IT Hiring Kit
Platinum Edition

Janco Associates, Inc.

IT Hiring Kit – Platinum Edition

The standard edition of the IT Hiring Kit contains the following items

- Latest IT Salary Survey - The salary survey draws on data collected throughout the year via extensive Internet-based survey instruments and completed survey forms from businesses throughout the United States and Canada. The survey data reflects IT salaries in 78 major cities in the United States as well as 23 cities in Canada. Summary data is provided in both the PDF document and a separate Excel Spreadsheet.

- All of the Job Description in the Internet and IT Position Description HandiGuide as individual MS Word files. These included all of the positions surveyed in the IT Salary SurveyThe MS Word file can be viewed, edited, and printed.

- Internet and IT Positions Description HandiGuide™(PDF) The Internet and IT Position Descriptions HandiGuide™ over 800 pages; which includes sample organization charts, a job progression matrix, and all of the job descriptions. The book also addresses Fair Labor Standards and the ADA. Also included are tools to help you expand, evaluate and define your enterprise's unique additional required. Those tools include:
  - Job Evaluation Questionnaire
  - Position Description Questionnaire
  - Job Progression Matrix (Job Family Classifications)
  - Candidate Interview Control Log
  - Interview and Hiring Guide (WORD and PDF) Includes two electronic forms: Background Check Authorization and Interview Questionnaire.

In the pages that follow, samples of the item included are shown

2023

IT Salary Survey

Janco Associates, Inc.

Table of Contents

Not available in the Individual City versions of the Salary Survey

Methodology

The Compensation Study utilized data from Janco Associates Compensation Database for Information Technology professionals. This database contains compensation information for many firms across the United States and Canada. The database is classified by normalized job position, considering similarities in job function and responsibilities, rather than merely job title.

From this database, compensation benchmark ranges are established for each normalized job position. In analyzing the study data, the upper and lower quartiles are eliminated to determine Janco's Benchmark Ranges. The benchmark ranges are then used to assess the alignment of a company's actual compensation to the marketplace for each job function. The results can be assessed using the following guidelines:

BELOW BENCHMARK RANGE:
Highly impacted by forces of the marketplace.

WITHIN BENCHMARK RANGE:
Subject to the normal forces of the marketplace for similar job function(s) and responsibilities.

ABOVE BENCHMARK RANGE:
Not subject to the forces of the marketplace.

The Janco Benchmark [1] represents our assessment of the compensation level required for organizations to remain competitive and minimize the risk of losing employees to other organizations.

Reviews were conducted from the standpoint of a comparison of base salary and, when appropriate, from the additional standpoint of total compensation. Total compensation is determined by adding the budgetary bonus amounts and an equivalent cash value for "above-standard" compensation to an individual's base salary.

The Compensation Study data was divided into two categories. Large companies are companies whose gross revenues are equal to or greater than $500 MM or more than 1,000 total employees. Mid-sized companies are companies whose gross revenues are less than $500 MM and less than 1,000 employees

All salaries are normalized to a national standard, considering the cost of living in the metropolitan areas presented. Note some metro areas may not have enough data points to be statistically accurate to plus or minus 5%. However, all the national numbers are statistically valid for plus or minus 1.2%.

The Information Technology Compensation Study was compiled by Janco Associates Inc. (Janco) and eJobDescription.com (a division of Janco Associates) in January 2022. A survey form was sent to a representative number of businesses throughout the United States and Canada in a variety of different industries. Janco's survey and extensive internet-based polling, allow us to include a substantial number of data points from outside of Janco's traditional information base. The historical data is generated from prior studies created by Janco and its principals.

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[1] The Benchmark is typically the top quartile paid to the job position. Based on or analysis that is the amount that an enterprise would have to pay to hire a new top-level performer in that role.

The survey responses were entered into Janco's compensation database along with pertinent salary information from other prominent salary surveys that focus on the Information Technology area, as well as normalized data from previous years' studies. Using all the available data, the Benchmark Compensation Ranges were determined. The lower and upper quartiles of the survey data were eliminated when determining the Janco Benchmark Compensation Ranges.

Individuals whose compensation is below the Janco Benchmark Ranges are subject to the forces of the marketplace and other conditions, which are unique to an individual's terms of employment or experience level. Individuals whose compensation is above the Benchmark Ranges are the least impacted by market forces. However, because of their seniority, they are likely candidates for more senior IS management positions at other companies if career advancement is perceived to be limited in their present environment. Individuals whose compensation is within the Benchmark Ranges are compensated relative to their specialty and are normally not subject to the forces of the marketplace. The Janco Total Benchmark Compensation Range has been split into three groups: top-level positions, mid-level positions, and staff positions. Total compensation includes estimated bonus amounts, "perks," and the fair value of supplemental compensation such as additional time off, education cost reimbursements, special business trips, car allowances, stock options, etc.

The methodology and classification for several positions have changed. If the reader uses this information in conjunction with earlier Janco Studies some positions will not be comparable to those in prior periods. Please refer to the position descriptions in Janco's

Internet and Information Position Description HandiGuide®

https://e-janco.com/Job_Book.htm or the

PREMIUM Edition Job Description Bundle

https://e-janco.com/session/add_product.aspx?catalog=21 for the detailed definition of the job content.

Sample Statistics

The shutdown due to Covid-19 impacted the total number of organizations and positions that were surveyed

The Compensation Database of competitive compensation statistics for the Information Technology 2023 Compensation Study includes the following:

LARGE COMPANIES

ORGANIZATIONS RESPONDING

Positions Surveyed:	*73*
Number of Enterprises:	*76*
Population Size:	*57,006*

Mean Salary:	*$102,199*

MID-SIZE COMPANIES

ORGANIZATIONS RESPONDING

Positions Surveyed:	*73*
Number of Enterprises	*206*
Population Size:	*12,945*

Mean Salary:	*$100,434*

The study includes most positions in a typical IS organization for mid-size to large-size companies. This update includes data gathered from Janco's polling, as well as a "survey of surveys" including data from across the United States and Canada [2].

INDUSTRY TYPES:

Aerospace	*Agriculture*	*Distribution*
Education	*Executive Search*	*Financial Services*
Food Services	*Health Care*	*Government*
Grocery/Supermarket	*Insurance*	*Manufacturing*
Mortgage Banking	*Publishing*	*Pharmaceutical*
Software Development	*Telecommunications*	*Utility*

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[2] All the data for Canada in this survey is shown in Canadian dollars.

Study Summary

> **Mean Compensation for all IT Pros for 2023 is $101,323 up by 5.61%**
> **Over 190,000 IT positions were added in the past four quarters**

Our observations for the 2023 IT Salary Survey are as follow:

- Median salaries for IT Pros in large enterprises is over $102K with executives' median of $180K

- Salaries for IT Professionals are not keeping up with inflation for staff and middle managers

- Salaries for IT Professionals in aggregate rose just under 3% in the past 4 quarters

- Retirements of IT Professionals have increased as more "Baby-Boomers" opt-out of returning to work

- Salary compression is occurring as "new hires" are offered salaries at the top end of the pay ranges for existing positions – often paid more than current employees in the same positions

- Total mean compensation for all IT Professionals increased from $96,667 to $101,323

- Attrition rates in mid-sized enterprises are rising faster than in large enterprises

- Salary levels are in mid-sized enterprises are rising faster than in large enterprises

- Consultants who augment IT Staff and skills now are in high demand

- Demand has remained highest for IT professionals who support security, Blockchain, Work From Home (WFH), and e-commerce

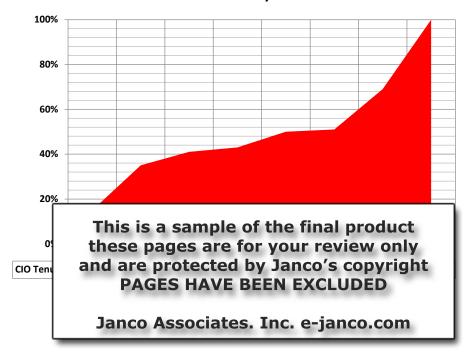- Staffing and retention are now a primary priority of C-Level management

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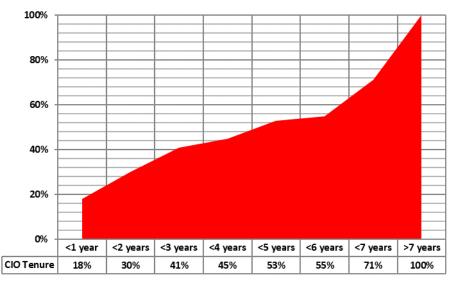**Janco Associates. Inc. e-janco.com**

CIO Tenure

CIO tenure is the length of time in the existing role of an individual. Over the last 12 months, the median tenure of CIOs has fallen by two (2)) months to 4 Years and 5 months. Over the next 12 months, we will see more retirements which will result in a reduction in the average tenure as more "younger" IT professionals move into that role.

CIO Median Job Tenure 4 years 5 months

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CIO Median Job Tenure 4 years 7 months

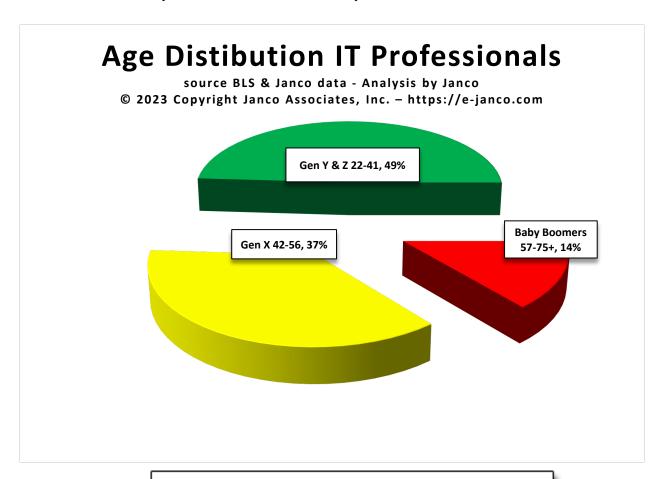|	<1 year	<2 years	<3 years	<4 years	<5 years	<6 years	<7 years	>7 years
CIO Tenure	18%	30%	41%	45%	53%	55%	71%	100%

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Median Age of IT Pros

We are starting to see the "new generation" of IT Pros taking over. Many if not most of the Baby Boomers are retiring or already have. The net impact is that the "median" age of CIOs will be falling for at least the next few years.

Based on BLS data, Gen Y and X (Millennials) make up over 49% of the total labor force, Gen Xers are 37%, and Baby Boomers have shrunk to only 14% of the total labor force.

Age Distibution IT Professionals
source BLS & Janco data - Analysis by Janco
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Gen Y & Z 22-41, 49%

Gen X 42-56, 37%

Baby Boomers 57-75+, 14%

Fringe Benefits Summary

Benefits	Percent								Change
	2016	2017	2018	2019	2020	2021	2022	2023	12 mo
Flexible Hours and or Schedule (WFH)	57%	61%	62%	61%	76%	80%	98%	96%	-2%
Insurance - Disability (beyond mandated)	71%	76%	75%	76%	78%	79%	80%	80%	0%
Insurance - Health	80%	80%	78%	79%	76%	77%	79%	80%	1%
Insurance - Life	64%	62%	61%	63%	60%	60%	60%	61%	1%
401K	39%	38%	38%	39%	40%	41%	40%	42%	2%
Personal Performance Bonus	44%	44%	43%	45%	22%	20%	17%	19%	2%
Stock Options	12%	11%	11%	10%	11%	10%	6%	6%	0%
Enterprise Performance Bonus	20%	16%	14%	16%	10%	9%	2%	3%	1%
Trips (i.e. off-site planning, trade shows, training)	37%	37%	38%	39%	10%	1%	0%	0%	0%
Automobile	1%	1%	1%	1%	1%	1%	0%	0%	0%

Flexible work hours including Work From Home (WFH) are now a benefit that most companies (96%) are offering.

With the increase in demand for IT professionals, companies have started to improve the fringe benefits offered. The number of companies picking up 100% of Health insurance has risen to 80% from 79% in the prior year. Cars have all but been eliminated except in those cases where employees must use them in the course of their day-to-day jobs – companies have also eliminated the use of these vehicles for personal use during non-work hours.

Since 2006 there has been a continued reduction in the fringe benefits paid by companies of all sizes. In the case of 401K's many companies have stopped contributing to those plans for their employees. With shortage of IT Pros this is one benefit that is being revisited with an increase to 42% from 40% in the past yeare

A looming recession, is placing pressure on the remaining firms to control employee expenses more. As a result, there now is pressure to reduce other expenses such as family-paid health insurance versus employee health insurance, life insurance, disability insurance beyond what is mandated by law, and "unnecessary' travel and trip expenses.

Based on our data and interviews with our key clients we see this trend continuing.

Compensation and IT Job Market Trends

Data collected shows that the mean compensation for IT professionals increased by 5.61%. The positions most in demand are IT staff who have the skills supporting e-commerce and WFH support.

In the last two-quarters of 2022, salaries as companies work to add staff salaries have increased, move in Mid-sized endterprises(7.74%) than large enterprises (3.61%)

	2022	2023	% Change
Large Enterprise			
Executives	$175,455	$180,626	2.95%
Middle Managers	$96,449	$99,188	2.84%
Staff	$78,661	$82,636	5.05%
All Large Enterprise	$98,636	$102,199	3.61%
Mid-Size Enterprises			
Executives	$147,156	$159,925	8.68%
Middle Managers	$92,619	$99,789	7.74%
Staff	$77,694	$83,296	7.21%
All Mid-Size Enterprises	$93,217	$100,434	7.74%
IT Positions All Sizes	$95,945	$101,323	5.61%

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BLS IT Compensation Analysis

High-tech industries matter to the U.S. economy because they produce a large share of total output, and from a workforce standpoint, they employ large numbers of skilled workers and provide higher wages for all types of workers. There are various ways that high-tech industries can be defined, and those definitions can have an impact on analyses. In an article, the BLS defined high-tech industries as those having high concentrations of workers in STEM (Science, Technology, Engineering, and Mathematics) occupations.

Title	Job Summary	Education	Median Pay Ranges January 2022
Computer and Information Research Scientist	Invents and designs new approaches to computing technology and finds innovative uses for existing technology.	Master's degree	$114,520 to $119,013
Computer Network Architect	Designs and builds data communication networks, including local area networks (LANs), wide area networks (WANs), and Intranets.	Bachelor's degree	$98,996 to $104,650
Computer programmer	Writes and tests code that allows computer applications and software programs to function properly.	Bachelor's degree	$82,240 to $93,623
Computer support specialists	Provides help and advice to computer users and organizations.	Associate degree Optional	$52,810 to $64,897
Computer Systems Analyst	Studies an organization's current computer systems and procedures, and designs solutions to	Bachelor's	$86,124 to $88,270
Database administrator			$87,020 to $101,960
Information Security Analyst			$95,510 to $99,152
Network Computer Systems Administrator	Responsible for the day-to-day operation of enterprise networks	Bachelor's degree	$74,957 to $81,100
Software Developer	Some develop applications that allow people to do specific tasks on a computer or another device. Others develop the underlying systems that run the devices or that control networks.	Bachelor's degree	$101,813 to $103,560
Web Developer	Design and create websites.	Associate degree	$67,990 to $73,554
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Mean Compensation IT Executives

Compensation has just reached the level of where it was in January 2008. We can see the median compensation for IT executives (leaders and staff IT professionals) once reaching the peak of 2008, remains stagnant.

Large Enterprises – Executive Salaries

Compensation for Information Technology executives in large enterprises has been the set of IT jobs that had the greatest increases in compensation. It has increased by 5.41%, going from $175,455 to $180,626. Much of those increases are due to individual and organizational performance bonuses. The total compensation for IT executives is shown in the table below.

Large Enterprises Mean Compensation	Jan 2022	Jan 2023	Change
VP - Chief Information Officer (CIO)	$223,528	$235,628	5.41%
VP - Security (CSO)			
VP - Administration			
VP - Consulting Services			
VP - Information Services			
VP - Technical Services			
Director - IT Planning			
Director - Production/Data Center			
Director - Systems & Programming	$180,764	$186,103	2.95%

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	2022	2023	% Change
Large Enterprise			
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Staff	$77,694	$83,296	7.21%
All Mid-Size Enterprises	$93,217	$100,434	7.74%
IT Positions All Sizes	$95,945	$101,323	5.61%

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Mid-Sized Enterprises – Executive Salaries

Compensation for Information Technology executives in SMB jumped due to the demand caused by economic recovery. The total compensation for these individuals has increased by 8.68%, going from $147,156 to $159,925. The total compensation for those is shown in the table below.

Mid-Sized Enterprises Mean Compensation	Jan 2021	Jan 2022	Change
VP - Chief Information Officer (CIO)	$188,168	$195,100	3.68%
VP - Security (CSO)	$144,356	$146,556	1.52%
VP - Administration			
VP - Consulting Services			
VP - Information Services			
VP - Technical Services			
Director - IT Planning			
Director - Production/Data Center			
Director - Systems & Programming	$149,520	$155,673	4.12%

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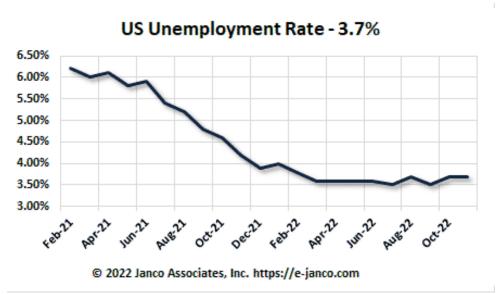|	2022	2023	% Change
Large Enterprise			
Executives	$175,455	$180,626	2.95%
Middle Managers	$96,449	$99,188	2.84%
Staff	$78,661	$82,636	5.05%
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IT Positions All Sizes	$95,945	$101,323	5.61%

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National Data – U.S.

National Unemployment Rate

The national unemployment rate was at a record low of 3.5% before the shutdowns. It then jumped to 14.7% at its peak. before slowly moving down.
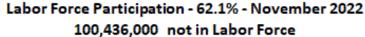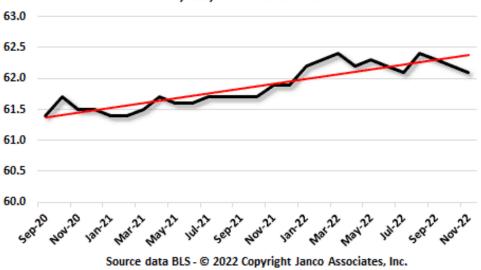
US Unemployment Rate - 3.7%

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To see current data go to https://e-janco.com/career/employmentdata.html

Labor Participation Rate

With the massive lay-offs and terminations due to the Covid-19 shutdown, the labor participation rates plummeted by almost 3% with 100,110,000 no longer in the labor force.

Labor Force Participation - 62.1% - November 2022
100,436,000 not in Labor Force

Source data BLS - © 2022 Copyright Janco Associates, Inc.
https://e-janco.com

For more recent data go to https://e-janco.com/Career/EmploymentData.html

IT Job Market Size 2021 versus 2022

Annual IT Job Market Gain 2021 vs 2022

	2021		2022		
	Monthly	**YTD**	**Monthly**	**YTD**	**YTD Diff**
Jan	14,400	14,400	18,900	18,900	4,500
Feb	12,700	27,100	2,600	21,500	(5,600)
Mar	5,700	32,800	29,500	51,000	18,200
Apr	15,100	47,900	26,300	77,300	29,400
May	2,500	50,400	20,000	97,300	46,900
Jun	18,500	68,900	20,400	117,700	48,800
Jul	9,900	78,800	8,200	125,900	47,100
Aug	25,400	104,200	13,600	139,500	35,300
Sep	12,900	117,100	9,100	148,600	31,500
Oct	13,400	130,500	16,900	165,500	35,000
Nov	73,600	204,100	12,500	178,000	(26,100)
Dec	9,000	213,100			

Source: Bureau of Labor Statistics - Analysis by Janco Associates, Inc.
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To see the latest IT Job Market data go to https://e-janco.com/career/employmentdata.html

Demand for IT Professionals

Many enterprises are now looking to improve service levels and expand the impact of technology across all phases of typical enterprise operations. This has resulted in the use of more specialists for key projects and to bring "off-shore" computer operations back into the company's direct control.

	Positions with Higher Demand	Positions with Lower Demand
Large Enterprises	VP - Security (CSO) BYOD / PC Specialist Internet Developer Network Technician Sofware Engineer	Manager Operating Systems Production Manager Production Support Manager Trainingn & Documentation Change Control Analyst
Mid-sized Enterprises	CIO VP - Security (CSO) Director Production Data Center Manager Data Base Project Manager Nework Tech Service WebManster	VP Administration Mnager production Services Production Services Supervisor Network Control Analyst

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Large organizations are planning to beef up their middle management as those enterprises focus on Big Data, Blockchain, and Smartphone and tablet connectivity. In addition, many CIOs in larger enterprises are now getting closer to retirement. Succession planning and promotion of Millennials into that role is becoming a priority.

IT Job Description HandiGuide

Full Suite of tools to help manage the HR processes -- includes 324 position Descriptions, Job Progression Matrix, Organization Charts, and Employee Termination in electronic checklist form

IT Job Descriptions are updated to reflect the latest compliance requirements. The Internet and IT Position Descriptions HandiGuide was fully updated in 2023 and is over 900 pages, which includes sample organization charts, a job progression matrix, and 324 Internet and IT job descriptions. The book addresses all mandated requirements, including the ADA, and is in an easy-to-use format. If you have ordered this in the past look at the version history to see the changes, we have made and consider ordering the update service.

Sample Job Description   Table of Contents

Electronic Distribution ONLY   https://e-janco.com/Job_Book.htm

The Internet and Information Technology Position Descriptions HandiGuide® was completed in 2020 and contains well over 900 pages; which includes sample organization charts, a job progression matrix, and detailed job descriptions.   The book also addresses Fair Labor Standards and the ADA and is in a new easier-to-read format. Also included are tools to help you expand, evaluate, and define your enterprise's unique additional requirements. Those tools include:

Job Evaluation Questionnaire
Position Description Questionnaire
Job Progression Matrix (Job Family Classifications) *

The positions (see the full list by downloading the Table of Contents above) include all the functions within the IT group. They include:
Chief Information Officer (CIO), Chief Security Officer (CSO). Chief Technology Officer (CTO), Director Electronic Commerce, Manager Data, Security/Special Project Supervisor, Disaster Recovery Coordinator Manager Metrics
Internet/Intranet Administrator Metrics Measurement Analyst, Manager Wireless Systems, Webmaster, PCI-DSS Coordinator, Programmer, Object Programmer and over 300 others.

Job Families

This Compensation Study is most helpful when used in conjunction with another Janco publication [3], the *Internet and Information Technology Position Description HandiGuide®*. This management book contains position descriptions for over 238 jobs in the Information Systems organization divided into four management levels and five functional families. The *Internet and Information Technology Position Description HandiGuide®* will facilitate staff planning and organizational development, enhance recruiting programs, increase internal coordination, and improve service levels.

The *Internet and Information Technology Position Description HandiGuide®* provides a formal definition of the Information Technology department in any size organization. The positions are organized into four management levels:

I. Executive Management
II. Senior Management
III. Middle Management
IV. Staff

IT Job Family Classification & Pay Grade System 2022 Edition

IT Job Family Classification

A job family is a series of progressively higher, related jobs distinguished by levels of knowledge, skills, and abilities (competencies) and other factors, and which provide promotional and compensation opportunities.
Job Classification system is a basis for career planning and setting pay ranges for IT Pros.

For more information, go to https://e-janco.com/it-Job-Family.html.
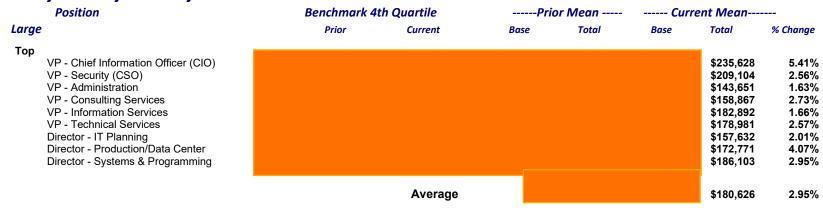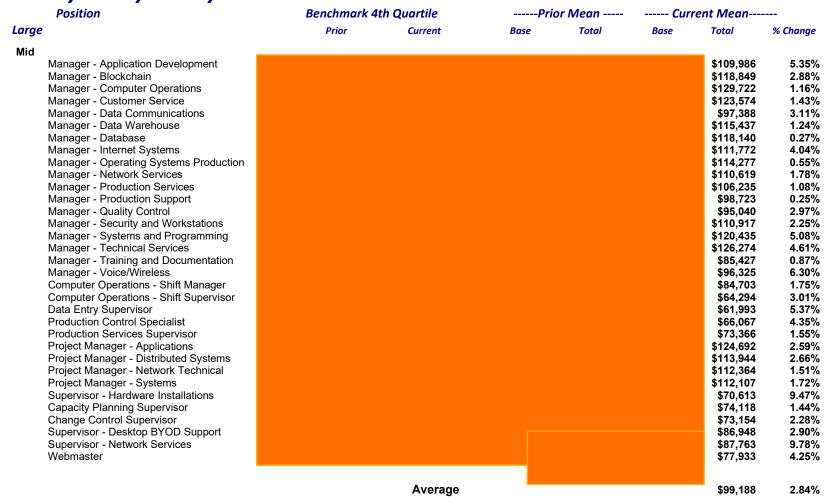

Summary Salary Survey Data

The following tables show the relative compensation amounts by position within company size. For example, the first table displays compensation including/excluding perks in large companies for the top level, the second for Mid-Level, and the third for Staff IT positions. The remaining tables display compensation in mid-size companies for the same classifications. All amounts on these charts are in US Dollars.

Summary Salary Survey - 2023

Position	Benchmark 4th Quartile		------Prior Mean -----		------ Current Mean-------		
Large	Prior	Current	Base	Total	Base	Total	% Change
Top							
VP - Chief Information Officer (CIO)						$235,628	5.41%
VP - Security (CSO)						$209,104	2.56%
VP - Administration						$143,651	1.63%
VP - Consulting Services						$158,867	2.73%
VP - Information Services						$182,892	1.66%
VP - Technical Services						$178,981	2.57%
Director - IT Planning						$157,632	2.01%
Director - Production/Data Center						$172,771	4.07%
Director - Systems & Programming						$186,103	2.95%
Average						$180,626	2.95%

JANCO ASSOCIATES, INC.

Summary Salary Survey - 2023

Position	Benchmark 4th Quartile		------Prior Mean-----		------ Current Mean-------		
Large	Prior	Current	Base	Total	Base	Total	% Change
Mid							
Manager - Application Development						$109,986	5.35%
Manager - Blockchain						$118,849	2.88%
Manager - Computer Operations						$129,722	1.16%
Manager - Customer Service						$123,574	1.43%
Manager - Data Communications						$97,388	3.11%
Manager - Data Warehouse						$115,437	1.24%
Manager - Database						$118,140	0.27%
Manager - Internet Systems						$111,772	4.04%
Manager - Operating Systems Production						$114,277	0.55%
Manager - Network Services						$110,619	1.78%
Manager - Production Services						$106,235	1.08%
Manager - Production Support						$98,723	0.25%
Manager - Quality Control						$95,040	2.97%
Manager - Security and Workstations						$110,917	2.25%
Manager - Systems and Programming						$120,435	5.08%
Manager - Technical Services						$126,274	4.61%
Manager - Training and Documentation						$85,427	0.87%
Manager - Voice/Wireless						$96,325	6.30%
Computer Operations - Shift Manager						$84,703	1.75%
Computer Operations - Shift Supervisor						$64,294	3.01%
Data Entry Supervisor						$61,993	5.37%
Production Control Specialist						$66,067	4.35%
Production Services Supervisor						$73,366	1.55%
Project Manager - Applications						$124,692	2.59%
Project Manager - Distributed Systems						$113,944	2.66%
Project Manager - Network Technical						$112,364	1.51%
Project Manager - Systems						$112,107	1.72%
Supervisor - Hardware Installations						$70,613	9.47%
Capacity Planning Supervisor						$74,118	1.44%
Change Control Supervisor						$73,154	2.28%
Supervisor - Desktop BYOD Support						$86,948	2.90%
Supervisor - Network Services						$87,763	9.78%
Webmaster						$77,933	4.25%
Average						$99,188	2.84%

Janco Associates, Inc.

Summary Salary Survey - 2023

Position	Benchmark 4th Quartile		------Prior Mean-----		------ Current Mean-------		
Large	**Prior**	**Current**	**Base**	**Total**	**Base**	**Total**	**% Change**
Staff							
BYOD / Personal Computer Specialist						$73,048	10.37%
Change Control Analyst						$69,773	0.92%
Computer Operator						$59,725	7.07%
Data Center Facility Administrator						$58,638	4.52%
Data Entry Clerk						$59,500	8.68%
Data Security Administrator						$99,494	2.58%
Database Specialist						$108,091	1.60%
Disaster Recovery Coordinator						$105,922	6.05%
e-Commerce Specialist						$95,724	3.52%
Forms and Graphics Designer						$69,758	3.82%
Object Programmer						$91,158	1.68%
Hardware Installations Coordinator						$61,701	7.45%
Internet Developer						$92,065	14.15%
IT Planning Analyst						$85,394	7.12%
Librarian						$58,216	7.31%
Network Control Analyst						$91,262	2.09%
Network Services Administrator						$83,745	4.97%
Network Technician						$75,776	17.93%
Operations Analyst						$68,330	0.79%
Production Control Analyst						$68,743	1.33%
Programmer/Analyst						$96,598	0.23%
Senior Network Specialist						$111,233	7.38%
Software Engineer						$105,676	8.83%
Systems Analyst						$88,883	2.69%
Systems Programmer						$99,221	3.37%
Systems Support Specialist						$75,610	2.42%
Technical Services Specialist						$70,994	8.52%
Technical Specialist						$97,430	6.98%
Voice/Wireless Communications						$87,567	4.89%
Web Analyst						$73,773	1.60%
Wi-Fi LAN Applications Support Analyst						$78,667	2.38%
Average						$82,636	5.05%

JANCO ASSOCIATES, INC.

Summary Salary Survey - 2023

Position		Benchmark 4th Quartile		------Prior Mean -----		------ Current Mean-------		
Large		**Prior**	**Current**	**Base**	**Total**	**Base**	**Total**	**% Change**
	Average by size						$102,199	3.61%

JANCO ASSOCIATES, INC.

Summary Salary Survey - 2023

Position	Benchmark 4th Quartile		------Prior Mean -----		------ Current Mean-------		
Mid-Size	Prior	Current	Base	Total	Base	Total	% Change
Top							
VP - Chief Information Officer (CIO)						$209,931	10.05%
VP - Security (CSO)						$160,899	9.79%
VP - Administration						$117,301	1.05%
VP - Consulting Services						$175,643	2.55%
VP - Information Services						$165,105	10.25%
VP - Technical Services						$168,822	7.48%
Director - IT Planning						$131,314	13.95%
Director - Production/Data Center						$152,900	20.25%
Director - Systems & Programming						$157,406	4.59%
Average						$159,925	8.68%

Summary Salary Survey - 2023

Position	Benchmark 4th Quartile		------Prior Mean-----		------ Current Mean-------		
Mid-Size	Prior	Current	Base	Total	Base	Total	% Change
Mid							
Manager - Application Development						$104,554	17.93%
Manager - Blockchain						$129,875	11.50%
Manager - Computer Operations						$121,666	11.17%
Manager - Customer Service						$101,205	4.81%
Manager - Data Communications						$96,006	2.99%
Manager - Data Warehouse						$115,346	1.76%
Manager - Database						$138,279	30.89%
Manager - Internet Systems						$117,665	11.35%
Manager - Operating Systems Production						$107,967	3.92%
Manager - Network Services						$106,513	3.85%
Manager - Production Services						$107,762	0.67%
Manager - Production Support						$105,704	2.03%
Manager - Quality Control						$101,036	3.73%
Manager - Security and Workstations						$107,549	7.69%
Manager - Systems and Programming						$119,371	5.67%
Manager - Technical Services						$105,739	6.33%
Manager - Training and Documentation						$86,087	3.01%
Manager - Voice/Wireless						$92,191	8.14%
Computer Operations - Shift Manager						$73,264	1.05%
Computer Operations - Shift Supervisor						$75,922	7.44%
Data Entry Supervisor						$62,505	7.09%
Production Control Specialist						$63,649	1.86%
Production Services Supervisor						$84,488	1.93%
Project Manager - Applications						$128,540	16.68%
Project Manager - Distributed Systems						$112,396	6.68%
Project Manager - Network Technical						$105,818	30.13%
Project Manager - Systems						$117,701	5.54%
Supervisor - Hardware Installations						$66,320	1.87%
Capacity Planning Supervisor						$68,476	2.00%
Change Control Supervisor						$92,175	2.47%
Supervisor - Desktop BYOD Support						$92,138	2.34%
Supervisor - Network Services						$94,570	10.73%
Webmaster						$90,560	14.84%
Average						$99,789	7.74%

Summary Salary Survey - 2023

Position	Benchmark 4th Quartile		------Prior Mean -----		------ Current Mean-------		
Mid-Size	Prior	Current	Base	Total	Base	Total	% Change
Staff							
BYOD / Personal Computer Specialist						$67,264	9.97%
Change Control Analyst						$62,065	3.38%
Computer Operator						$63,252	9.40%
Data Center Facility Administrator						$82,953	2.74%
Data Security Administrator						$86,288	14.13%
Database Specialist						$107,917	20.50%
Disaster Recovery Coordinator						$91,329	1.51%
e-Commerce Specialist						$89,237	1.57%
Forms and Graphics Designer						$73,471	6.23%
Object Programmer						$90,284	1.57%
Hardware Installations Coordinator						$62,101	4.40%
Internet Developer						$101,064	11.55%
IT Planning Analyst						$85,137	1.05%
Librarian						$62,909	6.48%
Network Control Analyst						$75,347	0.01%
Network Services Administrator						$86,651	12.56%
Network Technician						$74,910	8.48%
Operations Analyst						$74,598	1.11%
Production Control Analyst						$74,563	4.86%
Programmer/Analyst						$101,844	9.67%
Senior Network Specialist						$109,429	11.69%
Software Engineer						$112,683	1.16%
Systems Analyst						$95,996	9.40%
Systems Programmer						$100,409	13.95%
Systems Support Specialist						$79,885	18.31%
Technical Services Specialist						$76,578	13.91%
Technical Specialist						$72,043	0.77%
Voice/Wireless Communications						$77,447	3.65%
Web Analyst						$82,566	6.22%
Wi-Fi LAN Applications Support Analyst						$78,653	6.95%
Average						$83,296	7.21%

Summary Salary Survey - 2023

Position	Benchmark 4th Quartile		------Prior Mean -----		------ Current Mean-------		
Mid-Size	Prior	Current	Base	Total	Base	Total	% Change
Average by size			███████████████			$100,434	7.74%

Summary Salary Survey - 2023

Position Mid-Size	Benchmark 4th Quartile		------Prior Mean -----		------ Current Mean-------		
	Prior	*Current*	*Base*	*Total*	*Base*	*Total*	*% Change*
Average All						$101,323	5.61%

Statistics Presented by City

The following pages present the numerical results of Janco's Compensation Study in a tabular fashion. Shown are the normalized minimum and maximum for the base salary, as well as the total compensation (including supplemental compensation) for each position, as well as Janco's own benchmark. The remaining columns show figures for 78 typical United States metro areas, as well as 24 selected metro areas in Canada, with adjustments made on the basis of such factors as cost of living, local economic indicators, and regional industry forecasts. City data includes perks. US cities data is in US dollars and Canadian cities data is in Canadian Dollars. The city data is the median.

The cities listed are:

US Cities

Akron	Albuquerque	Allentown	Anchorage	Atlanta	Atlantic City	Austin
Baltimore	Bellingham	Boise	Boston	Buffalo	Charleston	Charlotte
Cheyenne	Chicago	Cincinnati	Cleveland	Colorado Springs	Columbus	Dallas
Denver	Des Moines	Detroit	Duluth	Gary	Grand Rapids	Green Bay
Honolulu	Houston	Indianapolis	Kansas City, Missouri	Las Vegas	Lexington	Little Rock
Los Angeles	Louisville	Madison	Memphis	Miami	Milwaukee	Minneapolis
Nashville	New Orleans	New York	Oakland	Oklahoma City	Olympia	Omaha
Orange County CA	Orlando	Peoria	Philadelphia	Phoenix	Pittsburgh	Portland. Maine
Portland, Oregon	Provo/Orem	Raleigh-Durham	Rockford	Sacramento	Salt Lake City	San Antonio
San Diego	San Francisco	San Jose	Seattle	Sioux Falls	St. Louis	Stamford
Syracuse	Toledo	Topeka	Tucson	Tulsa	Washington	Wichita
Winston-Salem						

Canadian Cities [4]

Calgary AB	Charlotte PE	Edmonton AB	Fredericton NB	Guelph ON	Halifax NS	Hamilton ON
Hull QC	London ON	Montreal QC	Niagara Falls ON	Ottawa ON	Québec City QC	Regina SK
Saskatoon SK	Sault Ste. Marie ON	St. John's NF	Sudbury ON	Toronto ON	Vancouver BC	Victoria BC
Whitehorse YT	Windsor ON	Winnipeg MB				

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[4] On the tables that follow and in the Excel files (if you have purchased that option) the only dollars which are in Canadian Dollars are the mean dollars for the Canadian cities. All other values are in US Dollars only.

Large Enterprises

Compensation for positions in cities in the United States and Canada

The Compensation Study data was divided into two categories. Large companies are companies whose gross revenues are equal to or greater than $500 MM or more than 1,000 total employees. Mid-sized companies are companies whose gross revenues are less than $500 MM and less than 1,000 employees

All salaries are normalized to a national standard, considering the cost of living in the metropolitan areas presented. Note some metro areas may not have enough data points to be statistically accurate to plus or minus 5%. However, all the national numbers are statistically valid for plus or minus 1.2%

Title	Min Base	Max Base	Max Total	Min Total	Mean Base	Mean Total	Benchmark	Akron	Albuquerque	Allentown
VP - Chief Information Officer (CIO)										
VP - Security (CSO)										
VP - Administration										
VP - Consulting Services										
VP - Information Services										
VP - Technical Services										
Director - IT Planning										
Director - Production/Data Center										
Director - Systems & Programming										
Manager - Application Development										
Manager - Blockchain										
Manager - Computer Operations										
Manager - Customer Service										
Manager - Data Communications										
Manager - Data Warehouse										
Manager - Database										
Manager - Internet Systems										
Manager - Operating Systems Production										
Manager - Network Services										
Manager - Production Services										
Manager - Production Support										
Manager - Quality Control										
Manager - Security and Workstations										
Manager - Systems and Programming										
Manager - Technical Services										
Manager - Training and Documentation										
Manager - Voice Wireless Communication										
Computer Operations - Shift Manager										
Computer Operations - Shift Supervisor										
Data Entry Supervisor										
Production Control Specialist										
Production Services Supervisor										
Project Manager - Applications										
Project Manager - Distributed Systems										
Project Manager - Network Technical Services										
Project Manager - Systems										
Supervisor - Hardware Installations										

Title	Min Base	Max Base	Max Total	Min Total	Mean Base	Mean Total	Benchmark	Akron	Albuquerque	Allentown
Capacity Planning Supervisor										
Change Control Supervisor										
Supervisor - Desktop BYOD Support										
Supervisor - Network Services										
WebMaster										
BYOD / Personal Computer Specialist										
Change Control Analyst										
Computer Operator										
Data Center Facility Administrator										
Data Entry Clerk										
Data Security Administrator										
Database Specialist										
Disaster Recovery Coordinator										
e-Commerce Specialist										
Forms and Graphics Designer										
Object Visual Programmer										
Hardware Installations Coordinator										
Internet Developer										
IT Planning Analyst										
Network Control Analyst										
Network Services Administrator										
Network Technician										
Operations Analyst										
Production Control Analyst										
Programmer/Analyst										
Senior Network Specialist										
Software Engineer										
Systems Analyst										
Systems Programmer										
Systems Support Specialist										
Tape Librarian										
Technical Services Specialist										
Technical Specialist										
Voice/Wireless Communications Coordinator										
Web Analyst										
Wi-Fi LAN Applications Support Analyst										

Mid-Size Enterprises

Compensation for positions in cities in the United States and Canada

The Compensation Study data was divided into two categories. Large companies are companies whose gross revenues are equal to or greater than $500 MM or more than 1,000 total employees. Mid-sized companies are companies whose gross revenues are less than $500 MM and less than 1,000 employees.

All salaries are normalized to a national standard, considering the cost of living in the metropolitan areas presented. Note some metro areas may not have enough data points to be statistically accurate to plus or minus 5%. However, all the national numbers are statistically valid for plus or minus 1.2%.

Janco Associates, Inc.

Title	Min Base	Max Base	Max Total	Min Total	Mean Base	Mean Total	Benchmark	Akron	Albuquerque	Allentown
VP - Chief Information Officer (CIO)										
VP - Security (CSO)										
VP - Administration										
VP - Consulting Services										
VP - Information Services										
VP - Technical Services										
Director - IT Planning										
Director - Production/Data Center										
Director - Systems & Programming										
Manager - Application Development										
Manager - Blockchain										
Manager - Computer Operations										
Manager - Customer Service										
Manager - Data Communications										
Manager - Data Warehouse										
Manager - Database										
Manager - Internet Systems										
Manager - Operating Systems Production										
Manager - Network Services										
Manager - Production Services										
Manager - Production Support										
Manager - Quality Control										
Manager - Security and Workstations										
Manager - Systems and Programming										
Manager - Technical Services										
Manager - Training and Documentation										
Manager - Voice Wireless Communication										
Computer Operations - Shift Manager										
Computer Operations - Shift Supervisor										
Data Entry Supervisor										
Production Control Specialist										
Production Services Supervisor										
Project Manager - Applications										
Project Manager - Distributed Systems										
Project Manager - Network Technical Services										
Project Manager - Systems										
Supervisor - Hardware Installations	$56,000	$76,000	$86,000	$66,000	$64,000	$69,701	$72,843	$62,223	$56,557	$52,557

Title	Min Base	Max Base	Max Total	Min Total	Mean Base	Mean Total	Benchmark	Akron	Albuquerque	Allentown
Capacity Planning Supervisor										
Change Control Supervisor										
Supervisor - Desktop BYOD Support										
Supervisor - Network Services										
WebMaster										
BYOD / Personal Computer Specialist										
Change Control Analyst										
Computer Operator										
Data Center Facility Administrator										
Data Entry Clerk										
Data Security Administrator										
Database Specialist										
Disaster Recovery Coordinator										
e-Commerce Specialist										
Forms and Graphics Designer										
Object Visual Programmer										
Hardware Installations Coordinator										
Internet Developer										
IT Planning Analyst										
Network Control Analyst										
Network Services Administrator										
Network Technician										
Operations Analyst										
Production Control Analyst										
Programmer/Analyst										
Senior Network Specialist										
Software Engineer										
Systems Analyst										
Systems Programmer										
Systems Support Specialist										
Tape Librarian										
Technical Services Specialist										
Technical Specialist										
Voice/Wireless Communications Coordinator										
Web Analyst										
Wi-Fi LAN Applications Support Analyst										

National IT Salary Analysis by Position

Only available with the full version of the IT Salary Survey

VP - Chief Information Officer (CIO)

Large

Base	
Total	

126   176   226   276   326   376

Compensation ($ '000)

Benchmark Range

Base: $168,426 - $328,360

Total: $180,887 - $376,085

Mid-Size

Base	
Total	

33   133   233   333   433   533

Compensation ($ '000)

Benchmark Range

Base: $117,601 - $401,412

Total: $132,795 - $541,412

Interview & Hiring Guide

Janco Associates, Inc.

2023

Table of Contents

Interview and Hiring Guide

Introduction

Hiring the right employee for the right position is critical to the success of an enterprise. Poor employee selection costs in terms of productivity, staff development, and team morale. The interview process is where hiring starts and proper preparation and execution of the interviews is where success is defined.

The interview is the point where all candidates are placed on a level field. After all of the candidates have been interviewed, it is time to assess them. If a structure was not put in place that is consistent, then the selection process will be compromised at best and fail to identify the candidate who should be hired.

All interview questions should be focused on the position that is to be filled and should be objective. The interviewer should have a detailed job description of his position before the first candidate is screened, much less interviewed. The job description should state what is required and cover:

- General working conditions
- Hours
- Travel requirements
- Location

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During the interview, the interview the interviewer needs to be prepared to give information to the candidate about the work environment and expectations that the enterprise will have from them. Proper preparation will ensure a greater likelihood that the right candidate is selected for the enterprise.

Process for Hiring the Best People

Great organizations do not come together by accident. The right management and staff personnel are the primary drivers in most world-class enterprises. It is no guarantee that the enterprise will thrive, however, the track record is that organizations that thrive are driven by their people.

To be on the path to success, the recruiting and hiring processes in an enterprise should be streamlined and focused on hiring the best possible candidate for every position that is filled.

What follows is a proven process with world-class best practices identified throughout each step.

Why New Hires Fail

A recent study found that over half of all hiring failures are due to two factors; interpersonal issues associated with the new hire (29 percent) and poor corporate culture fit (28 percent).

Why New Hires Fail
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Category	Percentage
New Hire Does Not Take Direction	25%
New Hire Does Not Listen	20%
Failed to Deliver Results	13%
Job Responsibilities Not Clearly Defined	10%
Cultural Miss-Match	9%
New Hire Not a Team Player	8%
New Hire Motivation	7%
Non-Work Related Issues	3%
Dishonesty in Interview or on Job	3%
Project Lost Sponsor / Funding	2%

To minimize these factors here are 10 tips for things to consider or do in the recruiting process.

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...and jobs change. Update the ...b posting aligns with the job. ...a while, their duties shift, ...ponsibilities that have been ...t to capture all the ...so the candidates who apply

- Look for team players. The single most important quality in an IT hire is compatibility with the existing team. A newly hired employee with a "hero mentality" should be avoided. The most successful employees bring up their entire teams enabling them to accomplish more than

Interviewer Planning

Proactive management in the recruiting and hiring processes requires that before you begin there is a clear understanding of:

1. **The enterprise's expected working style**

   - Are the managers hands-on and supervise people closely or do they prefer people who work independently?

   - Are regular written status reports from the people expected or is it more of an informal atmosphere?

2. **The enterprise's culture**

   - What are the criteria for promotion and bonuses?

   - ... rise management more ... time?

   - ... evening, or on weekends and/or ...

   - ... ntly, or work in teams?

   - Are employees expected to participate in company social functions? Are they encouraged to develop friendships with co-workers or is social activity not encouraged?

   - Are there specific metrics that must be met? How closely are these monitored and what is the reward or punishment for making or not making meeting objectives?

   - Does the enterprise drag out the interviewing process or do they make fast hiring decisions? Is the Human Resources department involved in screening job candidates or is this handled by line managers?

   - What are the top 3 reasons people stay with the enterprise? What are the top 3 reasons they leave?

3. **Expectations of the job position**

   - Is there an approved job description for the position? Does it completely describe what is expected?

   - Is this position expected to grow in scope over time?

4. **Expectations of the person who will fill the position**

   - Will the person work closely with a team? If so, plan to give team members a chance to meet potential employees before the offer is made.

   - Are there weaknesses on the existing team that the new person should fill?

   - Does this individual meet the long-term staffing goal objectives of the enterprise? Or is this a one-time hire for this position only?

Preparation

Before the first interview, the interviewer should review the detailed job description and have a full understanding of the position requirements and work environment the candidate will face.

Besides reviewing the resume provided by the candidate, an important step is deciding on the specific questions that are going to be asked of each candidate. Interviewers should only ask questions that are job-related as well as the same for all the applicants.

The Interview Process

You may want to use telephone or online interviews for the first contact using a screener from the Human Resources department, a professional search firm, or a recruiter. The first interview should cover basic skills and experience before you invest in an in-person interview.

I[...] [...]ne of the interviewers be a co-
w[...] [...]t things. For example, for a
t[...] **This is a sample of the final product** [...]her is assessing the candidate's
a[...] **and these pages are for your review** [...]ng at how well they will fit into the
c[...] **and are protected by Janco's copyright.**

F[...] [...]ble on that person. Either they are
b[...] **https://www.e-janco.com** [...]oon as possible where they stand. If
t[...] [...]tely than drag on an unworkable
situation.

In fast-paced, well-organized companies, a person leaves their interview with a job offer. In that situation, the last person to interview the person knows the results of the prior interviews and is prepared to make an offer that day.

Do not be afraid to hire the first person if they fit your criteria. In a tight job market, employers who delay may lose their best candidates by delaying.

Interview Process

Ask questions about their prior experience. Use their resume/application for specifics or ask general open-ended questions. You may use the following points to develop specific questions or use your questions.

Anyone conducting an interview should be aware of questions that get to the heart of the candidate's abilities and how they would fit in the role. For a project manager questions could be:

- **How do you determine the budget?** The answer should include the creation of a WBS (Work Breakdown Structure), adding that to the EMV (Expected Monetary Value of risk - or risk reserve) plus initiation and planning costs, plus multiplying the number of weeks in the critical path by the weekly project management classes, team training costs, recruitment costs and procurement   Capacity planning should be examined to determine the effect of nonproductive time, holidays and time off.

After the Interview

As soon as the candidate leaves, write out clear notes about your perceptions of the applicant. Include as much specific information as you can about their answers to your questions. Make sure to reference your notes to the correct applicant. Rate each candidate against the requirements of the position and not the applicant. Do not make an instant decision. Interview all qualified candidates before deciding on which applicant would be best suited for the position.

A survey by Janco Associates has identified the following techniques used by hiring managers to verify job candidates' claims made on their resumes and statements made during the interview process. Of course, some of these verification activities can be completed before the interview is even scheduled. In some cases, once some of the preliminary information is obtained, like the social media persona, some candidates will be eliminated from the recruiting process altogether.

Ways enterprises verify a candidate's information

Technique	
Checking References	
Evaluating candidate's social media persona	
Evaluating candidates during the interview process	
Checking Employers/Schools listed on resumes	
Conducting Generic Internet Search	
Checking Public Records	
Asking specific questions of candidates	
Probational hiring	
Tests during the hiring process	
Samples of candidates' work	

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... y yourself. Instead of taking what the ... out there. Check the references, ... search the Internet to validate that the ... a bad sign as there now are services

Screening Resumes Best Practices

- **Define job requirements clearly for recruiters and electronic posting** – You do not want to waste your time looking at resumes of individuals who are not qualified. In the current job market, some active job applicants apply for anything even when they are not remotely qualified for the position that you are trying to fill. If a recruiter sends you candidate resumes that fall into this category – warn them and then stop using them if they continue. A full job description with specific accountabilities, authority, and position requirements should be part of the materials that are used in communicating the needs of your enterprise.

  For example, "Must have led an e-commerce Internet development team that implements a customer WEB 2.0 application…" is much different than "5+ years' experience as a lead developer."

- **Use consistent rules to select and reject resumes** – Communicate so that the ~~...~~ ~~...~~ derstanding of the job ~~...~~ ple, screeners/recruiters should ~~...~~ the Hiring Manager, who should ~~...~~ e"? Why a resume goes in the yes

- **On the first pass spend no more than 20 seconds on any resume** – In the current job market, it is typical to get 100 to 200 resumes for a single position. Given that volume, it will take one to two hours to get through the first pass. You want to get through all of the resumes that you have and with luck, you should be able to find between 10 to 15 individuals that can be phone screened.

- **Create a scorecard with the must-have requirements** - Create a simple, 10-question-or-less checklist to help you stack rank your applicants. Define items for the checklist that highlight your requirements for the key experience, skills, and technology. Use this tool on the resume and in the phone screening. For example, "How many years of commercial web e-commerce experience do you have writing HTML and XML?" or "What specific application development and version control tools have you used"

- **Eliminate resumes that are too long and filled with acronyms and buzzwords** - Many candidates have figured out that if they load up their resumes with more acronyms and buzzwords (i.e. technologies) hoping to win an interview. Rather accept resumes that communicate the hands-on experience using the technologies listed in your job requirements. Focus on resumes that show where and when the technology was used on the job. Keywords that show up in the bullets under job history summaries are better than keywords that show up at the top or bottom of tech resumes in the skills summary section.

Phone Screening Best Practices

- **Before starting, see if anyone knows the potential candidate** – Many candidates in the market have either a great reputation or a poor one. Time is precious and if someone is not "hirable" by your enterprise then do not waste your time.

- **Rank the candidates before they are phone screened** – Use the scorecard to rank the resumes and any known history about the candidates and then budget your time to spend enough time on a phone screen to find the hirable candidates.

- **Know what the deal-breakers are for the hiring manager** - The focus of a phone screen is to weed out the unqualified applicants while selling the enterprise to the top candidates so that you invest time with onsite interviewees who are most likely to get offers. Validate that each _____ capabilities, meets the salary and _____ evel of work.

  _____ specific accomplishments. What have _____ on what kind of resources and team, and

  _____ eater risk of having candidates who just _____ a position. Gain an understanding of what they loved about their current and past jobs and what they hope to find if they join your enterprise. Ask this before you tell them all about your culture and resources.

- **Protect your enterprise reputation** - Just because there may be hundreds of applicants for every opening you have, build your reputation as an employer – one candidate at a time. Even though you may be in the driver's seat, treat every candidate with respect. Follow the basics: start your phone interviews on time, ask fair, relevant questions, let them ask you a few questions, and always follow

Top 10 Interview Best Practices

Even in a bad employment market, candidates still need to say yes when they are offered a position. It is up to the company and its recruiters to create a situation that will assure that when they provide an offer it is accepted. Here are the top 10 things that recruiters need to do when they are hiring.

1. **Make the right first impression** -- Job candidates know to put their best foot forward, but companies in the hiring mode can forget to do the same. That includes everything from seeing that the office receptionist greets the candidate and treats them with respect, to company employees smiling and saying hello as the candidate walks to and from the interview. Creating a recruitment-friendly atmosphere is the job of the whole company. You should never underestimate how important compelling company culture is to the overall hiring process.

2. **Have a complete and accurate job description** – If the position is not clear to the hiring manager, they will not be able to explain it to the candidate. The description should have a good summary that is posted or placed in the ad in addition to the full one which would be understood before the interview starts.

3. **Have the candidate review the job description before the interview** – if the candidate _____ much more likely to

   _____ – Let the candidate know _____ testing of any sort they _____ physiological testing

5. **Be prompt** – If the interview is scheduled for 3:00, start it at that time. Have a replacement interviewer ready in case the scheduled recruiter is called away for any reason.

6. **Allow no interruptions** – Focus on the candidate. Turn off your cell phone and email notifications. Put your office line on Do Not Disturb. Do not have anything between you and the candidate like a computer display.

7. **Prepare for the interview** – Know who the candidate is and have a set of questions ready to be asked.

8. **Have materials to be provided to the candidate available** – If the recruiter is going to provide any materials see that it is on hand. Put a post-it note on the materials with the candidate's name on the materials. That will show the candidate that they were important enough to cause the company to have materials pre-prepared.

9. **Be enthusiastic** – The recruiter should be positive and enthusiastic not only about the job that is being filled but also about the company.

10. **Provide a set of next steps at the end of the interview** – Tell the candidate what will happen next and when. Do not take too long to decide on hiring or removing from consideration and or schedule a follow-up interview.

Background Check Process

This process should not be taken lightly and needs to be coordinated with both the Human Resource and the legal departments of the enterprise[1]. Note: we are not attorneys and are not providing any legal opinion on what the enterprise can or cannot do. Please consult with your legal and Human Resource staff on this process.

Companies should document who they are going to conduct background checks, what they are going to check about them, and how they are going to consider the information in the background report. This helps ensure that when the company performs a background check, it is done consistently and information gathered is used appropriately for employment decisions.

- **Check Address History and Social Security Number** - A list of your candidate's current and past addresses obtained through an address history check, usually based on his or her Social Security Number (SSN), is the foundation for a thorough background check.

- **Verify Past Employment** - Some past employers may decline to provide any information without first reviewing the candidate's written release, so be prepared with a copy of the candidate's written release authorizing disclosure of his or her information. Also, be aware _____ ____ ____ __ _e may have gone out of business or _____ ____ ____ ___d. In such cases, an option is to ask the ____ ____ _ubs and W-2 forms.

    _____ ____ ___n degrees or education are important for ____ ____ _s by contacting listed educational

    ___ ____ ___sition deals with financial, sensitive, intellectual property, or confidential information consider also expanding the geographic scope of your search by adding a national criminal search to your screening package. While not comprehensive of all records in all jurisdictions, a national criminal database search can help to locate additional records in places a candidate may have visited, or their places of residence and employment that were not revealed or otherwise searched.

- **Review social media presence** - Conduct reviews of Facebook, Twitter, Instagram, LinkedIn, and other social media networks to validate both the resume and the "character" of the candidate.

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[1] Note: we are not attorneys and are not providing any legal opinion on what the enterprise can or cannot do. Please consult with your legal and Human Resource staff on this process.

Candidate Best Practices

Review Interviewer's Best Practices

In this Hiring kit, there are Best Practices and processes designed for the interviewer. Review them and adjust your materials and presentations appropriately.

Create a well-designed, well-written résumé

Start with a word processor like Microsoft Word to make a professional-looking résumé that catches a recruiter's eye.

Word's free résumé templates are well-designed and customizable, giving any job seeker a great starting point to stand out from the competition. Let the word processing program take care of the formatting – tools come in when you have a word-in Word as you edit your file, the tool enables ted to that role.

or example, if you're seeking a role as a t and LinkedIn to receive suggestions ant content available.

Once you've written your résumé, you can also use a grammar checker to scan your résumé for mistakes. The tools look out for style issues such as first-person references, vague verbs, awkward expressions, and more. Remember: When it comes to presenting your best self, polish is vital.

Build your professional identity with a great LinkedIn profile

Recruiters and hiring managers often search the internet for your name when they receive your résumé or are considering you for a role. Make sure they like what they see by making your LinkedIn profile as compelling as possible.

Sure, you may know how to make a résumé. But the next step is about telling a story that says you're the perfect candidate for the job. What better platform to broadcast it to potential employers than LinkedIn? With 690 million members (and counting), it's the world's largest professional network by far. And it's the first stop for many who want to get connected, stay informed, and get hired.

Add a photo that suits your profession. Did you know adding a photo results in 21 times more profile views and nine times more connection requests?

- **Draft a compelling summary.** This is not only an opportunity to tell your story but also to weave in searchable keywords based on the job you want.

- **Detail your work experience.** Profiles with more than one position listed are 12 times more likely to be viewed.

- **List your skills.** Including at least 5 of your skills gets you up to 31x more messages from recruiters and others who can help you get ahead.

Appendix

Forms

Attached are forms which are in the subdirectory titled forms

Interview Questionnaire Form

Background Check Authorization

Job Descriptions

Attached are job descriptions which are in the subdirectory titled Job Descriptions

Manager Human Resources

Human Resources Generalist

Human Resources Specialist

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Version History

Version 2023

- Added section on why new hires fail
- Updated all included forms
- Updated all included job descriptions

Version 2022

- Added Section for Candidate Best Practices
- Updated all included forms
- Updated all included job descriptions

Version 2021

- Added questions that should be answered if WFH is an option for the position to be filled
- Addressed Work From Home issues
- Updated all included forms
- Updated all included job descriptions

Version 2020

- Added detailed job description Human Resources Generalist
- Updated to address "Me too" issues
- Updated to be gender-neutral

Version 2019

- Added specific questions that well-qualified candidates would ask about long-term employment and career considerations
- Updated all of the electronic forms and included them as separate documents
- Added two detailed job descriptions
- Manager Human Resources
- Human Resources Specialist
- Added Section on Questions that the interviewee should ask

Internet and Information Technology Positions Description HandiGuide®

2023 Edition

Table of Contents

MIDDLE MANAGEMENT 428

STAFF 566

Job Progression

All the position descriptions that are presented in this book have been developed over several years. In our work, we have found that there are typically four to five levels of "competence" for a single job function. The levels that we have found that are the most consistent across the organization and industry lines are:

- ▶ Intern or Entry-Level – the position description requires the level of competence that a new employee with little or no experience brings to the position. Over time the individual will gain experience and knowledge from the work environment or training.
- ▶ Associate Level - Full use and application of standard principles, theories concepts, and techniques associated with the position.
- ▶ Position Level - Wide application of the principle, theories, and concepts in the field plus a working knowledge of other related disciplines associated with the position.
- ▶ Senior Level - Applies extensive knowledge as a generalist or specialist with working expertise in all job functions associated with the position.
- ▶ Specialist Level - Applies advanced principles, theories, and concepts. Also, contributes to the development of new principles and concepts associated with the position.

The Job progression matrix that follows can help utilize these concepts to create additional position descriptions as they are needed.

Job Progression Matrix

Competency Progression	Intern Level	Associate Level	Position Level	Senior Level	Specialist Level
Job Knowledge	Limited use and/or application of basic principles, theories and concepts.	Full use and application of standard principles, theories concepts and techniques.	Wide application of principle, theories and concepts in the field plus working knowledge of other related disciplines.	Applies extensive knowledge as a generalist or specialist with working expertise of all job functions.	Applies advanced principles, theories and concepts. Contributes to the development of new principles and concepts.
Problem Solving	Provides solutions to problems of limited scope and mostly routine nature.	Provides solutions to a variety of problems that are routinely encountered under normal business activity.	Provides solutions to a wide range of difficult problems. Solutions are imaginative, thorough and practical.	Develops solutions to complex problems which requires the use of ingenuity and creativity. Performs proactively and prevents recurrence whenever possible.	Works on unusually complex problems and provides solutions which are highly innovative and ingenious achieving quality and work process improvements.
Leadership	Leads self and demonstrates willingness to accept responsibility.	Leads self and peers by conduct and example.	Leads peers and subordinates with positive attitude of accomplishment.	Leads teams and individuals with ability to mentor both and affect improvements.	Leads teams, individuals and processes with ability to affect significant improvements.
Project Management					onitors and asks for adher-chedule and uality. Leads and assigns
Self-Management		adequacy and accuracy.	objectives.	long time perspective for desired results.	nder self-direc-rd pre-deter-ng term goals. nts are often ed. Plans and courses of cessary to obtain desired results. Work checked through consultation and agree-ment with others rather than formal review by superiors.
Contribution	Completes routine assignments that balance support for ongoing department processes and self-development with limited exposure.	Routinely delivers on assignments that support the continuous delivery of departmental goods and services.	Performs routine and special assignments in support of departmental objectives often functioning across disciplines and areas of expertise.	Handles assignments across varying areas of expertise and is usually called upon to perform in multiple roles. Demonstrates tactical and some strategic critical thinking.	Delivers at a high level of competency in one or more core technologies, business processes and management disciplines. Demonstrates good tactical and strategic critical thinking.
Communication	Contacts are primarily with immediate super-visor and other professionals in the department or group. Demonstrates core competency in written and verbal skills.	Primarily intra-organizational with inter-organizational and outside customer contacts on routine matters. Demonstrates written and verbal skills that meet routine department needs.	Frequent inter-organizational and outside customer contacts as required. Provides solutions, discussions and status on normal business processes primarily in writing, and verbally and graphically as required as required.	Develops and presents material for review and information using excellent written, verbal and graphical communication skills for routine businesses and project status.	Serves as the depart-mental spokesperson on specific projects and processes. Acts as a consultant on the feasibility and imple-mentation of new technologies and processes as well as ongoing business activities.

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Position Description Structure

The position descriptions in this book contain information regarding a given job and its functionality within an Information Systems Organization. This includes a position purpose statement, problems and challenges of the position, an itemized list of principal accountabilities, and the authority boundaries afforded the holder of the position, job contacts of the position, specifications of experience needed for the position, and finally the career opportunities available to the position holder in the future.

Position Purpose

The Position Purpose section of the position description gives an overview of the responsibilities of the position. This provides a summary of the most important aspects and duties of the position.

Problems and Challenges

The Problems and Challenges section outline specific challenges facing the holder of the position. If these challenges are met efficiently and effectively, the opportunity for advancement to a higher position, offering greater challenges, will occur.

Essential Position Functions

If an employer uses written position descriptions, the ADA does not require that they are limited to a description of essential functions or that "essential functions" be identified. However, if an employer wishes to use a position description as evidence of essential functions, it should in some way identify those functions that the employer believes to be important in accomplishing the purpose of the job. Within this book, essential position functions have been defined for each position. There are additional factors that impact a position

All of the positions have been developed with four items to identify these essential position functions. They are:

- ▶ Principal Accountabilities,
- ▶ Authority,
- ▶ Contacts, and
- ▶ Position Requirements

Principal Accountabilities

The Principal Accountabilities section itemizes the separate duties and responsibilities of the position. This section fully details each major task or responsibility necessary to correctly perform the job function. The tasks are ranked from those most crucial at the beginning of the section to those which are more routine are listed at the end of the section.

Authority

The Authority section of the position description delineates the amount of latitude the position holder has in influencing personnel and decision making within the department. This section also outlines which departmental personnel the position holder needs to interface to successfully perform this job.

Contacts

The Contacts section of the position description identifies the primary and secondary contacts with whom this position deals on a day-to-day basis.

Position Requirements

The Position Requirements section sets forth hiring requirements for the specified position, as well as necessary educational, experiential, and other requirements necessary for the position.

Career Ladder

The Career Ladder section proposes future career track opportunities for the position holder. This provides a goal for the position holder to achieve and should, therefore, increase motivation levels.

Filename

Printed in the lower right corner on the last page of each position description is the name of the word processing file that contains the particular position description. This file is only available to firms and individual that has purchased the word processing format of this book.