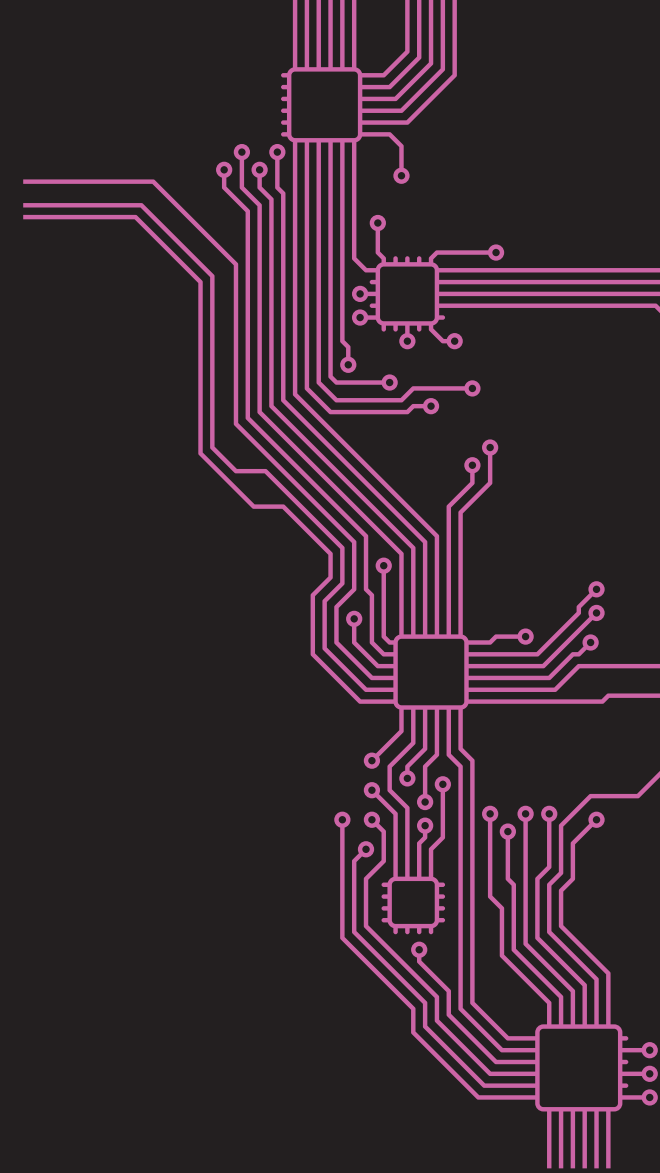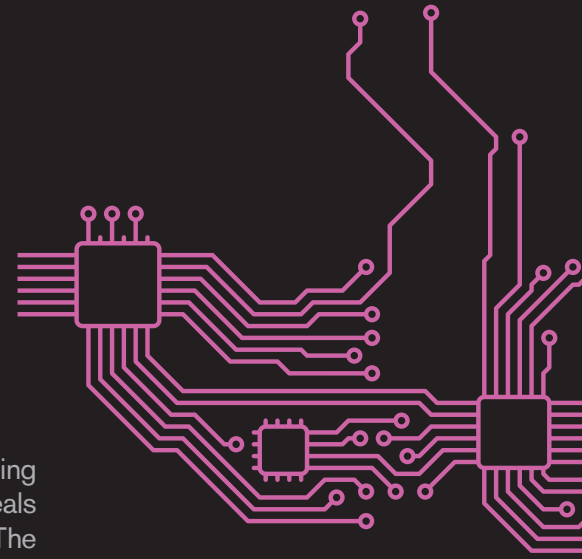TEKsystems®

2018
IT FORECAST

Introduction

The IT organization has never played a more significant role in the enterprise as it does today. Responsibilities for technology have shifted and extended. In the past, IT teams were viewed as a cost center and accountable mainly for keeping the lights on. Today, however, business leaders must acknowledge a new reality: IT is expected to be a critical force in driving business innovation and transformation.

What's causing this shift in mindset?

Technology is evolving at lightning speed and changing organizations to their core. The imperative of digital transformation provides organizations with a unique opportunity to use technology as a strategic asset for the enterprise as a whole. In this case, technology—and a capable IT team supporting it—offer the prospect of edging out competitors. Organizations can also find areas to increase efficiency, adding even greater value to technology. Yet many IT leaders say their organization still occupies the more traditional role of IT—a purely functional and enabling part of the business—lagging behind expectations and running the risk of getting lapped by the competition.

IT has evolved as the gateway to disruption through innovation. Organizations and their IT teams need to work together with skilled IT talent to introduce, leverage and maximize the value of cutting edge technologies.

2018

About this Report

TEKsystems' annual IT Forecast explores IT leader perceptions and expectations around technology trends, spending and talent needs impacting organizations for the upcoming year. In its sixth iteration, the 2018 IT Forecast reveals that the role of the IT function in the business continues to evolve and expand as an extension of the business. The rapid speed at which technology changes continues to bring anxiety to IT teams. With a focus on digitalization and customer experience, IT is under more pressure than ever before—and there is no sign of the spotlight moving anytime soon. Meanwhile, the short supply of IT talent deepens the pressure and stands in the way of accomplishing critical IT—and larger business—goals.

This year, we examine the IT role in the business closely. Is your IT organization:

• **Functional and enabling the business?** The IT organization is in the traditional position as a cost center, focused on efficiency, oversight of IT spending and delivering operational support.

• **Engaging the business?** The IT organization continues to play a functional and enabling role, while also having input in the development of IT's vision and strategy in alignment with the business and improving business processes.

• **Transforming the business?** The IT organization is not only functional, enabling and engaging, but has also developed into an impactful and dynamic part of and partner to the business. Transformative IT teams are dedicated to driving innovation and helping the organization gain a competitive edge.

The role of the IT organization in an enterprise today—and in the future—will have a tremendous impact on the direction of the business and its ability to bring innovative services and solutions to its customers.
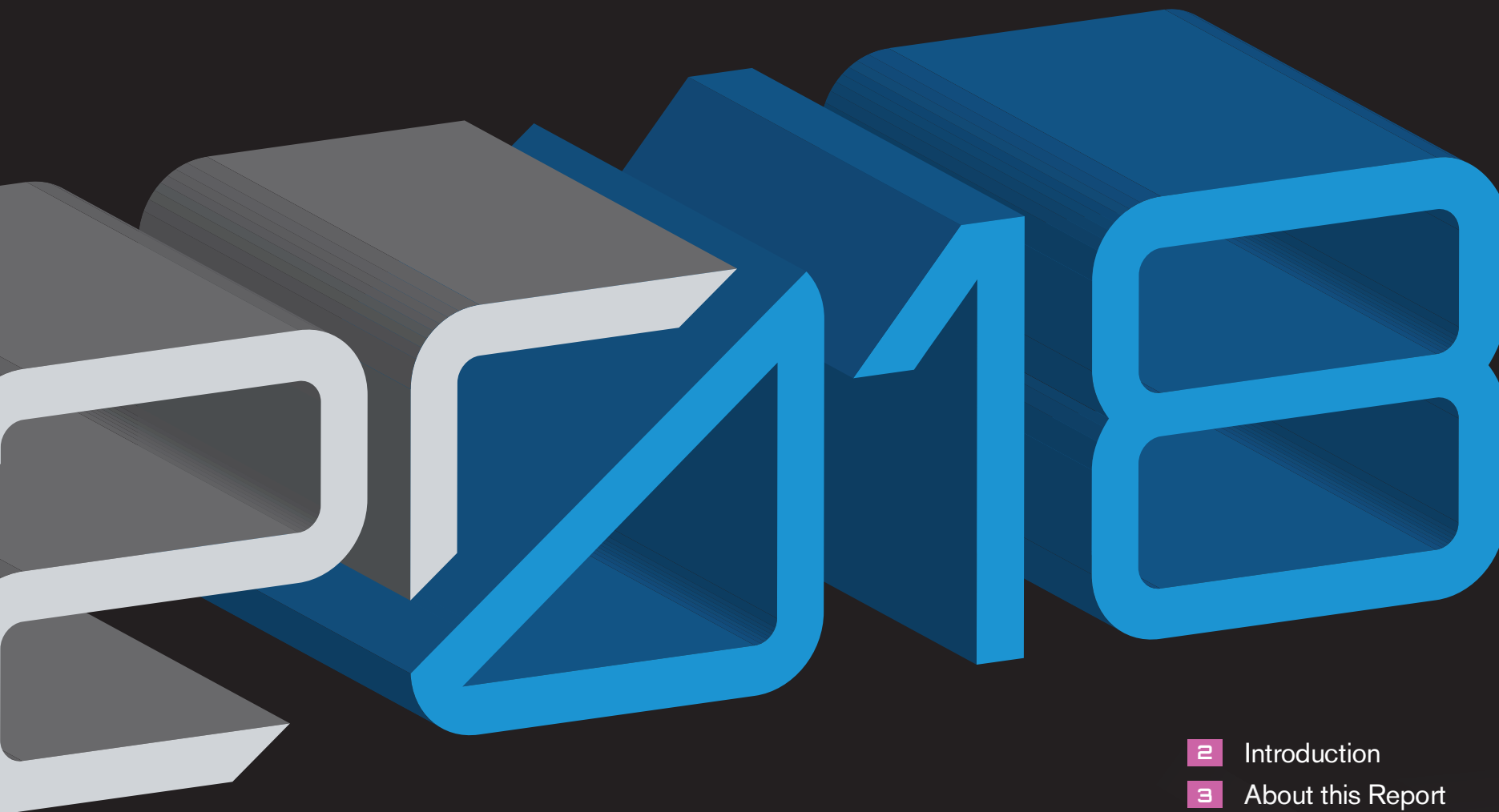
2018

Observations

- The IT organization's role is evolving and increasing. What was once perceived as purely a cost center is now a critical, transformative part of the business that helps drive innovation.

- Security, cloud and mobile applications are among the most advanced technology areas organizations seek to master.

- Transformative IT organizations are more likely to have embraced technologies that enable innovation, including cloud, DevOps, big data and digital marketing.
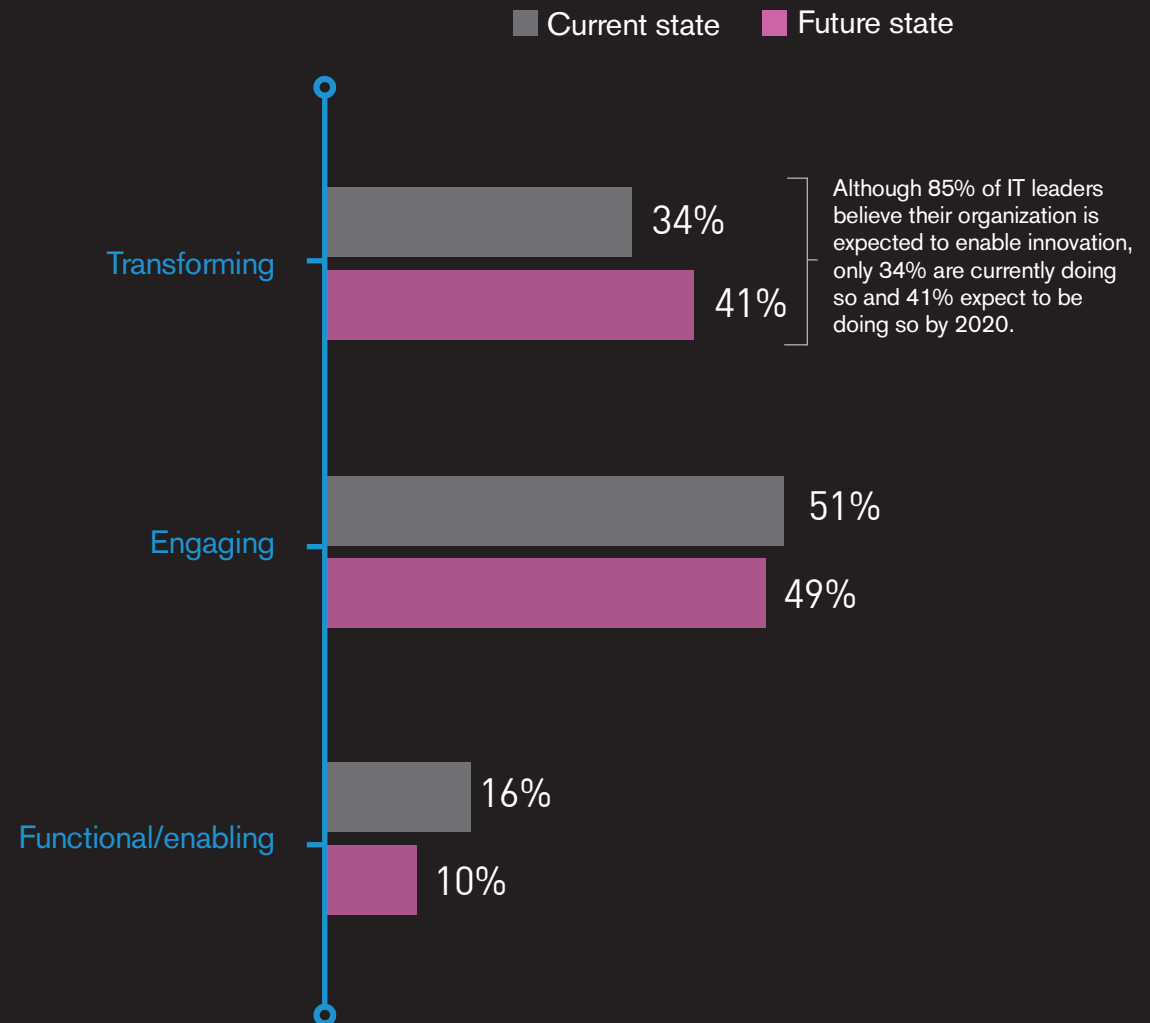
Areas of Impact

IT is Critical to Business Transformation

IT's role in the organization has evolved drastically over the last decade. Once viewed as an inhibiting cost center, IT has pivoted to being thought of as a transformative, innovation-driving part of the business. In fact, 85 percent of IT leaders believe IT is expected to enable innovation. The rise of digital transformation initiatives (e.g., cloud, CX) has had a significant influence on how businesses—and the IT organization itself—think about technology in the enterprise.

Although expectations have moved away from purely core IT and keeping-the-lights on activities, survey data indicates that reality has yet to catch up. Only 34 percent of IT leaders report that their IT organization is currently dedicated to driving innovation and helping the business gain a competitive edge.

The good news is that while only one-third believe they are acting in a transformative role today, the IT organization is steadily shifting that way as we look toward the next decade. In fact, 41 percent are hopeful their IT organization will be transforming the business by 2020. In the next two years, the number of IT leaders who expect to remain purely as functional (i.e., delivering operational support), as well as those who expect to be engaging with the business—but not quite driving innovation—shrinks. This gradual movement indicates that the IT organization is on a journey to having a more powerful and integrated role in the business.

■ Current state   ■ Future state

Transforming
34%
41%

Although 85% of IT leaders believe their organization is expected to enable innovation, only 34% are currently doing so and 41% expect to be doing so by 2020.

Engaging
51%
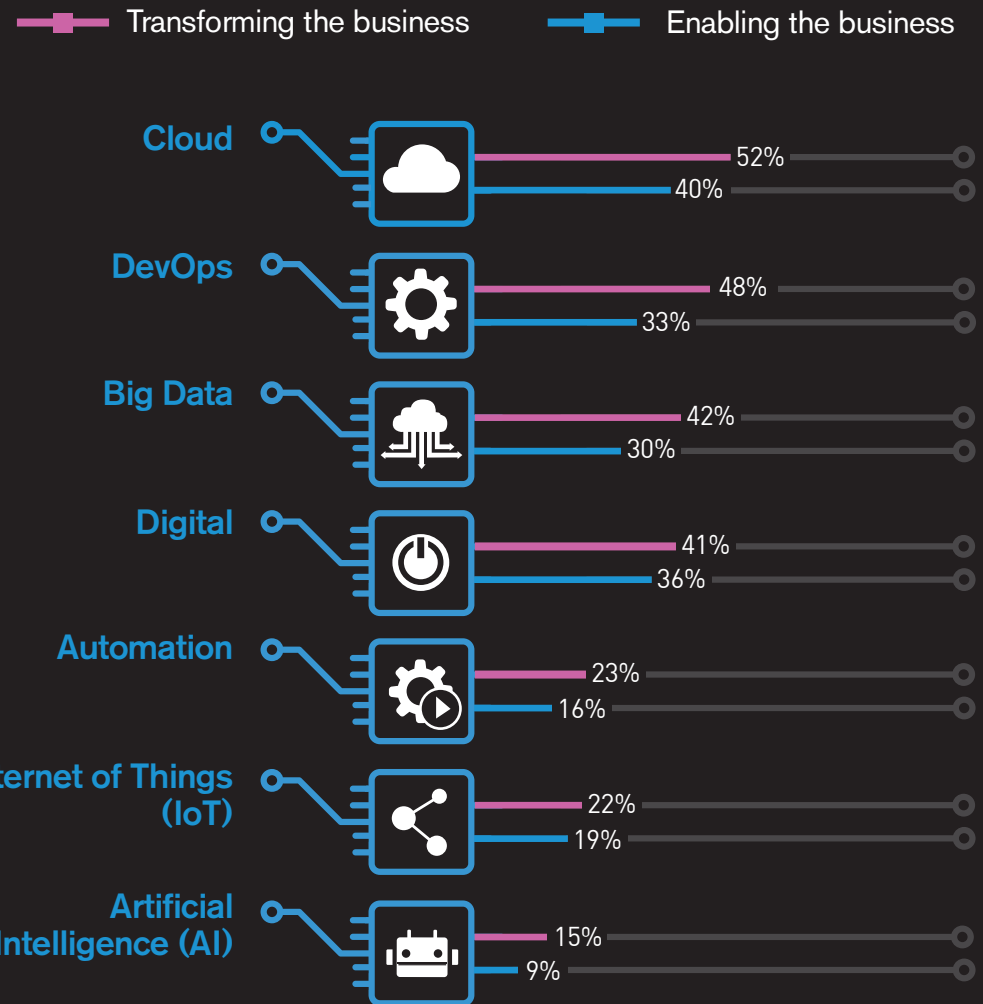49%

Functional/enabling
16%
10%

Transformative IT Teams Provide Competitive Edge

To enable innovation, organizations are diversifying their various technologies across the enterprise. Not surprisingly, the most mature technologies reported were security, cloud and mobile applications, with 66 percent of IT leaders in the production or refinement stages of security, and 43 percent reporting the same for cloud and mobile applications. More than half of IT leaders are either in the pilot, production or refinement stages of big data (59 percent) and DevOps (54 percent) initiatives.

Looking toward the future, the Internet of Things (IoT), artificial intelligence (AI), automation / machine learning and digital marketing / customer experience (CX) initiatives are on the radar as critical investments to continue transforming the business.

IT leaders who identify as:

■— Transforming the business   ■— Enabling the business

Cloud
52%
40%

DevOps
48%
33%

Big Data
42%
30%

Digital
41%
36%

Automation
23%
16%

Internet of Things (IoT)
22%
19%

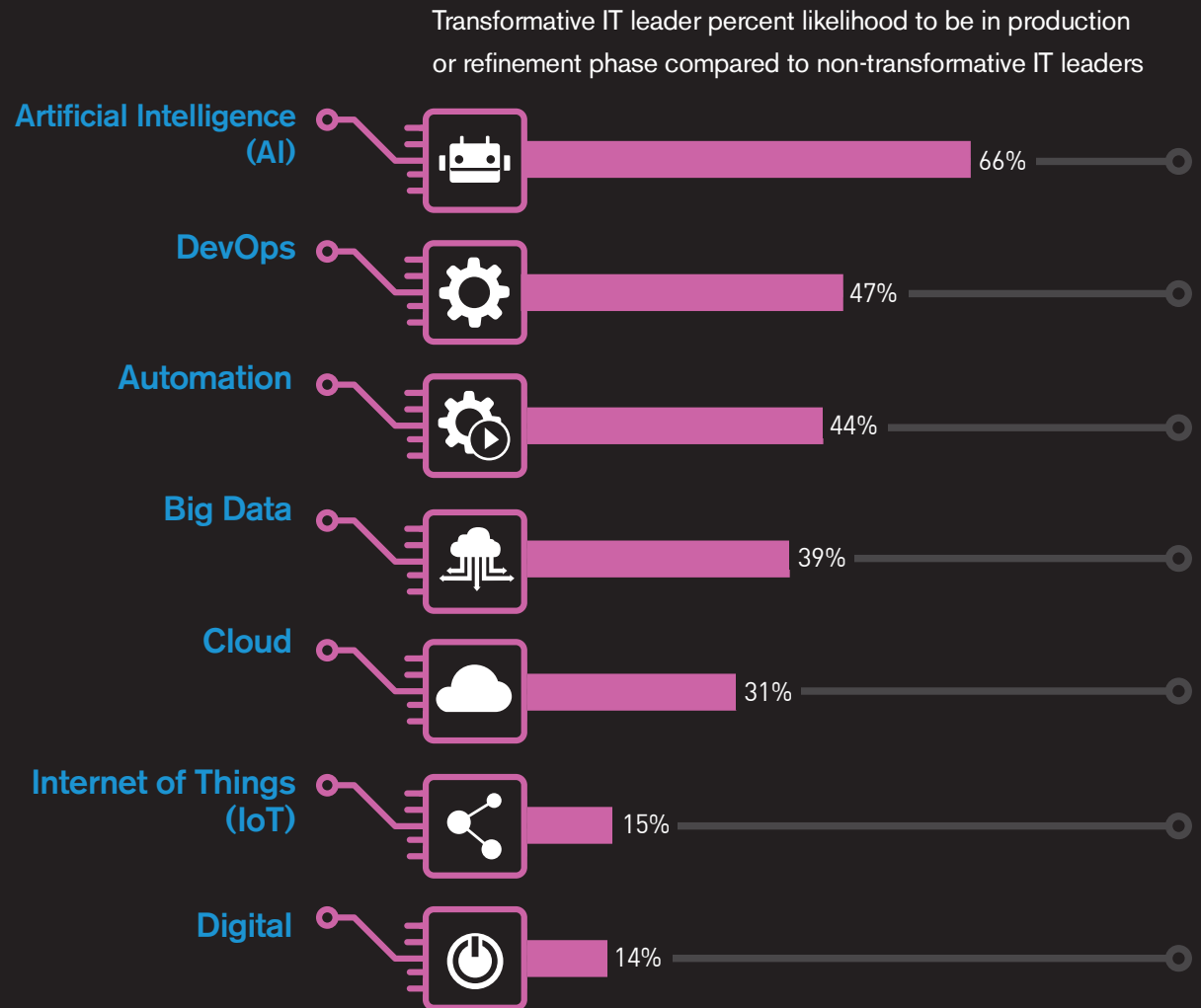**Artificial Intelligence (AI)**
15%
9%

The graphic above compares transforming vs. functional and engaging IT leaders in the advanced pilot-evaluation phases in technologies that are at the forefront of digital transformation.

Transformative IT Teams are More Mature in Leveraging Technologies

Within the next 12-24 months, IT leaders will be in the planning stage (i.e., expecting to take action and implement) on IoT (23 percent), AI (21 percent), automation / machine learning (21 percent) and digital marketing / CX (21 percent) initiatives. While these areas will see increasing investments, areas such as blockchain and augmented reality / virtual reality have not yet piqued the wider interests of the majority of IT leaders, with 71 percent and 69 percent respectively indicating they have nothing planned for the foreseeable future in these cutting-edge areas.

Notably, compared to functional and enabling IT leaders, those that identify their organization as transformative to the business are more likely to be in the production and refinement phases for trends that are at the forefront of digital transformation. By leveraging technologies such as cloud, DevOps, big data and digital marketing / CX, these organizations are gaining a competitive advantage and deliver innovative solutions and services.

Transformative IT leader percent likelihood to be in production or refinement phase compared to non-transformative IT leaders

Artificial Intelligence (AI) — 66%

DevOps — 47%

Automation — 44%

Big Data — 39%

Cloud — 31%

Internet of Things (IoT) — 15%

Digital — 14%

Efficiency and New Technologies are Core to Transforming the Business

Improving efficiency, implementing new—and improving existing—IT applications and infrastructure top the list of business objectives IT will most need to support in 2018. Improving business processes and reducing costs rounded out the top-5 goals. Not surprisingly, this is relatively consistent with what IT leaders have reported over the past several years—with some combination of these objectives near the top of the list since 2016.

Efficiency is a priority, and improving it—by introducing new technologies, strengthening existing infrastructure, tightening up internal processes or by reducing costs—will create room for IT to increase its role in transforming the business.

Improving efficiency **1**

Implementing new IT applications and infrastructure **2**

Improving existing IT applications and infrastructure **3**

Improving business processes **4**

Reducing costs **5**
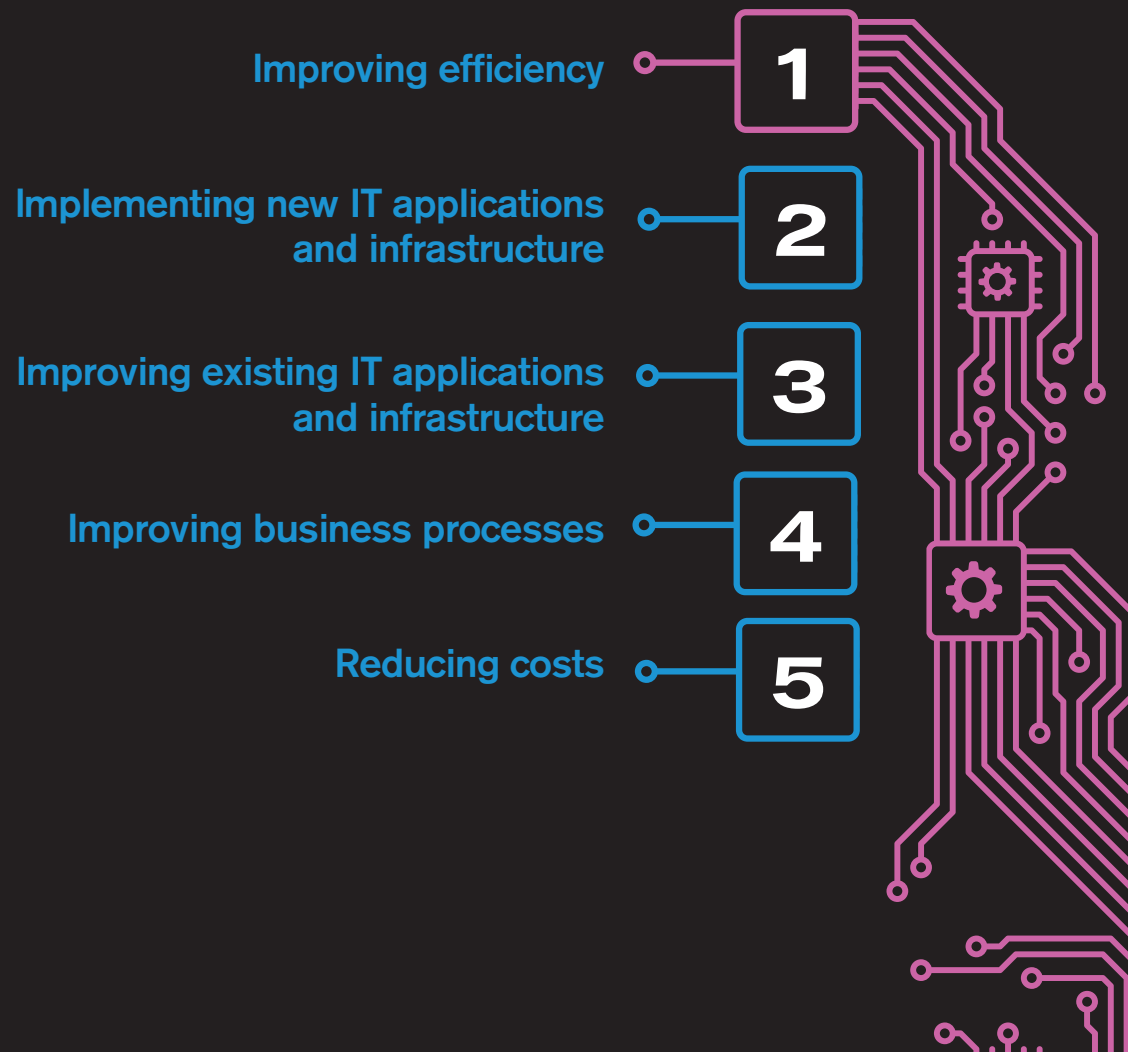
Synergy Among IT and Business is Key to Success

IT leaders report that organizational alignment—or how well IT and business teams understand and cooperate with each other—is the biggest obstacle standing in the way of IT meeting its goals.

As IT spending and decisions become increasingly spread out across different functions of the business, including outside of IT, ownership becomes more decentralized. Understandably, this has made it challenging for IT and business to remain aligned, and IT leaders have acknowledged this consistently for the past several years.

Organizational Alignment

shared knowledge, understanding of goals and ability to interact and communicate

Skills

required skills and understanding or relevant business drivers and technology

Governance

IT alignment with business strategy and appropriate resource allocation
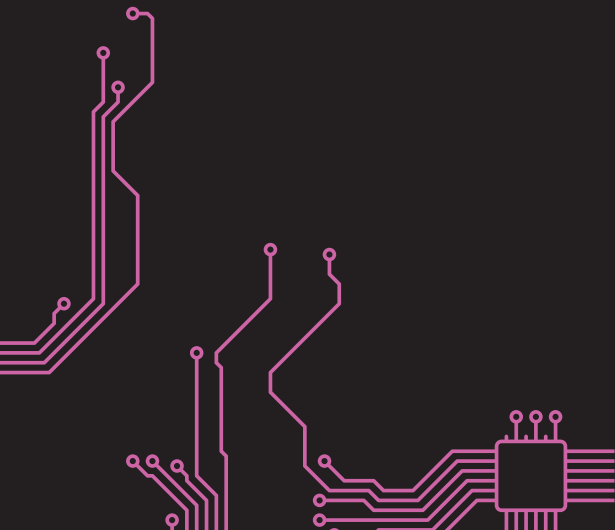
Observations

- Organizations embracing digital transformation are more likely to increase their budget in 2018.

- IT leaders are generally confident in their team's ability to satisfy the demands of the business. However, there is some level of uncertainty around new initiatives.

- To address the shortage of IT talent, organizations are increasing spend on alternative sourcing strategies, including staff augmentation, managed services, training and outsourcing.

Budgets & Spending

Transformative IT Teams are More Confident in their Ability to Deliver

Forty percent of IT leaders expect their IT budgets to increase in 2018. And transformative IT teams are 35 percent more likely to expect their budget to increase. This can be explained by the digital transformation imperative. Organizations embracing digital technologies are spending more—and it is not a one-time sunk cost. They will be devoting budget to support and maintenance activities as well (e.g., analytics, integration, training).

IT leaders are largely confident that their investments will result in successfully executed projects. In fact, 74 percent are confident in IT's ability to satisfy core IT and line-of-business activities. Confidence dips when it comes to whether IT is able to meet the demands of new initiatives (59 percent).

This is not surprising and resonates with the idea of trying anything for the first time: IT is experienced and capable of managing core IT and activities that keep the lights on for the business. There is some uncertainty with new initiatives. Interestingly, the IT teams who believe they are transforming the business report that they are 15 percent more confident about their organization's ability to satisfy the demands of new initiatives. Considering the reality that digital transformation will create sweeping impacts across businesses, organizations must learn to embrace new initiatives, be agile and adapt—or they run the risk of being disrupted.

35%
more likely to expect their budget to increase

Transforming IT teams are

15%
more confident about their organization's ability to satisfy the demands of new initiatives

Spending is Spread Across Multiple Channels

IT leaders plan to increase their spending across multiple channels, whether staffing, managed / statement of work (SOW), training or outsourcing. In fact, spending has been incrementally growing for staffing and managed services in particular since 2016. Training / professional development as well as outsourcing have increased since 2017. This is a direct result of the supply–demand dilemma facing the IT sector.

The reality is that talent is a top barrier to success—and organizations will need to incorporate multiple sourcing methods beyond traditional hiring alone. It is a healthy sign that IT leaders want to invest more in a multipronged strategy to react to the high demand and short supply of IT talent available to drive their critical initiatives.

Legend:
- Staff augmentation
- Managed/project or SOW
- Training / professional development
- Outsourcing
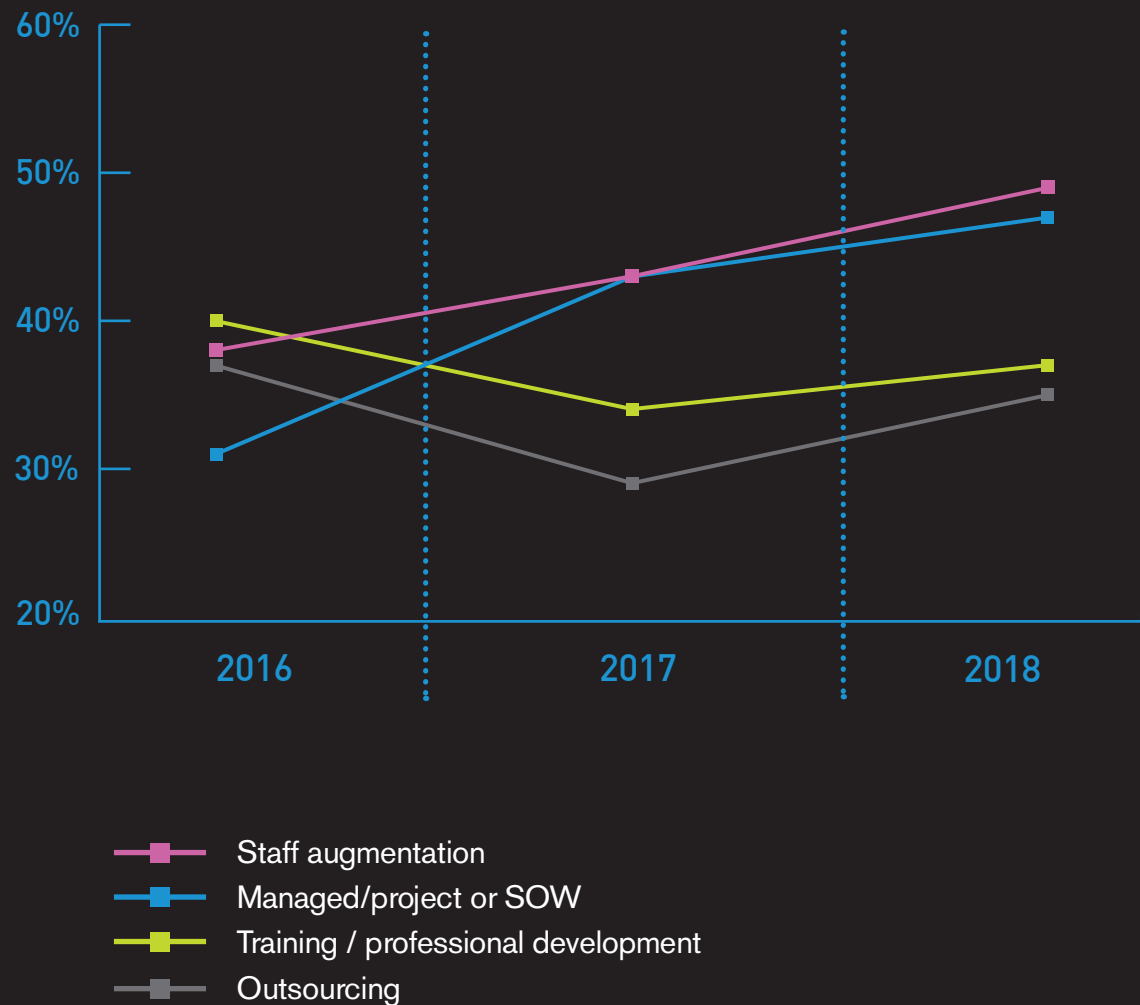
Observations

- The imbalanced supply and demand continues to plague the IT labor market. In fact, lack of available quality IT talent is the most reported challenge to organizations' hiring efforts.

- It is important for IT leaders to develop compelling employee value propositions, including a competitive compensation plan, in order to combat the tight labor market.

- The IT talent shortage has the ability to impact the organization in a number of interrelated ways. Missed timelines and productivity issues top the list.

Salaries & Skills

Most Difficult Skill to Attract:
Software Engineers/Developers / DevOps

Because the market for IT talent is not meeting demand, attracting professionals with needed skills is incredibly competitive. Organizations are struggling to find the resources they need across skill sets. More than half (52 percent) of IT leaders attribute lack of talent available as their biggest obstacle standing in the way of hiring IT talent. This coincides with the broader supply–demand issue affecting the IT landscape.

</>

Software engineers/ developers / DevOps

Data analytics

Security

Architects

Business/ systems analysts

SALARIES & SKILLS

Salary Growth is Muted

While 58 percent of IT leaders anticipate that their IT staff's salaries will increase in 2018, bear in mind that the IT labor market is competitive and the vast majority of high-quality talent is already employed and paid well. In addition to adopting a creative sourcing strategy, organizations need to understand the professional goals and interests of candidates and leverage that to develop a compelling employee value proposition (EVP), including competitive compensation. This is essential to stand apart from the competition.

Attracting top talent will have a ripple effect, ultimately enabling innovation and helping the organization succeed and compete. And interestingly enough, the IT leaders who identify as transformative, innovative drivers of business are 27 percent more likely to increase salaries in 2018.

Although the majority of IT leaders (58 percent) plan to increase salaries, it remains to be seen exactly which skill areas will feel the impact of salary increases. When looking at specific skill sets that will see compensation increases, there is an unexpected decline across skill sets, according to the larger IT leader audience. This is troubling given the severe talent shortage.

In contrast, transforming IT leaders are more likely to increase salaries in all skill set categories evaluated, demonstrating a willingness to offer more competitive compensation if it means attracting talent with the right skill sets for enabling innovative initiatives.

Transforming IT leaders are more likely to increase salaries across skill sets.

+14% **Cloud**

+13% **Software engineers/developers / DevOps**

+12% **Architect**

+11% **Data analytics**

+11% **Mobile**

+10% **Security**

+10% **Networking**

+8% **Business/systems analyst**

+7% **Project management**

+7% **QA / testing**

+7% **Help desk**

Talent Shortage Causes Significant Setbacks in the Business

Companies run the risk of major setbacks without the right people. In fact, missed timelines, productivity and bandwidth issues and team morale top the list of side effects IT leaders report feeling as a direct result of the IT talent shortage. And while trying to make up for the talent shortage, organizations are stuck in a perpetual motion of backfilling their own talent— who are in the unique position of being highly sought after on their own merit. This ultimately makes it difficult to ever catch up, let alone compete and innovate.

It is undeniable that the IT talent shortage is heavily impacting IT teams, and the vast majority of IT leaders plan to keep hiring the same or increase headcount for full-time (92 percent) and contingent (89 percent) in 2018. Thirty-nine percent of these hires will be for purposes of replacement/backfilling, 23 percent will be adding headcount and 38 percent will be doing a combination of replacement/backfill and adding new headcount. This is a stark reminder that IT professionals are on the winning side of the supply–demand issue.

Missed timelines

Productivity issues

Bandwidth issues

Appendix

AREAS OF IMPACT

INNOVATION ENABLEMENT

Agree their organization is expected to enable innovation	85%
Neither agree nor disagree	11%
Disagree	4%

Q: Rate your level of agreement with the following: My IT organization is expected to enable innovation. [move the slider]

IT'S ROLE IN THE BUSINESS

Current State	Say their IT team is a transforming part of the business	34%
	Say their IT team is an engaging part of the business	51%
	Say their IT team is a functional and enabling part of the business	16%
Future State	Say their IT team is a transforming part of the business	41%
	Say their IT team is an engaging part of the business	49%
	Say their IT team is a functional and enabling part of the business	10%

Q: What is the role of your IT organization in the business today?
Q: Where do you expect your IT organization to be in the next 12-24 months? [move the slider]

BUSINESS OBSTACLES

	2018	2017	2016
Organizational alignment	33%	32%	32%
Skills	20%	19%	20%
Governance	17%	16%	21%
Competency / value measurements	12%	12%	6%
Scope and architecture	9%	16%	9%
Partnerships	7%	5%	11%
Other	1%	0%	1%

Q: What will provide the biggest challenge to your organization meeting its goals and objectives in 2018? [select only one]

Note: Data may not equal 100% due to rounding.

AREAS OF IMPACT

PRIORITY SUPPORT AREAS

Q: Which three of the following business objectives will IT most need to support in 2018? [select the top-3 business objectives]

	2018	2017	2016
1	Improving efficiency (35%)	Improving existing IT applications and infrastructure (47%)	Implementing new IT applications and infrastructure (45%)
2	Implementing new IT applications and infrastructure (33%)	Implementing new IT applications and infrastructure (40%)	Improving existing IT applications and infrastructure (43%)
3	Improving existing IT applications and infrastructure (31%)	Improving business processes (30%)	Improving business processes (34%)
4	Improving business processes (30%)	Improving efficiency (29%)	Reducing costs (33%)
5	Reducing costs (24%)	Increasing growth (25%)	Improving efficiency (31%)
6	Creating new products and services (23%)	Creating new products and services (25%)	Delivering operational results (29%)
7	Delivering operational results (20%)	Delivering operational results (22%)	Managing risk (21%)
8	Attracting, developing and retaining talent (19%)	Reducing costs (19%)	Increasing growth (18%)
9	Increasing growth (19%)	Implementing analytics and big data (17%)	Retaining existing and attracting new customers / customer experience (CX) (16%)
10	Implementing analytics and big data (18%)	Retaining existing and attracting new customers / customer experience (CX) (16%)	Creating new products and services (9%)
11	Managing risk (17%)	Managing risk (15%)	Implementing analytics and big data (9%)
12	Attracting and retaining new customers / customer experience (CX) (12%)	Attracting, developing and retaining talent (14%)	Mastering big data (8%)

Note: Data may not equal 100% due to rounding.

AREAS OF IMPACT

TECHNOLOGY MATURITY	Nothing planned for forseeable future (0-12 mos)	Interested / planning stage (expect to take action within next 12-24 mos)	Pilot stage	Advanced pilot / production scenario	Evaluation / refinement
Internet of Things (IoT)	46%	23%	12%	13%	6%
Artificial intelligence (AI)	54%	21%	13%	7%	5%
Automation / machine learning	44%	21%	15%	13%	6%
Digital marketing / CX	27%	21%	15%	24%	13%
Cloud computing	18%	20%	19%	30%	13%
Big data analytics	22%	19%	24%	26%	9%
DevOps	27%	19%	16%	23%	15%
Mobile applications	21%	17%	19%	26%	17%
Security	10%	13%	11%	36%	30%
AR/VR	69%	13%	9%	6%	3%
Blockchain	71%	13%	8%	5%	2%
Agile and scrum	25%	11%	14%	27%	23%

Q: At what stage is your organization with regard to the following? [select only one]

BUDGETS & SPENDING

BUDGET EXPECTATIONS

	2018	2017	2016	2015
Increased	40%	49%	37%	45%
Stayed the same	44%	39%	51%	39%
Decreased	16%	12%	12%	16%

Q: Do you expect your organization's 2018 IT budget to increase, decrease, or stay the same compared to 2017? [move the slider]

OVERALL CONFIDENCE

	2018	2017	2016	2015
Confident	74%	79%	68%	71%
Neutral	17%	13%	23%	20%
Unconfident	10%	8%	9%	9%

IT leaders' confidence in IT's ability to meet overall organizational demands comprising both core IT and line-of-business activities

CONFIDENCE IN SATISFYING DEMANDS

	Core IT Demands			LOB Demands			New Initiatives		
	2018	2017	2016	2018	2017	2016	2018	2017	2016
Confident	76%	86%	75%	72%	76%	60%	59%	59%	54%
Neutral	16%	9%	16%	18%	17%	30%	26%	26%	24%
Unconfident	9%	5%	9%	10%	7%	10%	15%	15%	22%

Q: How confident are you in your IT department's ability to satisfy and support CORE IT / LINE OF BUSINESS demands / NEW INTIATIVES? [select only one]

RESOURCE SPENDING

		2018	2017	2016
Staff Augmentation	Increase	49%	43%	38%
	Stay the same	36%	40%	55%
	Decrease	14%	17%	7%
Managed / Project or SOW	Increase	47%	43%	31%
	Stay the same	43%	52%	61%
	Decrease	10%	5%	8%
Training / PD	Increase	37%	34%	40%
	Stay the same	53%	56%	45%
	Decrease	10%	10%	15%
Outsourcing	Increase	35%	29%	37%
	Stay the same	50%	57%	53%
	Decrease	15%	14%	10%

Q: How do you expect your organization's spending to change in 2018? [select only one]

Note: Data may not equal 100% due to rounding.

SALARIES & SKILLS

CRITICAL ROLES

Rank	2018	2017	2016	2015
1	Programmers and developers (38%)	Programmers and developers (42%)	Programmers and developers (41%)	IT managers (line-level) (48%)
2	Project managers (32%)	Project managers (32%)	IT managers (line-level) (34%)	Project managers (45%)
3	Business analysts (26%)	Networking (32%)	Project managers (30%)	Programmers and developers (43%)
4	Software engineers (26%)	Software engineers (30%)	Networking (29%)	VP and director-level leaders (35%)
5	Help desk / technical support (23%)	IT managers (line-level) (24%)	Business analysts (28%)	Help desk / technical support (29%)
6	Architects (20%)	Business analysts (23%)	Database administrators (26%)	Software engineers (27%)
7	Quality assurance/ testing (18%)	Architects (23%)	Software engineers (25%)	Business analysts (24%)
8	Networking (17%)	Quality assurance / testing (19%)	Help desk / technical support (23%)	Executive (C-suite) leaders (24%)
9	IT managers (line-level) (15%)	Database administrators (18%)	Architects (22%)	Architects (17%)
10	Database administrators (13%)	VP and director-level leaders (17%)	VP and director-level leaders (19%)	Account managers (9%)
11	VP and director-level leaders (10%)	Help desk / technical support (16%)	Executive (C-suite) leaders (12%)	–
12	Executive (C-suite) leaders (6%)	Digital marketing (11%)	Digital marketing (11%)	–
13	Account managers (4%)	Executive (C-suite) leaders (10%)	Quality assurance / testing (5%)	–
14	–	Account managers (4%)	Account managers (4%)	–

Q: Which IT roles are the absolute most critical for enabling your organization to achieve success in 2018? [select top-3 most critical roles]

SALARY CHANGES

	2018	2017	2016	2015
Increase	58%	36%	73%	76%
Stay the same	40%	63%	23%	21%
Decrease	2%	1%	4%	3%

Q: Compared to 2017, how much do you expect your overall IT staff's salaries to change in 2018? [select only one]

BARRIERS TO HIRING

Lack of available talent	52%
Salaries (too high / lack of budget)	43%
Too many candidates that don't match my requirements	42%
Lack of workforce planning (i.e., I'm not sure what skills I will need for upcoming projects)	19%

Q: Which of the following are the biggest barriers to hiring IT talent? [select all that apply]

Note: Data may not equal 100% due to rounding.

SALARIES & SKILLS

DIFFICULT-TO-FILL ROLES

Rank	2018	2017	2016	2015
1	Software engineers/ developers / DevOps (45%)	Programmers and developers (42%)	Programmers and developers (65%)	Programmers and developers (44%)
2	Data analytics (29%)	Networking (29%)	Security (45%)	Software engineers (35%)
3	Security (29%)	Information security (28%)	Software engineers (42%)	Architects (34%)
4	Architects (28%)	Architects (28%)	(NEW) Database administrators (39%)	Project managers (33%)
5	Business/systems analysts (25%)	Software engineers (27%)	Project managers (38%)	Security (32%)
6	Project managers (22%)	Project managers (23%)	(NEW) Networking (37%)	Business analysts (25%)
7	Networking (21%)	Business intelligence (19%)	Architects (36%)	Business intelligence (24%)
8	Cloud (18%)	Database administrators (18%)	Business analysts (35%)	Big data analytics (23%)
9	Help desk / technical support (17%)	Business analysts (18%)	Business intelligence (34%)	Help desk / technical support (21%)
10	Quality assurance / testing (14%)	Cloud (15%)	Big data analytics (28%)	Cloud (14%)
11	Mobile (10%)	Big data (13%)	Mobile (27%)	Mobile (11%)
12	Trainers / instructors (10%)	Help desk / technical support (11%)	Help desk / technical support (24%)	Social technology experts (9%)
13	-	Quality assurance / testing (11%)	(NEW) Digital marketing (22%)	-
14	-	Digital marketing (11%)	Cloud (15%)	-
	-	Mobile (8%)	(NEW) Quality assurance / testing (15%)	-

Q: How difficult is it currently to find exceptional talent to fill roles for the following types of IT-related positions? [select the top-3 most difficult to fill]

IMPLICATIONS OF TALENT SHORTAGE

Missed timelines	42%
Productivity issues	41%
Bandwidth issues	40%
Team morale issues	39%
Lower satisfaction rates (internal)	29%
Lower quality deliverables	25%
Budget/cost overruns	23%
Customer dissatisfaction (external)	19%
My organization has not experienced an IT talent shortage	13%
Inability to compete in target markets	7%

Q: Which of the following has your organization experienced as a result of the IT talent shortage? [select all that apply]

Note: Data may not equal 100% due to rounding. 24

SALARIES & SKILLS

SALARY EXPECTATIONS BY SKILL SET

Security		2018	2017	2016	2015		Trainer / Instructor		2018	2017	2016	2015
Security	Increase	42%	45%	50%	54%		Trainer / Instructor	Increase	16%	-	-	-
Security	Stay the same	56%	54%	47%	45%		Trainer / Instructor	Stay the same	78%	-	-	-
Security	Decrease	3%	1%	3%	2%		Trainer / Instructor	Decrease	6%	-	-	-
Cloud	Increase	35%	43%	52%	42%		QA / Testing	Increase	21%	33%	39%	-
Cloud	Stay the same	62%	56%	46%	55%		QA / Testing	Stay the same	74%	66%	59%	-
Cloud	Decrease	3%	1%	2%	3%		QA / Testing	Decrease	5%	1%	2%	-
Mobile	Increase	26%	40%	45%	44%		Help Desk / Technical Support	Increase	21%	35%	38%	35%
Mobile	Stay the same	70%	58%	53%	52%		Help Desk / Technical Support	Stay the same	72%	62%	54%	58%
Mobile	Decrease	4%	2%	2%	3%		Help Desk / Technical Support	Decrease	7%	2%	9%	7%
Project Management	Increase	30%	42%	39%	49%		Architect	Increase	31%	42%	47%	48%
Project Management	Stay the same	67%	55%	61%	48%		Architect	Stay the same	67%	57%	50%	51%
Project Management	Decrease	4%	3%	0%	3%		Architect	Decrease	2%	1%	2%	1%
Data Analytics	Increase	35%	41%	44%	48%		Networking	Increase	27%	41%	46%	-
Data Analytics	Stay the same	62%	56%	53%	51%		Networking	Stay the same	70%	58%	49%	-
Data Analytics	Decrease	3%	3%	3%	1%		Networking	Decrease	3%	1%	4%	-
Software Engineers / Developers / DevOps	Increase	40%	49%	50%	53%		Business / Systems Analyst	Increase	26%	39%	45%	45%
Software Engineers / Developers / DevOps	Stay the same	58%	50%	49%	45%		Business / Systems Analyst	Stay the same	71%	60%	53%	53%
Software Engineers / Developers / DevOps	Decrease	2%	2%	1%	3%		Business / Systems Analyst	Decrease	3%	1%	2%	2%

Q: How do you expect your IT staff's salaries to change in 2018 versus 2017 for the following skill sets? [move the slider]

Note: Data may not equal 100% due to rounding.

SALARIES & SKILLS

HIRING EXPECTATIONS

	2018		2017		2016		2015	
	Full-Time	Contingent	Full-Time	Contingent	Full-Time	Contingent	Full-Time	Contingent
Increased	41%	34%	45%	43%	43%	41%	40%	36%
Stayed the same	50%	56%	47%	44%	47%	51%	50%	54%
Decreased	8%	11%	8%	13%	10%	8%	10%	10%

Q: How much do you expect hiring to change for FULL-TIME/CONTINGENT IT headcount in 2018 versus 2017? [select only one]

REASONS FOR INCREASING HIRING

Replacement/backfilling	39%
Adding new headcount	23%
Both	38%

Q: What is your organization's primary purpose for increasing IT hiring? [select only one]
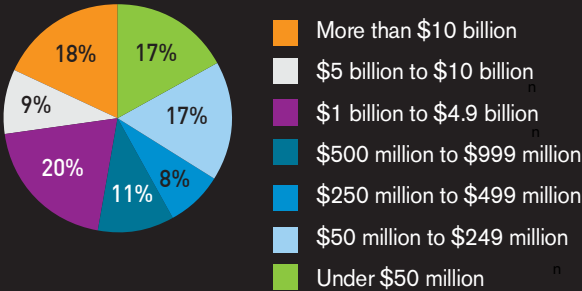**Asked among those who expect to increase hiring*

CURRENT IT TEAM

	2018	2017	2016	2015
Traditional full-time IT employees	75%	76%	80%	77%
Contingent IT workers	27%	24%	20%	23%

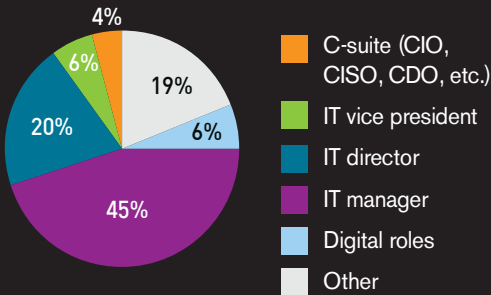*Q: What is the approximate make-up of your current IT department? [select only one]*

METHODOLOGY

In September 2017, TEKsystems conducted an online survey of more than 1,000 IT leaders. Respondents represented a wide range of job titles, and across company sizes, industries and geographies.
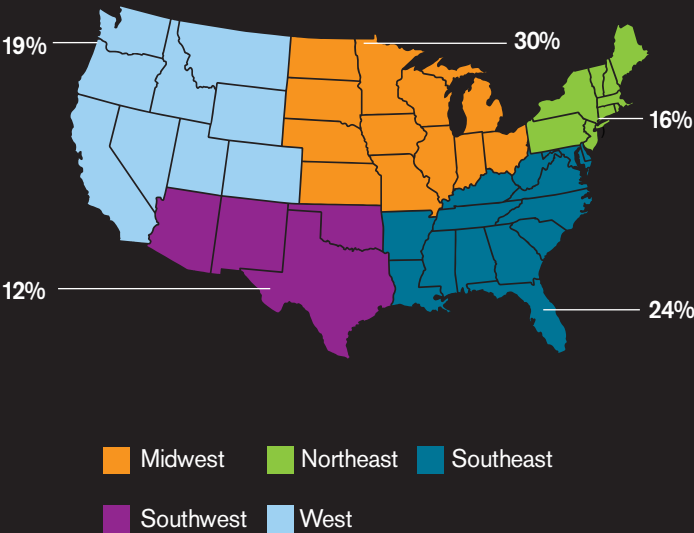
COMPANY SIZE

Pie chart values: 18%, 17%, 17%, 8%, 11%, 20%, 9%

- More than $10 billion
- $5 billion to $10 billion
- $1 billion to $4.9 billion
- $500 million to $999 million
- $250 million to $499 million
- $50 million to $249 million
- Under $50 million

JOB TITLES

Pie chart values: 4%, 19%, 6%, 45%, 20%, 6%

- C-suite (CIO, CISO, CDO, etc.)
- IT vice president
- IT director
- IT manager
- Digital roles
- Other

U.S. REGION

- 19%
- 30%
- 16%
- 12%
- 24%

- Midwest
- Northeast
- Southeast
- Southwest
- West

INDUSTRIES

Industry	%
Information Technology (hardware, software, services)	18%
Healthcare Providers	17%
Banking and Financial Services	15%
Manufacturing	8%
Educational Services	6%
Government / Public Administration	5%
Telecommunications	5%
Transportation and Warehousing	4%
Retail	4%
Energy and Utilities	3%
Construction	2%
Accommodation and Food Services	2%
Leisure and Hospitality	2%
Life Sciences, Pharmaceutical, Biotech	2%
Wholesale Trade	1%
Other	6%

Note: Data may not equal 100% due to rounding.

About TEKsystems

People are at the heart of every successful business initiative. At TEKsystems, we understand people. Every year we deploy over 80,000 IT professionals at 6,000 client sites across North America, Europe and Asia. Our deep insights into IT talent management enable us to help our clients achieve their business goals—while optimizing their IT workforce strategies. We provide IT staffing solutions and IT services to help our clients plan, build and run their critical business initiatives. Through our range of quality-focused delivery models, we meet our clients where they are, and take them where they want to go, the way they want to get there.

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