2014

Workplace Trends and Salary Guide

randstad engineering

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a note from the president

Dear Colleague:

Welcome to the *2014 Randstad Workplace Trends and Salary Guide*. This publication highlights the results of our proprietary survey of nearly 2,000 U.S. business leaders and professionals and presents detailed, geographically based salary data specific to the engineering sector. Our clients have come to rely on this annual Guide as a valuable tool for recruitment, retention and compensation planning, and we hope you have many opportunities to reference the information in the months to come.

Our 2014 Guide includes two exciting partnerships:

This year we partnered with the global research firm Ipsos to oversee the survey's implementation and results tabulation. During fourth quarter 2013, Ipsos conducted our survey online with a broad selection of business decision makers, including executives from the engineering profession. Our Guide highlights the responses of all 2,000 survey participants plus the subset of engineering participants, providing you with unique insight as to how your peers navigate various employment issues.

Also new this year is our affiliation with Economic Research Institute (ERI), a premiere provider of compensation and salary information highly regarded for its statistical reliability and validity. Our salary trends section showcases ERI's detailed salary data for the distinct markets and job titles we serve throughout the United States, and we are pleased to share ERI's contribution to our Guide with you.

I would like to extend a note of gratitude to all of our clients who contributed to our survey. Your participation continues to distinguish the Randstad Guide and underscores the strong relationship we value with each of you. We look forward to continuing our partnership and growing new client relationships in the year to come.

Sincerely,
Richard Zambacca
President
Randstad Engineering

overall key findings

2014 workplace trends

Reflecting the input of approximately 2,000 U.S. executives and hiring managers, our *2014 Workplace Trends and Salary Guide* explores topics important to business leaders related to the recruitment, hiring and retention process. **This year we conducted our survey with professionals representing several of the industry sectors that Randstad U.S. serves:** engineering, information technology, finance and accounting, healthcare, human resources and pharma.

The business landscape | page 10

We start our 2014 Guide with a brief look at the current state of business, having queried our survey participants on their greatest company challenges. Executives issued a clear statement that the most pressing topic remains the economy, with talent acquisition and retention rating as a close second.

Most challenging issues for U.S. businesses:

#1 economic pressures

#2 talent acquisition and retention

Skills and talent shortages | pages 12–13

Executives from every sector feel there is a shortage of candidates with the right combination of job expertise and appropriate soft skills to result in a good hiring fit.

Hard to find:

job knowledge **+** soft skills **=** **good fit**

Turnover and retention | pages 14–15

Another national trend reported is an increase in employee turnover. On average, half of all companies surveyed note more employee departures, which may reflect general economic improvement and employees' growing confidence in their ability to find another job.

59% of employers are increasingly concerned about employee turnover.

Recruiting and hiring | pages 20, 23

When talking about recruiting and hiring, we discovered that nearly half of employers are below targeted headcount, and a solid majority report that the hiring process consumes more time than it did 12 months ago.

62% say it takes longer to fill positions now than a year ago.

Contingent employment | page 25

The contingent worker is a mainstay across the board.

81% of companies employ some contingent workers.

engineering key findings

engineering trends

In addition to the overall survey results presented in this Guide, you'll find data tabulated specifically from our survey's engineering participants. While their viewpoints often align closely with the overall results, these executives do exhibit some trends exclusive to the engineering sector.

The business landscape | page 11

A majority of all companies surveyed cite economic conditions as their most pressing business challenge, but the scenario is different in engineering:

Engineers say that recruiting and retaining top talent is the **#1** issue impacting their companies.

Skills and talent shortages | page 12

The skills shortage is particularly noticeable within engineering, with slightly over two-thirds (69%) of hiring managers noting a lack of skills within the current workforce.

Engineering firms are more likely than most other organizations to report that **the skills gap has negatively impacted their business.**

Turnover and retention | pages 16–18

Like other survey respondents, engineering professionals say that monetary compensation is the #1 way to retain employees.

Even though engineering firms are more likely than others to offer profit sharing or stock options, **84% of engineers agree that their companies should re-evaluate the programs they use to encourage retention**.

Recruiting and hiring | pages 20, 23

Engineering professionals are more likely than others to indicate that their companies are below target headcounts, and they also report lengthy hiring cycles.

Hiring within engineering often takes 4 to 6 months, a longer timeframe than in many other business sectors.

More information on these and other workplace trends is presented throughout the remainder of this Guide. Some figures have been rounded to whole numbers.

Our annual salary trends report begins on page 28, with comparative salary data specific to the engineering profession beginning on page 30.

participant profile

Organization size by number of employees

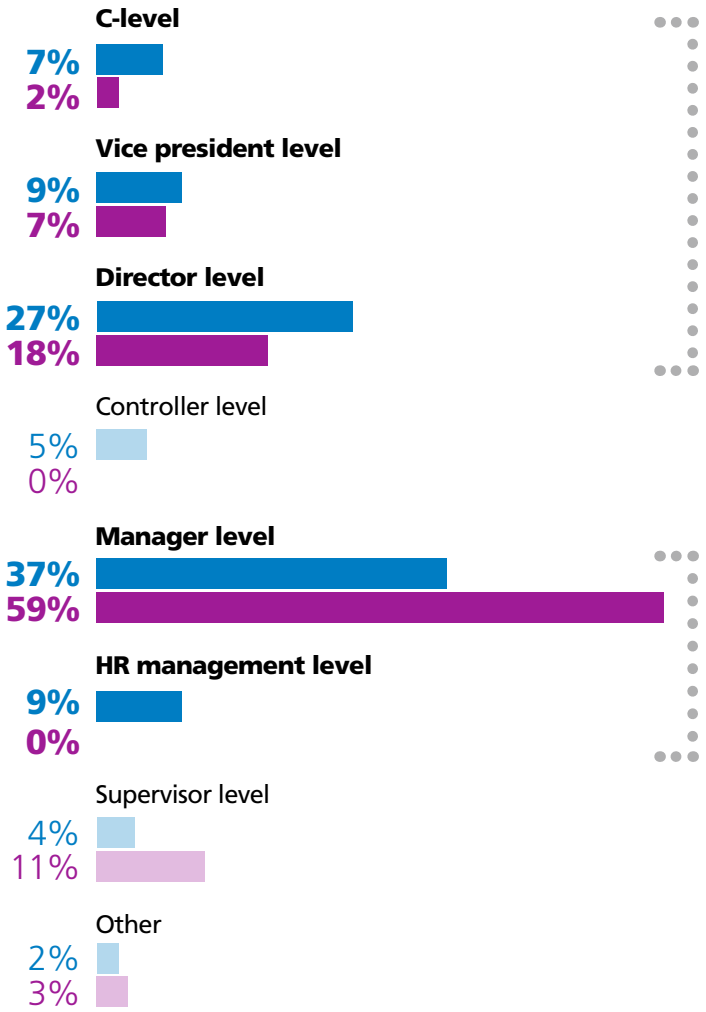
Number of employees	All responses	Engineering responses
1 to 49	2%	1%
50 to 99	16%	4%
100 to 499	**23%**	**20%**
500 to 999	7%	8%
1,000 to 2,499	8%	7%
2,500 to 4,999	8%	8%
5,000 or more	**36%**	**52%**

***The largest number of total survey participants (36%) work for companies with 5,000 or more employees**, followed by 23% whose organizations employ 100 to 499 people.*

***In comparison, a significantly greater proportion of engineering survey participants (52%) work for large organizations with more than 5,000 employees,** with the next largest group (20%) representing companies with 100 to 499 employees.*

participant profile

Job levels



43% All responses

survey participants at the director level and above

27% Engineering responses

46% All responses

survey participants at the manager level

59% Engineering responses

participant profile

Survey participants hold the following academic degrees and certifications:

Academic degrees and certifications	All responses	Engineering responses
BA/BS	67%	78%
MBA	25%	21%
CPA	10%	0%
HR	9%	0%
MS Acct./Finance/Tax, CMA, CFA, CIA	9%	5%
IT	7%	2%
PMP	1%	2%
PhD, JD	5%	6%
MA/MS (other)	4%	4%
Payroll, AP/AR	3%	0%
PE	**1%**	**9%**
MS Engineering	**1%**	**9%**
MD, MHA	2%	0%
Other	12%	9%

Of engineering respondents, 9% are licensed professional engineers, and another 9% hold MS Engineering credentials.

participant profile

How respondents participate in the hiring process:

45%

are primary decision makers

30%

42%

make recommendations

52%

13%

are involved in the process but are not a significant influencer

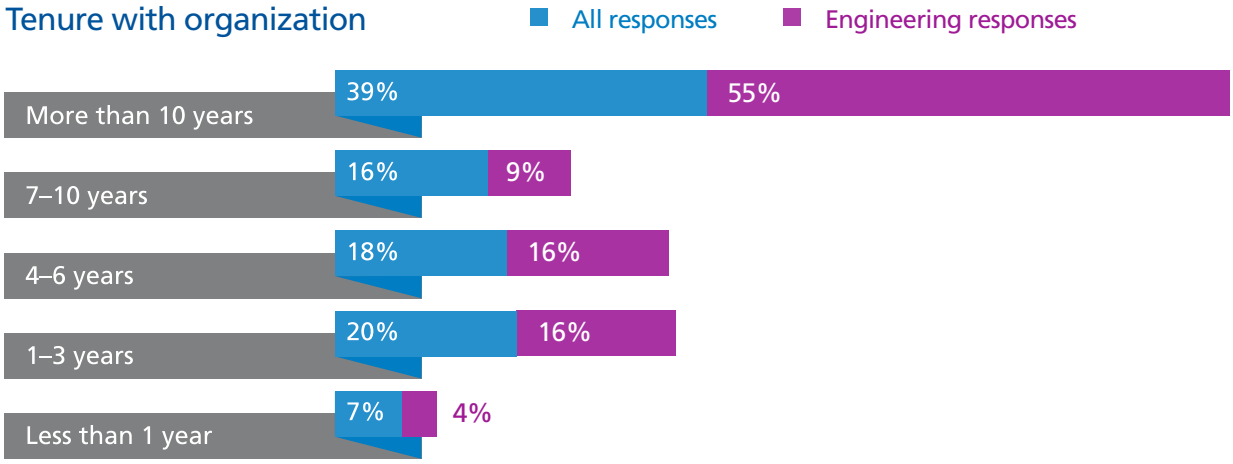
18%

All responses

Engineering responses

Across all business sectors, over 80% of survey participants impact the hiring process *by serving as either the primary decision maker or making talent recommendations.*

Tenure with organization



participant profile

How did you find your current position?

All responses		Engineering responses	
#1	Professional contact/referral	Professional contact/referral	#1
#2	Approached company directly	Internal promotion	#2
#3	Internal promotion	Approached company directly	#3
#4	Company website/ applied online	Company website/ applied online	#4
#5	Staffing companies/ executive search firms	Internal recruiter	#5
#6	Internal recruiter	Local newspaper/ print classified	#6

participant profile

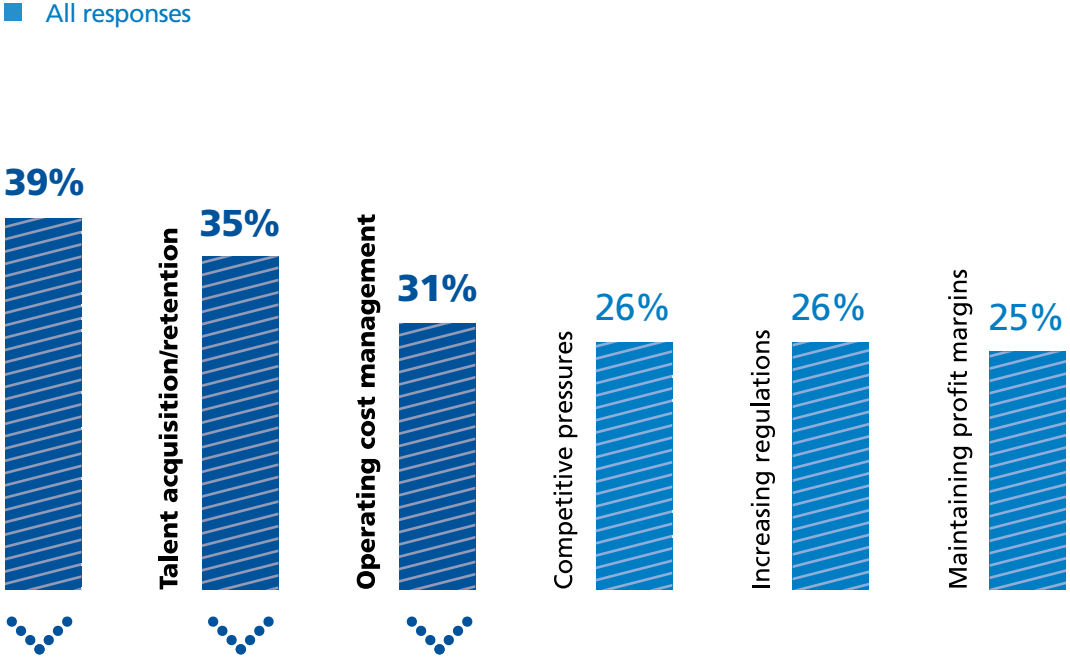
What were the top three reasons for choosing your current company?

All responses		Engineering responses
#1	**Position/role**	#1
#2	**Growth opportunities/career**	#2
#3	**Compensation package**	#3
#4 Company culture/people		Commute/location #4
#5 Commute/location		Company culture/people #5

The executives we spoke with most frequently chose their current company for reasons related to their role/career or monetary compensation.

the business landscape

What three challenges most impacted your company over the past year?

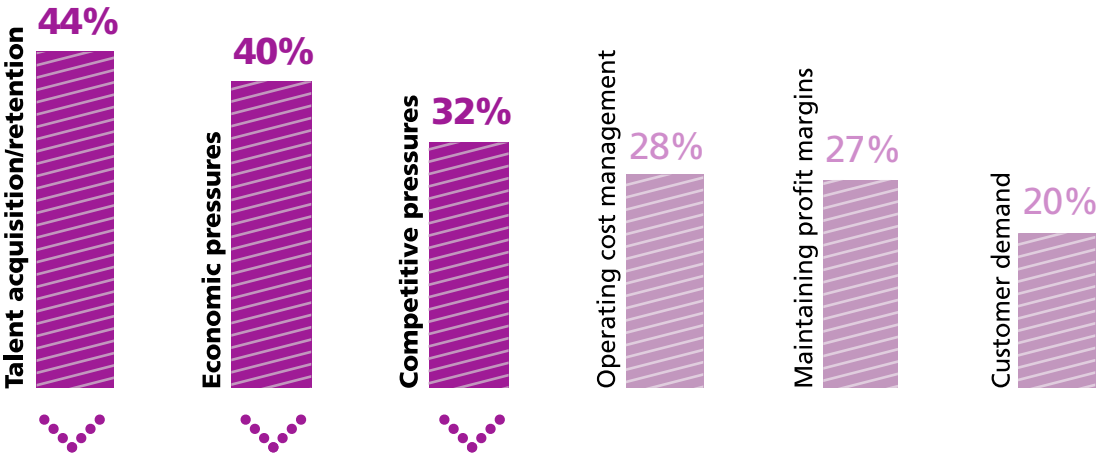


Five years out from the 2008 recession, ***the economy remains the number-one factor impacting business,*** *as reported by the cumulative responses of all survey participants.* ***Talent acquisition and retention is an issue for one out of three companies, while operating costs rank third, being of concern to 31% of companies.***

the business landscape

What three challenges most impacted your company over the past year?

Engineering responses



Compared to other industries, the engineering sector appears to be more impacted by talent acquisition/retention issues (44% vs. 35%) but experiences nearly the same level of pressure resulting from economic conditions as other lines of business (40% vs. 39%).

skills and talent shortages

Is there a skills shortage?

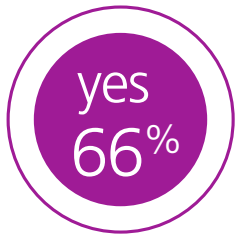
All responses

Engineering responses

According to our survey, executives note a discernible lack of specific skill sets they look for in today's talent pool. ***Some two-thirds (69%) of engineering professionals point to a lack of skills within their industry, one of the highest levels reported of all business sectors surveyed.***

Is your business negatively impacted by the skills shortage?

All responses



Engineering responses

The widely acknowledged skills shortage has far-reaching effects, with two-thirds ***(66%) of engineering executives indicating that the skills deficit adversely impacts their businesess,*** *again, one of the highest levels reported in our survey.*

skills and talent shortages

When assessing talent, executives rank the primary areas where candidates lack proficiency as follows:

Candidates lack the right experience/knowledge

#1 Relevant on-the-job experience

#2 Knowledge of the industry/sector

#3 Years of experience in the field

All responses **68%** A skills assessment would add value to my company's hiring process. **68%** Engineering responses

Candidates lack team/organizational fit

#1 Soft skills (communication, teamwork, etc.)

#2 Work ethic

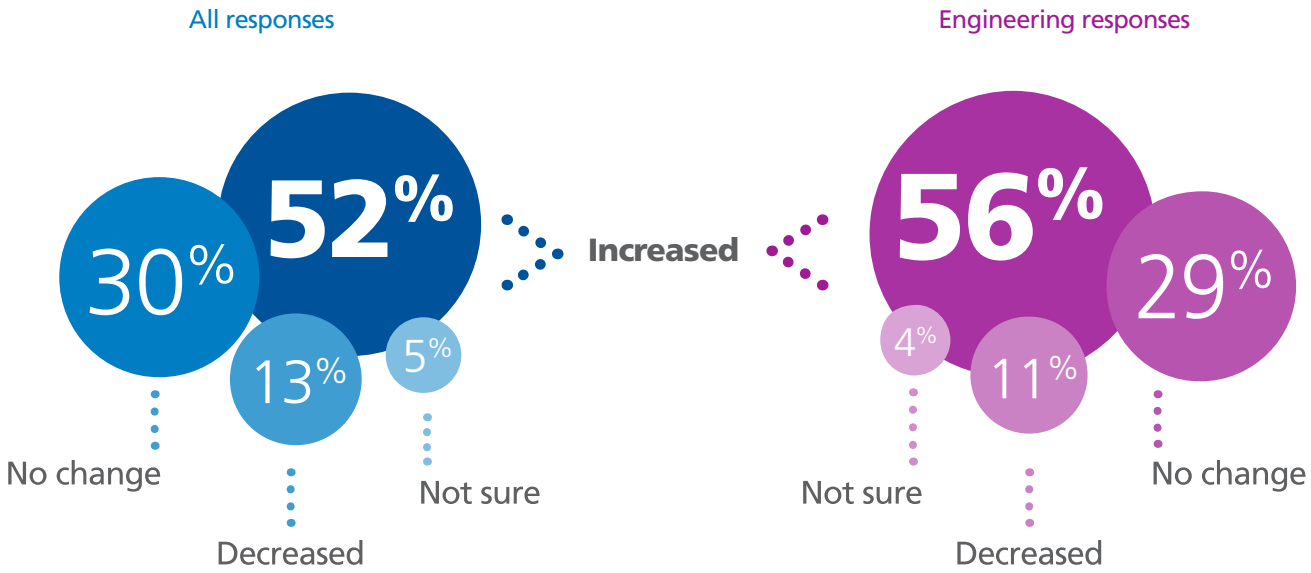
#3 Right cultural fit for the company/office

All responses **66%** When positions are open at my company, it's difficult to find qualified people who are the right fit. **75%** Engineering responses

turnover and retention

How have turnover rates at your company changed over the past year?

Employees are on the move, as evidenced by increasing turnover rates at a majority of companies.

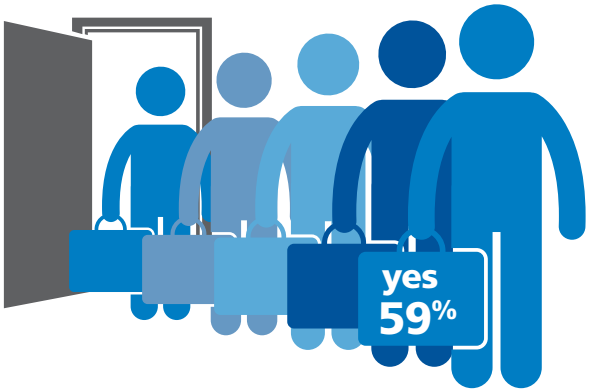


Slightly more than half (56%) of engineering professionals report increased turnover rates, *reflecting a similar response level as executives in other industries.*

turnover and retention

Are you increasingly concerned about turnover at your organization?

All responses



Engineering responses

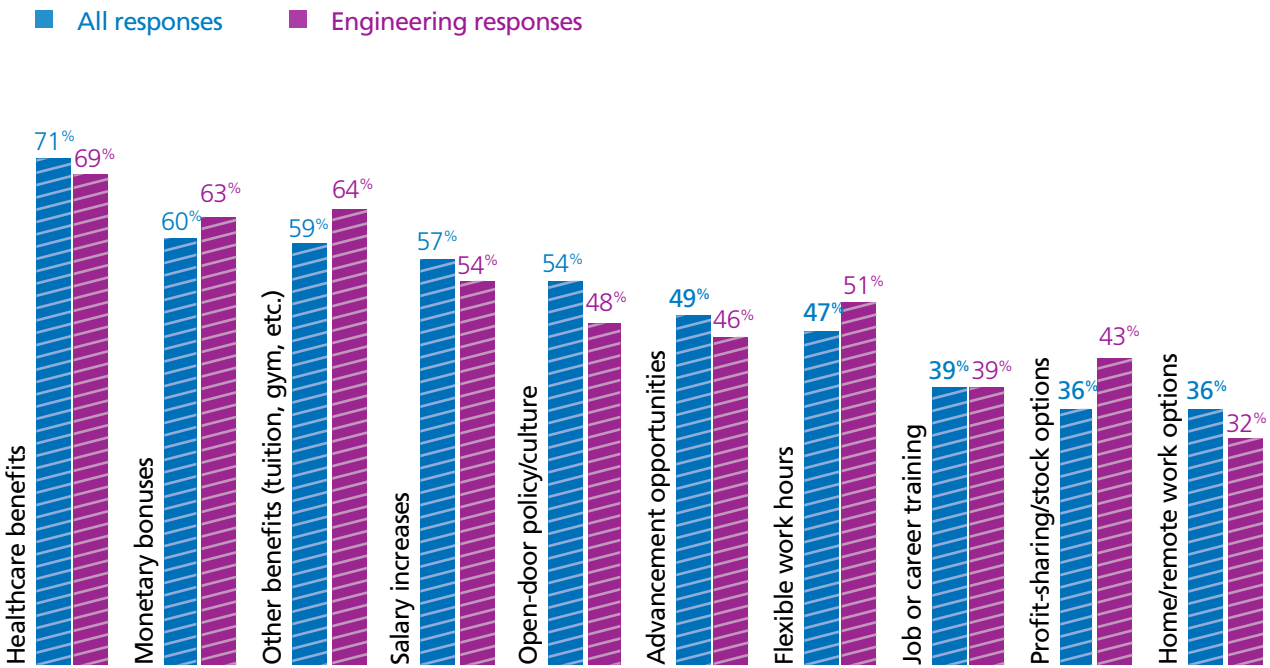
Across the board, well over half of hiring managers express a rising level of discomfort about employee turnover.

turnover and retention

Benefits companies offer to retain talent

In all industries, companies offer a range of benefits designed for employee retention, with medical benefits, bonuses, other benefits and salary increases ranking at the top. Within engineering, medical coverage remains the top benefit offered at 69%.

The engineering sector is slightly more likely than others to offer bonuses (63% vs. 60%), other employee benefits (64% vs. 59%), flexible work hours (51% vs. 47%) and profit-sharing/stock option plans (43% vs. 36%).



turnover and retention

Which benefits do you believe are most effective at decreasing turnover rates?

All responses

#1	#2	#3	#4	#5
Salary increases	Advancement opportunities	Monetary bonuses	Flexible work hours	Healthcare benefits

#1	#2	#3	#4	#5
Salary increases	Advancement opportunities	Monetary bonuses	Flexible work hours	Healthcare benefits

Engineering responses

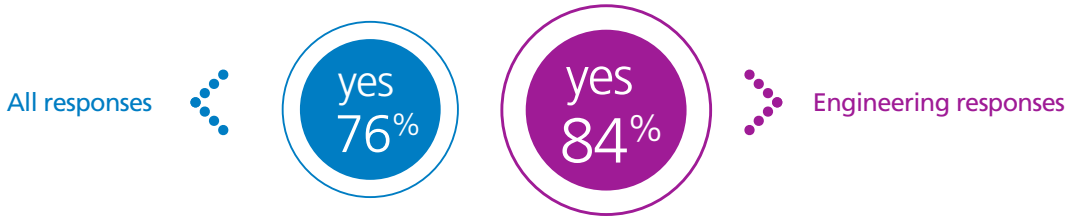
When asked to rate which retention programs actually keep people on the job, the executives in our survey clearly indicate that "money talks." *Executives in every industry reveal a discrepancy between retention benefits offered and their perceived effectiveness. Although survey respondents believe salary increases are the most effective at keeping top performers,* ***only slightly more than half report using salaries as a retention tool.***

turnover and retention

Executives report mixed results on the effectiveness of their retention programs.

Despite their use of retention programs, nearly half (48%) of engineering executives say it remains difficult to retain top talent.

My organization should re-evaluate the programs we offer to encourage retention.



A majority of executives across all industries say their companies should reassess existing retention programs. Engineering hiring managers are more likely than any other group surveyed to indicate that a reassessment would be valuable.

turnover and retention

What are the top reasons employees tend to give for leaving?

■ All responses ■ Engineering responses

59%	46%	26%	22%	21%	17%
Received a better offer elsewhere (better pay, benefits, etc.)	More opportunities for career advancement elsewhere	Do not feel supported by management	Workload is too heavy	To pursue a different career path	Poor relationship with supervisor
65%	**52%**	28%	21%	21%	13%

When asked about why employees resign, ***a majority of executives again point to the power of money, with better offers elsewhere cited as the predominant reason.***

Engineering mirrors other industries with regard to employee departures related to lack of management support (28% vs. 26%) and heavy workload (21% vs. 22%).

recruiting and hiring

Is your company currently below its target headcount?

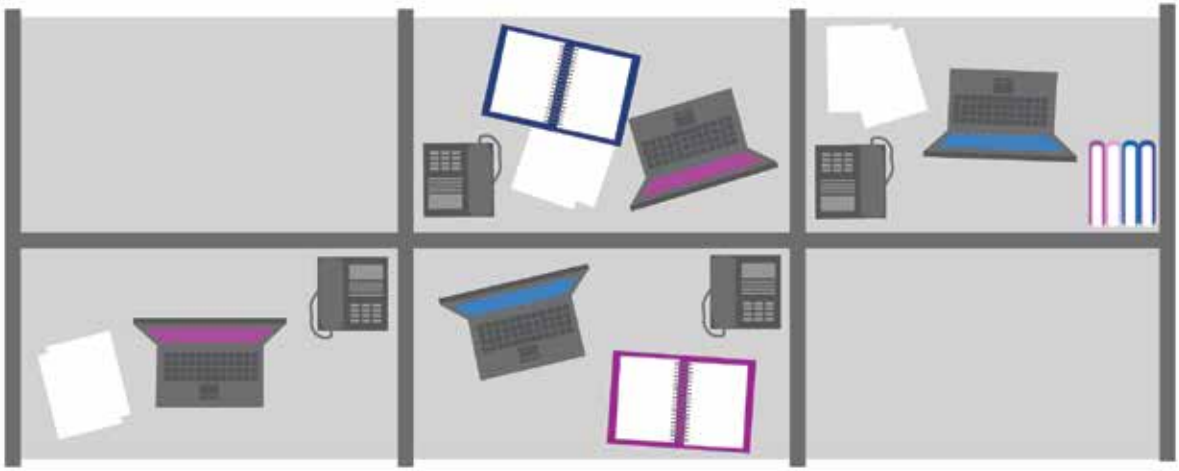
All responses

yes 48%

yes 59%

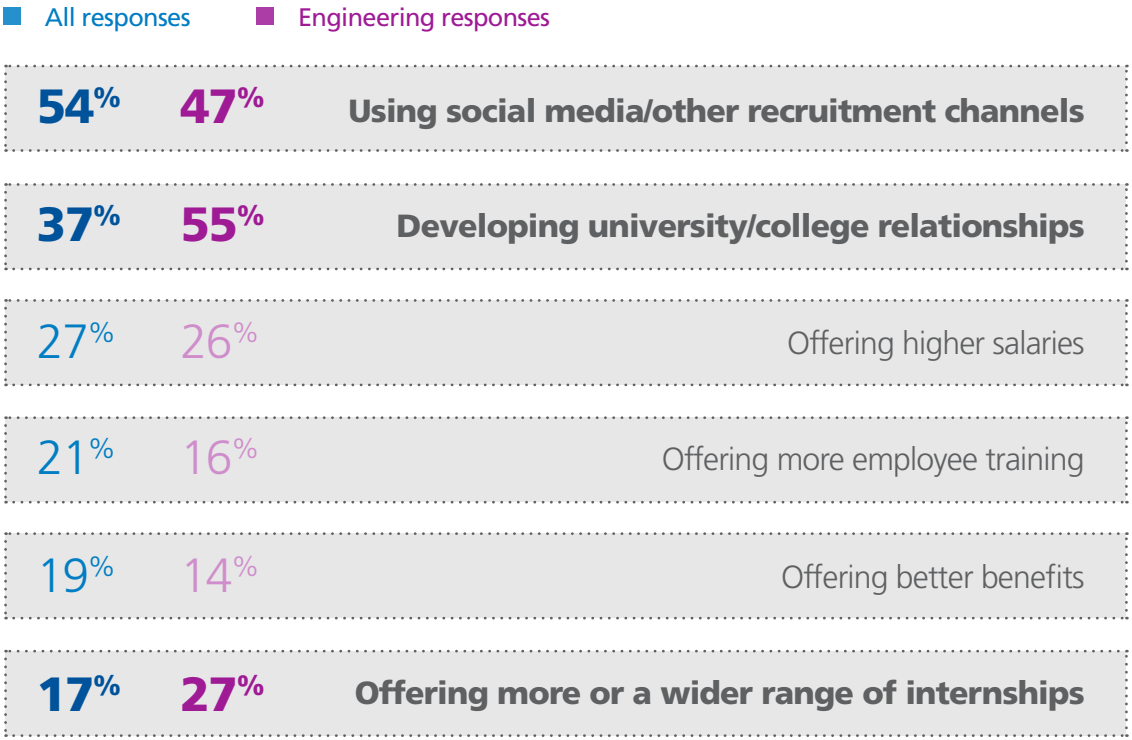
Engineering responses

Nearly half (48%) of all executives indicate that their organizations are below headcount, and ***the figure jumps for engineering professionals, with 59% indicating a talent shortage at their firms.***



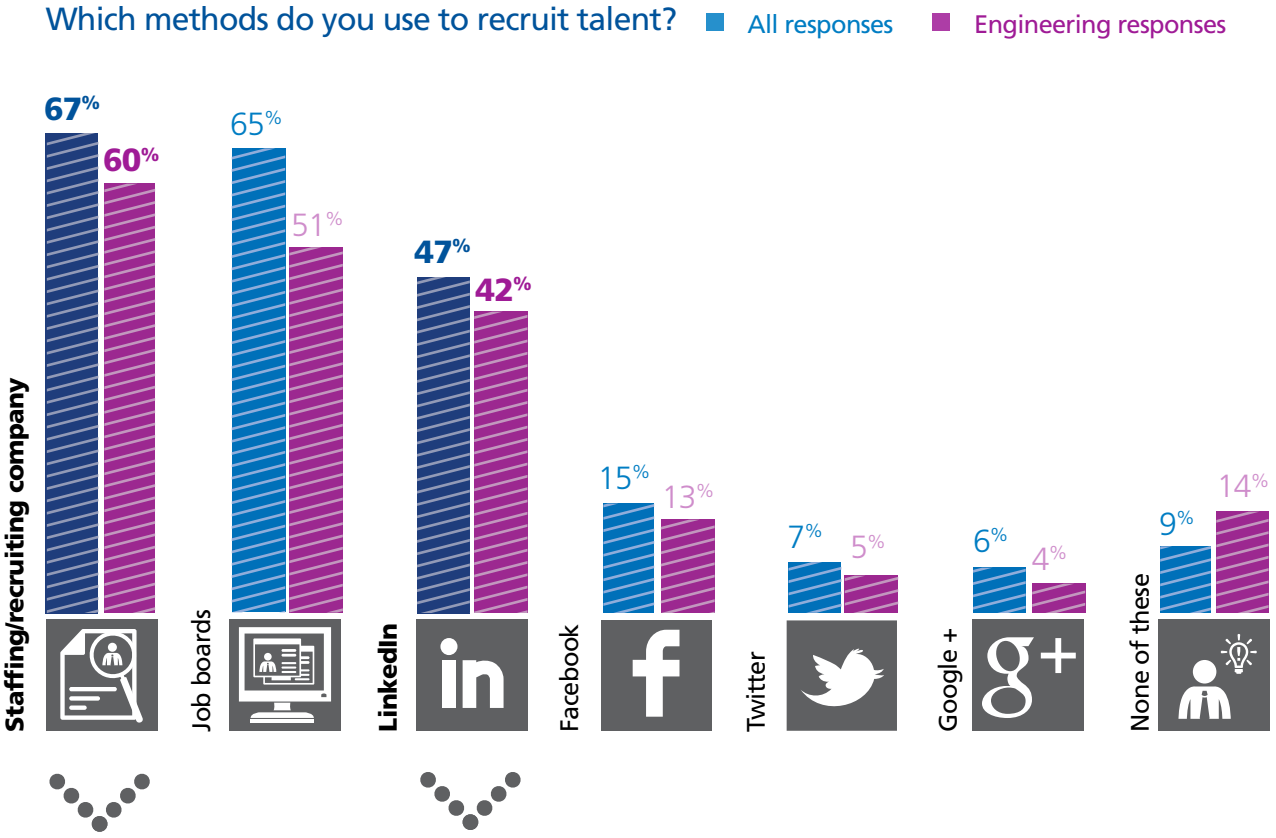
recruiting and hiring

Which of the following measures, if any, has your organization taken to improve recruitment?



More than half of all organizations try first and foremost to broaden their recruitment reach by using social media and other recruitment channels, with efforts to increase university relationships trailing in second place at 37%. ***Engineering firms, however, focus first on building university contacts (55%) and then rely on increased social media reach (47%). Engineering outpaces all sectors in offering a variety of internships, with over one-quarter (27%) using this option to attract talent.***

recruiting and hiring



A majority of all survey participants rely on recruiters to help fill their talent needs, followed by job boards and social media efforts.

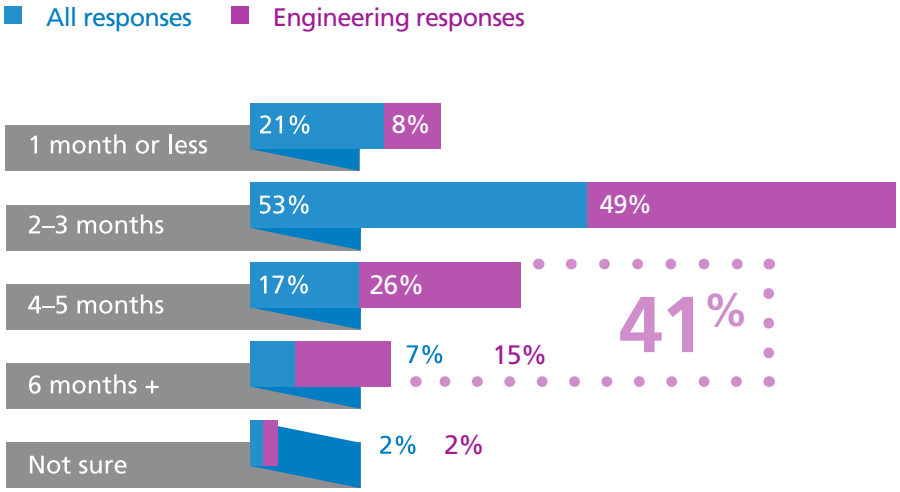
Within social media sites, ***LinkedIn is highly favored,*** *clearly outpacing Facebook, Twitter and Google+.*

recruiting and hiring

Compared to last year, does it take more time to find the right talent to fill positions?

A solid majority of all companies say ***it now takes longer to find candidates with the right skills, experience and personal traits to make a good hiring match.***

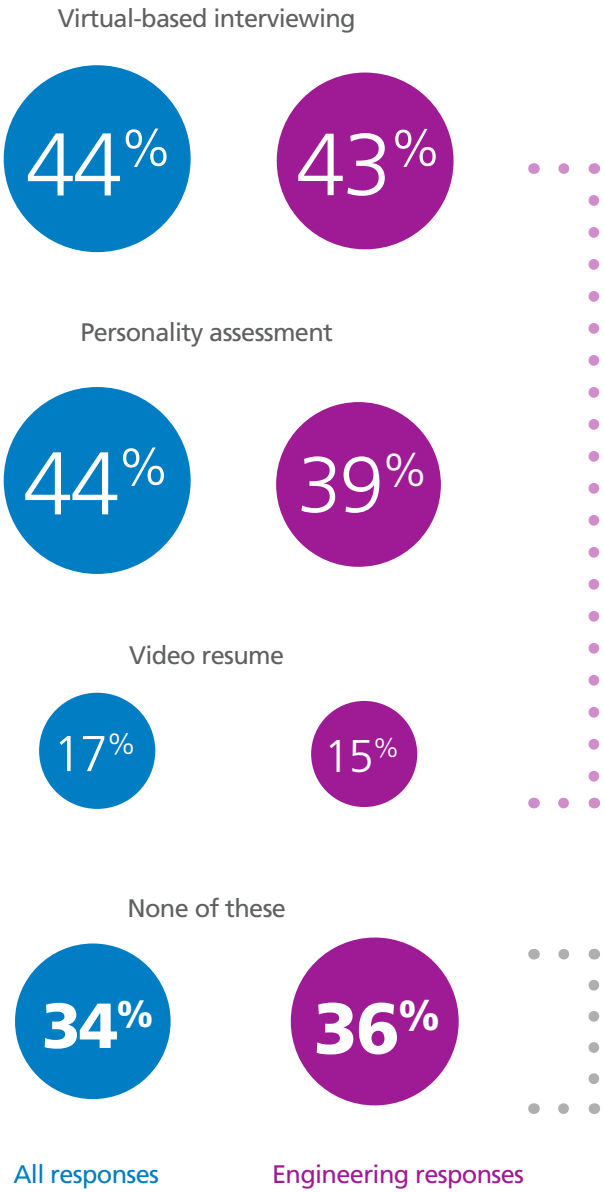
On average, how long does it take to fill a position?



Most companies require two to three months to fill a position. ***However, engineering hiring takes more time on average, with 41% of engineers reporting a four to six-month hiring cycle.***

recruiting and hiring

Do you use, or would you consider using, any of these tools during the hiring process?



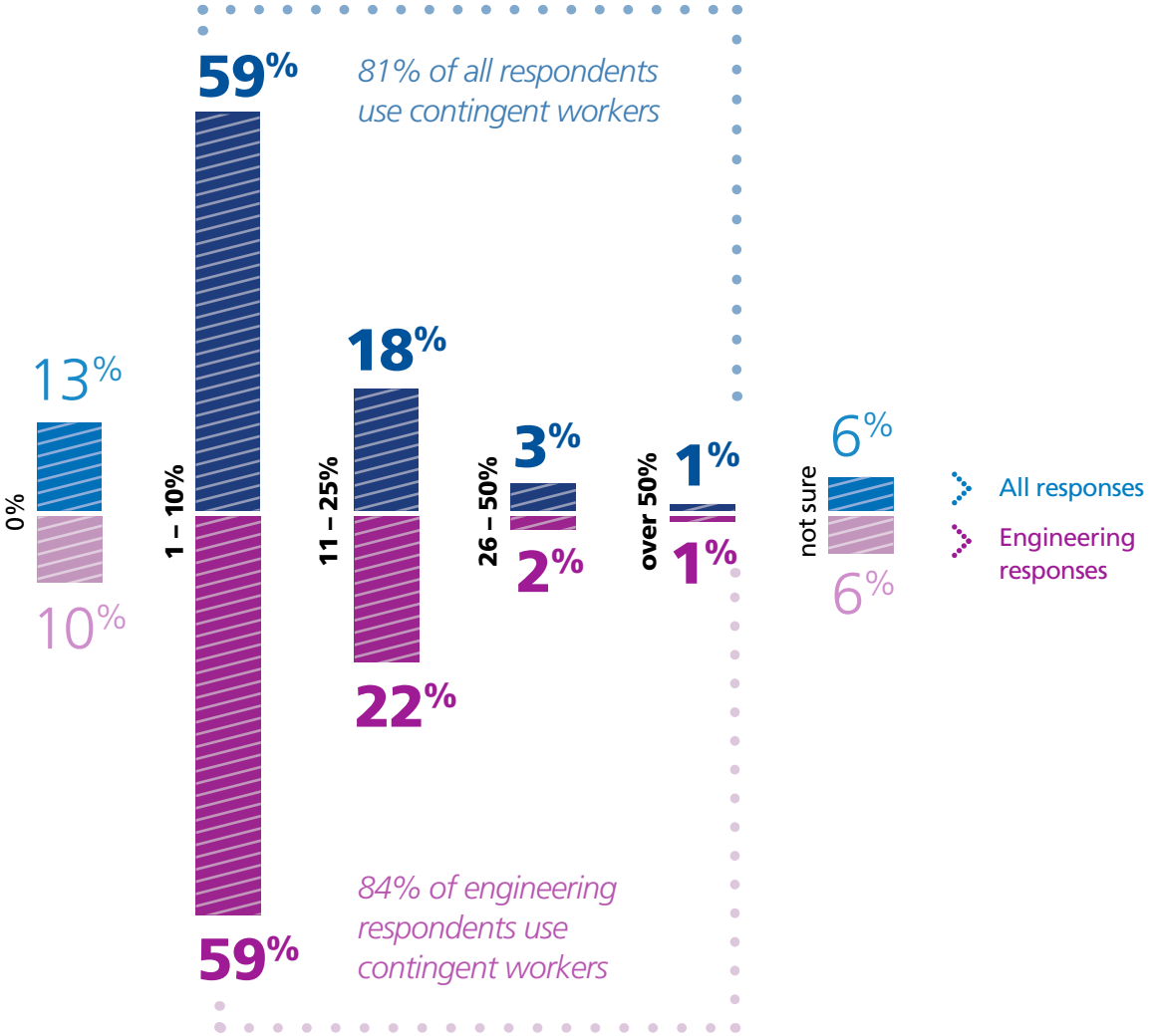
Engineering hiring managers implement today's more innovative interviewing and assessment tools at approximately the same rate as their peers in other industries.

Approximately one-third of executives in all industries surveyed have not embraced the methods highlighted here.

contingent employment

What percent of employees at your company are temporary or contract workers?

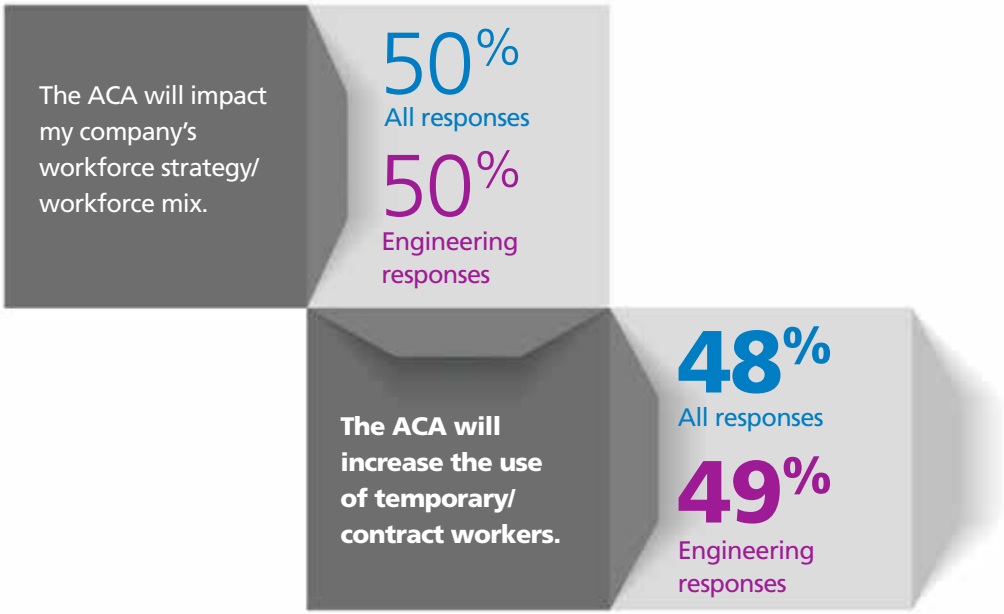
Most American companies find value in temporary or contract workers, ***with a solid majority saying they use some level of contingent workforce.***



contingent employment

How will the Affordable Care Act (ACA) affect the U.S. labor market?

All responses



We have yet to see the full impact of the ACA, but many hiring managers anticipate some effect on workforce strategy, including the use of contingent employees.

salary trends

Welcome to the salary portion of Randstad's 2014 Workplace Trends and Salary Guide. On the following pages you'll find salary information specific to engineering positions for geographic markets across the United States.

Understanding the salary data

On the following pages, we present a market-specific listing of starting salary ranges typical for hires with approximately 7 to 11 years' experience. To provide you with a more complete picture of salaries in your area, we present a low, median and high salary for every job title.

This year we worked with Economic Research Institute (ERI) to obtain salary numbers, and we think you will find great value in this new approach. ERI has provided salary survey data to the majority of Fortune 500 companies and thousands of smaller organizations for decades. The company conducts over 100 salary surveys annually and analyzes that data along with several other sources to produce the analytics from which these numbers are drawn. For details on how our salary data was collected, please visit ERI's methodology page at http://www.erieri.com/help/SAMethodUS.pdf.

Please note that because every organization structures its internal departments differently, the job titles presented here may not match those within your organization.

For more detailed information and market-specific analysis, please contact one of our staffing and recruitment specialists at your local Randstad office.

Data is rolled up into nine areas:

Mid-Atlantic
- New Jersey
- New York
- Pennsylvania

Mountain West
- Arizona
- Colorado
- Idaho
- Montana
- Nevada
- New Mexico
- Utah
- Wyoming

New England
- Connecticut
- Maine
- Massachusetts
- New Hampshire
- Rhode Island
- Vermont

Northeast Central
- Illinois
- Indiana
- Michigan
- Ohio
- Wisconsin

Northwest Central
- Iowa
- Kansas
- Minnesota
- Missouri
- Nebraska
- North Dakota
- South Dakota

Pacific
- Alaska
- California
- Hawaii
- Oregon
- Washington

South Atlantic
- Delaware
- Florida
- Georgia
- Maryland
- North Carolina
- South Carolina
- Virginia
- Washington, DC
- West Virginia

Southeast Central
- Alabama
- Kentucky
- Mississippi
- Tennessee

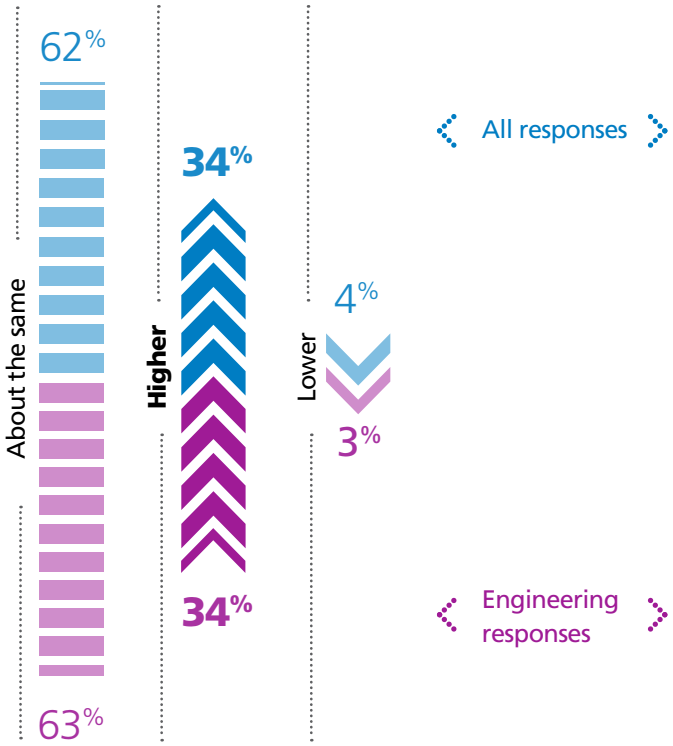
Southwest Central
- Arkansas
- Louisiana
- Oklahoma
- Texas

salary trends

To kick off this section, we asked our survey respondents to comment on the state of salaries at their organizations.

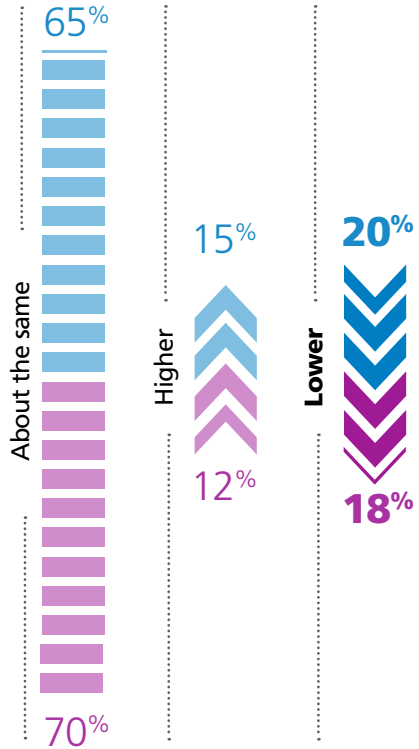
Current company salaries as compared to 12 months ago

Compensation has largely remained level, with approximately two-thirds (63%) of engineering professionals indicating that current salaries reflect last year's levels. ***Salaries have risen in approximately one-third (34%) of organizations across all sectors, including engineering firms.***



Current company salaries as compared to those of competitors

Most companies feel their salaries align with competitors' pay scales. ***However, 20% of all executives and 18% of engineering executives say their organizations' compensation lags behind industry norms.***



job title	low	median	high
Industrial Engineer	$74,897	$81,855	$90,901
Quality Manager	$98,912	$108,102	$120,048
Mechanical Engineer	$80,743	$88,244	$97,996
Civil Engineer	$75,570	$82,591	$91,718
Electrical Engineer	$91,507	$100,009	$111,061
Petroleum Engineer	$122,855	$133,494	$147,324
Project Manager	$103,800	$114,776	$129,045
Electronics / Instrumentation & Controls Engineer	$81,439	$89,005	$98,841
Planner/Scheduler	$56,826	$61,747	$68,144
Construction Manager	$80,464	$88,453	$98,839
Chemical Engineer	$85,231	$93,693	$104,694
RF Engineer	$80,215	$87,667	$97,355
Network Engineer	$77,279	$84,459	$93,793
Computer Hardware Engineer	$86,705	$94,760	$105,232

job title	low	median	high
Industrial Engineer	$68,059	$74,382	$82,602
Quality Manager	$90,295	$98,684	$109,590
Mechanical Engineer	$73,479	$80,306	$89,181
Civil Engineer	$68,683	$75,064	$83,359
Electrical Engineer	$83,451	$91,204	$101,283
Petroleum Engineer	$112,216	$121,934	$134,567
Project Manager	$90,613	$100,195	$112,652
Electronics / Instrumentation & Controls Engineer	$74,126	$81,013	$89,966
Planner/Scheduler	$51,507	$55,967	$61,765
Construction Manager	$69,958	$76,904	$85,934
Chemical Engineer	$77,647	$85,356	$95,378
RF Engineer	$72,991	$79,772	$88,588
Network Engineer	$68,929	$75,333	$83,658
Computer Hardware Engineer	$79,005	$86,345	$95,887

job title	low	median	high
Industrial Engineer	$72,552	$79,293	$88,056
Quality Manager	$96,091	$105,018	$116,624
Mechanical Engineer	$78,289	$85,562	$95,017
Civil Engineer	$73,213	$80,015	$88,857
Electrical Engineer	$88,843	$97,097	$107,827
Petroleum Engineer	$120,193	$130,601	$144,132
Project Manager	$98,015	$108,380	$121,854
Electronics / Instrumentation & Controls Engineer	$78,972	$86,309	$95,847
Planner/Scheduler	$55,143	$59,918	$66,126
Construction Manager	$75,754	$83,276	$93,054
Chemical Engineer	$82,695	$90,906	$101,580
RF Engineer	$77,771	$84,996	$94,389
Network Engineer	$74,138	$81,026	$89,980
Computer Hardware Engineer	$84,136	$91,953	$102,115

job title	low	median	high
Industrial Engineer	$69,947	$76,446	$84,894
Quality Manager	$92,399	$100,983	$112,143
Mechanical Engineer	$75,415	$82,421	$91,529
Civil Engineer	$70,577	$77,134	$85,658
Electrical Engineer	$85,481	$93,423	$103,747
Petroleum Engineer	$115,079	$125,044	$137,999
Project Manager	$94,730	$104,747	$117,770
Electronics / Instrumentation & Controls Engineer	$76,066	$83,133	$92,320
Planner/Scheduler	$53,117	$57,717	$63,697
Construction Manager	$73,377	$80,662	$90,133
Chemical Engineer	$79,612	$87,517	$97,793
RF Engineer	$74,921	$81,882	$90,931
Network Engineer	$71,479	$78,120	$86,753
Computer Hardware Engineer	$80,991	$88,516	$98,298

job title	low	median	high
Industrial Engineer	$66,546	$72,728	$80,765
Quality Manager	$88,566	$96,794	$107,491
Mechanical Engineer	$71,915	$78,596	$87,282
Civil Engineer	$67,164	$73,404	$81,516
Electrical Engineer	$81,788	$89,387	$99,265
Petroleum Engineer	$110,484	$120,052	$132,490
Project Manager	$90,008	$99,526	$111,899
Electronics / Instrumentation & Controls Engineer	$72,554	$79,295	$88,058
Planner/Scheduler	$50,307	$54,663	$60,326
Construction Manager	$69,256	$76,132	$85,071
Chemical Engineer	$76,046	$83,596	$93,412
RF Engineer	$71,431	$78,067	$86,694
Network Engineer	$67,766	$74,062	$82,247
Computer Hardware Engineer	$77,386	$84,576	$93,923

job title	low	median	high
Industrial Engineer	$74,870	$81,826	$90,869
Quality Manager	$98,245	$107,373	$119,239
Mechanical Engineer	$80,564	$88,049	$97,779
Civil Engineer	$75,526	$82,543	$91,665
Electrical Engineer	$91,046	$99,505	$110,501
Petroleum Engineer	$122,165	$132,744	$146,497
Project Manager	$99,488	$110,009	$123,686
Electronics / Instrumentation & Controls Engineer	$81,243	$88,791	$98,603
Planner/Scheduler	$57,377	$62,346	$68,805
Construction Manager	$77,596	$85,300	$95,316
Chemical Engineer	$84,924	$93,356	$104,318
RF Engineer	$80,051	$87,488	$97,156
Network Engineer	$76,037	$83,101	$92,285
Computer Hardware Engineer	$86,372	$94,396	$104,828

job title	low	median	high
Industrial Engineer	$71,143	$77,753	$86,346
Quality Manager	$94,378	$103,146	$114,545
Mechanical Engineer	$76,809	$83,945	$93,222
Civil Engineer	$71,797	$78,467	$87,138
Electrical Engineer	$87,226	$95,330	$105,865
Petroleum Engineer	$117,310	$127,469	$140,675
Project Manager	$96,471	$106,672	$119,934
Electronics / Instrumentation & Controls Engineer	$77,484	$84,683	$94,041
Planner/Scheduler	$53,766	$58,422	$64,475
Construction Manager	$74,482	$81,877	$91,491
Chemical Engineer	$81,162	$89,221	$99,697
RF Engineer	$76,298	$83,387	$92,602
Network Engineer	$72,794	$79,557	$88,349
Computer Hardware Engineer	$82,582	$90,254	$100,228

job title	low	median	high
Industrial Engineer	$66,049	$72,185	$80,162
Quality Manager	$88,136	$96,324	$106,969
Mechanical Engineer	$71,437	$78,074	$86,702
Civil Engineer	$66,670	$72,864	$80,916
Electrical Engineer	$81,341	$88,898	$98,722
Petroleum Engineer	$109,793	$119,301	$131,661
Project Manager	$88,443	$97,796	$109,954
Electronics / Instrumentation & Controls Engineer	$72,079	$78,776	$87,482
Planner/Scheduler	$49,682	$53,984	$59,577
Construction Manager	$67,894	$74,635	$83,398
Chemical Engineer	$75,586	$83,091	$92,847
RF Engineer	$70,951	$77,543	$86,112
Network Engineer	$66,880	$73,093	$81,171
Computer Hardware Engineer	$76,926	$84,073	$93,364

job title	low	median	high
Industrial Engineer	$66,355	$72,520	$80,534
Quality Manager	$88,825	$97,077	$107,805
Mechanical Engineer	$71,837	$78,511	$87,187
Civil Engineer	$66,987	$73,211	$81,302
Electrical Engineer	$81,912	$89,522	$99,415
Petroleum Engineer	$111,143	$120,768	$133,280
Project Manager	$88,986	$98,396	$110,629
Electronics / Instrumentation & Controls Engineer	$72,489	$79,224	$87,979
Planner/Scheduler	$49,661	$53,961	$59,552
Construction Manager	$68,119	$74,883	$83,676
Chemical Engineer	$76,061	$83,613	$93,431
RF Engineer	$71,343	$77,971	$86,588
Network Engineer	$66,970	$73,192	$81,280
Computer Hardware Engineer	$77,420	$84,613	$93,964

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About the survey

Throughout this Guide, the *all responses* figures represent the findings from an Ipsos poll conducted from Sept. 24 to Nov. 4, 2013. For the survey, a sample of 1,937 hiring decision makers working in a variety of sectors was interviewed, including engineering, finance and accounting, healthcare, human resources, information technology and pharma. For each sector a national sample of 250 respondents completed the survey online, and in certain sectors (finance and accounting, healthcare and human resources) this sample was further supplemented with in-person interviews among Randstad clients. All sample surveys and polls may be subject to other sources of error including, but not limited to, coverage error and measurement error.


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