

UNITED STATES

INFORMATION TECHNOLOGY

2011 JOB CANDIDATES

*Insights and Analysis from Professionals,
Recruiters and Hiring Managers*

monster.com

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INFORMATION TECHNOLOGY – 2011 JOB CANDIDATES

The Information Technology (IT) sector is showing positive signs for 2011. Global and United States IT spending forecasts are for solid expansion. Layoffs have diminished and hiring is on the rise. The IT space continues to grow and evolve, penetrating across industries, driving corporate efficiencies, and leading companies to competitive and innovative gains.

Computer Software Engineers, which represent a majority 25 percent of IT seekers and 45 percent of IT job postings on Monster, are forecasted by the Bureau of Labor Statistics to be a driving force in the sector, adding 283,000 jobs from 2008 to 2018. As stated by an IBM engineering employee “Software is the invisible thread running through everything, and the demand is only going to increase.”¹

Recruiters should find a well-educated and experienced candidate pool, with a majority in their mid-careers. Their challenge will lie in satisfying specific technical requirement skills as well as managing a surplus of more senior candidates.

Monster leveraged more than 1.4 million IT resumes coupled with online job postings for talent across the United States in order to gain insight into candidates and employers. Data is current through January 2011 unless otherwise noted. Additionally, Monster surveyed active IT professionals, HR professionals and hiring managers to present a snapshot of activity within the United States on Monster. The surveys were conducted between November and December 2010.



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¹ Fisher, Anne. “Finally, signs of life in the tech job market.” Fortune. 2/14/11.

HIRING TALENT IN 2011

IT Talent

The following data analyzes the supply (resumes) of IT professionals on Monster nationwide. It provides a current picture of key IT job seeker availability in the United States.

The top three IT occupations in supply across the nation listed below accounted for more than one-half (55 percent) of the candidates

Computer Software Engineers - 25%

Computer Systems Analysts - 17%

Computer and Information Systems Managers -13%

Network and Computer Systems Administrators - 12%

Computer Support Specialists - 9%

Computer Programmers - 7%

Network Systems and Data Communications Analysts - 5%

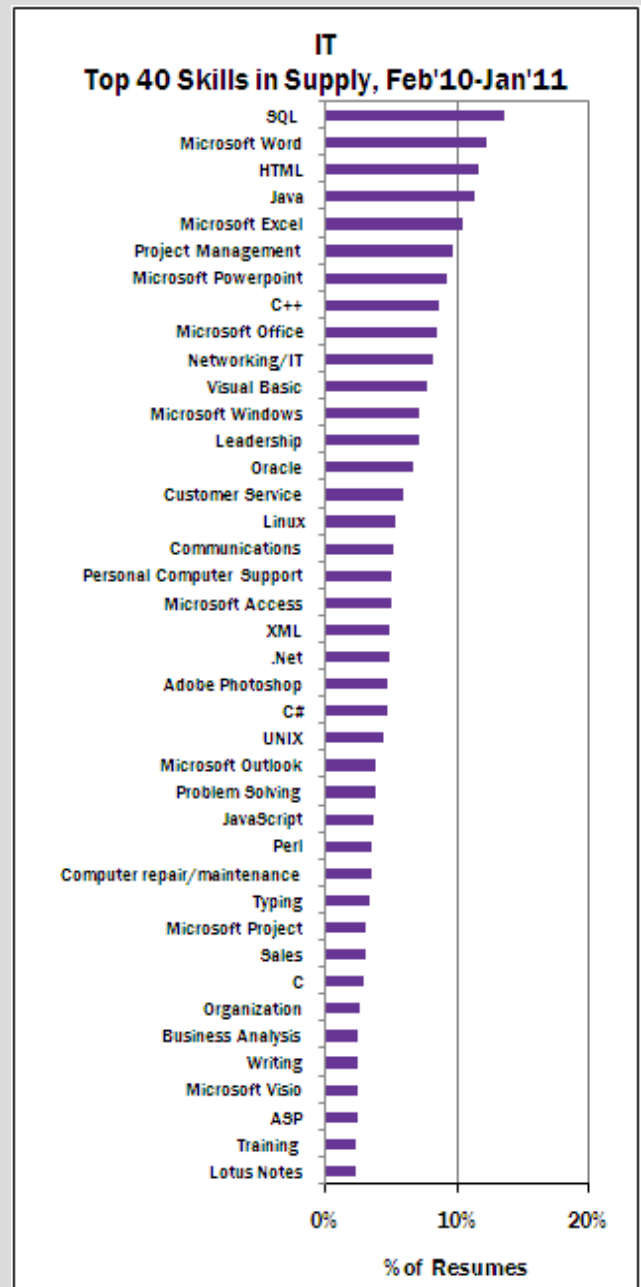
Database Administrators - 4%

Computer Hardware Engineers - 4%

Other (Computer Operators, Computer Specialists, All Other, etc.) - 4%

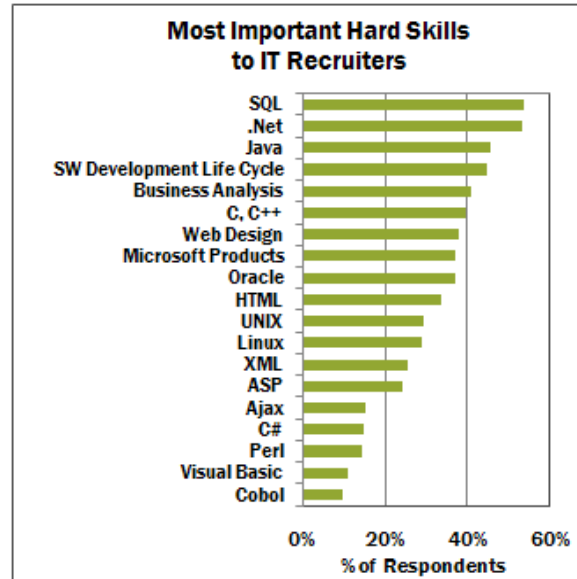
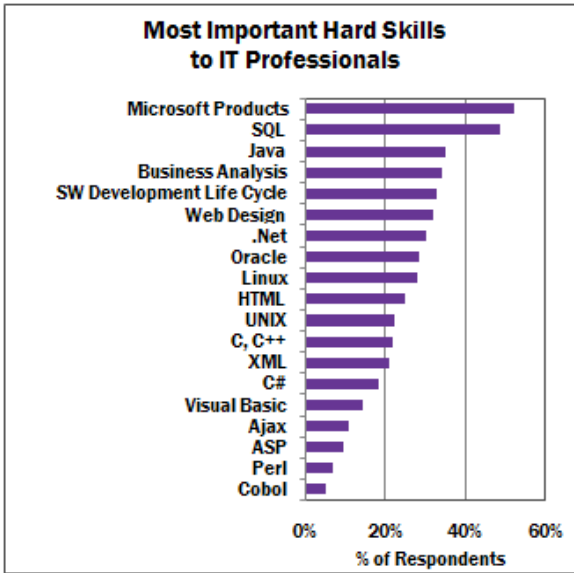
Skills

Listed in the chart below are the top skills made available by IT candidates on their Monster accounts. The list is full of technical skills, including computer skills, software packages, and IT-related terms. The most popular soft skills include Leadership, Customer Service and Communications.



In a recent Monster survey of more than 1,500 IT professionals and 380 IT employers, respondents were asked “Which of the following ‘hard’ skills are most in supply/demand when looking for the ideal IT job/candidate?” Hard skills are technical requirements of a job or activity that are teachable, often requiring on-the-job training or more formal education such as that provided by a college or university.

Key IT hard skills referenced by more than 40 percent of employer respondents included SQL, .Net, Java, Software Development Life Cycle, and Business Analysis. Consistent with the top skills in supply referenced on the prior page, IT professionals highly ranked Microsoft Products and SQL followed by the other critical technology applications.



IT professionals and employers were similarly asked “Which of the following ‘soft’ skills are most in supply/demand when looking for the ideal IT job/candidate?”

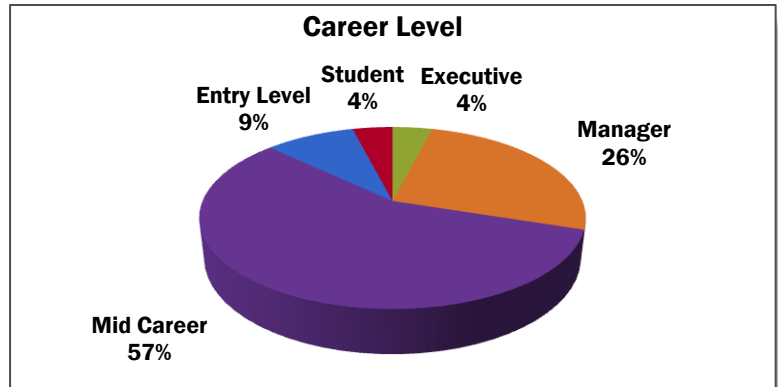
IT professionals and employers agree that Problem Solving is a key success factor (65 percent and 75 percent, respectively). They also agree that Teamwork and Communication are critical soft skills, while Time Management, Self-Confidence and Organization are less essential skills for IT roles. Note that Leadership is the least important soft skill to recruiters, but ranked ninth by candidates.



The charts below give a detailed profile of IT job seekers found on Monster including career experience, education level and work experience. IT candidates found on Monster are typically Mid-Career with at least a Bachelor's degree and more than ten years of experience.

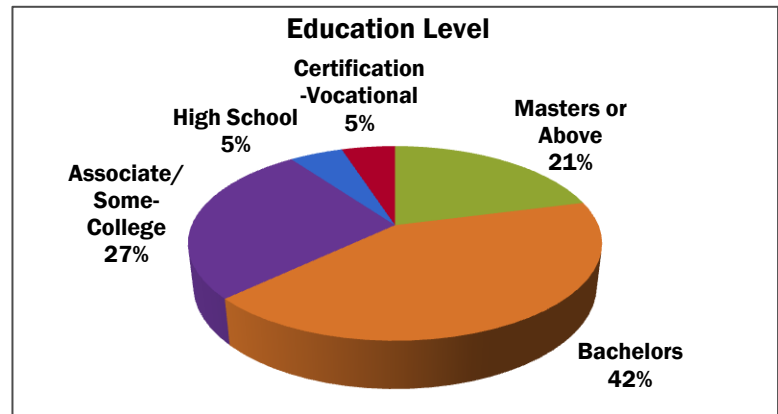
Career Talent

A steep 57 percent of IT job seekers in 2011 are Mid-Career. Twenty-six percent are Managers or above while a relatively small 13 percent are emerging into today's workforce.



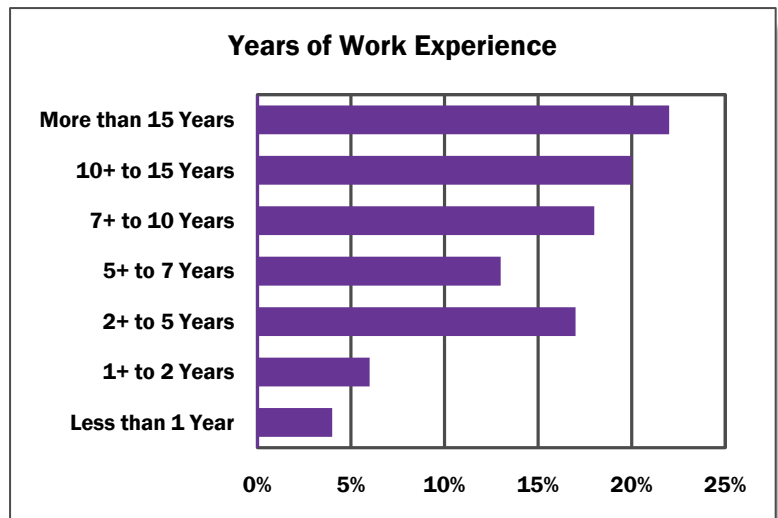
Education Talent

Sixty-three percent of IT job seekers have at least a Bachelor's degree. Twenty-seven percent have an Associate degree or Some-college experience.



Experienced Talent

A majority of IT job seekers are seasoned professionals. Twenty-two percent have over 15 years of experience and 20 percent have 10 to 15 years of experience.

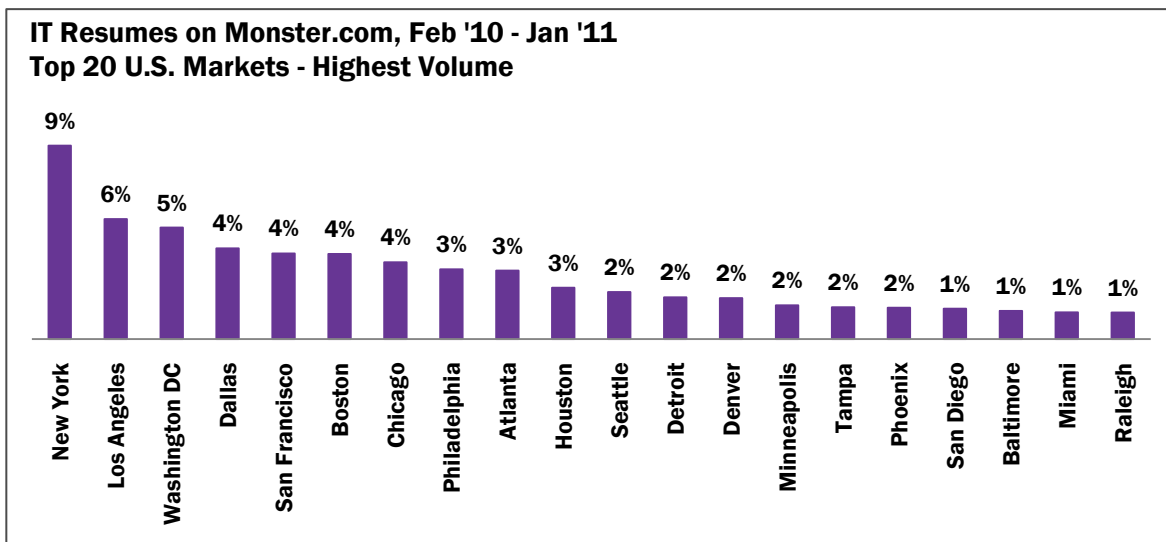


States and Major Markets

IT resumes by state show the strong population of job seekers on the East coast, California and Texas. In order of volume, the states with the most active IT resumes are California, Texas, New York, Florida, and New Jersey; each has over 5 percent of all IT job seeker resumes.



The top 20 markets account for 63 percent of all IT job seeker resumes. With 9 percent of active IT resumes, New York City has the highest volume of supply followed by Los Angeles (6 percent) and Washington, D.C. (5 percent).



Security Clearance

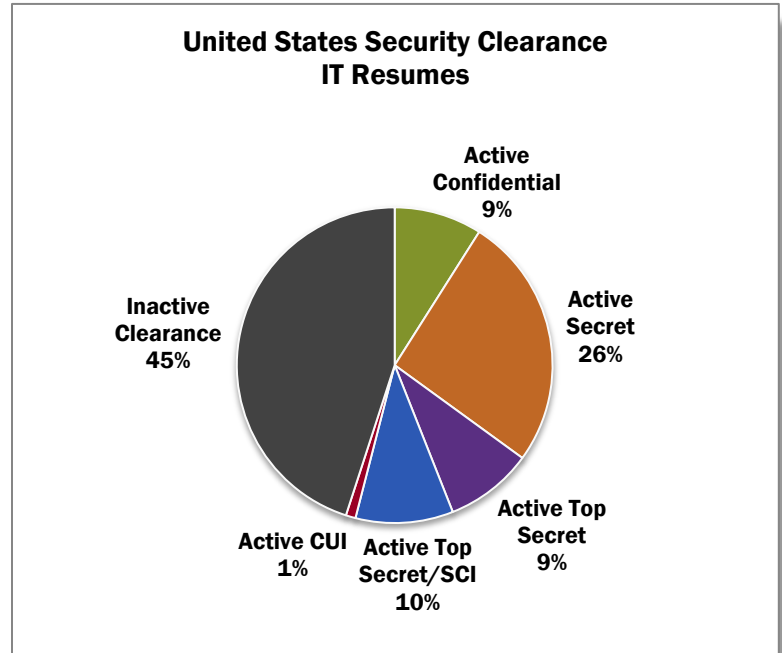
About 17 percent of IT candidates at Monster indicated that they have security clearance and are split between those that have an active (55 percent) and inactive (45 percent) standing.

Classification Levels

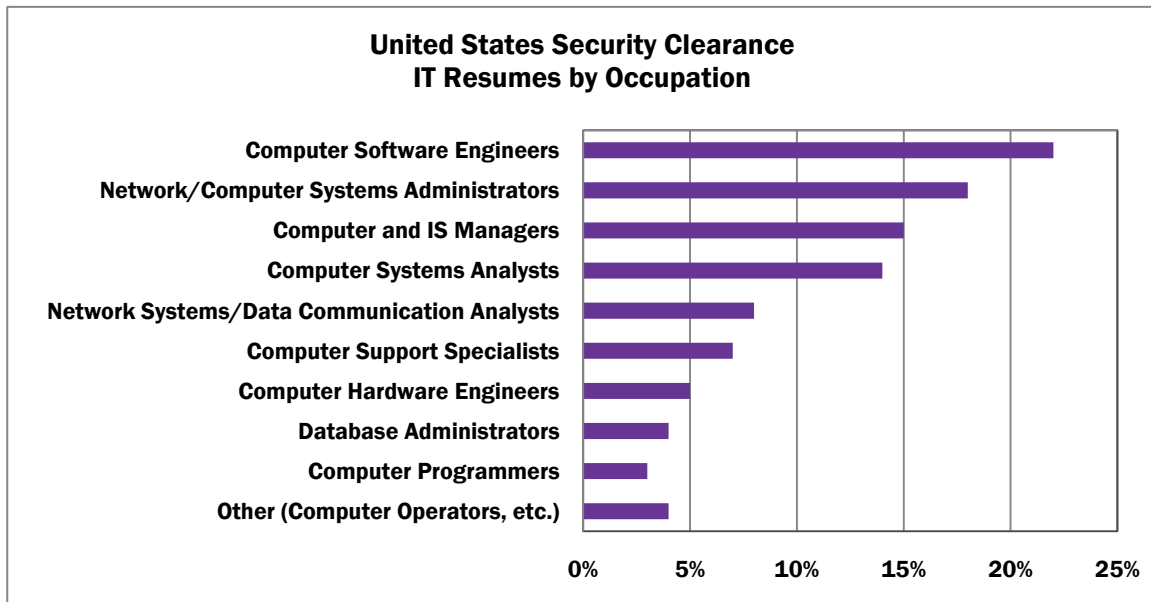
National security information that requires protection against unauthorized disclosure is classified at one of the following three levels.

- > **Top Secret** – the highest level of clearance which must be reinvestigated every five years
- > **Sensitive Compartmented Information (SCI)** in addition to Top Secret clearance allows access to specific classified areas.
- > **Secret** – must be reinvestigated every ten years
- > **Confidential** – Must be reinvestigated every 15 years.

Controlled Unclassified Information (CUI) refers to unclassified information that is to be protected from public disclosure. The CUI designation replaces control markings such as “for official use only” and “sensitive but unclassified”.



The highest volume of IT candidates with security clearance is computer software engineers (22 percent) followed by network and computer systems administrators (18 percent).



Job Search Conditions

The primary reason IT professionals are looking for a job is due to layoffs that occurred and continue to occur, which shows that despite improvements in the economy, uncertainty still exists. The second most popular response was undesirable salary suggesting that many professionals have accepted or maintained positions below their worth to maintain employment through difficult times. As more jobs become available many leave current employment to seek higher compensation.

The top five reasons IT professionals are searching for a job include:

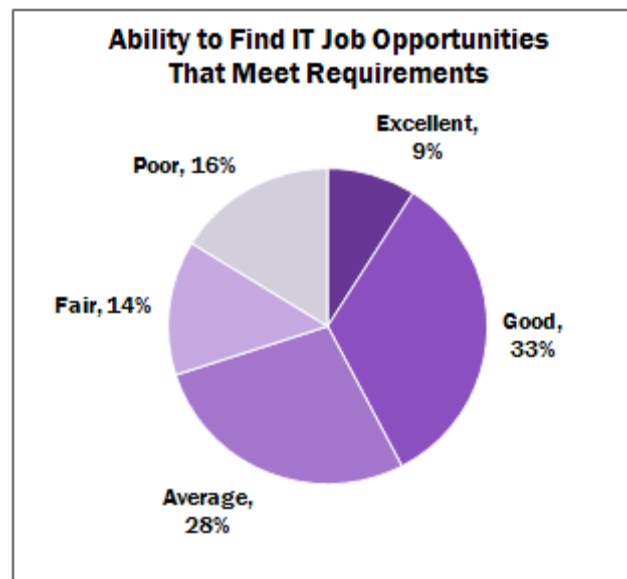
1. Layoffs occurring/occurred (27 percent)
2. Salary is not as desired (23 percent)
3. Limited or no potential for upward mobility (20 percent)
4. Re-entering the workforce (16 percent)
5. Seeking a career change (15 percent)

Factors less likely to drive candidates to look for a job were 'healthcare benefits are not as desired', 'relationship with a peer', and 'business is closing'.

IT professionals report that they are somewhat finding success in meeting their job expectations and requirements. A solid 42 percent are finding 'Good' to 'Excellent' conditions.

Those respondents that reported 'Average' to 'Poor' conditions were asked "What makes it challenging looking for a job". The three primary reasons job seekers had a difficult time finding IT positions were 'finding a job that matches what they want (e.g., salary, locations, etc.)', 'getting an employer or recruiter to contact them', and 'too few jobs'.

From Monster's recent survey to IT professionals, the majority of respondents (80 percent) are most comfortable with going to online job boards to search for opportunities and post their resume.



Market Conditions

The economic downturn in 2009 forced organizations to reconsider their IT investments, projects, and employees. 2010 brought constrained and variable growth. While the years of exuberant growth are well in the past, 2011 should bring a shade more light to the IT industry as budgets continue to crack open and companies focus on the efficiency, competitive advantages, and innovation that IT can deliver.

Market Overview

The most recent IT forecasts are encouraging, showing that firms are increasing their IT spend for the second consecutive year. Forrester estimates that global IT spending will rise 7.1 percent in 2011, down slightly from 7.2 percent in 2010. The research firm's "first look" at 2012 is for a solid 8.7 percent expansion. Forrester predicts the U.S. IT sector will grow 7.4 percent, about the same pace as 2010 and approximately twice as fast as the U.S. economy. Note that the same growth rate for two consecutive years is a positive trend as the 2011 increase comes after an expanding year while the 2010 rise followed one of decline.²

Just as overall IT spending plans forecast growth, a recent survey by Gartner found that Chief Information Officers (CIOs) plan for flat budgets in 2011. Nonetheless, CIOs will find the funds, possibly from savings generated by cloud computing and related projects, to adopt new technologies, update legacy systems, and support corporate growth. Gartner reported the top five CIO technology priorities in 2011 include:³

1. Cloud computing services
2. Virtualization
3. Mobile technologies
4. IT management
5. Business intelligence

A Computer Economics survey was also cautiously optimistic about 2011 IT economic and employment conditions. Though they claim the market for "IT labor will remain soft," there are clear indications of improvement, including a rise in contract labor, an increase in the number of hours worked by IT employees, and nearly 50% of IT organizations planning to expand IT headcount. Several other key points from the survey included:⁴

- > Larger enterprises are leading in the area of IT job creation
- > IT companies will hire predominantly web developers, business intelligence, network administration, and support personnel
- > The typical IT worker will receive a 2.3 percent increase in compensation in 2011
- > Turnover is at a low point; it fell from 5 percent back in 2008 to 2 percent in 2010, indicating a lack of confidence and opportunities in the job market

Looking long term, the IT employment picture is positive. Technology continues to evolve at a rapid pace and is an increasing integral part of any operation. Individuals will always be required to develop, implement, consult, and service.

² Bartels, Andrew. "U.S. Tech Industry Outlook For 2011.", Forrester. 1/10/11.

³ Hickey, R. Andrew. "Gartner: Cloud Computing Services, Virtualization Top CIO 2011 Wish Lists." CRN. 1/24/11.

⁴ Computer Economics, Inc.'s IT Salary Report 2011

As seen in the chart below, the Bureau of Labor Statistics (BLS) predicts that six key IT occupations will expand 22 percent to 4.5 million jobs from 2008 to 2018. Computer Network, Systems, and Database Administrators are expected to add the most jobs (+30 percent) over the next decade.

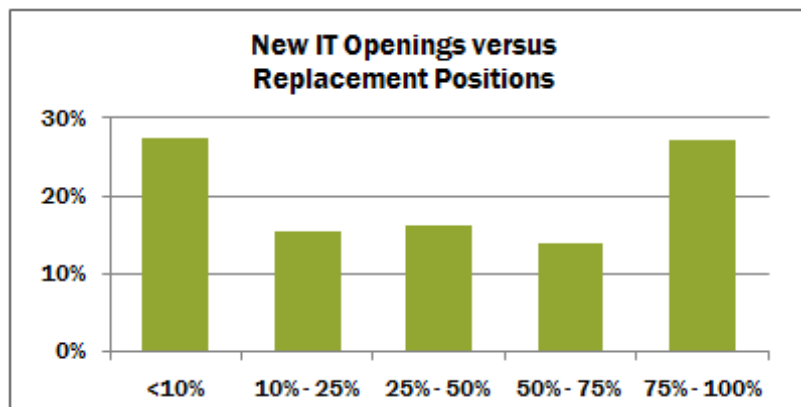
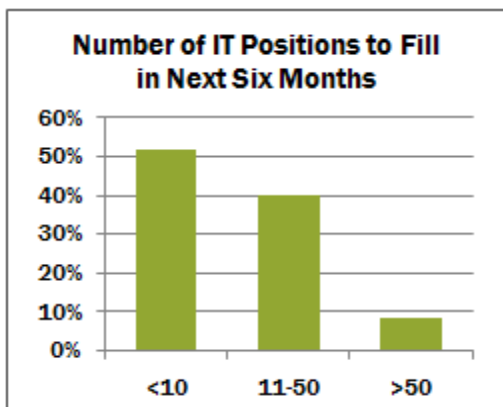
Key IT Occupations	2008	2018	% Growth
Computer Software Engineers and Programmers	1,336	1,619	+21%
Computer Network, Systems, and Database Administrators	961	1,245	+30%
Computer Support Specialists	566	644	+14%
Computer Systems Analysts	532	640	+20%
Computer and Information Systems Managers	293	343	+17%
Computer Scientists	29	36	+24%
TOTAL ALL IT OCCUPATIONS	3,717	4,527	+22%

Two job titles within the occupations listed above are some of the fastest growing in the nation:

- > Network systems and data communications analysts – the BLS expects a 53 percent expansion over the next decade, or an additional 155,800 jobs
- > Computer software engineers, applications – a predicted 35 percent growth, adding 175,100 jobs, making it one of the fastest growing in actual volume

As the economy slowly recovers, employment opportunities are encouraging in the IT sector due to technology’s integrated role in driving corporate growth and efficiency as well as competitive leadership and innovation. Over the next decade there will be more opportunities for skills involving information security, cloud computing, virtualization and infrastructure management.

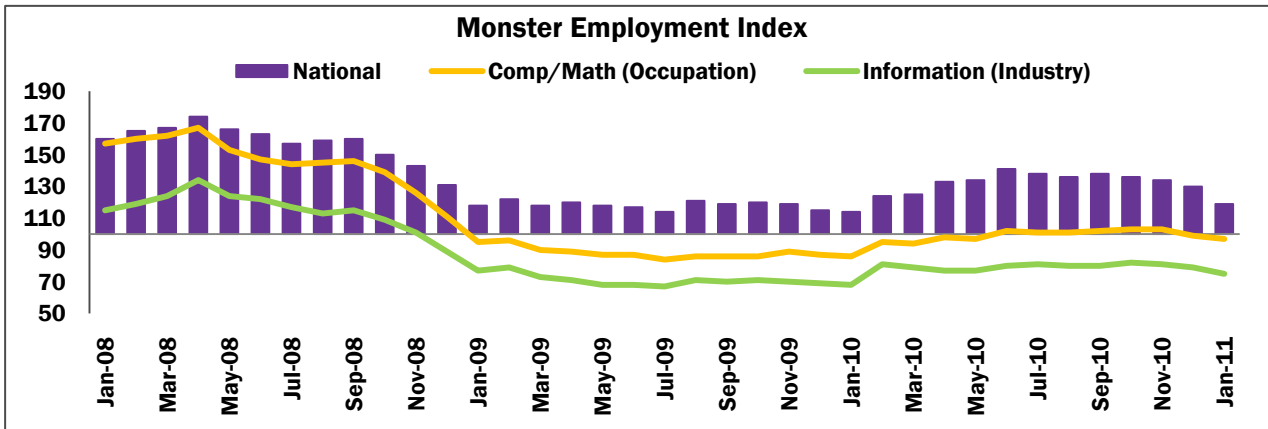
A recent survey of nearly 400 IT recruiters and hiring managers at Monster supports the expected positive momentum. The respondents were asked “How many IT positions do they intend to fill in the next six months” and “What percent of the IT positions they expect to fill are new openings vs. replacement positions”. A majority of those hiring in the next six months are filling a limited numbers of roles (52 percent plan to hire less than ten positions and 40 percent expect to hire 11-50 roles). Though a moderate number of new roles (28 percent plan that less than ten percent of positions will be new) are expected over the year, 27 percent responded that over three-quarters will be new positions.



Online Recruitment Trends

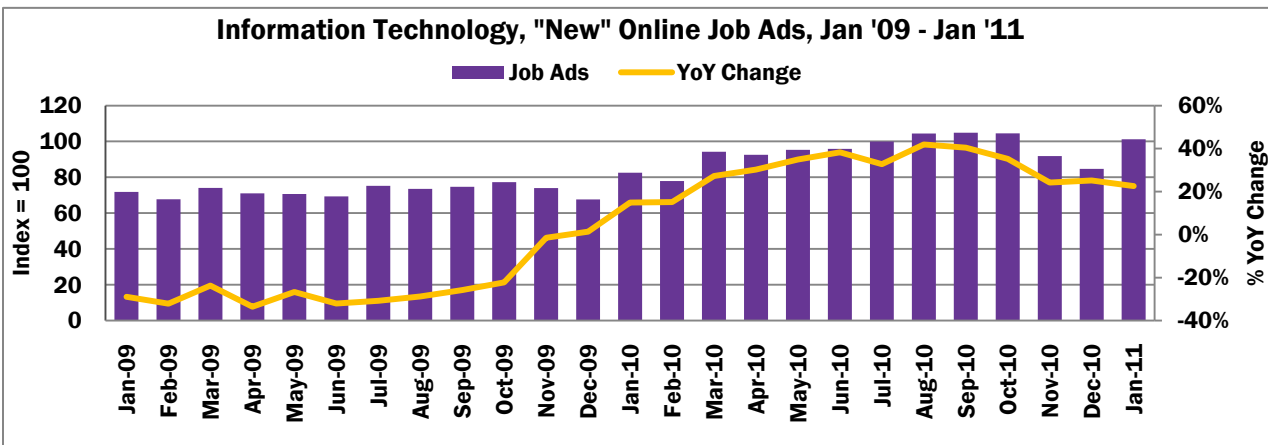
The Monster Employment Index (MEI) is a leading indicator of labor market trends as it tracks online recruitment activity by location, occupation, and industry. As seen below, each of the three indices noted here (National, Computer & Mathematical, and Information) reported positive momentum in early 2010 followed by seasonal declines. Usually a robust month, January hiring activity was cautious.

- > The Computer & Mathematical MEI follows job postings for occupations such as actuaries and statisticians, as well as computer programmers, engineers and analysts. The index fell 2 percent from December 2010 to January 2011 but gained 13 percent year-over-year. It hit its low point of 84 in July 2009.
- > The Information MEI, which is an industry group that includes technology, as well as other information sectors such as publishing, motion picture, broadcasting, and telecommunications, reported similar trends. The Index fell 5 percent from December 2010 to January 2011 yet gained 10 percent since January 2010. The Information Index also hits its low point of 67 in July 2009.



The Monster Employment Index presents a monthly snapshot of employer online recruitment activity nationwide for 28 of the largest metro areas, and is generally regarded as a key indicator of demand in the labor market. The Index is based on a real-time review of millions of employer job opportunities culled from a large, representative selection of corporate career sites and job boards, including Monster. Using a baseline value of 100, the Index can be used to compare hiring trends across local markets and occupational groups. As such, a higher Index figure means stronger growth in online job availability.

IT opportunities across all major online job boards have reported positive expansion following two difficult years.⁵ Job postings in 2008 fell 4 percent and in 2009 dropped 25 percent. Positive, double-digit expansion each month in 2010 led to a 30 percent gain for the year. January 2011 job advertisements continued the positive trend with a 20 percent increase over the prior year.



⁵ Wanted Technologies, New Online Ads, Jan '09-Jan'11

Recruitment Activity

A variety of companies are seeking IT professionals on Monster. Listed below are the top ten (out of more than 900 industries) not including staffing or temporary employment agencies that may post for a variety of industries. The top ten industries posted 59 percent of the IT jobs on Monster over the past 12-months.



The types of roles IT companies posted over the past year include roles primarily for Software/Web Development (24 percent), Software/System Architecture (16 percent), and Database Development/Administration (10 percent).

IT Job Postings by Category	% Total Job Postings
Software/Web Development	24%
Software/System Architecture	16%
Database Development/Administration	10%
IT Project Management	9%
Network and Server Administration	9%
Systems Analysis - IT	8%
Enterprise Software Implementation & Consulting	8%
Computer/Network Security	5%
Web/UI/UX Design	5%
Desktop Service and Support	4%
All Other	2%

Hiring Conditions

Monster recruiters surveyed are taking time to sort through IT candidates to land the ideal employee. Recruiters predict exactly half (50 percent) of opportunities will take an average of 31 to 60 days to fill. Twenty-seven percent of respondents expect opportunities to take less than 30 days to fill and 23 percent plan for more than 60 days.

With the excess of candidates looking for work, recruiters are having a relatively easy time finding qualified candidates. 70 percent of respondents said their ability to find IT candidates was 'Good' to 'Excellent'.

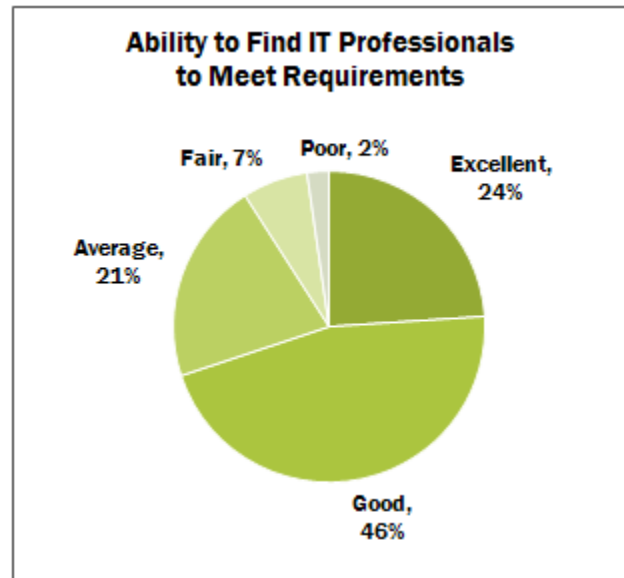
The minority of respondents that reported 'Average' to 'Poor' conditions were asked "What makes it hard to find candidates". The primary reason recruiters and hiring managers had a difficult time recruiting for an IT position is the 'time required to hire'. Extra time is required to sort through the various skills and experiences of candidate resumes and match them to the requirements of the position.

When looking at the challenges of the candidates themselves, responses were few and varied. Some hirers noted there were 'under qualified candidates', 'not enough candidates', and 'compensations below candidate expectation'.

Recruiters noted the top five IT areas with planned hiring include:

1. IT Infrastructure (52 percent)
2. Applications (51 percent)
3. Project Management (45 percent)
4. Service Desk/Desk Side Support (35 percent)
5. Business Processes (30 percent)

From Monster's recent survey to IT recruiters and hiring managers, a majority of respondents (88 percent) are most comfortable with going to online job boards to source candidates.



Supply and Demand Analysis

Below is a comparison of Monster job seekers searching for employment in the IT segment compared to the volume of IT job postings by state. The dark green areas reveal higher supplies of candidates; these states include Louisiana, Arkansas, Montana, Michigan, and New Hampshire. Recruitment for candidates in lighter green areas such as Washington D.C., North Dakota, Iowa, and Washington, where the ratio of resumes per job posting is lower than in other areas, may have more competitive hiring conditions.



The types of roles these candidates are seeking within IT/Software Development span a range of areas with the highest volume targeting Desktop Service and Support (13 percent) and IT Project Management (12 percent).

IT Job Seekers by Category	% Total Job Postings
Desktop Service and Support	13%
IT Project Management	12%
Systems Analysis - IT	11%
Computer/Network Security	11%
Enterprise Software Implementation & Consulting	10%
Network and Server Administration	9%
Software/Web Development	9%
Software/System Architecture	8%
Database Development/Administration	7%
Telecommunications Administration/Management	4%
All Other	6%

The remainder of this report will focus on key IT professions and how supply and demand measures up when recruiting for this multifaceted talent pool.



Job Seekers

1. Computer Software Engineers, 25%
2. Computer Systems Analysts, 17%
3. Computer and Information Systems Managers, 14%
4. Network and Computer Systems Administrators, 12%
5. Computer Support Specialists, 9%
6. Computer Programmers, 7%
7. Network Systems and Data Communications Analysts, 5%
8. Database Administrators, 4%
9. Computer Hardware Engineers, 4%



Employers

1. Computer Software Engineers, 45%
2. Computer Systems Analysts, 15%
3. Computer Programmers, 9%
4. Network and Computer Systems Administrators, 7%
5. Network Systems and Data Communications Analysts, 5%
6. Computer and Information Systems Managers, 5%
7. Database Administrators, 4%
8. Computer Support Specialists, 3%
9. Computer Hardware Engineers, 3%

The supply and demand for Computer Software Engineers and Computer Systems Analysts dominate activity for this sector. Twenty-five percent of the talent pool and 45 percent of opportunities are for Computer Software Engineers. Seventeen percent of the talent pool and 15 percent of opportunities are for Computer Systems Analysts. The percentage mismatch indicates recruiters could be challenged to find qualified Computer Software Engineers.

Listed below are the top 20 out of over 400 IT job titles in which job seekers are interested. These 20 job titles accounted for 45 percent of the IT talent.

#	Job Titles (1-10)	#	Job Titles (11-20)
1	Software Engineer	11	IT Operations Support Analyst
2	Business Systems Analyst	12	Hardware Test Engineer
3	IT Operations Manager	13	Programmer Analyst
4	Information Technology Manager	14	Network Engineer
5	Systems Administrator	15	Software Quality Assurance Engineer
6	PC Technician	16	Programmer
7	Network Administrator	17	Information Technology Project Manager
8	Technical Support Representative - Entry Level	18	Help Desk Manager
9	Sr. Software Engineer	19	Management Information Services Director
10	Programmer - Entry Level	20	Help Desk Representative

The top 20 IT specific job titles posted on Monster.com from February 2010 to January 2011 are listed below and account for 41 percent of IT opportunities. The first two Software Engineer roles account for a total 12 percent of posting volume.

#	Job Titles (1-10)	#	Job Titles (11-20)
1	Software Engineer	11	Systems Programmer
2	Sr. Software Engineer	12	Software Engineer - Device Drivers
3	Java Developer	13	Sr. Network Engineer
4	Programmer Analyst	14	Network Engineer
5	Business Systems Analyst	15	Programmer
6	Software Quality Assurance Engineer	16	Systems Architect
7	Webmaster	17	Lead SAP Architect
8	PC Technician	18	Technical Support Representative - Entry Level
9	Web User Interface Designer	19	Data Warehouse Developer
10	C/C++ Programmer	20	Business Systems Manager

Labor Performance Matrix

The Labor Performance Matrix below and on the next page compares job posting and resume performance within the IT occupation clusters.

The size of the circle represents the supply, based on the ratio of resumes per job from February 2010 through January 2011. A large circle indicates a large pool of talent in comparison to the demand, and a smaller circle represents areas where the demand may outweigh the supply.

How to Read the Matrix:

Talent Surplus

Not enough jobs to match supply
Plan for increased volume of candidates
Focus on skills migration

Incubator Opportunities (Growth Areas)

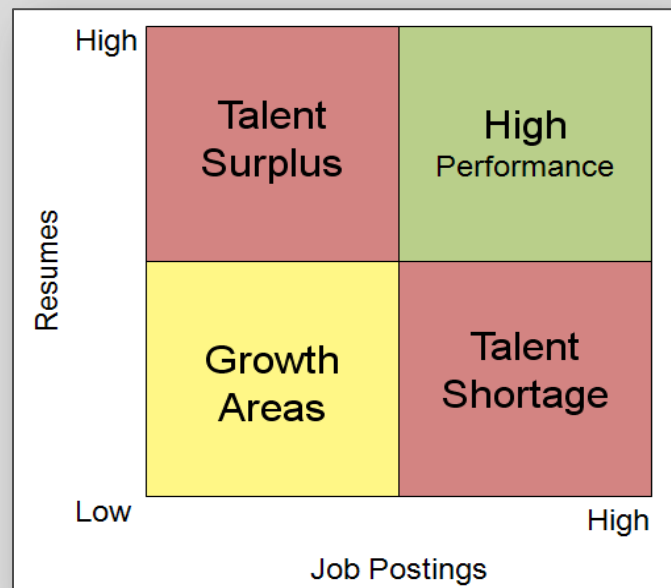
High growth potential

High Performance

High growth in jobs and talent
Focus on keeping talent

Talent Shortage

Not enough talent to meet demand
At risk for competition



Talent Surplus

Networking and Telecommunications and Business Specialties are the two IT occupations with a strong surplus of resumes and fewer job opportunities to meet job seeker needs than other IT opportunities. Recruiters need to plan for additional time and resources to help screen increased volumes of candidates and could consider retraining or other workplace development programs to ensure the surplus of candidates are put to work.

Security and Support are two occupations in the Growth quadrant close to entering the Talent Surplus area, showing opportunities are lacking for these types of roles.

Incubator Opportunities (Growth Areas)

The Growth occupations span a range of IT occupations. These areas are prime for candidate and/or job opportunity expansion.

High Performance

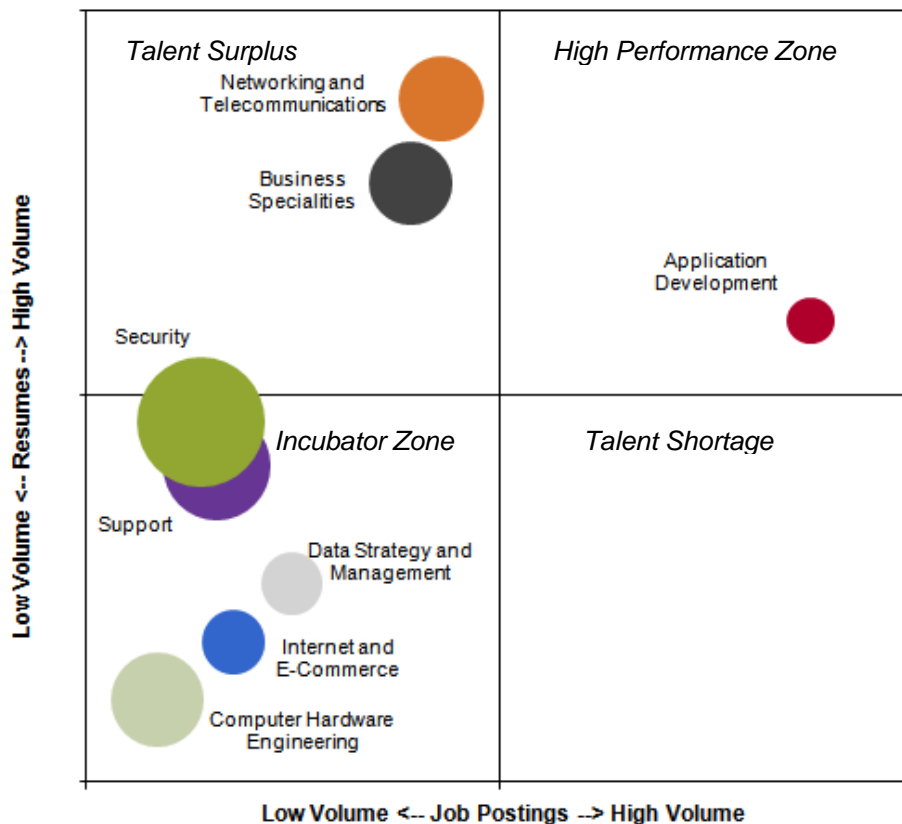
Application Development is the only occupation in the High Performance quadrant. There is an ample supply of both job postings and seeker resumes for this occupation although may become very competitive should demand for talent increase beyond current supplies.

Talent Shortage

There are no occupations in the Talent Shortage area, showing the current surplus of talent – and lack of job opportunities - in the IT sector.

The matrix below summarizes occupational supply and demand from February 2010 through January 2011.

**Information Technology - Supply and Demand
Feb '10 - Jan '11**

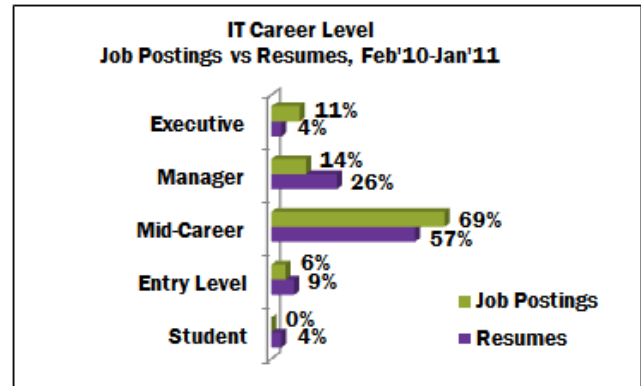


In the following analysis, we compare talent demand (job postings) with talent supply (resumes) across a range of characteristics for key IT occupations. The comparisons reveal the similarities and disparities between the available jobs and the searching seekers. This analysis provides direction for recruiters and employers in setting their expectations and development areas.

Career Level

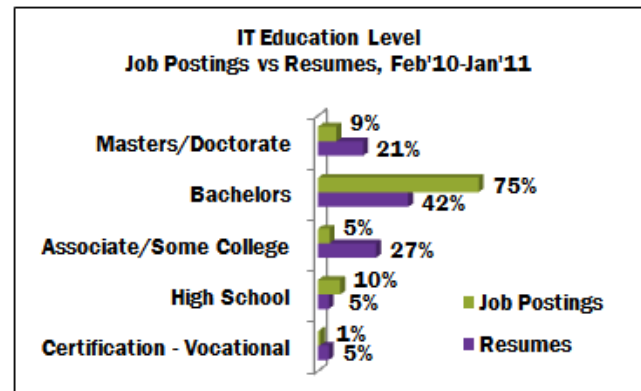
In terms of career level, job postings and resumes are fairly well-matched. Sixty-nine percent of job postings are for Mid-Career talent compared with 57 percent of resumes.

Though job opportunities and resumes are fairly well matched, there appears to be a lack of junior professionals filling the IT candidate pipeline. Recruiters and companies need to address this concern with local training programs, effective marketing and communication, and connections with local universities and colleges.



Education Level

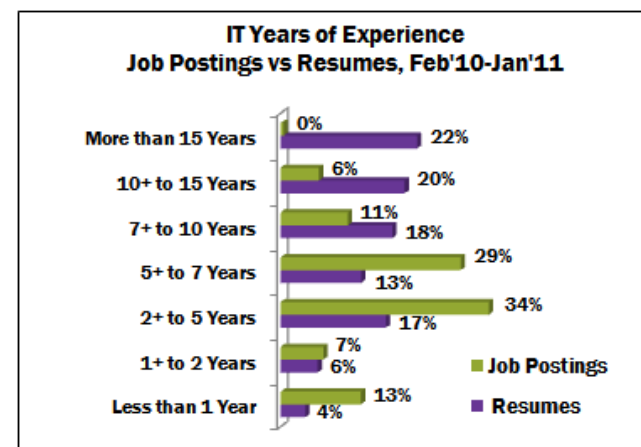
IT recruiters are primarily searching for candidates with at most a Bachelor's degree (75 percent). Though the talent supply pool is an educated group (63 percent have at least a Bachelor's degree) recruiters could be challenged to fill roles as many seekers are either under or over-qualified with respect to education level.



Experience Level

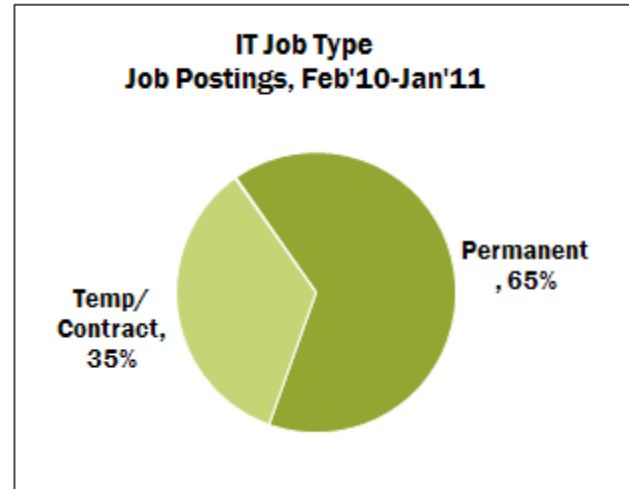
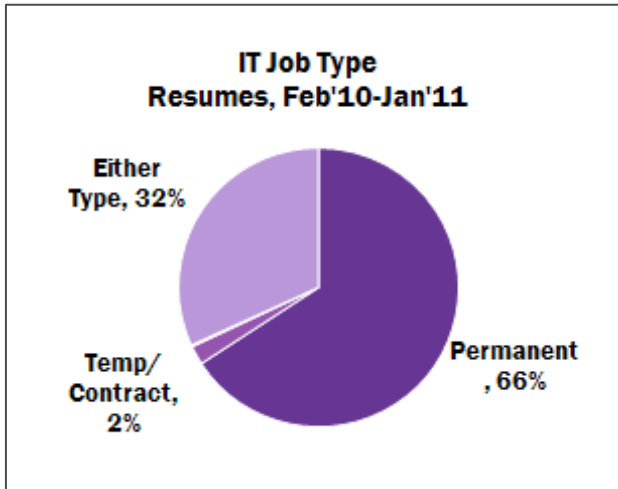
Candidates and job postings are concentrated at opposite ends of the spectrum in terms of years of experience. A high 63 percent of job opportunities are for candidates with 2 to 7 years of experience while 60 percent of candidates have over 7 years of experience.

Some recruiters might need to settle on candidates with more years of experience than desired which may lead to higher compensation.



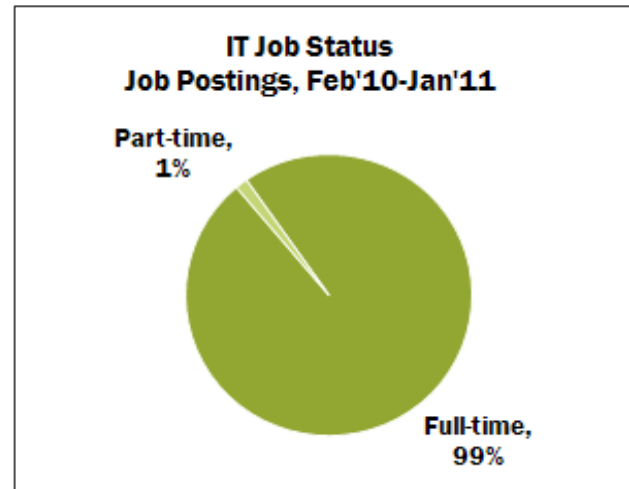
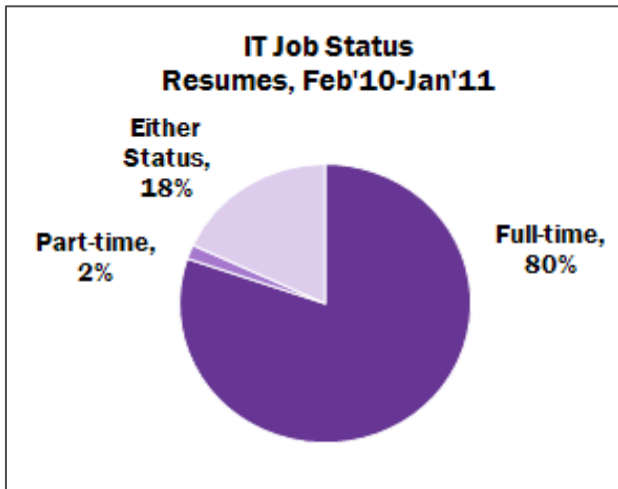
Job Type Requirements

IT job postings are historically strong in temporary/contract opportunities, but currently are even more so, indicating employers hiring cautiously as the industry and economy recover. Thirty-five percent of postings are for contract roles while 34 percent of candidates are open to either contract or permanent positions. Recruiters will most likely be encouraging those candidates to settle for temporary/contract roles while those considering only permanent employment (66 percent) meet permanent demands (65 percent).



Job Status Requirements

Nearly all (99 percent) of IT job postings are for full-time employment versus 1 percent for part-time. With 80 percent of candidates open to full-time employment only and 18 percent considering either full-time or part-time, employers should have an ample pool of talent to meet their needs within these criteria.



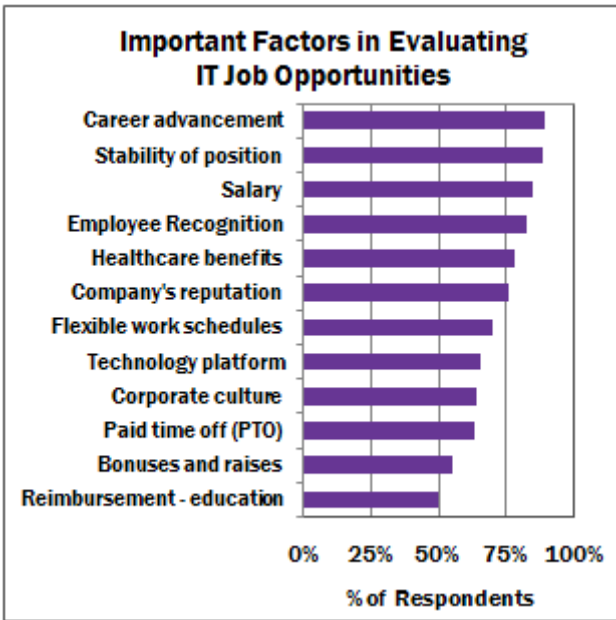
Qualifications and Benefits

IT professionals place the greatest importance on the following qualifications when applying for opportunities: years of work experience (73 percent) and type(s) of work experience (73 percent) followed by soft skills/business knowledge (53 percent). Recruiters similarly value type(s) of work experience (82 percent) and years of work experience (72 percent), but put more importance on personality/cultural fit (63 percent) compared to IT professionals



Listed below are the most important factors IT professionals consider when evaluating a job opportunity. Candidates highly value the opportunity for career advancement, stability of position, salary, and recognition of employees for hard work.

Recruiters were asked how they would rate the same list of factors in terms of their importance to recruiting talent. Salary was at the top of the list, followed by company's technology platform and stability of position. Interestingly, recognition of employees for hard work was ranked near the bottom of the list, when it was in the top five factors for candidates.

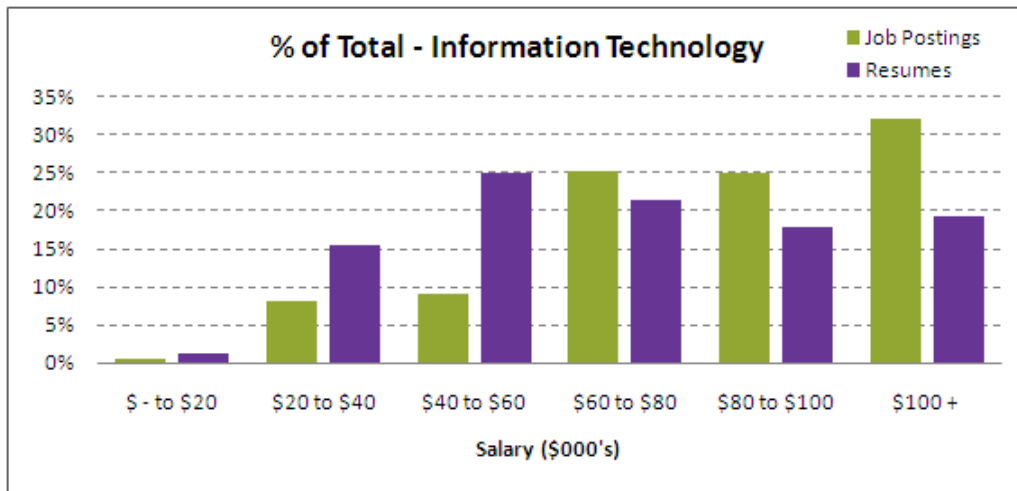


Compensation

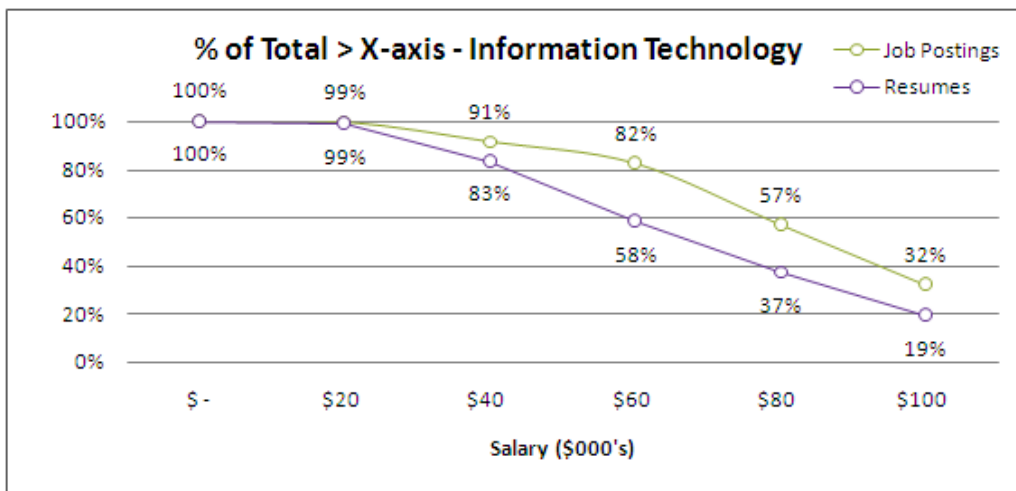
Compensation expectations for recruiters and candidates are slightly skewed, as candidates have higher expectations for the lower paying jobs (under \$60,000) and lower expectations for the higher paying jobs (over \$60,000).

The median salary offered in 2010 was \$90,000 and the median salary candidates were seeking was \$70,000. Please note these salary requirements may represent total compensation for some job seekers and only a base salary for others.

The majority (fifty-seven percent) of IT job postings on Monster offer a salary over \$80,000 (thirty-two percent, over \$100,000; twenty-five percent, \$80-100,000). Most (58 percent) of IT job seekers on Monster expect to earn over \$60,000 (twenty-one percent, \$60-80,000; nineteen percent, over \$100,000; eighteen percent, \$80-100,000).



The most significant disparity between recruiters and seekers is at \$60,000, where a higher percentage of employers offer greater salaries than candidates are requiring. Forty-two percent of IT job seekers expect to earn less than \$60,000 while only 18 percent of employers plan to offer less than \$60,000. This may suggest a skills gap between what employers need and the volume of supply to meet demand. Well developed screening programs will help to reduce cultural mismatches and avoid the carbon-based worker in order to find the right talent.



Diversify Your Recruitment Strategy in 2011

As the nation emerges from its downturn, recruiters should keep in mind the following points when planning for the next 12-months.

Network to strengthen your brand: Networking has always been a fundamental aspect of establishing a presence and sourcing candidates. Today's recruiters must actively network across the Internet to get a more holistic view of the applicant. *With Monster's 20 network communities integrated into its core site, experts are better able to help individuals access advice from industry experts and keep on top of trends. These communities also offer employers access to a pool of targeted candidates.*

Play a smart matching game. Have hiring processes and paper work in place, be diligent about screening, and communicate frequently with hiring managers. *Many recruiters are using technology to help quickly match candidates to jobs and eliminate unqualified applicants. Monster's semantic 6Sense™ search technology powers our Power Resume Search application, sorting and ranking candidates so the best are at the top. Using these types of sorting programs, recruiters save time and money sourcing candidates that precisely match their positions.*

Spend accordingly. As budget managers remain cautious, leverage as many benefits as possible that attract and retain employees yet require minimal investment. *Keep on top of what is most important to job seekers by leveraging Monster's free online resources at the Resource Center (<http://hiring.monster.com>.) The site offers actionable reports and webinars covering the most current issues facing not only job seekers, but recruiters as well.*

Monster Intelligence

As the premier digital employment solution, Monster has consistently maintained a leadership position in defining and driving innovative products and services to champion digital recruitment. We see tremendous value in providing our clients, the online recruitment industry, and the public at large with analysis on both job seeker and employer behaviors, as well as general employment market trends. In direct response to our customers' needs for strategic human capital intelligence, Monster created an initiative, entitled Monster Intelligence, that is focused on providing business leaders and HR Executives real-time insight into market trends that will guide them in future recruitment planning.

As a market leader, Monster is uniquely positioned to provide strategic information on employment trends to Corporate Executives and Hiring Managers. These tools provide our customers with views into the labor market and comprehensive information to further their employment strategy.

More details are available at the Monster Resource Center at: <http://hiring.monster.com/hr/hr-best-practices.aspx>. We welcome your insight and comments on the monster intelligence reports and encourage you to let us know your thoughts by providing feedback at Intelligence@monster.com

Monster is the primary source of information for this report; it should only be interpreted as a definitive activity report on Monster and its subsidiaries. Monster's in-depth data-driven approach improves on typical survey-based methodologies by dramatically increasing the depth and breadth of information collected as well as by capturing actual behavior rather than intended behavior. Data is current through January, 2011 unless otherwise indicated.

Monster, the premier global online employment solution for more than a decade, inspires people to improve their lives. With a global presence, Monster works for everyone by connecting employers with quality job seekers at all levels and providing personalized career advice to consumers globally.

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