Nelson Frank Salary Survey
2019/20

AN INDEPENDENT STUDY OF SALARIES AND MARKET TRENDS ACROSS THE GLOBAL SERVICENOW® COMMUNITY
WELCOME

I’M PROUD TO INTRODUCE THE DEBUT EDITION OF THE NELSON FRANK SALARY SURVEY, AN INDEPENDENT ANNUAL REPORT ON THE SALARIES, BENEFITS AND COMPENSATION, MARKET TRENDS, AND DEVELOPMENTS ACROSS THE GLOBAL SERVICENOW COMMUNITY.

ServiceNow is an exciting and evolving technology with incredible business potential. Over 5,000 enterprise customers all over the world are turning to the platform to digitize their workflows. With 90% of organizations taking their business into the cloud, it comes as no surprise that we’ve experienced such an incredible boom in demand for skilled professionals specializing in technologies like ServiceNow.

The Nelson Frank Salary Survey aims to give a clear snapshot of what it takes to succeed in the ServiceNow community and help you work towards your professional ambitions. I believe that together we can drive high-caliber talent into this competitive ecosystem through education, cross-training initiatives, and diversity programs.

I would like to personally thank everyone who took the time to share their thoughts in this first edition of our survey. It’s imperative that we continue to report on the industry as it develops, and your feedback is central to the creation and success of next year’s report. Let us know your thoughts and comments by emailing survey@nelsonfrank.com.

Whether you’re looking to bring fresh talent into your business this year, or simply want to take your career to the next level, we hope you find this report beneficial.

James Lloyd-Townshend
Chairman and CEO
Nelson Frank
ABOUT NELSON FRANK

NELSON FRANK IS THE GLOBAL LEADER IN SERVICESNOW RECRUITMENT, WORKING WITH ORGANIZATIONS AND JOB SEEKERS GLOBALLY TO FIND AND DELIVER THE BEST SERVICESNOW PROFESSIONALS IN THE WORLD.

Whether you’re a ServiceNow professional, partner, or end user embarking on your next staffing project, our consultants are ready to counsel you on the right options to suit your needs and goals.

We focus solely on ServiceNow recruitment, so our people have an unrivaled understanding of the challenges organizations face and the opportunities available to skilled candidates.

TYPICAL SERVICESNOW ROLES WE RECRUIT FOR:

- Solution Architects
- Solution Consultants
- Technical Consultants
- Implementation Consultants
- Presales Consultants
- User Experience Analysts
- Configuration Management
- (CMDB) Analysts
- Business Analysts
- Systems Administrators
- Lead Developers
- Software Developers
- Account Managers
- Project Managers

CANDIDATE SEARCH

WE OFFER THE MOST COMPREHENSIVE ONLINE DATABASE OF HAND-PICKED SERVICESNOW PROFESSIONALS.

Nelson Frank’s Candidate Search tool was specifically created to help our clients access the widest range of high-quality job seekers. Our database contains the top ServiceNow professionals, vetted and shortlisted by our experienced recruitment consultants.

HOW TO USE OUR CANDIDATE SEARCH

- Enter a search into the online database and filter the results by skills, location, industry sector, job title, availability and many other parameters.
- View online profiles of ServiceNow professionals qualified by our recruitment consultants.
- Save your searches or sign up for our email service that will alert you to any new applicants that match your requirements.
- Request resumes of candidates that are of interest to you.

Try the Candidate Search for free: nelsonfrank.com/hireservicenow
SURVEY METHODOLOGY

This salary survey report is based on information self-reported by a total of 886 ServiceNow professionals, spanning a wide range of job titles, industries, and geographic locations.

Each survey response has been validated using robust statistical analysis and automated data validation rules in order to be included in the final results set. Any data profiles that do not pass our validation rules and statistical analysis, or that are deemed questionable, incomplete, or duplicate, were removed to provide meaningful results.

Individual and personal salary information from survey responses is used in an aggregated and anonymized sense and is used solely for benchmarking purposes. No information given is in connection with any individual role or hiring decision.

The following should be taken into account when interpreting the data in this salary survey:

- Not all percentages will add up to 100% as some questions are multiple choice.
- Where questions are single choice, not all responses will total 100% due to rounding.
- Findings based on small numbers (i.e. <5%) should be interpreted with caution, with results taken as indicative only.
- For questions that required a qualitative (open) response, there may be some overlap in the quotes used to identify the themes, with quotes illustrating more than one theme.
- Themes identified when grouping qualitative responses are displayed in no particular order of importance.

KEY FINDINGS

CERTIFICATIONS
92% of respondents believe that ServiceNow certifications make them more valuable within the market. We reveal which certifications you should be gaining.

EMPLOYEE BENEFITS
Our respondents reveal the most common employee benefits they receive.

REMOTE WORKING
78% of professionals reported working from home at least one day a week.

EARNING POTENTIAL
We uncover the six factors most likely to impact your earning potential.

PROJECT WORKLOAD
82% of partners expect their ServiceNow workload to increase in the coming year.
SURVEY DEMOGRAPHICS

GEOGRAPHICAL SPLIT - GLOBAL

United States 61%
India 10%
United Kingdom 8%
Australia 6%
Canada 4%
Rest of the World 10%

GEOGRAPHICAL SPLIT - TOP US STATES

Texas 10%
California 9%
Virginia 6%
New York 5%
Pennsylvania 5%
Illinois 5%
Arizona 4%
New Jersey 4%
Florida 4%
Minnesota 3%

BREAKDOWN BY AGE

18-24 yrs 5%
25-34 yrs 41%
35-44 yrs 28%
45-54 yrs 17%
55+ yrs 8%

1% of respondents did not specify their age

BREAKDOWN BY GENDER

Over three quarters of professionals that responded to the survey (79%) were male. Less than one fifth (18%) were female. 1% identified as transgender, whilst 3% of participants did not specify their gender.

BREAKDOWN BY ETHNICITY

White/Caucasian 55%
Asian 26%
Hispanic/Latino 5%
Black/African/Caribbean 4%
Multiple ethnic groups 2%
Native Hawaiian/Pacific Islander 1%
Arab 1%

8% of respondents did not specify their ethnicity
EMPLOYMENT

EMPLOYMENT STATUS

- Permanent, full-time: 85%
- Permanent, part-time: 1%
- Freelance/contract: 12%
- Unemployed: 1%
- Sabbatical: 1%

EMPLOYER TYPE

- End user (i.e. a ServiceNow customer): 48%
- ServiceNow partner/reseller: 42%
- Independent software vendor (ISV): 3%
- Other: 6%

‘Other’ responses included, but were not limited to, independent consultant or a vendor employee.

LENGTH OF TIME WITH EMPLOYER

- Less than 1 year: 30%
- 1-2 years: 29%
- 3-5 years: 23%
- 6-10 years: 11%
- More than 10 years: 7%

INDUSTRIES

INDUSTRY SECTOR BREAKDOWN

- IT Services/Consultancy: 43%
- Health/Life Sciences: 7%
- Financial Services: 6%
- Professional Services: 4%
- Banking and Finance: 4%
- Software/Internet: 4%
- Education: 3%
- Insurance: 3%

SIZE OF ORGANIZATION

Over a quarter of professionals that responded to the survey (29%) work at a large enterprise with more than 10,000 employees.
EXPERIENCE

OVERALL EXPERIENCE

When asked about their experience working in the technology industry, 35% of professionals who took part in the survey had over 19 years' experience, while 26% had between 11 and 18 years' experience. Only 5% of the professionals surveyed had worked in the tech industry for two years or less.

SERVICENOW EXPERIENCE

The majority of respondents (35%) have 19 or more years' experience overall, but three to six years of experience with ServiceNow (56%), demonstrating the growing trend of professionals cross-training into a more lucrative career working with ServiceNow products.

“ServiceNow offers seasoned professionals and fresh talent excellent opportunities for training, development and gaining new certifications. This is something employers should take into account when it comes to building professional development programs as it’s a major factor in a candidate’s decision making process.

In a market as fiercely competitive as this, offering the right upskilling opportunities can have a significant impact not only on attracting the best talent, but retaining it too. This is especially the case when giving exposure to cutting edge modules such as SecOps, GRC, HR, PPM, CSM.”

MICHAEL GREEN
Vice President, Nelson Frank

CORE SKILL SET

We asked participants to report which ServiceNow products they have worked with in the last five years.

ServiceNow IT Service Management 91%
ServiceNow IT Operations Management 60%
ServiceNow IT Business Management 47%
ServiceNow Software Asset Management 43%
ServiceNow Governance, Risk, and Compliance 23%
ServiceNow Security Operations 14%
Other 23%

‘Other’ products used were ServiceNow Customer Service Management, ServiceNow HR Service Delivery, ServiceNow Service Portal, and the use of customized ServiceNow applications.

EDUCATION

EDUCATION LEVEL

53% of participants hold at least a Bachelor’s degree or equivalent, a further fifth (21%) hold a Master’s degree qualification or equivalent, while the remaining respondents (26%) haven’t studied at a college level.

SUBJECTS STUDIED

- Computer Science 45%
- IT Support/Web Development 13%
- Business Administration 10%
- Other 32%

‘Other’ responses included Engineering, Electrical and Mechanical Engineering, and Computer Science combined with another subject.

LEARNING RESOURCES

RECOMMENDED ONLINE RESOURCES AND BLOGS

There are a wide range of online learning resources for ServiceNow professionals - including our ServiceNow blog over at nelsonfrank.com/servicenow-blog

Below is a list of online resources to help you improve your understanding and application of ServiceNow, as recommended by our respondents:

• ServiceNow Community Pages: community.servicenow.com
• ServiceNow Slack community: sndevs.slack.com
• Code Creative: codecreative.io
• Service Matters: servicematters.com
• Independent ServiceNow blog: serviceportal.io
• LinkedIn community groups – User Community Pages
• YouTube: youtube.com/user/ServiceNowCommunity
CERTIFICATIONS

SERVICE NOW CERTIFICATION

- System Administrator: 84%
- Implementation Specialist: 37%
- Application Developer: 30%
- Other: 21%

‘Other’ certifications mentioned included the recently launched ServiceNow micro-certifications, ServiceNow Certified Trainer and product-specific certifications including CIS - Software Asset Management, CIS – HR, CIS - Customer Service Management and CIS – Discovery.

IMPACT ON SALARY AFTER CERTIFICATION

Post-certification, respondents reported an average salary increase of 21%. And 92% of respondents told us that ServiceNow certifications make them more valuable within the hiring market.

EMPLOYER CONTRIBUTIONS

We asked whether employers contributed towards the cost of certifications. Around two thirds of respondents surveyed reported that their employer paid for their certifications in full, while 7% of respondents had their certifications partially funded by their employer.

YOUR VIEWS

THE VALUE OF CERTIFICATIONS

Proof of knowledge and understanding

“It is proof of dedication and of a certain level of knowledge. It shows you at least put in the time to study, take the exam, and pass.”

PRACTICE LEAD
Aged 35-44 years, United States

“ServiceNow Certifications are proof that someone has taken the time and effort to learn an industry standard for practice/knowledge.”

DEVELOPER
Aged 25-34 years, United States

“Organizations (potential customers) consider certifications a means to value your knowledge/understanding of ServiceNow.”

TECHNICAL CONSULTANT
Aged 45–54 years, Canada

Credibility

“They offer a sense of marketability and confidence in the skillset.”

PROJECT MANAGER
Aged 25–34 years, United States

Valued by employers

“It shows prospective employers/clients that you understand the environment as well as the vocabulary used.”

TECHNICAL ADVISOR
Aged 45–54 years, United States
EMPLOYEE RETENTION

JOB SATISFACTION

Participants were asked to rate their satisfaction with a number of work factors. Respondents were most satisfied with their colleagues (74%), the hours they work (69%) and their office location (68%).

Two thirds (66%) of respondents are satisfied overall with their job.

SALARY SATISFACTION

Almost half (47%) of respondents believe they are well paid for the work they do, while 53% of respondents felt that they were either undercompensated or unsure about how much they should be paid.

MOST COMMON EMPLOYEE BENEFITS

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Laptop</td>
<td>78%</td>
</tr>
<tr>
<td>Health insurance</td>
<td>73%</td>
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<tr>
<td>Working from home</td>
<td>67%</td>
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<tr>
<td>Life insurance</td>
<td>60%</td>
</tr>
<tr>
<td>Dental plan</td>
<td>58%</td>
</tr>
<tr>
<td>Flexible working</td>
<td>54%</td>
</tr>
<tr>
<td>401(k) match</td>
<td>53%</td>
</tr>
<tr>
<td>Bonus pay</td>
<td>47%</td>
</tr>
</tbody>
</table>

DAYS SPENT WORKING FROM HOME

The majority (78%) of professionals who took part in the survey reported working from home at least one day a week.

<table>
<thead>
<tr>
<th>Days per Week</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 day per week</td>
<td>29%</td>
</tr>
<tr>
<td>2 days per week</td>
<td>11%</td>
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<tr>
<td>3 days per week</td>
<td>6%</td>
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<tr>
<td>4 days per week</td>
<td>4%</td>
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<tr>
<td>5 days per week</td>
<td>29%</td>
</tr>
<tr>
<td>Never</td>
<td>22%</td>
</tr>
</tbody>
</table>

PAID TIME OFF

Respondents received on average 18 days’ paid time off (PTO) a year.

“An increasing number of tech professionals are prioritizing remote work over other benefits when it comes to making their next career move. As an employer, the option to work remotely—even if that’s just a couple of days a week—could be what tips the scales in your favor when making that all important job offer.

This flexibility gives employees an opportunity to improve their work-life balance, decrease commuting time, and increases job satisfaction. From a business perspective, remote work significantly improves productivity, efficiency, and employee retention. With the ServiceNow market continuing to be highly competitive, and companies understanding the advantages of remote work, this benefit is becoming increasingly more popular.”

JEFFREY CHORPENNING
Senior Vice President, Nelson Frank
MOVEMENT

Almost a third (32%) of permanent employees who responded to the survey expect to leave their job in the coming year, with 23% of these respondents actively looking for a new role. A further 21% are unsure whether they will stay or go.

Interestingly, of those that expect to leave their employer in the next 12 months, only 29% were dissatisfied with their job.

REASONS FOR CHANGING EMPLOYER

Among those who expect to leave their employer within the next year, 44% said that the main reason for leaving was a lack of a salary increase, followed by a lack of career progression (32%) and a need for new challenges (29%).

RELOCATION

Would consider relocating for work 45%
Would not consider relocating for work 31%
Not sure 24%

REASONS FOR RELOCATING

Opportunities
including more and better job opportunities, and to be given an opportunity to relocate.

Family and friends
including relocating to be close to family and friends, and choosing the location to move to based on its proximity to family or friends.

Better salary

Weather
including moving to somewhere with a warmer climate.

Having an appreciation of the area
including moving to a country because they like it, in some cases after having lived there previously.

DESTINATIONS

Top five countries listed for relocation
1 United States
2 United Kingdom
3 Canada
4 Australia
5 Europe

Top five US cities listed for relocation
1 Dallas, TX
2 Atlanta, GA
3 San Diego, CA
4 Tampa, FL
5 Seattle, WA

BENEFITS INFLUENCING ACCEPTING A JOB OFFER

Participants were asked to name the benefits that would affect their likelihood of accepting a new job offer. The ability to work from home was the most sought after perk, followed by health insurance and four weeks’ PTO.

1 Working from home
2 Health insurance
3 Four weeks PTO
4 401(k) match
5 Flexible working hours
6 Monthly / quarterly / annual bonus
7 Unlimited PTO
8 13th month pay
9 Education/training allowance
10 Company shares

Lack of salary increase
Lack of career prospects
Need new challenges
Lack of leadership
44% 32% 29% 26%
EARNING POTENTIAL

FACTORS AFFECTING EARNING POTENTIAL

Participants were asked to rate factors which could impact their earning potential.

- Useful
- Neutral
- Not useful

PAY INCREASE

Participants were asked whether they had ever experienced a pay rise and whether they had ever negotiated a pay increase themselves. The results show that 81% of respondents have had a pay increase, and more than half (52%) have negotiated a pay increase.

When comparing the difference in pay increases between male and female respondents, 82% of male respondents have experienced an increase compared to 77% of women. More than half (54%) of male respondents negotiated a pay increase compared to only 38% of female respondents.

YOUR VIEWS

REASONS FOR NOT NEGOTIATING A PAY INCREASE

I felt undeserving

“I did not believe I deserved one, and I didn’t know if I even qualified for more.”

DEVELOPER

Aged 35–44 years, United States

I felt uncomfortable asking

“I don’t feel comfortable negotiating for increases. It takes a lot to work up the confidence to argue for recognition for achievements let alone raises.”

DEVELOPMENT MANAGER

Aged 35–44 years, Canada

Salary increases are based on performance reviews

“All my employers, current and previous, determined my pay based on performance reviews and no opening for any negotiation.”

SENIOR DEVELOPER

United States

Salary increases are based on tenure, not ability

“I always have gotten a merit increase every year for 28 years.”

ADMINISTRATOR

Aged 45–54 years, United States

“I have always worked for large companies that do increases on a set timeframe.”

SOLUTION ARCHITECT

Aged 55–64 years, United States

I only negotiate when starting a new job

“I only do that when I start the job. I’ve found that it is much tougher to change once working.”

TECHNICAL CONSULTANT

Aged 45–54 years, United States
DIVERSITY

DIVERSITY POLICY STATEMENTS

Almost two thirds (61%) of respondents are aware of their employer’s diversity statement. However a significant portion of respondents (29%) simply aren’t sure whether their company has a diversity statement.

- 61% My employer has a clear diversity statement
- 8% My employer doesn’t have a clear diversity statement
- 3% Not applicable
- 29% Don’t know / not sure

EQUAL PAY

- Yes, I believe my employer pays men and women equally 63%
- Partially, as I do not think this is the same for all my female colleagues 5%
- Partially, as I do not think this is the same for all my male colleagues 2%
- No, I do not believe that my employer pays men and women equally 6%
- I don’t know / not sure 23%

While 63% of respondents felt that their employer paid equal pay for equal work, regardless of gender, a further 23% did not know whether their employer was a fair employer in this regard.

Interestingly, 69% of male respondents felt that their employer paid equal pay for equal work, regardless of gender, compared to only 37% of female respondents.

INCLUSION

Most survey respondents (79%) think that the company they work for is an equal rights employer, although 7% believe that more could be done.

- Yes, my employer champions equal working rights 79%
- No, I feel more could be done 7%
- I don’t know / not sure 14%

81% of male respondents believe that their employer is an equal rights employer compared to 69% of female respondents.

13% of female respondents feel that more could be done for their employer to be an equal rights employer, compared to 6% of men.

SENTIMENTS ON COMPANY DIVERSITY

When asked to expand on what improvements their employer could make in order for them to be an equal rights employer, responses included a need for salary transparency, equal opportunities for growth and progression, more women in employment, and changes to work culture.

“The fact that almost a third of respondents remain uncertain about their employer’s diversity statement could suggest a lack of internal marketing to support it. The bigger your business is, the more vital it is that you work on promoting your diversity statement across departments and office locations. It could be as simple as raising awareness through a company newsletter, organizing events to support diversity initiatives, or providing training to educate your workforce on the ins and outs of your organization’s diversity and inclusion protocols.”

ZOE MORRIS
President, Nelson Frank
CONTRACTOR FOCUS

MOVING FROM PERMANENT TO CONTRACT

Almost a third (32%) of permanent employees would consider switching to contract working. We asked these respondents which factors would be most likely to cause them to consider this move.

- Autonomy to choose own work
- Independence
- Increased flexibility
- An increase in earnings
- Professional development

REASONS FOR MOVING TO PERMANENT WORK

If the right position came along, 63% of contract workers would consider switching to a permanent role. We asked these respondents which factors would be most likely to cause them to consider this move, with the reasons given grouped within four key themes.

- Improved salary
- The offer of flexible working
- Growth opportunities
- Great benefits package

END USER FOCUS

IMPLEMENTING SERVICENOW

Participants were asked if they had ever been involved in a ServiceNow implementation.

- Yes, from a different ITSM system: 49%
- Yes, from another legacy system: 25%
- No: 26%

REASONS FOR IMPLEMENTING SERVICENOW

Respondents also told us that they implemented ServiceNow to consolidate other tools being used, while some commented on the scalability and customization of ServiceNow.

- Product functionality: 79%
- Moving to the cloud: 47%
- Ease of user adoption: 35%
- Ease of implementation: 29%
- Cost reduction: 26%
- Need for global capabilities: 25%
- Integration of third-party vendors: 22%
- No confidence in previous vendor: 22%
**END USER FOCUS**

**IMPLEMENTATION STRATEGIES**

- In-house employee(s) 65%
- ServiceNow partner 62%
- ServiceNow professional services 31%
- Contractor 30%
- Other 6%

Participants whose implementation was conducted in-house were asked to rate their experience. Just under a third (31%) of respondents rated the service as excellent and a further 31% rated it as good.

Of those that used an external implementation partner, over half considered the provider to be either good (33%) or excellent (22%).

The average time taken to complete an implementation project was between four and six months.

**LEGACY SOFTWARE**

Participants were asked what ITSM product, or alternative legacy software, their current or previous employer used before switching to ServiceNow.

Respondents also told us that they’d previously used Altiris, Atlassian JIRA, HP Service Manager, HP Service Manager, Ivanti HEAT, and Salesforce.

**END USER FOCUS**

**DELAYS TO IMPLEMENTATION**

Almost a third (31%) of respondents involved in an implementation experienced a delay during their ServiceNow project. These delays lasted on average between one and three months. Factors causing ServiceNow go-live delays included:

- Unforeseen customizations 54%
- Poor planning prior to migration 46%
- Staff shortage 35%
- Data migration issues 35%

Respondents also reported delays due to staff training (29%), issues with testing (25%) and budget shortages (17%).

**MOST POPULAR SERVICENOW PRODUCTS**

<table>
<thead>
<tr>
<th>Product Category</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>ServiceNow IT Service Management</td>
<td>95%</td>
</tr>
<tr>
<td>ServiceNow IT Operations Management</td>
<td>56%</td>
</tr>
<tr>
<td>ServiceNow Software Asset Management</td>
<td>37%</td>
</tr>
<tr>
<td>ServiceNow Business Management</td>
<td>33%</td>
</tr>
<tr>
<td>ServiceNow Governance, Risk and, Compliance</td>
<td>21%</td>
</tr>
<tr>
<td>ServiceNow Security Operations</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>13%</td>
</tr>
</tbody>
</table>

‘Other’ responses include, but were not limited to, ServiceNow HR Service Management, ServiceNow Orchestration, and ServiceNow Discovery.
YOUR VIEWS

BENEFITS OF IMPLEMENTING SERVICENOW

Streamlined business processes
“Consolidating multiple solutions into one, enabling better practices for ITSM, ITOM, ITBM.”
ADMINISTRATOR/ANALYST
Aged 55–64 years, USA

Ease of use
“The ease for the users and the ability to make changes easily.”
PROJECT MANAGER
Aged 25–34 years, USA

Customizable
“Freedom to modify almost anything and to create scoped applications and thereby migrate other applications into ServiceNow.”
PERMANENT SERVICENOW PROFESSIONAL
Aged 55–64 years, USA

Scalability
“Automation and Scalability.”
DIRECTOR
Aged 35–44 years, USA

Automation
“Automating workflow for shared services - including finance, HR, and technology.”
CHIEF INFORMATION AND TECHNOLOGY OFFICER
Aged 55–64 years, USA

Improved reporting
“Full ITSM software with better reporting and features.”
PROJECT MANAGER
Aged 45–54 years, USA

Improved work processes
“Better processes were implemented. More capability to do everything. Better ITSM approach and adoption.”
TECHNICAL CONSULTANT
Aged 45–54 years, USA

YOUR VIEWS

MAIN CONSIDERATIONS WHEN IMPLEMENTING SERVICENOW

Managing data migration
“Data migration and archiving legacy data, analysis of current processes and mapping them to best practice then designing and implementing a reasonable solution in ServiceNow.”
SYSTEMS MANAGER
Indeterminate age, USA

Challenges around user adoption
“Lack of process change to adapt to the new system, rushed implementation, under-resourcing of the project, and an expectation that ServiceNow would fix our data and process issues, rather than give us an opportunity to fix them.”
SYSTEMS ANALYST
Aged 35–44 years, Australia

Lack of product knowledge internally
“Lack of understanding and people to help implement.”
FREELANCE PROJECT MANAGER
Aged 45–54 years, UK

Existing bad practices
“Bringing bad practices from previous systems to ServiceNow.”
DEVELOPER
Aged 25–34 years, USA

Getting buy-in from business management
“Getting buy-in from upper management (expensive solution that they did not understand).”
ADMINISTRATOR/ANALYST
Aged 55–64 years, USA

Customization
“Integration with 3rd party tools and heavy customization.”
TECHNICAL CONSULTANT
25–34 years, Singapore
PARTNER FOCUS

PROJECT WORKLOAD

ServiceNow partners were asked whether there had been a change in the amount of ServiceNow projects that they were involved with in the last 12 months. 79% reported an increase in projects and a further 12% reported no change. Only 2% told us that it had decreased.

Looking ahead, 82% of respondents expect the amount of ServiceNow work that they are involved in to increase in the coming year.

Given that 79% of respondents have already experienced an increase in work in the last year, it’s a positive sign that partners expect the amount of ServiceNow work to continue to increase.

SALARY TABLE METHODOLOGY

THE SALARY TABLE DATA WAS ANALYZED FROM A NUMBER OF DATA POINTS. THESE INCLUDE SALARY DATA SELF-REPORTED FROM THE SALARY SURVEY RESPONDENTS, AND SERVICENOW VACANCIES AND PLACEMENTS DATA FROM ROLES REGISTERED WITH NELSON FRANK IN THE LAST TWELVE MONTHS*.

The resulting data is then verified by our specialist teams, who apply their own insight and knowledge of the wider market to ensure that the data is accurate with respect to base salary, seniority or experience, job title, technology, and location.


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US Cities Atlanta, Boston, Chicago 36
US Cities Columbus, Dallas, Denver 37
US Cities Los Angeles, Miami, Minneapolis 38
US Cities New York, Philadelphia, Phoenix 39
US Cities San Francisco, Seattle 40
US Cities Washington D.C. 41
United Kingdom 42
Australia 43

Discover how much you could be earning
### UNITED STATES ($)

<table>
<thead>
<tr>
<th></th>
<th>Permanent</th>
<th>Freelance</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Junior (0-3 yrs)</td>
<td>Mid (4-7 yrs)</td>
</tr>
<tr>
<td>Administrator</td>
<td>90,000</td>
<td>105,000</td>
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<tr>
<td>Business Analyst</td>
<td>83,000</td>
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</tr>
<tr>
<td>Developer</td>
<td>104,000</td>
<td>136,000</td>
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<tr>
<td>Functional Architect/Consultant</td>
<td>-</td>
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<tr>
<td>Implementation Specialist</td>
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<tr>
<td>Technical Architect</td>
<td>-</td>
<td>164,000</td>
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</tbody>
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*Salaries are correct at time of printing, but for up to date information please contact Nelson Frank directly.*

### US CITIES ($)

#### ATLANTA, GE

<table>
<thead>
<tr>
<th></th>
<th>Permanent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Junior (0-3 yrs)</td>
</tr>
<tr>
<td>Administrator</td>
<td>73,800</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>68,900</td>
</tr>
<tr>
<td>Developer</td>
<td>82,600</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>-</td>
</tr>
<tr>
<td>Functional Consultant</td>
<td>67,800</td>
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#### BOSTON, MA

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<tr>
<td></td>
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<tr>
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<td>72,500</td>
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<tr>
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<td>70,200</td>
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<tr>
<td>Developer</td>
<td>94,700</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>-</td>
</tr>
<tr>
<td>Functional Consultant</td>
<td>-</td>
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#### CHICAGO, IL

<table>
<thead>
<tr>
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<tbody>
<tr>
<td></td>
<td>Junior (0-3 yrs)</td>
</tr>
<tr>
<td>Administrator</td>
<td>82,200</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>67,300</td>
</tr>
<tr>
<td>Developer</td>
<td>87,100</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>-</td>
</tr>
<tr>
<td>Functional Consultant</td>
<td>95,500</td>
</tr>
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# US CITIES ($)

<table>
<thead>
<tr>
<th>US CITIES ($)</th>
<th>Permanent</th>
<th>US CITIES ($)</th>
</tr>
</thead>
<tbody>
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<td></td>
<td>Junior (0-3 yrs)</td>
<td>Mid (4-7 yrs)</td>
</tr>
<tr>
<td><strong>COLUMBUS, OH</strong></td>
<td></td>
<td></td>
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<tr>
<td>Administrator</td>
<td>75,800</td>
<td>94,600</td>
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<tr>
<td>Business Analyst</td>
<td>70,300</td>
<td>93,900</td>
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<tr>
<td>Developer</td>
<td>93,100</td>
<td>107,100</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>-</td>
<td>140,000</td>
</tr>
<tr>
<td>Functional Consultant</td>
<td>85,300</td>
<td>115,700</td>
</tr>
<tr>
<td><strong>DALLAS, TX</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrator</td>
<td>70,700</td>
<td>93,800</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>71,000</td>
<td>85,200</td>
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<tr>
<td>Developer</td>
<td>90,500</td>
<td>115,900</td>
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<tr>
<td>Technical Architect</td>
<td>-</td>
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</tr>
<tr>
<td>Functional Consultant</td>
<td>89,500</td>
<td>98,300</td>
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<tr>
<td><strong>DENVER, CO</strong></td>
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<td></td>
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<tr>
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<td>76,400</td>
<td>89,400</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>69,800</td>
<td>82,300</td>
</tr>
<tr>
<td>Developer</td>
<td>85,700</td>
<td>112,500</td>
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<tr>
<td>Technical Architect</td>
<td>-</td>
<td>134,200</td>
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<tr>
<td>Functional Consultant</td>
<td>88,700</td>
<td>113,500</td>
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<tr>
<td><strong>LOS ANGELES, CA</strong></td>
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<tr>
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<td>80,400</td>
<td>105,300</td>
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<td>102,400</td>
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<tr>
<td>Developer</td>
<td>94,700</td>
<td>124,100</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>-</td>
<td>167,000</td>
</tr>
<tr>
<td>Functional Consultant</td>
<td>85,500</td>
<td>99,500</td>
</tr>
<tr>
<td><strong>MIAMI, FL</strong></td>
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<td></td>
</tr>
<tr>
<td>Administrator</td>
<td>81,300</td>
<td>106,800</td>
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<tr>
<td>Developer</td>
<td>93,600</td>
<td>124,700</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>-</td>
<td>146,000</td>
</tr>
<tr>
<td>Functional Consultant</td>
<td>78,900</td>
<td>99,300</td>
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<tr>
<td><strong>MINNEAPOLIS, MN</strong></td>
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<td></td>
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<tr>
<td>Administrator</td>
<td>79,900</td>
<td>95,400</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>76,800</td>
<td>87,200</td>
</tr>
<tr>
<td>Developer</td>
<td>96,300</td>
<td>111,500</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>-</td>
<td>146,800</td>
</tr>
<tr>
<td>Functional Consultant</td>
<td>90,500</td>
<td>119,400</td>
</tr>
</tbody>
</table>
| US CITIES ($) | Permanent | | | | | NEW YORK, NY | | | | | | Administrator | 81,300 | 111,000 | 129,500 | | Business Analyst | 71,100 | 91,800 | 114,900 | | Developer | 102,500 | 134,200 | 178,500 | | Technical Architect | - | 145,700 | 221,300 | | Functional Consultant | 86,500 | 130,000 | 162,600 | | PHILADELPHIA, PA | | | | | | Administrator | 85,600 | 105,400 | 124,100 | | Business Analyst | 81,400 | 99,900 | 123,600 | | Developer | 106,600 | 127,300 | 146,100 | | Technical Architect | - | 142,000 | 164,000 | | Functional Consultant | 86,400 | 115,900 | 132,100 | | PHOENIX, AZ | | | | | | Administrator | 72,000 | 85,200 | 110,600 | | Business Analyst | 70,900 | 84,300 | 101,500 | | Developer | 87,700 | 102,400 | 122,600 | | Technical Architect | - | 135,900 | 142,100 | | Functional Consultant | 88,900 | 115,600 | 136,700 | | SAN FRANCISCO, CA | | | | | | Administrator | 89,400 | 109,500 | 121,400 | | Business Analyst | 86,900 | 120,200 | 127,300 | | Developer | 115,800 | 136,200 | 162,000 | | Technical Architect | - | 168,400 | 194,200 | | Functional Consultant | 84,900 | 127,800 | 143,100 | | SEATTLE, WA | | | | | | Administrator | 80,200 | 97,300 | 110,300 | | Business Analyst | 75,400 | 93,500 | 105,300 | | Developer | 100,600 | 121,200 | 146,600 | | Technical Architect | - | 143,600 | 182,400 | | Functional Consultant | 80,000 | 116,700 | 127,700 | | *Salaries are correct at time of printing, but for up to date information please contact Nelson Frank directly.*
## WASHINGTON D.C. ($)

<table>
<thead>
<tr>
<th></th>
<th>Permanent Non-Cleared</th>
<th>Secret Clearance</th>
<th>TS Clearance</th>
<th>TS/SCI (CI &amp; FS Poly)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>JUNIOR</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrator</td>
<td>79,420</td>
<td>105,200</td>
<td>113,100</td>
<td>122,000</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>100,000</td>
<td>111,900</td>
<td>118,100</td>
<td>122,400</td>
</tr>
<tr>
<td>Developer</td>
<td>87,400</td>
<td>115,000</td>
<td>125,200</td>
<td>127,800</td>
</tr>
<tr>
<td><strong>MID</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrator</td>
<td>118,400</td>
<td>110,600</td>
<td>117,700</td>
<td>124,000</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>120,900</td>
<td>122,300</td>
<td>123,200</td>
<td>132,600</td>
</tr>
<tr>
<td>Developer</td>
<td>130,400</td>
<td>136,900</td>
<td>145,100</td>
<td>150,400</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>145,700</td>
<td>149,300</td>
<td>152,700</td>
<td>210,100</td>
</tr>
<tr>
<td><strong>SENIOR</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrator</td>
<td>130,600</td>
<td>138,200</td>
<td>142,400</td>
<td>153,300</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>150,000</td>
<td>155,300</td>
<td>159,000</td>
<td>165,500</td>
</tr>
<tr>
<td>Developer</td>
<td>155,100</td>
<td>164,300</td>
<td>171,300</td>
<td>180,300</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>175,300</td>
<td>180,100</td>
<td>188,200</td>
<td>205,000</td>
</tr>
</tbody>
</table>

*Cleared Professionals typically earn 15% or more than non-Cleared colleagues

## UNITED KINGDOM (£)

<table>
<thead>
<tr>
<th></th>
<th>Permanent Junior (0-3 yrs)</th>
<th>Permanent Mid (4-7 yrs)</th>
<th>Permanent Senior (8 yrs+)</th>
<th>Freelance Range (per day)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator / Analyst</td>
<td>30,000</td>
<td>46,000</td>
<td>56,000</td>
<td>350-450</td>
</tr>
<tr>
<td>Business / Systems Analyst</td>
<td>30,000</td>
<td>55,000</td>
<td>70,000</td>
<td>400-550</td>
</tr>
<tr>
<td>Consultant - Functional</td>
<td>48,000</td>
<td>65,000</td>
<td>75,000</td>
<td>550-700</td>
</tr>
<tr>
<td>Consultant - Technical</td>
<td>46,000</td>
<td>60,000</td>
<td>73,000</td>
<td>500-600</td>
</tr>
<tr>
<td>Developer / Programmer</td>
<td>40,000</td>
<td>58,000</td>
<td>70,000</td>
<td>550-700</td>
</tr>
<tr>
<td>Practice Lead</td>
<td>49,000</td>
<td>64,000</td>
<td>82,000</td>
<td>600-700</td>
</tr>
<tr>
<td>Project Manager</td>
<td>56,000</td>
<td>73,000</td>
<td>84,000</td>
<td>450-600</td>
</tr>
<tr>
<td>Solutions Architect</td>
<td>46,000</td>
<td>54,000</td>
<td>92,000</td>
<td>600-800</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>62,000</td>
<td>87,000</td>
<td>108,000</td>
<td>700-850</td>
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</table>

*Salaries are correct at time of printing, but for up to date information please contact Nelson Frank directly.
AUSTRALIA (AU$)

<table>
<thead>
<tr>
<th>Position</th>
<th>Permanent*</th>
<th>Freelance (per day)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Junior (0-3 yrs)</td>
<td>Mid (4-7 yrs)</td>
</tr>
<tr>
<td>Administrator / Analyst</td>
<td>75,000</td>
<td>95,000</td>
</tr>
<tr>
<td>Business / Systems Analyst</td>
<td>75,000</td>
<td>95,000</td>
</tr>
<tr>
<td>Consultant - Functional</td>
<td>70,000</td>
<td>95,000</td>
</tr>
<tr>
<td>Consultant - Technical</td>
<td>100,000</td>
<td>125,000</td>
</tr>
<tr>
<td>Developer / Programmer</td>
<td>100,000</td>
<td>125,000</td>
</tr>
<tr>
<td>Practice Lead</td>
<td>-</td>
<td>170,000</td>
</tr>
<tr>
<td>Project Manager</td>
<td>120,000</td>
<td>135,000</td>
</tr>
<tr>
<td>Solutions Architect</td>
<td>-</td>
<td>140,000</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>-</td>
<td>150,000</td>
</tr>
</tbody>
</table>

*Salaries exclude superannuation and are correct at time of printing, but for up to date information please contact Nelson Frank directly.

NELSON FRANK TECH ACADEMY

THE NELSON FRANK TECH ACADEMY IS A FULLY FUNDED TWO-YEAR PROGRAM FOR VETERANS WITH AN ACTIVE CLEARANCE AND TWO YEARS OF IT EXPERIENCE.

Led by a retired Veteran, the course equips candidates with the skills, guidance and support needed to build a successful and fulfilling ServiceNow career as an administrator, developer, implementer or manager.

The program begins with an intensive 10-week paid training course, which runs across several training paths—depending on candidates’ interests and skills—and is delivered by certified ServiceNow trainers.

The course blends up-to-date, practical IT skills with the soft skills employers demand, culminating in industry-recognized ServiceNow certifications (CSA, CIS-ITSM, CAD).

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nelsonfrank.com/join-tech-academy