




JANCO ASSOCIATES, INC.

Mid-Year 2018

IT Salary Survey

A stylized illustration of a diverse group of business professionals in suits, standing in a line. The figures are rendered in a flat, graphic style with muted colors.

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Methodology

The Compensation Study utilized data from Janco Associates Compensation Database for Information Technology professionals. This database contains compensation information on many firms across the United States and Canada. The database is classified by normalized job position, taking into account 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 Benchmark¹ 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, taking into account the cost of living in the metropolitan areas presented. Note some metro areas may not have sufficient data points to be statistically accurate to plus or minus 5%. However, all of the national numbers are statistically valid for plus or minus 1.2%.

Starting with the 2011 survey some enterprises were reclassified according to size and others were eliminated. As a result, prior period compensation data was re-adjusted to reflect these changes.

The Information Technology Compensation Study was compiled by Janco Associates Inc. (Janco) and eJobDescription.com (a division of Janco Associates) in January 2012. 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.

¹ The Benchmark is typically the top quartile paid to the particular job position. Based on an 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 of 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 fairly 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 a number of 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://www.e-janco.com/Job_Book.htm or the

[PREMIUM Edition Job Description Bundle](#)

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

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Sample Statistics

The Compensation Database of competitive compensation statistics for the Information Technology 2018 Compensation Study includes the following:

LARGE COMPANIES

ORGANIZATIONS RESPONDING

Positions Surveyed: 73
Number of Enterprises: 104
Population Size: 78,608

Mean Salary: \$93,646

MID-SIZE COMPANIES

ORGANIZATIONS RESPONDING

Positions Surveyed:
Number of Enterprises:
Population Size:

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Mean Salary: \$90,971

The study includes most positions in a typical IS organization for a 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 Canada².

INDUSTRY TYPES:

Aerospace
Education
Food Services
Grocery/Supermarket
Mortgage Banking
Software Development

Agriculture
Executive Search
Health Care
Insurance
Publishing
Telecommunications

Distribution
Financial Services
Government
Manufacturing
Pharmaceutical
Utility

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

Study Summary

**Mean Compensation for all IT Pros in 2018 now is \$90,971 up by 4.35% from 2017
IT Professionals in mid-sized companies fared the best**

Our observations for the 2018 Mid-Year IT Salary Survey are as follow:

In the last 12 months compensation for IT executives have fared better in mid-sized companies than large companies.

Executive IT compensation across all organizations has increased. The mean compensation for CIOs in large enterprises is currently \$161,391 (up 3.15%) and \$141,072 (up 4.07%) in mid-sized enterprises.

The greatest increases have been at the staff levels in large companies with an increase of 4.97% - most of which can be attributed to increased demand for scarce resources.

In the last two quarters of 2017, staff level positions in IT organizations of SMB's had the greatest demand for new hires. Compensation for IT salaries up by 4.97% (from

\$72,403 in 2016

IT compensation

Between the

from \$87,170

In large ente

In mid-sized

\$88,297. Over 80,000 net new jobs.

Some markets like the SF Bay Area, Boston Metro, and Salt Lake areas are suffering significant shortages of qualified IT professionals.

Technology centers like San Francisco (Bay Area), Chicago, Atlanta, District of Columbia, New York and Washington State continued to lead the way in new IT job creation.

Median CIO tenure has risen by a month to 4 years and 7 months as fewer CIOs moved on to new positions. In addition, retirements of baby boomers seem to continue at the same rate as the prior year.

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 CIO in the larger enterprises are now getting closer to retirement. Succession planning and promotion of Millennials into that role is becoming a priority.

Positions in highest demand are associated with e-commerce, application development security, big data, distributed/mobile system project management, and quality control.

Onshore outsourcing and H-1B visa jobs have peaked. The America first campaign has resulted in more infrastructure functions being moved in-house.

A number of enterprises are moving help desks and data center operations in-house which has resulted in an increased demand for data center managers.

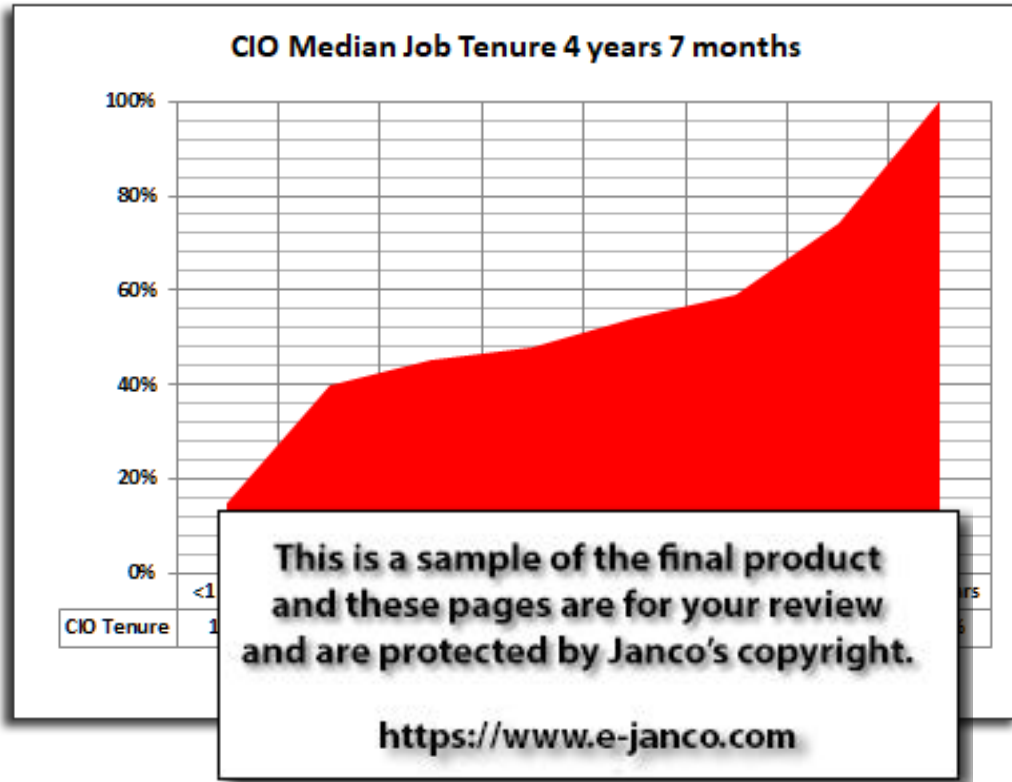
KPI metrics are now the way performance is being measured.

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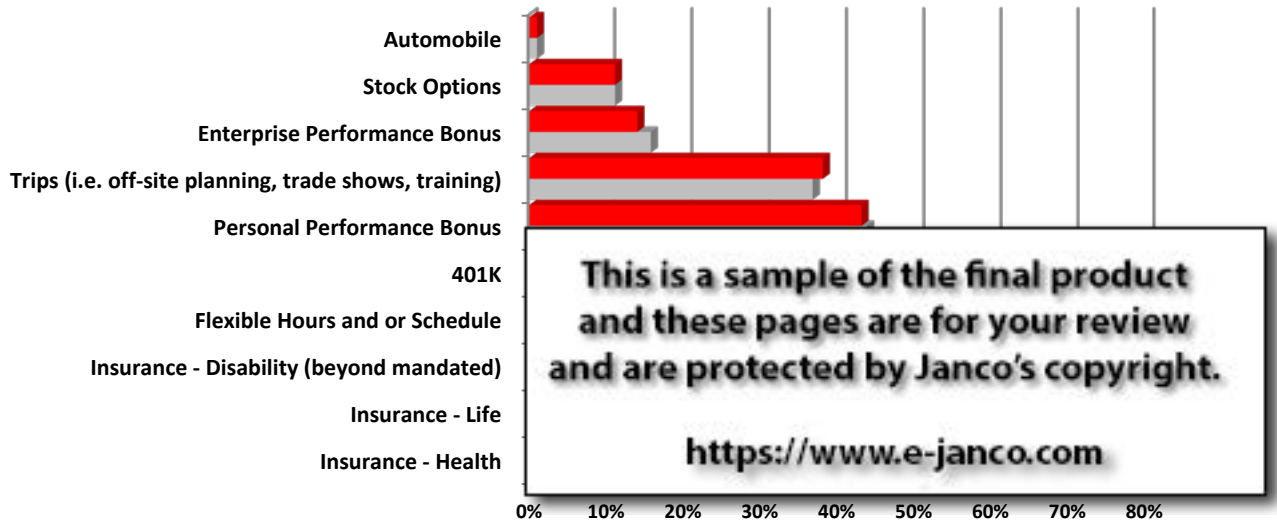
CIO Tenure

CIO tenure is the length of time in the existing role of an individual. Over the last 12 months, the tenure of CIOs has moved up by one month. That was despite a number of retirements of "baby-boomers". Over the next 12 months we will see even more retirements which will result in a reduction in the average tenure as more "younger" IT professionals move into that role.



Fringe Benefits Summary

Fringe Benefits IT Professionals ■ 2018 ■ 2017



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Companies have continued to trim costs in the past year. The number of companies picking up 100% of Health insurance has is now lower than 80%. Cars have all but 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.

Compensation and IT Job Market Trends

Data collected shows that mean compensation for IT professionals increased by 4.35% over the past 12 months. The positions most in demand are IT staff who have the skills to development and implementation of new technology initiatives.

	Mid-Year 2017	Mid Year 2018	% Change
Large Enterprise			
Executives	\$156,461	\$161,391	3.15%
Middle Managers	\$88,545	\$91,744	3.61%
Staff	\$72,403	\$76,003	4.97%
All Large Enterprise	\$89,941	\$93,646	4.12%
Mid-Size Enterprises			
Executives	\$135,557	\$141,072	4.07%
Middle Managers	\$83,964	\$87,909	4.70%
Staff	\$70,033	\$73,387	4.79%
All Mid-Size Enterprises	\$84,409	\$88,297	4.61%
IT Positions All Sizes	\$87,175	\$90,971	4.35%

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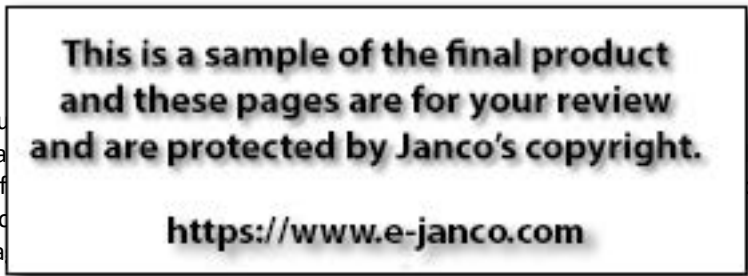
BLS IT Compensation Analysis

The Bureau of Labor Statistics (BLS) reviews compensation in its series of articles “Beyond the Numbers”. In an article titled “High-tech industries: an analysis of employment, wages, and output” they analyzed a number of IT jobs.

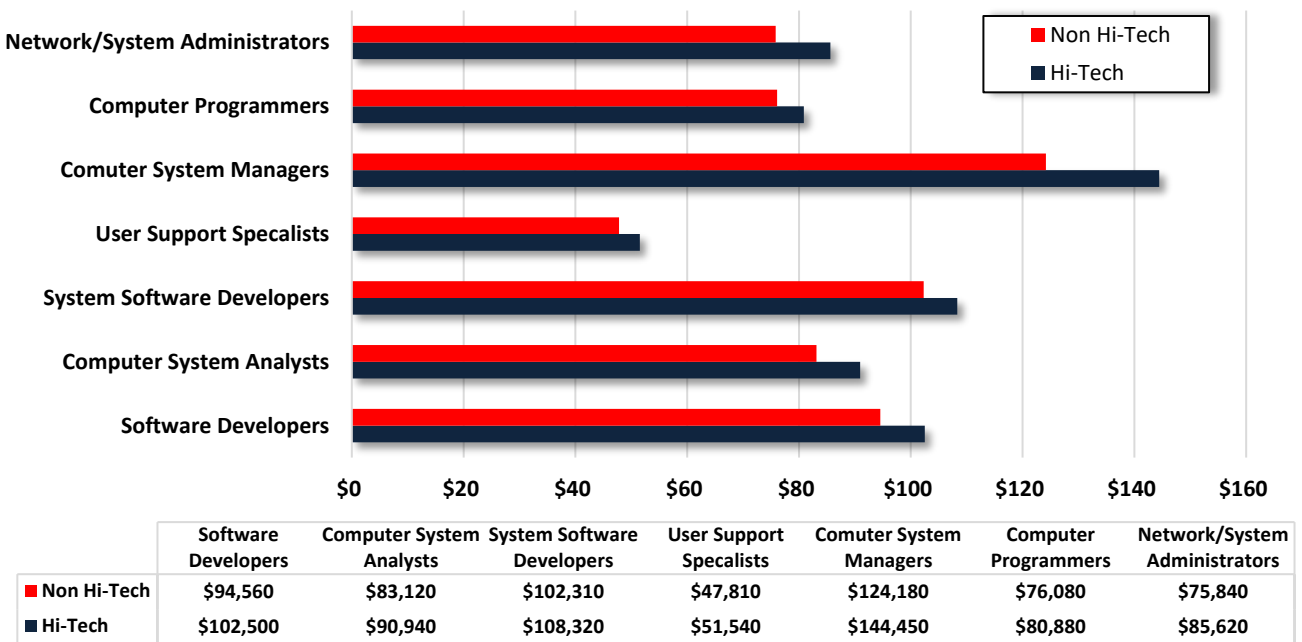
High-tech industries matter to the U.S. economy because they produce a large share of total output, and from a workforce standpoint, they employ large numbers of skilled workers and provide higher wages for all types of workers. There are various ways that high-tech industries can be defined, and those definitions can have an impact on analyses. In a 2016 article, the BLS defined high-tech industries as those having high concentrations of workers in STEM (Science, Technology, Engineering, and Mathematics) occupations.

High-Tech Salaries per the BLS

Median wages are higher in high-tech industries. IT workers tend to have higher salaries and a similar trend is expected due to compositional effects. The trend is that workers of all types, not just STEM workers, in the occupational group had higher median wages.



Salaries for IT Pros 2016 - BLS data - x000



Source BLS Data - Analysis by Janco Associates, Inc - <https://www.e-janco.com>

Mean Compensation IT Executives

Compensation and hiring are on an uptick and has just reached the levels of where it was in January 2008. In comparison to the base period of January 2008 (pre-recession), we can see that there now is now demand for IT executives (leaders and staff IT professionals) in mid-sized enterprises. This is a precursor to future IT staff hiring and spending. New IT executives typically will begin to hire additional staff within three to six months after they join an enterprise.

Large Enterprises – Executive Salaries

Compensation for Information Technology executives improved significantly over the past year.

Compensation IT Executives Large Enterprises

	Mid-Year 2017	Mid-Year 2018	Percent Change
VP - Chief Information Officer (CIO)	\$195,762	\$214,707	9.68%
VP - Security (CSO)	\$158,244	\$163,838	3.54%
VP - Administration	\$126,628	\$128,607	1.62%
VP - Consulting Services			
VP - Information Services			
VP - Technical Services			

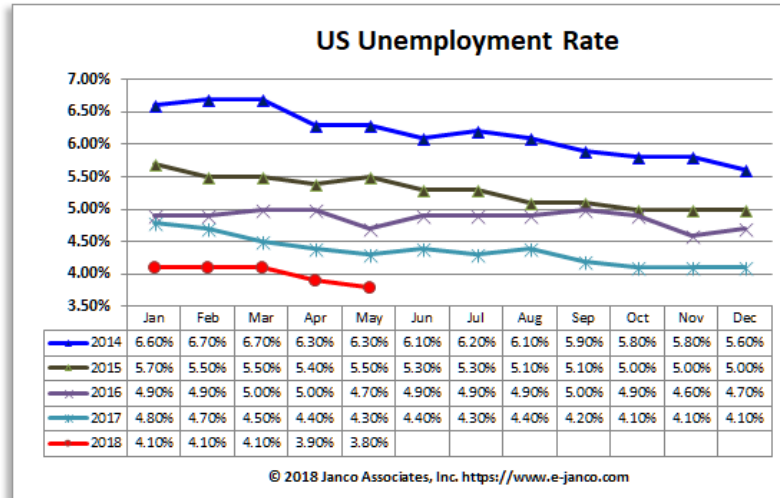
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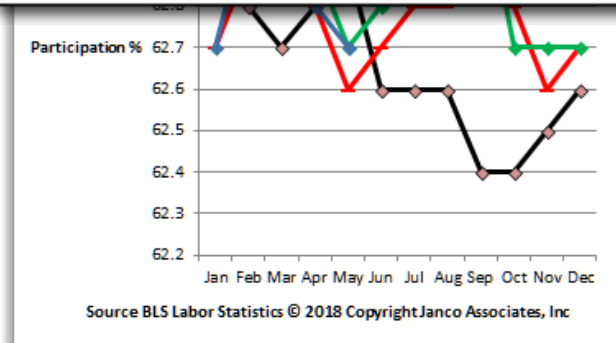
National Unemployment Rate

The national unemployment rate has remained around 4.3 to 4.5% for the last quarter. However, that is only telling part of the story as the overall Labor Force Participation Rate⁴ remains at the lowest level it has been since the 1970's.



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

⁴ A measure of the active portion of an economy's labor force. The participation rate refers to the number of people who are either employed or are actively looking for work. The number of people who are no longer actively searching for work would not be included in the participation rate. During an economic recession, many workers often get discouraged and stop looking for employment, as a result, the participation rate decreases.

Changes in 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 specialist for key projects and to bring "off-shore" computer operations back into the company's direct control.

	Positions with Increased Demand	Positions with Decreased Demand
Large Enterprises	<p>CIO VP Information Services Director IT Planning Manager Data Warehouse Manager Security & Workstations Manager Super</p>	<p>VP Consulting Services Manager Voice & Data Communications IT Planning Analyst</p>
Mid-sized Enterprises	<p>Director Manager Ma Project manager - Systems Capacity Planning Supervisor Supervisor Desktop BYOD Support Wi-Fi LAN App Support Analyst</p>	<p>Disaster Recovery Coordinator Voice/Wireless Comm Coordinator</p>

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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 CIO in larger enterprises are now getting closer to retirement. Succession planning and promotion of Millenials into that role is becoming a priority.

Job Descriptions

The following position descriptions have been adapted from *Internet and Information Technology Position Description HandiGuide®*, published by Janco Associates, Inc., expressly for inclusion in this publication. They are copyright © 1995-2009 by Janco Associates Inc. and are not to be utilized for any purpose other than use with this Compensation Study.

Full job descriptions can be ordered at https://www.e-janco.com/session/add_product.aspx?catalog=962

Vice President - Chief Information Officer

The Chief Information Officer (CIO) is accountable for directing the information and data integrity of the enterprise and its groups and for all Information Service functions of the enterprise, including all data centers, technical service centers, production scheduling functions, help desks, communication networks (voice and data), computer program development, and computer systems operations. He or she is responsible for maintaining the integrity of all electronic and optical books and records of the enterprise including a review of computerized and manual systems; information processing equipment and software for acquisition, storage and retrieval; and definition of the strategic direction of all information processing and communication systems and operations. He or she provides overall management and definition of all computer and communication Activities within the enterprise including responsibility for providing a leadership role in the data to day operations of the Information Services function as well as providing direction as the enterprise grows through internal growth and external acquisition.

Vice President – Chief Security Officer

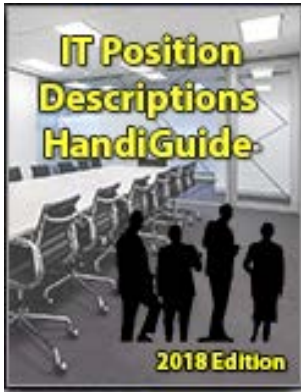
The Chief Security Officer (CSO) is responsible for overall direction of all security functions associated with Information Technology applications, communications (voice and data), and computing services within the enterprise. At the same time, the CSO must be aware of the implications of legislated requirements that impact security for the enterprise. This includes but is not limited to Sarbanes Oxley Section 404 requirements. The CSO has the responsibility for global and enterprise-wide information security; he/she is also responsible for the physical security, protection services and privacy of the corporation and its employees. The CSO oversees and coordinates security efforts across the enterprise, including information technology, human resources, communications, legal, facilities management and other groups, to identify security initiatives and standards. The CSO works closely with the chief information officer and must have strong working knowledge of information technology.

Vice President - Administration

The Vice President Administration is accountable for providing administrative direction and support systems as well as communication of performance and inter-enterprise billings between the Information Services organization and its internal and external users. This includes all Information Service functions of the enterprise, including all data centers, technical service centers, production scheduling functions, help desks, communication networks (voice and data), computer program development, computer systems operations. He or she is responsible for maintaining the integrity of the books and records of Information Services and the office of the Chief Information Officer including computerized and manual systems. He or she provides overall support in management and definition of all computer and communication activities within the enterprise.

Vice President - Consulting Services

The Vice President Consulting Services is accountable for directing the business and operational application of information and data in the enterprise and its groups including reviews of applications including computerized and manual systems; software acquisition, storage and retrieval approaches; and definition of the strategic direction of all information processing and communication systems and operations. He or she provides overall management and definition of all computer and communication business and operation activities within the enterprise.



Internet and Information Technology Position Descriptions HandiGuide®

288 Job Descriptions and Organization Charts

[Sample Job Description](#)

[Table of Contents](#)

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

The Internet and Information Technology Position Descriptions HandiGuide® was completed in 2018 and contains well over 750 pages; which includes sample organization charts, a job progression matrix, and detail 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 required. 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 of the functions within the IT group. They include:

Chief Information Officer (CIO)	Manager Metrics
Chief Security Officer (CSO)	Metrics Measurement Analyst
Chief Technology Officer (CTO)	Manager Wireless Systems
Director Electronic Commerce	Webmaster
Manager Data Security/Special Project Supervisor	PCI-DSS Coordinator
Disaster Recovery Coordinator	Programmer
Internet/Intranet Administrator	Object Programmer

[Click here to see a list of all of the job descriptions included](#)

You can purchase this book as a PDF Book, Word Book or as individual word files for each Job Description which makes for easier modification. We have also combined both book formats with the individual word files for each job descriptions to give you the best of both worlds.

Format	Print	Modify Source	Cut & Paste	Features
PDF ePub	Yes	No	No	Search and fully bookmarked
Word Book ePub	Yes	Yes	Yes	Search Fully Bookmarked. All job descriptions are contained in single word book - NOTE this is a complex document and the user needs to know Work very well to extract and modify the individual job descriptions
Word Files	Yes	Yes	Yes	Individual files for each job description. Long file names are used so each job description can be modified as a simple document
PDF, ePub and Word Files	Yes	Yes	Yes	Search and fully bookmarked. Individual files for each job description. Long file names are used so each job description can be modified as a simple document

Job Families

This Compensation Study is most helpful when used in conjunction with another Janco publication⁵, 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:

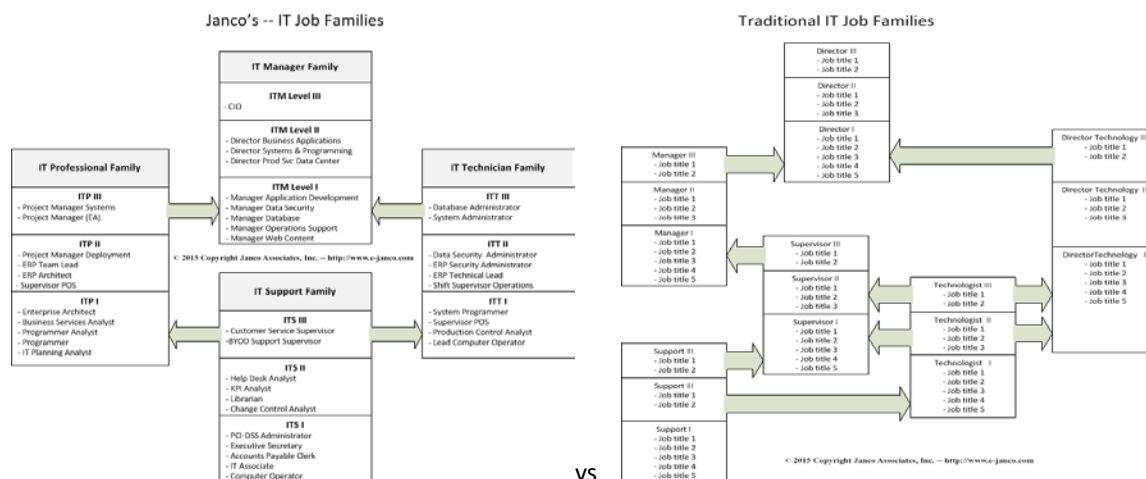
- I. Executive Management
- II. Senior Management
- III. Middle Management
- IV. Staff



IT Job Family Classification

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://www.e-janco.com/it-Job-Family.html>.



⁵ All of Janco's publications can be obtained at the following sites: <https://www.e-janco.com> and www.ejobdescription.com.

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 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.

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Summary Salary Survey - Mid-Year - 2018

Large	Position	Benchmark 4th Quartile		-----Prior Year Mean -----		----- Current Mean-----		% Change
		Prior	Current	Base	Total	Base	Total	
Top	VP - Chief Information Officer (CIO)						\$214,707	
	VP - Security (CSO)						\$163,838	
	VP - Administration						\$128,697	
	VP - Consulting Services						\$130,105	
	VP - Information Services						\$170,241	
	VP - Technical Services						\$172,259	
	Director - IT Planning						\$146,768	
	Director - Production/Data Center						\$152,759	
	Director - Systems & Programming						\$173,141	
	Average						\$161,391	

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Summary Salary Survey - Mid-Year - 2018

Large	Position	Benchmark 4th Quartile		-----Prior Year Mean -----		----- Current Mean-----		% Change
		Prior	Current	Base	Total	Base	Total	
Mid	Manager - Application Development							\$100,828
	Manager - Computer Operations							\$115,843
	Manager - Customer Service							\$111,258
	Manager - Data Communications							\$88,353
	Manager - Data Warehouse							\$107,056
	Manager - Database							\$112,989
	Manager - Internet Systems							\$103,361
	Manager - Operating Systems Production							\$107,898
	Manager - Network Services							\$106,960
	Manager - Production Services							\$98,915
	Manager - Production Support							\$89,965
	Manager - Quality Control							\$88,761
	Manager - Security and Workstations							\$96,159
	Manager - Systems and Programming							\$115,946
	Manager - Technical Services							\$113,920
	Manager - Training and Documentation							\$81,229
	Manager - Voice and Data Communications							\$98,996
	Manager - Voice/Wireless Communications							\$89,251
	Computer Operations - Shift Manager							\$78,039
	Computer Operations - Shift Supervisor							\$56,633
	Data Entry Supervisor							\$59,029
	Production Control Specialist							\$64,764
	Production Services Supervisor							\$65,590
	Project Manager - Applications							\$122,577
	Project Manager - Distributed Systems							\$111,024
	Project Manager - Network Technical Services							\$107,367
	Project Manager - Systems							\$108,630
	Supervisor - Hardware Installations							\$59,305
	Capacity Planning Supervisor							\$70,128
	Change Control Supervisor							\$70,215
	Supervisor - Desktop BYOD Support							\$79,697
	Supervisor - Network Services							\$73,368
	Webmaster							\$73,512
	Average							\$91,744

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Summary Salary Survey - Mid-Year - 2018

Large	Position	Benchmark 4th Quartile		-----Prior Year Mean -----		----- Current Mean-----		% Change
		Prior	Current	Base	Total	Base	Total	
Staff	BYOD / Personal Computer Specialist						\$62,108	
	Change Control Analyst						\$66,911	
	Computer Operator						\$53,854	
	Data Center Facility Administrator						\$53,517	
	Data Entry Clerk						\$43,295	
	Data Security Administrator						\$96,954	
	Database Specialist						\$100,764	
	Disaster Recovery Coordinator						\$97,802	
	e-Commerce Specialist						\$89,999	
	Forms and Graphics Designer						\$59,170	
	Object Programmer						\$86,652	
	Hardware Installations Coordinator						\$54,420	
	Internet Developer						\$80,671	
	IT Planning Analyst						\$87,727	
	Network Control Analyst						\$85,604	
	Network Services Administrator						\$76,763	
	Network Technician						\$62,939	
	Operations Analyst						\$64,671	
	Production Control Analyst						\$64,383	
	Programmer/Analyst						\$93,054	
	Senior Network Specialist						\$94,102	
	Software Engineer						\$98,609	
	Systems Analyst						\$85,815	
	Systems Programmer						\$96,058	
	Systems Support Specialist						\$71,962	
	Librarian						\$50,225	
	Technical Services Specialist						\$64,838	
	Technical Specialist						\$87,786	
	Voice/Wireless Communications Coordinator						\$79,502	
	Web Analyst						\$72,237	
	Wi-Fi LAN Applications Support Analyst						\$73,701	
	Average						\$76,003	

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Summary Salary Survey - Mid-Year - 2018

Large	Position	Benchmark 4th Quartile		-----Prior Year Mean ----- Current Mean-----				
		Prior	Current	Base	Total	Base	Total	% Change
				Average by			\$93,646	

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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 ⁶

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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⁶ 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, taking into account the cost of living in the metropolitan areas presented. Note some metro areas may not have sufficient data points to be statistically accurate to plus or minus 5%. However, all of the national numbers are statistically valid for plus or minus 1.2%

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Job Title	Mean Base	Mean Total	Benchmark	Akron	Albuquerque	Allentown	Anchorage	Atlanta	Atlantic City	Austin
VP - Chief Information Officer (CIO)		\$214,707.01								
VP - Security (CSO)		\$163,838.32								
VP - Administration		\$128,697.49								
VP - Consulting Services		\$130,104.62								
VP - Information Services		\$170,241.43								
VP - Technical Services		\$172,258.83								
Director - IT Planning		\$146,767.82								
Director - Production/Data Center		\$152,758.68								
Director - Systems & Programming		\$173,141.24								
Manager - Computer Operations		\$115,842.67								
Manager - Internet Services		\$103,361.09								
Manager - Operating Systems Production		\$107,897.64								
Manager - Network Services		\$106,960.25								
Manager - Production Services		\$98,914.99								
Manager - Production Support		\$89,965.28								
Manager - Quality Control		\$88,761.10								
Manager - Security and Workstations		\$96,159.35								
Manager - Systems and Programming		\$115,945.67								
Manager - Technical Services		\$113,919.85								
Manager - Training and Documentation		\$81,229.25								
Manager - Voice and Data Communications		\$98,995.69								
Capacity Planning Supervisor		\$70,128.12								
Change Control Supervisor		\$70,215.29								
Computer Operations - Shift Manager		\$78,039.04								
Computer Operations - Shift Supervisor		\$56,633.02								
Database Manager		\$112,989.01								
Data Communications Manager		\$88,353.10								
Data Entry Supervisor		\$59,028.70								
Information Center Manager		\$107,056.42								
Customer Service Manager		\$111,258.39								
Office Automation Applications Manager		\$100,828.00								
Production Control Specialist		\$64,764.33								
Production Services Supervisor		\$65,590.24								
Project Manager - Applications		\$122,576.91								
Project Manager - Distributed Systems		\$111,023.59								
Project Manager - Network Technical Services		\$107,366.75								
Project Manager - Systems		\$108,630.46								

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Job Title	Mean Base	Mean Total	Benchmark	Akron	Albuquerque	Allentown	Anchorage	Atlanta	Atlantic City	Austin
Supervisor - Hardware Installations		\$59,304.53								
Supervisor - PC/ Wireless/ PAD Support		\$79,696.74								
Supervisor - Network Services		\$73,367.71								
Manager - Voice Wireless Communication		\$89,251.26								
WebMaster		\$73,511.88								
Change Control Analyst		\$66,911.15								
Computer Operator		\$53,854.27								
Data Center Facility Administrator		\$53,516.76								
Data Entry Clerk		\$43,295.14								
Data Security Administrator		\$96,954.35								
Database Specialist		\$100,764.49								
Disaster Recovery Coordinator		\$97,802.04								
e-Commerce Specialist		\$89,998.66								
Forms and Graphics Designer		\$59,169.50								
Object Visual Programmer		\$86,652.24								
Hardware Installations Coordinator		\$54,419.64								
Internet Developer		\$80,671.04								
IT Planning Analyst		\$87,727.17								
Network Control Analyst		\$85,603.77								
Network Services Administrator		\$76,762.53								
Network Technician		\$62,939.39								
Operations Analyst		\$64,670.67								
Personal Computer Specialist		\$62,107.89								
Production Control Analyst		\$64,383.30								
Programmer/Analyst		\$93,053.65								
Senior Network Specialist		\$94,102.14								
Software Engineer		\$98,609.37								
Systems Analyst		\$85,814.52								
Systems Programmer		\$96,057.72								
Systems Support Specialist		\$71,962.11								
Tape Librarian		\$50,224.98								
Technical Services Specialist		\$64,838.42								
Technical Specialist		\$87,786.28								
Voice/Wireless Communications Coordinator		\$79,501.79								
Web Analyst		\$72,236.82								
Wi-Fi LAN Applications Support Analyst		\$73,701.14								

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