• Hello. I’m [NAME] from Robert Half Technology, and I’m very pleased to be here.

• Robert Half Technology places highly skilled IT professionals on a project and full-time basis for initiatives ranging from web development and systems integration to network security and technical support. We have more than 100 offices worldwide.

• Our extensive research on workplace-related topics makes us a frequently cited career expert in business and trade publications worldwide.
Today, I’m going to talk about IT hiring and compensation trends. We’ll discuss:

- The IT hiring environment
- Specialties and skills in demand
- 2013 salary trends
- The value of specialized expertise and certifications
- Powerful interview questions
- Recruitment and retention strategies
- The power of flexible staffing
• Much of our IT hiring and compensation trend research appears in our annual *Salary Guide*.

• I want to tell you a little bit about the guide and how it’s put together each year, as I’ll be referencing it throughout the presentation.

• Then we’ll take a closer look at the compensation data and trend analysis it provides.

• The 2013 *Salary Guide* includes: [READ FROM SLIDE.]
Sources of the Data

• The thousands of interim and full-time placements Robert Half Technology makes each year
• Insight from our staffing and recruiting professionals
• Exclusive workplace research we conduct among CIOs and IT workers
• Our own detailed analysis of current and future hiring trends

• Our data and analysis are based on the thousands of interim and full-time placements Robert Half Technology makes each year. We also gather the insight of our experienced staffing and recruiting professionals throughout our branch network. They interact with hiring managers and job seekers every day.
• We conduct research on workplace trends that could impact salaries, and we survey CIOs and IT workers.
• The information in the guide also is based on our own detailed analysis of current and future hiring trends.
• In fact, our data are so well-regarded that our Salary Guide is widely used by private and public firms, media outlets, educational institutions and government agencies.
Now let’s turn our attention to the IT hiring environment for the United States. Technology is so essential to the basic operations of just about every business today that employers with open positions must compete with companies of all types, across all industries, for promising professionals.

Simply put, there is a “war” for IT talent under way. Many employers are willing to offer a tempting array of benefits — from generous salaries to professional development opportunities — to attract and retain the best IT talent available.

Even with these perks, however, companies still can’t find the candidates they need to fill every open position.

Throughout 2012, the majority of CIOs polled for the Robert Half Technology IT Hiring Index and Skills Report said that finding skilled professionals posed a challenge.

It’s a candidates’ market, and most professionals know their skills are in high demand.
Research conducted for the 2013 Salary Guide indicates that the hiring environment for technology talent is only going to get tougher.

Demand will continue to climb, while the pool of available candidates continues to shrink.

Competition is expected to be particularly fierce for technology professionals who can support mobile, big data, cloud and virtualization initiatives.
Companies seek professionals who have hands-on experience with new and evolving technologies such as Windows 7, cloud computing, .NET 4.0, VMware and mobile application development.

Requirements for certain IT positions vary across industries and regions, but, in general, firms are seeking the following types of candidates:

- **System and networking engineers** – IT professionals who are experts in cloud computing, Software as a Service and virtualization are in demand. Those with combined skills in server, software and networking are most sought after.

- **Developers** – Those skilled in .NET, Java, PHP, Silverlight, Flex, MySQL and portal technologies, such as SharePoint, are in demand.

- **Quality assurance professionals and business analysts** – With more dollars available for IT projects, managers are focusing on quality control and assembling more accurate project requirements. Quality assurance professionals can relieve developers so they can focus on coding, while business analysts can help build trust among stakeholders and serve as go-betweens for technology and business.

- **Data warehousing and business intelligence professionals** – Firms need immediate information that can help them move their business in the right direction. That’s why they seek business intelligence and data warehousing professionals who can gather increasing amounts of data from various streams.

- **Security professionals** – Data security and protection, especially in industries such as banking and healthcare, will continue to be an in-demand area within technology. In fact, 24 percent of CIOs polled by our firm cited security as their top professional concern.
One area where U.S. employers need more skilled IT talent is big data.

Until recently, information collected and stored by companies was just a mishmash of data waiting to be organized. Now, more powerful and cost-effective computing solutions are allowing companies to extract the value of their data quickly and efficiently — and it’s revealing a goldmine of business intelligence.

Capturing the full potential of big data requires skilled technology talent. That includes the following positions, which are already in high demand and are likely to remain so in the coming year:

- Database administrators
- Data mining engineers
- Data modelers
- Data warehouse experts
- Business intelligence developers
Filling these positions is proving to be a challenge for many employers. One reason is the overall shortage of skilled IT talent available for hire. Another factor is that many companies building big-data teams are looking for candidates who possess that ideal mix of business knowledge, technology expertise and analytics skills.

This mix of talents is valuable because companies that want to leverage big data need team members who know how to gather data from disparate sources, quickly extract relevant information, and distill it into digestible reports and dashboards for use by decision makers.

Many firms also want technology personnel to explore and experiment with big data to help them uncover new insights and develop products and services.

Companies who are able to hire big-data professionals with this perfect combination of skills will be better positioned to harness their big data — and gain a significant competitive edge.
Another trend creating demand for IT professionals is the move toward “Bring Your Own Device,” or BYOD.

Employees want to use their personal technology — including smartphones, tablets and other devices — to access the company network.

The demand for access has become so great that companies can’t ignore it; yet only one in three employers interviewed by Robert Half Technology said they currently allow their workers to access corporate networks using their own devices.

Monitoring BYOD requires vigilance because there are enterprise security, compliance and data loss concerns. But staying on top of BYOD is tough for busy IT departments, particularly those that are resource-constrained.

In fact, in the same Robert Half Technology survey, only 28 percent of employers with a BYOD policy offer full technical support. Sixty-six percent provide limited support.
Progressive companies recognize the need to embrace BYOD because it may affect their ability to recruit the best talent in the future, especially Millennial workers.

In a Cisco survey, about half of college students polled said they expect to be able to use their personal mobile devices to access corporate networks when they enter the workforce.

As a result, companies are adding more technology talent specifically to support BYOD in the enterprise. For example, more firms are now assembling mobile device management teams to take ownership of BYOD in the enterprise, from enforcing passwords to locking down lost or missing devices.

Proactively managing BYOD, and assembling the right technology talent to support these efforts, can position a company as an employer of choice.
• So, what do all of the trends we’ve discussed so far mean for IT salaries in 2013?
• Overall, starting salaries in across the United States are expected to increase by an average of 5.3 percent.
• Here are a few examples of the 2013 salary ranges for select positions: [READ FROM SLIDE.]
• Of all the IT positions we track, mobile applications developers will see the largest increase in starting salary in 2013. Base compensation for these professionals is expected to rise by 9 percent, [XX] the overall average.
• Keep in mind these are national averages. You can adjust salaries for your market using the local variance numbers provided in the guide.
• Individuals with certain in-demand skills command starting compensation that exceeds industry averages.
• In fact, our research shows that these professionals can expect pay 4 to 12 percent higher than their peers, depending on the area of expertise.
• Here’s a snapshot of some specialized skills that can lead to higher base compensation for IT professionals: [READ FROM SLIDE.]
• Certifications are also an important consideration for managers hiring technology professionals. The value placed on them depends on the needs of the IT department.

• They provide many benefits, including: [READ FROM SLIDE.]
While there are numerous IT certifications across a wide range of job categories, the following are examples of some that are currently in demand by employers:

- **Cisco certifications** — Cisco Certified Network Associate (CCNA) and Cisco Certified Internetwork Expert (CCIE)
- **Linux certifications** — Red Hat Certified Engineer (RHCE)
- **Microsoft certifications** — Microsoft Certified Applications Developer (MCAD), Microsoft Certified IT Professional (MCITP), Microsoft Certified Systems Engineer (MCSE) and Microsoft Certified Technology Specialist (MCTS) and Microsoft Certified Professional Developer (MCPD)
- **Project management certifications** — Project Management Professional (PMP)
- **Security certifications** — Certified Information Systems Security Professional (CISSP), Check Point Certified Security Administrator (CCSA) and Check Point Certified Security Expert (CCSE)
- **VMware certifications** — VMware Certified Professional (VCP)
In addition to technical expertise, we’ve found that hiring managers are placing greater weight on nontechnical skills, such as communication and leadership abilities.

In addition to functional skills, the top characteristics they look for in IT professionals are: [READ FROM SLIDE.]

All of these skills are in line with the central role IT now plays in shaping business strategy and increasing efficiencies and profitability.
• Now, let’s assume your firm is hiring and looking for an IT professional with any of the experience, skills or certifications we just discussed. The first thing to keep in mind is that it can be a difficult process.

• According to our research, CIOs receive an average of 39 resumes for an open technology position.

• What’s more, companies spend an average of $1,300 advertising a vacant role.

• And it takes CIOs nearly four hours to contact members of their networks, interview applicants and check references for each hire they make.
This text on the slide looks small.
Clea Badion, 9/11/2012
Asking appropriate interview questions can help make the hiring process easier and more efficient.

To identify the best person for the job, you need to go beyond the expected, “Tell me a little about yourself” line of questioning. Here are seven questions that can help you identify the top contenders:

- “What do you know about our company, and why do you want to work here?”

People who are genuinely interested in working for your firm will take the time to research it. They won’t just repeat facts listed on your website; they’ll also have considered what type of impact that they could make at your organization.

- [ADVANCE SLIDE TO GO TO THE NEXT QUESTION.]
I see that you are skilled with XYZ technology. Please explain how you’ve used this on the job.

- “I see that you are skilled with XYZ technology. Please explain how you’ve used this on the job.”
- This question can help you verify claims made on the resume. People who profess proficiency with certain technologies should be able to give specific examples of how they’ve used them at work.
- [ADVANCE SLIDE TO GO TO THE NEXT QUESTION.]
• “What did you like most/least about ABC product?”
• This can clarify applicants’ true level of expertise. Do they know the technology well enough to point out its strengths and weaknesses? Are they keeping up with trends?
• [ADVANCE SLIDE TO GO TO THE NEXT QUESTION.]
Interview Questions

What would you say is the most interesting IT project you have worked on in your career?

• “What would you say is the most interesting IT project you have worked on in your career?”
• You want to know what candidates find motivating. Do those factors match up with the position you’re filling?
• [ADVANCE SLIDE TO GO TO THE NEXT QUESTION.]
• “What would have made you stay in your last job?”
• Asking people to consider what they wish had been better may get more candid feedback than the anticipated “Why did you leave your last job?” question.
• [ADVANCE SLIDE TO GO TO THE NEXT QUESTION.]
What is your least favorite work environment?

• “What is your least favorite work environment?”
• You want to make sure IT professionals not only meet the technical requirements but would also thrive on your team.
• [ADVANCE SLIDE TO GO TO THE NEXT QUESTION.]
Can you tell me about a failure or mistake you have made on the job?

- “Tell me about a failure or mistake you have made on the job.”
- Look for a willingness to admit faults and an understanding of the importance of learning from them. This can be critical in IT, where mistakes are sometimes made in the quest to resolve problems.
Here are some additional strategies that can help you not only attract but also retain skilled technology professionals.

**Pay competitively.** Salary isn’t the only key to job satisfaction. The lack of appropriate compensation can prompt talented technology professionals to seek other career opportunities.

**Provide great benefits.** From health plans to flexible work hours to paid time off, employers are asking IT professionals what perks they want — and doing their best to deliver them.

**Offer professional development opportunities.** Robert Half Technology surveys show that most IT professionals are eager for opportunities to grow their knowledge and skills. Employers are trying to meet that need by offering mentoring programs, e-learning courses and other educational incentives.

The bottom line on the battle for technology talent: Companies that don’t make hiring and retention a priority risk not only their ability to operate effectively but also the resources critical to future growth.
Before we wrap up, let’s talk about how you staff your organization. There’s a wide world of talent out there, and you don’t have to approach tapping into it the same way for every individual or job. There are different ways you can engage workers that depend on your particular needs.

Flexible staffing models that include a mix of core full-time employees and skilled temporary and project workers have proved to be an effective solution for businesses that seek greater control over their human resources budgets and appreciate having access to skilled talent when and for as long as they need it.

In fact, as companies continually rebalance their workforces to remain profitable in both good and difficult times, many are discovering that a year-round mix of core employees and contingent workers is their best bet for ultimate flexibility.

Using temporary staff also serves as an extended interview. When companies are considering hiring on a full-time basis, more and more firms are bringing in candidates first on an interim basis. This allows them to observe performance and fit over an extended period.
• For more information about hiring and compensation trends, please see me for a free copy of the 2013 Salary Guide. One helpful tool that you’ll find inside is our glossary of job descriptions.

• Also check out our Salary Center. There, you can access the Robert Half Technology Salary Calculator, which allows you to look up a single position and customize salary data for your city.

• Visit rht.com/SalaryCenter.
• Thank you for joining our discussion today about IT hiring and compensation trends for 2013.

• [CALL FOR QUESTIONS/COMMENTS.]