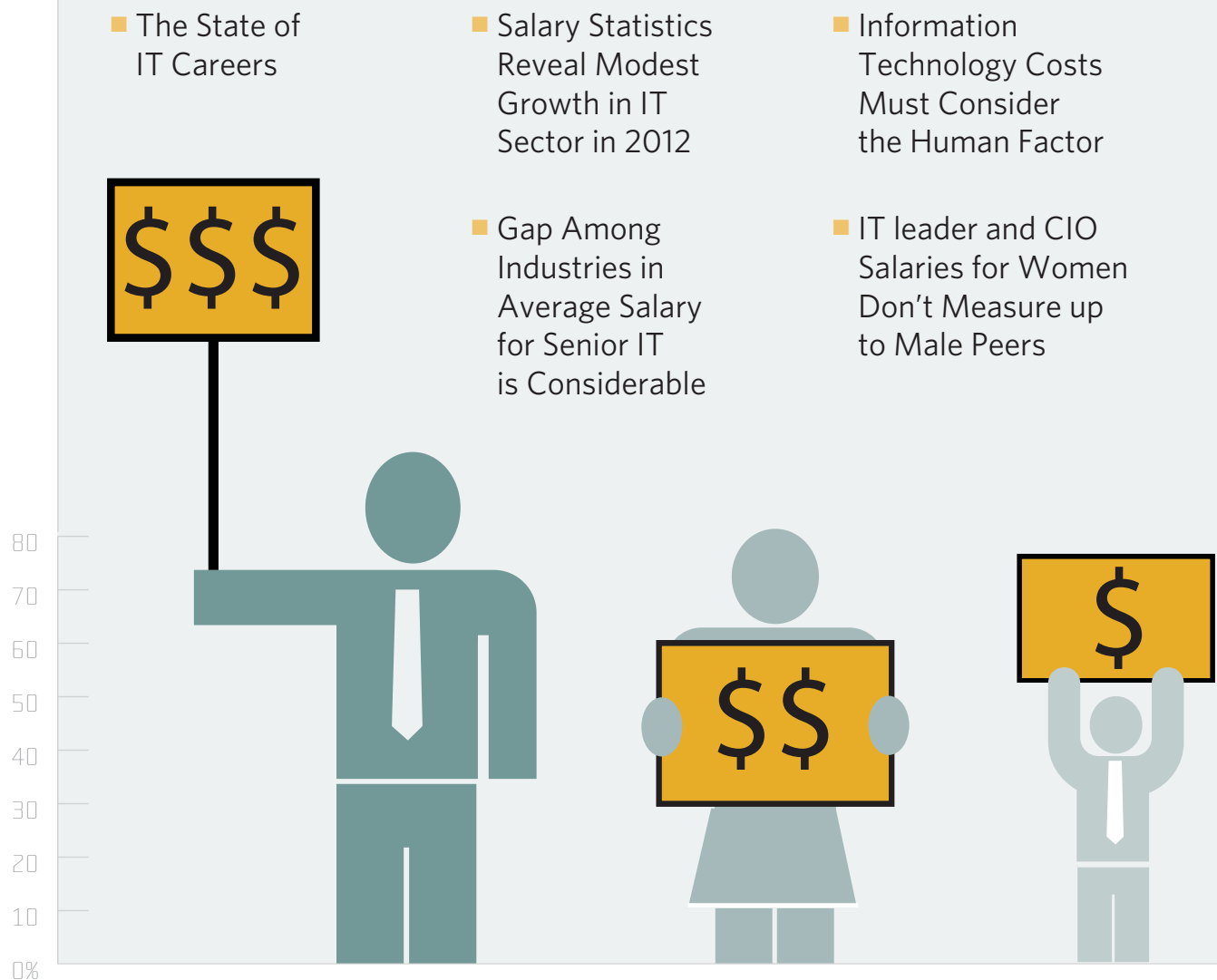


IT SALARY SURVEY 2012: PAYCHECKS, PRIDE AND PEACE OF MIND

TechTarget's annual IT Salary Survey delves into executive and staff salary trends, pay by industry and the factors that contribute to job satisfaction.



THE STATE OF IT CAREERS

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"IT'S NOT ABOUT THE MONEY" is common refrain we hear from highly paid athletes when we know that, really, it's all about *"show me the money."* In other professions—such as information technology or teaching or journalism—a modest salary is sometimes enough. That's not to say that IT pros don't want to make as much as possible, but many other factors play into career choices: The stability of the company, the co-workers, the quality of the work and so on.

When TechTarget sets out to survey IT salaries every year, we are careful to not only ask about the dollars but also about job and workplace satisfaction, and the results can be illuminating, as SearchCIO.com News Director Linda Tucci writes as part of this series of articles. A systems engineer at a two-year college makes \$70,000 and knows he could make more somewhere else but likes where he is because "four-year institutions tend to be more com-

partmentalized, and IT departments compete for resources," he said. "I've done the risk vs. rewards, and right now I like stability."

Also in this study is data about how salaries break down by industry. We found that in certain industries, like financial services, there are large gaps between what rank-and-file IT pros make vs. their bosses. That is not surprising. But there's a whole other group—which includes government, education, retail and health care—where the gap is much smaller. Also be sure to look at our story on what women in IT are making, and keep in mind that even though IT is a great job, it can also be a great career, and the opportunities are out there—if you know where to look. ■



SCOT PETERSEN
Editorial Director,
CIO/IT Strategy
TechTarget

SALARY STATISTICS REVEAL MODEST GROWTH IN IT SECTOR IN 2012

TechTarget's latest salary statistics show average pay raises and salary rates for the most frequently found roles in IT organizations.

By Wendy Schuchart

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IN THE IT industry, it's no surprise that the big money comes from the coffers of larger companies. TechTarget's IT Salary Survey 2012

looks at the latest salary statistics and delves into the differences between the average salaries of senior IT leaders and IT talent at enterprise organizations, as well as between CIO and CTO average salary rates. If 2012 was any indication, typical IT staffers shouldn't hold their breath waiting for an average yearly raise greater than 4% in 2013.

The salary survey, conducted among readers across TechTarget's network of sites, gathered 2,277 responses from IT professionals in North America, including 778 senior IT leaders who were vice presidents or CIOs or who reported to a C-level

executive. Participants in the salary survey reported having specialties in 40 areas of IT, and they hailed from all 50 U.S. states, Canada and Mexico.

Salary averages were in direct correlation with the role the survey respondents played in the IT organization. Respondents who held senior IT leadership positions—vice president or CIO—or who reported to a C-level executive reported salaries that were on average about 15% higher than those of the professionals who reported to them.

On average, senior IT leaders reported an average salary of \$104,589, compared to the \$88,763 average salary that was reported by general IT staff and subject matter experts. This delta remained consistent in all companies with fewer than 1,000 employees. But for enterprise

TABLE 1:

SALARIES BY POSITION

Survey data shows that average salaries among IT professionals differ greatly according to position.

TITLE	ENTERPRISE	MIDMARKET	SMB	OVERALL AVERAGE
Analyst (internal)	\$79,445	\$71,480	\$75,708	\$76,747
Architect (any technology)	\$122,419	\$113,248	\$105,615	\$119,279
CIO	\$164,750	\$139,866	\$85,600	\$126,827
CSO/CISO	\$110,382	\$83,086	\$128,333	\$106,445
CTO	\$231,667	\$137,750	\$144,636	\$155,625
Data Center Manager/Architect	\$117,458	\$112,000	\$79,000	\$103,607
Database Administrator	\$94,688	\$86,465	\$68,500	\$91,523
Developer	\$93,935	\$83,164	\$82,619	\$88,004
Director of Business Applications	\$130,479	\$110,444	\$110,200	\$119,491
Director of IS/MIS/IT	\$135,852	\$97,478	\$117,422	\$117,625
EVP/SVP/VP of Business Applications	\$193,833	\$162,000	\$118,000	\$167,900
EVP/SVP/VP of IT/MS/IT	\$148,444	\$148,818	\$109,778	\$141,582
IT Manager	\$109,538	\$82,519	\$78,568	\$93,640
IT Staff	\$77,985	\$67,893	\$47,787	\$72,717
Network Manager/Administrator/Engineer	\$82,327	\$71,520	\$55,486	\$73,934
Programmer/Developer	\$95,073	\$81,838	\$80,525	\$88,149
Project Manager	\$108,403	\$93,567	\$93,735	\$102,912
Risk Manager/Compliance/Privacy Officer	\$100,279	\$125,500	\$173,143	\$117,281
Security Manager	\$109,195	\$93,743	\$102,912	\$104,287
Systems Manager/Administrator	\$81,962	\$75,987	\$61,970	\$77,226
Telecommunications Manager	\$81,962	\$75,987	\$61,970	\$79,700

SOURCE: TECHTARGET'S IT SALARY SURVEY 2012

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companies, senior IT leaders made an average of 25% more than their reports.

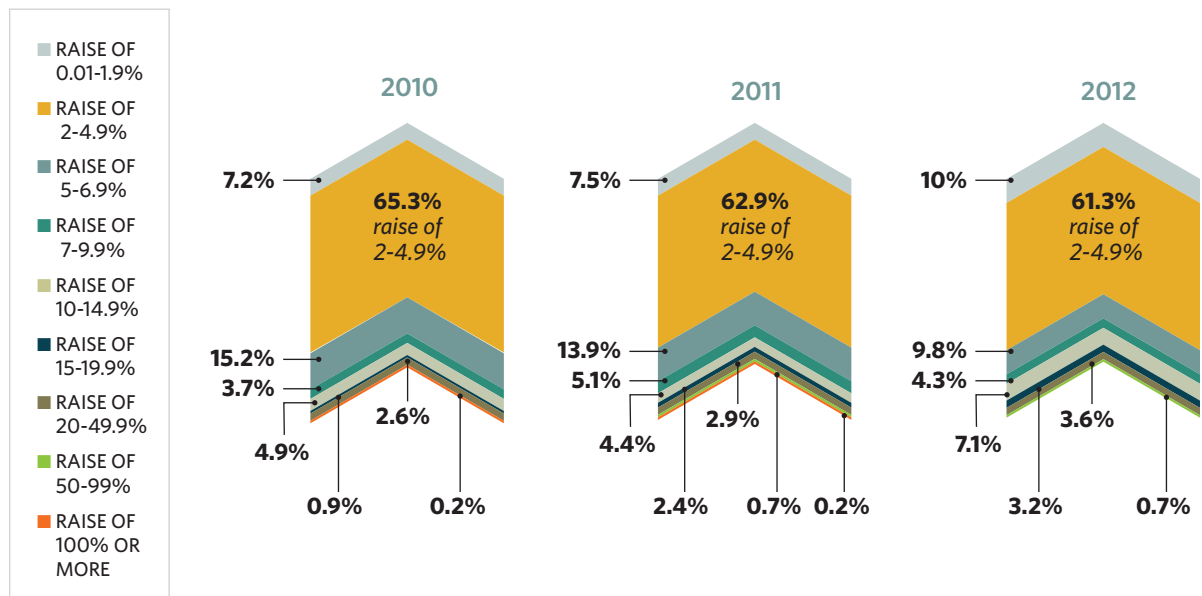
Across the board, company size was a predictor of salary—professionals at smaller companies made significantly lower average salaries than professionals at larger ones. The salary statistics suggest that senior IT leaders at organizations

with fewer than 100 employees actually receive lower pay, on average, than general IT staff and subject matter experts at companies with more than 1,000 employees. The average salary for senior IT leaders at small companies is \$92,303, compared with \$93,165 for general IT staff members at enterprise companies.

FIGURE 1:

AVERAGE PAY RAISES FROM 2010 TO 2012

The majority of respondents received an average yearly raise of 2% to 4.9% in 2012.



SOURCE: TECHTARGET'S IT SALARY SURVEY 2012

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SALARY STATISTICS BY JOB TITLE

Across the salary survey, the average highest-paying IT position was the position the survey titled EVP/SVP/VP of Business Applications (see **TABLE 1**, page 4). Survey respondents who identified themselves as an executive vice president, senior vice president or vice president of business applications reported an average salary of \$167,900. Their individual base salaries were widely spread between \$56,000 and \$300,000 annually.

Survey respondents who identified themselves as chief technology officer (CTO) reported an average salary of \$155,625, and CTOs' base salaries ranged from \$80,000

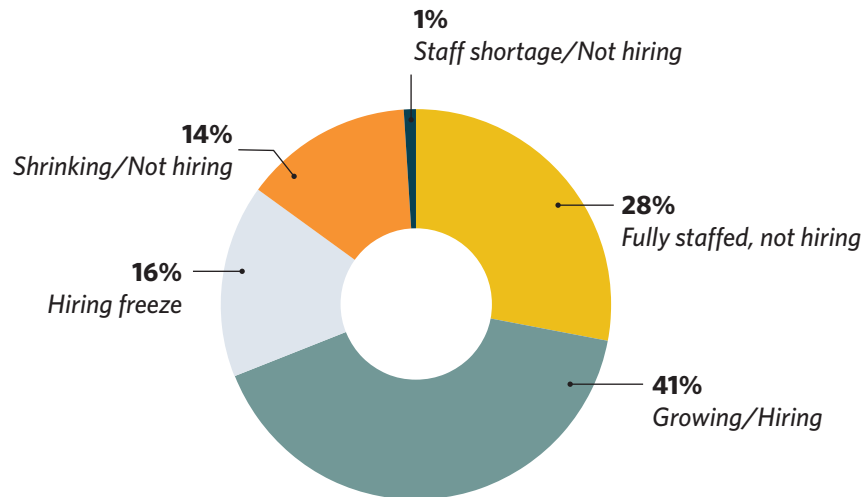
to \$275,000. Meanwhile, CIOs reported an average salary that was \$30,000 less than the average salary reported by CTOs, and CIOs' base salaries varied more, ranging from \$45,000 to \$360,000.

In general, CTOs reported larger average salaries: Among CTOs, 85% reported earning more than \$110,000, while 58% of CIOs reported the same income marker. CIOs in larger, enterprise-level companies tended to earn average salaries that were larger than CTOs' average salaries—\$164,750 was the average salary reported by CIOs in enterprise organizations—but similarly, CTOs in enterprise-level organizations also reported a higher average salary

FIGURE 2:

IS YOUR IT DEPARTMENT FULLY STAFFED?

The recession is still having an impact on IT departments, with most respondents reporting that they are not hiring.



SOURCE: TECHTARGET'S IT SALARY SURVEY 2012

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(\$231,667 average salary).

"In my mind, the 'right' salary for a CIO depends on the size of the institution, its complexity and your negotiation skills," said Jaime Manriquez, CTO at the Santa Cruz County Bank in California. "A CIO touches every corner of the institution and feels he or she should be under the same compensation as the business executives."

The lowest average salary rates were reported by respondents who identified themselves as being in the survey categories of IT Staff and Network Manager/Administrator. The average salaries across the board for those individuals were the lowest, at \$72,717 and \$73,934 respectively,

but professionals in those roles in organizations with fewer than 100 employees reported the lowest average salaries of any group in the survey (\$47,787 and \$55,486, respectively).

INSIGHT INTO THE AVERAGE YEARLY RAISE

If 2012 is any indication, the average pay raise for 2013 is going to be modest. By far the majority of respondents (61%) received an average yearly raise of 2.0% to 4.9% (see **FIGURE 1**, page 5) with another 10% of respondents receiving an average pay raise of 0.01% to 1.9%. Although the number of respon-

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dents receiving an average pay raise of .01% to 1.9% has climbed over the last three years of TechTarget's IT salary surveys (up from 7.2% in 2010), so has the number of respondents receiving more than a 7% average raise. In 2010, 12.4% of survey takers reported receiving an average pay raise of 7.0% or higher. In 2011, the percentage of survey takers in that group rose to 15.7%; and in 2012, about one in five survey takers reported average raises higher than 7.0%.

Here are a few more takeaways from TechTarget's IT Salary Survey 2012:

- The majority (47%) of respondents had been in their current roles for one to five years. About one-quarter (24%) had been in their roles for six to 10 years. And although the average time spent in any given role is usually less than 10 years, the majority of respondents had been in the IT field from 11 to 20 years (42%), and more than one-third (36%) of respondents had been in the IT field for more than 21 years.
- One-fifth (22%) of respondents said they were happy in their current roles, while almost half (47%) had their eyes on internal advancement in the next three to five years in either IT or

another area of the business. Only 17% said they were interested in leaving their current organization.

- IT staff working in larger companies were more likely to report being contacted by recruiters. More than 70% of respondents in enterprise organizations had been tapped by executive headhunters, compared to 57% of respondents in companies with fewer than 100 employees.

About half (57%) of the salary survey respondents said their overall compensation had improved or increased compared to 2011, while 17% said that it had declined or taken a negative turn. In TechTarget's 2011 salary survey data, the statistics were nearly identical, with 56% reporting a positive trend compared to 2010.

There are strong indicators that the recession is still having an impact on IT departments, but an optimistic 41% of survey respondents reported that their IT departments are growing or are actively hiring (see **FIGURE 2**, page 6). Almost one-third (30%), however, reported their departments are shrinking or under a hiring freeze, while 1% reported they currently have a staff shortage but are not able to fill the positions. ■



GAP AMONG INDUSTRIES IN AVERAGE SALARY FOR SENIOR IT IS CONSIDERABLE

When senior IT leaders want to bulk up their salaries, choosing the right industry is important. By Linda Tucci

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DOES IT MATTER to which industry senior IT leaders take their talents? For those who measure their success in dollars, the answer is an unambiguous "yes."

According to TechTarget's IT Salary Survey 2012, the average salary of survey respondents in senior IT roles, including CIO, chief technology officer (CTO) and IT positions reporting to the C-suite, differed by as much as 80% by industry.

Average salaries for senior IT ranged from \$146,000 in the manufacturing (IT-related) industry to a low of \$80,991 in the education industry (see **TABLE 2**, page 10). The data is based on responses from 778 senior IT leaders working in 22 industries.

The linkages among industries that

pay well and those that don't will take some teasing out. The senior IT pay-by-industry pecking order, however, does show a clear trend when the average salary data from 1,499 general IT staff people is also considered. The disparity in pay between senior and junior people is much more pronounced in the highest-paying industries. Not only do the haves have more than their peers, but they also have much more than junior folks in their own industries.

General IT people employed by industries ranking in the top one-third in senior IT pay earn, on average, only 74% of what their senior IT peers make per year. The biggest gap is in top-ranked IT-related manufacturing, where the rank and file makes only 68% of what senior IT is paid:

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- Manufacturing (IT-related)
- Financial
- Computer and data processing/consulting
- Research and development
- Telecommunications/communications carrier
- Business services/consulting
- Entertainment

In contrast, general IT staff people working in the second tier of industries earn 85% of what their bosses make:

- Technology service provider (ISP/application service provider/manufacturing service provider)
- Legal/insurance/real estate
- Media/marketing/advertising
- Manufacturing (non-IT)
- Value-added reseller/value-added distribution/systems and network integrator
- IT-related services
- Aerospace/defense

The bottom one-third of industries boasts the smallest gap between the upper echelon and the rank and file, with general IT staff making 94% of what their superiors earn:

- Medical/health care/pharmaceutical/biotech
- Wholesale/retail/trade (non-IT)
- Construction/mining/agriculture
- Government
- Nonprofit/trade association
- Automotive/transportation

- Energy/utilities
- Education

AVERAGE SALARY AND THE EASTERLIN PARADOX

Given the significant salary gap between high- and low-paying industries for senior IT leaders, one might expect these professionals to be jockeying to land jobs in sectors that pay the highest average salaries—or at least be unhappy that industries limit how much money they can make. However, this proved not to be the case for the senior IT survey respondents. Instead, they are more likely to embody the *Easterlin Paradox*, which argues that once people attain a certain level of economic stability in their own domain (the original data looked at countries), money no longer matters quite as much and is trumped by factors such as job satisfaction, quality of life and stability.

Job satisfaction is the main reason Tim Stockton plans to stay put. A systems engineer who reports to the CIO at Virginia Western Community College in Roanoke, Va., he is measured on systems uptime and innovation. A recent effort is his work on the school's move away from computer labs to a virtualized infrastructure that offers students anywhere, anytime access from their own devices.

Stockton said he could earn more—his salary is in the \$70,000

range—at a four-year institution but finds the environment at his two-year college less bureaucratic. “Four-year institutions tend to be more compartmentalized, and IT departments compete for resources,” he said. A private industry would also

pay him more, he added, but in a down economy where companies get downsized or bought, he prefers the stability of an institution that is one of the largest community colleges in the state and “isn’t going anywhere,” he said. The likelihood of

TABLE 2: IT SALARIES BY INDUSTRY

The average salary of survey respondents in senior IT roles, including CIO, chief technology officer and IT positions reporting to the C-suite, differed by as much as 80% by industry.

SALARY BY INDUSTRY	GENERAL IT STAFF	SENIOR IT LEADERS	SALARY AVERAGE
Aerospace/defense	\$94,167	\$98,548	\$94,996
Automotive/transportation	\$83,014	\$84,208	\$83,351
Business services/consulting (non-IT)	\$97,670	\$127,537	\$113,178
Computer and data processing/consulting	\$116,042	\$131,861	\$120,994
Construction, mining and agriculture	\$83,591	\$91,429	\$87,980
Education	\$73,313	\$80,991	\$76,286
Energy/utilities	\$93,145	\$83,800	\$90,972
Entertainment	\$85,483	\$118,875	\$98,840
Financial	\$96,459	\$139,009	\$112,971
Government	\$83,128	\$89,969	\$84,904
IT-related services	\$84,430	\$101,156	\$89,951
Legal/insurance/real estate	\$84,810	\$115,765	\$95,865
Manufacturing (IT-related)	\$99,653	\$146,200	\$110,678
Manufacturing (non-IT)	\$93,511	\$104,481	\$98,201
Media/marketing/advertising	\$89,631	\$106,903	\$97,482
Medical/health care/pharmaceutical/biotech	\$86,913	\$92,844	\$88,899
Non-profit/trade association	\$70,771	\$86,521	\$80,943
Other	\$85,676	\$92,687	\$87,954
Research and development	\$90,313	\$130,800	\$99,952
Technology service provider (ISP/ASP/MSP)	\$89,107	\$117,500	\$98,110
Telecommunications/communications carrier	\$93,788	\$130,600	\$100,362
VAR/VAD/sys/net integrator	\$98,333	\$103,000	\$100,667
Wholesale/retail/trade (non-IT)	\$85,087	\$92,404	\$88,063

SOURCE: TECHTARGET'S IT SALARY SURVEY 2012

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a college closing is small. "I've done the risk vs. rewards, and right now I like stability."

Also not driven by money is Jeff Swiney, director of IS and distribution at a small, fast-growing women's apparel chain. About 15 years older than Stockton, Swiney took a "significant cut in pay" to work in a business that not only taps his expertise in both IT and logistics but is also located in his beloved Tennessee, where he has family and grandchildren. In fact, his pay is under the retail industry's average salary of \$92,000 in the TechTarget survey, but he stands to make considerably more if the company goes public. "The quality of life made up for the pay," he said.

ALREADY ON TOP, WITH NOWHERE TO GROW

"Jim," a senior software architect at a large IT services provider on the East Coast, who needed to remain anonymous to discuss salary details, is in the top echelon of pay. An experienced IT professional in his mid-40s with a master's degree in electronics and telecommunications, he earns \$220,000 in salary and earned a \$6,000 bonus in 2011. For him, career development must focus on parameters other than just pay.

Jim joined his company in 2007 through an acquisition and considers himself fortunate to have made the leap at the cusp of a recession that

put many startups out of business. The last time he worked at a large company was during the dot-com bust, by way of an acquisition made just before the economy went sour.

"I'VE DONE THE RISK VS. REWARDS, AND RIGHT NOW I LIKE STABILITY."

—Tim Stockton

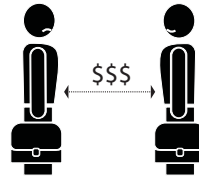
systems engineer, Virginia Western
Community College

"Large companies weather the storm better," he said. As a senior professional in the provider's research and development arm, Jim is measured on his ability to innovate, work creatively and bring projects to completion. He is open to making a move and is often contacted by recruiters, but he's finding that his salary is pricing him out of contention.

"They'll say, 'Oh, that is out of our range,'" he said, adding that this past downturn has been hard for IT professionals at the upper end of the scale. "Companies are not investing in expensive senior people." People like him used to be able to demand signing bonuses and were offered lucrative stock options. "You might still get those perks when you come aboard, especially in an acquisition, but once you're there, for sure they dry up," he said.

For all these reasons, Jim's

employment is dictated by three questions: Is the division he's in growing, and can he grow with it? What other divisions offer opportunities to grow? If advancement isn't possible, is it prudent to go to another startup? Some of his friends in Silicon Valley are making the leap now, but his sense is that the tech economy on the East Coast is not robust enough to warrant a move.



The big question going forward is whether the pay disparity between industries and the pay disparities between IT leaders and IT staff people remain stable. If IT folks in an industry are focused on how they are doing relative to others in the same industry, according to current trends in TechTarget's IT Salary Survey 2012, these disparities are likely to be with us for some time. ■

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INFORMATION TECHNOLOGY COSTS MUST CONSIDER THE HUMAN FACTOR

Exact costs vary by industry and company size, but the bottom line is clear: Businesses generally spend the most on employee compensation. By Scot Petersen

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ALTHOUGH SPECIFIC COSTS vary by industry and company size, businesses typically spend more on labor or employee compensation than on anything else. One notable exception is the airline industry, whose expense for fuel averages about even with labor costs, with each at

Information technology costs are a big chunk of business expenses too—[between 2% and 4% of revenue](#), according to Gartner Inc. But because much of IT costs also consist of human capital, it quickly becomes obvious why the role of IT and the [transformation of the IT department](#) for the future should be core strategic functions for CIOs—as much if not more so than which technology to buy and deploy.

TechTarget's IT Salary Survey

2012 examined IT careers, salaries, [job satisfaction](#) and drivers for productivity. The survey data showed what motivates IT workers and how different levels of IT employees are treated when it comes to compensation.

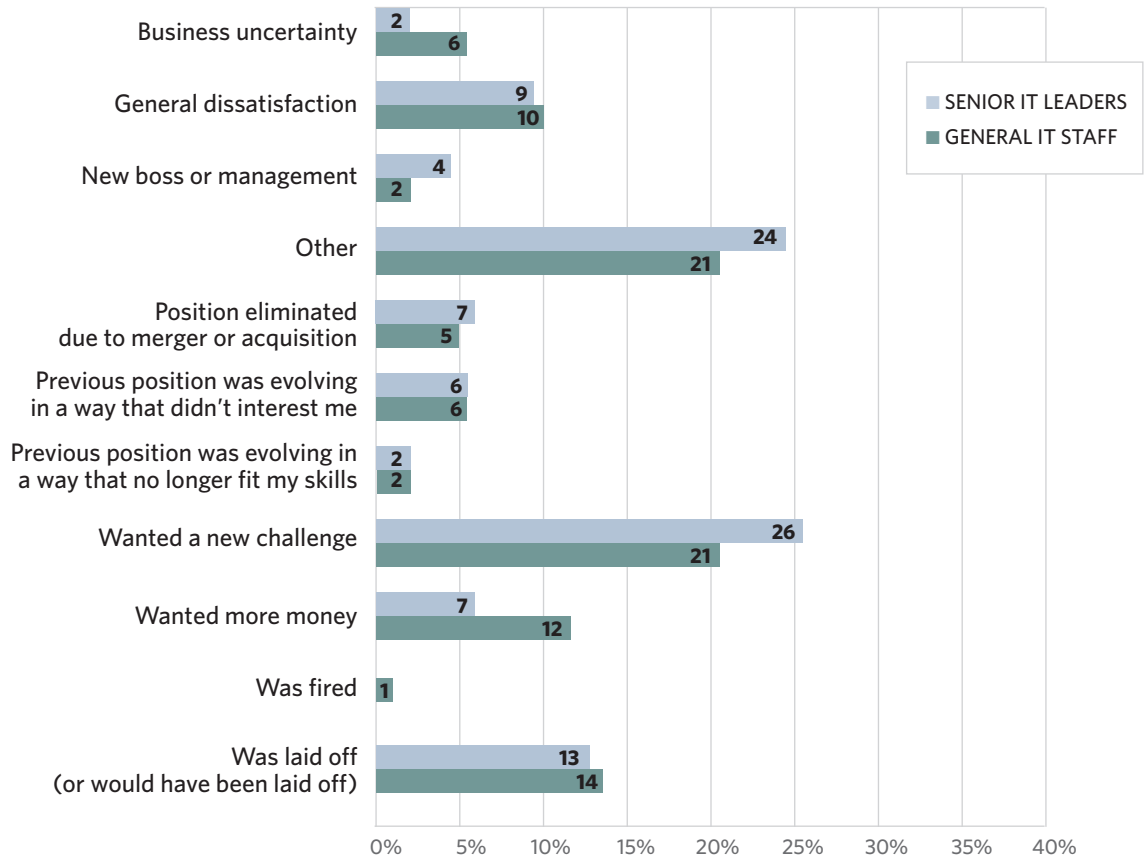
For instance, senior IT leaders are nearly four times more likely to leave their jobs because they need a new challenge (26%) than because they want higher pay (see **FIGURE 3**, page 14). Leaving for a new challenge is also important to IT staffers (21%), but leaving for more money is a bigger issue for them (12%) than for their bosses (7%).

Also, IT staffers (6%) are more likely than their senior IT leaders (2%) to leave because of business uncertainty. This makes sense if you consider that senior IT leaders have more insight into what's being

FIGURE 3:

WHY IT TALENT LEFT PREVIOUS POSITIONS

Senior IT leaders are more likely to leave their jobs in search of new challenges than for bigger paychecks..



SOURCE: TECHTARGET'S IT SALARY SURVEY 2012

done in the business to address the changing climate and are better able to gauge optimism about those changes.

The survey data also showed that the higher ranking the IT executive, the higher his or her [salary increase](#) is likely to be (see **TABLE 3**, page 15). In short, a majority of IT staff (64%) and senior IT employees (56%) received modest raises in

2012, ranging from 2% to 5%. For raises ranging from 20% to 50%, however, the parity no longer exists: Senior IT leaders were much more likely (8%) than their IT staff (2%) to be awarded big raises. This could be related to the fact that senior IT executives have compensation tied to the completion of a big project or for hitting ROI.

Clearly, general IT staff cannot

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TABLE 3:

SALARIES OF GENERAL IT STAFF VS. SENIOR IT LEADERS

The majority of both IT staff and senior IT employees received modest raises in 2012.

SALARY INCREASES	GENERAL IT STAFF	SENIOR IT LEADERS
0.01 - 1.9%	12%	6%
2 - 4.9%	64%	56%
5 - 6.9%	10%	9%
7 - 9.9%	3%	7%
10 - 14.9%	6%	9%
15 - 19.9%	2%	5%
20 - 49.9%	2%	8%
50 - 100%	1%	1%

SOURCE: TECHTARGET'S IT SALARY SURVEY 2012

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make these types of big increases, but this should be considered when a company tries to find skilled IT personnel for the types of [IT specialties](#) that will emerge over the next few years—in services management, collaboration and data analysis, among others. Perhaps a strategy



of giving incentives to certain low or mid-level workers to get retrained in needed areas will enable companies to retain workers rather than go through the time and expense of finding new ones. ■

*Additional reporting by
Wendy Schuchart.*

IT LEADER AND CIO SALARIES FOR WOMEN DON'T MEASURE UP TO MALE PEERS

What's behind the lagging CIO pay for women IT leaders?

By Karen Goulart

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GENDER MATTERS WHEN it comes to IT leader and CIO salaries. Data from TechTarget's IT Salary Survey 2012 shows that, in general, women CIOs and IT leaders are making less money annually than their male peers.

Of the 778 senior IT leaders surveyed, 138 female respondents who were either a vice president or CIO or reported into a C-level executive reported an average salary of \$86,294. The salary average for their 631 male peers was \$108,741. Moreover, a surprising 60% of female executives reported earning less than \$89,000 annually, compared to just 40% of their male peers reporting similar salary averages.

[Women in IT](#) are not alone when it comes to pay inequality. Disparity

in salary averages between genders continues to occur across industries, but it is disproportionately present among higher-level jobs, said Catherine Hill, research director at the American Association of University Women (AAUW), a Washington, D.C.-based women's equity advocacy organization. TechTarget's findings reflect national trends, including those found in the AAUW's 2012 study, [The Simple Truth About the Gender Pay Gap](#).

"Some of the biggest pay gaps are among the most highly educated women at leadership levels," Hill said. "Often we'll hear there's such great equality in a particular field because there are so many women in senior positions, but when you drill down you often find bigger pay inequality at the top."

According to 2011 U.S. Census

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Bureau data, about 6% of all women workers earned \$100,000 or more, compared to 15% of male workers. Put another way, Hill said, "Women make up about a quarter of workers earning \$100,000 or more annually but make up nearly half of the overall workforce."

The TechTarget IT Salary Survey 2012 reflected a similar gap in the upper ranks of CIO salaries. While more than 5% of men IT leaders reported salaries of \$190,000 or higher, only 1.5% of women matched those earnings. In fact, women earning average salaries higher than \$130,000 were a rarity (14%) compared with their male counterparts earning that rate (27.2%).

CIO SALARIES: SELF-ASSESSMENT KEY IN CORRECTING A PAY INEQUALITY

A few of the women who took TechTarget's IT Salary Survey 2012 said they were not surprised by the salary survey findings, although they weren't immediately willing to pin the disparity solely on gender. Their names have been changed, but their job titles and locations are real.

All of the [female IT professionals](#) who were interviewed maintain [leadership positions](#) that put them in charge of determining salaries of their team members, and they are acutely aware of sticking to metrics and keeping pay fair. It is sometimes a different story when it comes to their own pay.

WHILE MORE THAN 5% OF MEN IT LEADERS REPORTED SALARIES OF \$190,000 OR HIGHER, ONLY 1.5% OF WOMEN MATCHED THOSE EARNINGS.

In her current role, "Nancy," vice president of project management at a Seattle digital marketing company, said she is being fairly compensated, but this wasn't always the case. "Early on I approached my boss and provided him with examples of work I'd done and ended up getting a promotion as a result of that conversation, which I don't think would've happened otherwise," Nancy said. At first she didn't feel this was a gender issue, but upon further reflection, she saw a link. "It could be that men are more vocal about self-appraisal versus women," Nancy said.

Vocalizing her self-worth also made a big difference for "Paula." Today she is the IT manager at an Oregon-based direct marketing company. During the course of more than 20 years in the industry, her jobs have included programmer and manager of a [business intelligence](#) team. On average she makes about as much as her male counterparts but only after realizing that she had sold herself short, she said.

When Paula took her current posi-

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tion, she assumed her company could not afford to pay her more because it was a smaller business, she said. After being on the job for about a year, she learned that the previous CIO had earned significantly more. Despite having a sub-C-level title, Paula was [doing the same work](#) but was earning a lower salary. She put together a case for why she should be paid more and did get a sizable raise that put her on par with her predecessor. "If I had known about the previous CIO sooner, I would have been able to negotiate for a higher salary in the first place, leading back to the thought that we don't ask for enough," Paula said.

Paula is still earning slightly less than the previous CIO, but the gap is now smaller. That works for her for now because her [job satisfaction](#) is high. "I love my job, and having a sane place to work is priceless," she said.

Indeed, it's not unusual for job satisfaction to trump the desire for higher salaries. "Cynthia," IT director at a Pennsylvania university, said she agrees completely with the notion that women tend to have lower salary expectations and demands. She said she views this as unfortunate, but at the same time she is satisfied with what she makes, despite suspecting she may be getting shortchanged.

Cynthia said that during her 30-year IT career she has never

needed to negotiate her salary, which is in the average range of the TechTarget survey's IT leader and CIO salaries. However, she added that with her experience, advanced degree and certifications, she ought to be making more. But because of the specialized nature of her job over the years, her position isn't easily categorized, making it difficult to attach it to an industry standard or fight for pay equality.

IT'S NOT UNUSUAL FOR JOB SATISFACTION TO TRUMP THE DESIRE FOR HIGHER SALARIES.

"Personally, I have viewed my salary as the secondary salary in our household, and I still feel very blessed to be earning a 'secondary' salary that is more than the combined salary of some households," Cynthia said.

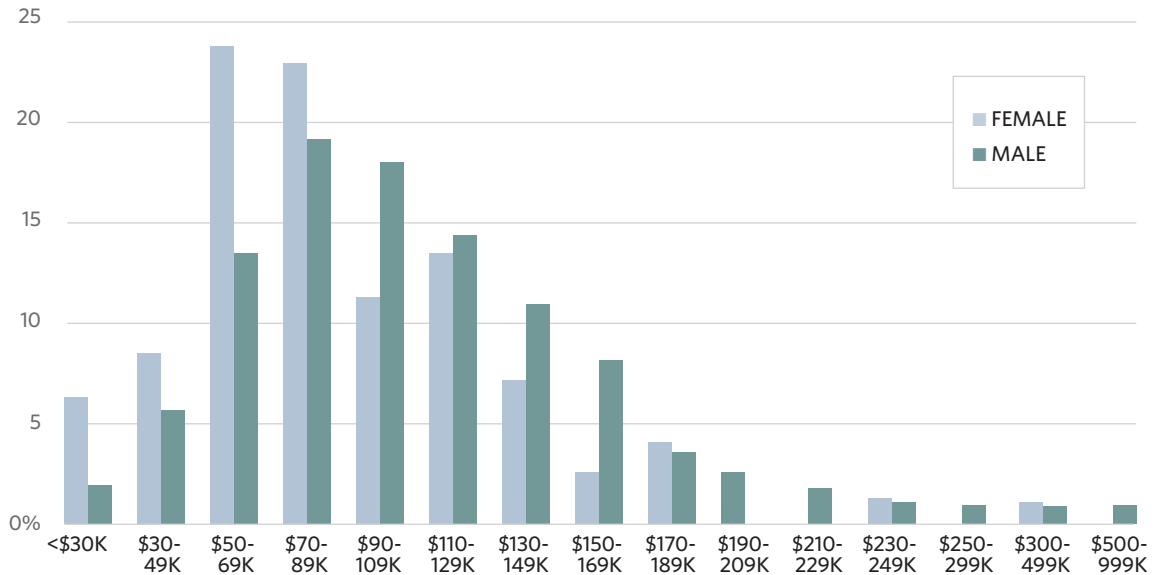
The underestimation of one's worth is not uncommon among working women in general, Hill said. But it is particularly high among better-educated women in what are considered historically male industries like science and medicine.

Although both women and men are loath to admit it, gender bias still exists and it comes from both sides, Hill said. She pointed to [a recent Yale University study](#) in which male and

FIGURE 4:

CIO SALARIES BY GENDER

Salary gaps still exist between men and women CIOs.



SOURCE: TECHTARGET'S IT SALARY SURVEY 2012

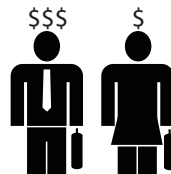
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female candidates for a chemistry lab manager job were presented to male and female scientists. Both the male and female scientists offered lower average salaries to the candidates with female-sounding names on the resumes.

When it comes to [CIO salaries and pay inequality](#) (see **FIGURE 4**), there are no easy answers. "There is a lot of evi-

dence that our biases are simply a part of how we perceive things; we don't hold these stereotypes consciously, and somehow that makes them even more dangerous, so we have to pay attention to them," Hill said. "Certainly there have been enormous gains for women in the workplace over the last 50 years, but there are still stereotypes that inform us." ■





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IT Salary Survey 2012:
Paychecks, Pride and Peace of Mind
is a TechTarget e-publication.

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