



TECHNOLOGY
**SALARY
GUIDE**

— 2019 —

rh Robert Half®
Technology

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About Us

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YOUR GUIDE

TO TECH STARTING SALARIES

Employers are competing in a fierce hiring market today. Skilled technology professionals are in short supply, and top candidates frequently field multiple job offers. For many roles, the talent crisis is expected to deepen.

Recruiting and retaining the best people require staying current on salary and hiring trends. And the 2019 Robert Half Technology Salary Guide can help you do just that.

Why a salary guide from Robert Half Technology? Because we know what we're talking about when it comes to compensation and hiring. Our staffing specialists place technology professionals with companies like yours every day. We know what candidates are looking for in job offers, which skills require employers to pay a premium and which types of roles are hardest to staff. The salary ranges in the guide are based on the thousands of placements we've made and the actual salaries our clients are paying to land top talent.

In short, the 2019 Robert Half Technology Salary Guide is your all-in-one source for comprehensive and accurate salary and hiring data.



43%



of technology leaders are willing to increase the salary or compensation package when they hire for certain positions.*

46%



of technology leaders would look to specialized recruiters for candidate leads when they face hiring challenges.*

*Robert Half Technology survey of more than 2,600 IT hiring decision makers in the United States

Project professionals are often the best choice

One way IT departments are gaining immediate access to the expertise they need is by engaging project-based consultants and other interim professionals. Not only does this approach give managers more time to find full-time staff, it also allows them to reduce costs since not all tasks require full-time hires. This flexible staffing strategy also enables IT leaders to move fast when addressing key projects, such as system upgrades and implementations and cloud migrations, while maintaining top performance in core IT operations.

Hybrid job skills bring high value to teams

Companies want professionals who can assume blended roles — positions that sit between IT and another department such as marketing or operations. This calls for not only specialized technical expertise but also a solid array of soft skills.

Non-tech attributes are key

Business expectations for 24/7 connectivity and IT service reliability require technology teams to be responsive and empathetic. Critical thinking and analytical skills are valued as well because many digital projects are designed to solve

business problems and break new ground in product and service offerings. The pace of digital change in general requires IT professionals to be adaptable and committed to continuous learning.

Employers must make strong offers and move quickly

Because in-demand tech pros know their expertise is hard to find, many have high expectations about compensation, perks, benefits, professional development and advancement opportunities.

When a business does find candidates who are a good fit, it can't afford to waste time. Top professionals are weighing multiple offers, and delays in the hiring process can cause them to turn to other opportunities.

Organizations are becoming more willing to train

In this market, holding out for a candidate who checks all the boxes can easily lead to missing a great hire. That's why many firms look for professionals who have the fundamental skills needed for a role and the aptitude to be trained quickly. And for some positions, relevant on-the-job experience can carry more weight than a college degree.

HOT INDUSTRIES IN 2019



Financial services — Big data, information security and large-scale digital transformation initiatives continue to call for a wide range of IT skills in this sector. Finance technology companies are also creating new IT career opportunities.



Software as a Service (SaaS) — The SaaS industry is growing rapidly as more companies shift from traditional software to cloud-based applications and subscription services. Cloud architects, cloud systems engineers and cloud developers are among the roles in high demand.



Manufacturing — This industry has become a hotbed for digital innovation as companies deploy robotics, advanced data analytics, internet of things (IoT) devices and more. IT teams are also working with operational technology teams to develop new business models and services.



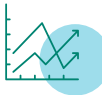
Healthcare — As providers continue to modernize their operations and innovate, they need support from IT in many areas, especially patient privacy and medical record confidentiality.



Highly Valued Technology Certifications

- Agile and Scrum
- AWS Certified Solutions Architect
- Certified Ethical Hacker (CEH)
- Certified Information Systems Security Professional (CISSP)
- Cisco Certified Network Associate (CCNA)
- Cisco Certified Network Professional (CCNP)
- CompTIA A+
- Global Information Assurance Certification (GIAC)
- IT Infrastructure Library (ITIL)
- IT Service Management (ITSM)
- Microsoft Certified Solutions Expert (MCSE)
- MCSE: Cloud Platform and Infrastructure
- Project Management Professional (PMP)

MORE IT HIRING INSIGHTS



For tips on building effective technology teams to meet today's business demands, see our [Staffing Digital Projects](#) report.
















To understand which skills will likely be needed in the workforce of the future, see our report on [the future of work](#).

For details on in-demand positions, see the [glossary of job descriptions](#).



Hard-to-staff positions

-  Business intelligence analysts
-  Cloud architects
-  Cloud systems engineers
-  Data scientists
-  Database developers
-  Developers (web, software, mobile)
-  DevOps engineers
-  Full-stack developers
-  Help desk and desktop support professionals
-  IoT specialists
-  Network administrators
-  Security professionals (data, information, network, systems, cloud)
-  Systems administrators

In-demand technical skills and expertise*

- .NET
- Angular
- Apache Spark
- Artificial intelligence
- Augmented reality
- Blockchain
- C#
- Cloud and SaaS
- Golang
- Hadoop
- Java
- JavaScript
- Machine learning
- Microsoft SQL Server
- PHP
- Python
- R
- ReactJS and React Native
- Ruby on Rails
- SAS
- Swift
- Virtual reality
- Virtualization (Amazon Web Services, Microsoft Hyper-V and VMware)

* Employers may increase salaries 5 to 10 percent for professionals who have certain in-demand abilities. The certifications and skills listed on Pages 7 and 9 are among the most commonly sought by employers in the United States and Canada.



10 INTERVIEW QUESTIONS

TO ASK JOB CANDIDATES

The job interview is your opportunity to gauge your candidates' technical and interpersonal skills. Here are questions to ask that will give you insight into both.

“

- 1 Tell me about a recent project or process that you made better, faster or more efficient.
- 2 What's your approach to working with new or unfamiliar technology?
- 3 What are the best ways you've found to keep your tech skills current?
- 4 Tell me about your biggest professional tech-related failure.
- 5 What emerging technology excites you the most?
- 6 What was the most challenging project you worked on in the last year?
- 7 What kind of tech projects do you work on when you're not on the job?
- 8 How would you explain the internet to a person from the 1950s?
- 9 Tell me about the best tech team you've worked with and what made it work so well.
- 10 Our website is running slow — how would you investigate and solve the problem?

”



WE MAKE HIRING EASY

Hiring doesn't have to be a costly, time-consuming process. We can help you find the right fit for your open roles. Find out all the ways we can be a trusted advisor throughout your hiring process.

[START HIRING NOW](#)

HOW TO USE OUR SALARY TABLES

To help you determine salary levels for new hires, we report starting pay ranges by percentiles, as defined on this page. Salary figures represent the national average, but you can adjust the figures on the following pages to your market using the local variances on Pages 18-19 for the United States and Page 25 for Canada. Bonuses, benefits and other forms of compensation are not factored into the starting salary ranges. If appropriate, consider other financial incentives your organization offers. Then move quickly. Chances are, your top candidate will be your competitors' first pick, too.

25th

The lowest percentile most often fits candidates who are new to the role and still developing their skills. The role may be in a market with low competition for talent or in a smaller, less complex organization.

50th

To start a candidate at the midpoint percentile, expect average experience and the necessary skills to get the job done. The role will likely be of average complexity or in a market where the competition for talent is moderate.

75th

Higher-end starting salaries require a strong skill set and more experience than is typical. Candidates may have specialized certifications. The role may be fairly complex or in a market where the competition for talent is high.

95th

A significantly high level of relevant experience and expertise, including specialized certifications, can command a starting salary in the highest percentile. The role may be very complex or in a market where the competition for talent is extremely high.

TECHNOLOGY SALARIES

United States

TITLE	EXPERIENCE	25th	50th	75th	95th
Administration	Chief Information Officer (CIO)	171,750	205,250	246,000	293,000

TECHNOLOGY SALARIES:

UNITED STATES

TITLE	EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Administration	Chief Information Officer (CIO)	171,750	205,250	246,000	293,000
	Chief Technology Officer (CTO)	147,750	180,750	220,250	263,000
	Chief Security Officer (CSO)	148,000	181,750	222,000	270,000
	Vice President of Information Technology	139,500	167,750	200,500	237,000
	Director of Technology	120,250	143,500	171,500	202,750
Applications Development	Manager	106,250	128,500	155,000	183,250
	Project Manager	93,000	111,500	133,250	157,500
	Systems Analyst	77,000	92,750	111,000	131,500
	Applications Architect	112,250	135,750	162,250	192,500
	Business Systems Analyst	78,750	93,250	113,750	136,000
	Cloud Computing Analyst	75,500	94,500	118,000	159,500
	CRM Business Analyst	80,750	97,000	115,750	137,250
	CRM Technical Developer	89,750	107,250	128,500	152,000
	Developer/Programmer Analyst	87,000	104,500	125,000	148,500
	ERP Business Analyst	84,250	102,000	121,750	144,250
	ERP Technical/Functional Analyst	91,000	108,750	131,000	155,000
	ERP Technical Developer	95,750	114,500	137,000	162,000

TECHNOLOGY SALARIES

United States

TITLE	EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Applications Development (Continued)	Lead Applications Developer	104,000	125,000	150,000	178,000
	Mobile Applications Developer	119,500	143,500	172,500	204,250
	Technical Writer	55,500	66,500	79,750	94,000
Consulting & Systems Integration	Director	117,500	140,750	168,000	200,000
	Project Manager/Senior Consultant	96,250	115,500	138,000	163,500
	Staff Consultant	61,000	76,500	95,250	129,250
Data/Database Administration	Big Data Engineer	127,250	155,500	185,500	219,500
	Database Manager	108,000	129,500	154,000	183,000
	Database Developer	98,250	118,000	141,000	167,750
	Database Administrator	77,000	97,250	116,750	159,250
	Data Analyst/Report Writer	81,750	97,500	116,500	138,000
	Data Architect	111,500	133,500	158,000	187,750
	Data Modeler	79,000	98,500	122,000	164,500
	Data Scientist	102,750	121,500	147,500	175,000
	Data Warehouse Analyst	77,750	96,250	119,000	160,000
	Business Intelligence Analyst	85,750	106,000	132,000	178,000
	Data Reporting Analyst	59,000	74,000	91,250	110,000
Quality Assurance (QA) & Testing	QA Engineer – Manual	59,000	71,500	84,000	99,750
	QA Engineer – Automated	70,250	84,000	102,250	120,500
	QA/Testing Manager	81,250	97,250	117,000	139,000
	QA Associate/Analyst	62,250	74,250	88,750	105,750

TECHNOLOGY SALARIES

United States

TITLE	EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Web Development	Senior Web Developer	99,750	119,500	142,750	169,000
	Web Developer	83,500	100,250	119,750	142,000
	Front-End Web Developer	65,000	79,250	96,000	130,500
	Web Administrator	68,000	82,250	98,500	117,000
	Web Designer	73,500	88,250	105,250	126,500
	E-Commerce Analyst	82,750	98,500	118,250	140,000
	DevOps Engineer	90,250	110,500	134,750	178,250
Networking/ Telecommunications	Network Architect	114,000	137,500	164,500	195,000
	Network Manager	94,750	113,500	135,750	162,000
	Network Engineer	92,000	108,750	130,500	154,250
	Wireless Network Engineer	102,000	122,000	146,250	173,500
	Network Administrator	74,750	89,000	106,750	126,750
	Telecommunications Manager	79,750	95,500	114,500	136,000
	Telecommunications Specialist	59,500	71,500	85,250	100,750
	NOC Technician	52,250	62,500	77,000	98,750
Security	Data Security Analyst	105,000	125,250	149,500	178,250
	Systems Security Administrator	93,750	112,250	134,750	159,750
	Network Security Administrator	93,000	111,500	134,000	158,750
	Network Security Engineer	98,500	118,000	141,750	167,500
	Information Systems Security Manager	116,000	139,000	167,250	199,750
	IT Auditor	92,500	111,000	132,750	157,750

TECHNOLOGY SALARIES

United States

TITLE	EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Software Development	Product Manager	101,750	121,750	145,250	171,750
	Software Engineer	104,500	124,500	148,750	176,750
	Software Developer	98,250	117,500	140,750	166,500
Technical Services, Help Desk & Operations	Manager	82,000	98,500	117,750	139,000
	Desktop Support Analyst	51,000	61,250	73,250	86,500
	Systems Administrator	68,000	81,750	97,750	115,750
	Systems Engineer	86,250	103,000	123,250	145,750
	Help Desk Tier 3	49,000	58,500	70,000	82,750
	Help Desk Tier 2	38,250	45,750	54,750	64,500
	Help Desk Tier 1	32,250	38,750	46,000	55,000
	Instructor/Trainer	57,750	69,000	82,500	97,500
	PC Technician	32,500	39,000	46,500	55,250
	Business Continuity Analyst	87,250	104,750	125,250	148,250
	Hardware Analyst	61,250	73,500	88,000	104,250
	Cable Technician	33,000	42,000	51,000	55,500
	Product Support Specialist	46,250	55,750	66,750	79,750
	Mobile Device Support Analyst	57,250	68,250	82,000	97,500
	Site Reliability Engineer	96,750	118,500	144,500	191,250
	Computer Operator	34,000	41,000	48,750	57,500
	Mainframe Systems Programmer	52,250	66,500	83,000	94,000

CALCULATE YOUR CUSTOM SALARY

How do salaries in your area compare to the national averages? Click the button below to calculate local salaries. Just select from the options for job titles and locations, and the calculator does the work for you.

[CALCULATE YOUR CUSTOM SALARY](#)



ADJUSTING SALARIES

FOR U.S. CITIES

Starting salaries vary widely from city to city — cost of living, a scarcity of top talent and other factors can all have an impact. To customize compensation for your area, and to better compete for local talent, increase or decrease the national salary reported on previous pages by the percentage for your city. Market variances are reflective of all industries and professions.

Alabama

Birmingham	-5%
Huntsville	-6%
Mobile	-14%

Arizona

Phoenix	+15%
Tucson	+7%

Arkansas

Fayetteville	-5%
Little Rock	-5%

California

Fresno	-8%
Irvine	+30%
Los Angeles	+32%
Monterey	+15%
Oakland	+32%
Ontario	+20%
Sacramento	+6%
San Diego	+27%
San Francisco	+41%

San Jose	+38.5%
San Rafael	+32%
Santa Barbara	+27%
Santa Rosa	+22%
Stockton	-13%

Colorado

Boulder	+17.5%
Colorado Springs	-3.5%
Denver	+9%
Fort Collins	-2%
Greeley	-11%
Loveland	-5%
Pueblo	-17%

Connecticut

Hartford	+17%
New Haven	+12%
Stamford	+31%

Delaware

Wilmington	+5%
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District of Columbia

Washington	+33%
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Florida

Fort Myers	-9%
Jacksonville	-4%
Melbourne	-9.5%
Miami/ Fort Lauderdale	+6%
Orlando	+1%
St. Petersburg	-3%
Tampa	-0.5%
West Palm Beach	+2%

Georgia

Atlanta	+6%
Macon	-18%
Savannah	-15%

Hawaii

Honolulu	+7%
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Calculate a custom salary with the [Salary Calculator](#).

Idaho

Boise -11%

Illinois

Chicago +23.5%

Hoffman Estates +12%

Naperville +12%

Rockford -15%

Indiana

Fort Wayne -16%

Indianapolis -3%

Iowa

Cedar Rapids -6%

Davenport -5%

Des Moines +1%

Sioux City -16%

Waterloo/

Cedar Falls -13%

Kansas

Overland Park +1%

Kentucky

Lexington -8.5%

Louisville -8%

Louisiana

Baton Rouge -1%

New Orleans -1%

Maine

Portland -5%

Maryland

Baltimore +3%

Massachusetts

Boston +34%

Springfield +1%

Michigan

Ann Arbor +1%

Detroit -1%

Grand Rapids -14.5%

Kalamazoo -20%

Lansing -15%

Minnesota

Bloomington +6.5%

Duluth -20.4%

Minneapolis +7%

Rochester +2%

St. Cloud -14%

St. Paul +4%

Missouri

Kansas City -0.5%

St. Joseph -10%

St. Louis +0.5%

Nebraska

Omaha +0%

Nevada

Las Vegas +2%

Reno +1%

New Hampshire

Manchester +12%

Nashua +14%

New Jersey

Mount Laurel +15%

Paramus +30%

Princeton +25%

Woodbridge +26.5%

New Mexico

Albuquerque -8.5%

New York

Albany -4%

Buffalo -6.5%

Long Island +20%

New York +40.5%

Rochester -6.5%

Syracuse -9.7%

North Carolina

Charlotte +2%

Greensboro +0%

Raleigh +4%

Ohio

Akron -11%

Canton -18%

Cincinnati -2.5%

Cleveland -4%

Columbus -2%

Dayton -13%

Toledo -14.5%

Youngstown -24%

Oklahoma

Oklahoma City -7%

Tulsa -7%

Oregon

Portland +9%

Pennsylvania

Harrisburg -5%

Philadelphia +15%

Pittsburgh -2%

Rhode Island

Providence +1.5%

South Carolina

Charleston -5%

Columbia -6.5%

Greenville -6%

South Dakota

Sioux Falls -16%

Tennessee

Chattanooga -11%

Cool Springs +0%

Knoxville -11%

Memphis -5%

Nashville +1.5%

Texas

Austin +9%

Dallas +10%

El Paso -28%

Fort Worth +9%

Houston +8%

Midland/Odessa +10%

San Antonio +1%

Utah

Salt Lake City +6%

Virginia

Norfolk/

Hampton Roads -2%

Richmond -1.5%

Tysons Corner +32%

Washington

Seattle +25%

Spokane -18%

Wisconsin

Appleton -15%

Green Bay -13.5%

Madison -1.5%

Milwaukee +1%

Waukesha +0%

2019 HIRING OUTLOOK FOR CANADA

Technology initiatives at Canadian businesses are rapidly evolving, and they will continue to expand in 2019. Expect sectors such as finance, retail, healthcare, manufacturing — and, of course, high-tech — to be especially active in recruiting talent. Career opportunities for those with experience using the cloud are also expanding as many high-profile

companies have opened remote computing operations and more businesses move to cloud technologies.

There is a special focus on research and development in artificial intelligence and machine learning that is supported by industry, academic institutions, and local and federal government. Leading tech companies and startups alike are directing their resources to these technologies.

Overall, competition for senior-level candidates remains intense. To attract and retain top technology talent, employers must be prepared to offer not only competitive compensation but also a range of compelling perks, including professional development opportunities and work-life balance programs.

Hard-to-staff positions: Canada



Business intelligence analysts



Cloud technology and security specialists



Data scientists



Database administrators and developers



Developers (web, software, mobile)



DevOps engineers



Full-stack developers



Security experts (data, information, network, systems)

TECHNOLOGY SALARIES:

CANADA

TITLE	EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Administration	Chief Information Officer (CIO)	152,000	171,000	205,500	256,000
	Chief Technology Officer (CTO)	143,000	168,000	190,500	240,000
	Chief Security Officer (CSO)	135,000	162,750	185,500	237,750
	Vice President of Information Technology	130,000	153,000	180,250	215,750
	Director of Technology	110,500	128,500	157,000	169,750
Applications Development	Manager	97,500	122,500	152,000	204,750
	Project Manager	89,000	112,250	127,750	140,500
	Systems Analyst	82,750	89,750	96,500	114,000
	Applications Architect	92,750	127,000	157,250	171,500
	Business Systems Analyst	65,250	96,250	114,500	135,250
	Cloud Computing Analyst	73,500	95,000	116,500	157,250
	CRM Business Analyst	85,500	101,750	122,500	142,750
	CRM Technical Developer	85,500	103,250	123,750	145,500
	Developer/Programmer Analyst	63,750	76,000	90,000	120,500
	ERP Business Analyst	92,000	115,750	128,000	140,000
	ERP Technical/Functional Analyst	99,750	129,750	145,500	153,250
	ERP Technical Developer	95,500	128,750	140,000	168,000

All salaries listed on Pages 21-24 are in Canadian dollars.

TECHNOLOGY SALARIES

Canada

TITLE	EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Applications Development (Continued)	Lead Applications Developer	101,750	121,000	145,500	175,750
	Mobile Applications Developer	65,500	79,000	93,500	135,500
	Technical Writer	78,000	90,750	100,250	105,000
Consulting & Systems Integration	Director	98,500	125,000	156,000	189,000
	Project Manager/Senior Consultant	75,500	99,000	125,750	155,000
	Staff Consultant	68,750	85,500	106,500	115,500
Data/Database Administration	Big Data Engineer	107,000	127,500	151,500	185,000
	Database Manager	95,250	120,000	143,500	179,750
	Database Developer	93,500	104,000	130,000	164,250
	Database Administrator	63,500	81,750	110,500	130,250
	Data Analyst/Report Writer	57,750	67,750	85,000	117,500
	Data Architect	97,000	116,750	140,000	165,750
	Data Modeler	83,750	103,000	113,750	150,000
	Data Scientist	89,750	108,250	129,500	151,500
	Data Warehouse Analyst	73,000	91,750	114,000	153,500
	Business Intelligence Analyst	80,250	98,750	118,250	147,750
Data Reporting Analyst	51,750	63,750	76,750	96,750	
Quality Assurance (QA) & Testing	QA Engineer – Manual	60,250	74,250	87,750	102,500
	QA Engineer – Automated	72,000	85,750	103,250	118,750
	QA/Testing Manager	77,250	92,500	111,250	140,000
	QA Associate/Analyst	60,750	80,500	96,000	115,500

**TECHNOLOGY
SALARIES**
Canada

TITLE	EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Web Development	Senior Web Developer	84,750	101,000	121,500	144,500
	Web Developer	68,000	77,500	86,000	99,500
	Front-End Web Developer	65,000	76,000	87,500	101,000
	Web Administrator	64,000	76,250	89,000	103,000
	Web Designer	59,500	69,500	88,750	127,750
	E-Commerce Analyst	80,250	108,000	128,750	135,750
	DevOps Engineer	88,500	108,750	130,500	145,750
Networking/ Telecommunications	Network Architect	110,000	122,000	130,500	147,000
	Network Manager	93,500	105,000	126,500	138,500
	Network Engineer	75,000	90,750	101,250	125,500
	Wireless Network Engineer	82,500	96,500	118,750	142,500
	Network Administrator	55,750	66,500	82,500	107,500
	Telecommunications Manager	71,000	83,250	102,750	138,750
	Telecommunications Specialist	63,500	74,500	83,500	97,500
	NOC Technician	55,000	68,750	80,250	95,500
Security	Data Security Analyst	100,250	117,750	136,000	169,000
	Systems Security Administrator	88,500	101,000	124,250	142,750
	Network Security Administrator	87,750	104,000	125,000	143,000
	Network Security Engineer	96,500	112,000	127,250	172,000
	Information Systems Security Manager	99,500	116,500	128,000	187,500
	IT Auditor	77,500	93,000	110,750	130,000

**TECHNOLOGY
SALARIES**
Canada

TITLE	EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Software Development	Product Manager	85,500	95,500	118,000	137,750
	Software Engineer	70,000	89,000	102,250	130,000
	Software Developer	67,750	78,750	89,750	122,500
Technical Services, Help Desk & Operations	Manager	76,000	97,500	106,750	120,500
	Desktop Support Analyst	55,000	63,000	71,500	82,750
	Systems Administrator	66,250	79,000	96,500	105,500
	Systems Engineer	87,000	95,750	115,500	131,250
	Help Desk Tier 3	58,750	69,250	75,500	86,000
	Help Desk Tier 2	50,000	58,750	61,000	75,500
	Help Desk Tier 1	42,000	50,500	56,000	60,000
	Instructor/Trainer	55,750	67,750	80,000	95,500
	PC Technician	34,750	41,000	49,250	60,000
	Business Continuity Analyst	82,000	96,750	107,250	127,500
	Hardware Analyst	52,000	65,500	83,750	98,500
	Cable Technician	38,000	46,500	56,000	66,750
	Product Support Specialist	41,500	51,000	63,250	81,000
	Mobile Device Support Analyst	42,750	49,750	66,000	84,000
	Site Reliability Engineer	75,000	89,750	109,500	140,500
	Computer Operator	35,750	38,000	42,250	52,000
Mainframe Systems Programmer	56,500	71,750	89,750	110,750	

ADJUSTING SALARIES

FOR CANADIAN CITIES

Starting salaries vary widely from city to city — cost of living, a scarcity of top talent and other factors can all have an impact. To customize compensation for your area, and to better compete for local talent, increase or decrease the national salary reported on previous pages by the percentage below for your city. Market variances are reflective of all industries and professions.

Alberta

Calgary	+4%
Edmonton	+2.2%

British Columbia

Fraser Valley	+1.2%
Vancouver	+5.6%
Victoria	-2.2%

Manitoba

Winnipeg	-8%
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Ontario

Kitchener/ Waterloo	-3.7%
Ottawa	+0.2%
Toronto	+4.9%

Quebec

Montreal	+3.1%
Quebec City	-9%

Saskatchewan

Regina	-5.1%
Saskatoon	-3.5%



Visit the [Canadian Salary Calculator](#) to calculate local salaries.

A SNAPSHOT OF COMPENSATION PACKAGES

Benefits, perks and incentives can play as significant a role as salary in your ability to attract and retain top talent. See what other firms offer so you can keep pace.

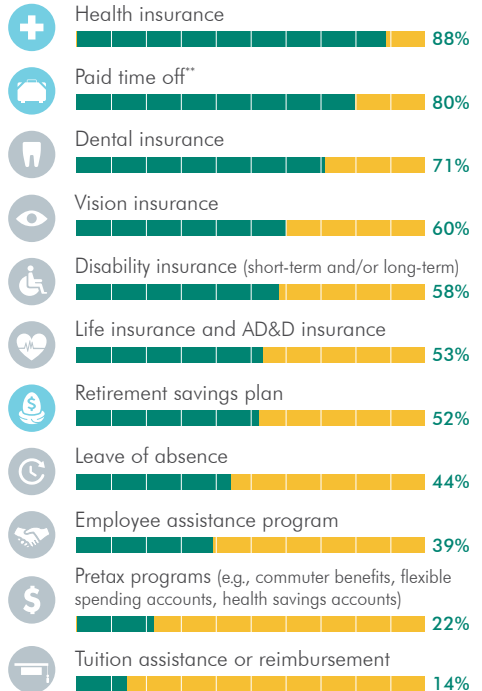
Benefits — Assistance with basic needs; noncash; not tied to job performance (e.g., health insurance, retirement plan)

Perks — Special privileges; typically noncash; sometimes tied to job performance or seniority (e.g., telecommuting, workplace wellness program)

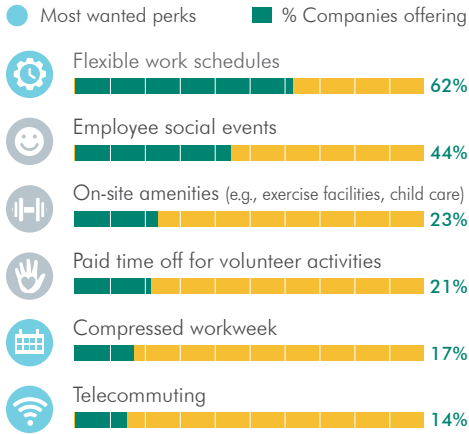
Incentives — Motivational rewards; usually cash; tied to job performance (e.g., bonuses, profit-sharing plan)

Common benefits*

● Most wanted benefits ■ % Companies offering



Common perks*



Employees expect more time off

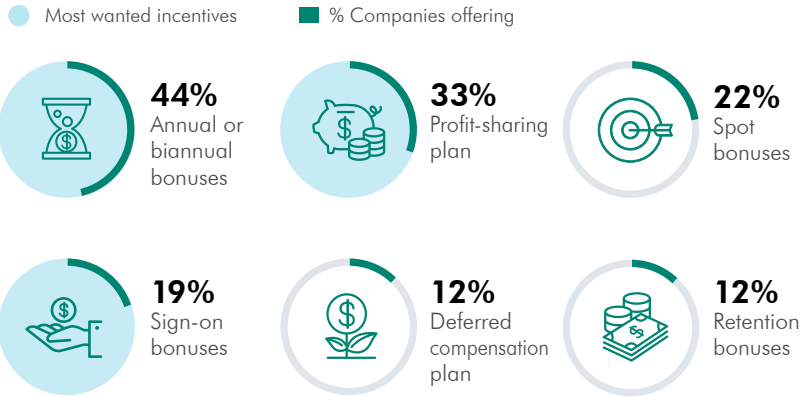


Average number of days of paid time off job seekers want when joining a new company



Average number of days of paid time off companies offer employees with less than 5 years' tenure

Common incentives*



Helping employees save for retirement



90%

Companies that match contributions to employees' 401(k) or RRSP*** plans



3-4%

Average company match

* Multiple responses were permitted. Top responses are shown.

** Includes vacation, sick days and paid holidays *** Registered Retirement Savings Plan in Canada

Source: Robert Half surveys of more than 600 HR managers and more than 1,500 workers in North America

A MANAGER'S ONBOARDING CHECKLIST

The experience your new hires have during the first weeks on the job can determine whether they flourish or begin to look for other employment options. It's your onboarding process that can tip the balance. Here's a checklist to use so the time, money and effort you put into the hiring process don't go down the drain.



Prior to Day One

- Allocate enough time to onboarding so new hires can digest what's presented.
- Set a clear agenda, and share it in advance.
- Explain the nuts and bolts, such as where to park and the person to ask for when arriving.
- Set up the computer, server, email, voicemail and building security access so the newcomer can be productive from day one.
- Offer early access to select portions of your company intranet or HR system so new hires can see a greeting from your CEO or department head, review the employee handbook and fill out HR paperwork.



Day One

- Welcome the new hire with genuine excitement.
- Don't delay introductions; make sure the person knows who does what.
- Arrange casual meetings and a lunch so the new hire can begin to develop personal relationships.
- Offer branded items like a coffee mug or T-shirt so the newcomer immediately feels like part of the team.
- Conduct a basic orientation: Offer background about the company's industry, structure, history and values — and invite questions.



Week One and Beyond

- Review the job responsibilities and set goals.
- Set aside time for appropriate functional training, including overviews of internal systems unique to your firm.
- Assign new hires a mentor who can guide them through company culture and answer any questions they may have.
- Check in regularly to ensure new staff understand their assignments and to find out if they're enjoying their work.
- Ensure the person's goals are still aligned with the organization's.



ABOUT US

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