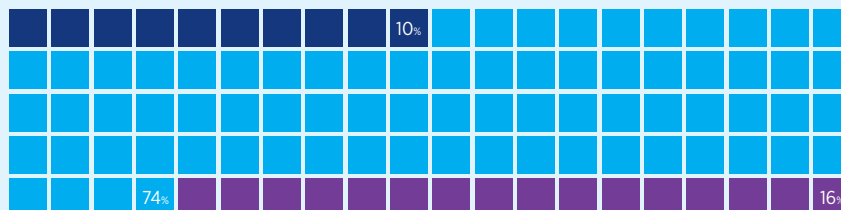
Would you consider increasing base salary outside of the budgeted range to compete for top talent in the next 12 months?

■ Yes ■ No

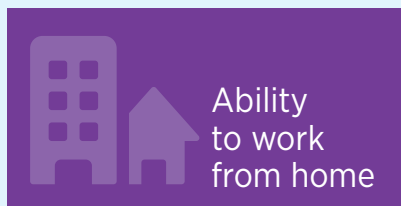


Have you experienced any changes to your base salary since the pandemic?

■ Increase ■ No change ■ Decrease



Top benefits most desired by respondents nationally



Aside from salary, which of the following factors is most important to you when considering a new role?



58%
Benefits package



40%
Ability to work remotely



33%
Career development

REVISITING YOUR BENEFIT OFFERINGS IN THE NEW ERA OF WORK

In these changing times, it is important to reevaluate the benefits that are offered to your employees, and to also ensure that they are aware of the resources available to them.

With the world of work evolving quickly, the needs and expectations of employees are also shifting. To meet these expectations, it is essential that HR leaders understand the in-demand benefits and determine the right offerings for their workforce. According to [Aon's survey findings](#) in March 2020, employees expressed job, income and health security as their primary concerns. As we enter the new era of work, below are some important benefits to consider when reviewing your current compensation package offerings.



Mental health and telehealth

Benefits such as Employee Assistance Programs (EAP) or stress management have been offered more widely by employers. This is especially important for employees given increased stressors from external environments, home life, and the workplace.



Wellness offerings, outside of traditional health insurance

These are gaining popularity according to the [ThinkHR annual report](#). Consider options such as standing desks, onsite flu vaccinations and providing gym memberships or subsidies.



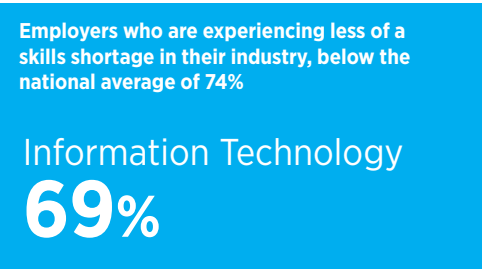
Career development programs

These offerings will not only contribute to employee motivation, but also help retain staff. Some programs could include professional memberships, certification fees, or onsite professional development opportunities.



6 | SKILLS SHORTAGE

The skills shortage still looms, however it has improved by 10% from last year with 74% of employers citing a skills shortage in their industry. This gap impacts both employer growth plans and employee job satisfaction. Nearly half of employees have reported an increase in stress and pressure on their team as employers attempt to make do with less.



HOW CAN YOU CLOSE THE SKILLS GAP ON YOUR TEAM?

1 | Research training platforms that you could roll out across your team

Online training is convenient, flexible and often more cost effective than other forms of training. Its relevance however, has been elevated during this time when many people are working remotely. Although budgets are tight, there is a wealth of free or cost-effective online training resources available, such as [Hays Thrive](#), so research which will be most beneficial to your team. You should also consider webinars and virtual conferences and events.

2 | Arrange a weekly team call that is solely dedicated to learning and development

It's crucial to make learning and development central to your team culture and part of your weekly routine, rather than just a one-off webinar here or there. One way to achieve this is to hold regular team meetings to talk about what everyone has learnt that week, or maybe what skills they are currently working on developing in their upskilling projects. Perhaps you could ask a different team member to host the call each week, tasking them with giving a quick 10-minute seminar on something interesting they've learnt recently.

3 | Assign each team member an internal mentor

Make the most of the knowhow of your senior colleagues to help your team members upskill. Providing each of your employees with a mentor from inside the organization can be a great way of giving them the objective advice and support they need to adapt to fast-moving changes and move forward in their careers. The mentor could be someone who was once in a similar role, which will allow them to help the mentee identify skills gaps and support their immediate and longer-term career goals. This will also give your team members new insights into your business as a whole – helping them to better understand the organization's evolving objectives and their part in meeting them.

4 | Hire temporary workers to ensure you have the right skills on board at all times

Nearly a quarter of employers plan to increase temporary and contract hiring headcount over the next 12 months. Take advantage of contractors as they can bring the key skills that you require for a period of time as needed. Then at the end of that period, you can release them so there no long-term commitment. Contractors also do not impact your financials in the same way as a full-time employee. Contractors are paid only for the time they work, and you do not need to supply health insurance, holiday pay or any paid time off. Additionally if a reduction in the workforce is required, a contractor is also easier to transition out of the company if needed.

7 | REMOTE WORK

Percentage of employers who trust their employees when working remotely

Employers and employees both agree that maintaining efficient communication is one of the top challenges when working remotely. Twenty-eight percent of employers felt their staff had an increase in productivity however 45% of employees believed that their productivity increased while working remotely.

57%

Prior to the pandemic

72%

Throughout the pandemic

Top 3 remote working challenges

Employers



Maintaining efficient communication



Integrating newly hired employees



Maintaining employee motivation & engagement

Employees



Maintaining efficient communication



Disconnecting after work hours



Maintaining emotional & mental health



How has productivity been impacted while working remotely?

Employers

28%

felt their employees had an increase in productivity

Employees

45%

of employees felt they had an increase in productivity

How has morale been impacted while working remotely?

Employers

20%

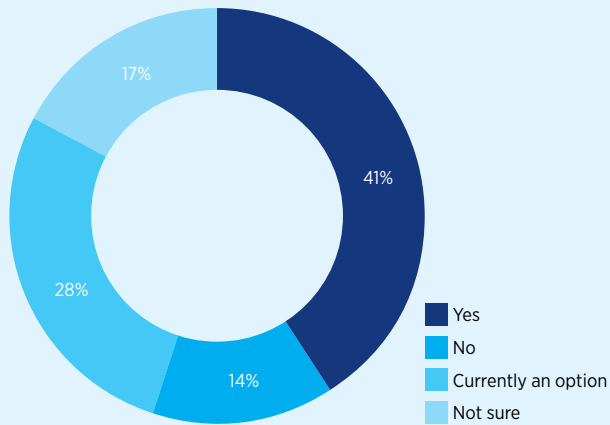
felt their employees had an increase in morale

Employees

29%

of employees felt they had an increase in morale

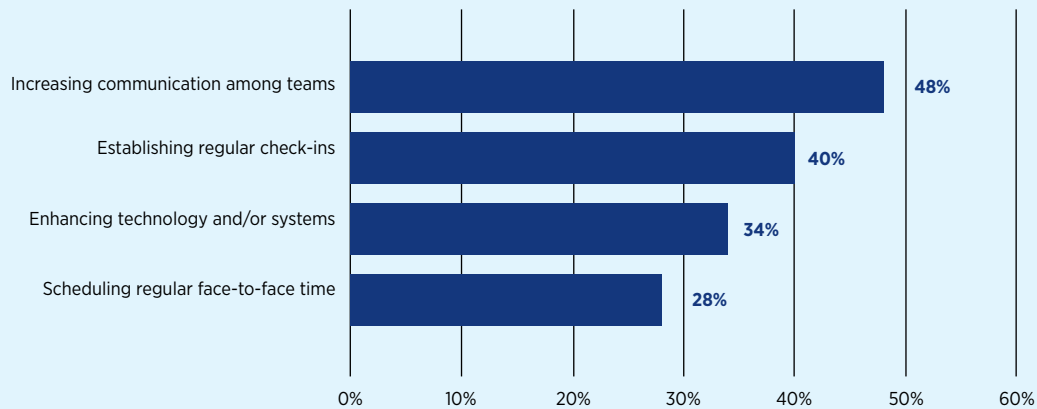
Will remote working options be integrated as part of the normal practices for your workforce?



73%

of employees hope they can work remotely according to their own needs at any given time

What measures are you implementing to establish a more remote workforce?



Return to work

38%

of employees cited that their company has not established a return to work policy

63%

of employees have not returned to the office

REMOTE WORK OPTIONS – BUSINESS AS USUAL? THREE CONSIDERATIONS FOR MANAGERS

If there's one thing social distancing measures have shown us, it's that a large percentage of the workforce can work productively and successfully from home. There is now an understanding that remote working is viable for a wide range of roles. In fact 41% of employers cited that remote working options will be integrated as part of the normal practices for their workforce. Here are three key considerations for managers to help determine how they can make continued remote working viable for both their organization and individual employees.

1 | What is the maximum percentage of your workforce you can support working remotely each day?

It's unrealistic to expect that 100% of your workforce can continue to work from home 100% of the time. But it's also unrealistic to think that your entire workforce should return to working exclusively in one co-located workplace once the need to stay away subsides. Therefore, think about what ideal daily percentage of your workforce you could support working remotely without impacting client engagement, mental health or team culture. Whether it's 20%, 30%, 50% or more, you should expect this to become the new norm, as people look to continue working remotely.

2 | What caveats do you need in place?

You may need to consider the minimum home office setup expectations for employees who wish to remain remote workers. Once the crisis passes and people can return to their co-located workplaces, a more permanent, suitable office setup needs to be established. Another common caveat for remote working is the establishment of work-life boundaries. Employees who work from home can find it difficult to switch off, so make it clear you expect your remote workers to log off once their working day is done.

3 | How can your hybrid team come together to share knowledge?

Being part of a team where every employee is working from home every day is a very different experience to doing so when some colleagues are back in a co-located workspace. It is important to consider how you can bring your hybrid team together to share insights and experience the informal information exchange that typically results from casual conversations between people discussing their day and current tasks. For example, perhaps you could encourage your remote workers to talk to at least one office-based colleague per day.

8 | EMPLOYEE SATISFACTION & WELLBEING

Fifty-one percent of employees are seriously considering leaving their current role and 26% are anticipating to change jobs within the next 3 months. The main reasons? Rising expectations about compensation, lack of career growth opportunity and the types of benefits offered.

What are the main reasons you are considering leaving your current role?

49%
Salary/
compensation

43%
Career growth
opportunity

28%
Benefits
offered



51%

of employees are seriously
considering leaving their
current role

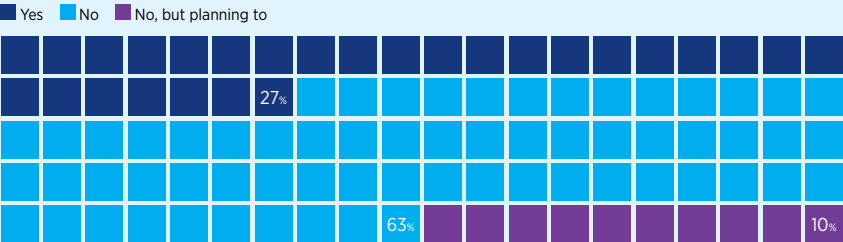
26%

of employees are anticipating
to change jobs within the next
3 months

PRIORITIZING STAFF WELLBEING

The lockdown can affect us all in different ways, as we each have our own unique experiences. It is important to prioritize a work-life balance in order to have a better over wellbeing. Fortunately, sixty-four percent of employees cited they are currently maintaining a positive work-life balance.

Have you made any changes in policies or benefits to support staff mental health and well-being over the last 6 months?



72%
of employees are satisfied with their company’s health and safety measures during the pandemic

44%
of employees cited that their company has taken no measures to help support staff wellbeing as a result of the pandemic

Wellbeing challenges for employees

Lack of social interaction

Isolation/loneliness

Increase in workload

Percentage of employees who cited a positive overall wellbeing

84%

Prior to the pandemic

66%

First few months of the pandemic

70%

At this present time

Percentage of employees who cited a positive work-life balance

73%

Prior to the pandemic

63%

First few months of the pandemic

64%

At this present time



MENTAL WELLBEING THE COVID LEGACY



Dr. Maggi Evans

Chartered Occupational Psychologist, Consultant and Coach

It's always important to support people's mental health and wellbeing, but COVID 19 has brought it more into the spotlight than ever. First, employers had to support people to manage general anxiety and the sudden transition to remote working, but now it's shifting to how to manage ongoing uncertainty and a gradual return to some office working (albeit under new stringent health and safety conditions). So, what can leaders and managers do? How can we help our teams to thrive in these challenging times? Here are my top 3 tips.

1. Anxiety is a normal response to the current situation.

People are coping with huge uncertainty, additional demands from things like childcare and home-working and their normal support systems (like socializing, holidays or gyms) are not accessible in the same way. So, it's not surprising that people are finding it tough. We need to make sure that people know who to talk with and to feel safe to talk about mental health issues without fear of being stigmatized.

2. Empower and educate people to help themselves.

We can help people to help themselves by sharing information and motivating people to stay physically, mentally and work fit – all of which work together to help people to thrive and perform at their best. Work fitness is a new idea for lots of people, but it's a key part of wellbeing – making sure you are clear on goals and priorities, that you have effective working practices (especially important when remote working) and that your work station promotes pain-free work.

3. Managers are on the front line.

Each person in your organization will have something different that they are concerned about, worried about – or that they need to feel really motivated. Managers need to be encouraged and supported to embrace this. All managers should be having regular one to one check-ins with their team to ask how people are, to explore what's going well for them and how things could be better.

These are simple things to put in place – but they need to be constantly reinforced and communicated. Judging by the news, the mental health implications of COVID-19 will be with us for some time.

Maggi is an experienced consultant and coach with international experience across a wide range of sectors including professional services, financial services, retail and FMCG. She is a Chartered Occupational Psychologist and combines research and practice to develop practical solutions to drive business improvement. Maggi has been a consultant for over 20 years, specializing in talent strategy and talent development. Maggi is on a mission to help organizations, leaders and individuals to liberate talent. Her first book *'From Talent Management to Talent Liberation'* has recently been published.

9 | PIVOTING BUSINESS MODELS

Fifty percent of employers cited that their internal processes are reviewed once a year in order to remain flexible in the face of change. Focusing on priorities and desired results came in as the top measures companies are taking in order to reduce the level of bureaucracy in the workplace.

In what ways is your company reducing bureaucracy in the workplace?

43%

Focusing on priorities and desired results

25%

Making decisions more quickly

21%

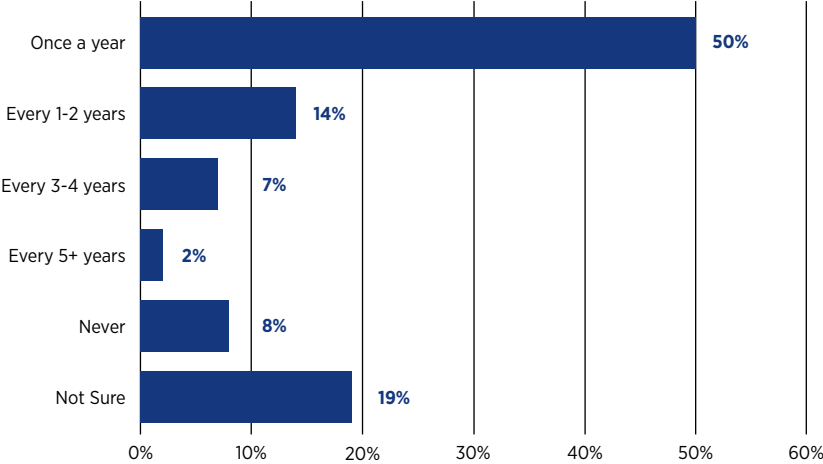
Having key information readily available

54%

of employers agree that their internal approval process allows the company to remain agile and respond to changes quickly and easily



How often does your company review internal processes?



32%

of employees cited that their return to work policy has been effective

Measures employers are taking to integrate temporarily laid off employees back into the workplace

Scheduling one-on-one meetings

Offering flexible working arrangements

Reinforcing company culture

Q&A INTERVIEW

HOW LEADERS CAN MANAGE CHANGE IN THE NEW ERA OF WORK



Alex Fraser
Group Head of Change, Hays

As a result of the global COVID-19 outbreak, the world of work is undergoing unprecedented long-term change. Our professional lives will never be the same again, and that presents a challenge for leaders. We spoke with Alex Fraser, Group Head of Organizational Change at Hays about how leaders can manage the significant changes, as we transition to a new era of work post-crisis.

How important is it that leaders have their finger on the pulse of their people when navigating through this change?

It's critical – I think we have all experienced a real roller coaster of emotions over the last few months. We need to really make sure that we are asking those questions on a regular basis and that we're really listening to the feedback and amending our plans accordingly. It's really important that we do that as transparently as possible so that people understand what's working, what's not and what we're doing about it. We also need to be having an ongoing dialogue with our people about how they're dealing with the new ways of working either in the office or at home and we need to be listening really carefully to explore how our people are, and make sure that we understand the signs of someone not coping well and determine how we can support them.

A key role of a leader is to build and communicate their vision. Do you think this will become even more important as we try to navigate through the major changes?

Yes, one of the key roles a leader plays here is helping people to see the light at the end of the tunnel and show how we will be able to get there. People really need a North star and a sense of purpose to enable them to stay resilient and bounce back. They need to know there is a clear plan and that it will enable them to be successful going forward. As leaders we play a really vital role in reminding people that we will get through this and we will progress.

What can leaders do to alleviate some of the change fatigue their people may be experiencing through these times?

First of all, we need to make sure that we are prioritizing and planning. It's really tempting right now to try and boil the ocean, but actually we need to take time to consider what needs to be done now and what could be introduced later and that will really make sure that the changes will be introduced in a way that means they can be sustained. If we try to do too many things simultaneously, the likelihood is that none of them will be truly successful. Uncertainty and ambiguity is only serving to frustrate and confuse people, so we need to keep on talking. We need to keep telling people what's going on. We also need to make sure we're listening because in times of change people often need to get their feelings out.

Adaptability and agile working are going to be key to succeed in the future, how can leaders work with their teams to develop them in these areas?

This is a difficult question, but there are a few things that I would suggest we all get used to doing. First of all, I think we all need to think about how we normally react to change and what sits behind that. So, some people will be very cynical, some people will be very supportive, but we need to understand what drives that in ourselves and whether that's a helpful reaction to have. We need to teach our people to be able to break changes down for themselves and make it personal to them. It's important that they can keep it in perspective because something can easily get blown out of proportion in their mind, so it's critical that they're able to frame it in the right context. The other thing for me is having that really open team environment where questions are expected, and the mistakes are seen as learning opportunities for all, because I think that's a really important bedrock to have on which to build.

Leaders have their part to play in helping their people navigate massive change in this new era of work, but how can they encourage and empower their people to take some personal responsibility here as well?

There absolutely has to be a collective sense of responsibility for shaping the new normal and making it work. One of the key success factors in any change is ensuring that anyone who will be impacted by the change feels involved and as if they have some degree of influence. This is a great opportunity to get employees to suggest their own ideas for what the new normal should look like and what those critical success factors need to be. It can't be seen as something that is being done to them, rather it's a future that is designed for them by them.

Alex Fraser joined Hays from KPMG last year, from where she led the development of our own Hays Change methodology. Alex has responsibility for developing our change capability globally, driving our key strategic change projects, and ensuring that we maintain a truly agile culture, where sustainable change is a key part of the norm enabling continuing growth of the business. She brings with her with over 20 years consultancy experience, managing and leading large scale global transformation programs and embedding sustainable change in complex environments.

10 | SALARY TABLES

The following pages provide a listing of the typical base wages for the commonly filled roles for professional and skilled staff in:

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

For salary ranges, the first figure indicates the minimum and the second figure indicates 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. Please note that the Hot Jobs listed may vary by region.

This information should be used as a guide only.

ACCOUNTING & FINANCE

🔥 HOT JOBS

Construction/Project Accountant

Controller

Tax Specialist

VP of Finance

Financial Analyst

FP&A Manager

Job Title	California	Colorado	DMV ¹	Florida	Georgia	Illinois	New York	Texas
Chief Financial Officer	200-300	150-300	150-300	130-250	150-300	150-300	200-350	180-250
Vice President, Finance	150-200	150-200	130-200	120-180	120-220	130-200	170-250	180-225
Director, Finance	120-150	100-160	100-150	100-165	115-180	100-150	170-200	180-225
Corporate Controller	100-150	95-150	90-150	90-200	90-150	90-150	135-170	135-180
Assistant Controller/ Accounting Manager	80-120	75-120	65-115	85-145	70-130	65-115	120-135	105-135
Director, Accounting	100-150	115-150	110-180	98-187	98-187	110-180	165-190	135-180
Financial Reporting Manager	100-150	100-150	100-155	95-149	95-150	100-155	120-180	95-150
Director, External Reporting	100-150	100-140	115-150	115-150	115-150	115-150	150-200	150-180
External Reporting Manager	100-150	75-120	60-115	80-125	95-130	60-115	120-150	120-155
Financial Planning/ Analysis Manager	80-120	100-165	105-160	95-150	100-160	105-160	120-160	100-150
Senior Financial Analyst	80-120	75-125	75-115	75-105	73-117	75-115	95-125	80-110
Financial Analyst	80-100	65-95	55-90	55-75	56-95	55-90	80-100	55-90
Treasurer/Vice President, Treasury	150-200	100-150	100-175	100-175	100-175	100-175	180-220	150-200
Treasury Accountant	60-90	55-90	60-90	55-80	55-95	60-90	80-100	55-70
Credit/Collections Manager	80-100	74-132	70-100	55-100	55-95	70-100	70-100	75-90
Credit/Collections Specialist	60-80	46-66	40-55	35-50	38-55	40-55	65-75	45-55
Accounts Receivable Manager	60-80	45-80	55-80	50-90	55-90	55-80	70-90	70-110
Accounts Receivable Clerk	50-65	35-55	30-55	38-48	33-53	30-55	45-70	45-55
Accounts Payable Manager	60-80	45-80	60-90	60-86	55-86	60-90	70-90	70-110
Accounts Payable Clerk	50-65	35-55	35-50	35-50	30-50	35-50	45-70	40-45
Payroll Manager/Director	80-100	75-115	80-145	75-135	55-145	80-145	120-150	135-160
Payroll Specialist	60-80	45-65	45-65	40-60	35-61	45-65	65-80	45-55
Payroll Coordinator	50-65	35-55	45-60	42-70	42-82	45-60	45-70	35-45
Senior Accountant	80-120	75-120	50-85	70-100	55-103	50-85	90-110	75-95
Staff Accountant	50-80	46-66	45-80	45-65	40-80	45-80	45-90	45-55
Divisional/Property Controller	80-100	85-135	90-120	90-150	80-150	90-120	90-115	135-150
Senior Property Accountant	70-100	55-75	60-105	50-85	50-78	60-105	95-115	75-85
Property Accountant	60-80	45-66	50-70	40-71	40-71	50-70	70-90	65-75
Development Accountant	75-95	70-92	40-70	50-90	36-51	40-70	75-95	65-75
Construction Controller	80-120	100-145	100-160	90-160	70-130	100-160	140-180	80-150
Project Accounting Manager (Construction)	80-120	80-110	71-110	70-100	70-100	71-110	120-135	90-130
Senior Project Accountant	70-100	48-88	75-100	75-110	75-110	75-100	90-115	80-110
Project Accountant	60-80	54-75	65-90	40-70	60-90	65-90	75-90	75-90
Cost Accountant	50-80	65-110	58-95	50-80	55-95	58-95	80-110	65-75

¹DMV: Washington, D.C., Maryland, and Virginia
All figures are expressed in thousand U.S. dollars and as annual gross salaries

Job Title	California	Colorado	DMV ¹	Florida	Georgia	Illinois	New York	Texas
Senior Staff Accountant	55-90	65-100	60-90	60-85	50-70	60-90	80-100	65-80
Director, Tax	120-200	140-200	160-210	140-220	140-240	160-210	130-190	180-210
Tax Manager	80-150	100-120	80-150	90-130	90-155	80-150	80-150	135-165
Senior Tax Accountant	80-120	80-100	80-100	70-100	75-120	80-100	75-100	75-90
Tax Accountant	75-95	75-95	65-90	50-75	55-5	65-90	65-90	60-80
Tax Senior	80-120	70-90	50-75	70-90	70-90	50-75	80-110	75-90
Audit Director	150-200	150-200	150-200	150-200	150-200	150-200	150-250	150-200
Audit Manager	110-150	110-145	100-130	80-115	90-150	100-130	90-150	115-135
Audit Senior	60-100	90-100	60-90	65-85	65-90	60-90	60-100	75-95
Auditor	50-80	65-75	50-70	55-75	55-75	50-70	50-80	65-75
Audit Associate	40-60	40-60	40-60	50-70	50-75	40-60	40-60	55-65
Bookkeeper	50-60	30-60	35-60	40-70	35-55	35-60	55-70	45-55

¹DMV: Washington, D.C., Maryland, and Virginia
All figures are expressed in thousand U.S. dollars and as annual gross salaries

CONSTRUCTION

🔥 HOT JOBS

Lead Project Manager

Lead Superintendent

QA/QC Manager

Traveling Superintendent

Mid-Senior Estimator

Plumbing & Fire Protection Engineer

PROJECT MANAGEMENT

Project value <\$10M

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Project Engineer	50-70	55-65	50-60	50-70	55-75
Assistant Project Manager	75-90	65-80	60-70	60-80	70-90
Project Manager	90-130	85-105	70-100	80-110	80-100
Senior Project Manager	140-175	100-125	100-130	100-125	100-130
Project Executive	180-220	125-150	130-150	130-150	130-150
Vice President	220-260	150-180	150-175	140-180	150-170

Job Title	Massachusetts	New York	Texas	Virginia
Project Engineer	40-55	50-70	50-60	50-60
Assistant Project Manager	55-75	55-90	65-75	60-75
Project Manager	80-115	90-140	80-95	75-90
Senior Project Manager	115-135	140-180	90-115	90-110
Project Executive	135-155	180-220	120-150	110-130
Vice President	160-180	220-260	135-165	120-150

Project value \$10M-\$50M

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Project Engineer	60-75	55-70	60-70	55-70	55-80
Assistant Project Manager	75-100	70-90	70-90	70-85	70-90
Project Manager	100-150	90-105	90-120	90-110	85-120
Senior Project Manager	150-190	110-140	120-150	110-140	110-150
Project Executive	190-225	135-160	140-170	140-175	150-180
Vice President	225-275	150-200	170-190	160-200	160-210

Job Title	Massachusetts	New York	Texas	Virginia
Project Engineer	45-60	60-80	55-70	50-60
Assistant Project Manager	60-75	60-90	70- 85	65-75
Project Manager	120-135	100-150	85-110	85-100
Senior Project Manager	135-145	150-190	110-130	100-120
Project Executive	150-175	190-225	150- 180	120-140
Vice President	175-200	225-275	160-190	130-160

¹DMV: Washington, D.C., Maryland, and Virginia
All figures are expressed in thousand U.S. dollars and as annual gross salaries

PROJECT MANAGEMENT

Project value \$50M-\$100M

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Project Engineer	60-80	65-75	60- 75	60-80	60-85
Assistant Project Manager	80-100	75-95	80-100	75-100	80-100
Project Manager	100-150	95-120	100-130	100-130	100-130
Senior Project Manager	150-200	120-150	130-160	130-160	120-150
Project Executive	200-275	160-190	150-180	150-175	150-180
Vice President	275-325	210-240	180-210	170-200	170-220

Job Title	Massachusetts	New York	Texas	Virginia
Project Engineer	50-60	60-80	60-75	60-65
Assistant Project Manager	65-80	70-100	70-85	75-85
Project Manager	100-150	100-160	90-110	100-120
Senior Project Manager	150-170	160-210	120-140	115-135
Project Executive	170-200	210-270	170-200	130-160
Vice President	200-230	275-325	200-220	170-200

Project value \$100M+

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Project Engineer	60-80	65-75	70-85	60-80	60-85
Assistant Project Manager	80-110	80-95	85-105	75-100	80-100
Project Manager	120-165	100-130	110-140	110-140	100-130
Senior Project Manager	165-200	140-170	140-170	130-160	120-150
Project Executive	225-275	175-225	155-180	165-200	150-180
Vice President	275-325	230-280	190-230	190-230	180-250

Job Title	Massachusetts	New York	Texas	Virginia
Project Engineer	50-60	60-80	65-75	60-65
Assistant Project Manager	65-90	70-110	80-95	75-90
Project Manager	100-150	120-175	100-120	100-120
Senior Project Manager	150-170	175-230	130-160	115-135
Project Executive	170-210	250-300	155-180	130-160
Vice President	210-250	275-325	220-250	170-200

¹DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

SUPERINTENDENT/FIELD OPERATIONS

Project value <\$10M

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Assistant Superintendent	60-85	55-70	55-70	60-80	60-80
Superintendent	85-125	70-95	75-90	75-100	85-110
Senior Superintendent	135-160	90-110	90-110	90-110	100-125
General Superintendent	170-180	120-160	110-130	100-125	130-150

Job Title	Massachusetts	New York	Texas	Virginia
Assistant Superintendent	50-80	60-85	55-65	50-60
Superintendent	80-115	85-125	65-85	70-85
Senior Superintendent	115-140	135-160	90-110	85-105
General Superintendent	140-160	170-180	115-130	105-125

Project value \$10M-\$50M

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Assistant Superintendent	65-95	55-75	65-85	60-80	70-90
Superintendent	90-140	80-105	85-110	80-110	90-125
Senior Superintendent	150-175	100-125	110-130	100-130	120-140
General Superintendent	180-200	130-160	125-160	130-160	130-160

Job Title	Massachusetts	New York	Texas	Virginia
Assistant Superintendent	60-70	65-95	60-75	55-75
Superintendent	90-130	90-140	85-100	85-105
Senior Superintendent	140-170	150-175	100-120	95-120
General Superintendent	175-200	180-200	125-140	120-130

¹DMV: Washington, D.C., Maryland, and Virginia
All figures are expressed in thousand U.S. dollars and as annual gross salaries

SUPERINTENDENT/FIELD OPERATIONS

Project value \$50M-\$100M

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Assistant Superintendent	80-95	55-80	65-85	60-80	70-90
Superintendent	100-150	95-120	85-110	80-110	95-125
Senior Superintendent	160-200	125-160	110-125	110-150	120-155
General Superintendent	200-240	160-200	125-150	140-175	150-170

Job Title	Massachusetts	New York	Texas	Virginia
Assistant Superintendent	80-90	80-95	60-75	55-75
Superintendent	100-140	100-150	90-115	90-110
Senior Superintendent	140-170	160-200	100-130	100-125
General Superintendent	180-200	200-240	135-150	120-140

Project value \$100M+

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Assistant Superintendent	75-100	75-90	70-90	70-90	70-90
Superintendent	110-160	100-120	90-120	90-120	105-130
Senior Superintendent	180-225	140-160	125-160	125-160	130-160
General Superintendent	225-270	160-220	160-180	160-200	160-180

Job Title	Massachusetts	New York	Texas	Virginia
Assistant Superintendent	80-90	75-100	65-80	75-80
Superintendent	100-140	110-160	100-120	100-115
Senior Superintendent	150-170	180-225	140-160	120-140
General Superintendent	180-200	225-270	160-200	130-150

¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

ESTIMATING

Project value <\$10M

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Assistant Estimator	50-60	55-65	50-70	55-70	55-70
Estimator	60-90	70-90	70-95	75-100	70-90
Senior Estimator	100-165	90-120	90-115	90-120	90-120
Preconstruction Manager	145-175	85-120	115-125	100-130	100-125
Chief Estimator/Preconstruction Director	145-180	120-140	125-135	130-160	120-150

Job Title	Massachusetts	New York	Texas	Virginia
Assistant / Junior Estimator	50-60	50-60	55-65	50-55
Estimator	60-90	60-90	70-85	60-80
Senior Estimator	100-140	100-165	85-100	80-105
Preconstruction Manager	130-150	145-175	90-110	75-100
Chief Estimator/Preconstruction Director	150-170	145-175	120-150	110-130

Project value \$10M-\$50M

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Assistant Estimator	50-70	55-65	50-70	55-75	55-75
Estimator	70-100	70-95	70-95	75-100	75-120
Senior Estimator	120-175	100-125	105-135	95-125	100-140
Preconstruction Manager	150-200	85-130	130-150	105-140	120-140
Chief Estimator/Preconstruction Director	180-250	130-155	140-160	140-180	140-180

Job Title	Massachusetts	New York	Texas	Virginia
Assistant / Junior Estimator	50-60	50-60	55-65	50-55
Vice President	60-100	60-100	75-95	60-80
Senior Estimator	130-175	130-175	95-115	80-105
Preconstruction Manager	150-200	150-225	100-120	75-100
Chief Estimator/Preconstruction Director	175-225	185-250	130-150	110-130

¹DMV: Washington, D.C., Maryland, and Virginia
All figures are expressed in thousand U.S. dollars and as annual gross salaries

ESTIMATING

Project value \$50M-\$100M

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Assistant Estimator	55-65	60-75	60-85	60-80	55-75
Estimator	70-110	85-100	85-120	80-110	75-120
Senior Estimator	150-180	110-135	120-140	100-130	100-140
Preconstruction Manager	190-250	100-140	140-160	120-150	120-160
Chief Estimator/Preconstruction Director	200-250	150-175	145-190	150-200	150-200

Job Title	Massachusetts	New York	Texas	Virginia
Assistant/Junior Estimator	55-65	55-65	60-75	55-65
Estimator	70-110	70-110	85-105	70-90
Senior Estimator	150-170	150-180	110-130	90-120
Preconstruction Manager	180-225	190-250	120-160	85-115
Chief Estimator/Preconstruction Director	185-230	200-250	150-190	125-145

Project value \$100M+

Job Title	California	DMV ¹	Florida	Georgia	Illinois
Assistant Estimator	60-70	65-75	60-85	60-80	60-85
Estimator	90-130	85-100	85-120	80-110	85-120
Senior Estimator	150-200	120-150	115-140	110-140	120-160
Preconstruction Manager	180-250	110-150	145-160	120-160	130-160
Chief Estimator/Preconstruction Director	250-350	175-225	160-210	160-200	160-200

Job Title	Massachusetts	New York	Texas	Virginia
Assistant/Junior Estimator	50-60	60-70	65-75	55-65
Estimator	80-120	90-130	90-120	70-90
Senior Estimator	120-185	150-200	110-135	90-120
Preconstruction Manager	180-225	180-250	125-160	85-115
Chief Estimator/Preconstruction Director	190-250	250-350	135-200	125-145

¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

ENGINEERING

Electrical

Job Title	National
Fresh Graduate	52-60
Engineer	60-80
Mid Level Engineer	80-90
Senior Engineer	100-125
Project Manager	110-160
Chief Engineer	150-170
Associate	130-150
Senior Associate	140-170
Vice President	180-220
Principal/President	220+

Mechanical

Job Title	National
Fresh Graduate	50-60
Engineer	60-70
Mid Level Engineer	70-85
Senior Engineer P.E	90-105
Project Manager	100-120
Associate	125-145
Senior Associate	150-170
Vice President	175-195
Principal/President	200+

Plumbing & Fire Protection

Job Title	National
Fresh Graduate	50-60
Engineer	65-75
Mid Level Engineer	80-90
Senior Engineer	95-105
Associate	110-125
Senior Associate	130-150
Vice President	160-180
Principal	200+

Energy

Job Title	National
Fresh Graduate	50-60
Engineer	65-75
Mid Level Engineer	75-90
Senior Engineer	95-110
Project Manager	120-150
Associate	155-170
Senior Associate	180-200
Vice President / Principal	205+

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

INFORMATION TECHNOLOGY

HOT JOBS

Site Reliability/DevOps

Cyber/Cloud Security Engineer

Data Scientist

Full Stack Engineer

Software Development in Test Engineer

Java Developer

BUSINESS INTELLIGENCE

Job Title	Atlanta	Chicago	Dallas	Denver	DMV ¹	Miami
BI/Data Warehouse Architect	130-150	145-170	140-170	100-160	145-175	130-145
BI Manager	120-150	150-175	125-175	100-145	130-150	120-130
Data Manager	120-140	150-175	115-150	100-145	120-150	120-130
Information Manager	120-130	145-175	115-150	100-140	120-150	110-120
Database Designer	125-135	125-150	125-145	85-135	110-140	110-120
Database Administrator	120-130	125-165	80-120	95-125	90-140	105-115
Database Developer	110-130	120-150	75-125	100-130	90-120	105-115
ETL Developer	110-130	120-150	90-120	100-130	120-150	105-115
BI Developer	100-120	120-150	90-125	100-130	120-150	105-115
Performance Analyst	90-100	100-135	90-105	90-100	100-130	80-90
BI Analyst	90-105	95-125	75-110	85-100	100-130	85-95

Job Title	New York	Orlando	Raleigh	Richmond	Tampa
BI/Data Warehouse Architect	145-180	125-135	115-130	105-125	110-130
BI Manager	150-185	130-150	120-135	120-135	115-125
Data Manager	150-185	130-150	100-120	105-120	110-125
Information Manager	145-175	105-120	120-130	100-120	105-115
Database Designer	125-150	90-110	100-130	100-125	100-115
Database Administrator	125-165	100-120	100-130	100-120	90-110
Database Developer	120-150	90-120	100-130	100-125	80-100
ETL Developer	120-150	90-100	110-130	90-115	85-110
BI Developer	120-150	110-120	95-120	90-115	80-100
Performance Analyst	100-135	90-100	85-100	60-85	75-85
BI Analyst	95-125	85-100	85-95	75-90	75-85

¹ 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	DMV ¹	Miami
Enterprise Cloud Solutions Architect	150-170	150-200	150-200	120-200	140-170	140-150
Cloud Solutions Architect	140-160	150-185	130-160	120-180	130-160	140-150
Project Manager - Data Center Solutions	115-130	125-175	100-150	85-125	120-140	115-125
Sr. Cloud Solutions Engineer	135-155	150-175	120-145	100-160	120-140	125-135
Cloud Solutions Engineer	115-135	135-165	100-130	95-140	100-120	110-120
Site Reliability Engineer/DevOps	120-175	145-175	120-175	120-175	120-175	120-175
DevSecOps	120-175	145-175	120-175	120-175	120-175	120-175

Job Title	New York	Orlando	Raleigh	Richmond	Tampa
Enterprise Cloud Solutions Architect	150-200	140-150	130-160	130-150	125-160
Cloud Solutions Architect	150-185	130-150	130-150	130-150	125-150
Project Manager - Data Center Solutions	125-175	115-125	115-130	115-130	90-110
Sr. Cloud Solutions Engineer	150-175	130-150	100-130	100-130	110-130
Cloud Solutions Engineer	135-165	120-150	100-140	100-140	95-110
Site Reliability Engineer/DevOps	145-175	140-150	120- 175	120-175	120-175
DevSecOps	150-180	120-175	120-175	120-175	120-175

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¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

CYBER SECURITY

Information Systems Leadership

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
Chief Information Security Officer	180-250+	180-250+	170-240+	200-300+	180-250+	180-250+
VP, Information Security	165-190+	165-200+	150-175+	200-250+	165-190+	165-190+
Director, Information Security	150-160+	160-180+	140-150+	185-225+	150-160+	140-160+
Manager, Information Security	130-150+	130-150+	125-140+	150-180+	130-150+	130-150+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
Chief Information Security Officer	180-220	200-270+	220-300+	180-250+	180-250	187-260+
VP, Information Security	160-190	195-260+	200-260+	165-190+	160-185	171-197+
Director, Information Security	150-160	165-200+	185-250+	150-175+	140-160	156-166+
Manager, Information Security	130-150	115-140+	150-185+	135-150+	130-145	135-156+

Identity & Governance Leadership

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
VP, Identity & Governance	165-180+	180-200+	155-170+	190-220+	165-180+	165-180+
Director, Identity & Governance	150-160+	165-185+	140-150+	170-200+	150-160+	140-160+
Manager, Identity & Governance	130-150	130-150+	125-140+	150-170+	130-150	130-150

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
VP, Identity & Governance	160-190	170-190+	200-220+	165-185+	160-180	171-187+
Director, Identity & Governance	150-160	165-185+	180-200+	155-175	150-170	156-166+
Manager, Identity & Governance	130-150	130-150+	150-180+	135-150	130-145	135-156+

¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

Identity & Access Management

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
Architect	130-155+	150-170+	125-150+	150-170+	130-155+	130-155+
Senior Engineer	130-150+	135-160+	115-130+	140-155+	130-150+	130-150+
Engineer	100-135+	115-140+	90-110+	125-145+	100-135+	100-135+
Developer	110-145+	115-145+	105-130+	120-140+	110-145+	110-145+
Administrator	85-110+	80-100+	80-100+	95-110+	85-110+	80-110+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
Architect	130-160	105-150+	150-180+	155-175	150-170	135-161+
Senior Engineer	120-150	135-160+	140-170+	140-155	135-150	135-156+
Engineer	110-130	105-130+	125-150+	120-140	115-135	104-140+
Developer	110-140	95-130+	120-150+	120-140	115-135	114-151+
Administrator	80-110	65-95+	95-120+	95-115	90-115	88-114+

Privileged Access Management

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
Architect	130-155+	140-170+	125-145+	150-170+	130-155+	130-155+
Engineer	110-145+	125-150+	100-130+	135-155+	110-145+	110-135+
Administrator	85-110+	90-115+	80-100+	95-110+	85-110+	85-110+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
Architect	130-160	130-150+	150-180+	155-175	150-170	135-161+
Engineer	110-140	125-150+	135-165+	120-140	115-135	114-151+
Administrator	80-110	65-95+	95-120+	95-115	90-115	88-114+

¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

Governance, Risk & Compliance Leadership

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
VP, Governance, Risk & Compliance	165-180+	170-190+	155-170+	190-220+	165-180+	165-180+
Director, Governance, Risk & Compliance	150-165+	145-165+	135-155+	180-200+	150-165+	150-165+
Manager, Governance, Risk & Compliance	130-150+	125-150	125-145+	155-175+	130-150+	130-150+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
VP, Governance, Risk & Compliance	160-190	170-190+	190-240+	165-185	160-180	171-187+
Director, Governance, Risk & Compliance	150-160	165-185+	180-215+	155-175	150-170	156-171+
Manager, Governance, Risk & Compliance	130-150	130-150+	155-185+	135-150	130-145	135-156+

Governance Risk & Compliance

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
Principal GRC Consultant	155-165+	160-175+	150-160+	185-200+	155-165+	155-165+
Senior GRC Consultant	135-145+	145-160+	125-135+	160-190+	135-145+	135-145+
GRC Consultant	125-135+	120-145+	120-130+	145-170+	125-135+	125-135+
Compliance Coordinator/Analyst	75-90+	80-90+	70-85+	95-105+	75-90+	75-90+
Data Security Consultant	135-160+	120-150+	125-150+	155-175+	135-160+	135-160+
Principal QSA Assessor	170-200+	145-180+	160-185+	180-220+	170-200+	160-200+
Senior QSA Assessor	130-170	120-145+	120-160+	150-190+	130-170	120-170
QSA Assessor	80-130	80-120+	75-120+	100-130+	80-130	80-130

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
Principal GRC Consultant	155-165	150-165+	185-220+	150-160	145-155	161-171+
Senior GRC Consultant	130-140	130-145+	160-200+	130-140	125-135	140-151+
GRC Consultant	120-140	120-135+	145-180+	120-130	115-125	130-140+
Compliance Coordinator/Analyst	70-90	70-85+	95-115+	75-90	70-85	78-94+
Data Security Consultant	130-150	120-155+	155-190+	130-155	125-150	140-166+
Principal QSA Assessor	160-190	150-180+	200-240+	165-200	160-195	177-208+
Senior QSA Assessor	130-160	125-145+	150-200+	125-150	120-145	135-177+
QSA Assessor	80-120	75-115+	100-140+	80-110	75-105	83-135+

¹ DMV: Washington, D.C., Maryland, and Virginia.
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Security Operations Leadership

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
VP, Security Operations Center	165-180+	175-190+	155-170+	180-215+	165-180+	165-180+
Director, Security Operations Center	150-160+	155-170+	140-150+	175-190+	150-160+	150-160+
Manager, Security Operations Center	130-150+	135-150+	125-145+	160-180+	130-150+	130-150+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
VP, Security Operations Center	160-190	155-170+	180-240+	165-185	160-180	171-187+
Director, Security Operations Center	150-160	140-160+	175-200+	155-175	150-170	156-166+
Manager, Security Operations Center	130-150	115-130+	160-190+	135-150	130-145	135-156+

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Security Operations

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
Lead Engineer	150-170+	150-190+	140-160+	200-225+	150-170+	150-170+
Principal Engineer	140-160+	130-160+	135-150+	150-190+	140-160+	140-160+
Senior Engineer	125-150+	125-135+	115-135+	140-170+	125-150+	125-150+
Engineer	95-120+	110-130+	90-115+	110-135+	95-120+	95-120+
Analyst (Level III)	135-155+	150-180	120-135+	150-165+	135-155+	135-155+
Analyst (Level II)	110-120+	120-140+	80-115+	115-130+	110-120+	110-120+
Analyst (Level I)	70-85+	80-100+	60-75+	80-90+	70-85+	70-85+
Security Administrator	70-85+	60-75+	65-80+	85-100+	70-85+	70-85+
Network Security Architect	125-155+	135-170+	120-140+	130-160+	125-155+	125-155+
Senior Network Security Engineer	110-135+	145-160+	110-120+	135-155+	110-135+	110-135+
Network Security Engineer	90-125+	100-130+	90-120+	100-130+	90-125+	90-125+
DLP Architect	150-160+	150-160+	140-150+	160-190+	150-160+	150-160+
DLP Engineer	135-150+	135-150+	125-140+	155-175+	135-150+	135-150+
WAF Engineer	120-140+	120-140+	115-130+	140-165+	120-140+	120-140+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
Lead Engineer	150-170	150-165+	200-250+	160-180	155-175	156-177+
Principal Engineer	140-160	135-155+	160-200+	150-170	145-165	145-166+
Senior Engineer	120-140	120-130+	140-180+	130-150	125-145	130-156+
Engineer	90-110	90-120+	110-140+	100-120	95-115	99-125+
Analyst (Level III)	125-145	120-145	150-170+	120-130	115-125	140-161+
Analyst (Level II)	100-120	85-115+	125-140+	110-120	105-115	114-125+
Analyst (Level I)	70-80	65-85+	80-100+	90-110	85-105	73-88+
Security Administrator	70-80	60-95+	85-100+	80-100	75-95	73-88+
Network Security Architect	120-150	120-170+	140-175+	150-160	145-155	130-161+
Senior Network Security Engineer	110-130	125-140+	135-165+	120-140	115-135	114-140+
Network Security Engineer	100-120	85-120+	100-140+	90-115	85-110	94-130+
DLP Architect	150-160	110-130+	160-200+	150-170	145-165	156-166+
DLP Engineer	130-150	130-160+	155-180+	130-150	125-145	140-156+
WAF Engineer	120-140	120-140+	140-175+	120-130	115-125	125-145+

¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

Application Security/Cloud Security

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
Cloud Security Architect	150-190+	165-190+	140-170+	165-190+	150-190+	150-190+
Cloud Security Engineer	150-160+	160-170+	120-140+	150-180+	150-160+	150-160+
Cloud Security Penetration Tester	155-175+	155-180+	130-155+	145-175+	155-175+	155-175+
Principal Application Security Engineer	145-165+	145-165+	140-160+	165-195+	145-165+	145-165+
Senior Application Security Engineer	130-145+	140-160+	130-140+	155-180+	130-145+	130-145+
Application Security Engineer	135-150+	130-150+	110-120+	145-165+	135-150+	135-150+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
Cloud Security Architect	150-190	150-170+	165-200+	160-180	155-175	156-197+
Cloud Security Engineer	150-170	120-130+	160-190+	150-160	145-155	156-166+
Cloud Security Penetration Tester	140-160	130-155+	160-190+	150-160	145-155	161-182+
Principal Application Security Engineer	140-160	145-165+	170-195+	160-180	155-175	151-171+
Senior Application Security Engineer	130-140	135-155+	165-190+	150-160	145-155	135-151+
Application Security Engineer	120-130	130-150+	145-165+	130-145	125-140	140-156+

¹ DMV: Washington, D.C., Maryland, and Virginia.
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Incident Response

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
Manager, Incident Response	125-140+	135-155+	120-135+	140-165+	125-140+	125-140+
Incident Response Analyst (Level III)	120-150+	125-145+	115-140+	130-150+	120-150+	120-150+
Incident Response Analyst (Level II)	95-125+	90-115+	90-120+	100-130+	95-125+	95-125+
Incident Response Analyst (Level I)	70-80+	80-85+	65-75+	75-90+	70-80+	70-80+
Senior Forensics Analyst	150-180+	150-180+	135-165+	180-200+	150-180+	150-180+
Forensics Analyst	120-150+	120-160+	115-140+	140-170+	120-150+	120-150+
DFIR Engineer	90-120+	80-120+	85-115+	100-130+	90-120+	90-120+
DFIR Analyst	65-90+	60-80+	60-85+	75-100+	65-90+	65-90+
Reverse Engineer	120-150+	120-150+	115-140+	130-150+	120-150+	120-150+
Malware Analyst	95-120+	95-120+	90-115+	100-120+	95-120+	95-120+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
Manager, Incident Response	120-140	135-165+	140-180+	130-150	125-145	130-145+
Incident Response Analyst (Level III)	120-130	125-145+	130-165+	120-150	115-145	125-156+
Incident Response Analyst (Level II)	90-115	90-115+	100-140+	100-125	95-120	99-130+
Incident Response Analyst (Level I)	70-80	80-85+	75-95+	80-100	75-95	73-83+
Senior Forensics Analyst	150-180	130-160+	170-195+	70-90	70-80	156-187+
Forensics Analyst	120-140	115-135+	140-180+	150-180	145-175	125-156+
DFIR Engineer	100-120	80-115+	100-140+	95-125	90-120	94-125+
DFIR Analyst	70-90	65-80+	75-110+	80-100	75-95	68-94+
Reverse Engineer	120-140	115-150+	130-165+	120-140	115-135	125-156+
Malware Analyst	90-120	90-115+	100-130+	100-115	95-110	99-125+

¹ DMV: Washington, D.C., Maryland, and Virginia.
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Penetration Testing/Red Team

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
Penetration Tester - Embedded Systems	150-190+	160-190+	140-175+	160-190+	150-190+	150-190+
Principal Penetration Tester	150-180+	160-180+	140-170+	160-180+	150-180+	150-180+
Senior Penetration Tester	130-160+	150-165+	120-145+	140-170+	130-160+	130-160+
Penetration Tester	120-130+	120-130+	90-125+	130-140+	120-130+	120-130+
Social Engineer	125-145+	100-130+	120-140+	130-150+	125-145+	125-145+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
Penetration Tester - Embedded Systems	150-190	145-180+	160-190+	150-170	145-165	156-197+
Principal Penetration Tester	150-180	145-180+	160-190+	150-170	145-165	156-187+
Senior Penetration Tester	130-150	125-145+	140-180+	130-150	125-145	135-166+
Penetration Tester	120-130	115-130+	130-150+	115-130	110-125	125-135+
Social Engineer	120-140	100-130+	130-160+	120-140	115-135	130-151+

DevSecOps

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
DevSecOps Architect	165-180+	165-190+	160-175+	185-200+	165-180+	165-180+
Senior DevSecOps Engineer	140-155+	155-175+	130-150+	165-180+	140-155+	140-155+
DevSecOps Engineer	130-140+	145-165+	125-135+	150-165+	130-140+	130-140+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
DevSecOps Architect	150-180	155-175+	185-215+	165-190	160-185	171-187+
Senior DevSecOps Engineer	140-150	135-150+	165-195+	145-165	140-160	145-161+
DevSecOps Engineer	130-140	125-140+	150-175+	130-145	125-140	135-145+

Architecture

Job Title	Atlanta	Austin	Central Florida	Chicago	Dallas	Denver
Enterprise Security Architect	145-160+	150-170+	135-160+	170-195+	145-160+	145-160+
Solutions Architect	145-160+	145-160+	135-160+	160-185+	145-160+	145-160+

Job Title	DMV ¹	Houston	New York	Raleigh	Richmond	South Florida
Enterprise Security Architect	140-160	150-175+	170-205+	150-175	145-170	151-166+
Solutions Architect	140-160	135-160+	160-200+	150-180	145-175	151-166+

¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

DATA SCIENCE

Job Title	Atlanta	California	Chicago	Dallas	Denver
Data Scientist (0-2 years)	100-120	100-135	100-120	100-120	100-120
Sr. Data Scientist	120-140+	135-170+	125-140+	120-150+	130-145+
Director of Data Science	140-180+	170-200+	135-175+	140-175+	140-170+
Chief Data Scientist	180-220+	200-230+	175-220+	175-220+	170-200+

Job Title	Houston	Miami	New York	Raleigh	Richmond
Data Scientist (0-2 years)	100-120	100-120	100-135	95-120	95-115
Sr. Data Scientist	120-145+	120-140+	135-170+	120-140+	120-135+
Director of Data Science	145-175+	140-180+	170-200+	135-170+	130-165+
Chief Data Scientist	175-220+	180-220+	200-230+	165-195+	170-200+

¹ 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	DMV ¹	Miami
Development Director	150-175	150-160	150-190	100-160	175-200	140-150
Development Manager	130-160	130-150	120-140	90-140	150-175	120-130
Software Architect	140-160	130-150	120-150	100-175	140-170	115-125
Lead Developer	130-150	120-135	125-140	100-165	120-140	110-120
Sr. Developer	125-145	110-125	100-125	100-150	110-130	100-110
Developer	80-115	90-110	80-110	95-120	110-120	85-95
Jr. Developer	60-80	70-90	65-85	70-95	90-110	65-75
Mobile Developer - iOS/Android/Win	110-150	110-130	100-135	115-150	100-130	100-110
Web Developer - PHP/Ruby/Perl/etc.	90-120	100-120	80-120	100-140	90-130	90-100
Front End Web Developer - HTML/CSS/XML/etc.	80-110	100-120	60-135	100-140	90-120	80-90
SharePoint Developer	100-125	120-140	95-135	100-140	120 - 150	100-110
Programmer - C/C++	100-120	120-130	90-100	100-140	90-110	90-100
Database Developer - MSSQL/PL/SQL	90-110	110-130	90-120	100-140	90-110	100-110
Fullstack Engineer (with Angular/REACT)	120-150	120-150	120-150	120-150	120-150	120-150

Job Title	New York	Orlando	Raleigh	Richmond	Tampa
Development Director	150-200	130-160	150-175	150-175	130-150
Development Manager	145-175	120-140	130-160	125-135	110-125
Software Architect	145-175	120-160	125-140	125-135	120-140
Lead Developer	135-170	120-140	130-160	115-130	100-120
Sr. Developer	135-165	100-130	110-130	110-130	95-110
Developer	105-145	65-95	90-110	90-110	75-95
Jr. Developer	80-95	50-75	75-90	75-90	50-65
Mobile Developer - iOS/Android/Win	130-150	75-140	80-125	80-125	90-110
Web Developer - PHP/Ruby/Perl/etc.	120-150	80-120	80-95	75-90	70-90
Front End Web Developer - HTML/CSS/XML/etc.	115-150	70-120	80-100	75-100	70-85
SharePoint Developer	130-150	100-130	90-115	90-115	80-95
Programmer - C/C++	125-145	70-85	80-100	90-110	90-105
Database Developer - MSSQL/PL/SQL	110-130	95-125	80-110	90-105	75-90
Fullstack Engineer (with Angular/REACT)	120-150	120-130	120-150	120-150	120-150

¹ 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	DMV ¹	Miami
Infrastructure Specialist/Architect	130-150	130-140	120-150	90-160	110-140	120-130
Service Delivery Manager	120-130	110-130	110-125	100-140	100-130	120-130
Network Engineer	110-125	100-120	90-135	100-160	100-130	100-110
Server Support Engineer	85-95	80-100	70-105	75-100	70-90	80-90
Field Engineer	65-75	70-80	50-70	70-100	60 - 75	70-80
Service Desk Manager	70-80	90-110	70-100	85-110	80-110	80-90
Systems Administrator	80-95	80-100	60-95	80-105	85-105	85-95
Application Support Analyst	75-95	70-90	55-90	60-90	80-100	60-70
Desktop Support Analyst	40-60	60-80	35-60	50-65	40-60	45-55
Helpdesk/Service Desk Analyst	30-50	50-70	30-45	35-50	40-60	45-55

Job Title	New York	Orlando	Raleigh	Richmond	Tampa
Infrastructure Specialist/Architect	125-165	110-140	120-140	120-140	95-105
Service Delivery Manager	110-150	100-120	110-125	110-125	65-80
Network Engineer	110-145	80-120	80-120	90-120	75-100
Server Support Engineer	85-110	80-90	80-100	80-95	65-75
Field Engineer	60-90	50-60	75-85	50-75	45-55
Service Desk Manager	90-125	60-85	65-90	70-90	60-70
Systems Administrator	85-100	60-80	75-95	75-95	75-90
Application Support Analyst	75-115	40-50	70-85	65-80	50-75
Desktop Support Analyst	55-85	35-45	55-65	50-65	40-55
Helpdesk/Service Desk Analyst	55-85	30-40	45-60	30-55	35-45

¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

TESTING (FUNCTIONAL)

Job Title	Atlanta	Chicago	Dallas	Denver	DMV ¹	Miami
QA Analyst	80-100	80-100	60-95	70-100	80-95	60-75
Senior Test Analyst	90-110	100-120	70-100	80-110	85-105	70-90
Technical Lead	100-120	110-130	80-120	90-120	95-115	80-100
Test Analyst	80-100	80-100	60-95	65-95	80-100	60-75
Test Lead	100-120	110-130	80-120	80-110	100-120	70-90
Test Manager	120-130	120-140	95-130	100-140	110-130	100-115

Job Title	New York	Orlando	Raleigh	Richmond	Tampa
QA Analyst	85-105	70-90	85-100	70-90	70-85
Senior Test Analyst	90-135	75-85	95-120	90-120	70-90
Technical Lead	110-140	100-115	110-125	100-125	85-95
Test Analyst	80-105	65-85	85-100	70-90	50-60
Test Lead	95-135	100-115	95-120	100-115	85-100
Test Manager	115-145	120-130	115-130	120-130	100-120

TESTING (NON-FUNCTIONAL)

Job Title	Atlanta	Chicago	Dallas	Denver	DMV ¹	Miami
QA Analyst	80-120	80-100	60-95	80-120	80-95	60-75
Senior Test Analyst	80-120	100-120	70-100	85-130	90-120	75-90
Technical Lead	100-120	110-130	80-120	90-130	95-135	90-100
Test Analyst	80-120	80-100	60-95	85-120	90-120	60-75
Test Lead	100-120	110-130	80-120	90-130	100-120	75-90
Test Manager	120-130	120-140	95-130	100-140	110-130	100-115

Job Title	New York	Orlando	Raleigh	Richmond	Tampa
QA Analyst	80-110	70-90	75-95	70-90	60-75
Senior Test Analyst	95-135	75-85	95-120	75-85	70-85
Technical Lead	105-140	100-115	110-125	100-115	75-95
Test Analyst	80-110	65-85	85-100	65-85	60-75
Test Lead	95-135	100-115	95-120	100-115	85-100
Test Manager	115-150	120-130	115-130	120-130	100-120
SDET	110-130	110-130	100-130	100-130	110-130

¹ 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	DMV ¹	Miami
CIO	200-350	200-350	180-250	150-500	200-250	225-275
CTO	200-350	200-350	180-250	100-400	200-250	175-200
IT Director	150-200	165-200	125-200	100-175	160-200	140-150
Chief Information Security Officer	150-250	200-300	150-250	150-400	180-220	140-160
Head of IT Security	150-200	180-250	130-190	100-350	175-210	120-130
Head of IT	140-175	180-250	110-180	100-300	175-210	130-150
Head of Development	140-170	180-250	125-175	100-250	175-210	130-150
Head of Infrastructure	130-160	180-225	90-170	100-250	175-210	130-150
Head of Service Delivery	130-160	175-200	110-150	100-250	175-210	130-150
Head of Business Intelligence	140-170	175-200	125-200	100-250	175-210	130-150
Business Architect	130-150	150-185	120-170	100-225	150-180	140-160
Enterprise Architect	130-160	150-195	125-175	100-225	150-180	140-160
Technical Architect	120-150	150-195	125-185	100-225	150-180	130-150
IT Manager	100-130	150-175	90-135	90-140	130-170	100-120

Job Title	New York	Orlando	Raleigh	Richmond	Tampa
CIO	200-400	175-300	180-230	180-230	200-275
CTO	200-400	175-300	200-250	200-250	180-250
IT Director	165-200	130-150	160-220	150-220	130-150
Chief Information Security Officer	200-300	140-225	180-200	160-200	150-200
Head of IT Security	180-250	125-140	140-175	140-175	125-140
Head of IT	180-250	125-140	110-180	110-180	125-140
Head of Development	180-250	125-140	140-180	140-180	125-140
Head of Infrastructure	180-225	125-140	120-180	120-180	125-140
Head of Service Delivery	175-200	115-130	120-140	120-140	115-130
Head of Business Intelligence	175-200	125-140	130-180	130-180	125-140
Business Architect	150-185	130-150	110-150	130-150	105-115
Enterprise Architect	150-195	130-150	110-150	110-150	145-175
Technical Architect	150-195	130-150	110-150	110-150	120-140
IT Manager	150-175	100-130	95-135	95-135	110-120

¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

PROJECTS

Job Title	Atlanta	Chicago	Dallas	Denver	DMV ¹	Miami
Program Director	130-170	150-195	140-180	120-350	150-200	140-160
Head of PMO	130-160	165-195	130-180	120-300	140-170	130-150
Portfolio Manager	120-140	145-175	125-150	120-200	140-170	130-150
Program Manager	120-140	145-175	110-135	100-200	150-180	120-140
Project Manager - Senior	115-130	125-165	100-125	85-160	120-140	100-120
Project Manager - Mid	100-115	115-145	85-100	75-125	100-120	80-100
Project Manager - Junior	80-90	90-110	70-90	60-90	100-110	65-80
Change Manager	110-130	120-130	85-115	85-115	100-120	90-110
Release Manager	110-130	120-130	90-125	85-115	100-120	100-120
Business Analyst - Senior	100-120	100-150	100-130	90-140	110-130	85-105
Business Analyst - Mid	80-100	95-125	80-100	70-120	90-110	70-85
Business Analyst - Junior	60-80	70-95	60-80	60-80	90-110	55-70

Job Title	New York	Orlando	Raleigh	Richmond	Tampa
Program Director	150-200	120-150	120-160	120-160	115-135
Head of PMO	165-200	120-150	120-150	120-150	125-140
Portfolio Manager	145-175	120-130	110-135	110-135	120-130
Program Manager	145-175	120-130	120-150	120-150	105-125
Project Manager - Senior	125-165	100-130	110-130	110-130	95-110
Project Manager - Mid	115-145	80-95	95-110	95-110	75-90
Project Manager - Junior	90-110	65-75	75-95	85-95	60-75
Change Manager	120-130	90-120	95-110	90-110	65-80
Release Manager	120-130	90-120	90-130	90-130	90-100
Business Analyst - Senior	100-150	90-120	95-120	95-120	85-100
Business Analyst - Mid	95-125	70-90	85-105	85-105	85-95
Business Analyst - Junior	70-95	60-65	75-85	70-85	50-65

¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

TELECOMS

Job Title	Atlanta	Chicago	Dallas	Denver	DMV ¹	Miami
Program Manager	130-180	165-190	180-250	150-500	200-250	225-275
Project Manager	130-160	150-170	180-250	100-400	200-250	175-200
Project Coordinator	100-130	100-125	125-200	100-175	160-200	140-150
Business Analyst	100-130	100-145	125-250	150-400	180-220	140-160
IP & Ethernet Engineer	140-160	135-160	130-190	100-350	175-210	120-130
Network Deployment & Support Engineer	140-160	135-160	110-180	100-300	175-210	130-150
NOC/NMC Support Engineer	140-160	135-165	110-160	100-250	175-210	130-150
Provisioning Engineer	130-160	135-165	90-170	100-250	175-210	130-150
Voice & Contact Center Engineer	130-160	135-165	110-150	100-250	175-210	130-150
Network Capacity Planning Engineer	140-170	135-165	125-200	100-250	175-210	130-150
RAN/RF Engineers	130-150	135-165	120-170	100-225	150-180	140-160
Mobile Network Architect	130-160	140-175	125-175	100-225	150-180	140-160
OSS/BSS Solutions Architect	120-150	140-175	125-185	100-225	150-180	130-150
Product Manager	100-130	105-145	90-135	90-140	130-170	100-120

Job Title	New York	Orlando	Raleigh	Richmond	Tampa
Program Manager	165-195	110-140	100-130	100-130	120-140
Project Manager	150-175	100-120	95-120	95-120	95-110
Project Coordinator	100-125	70-90	85-100	85-100	75-90
Business Analyst	100-145	80-100	80-100	80-100	80-90
IP & Ethernet Engineer	135-165	80-100	75-100	90-100	90-100
Network Deployment & Support Engineer	135-165	90-100	60-90	85-95	85-95
NOC/NMC Support Engineer	135-165	70-90	60-85	85-95	85-95
Provisioning Engineer	135-165	90-100	65-90	80-95	80-95
Voice & Contact Center Engineer	135-165	100-110	90-120	90-120	100-120
Network Capacity Planning Engineer	135-165	110-120	75-95	140-160	100-120
RAN/RF Engineers	135-165	90-100	80-100	80-100	105-115
Mobile Network Architect	140-175	110-140	110-130	110-130	115-125
OSS/BSS Solutions Architect	140-175	120-135	120-140	110-130	105-115
Product Manager	105-145	100-130	90-120	90-120	95-115

¹ DMV: Washington, D.C., Maryland, and Virginia.
All figures are expressed in thousand U.S. dollars and as annual gross salaries.

LIFE SCIENCES

HOT JOBS

Medical Director – VP Clinical Development

Manager – Sr Director Regulatory Affairs

Clinical Project Manager

Safety Physician

Clinical Research Associate

Clinical Operations Director

REGULATORY AFFAIRS

Job Title	National
Vice President, Regulatory Affairs ¹	240-320
Regulatory Affairs Senior Director	200-240
Regulatory Affairs Director ¹	170-210
Regulatory Affairs Associate Director	140-170
Regulatory Affairs Senior Manager	130-160
Regulatory Affairs Manager ¹	100-135
Regulatory Affairs Senior Associate/Specialist	80-100
Regulatory Affairs Associate/Specialist	60-80

CLINICAL OPERATIONS (dependent upon TA area)

Job Title	National
(Sr) Clinical Project Manager	130-160
(Sr) Clinical Data Manager	110-150
(Sr) Clinical Research Associate ¹	80-130
Clinical Trial Associate	70-90
AD Clinical Operations ¹	140-170
Director Clinical Operations ¹	160-200
Senior Director Clinical Operations ¹	200-260
VP Clinical Operations ²	270-350

CLINICAL DEVELOPMENT (dependent upon TA area)

Job Title	National
Associate Medical Director (MD) ¹	250-290
(Sr) Medical Director (MD) ¹	290-350
VP/SVP, Head Clinical Development (MD) ¹	350-430
(Sr) Clinical Research Scientist (PhD/PharmD) ¹	110-150
AD/Director Clinical Science (PhD/PharmD) ¹	160-215
Sr Director/VP Clinical Science (PhD/PharmD) ²	220-300

DRUG SAFETY & PV (dependent upon TA area/degree)

Job Title	National
(S)VP, Head Drug Safety/PV (MD) ²	340-400
Executive Director Safety/Department Head (MD) ¹	340-350
(Sr) Safety Physician (MD) ¹	230-350
Associate Director Drug Safety (MD) ¹	200-230
Manager/Team Lead Drug Safety ¹	130-160
Senior Specialist Drug Safety	80-115
Specialist/Associate Drug Safety	70-100

HEALTH ECONOMICS & MARKET ACCESS

Job Title	National
Vice President, Market Access ¹	240-300
Director, HEOR	175-225
Director, Market Access ¹	175-225
Director, Reimbursement and Pricing	175-225
Manager, Market Access and Government Relations ¹	125-150
Manager, Stakeholder Relations	125-150
Manager, Reimbursement and Pricing	125-150
Manager, HEOR ¹	125-150

PATIENT SERVICES

Job Title	National
Manager, Patient Services ¹	90-115
Regional Nurse Case Manager ¹	100-125
Manager, Reimbursement ¹	80-100
Reimbursement Specialist ¹	60-85

¹ Bonuses of 10 to 25% are common

² Bonuses of 30 to 40% are common

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

MEDICAL AFFAIRS (dependent upon TA area/degree)

Job Title	National
(Sr) Medical Science Liaison (MD, PharmD, PhD) ¹	150-215
Director Medical Affairs (PharmD, PhD) ¹	180-230
(Sr) Regional Medical Director (MD) ¹	280-340
Sr Director Medical Affairs (MD, PharmD, PhD) ¹	300-350
VP/SVP Medical Affairs (MD, PharmD, PhD) ²	330-400
Chief Medical Officer ²	400-500

RESEARCH & DEVELOPMENT

Job Title	National
AD/Director Translational Research ¹	150-190
Sr Director Translational Research ¹	200-250
AD/Director Discovery Research ¹	140-180
Sr Director Discovery Research ¹	180-220
AD/Director Preclinical Research ¹	150-190
Sr Director Preclinical Research ¹	200-240
VP Research & Development ²	260-300
Chief Scientific Officer ²	300-370

QUALITY ASSURANCE

Job Title	National
Vice President, Quality Assurance ¹	240-290
Quality Assurance Senior Director	180-240
Quality Assurance Director	150-200
Quality Assurance Associate Director	140-165
Quality Assurance Senior Manager	120-145
Quality Assurance Manager ¹	100-130
Quality Assurance Auditor	75-95
Quality Assurance Senior Associate/Specialist	70-95
Quality Assurance Associate/Specialist	50-70

BIostatistics & SAS

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

VALIDATION

Job Title	National
Validation Consultant	40-70/hr ³
Validation Manager	100-120
Validation Specialist	70-90

SALES & MARKETING

Job Title	National
General Manager ¹	270-390
Business Unit Head ¹	225-260
Marketing Director ¹	175-210
Sales Director ¹	175-210
Marketing Manager	140-175
Product Manager ¹	100-130
Specialty/Hospital Sales Representative	70-100
Sales Representative	70-100

¹ Bonuses of 10 to 25% are common

² Bonuses of 30 to 40% are common

³ Hourly rate

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

PROPERTY & FACILITIES MANAGEMENT

🔥 HOT JOBS

Facility Manager with Building Engineer

Facility Manager with Finance/Accounting

Environmental Health & Safety

Licensed Building Engineer & Maintenance Technician

Property Manager with New Construction

Asset Manager

COMMERCIAL PROPERTY MANAGEMENT

Job Title	National
Real Estate Manager	120-150
Vice President, Property Management	200-250+
Director, Property Management	185-225+
Senior Property Manager/General Manager (Commercial Office, Retail, or Industrial portfolio)	130-180+
Property Manager (Commercial Office, Retail, or Industrial portfolio)	95-150+
Assistant Property Manager	75-120+
Property Administrator/Assistant	65-75+
Tenant Services Coordinator	60-75+
Leasing Manager	80-100+
Leasing Associate/Administrator	50-80+

RESIDENTIAL PROPERTY MANAGEMENT

Job Title	National
Director, Property Management	150-250
Senior Property Manager	90-150
Property Manager	75-110
Property Administrator	50-70
Manager/Director of Compliance	80-120
Maintenance Manager	75-120+
Resident Manager	75-150+
Leasing Consultant	45-75
Maintenance Technician/Handyperson	55-70+

DEVELOPMENT AND ASSET MANAGEMENT

Job Title	National
Vice President, Asset Management	175-250+
Director, Asset Management	150-185+
Asset Manager	100-150+
Development Director	175+
Development Manager	120-175+
Development Associate	80-120
VP Acquisitions	200+
Acquisitions Manager	125-200
Acquisitions / Real Estate Analyst	75-125+

OPERATIONS AND MAINTENANCE

Job Title	National
Director of Maintenance	120-160+
Maintenance/Engineering Manager	90-150
Maintenance/Engineering Supervisor	75-120
Chief Engineer	75-150
Building Engineer	65-85+
Maintenance Technician	55-80

FACILITIES MANAGEMENT

Job Title	National
Executive/Account Director	175-350
VP, Facilities Management	165-225
Director of Facilities Management	120-175
Senior Facilities Manager	95-150
Facilities Manager	90-120
Assistant Facilities Manager	70-85
Facilities Coordinator	60-75
Janitorial/Housekeeping Manager	70-90
Director, EH&S	90-140
Amenities Manager	80-160

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

ABOUT HAYS

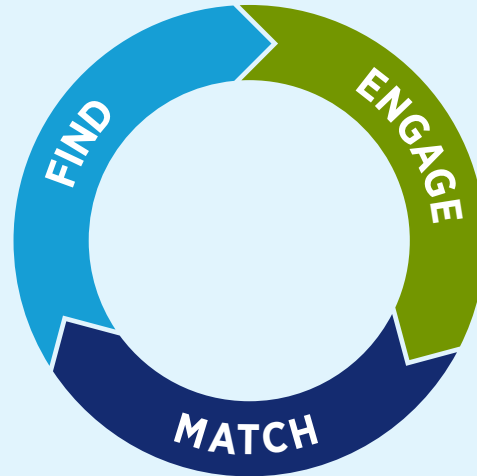
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We add value to our clients and candidates search experience through our Find & Engage model:

We **Find** talent by combining our recruitment expertise with cutting edge software and systems.

We **Engage** our network by sharing tailored insights, advice and opportunities at the right time through nurturing technology.

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GLOBAL REACH

20

specialisms

33

countries covered

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employees

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2019 Largest Direct Hire Firms in the US list – Staffing Industry Analysts (SIA)

2017 and 2018 Best Company Page on LinkedIn

2016 Most Socially Engaged Staffing Firm on LinkedIn

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By truly understanding our candidates and clients, locally and globally, we help people and companies achieve lasting impact. Our values aim to reflect this promise. Our values underpin our skills, behaviors and way of doing business. These values are:

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Insightful | Innovative
Do the right thing

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