



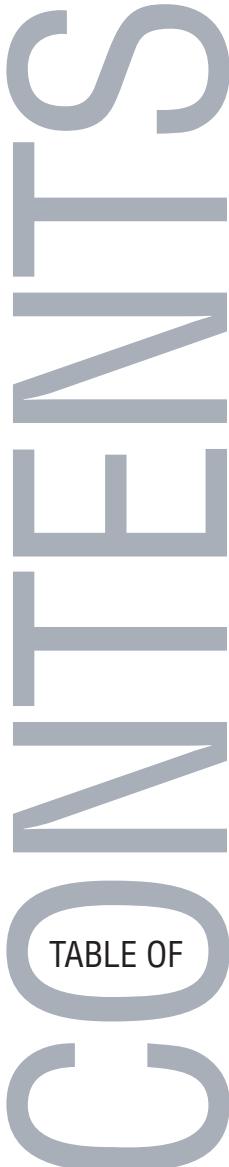
IT Salaries Show Slow Growth

Salaries are rising slightly, with median compensation for IT staff at **\$90,000** and for managers at **\$120,000**.

Here are 11 key insights that IT pros should take from the findings from our **14,000** survey respondents

By Chris Murphy



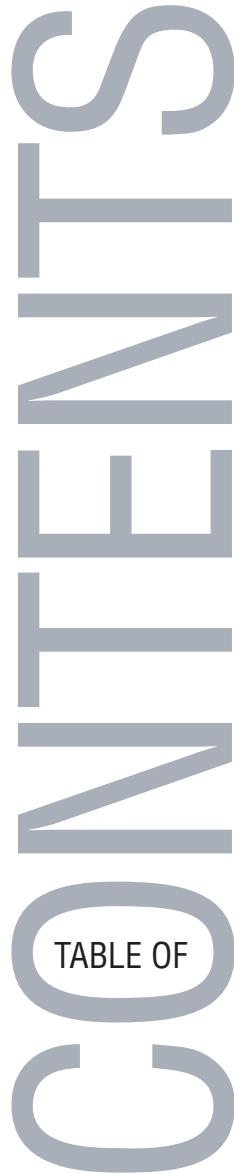


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SUMMARY

EXECUTIVE

IT is consistently cited as one of the most-promising U.S. careers, even with the rise of offshore outsourcing. As with most professions, however, compensation is rising only modestly. The IT field still pays well, with staffers earning \$90,000 in median total compensation and managers earning \$120,000, the 2013 *InformationWeek* U.S. IT Salary Survey finds. But compensation for staffers is flat compared with last year and up only 3% for managers.

Compensation varies substantially by skill and industry. Staffers focused on enterprise application integration earn a median \$110,000, those in general IT earn \$73,000 and those on the help desk earn \$55,000. A few staff specialties such as cloud computing (\$130,000), Web security (\$118,000) and mobile (\$111,000) pay even higher, though our survey sample sizes are small for those areas. Staffers with the IT architect title make a median \$130,000.

IT managers earn six-figure median compensation in 22 of 23 job categories — help desk managers are the exception, earning \$83,000. Among IT staffers, 13 of the 23 functions pay more than \$90,000, eight of them more than \$100,000.

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InformationWeek Reports' analysts arm business technology decision-makers with real-world perspective based on qualitative and quantitative research, business and technology assessment and planning tools, and adoption best practices gleaned from experience.

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Survey Name *InformationWeek 2013 U.S. IT Salary Survey*

Survey Date January 2013

Region United States

Number of Respondents 14,074

Purpose To track IT salary and compensation trends from the perspective of those on the front lines, *InformationWeek* conducts an annual U.S. IT Salary Survey. Now in its 16th year, it's the largest employee-based IT salary survey in the country. Last year, 13,880 full-time IT professionals completed the Web-based survey. This year, 14,074 took part. The goal of this trendable study is to measure various aspects of compensation, benefits and job satisfaction. This report focuses on the 7,810 IT staff and 6,264 IT managers who participated in the survey.

Methodology The survey was designed by *InformationWeek* and fielded online. The survey was promoted in *InformationWeek*'s daily and weekly newsletters. In addition, email invitations with an embedded link to the survey were sent to qualified IT professionals from *InformationWeek* Business Technology Network print, newsletter and event databases. The survey fielded from November 2012 to January 2013.

Unemployed and part-time workers were excluded from these results, as were respondents from outside the United States. This report uses median rather than mean or average figures for salary and percentage salary changes to eliminate distortions caused by extremes at either the high or low end of the responses.

2013 U.S. IT Salary Survey

This marks the 16th year of the *InformationWeek* U.S. IT Salary Survey, so we have data to track long-term trends. Compared with 10 years ago, few IT employers have dropped health insurance and 401(k) match benefits — the percentage of respondents receiving those benefits declined only a few points, to 81% and 70%, respectively. The one plunge is in “further education/training,” down from 45% for staffers and 46% for managers in 2004 to 29% for staffers and 28% for managers today. And people are our most important asset?

Here are some other data points that should serve as a warning for IT leaders looking to find and keep talented people.

>> Paychecks are barely thawing, but don't take your talent for granted.

Our Salary Survey shows IT pros getting small raises and only average bonuses despite signs that hiring is picking up. IT staffers report a median rise in total compensation of 1.1% and managers a rise of 2%. As recently as 2010, both staffers and managers reported a

Figure 1

Change in Base Salary

Median percentage change in base salary

	2011	2012	2013
Staff	0%	0.8%	1.0%
Management	1.0%	1.6%	1.7%

Base: 7,810 IT staff and 6,264 IT managers in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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change in median salary of 0%.

Bonuses are at best average across industries. The typical manager gets 8% of pay (\$10,000) from bonuses and other cash compensation beyond salaries, which is exactly the average bonus percentage over the past 14 years. Manager bonuses are significantly higher in some industries — as a percentage of total comp, bonuses in the financial, biotech, distribution, food and banking sectors all average in the low teens. Government, education and nonprofit employers pay their tech managers bonuses that average 2% or less of total comp. As for IT staffers, bonuses represented 3% of their total pay this year, a

notch below the 5% historical average.

IT hiring appears to be on the rise, even though we aren't seeing enough demand to drive pay spikes. IT accounted for 13% of the 88,000 net new jobs in the U.S. economy in March, according to a Foote Partners analysis of Bureau of Labor Statistics data. Monthly IT job growth in 2013 is 53% ahead of the pace last year, Foote finds.

A warning for managers: Even though salaries are growing slowly, don't kid yourself into thinking that your “great place to work” office environment will be enough to keep your most talented people if you're not staying competitive on pay. In our survey, staffers

FAST FACT**26%**

Share of staffers who put high priority on working at home.

cite base pay as a bigger priority than any other, and it's a close third for managers. More than two-thirds of IT pros cite higher pay as the reason for seeking a new job, and nothing else is cited by even half.

>> Don't learn wrong lesson from Yahoo's no-telecommuting flap.

What matters most to IT pros about their jobs? We asked survey respondents to pick seven priorities from a list of 24. Staffers cite "flexible work schedule" third most often (43%), tied with benefits and trailing only pay (48%) and job stability (45%). Just 26% of staffer respondents cite working at home, putting it in the middle of the pack. Managers put a lower priority on job flexibility (35% cited it) and working at home (15%).

In February, new Yahoo CEO Marissa Mayer issued the decree that launched a thousand outraged blog posts: No working at home. Inconceivable, the critics cried. Without offering such job flexibility in this day and age, employers won't be able to recruit a talented, diverse workforce, they said.

If Mayer had said that all employees must be

Figure 2

Change in Compensation

Median percentage change in total cash compensation, includes any bonuses and other direct cash payments received in the past 12 months

	2011	2012	2013
Staff	0.9%	1.0%	1.1%
Management	1.9%	1.8%	2.0%

Base: 7,810 IT staff and 6,264 IT managers in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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stationed at their posts at 8:30 a.m. and can't leave before 5:45 p.m., I'd agree. Employers must recognize that employees have earned the right to come in late or leave early some days in exchange for working long hours other days. And I suspect that even Mayer, once she has Yahoo's culture (and company size) where she wants it, will become more flexible as time goes on. Our data suggests that the ability to work at home isn't necessarily the deal breaker for most IT professionals that the howling outrage about Yahoo's policy would have you think.

>> Not all analytics is created equal.

For staffers, the analytics/business intelligence function lands in the mid-range of compensation. At a median of \$93,000, it

earns a modest 3% premium over the typical IT staffer pay despite the hoopla over big data. But this category covers a huge range of skills. There's a big difference between the true data scientist and analyst who can tease out insights from huge data sets, or specialists who can create and manage big data infrastructure to let others do that analysis, and those who are building static reports.

Analytics/BI managers earn much higher median total comp. At \$132,000, it's tied for fifth among the 23 job categories in our survey and 10% higher than typical IT manager pay.

The pay premiums are much higher in the data integration/warehousing category, with median total compensation of \$109,000 for staff (a 21% premium over typical staffer pay)

and \$130,000 for managers (an 8% premium).

As my colleague Doug Henschen writes in his in-depth *InformationWeek* report on salaries for analytics and BI pros, the highest salaries among analytics pros go to “difference makers” who can pull together the right data and make sense of it to meet a business need. Writes Henschen: “The trouble is, there are not enough of these visionaries to go around, particularly with the rise of the so-called big data era driving up demand for the most-gifted employees.”

>> Application development is surviving against outsourcing.

Staffers who classify themselves in an application development function earn a median \$100,000 in compensation, ranking this function eighth out of 23. Among managers, application development ranks fifth, at \$132,000, tied with business intelligence/analytics and enterprise application integration.

IT pros in the U.S. have gone through wrenching change over the past decade as programming jobs went to India and other lower-cost countries. In our 2003 survey, we



2012 Bank Systems/ Wall Street Salary Survey

The market for IT talent in the sector is strengthening and shifting in focus, with data analysis skills in high demand. However, total compensation for IT staff and managers has been relatively flat.

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Figure 3

Gender Gap

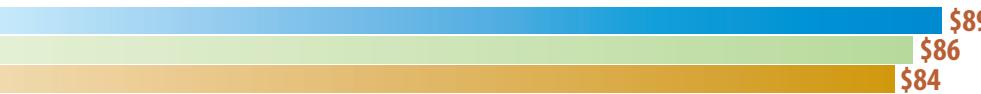
What is your current annual base salary?

2013 2012 2011

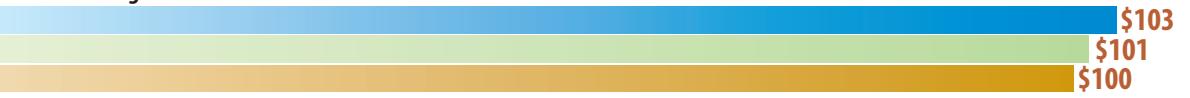
Female staff



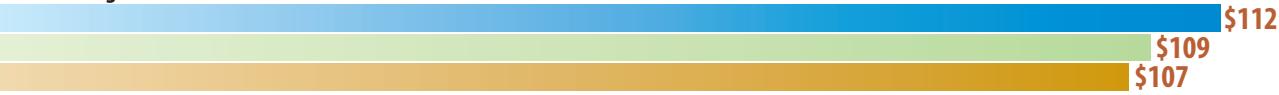
Male staff



Female managers



Male managers



Note: Median base salary in thousands of dollars

Base: 1,844 female and 12,230 male IT professionals in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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asked unemployed IT pros what job they did most recently, and 16% — the No. 1 answer — said application development. Nevertheless, app dev salaries have held up reasonably well. In our 2003 Salary Survey, for example, app dev compensation, at a median

\$73,000, also ranks seventh.

We're seeing growing interest in in-house app dev teams as software becomes a more crucial part of the customer experience companies deliver. Think of mobile apps. Most companies started by outsourcing that devel-

opment function, but as mobile apps have become vital to retail and other companies, they're bringing that expertise in-house.

Outsourcing shows no sign of abating. Half of the companies represented in our survey use onshore and/or offshore IT outsourcers, about the same share as in 2004. IT pros aren't quite as discouraged about outsourcing's impacts as they were a decade ago.

Just over half of staffers and managers say it has led to fewer IT jobs, compared with 75% who felt that way in 2004. Two-thirds of the IT pros in our survey say outsourcing hasn't impacted their careers, and 13% of staffers and 20% of managers say it has led to expanded or new responsibilities.

>> The gender gap persists.

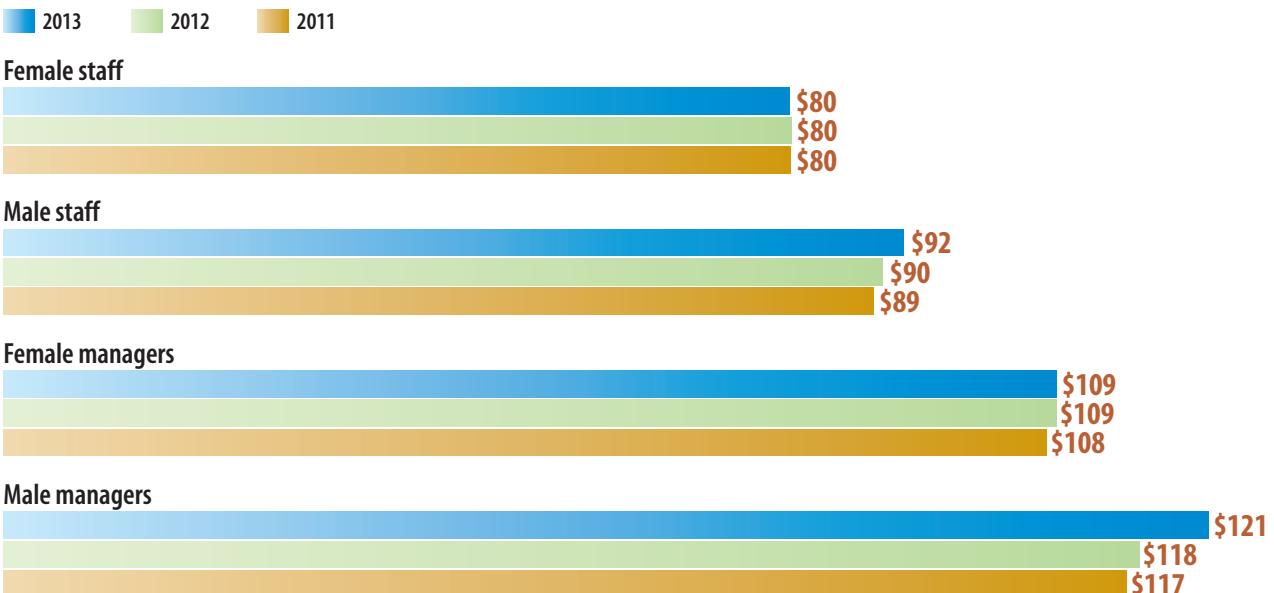
Across our survey, female IT staffers earn 13% less in total compensation than male IT staffers; female IT managers earn 10% less. That gap is nearly identical to what it was 10 years ago.

However, our data doesn't explain why that gap exists, and whether women are being paid less for comparable roles in similar indus-

Figure 4

Compensation by Gender

What is your total annual cash compensation, including salary and all cash bonuses?



Note: Median compensation in thousands of dollars

Base: 1,844 female and 12,230 male IT professionals in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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tries. For example, we haven't looked at whether women in our survey are underrepresented in high-paying industries such as finance or overrepresented in lower-paying ones such as state and local government. (In total, 13% of the respondents to our survey

are female, 87% male.)

Our data does show that the pay gap can vary significantly by industry. In healthcare, for example, the gender pay gap shrinks to 1%. But healthcare is a relatively low-payer field — IT staffers earn \$5,000 less in total

comp than the typical IT pro. In securities and banking, among the highest-paid industries, female IT staff earn almost 10% less (\$92,000 compared with \$102,000 for male staff), while female managers earn 20% less — \$109,000 compared with \$137,000 for males IT managers.

>> A sizable minority of IT pros are embedded in business units.

One-third of the IT managers in our survey report to someone outside of the IT organization for at least half of their time, and one in five IT staffers do.

We asked this question for the first time this year because there's so much discussion about business units controlling more of the IT budget — fueled by Gartner's prediction that the CMO will control more tech spending than the CIO by 2017.

When IT pros are embedded in a business unit, that function tends to consume most of their time. When we asked if staffers are embedded in a business unit, 19% say it applies to more than half their time, and 72% say it doesn't apply at all. Just 9% say it applies to

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Figure 5

Base Pay by Experience

What is your current annual base salary?

10 years or fewer 11-20 years 21 years or more

Female staff



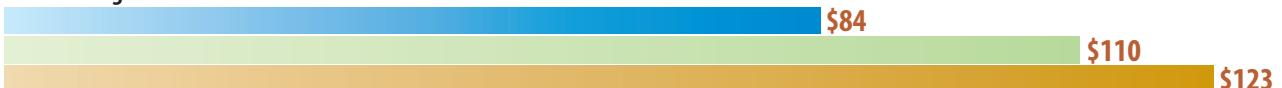
Male staff



Female managers



Male managers



Note: Median base salary in thousands of dollars

Base: 1,844 female and 12,230 male IT professionals in 2013

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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less than half their time. The lesson for IT leaders is that IT pros embedded in marketing or manufacturing won't be able to keep a "day job" supporting ERP applications or balancing data center workloads.

With the answers to another question, we find that about one-third of IT staffers and half of managers have formal responsibilities outside of IT, even if they're still part of the IT organization. The most common areas are busi-

ness development, R&D, non-IT support and marketing. Anecdotally, we see more IT pros are spending time with marketing and product development teams, as technology becomes a bigger part of these customer-facing disciplines.

In which roles outside of IT have the respondents to our survey held full-time positions? Marketing/sales (20% of staffers, 23% of managers), non-IT support (19%, 14%) and operations/supply chain/manufacturing (18%, 19%).

Don't fear the fact that IT roles and spending are drifting outside of the IT organization. It simply means the value of applied IT knowledge and skills is rising. The people who should be worried are the 46% of IT staffers and 30% of managers who say "spending time with peers in a business unit outside of IT" doesn't apply to their jobs at all.

>> Bay Area salaries are hot, even for the Bay Area.

The median base salary for IT staffers in the San Francisco area is \$120,000 — 38% higher than the median salary nationwide and 10%

Figure 6

Base Salaries for Management by Top 20 Metro Areas

What is your current annual base salary?

	2011	2012	2013
Atlanta	\$115	\$112	\$115
Austin/San Marcos	\$120	\$120	\$113
Boston/Worcester/Lawrence	\$120	\$120	\$125
Chicago/Gary/Kenosha	\$111	\$118	\$117
Dallas/Fort Worth	\$110	\$118	\$118
Denver/Boulder/Greeley	\$112	\$115	\$120
Detroit/Ann Arbor/Flint	\$105	\$113	\$113
Houston/Galveston/Brazoria	\$106	\$110	\$125
Los Angeles/Long Beach	\$120	\$112	\$120
Minneapolis/St. Paul	\$105	\$110	\$116
New York/Long Island/Northern N.J.	\$125	\$130	\$135
Orange County	\$120	\$130	\$127
Philadelphia/Wilmington/Atlantic City	\$115	\$117	\$130
Phoenix/Mesa	\$102	\$106	\$110
Portland/Salem/Southwest Wash.	\$100	\$100	\$110
Raleigh/Durham/Chapel Hill	\$110	\$119	\$122
San Diego	\$120	\$125	\$125
San Francisco/Oakland/San Jose	\$133	\$134	\$140
Seattle/Tacoma/Bremerton	\$115	\$110	\$120
Washington, D.C./Baltimore	\$130	\$130	\$131

Note: Median salaries in thousands of dollars

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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higher than in the No. 2 metro area, Washington, D.C. (\$109,000). OK, it's no shocker that tech pros in the Bay Area are highly paid, but

the gap between it and the No. 2 market is up to 10%, compared with 3% last year. Bay Area IT managers earn a median \$140,000, 27%

FAST FACT**19%**

Share of staff who spend at least half their time embedded in a non-IT business unit.

more than the national median and 4% more than area No. 2, New York.

The rising IT pay in the Bay Area appears to reinforce its place as the center of U.S. tech innovation. We're seeing a steady stream of big tech venture funding deals. We've seen companies such as Workday, ServiceNow, Salesforce.com, Google and Facebook become destination employers, while stalwarts such as Oracle and Apple still anchor the region. We've also seen established companies on the outskirts of the tech industry, the likes of GE and Ford, open offices in the valley to tap into its innovation ecosystem.

On the flip side, it will be interesting to see if more companies take the General Motors approach. As it sets up tech centers and hires thousands of IT pros in its shift away from outsourcing, GM has decided to eschew Silicon Valley for metro areas (Atlanta; Austin, Texas; and Phoenix among them) where the talent is more affordable and the competition for that talent is less fierce.

In terms of median IT manager pay, Atlanta ranks 16th, Austin 17th and Phoenix 19th

Figure 7**Staff Base Salaries by Job Function**

What is your current annual base salary?

	2011	2012	2013
Application development	\$92	\$95	\$97
Business intelligence/analytics	\$85	\$90	\$90
Cloud computing	NA	\$102	\$111
Data center management	\$78	\$80	\$85
Data integration/data warehousing	\$98	\$97	\$104
Database analysis and development	\$87	\$91	\$91
Email/messaging	\$82	\$84	\$84
Enterprise application integration	\$97	\$98	\$103
Enterprise content management*	\$84	\$89	\$83
Enterprise resource planning	\$96	\$96	\$98
General IT	\$67	\$68	\$70
Help desk/IT support	\$51	\$53	\$54
HRIS*	\$92	\$74	\$85
Mobile/wireless*	NA	\$85	\$99
Networking	\$72	\$77	\$80
Security	\$90	\$97	\$95
Social networking/collaboration*	NA	\$93	\$96
Telephony/unified communications	\$73	\$87	\$76
Training	\$70	\$69	\$71
Web design/development	\$76	\$75	\$80
Web infrastructure	\$90	\$90	\$90
Web security*	\$85	\$75	\$113
Wireless infrastructure*	\$87	\$100	\$90

* Low base, use with caution

Note: Median base salary in thousands of dollars

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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among 20 metro areas covered in our survey. Detroit, where GM also is expanding and hiring, ranks 18th. Austin and Atlanta rank higher for staff salaries (eighth and 12th), but Austin's median pay is still \$22,000 a year less than in the Bay Area. Railroad Union Pacific is another company opening a new office in Austin looking for talent.

>> Working for a big-name employer goes only so far.

This is probably the most unequivocal statement I can make from our Salary Survey: IT pros aren't impressed by your fancy company name. In our survey, prestige/reputation was rated dead last on the list of job qualities that matter, the third year in a row it came in last. Just 9% of managers and 6% of staffers put it among their top seven priorities.

This finding is important as companies chase the same scarce talent in fields such as analytics. Granted, competing on pay with a Goldman Sachs or Facebook isn't easy, so offering a competitive paycheck is step one. But employers that can bundle up competitive pay, challenging projects and recognition for

Figure 8

Management Base Salaries by Job Function

What is your current annual base salary?

	2011	2012	2013
Application development	\$116	\$118	\$122
Business intelligence/analytics	\$110	\$119	\$119
Cloud computing*	NA	\$130	\$140
Data center management	\$101	\$100	\$100
Data integration/data warehousing	\$118	\$120	\$118
Database analysis and development	\$106	\$110	\$106
Email/messaging*	\$98	\$105	\$106
Enterprise application integration	\$114	\$120	\$120
Enterprise content management	\$118	\$111	\$110
Enterprise resource planning	\$120	\$120	\$124
General IT	\$98	\$98	\$102
Help desk/IT support	\$78	\$81	\$79
HRIS*	\$103	\$129	\$118
Mobile/wireless*	NA	\$119	\$118
Networking	\$88	\$91	\$95
Security	\$110	\$115	\$120
Social networking/collaboration*	NA	\$127	\$110
Telephony/unified communications	\$97	\$113	\$105
Training*	\$75	\$93	\$94
Web design/development	\$92	\$100	\$105
Web infrastructure*	\$112	\$112	\$100
Web security*	\$100	\$105	\$125
Wireless infrastructure*	\$108	\$96	\$99

* Low base, use with caution

Note: Median base salary in thousands of dollars

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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FAST FACT**6%**

Share of IT staffers who rank prestige of the company among their highest job priorities.

work done well — factors that rank at the top of our list — can go toe to toe with flashier and more established companies.

>> IT career optimism is rising.

Forty-five percent of IT staffers and half of managers think IT is as promising a career as it was five years ago. Of course, when 44% of staffers and 42% of managers say it's not as promising (the rest are unsure), the overall outlook might still seem bleak. But consider that two years ago just 33% of staff and 40% of managers considered the career as promising as it was five years prior. And in 2004, just 15% of staffers and 21% of managers considered it as promising. That 2004 nadir came at the tail end of the tech recession, with offshore outsourcing wiping out jobs and the memory of dot-com bonuses still fresh enough to hurt.

Almost two-thirds of IT staffers and managers in our latest survey say they're satisfied with their jobs overall, including the pay. In 2004, less than half of staffers said they were satisfied, while 56% of managers did. About 90% IT pros say they're very secure or somewhat secure in

Figure 9**Staff Compensation by Job Function**

What is your total annual cash compensation, including salary and all cash bonuses?

	2011	2012	2013
Application development	\$96	\$100	\$100
Business intelligence/analytics	\$90	\$95	\$93
Cloud computing*	NA	\$110	\$130
Data center management	\$80	\$84	\$88
Data integration/data warehousing	\$107	\$101	\$109
Database analysis and development	\$91	\$93	\$94
Email/messaging	\$85	\$89	\$85
Enterprise application integration	\$105	\$104	\$110
Enterprise content management*	\$87	\$104	\$86
Enterprise resource planning	\$102	\$105	\$105
General IT	\$70	\$71	\$73
Help desk/IT support	\$55	\$55	\$55
HRIS*	\$99	\$75	\$87
Mobile/wireless*	NA	\$97	\$111
Networking	\$76	\$80	\$82
Security	\$97	\$103	\$98
Social networking/collaboration*	NA	\$104	\$98
Telephony/unified communications	\$80	\$96	\$80
Training	\$78	\$75	\$75
Web design/development	\$80	\$79	\$83
Web infrastructure	\$93	\$100	\$96
Web security*	\$94	\$108	\$118
Wireless infrastructure*	\$91	\$115	\$104

* Low base, use with caution

Note: Median compensation in thousands of dollars

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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their jobs; about 10% feel insecure.

>> Managers aren't that important in the quest to retain good people.

Conventional wisdom often holds that people leave or stay in jobs based on the quality of their direct managers. But when we asked in our survey about the top job factors that matter, only 14% of respondents said the effectiveness of an immediate supervisor is among the most important. That finding surprised us, so we went back 10 years: Our survey then found a single-digit-percentage response.

So are managers off the hook for people retention? Well, no. Managers who lose their best people for whatever reason won't succeed. Instead, the message for IT leaders is that they need to understand what matters to their staffers and pick the right fights to get their people what they need. Lobby for raises for top people, or for other one-off financial rewards if base pay is stalled. If company policies limit job flexibility, collaborate with HR to make changes. "Knowing my opinion is valued" is a top-five priority for staffers and man-

Figure 10

Management Compensation by Job Function

What is your total annual cash compensation, including salary and all cash bonuses?

	2011	2012	2013
Application development	\$126	\$128	\$132
Business intelligence/analytics	\$130	\$135	\$132
Cloud computing*	NA	\$152	\$160
Data center management	\$110	\$111	\$110
Data integration/data warehousing	\$131	\$131	\$130
Database analysis and development	\$115	\$117	\$111
Email/messaging*	\$110	\$115	\$111
Enterprise application integration	\$125	\$129	\$132
Enterprise content management	\$136	\$122	\$122
Enterprise resource planning	\$130	\$128	\$140
General IT	\$105	\$103	\$109
Help desk/IT support	\$82	\$85	\$83
HRIS*	\$105	\$133	\$126
Mobile/wireless*	NA	\$130	\$140
Networking	\$96	\$101	\$100
Security	\$122	\$127	\$129
Social networking/collaboration*	NA	\$144	\$126
Telephony/unified communications	\$108	\$121	\$113
Training*	\$86	\$99	\$100
Web design/development	\$100	\$106	\$114
Web infrastructure*	\$122	\$113	\$108
Web security*	\$116	\$135	\$146
Wireless infrastructure*	\$132	\$101	\$109

* Low base, use with caution

Note: Median compensation in thousands of dollars

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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agers, and that factor is firmly in a manager's control. "Challenge" is also highly rated — No. 2 for managers. A talented IT pro might leave in search of more challenge and not blame it on an ineffective manager. But a great leader finds new challenges to keep that person excited and provides recognition when he or she succeeds.

>> Most managers aren't thinking strategically.

Twenty-nine percent of the IT managers in our survey cite "seeking new business opportunities" among the critical skills they need to develop. That puts it last on a list of 15 skills, and it's the same last-place ranking it has held for the past five years. No. 1 is aligning business and technology goals, at 84%, also the same perch it has held for five years. Fifty-two percent of managers cite preparing reports, which is only slightly less than the 58% given the more-strategic role of analyzing data.

Compare these findings with what we saw earlier about embedded IT — where one-third of tech managers report to a manager outside of the IT organization at least half of

Figure 11

Change in Base Salary for Staff by Job Function

By what percentage did your base salary change this year?

	2011	2012	2013
Application development	0%	1.0%	1.0%
Business intelligence/analytics	0%	1.8%	1.8%
Cloud computing	NA	0%	0%
Data center management	1.2%	0%	1.3%
Data integration/data warehousing	1.3%	1.6%	1.7%
Database analysis and development	1.0%	1.2%	0.9%
Email/messaging	0%	0%	0%
Enterprise application integration	0%	1.7%	1.6%
Enterprise content management	0%	1.1%	1.3%
Enterprise resource planning	0%	1.7%	1.8%
General IT	0%	0%	0%
Help desk/IT support	0%	0%	0%
HRIS*	1.0%	1.8%	0%
Mobile/wireless*	NA	1.0%	2.6%
Networking	0%	0%	1.2%
Security	0.9%	1.3%	1.6%
Social networking/collaboration*	NA	2.1%	0.6%
Telephony/unified communications	0%	0.5%	0%
Training	0%	0%	0%
Web design/development	0%	0.9%	1.3%
Web infrastructure	1.0%	1.8%	1.1%
Web security*	0%	0%	2.8%
Wireless infrastructure*	0%	0%	1.6%

* Low base, use with caution

Note: Median percentage change

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

the time, and half of IT managers have formal responsibility outside of IT. Don't those marketing, R&D and business development teams want their embedded IT people helping them think of new business opportunities, not just knocking out data reports they ask for? One positive finding here is that more than half of IT staffers and managers consider interacting with customers critical. For anyone looking for a spot as a highly valued, well-paid IT pro, combining a deep understanding of the customer with sharp technical skills is a strong place to start.

APPENDIX

Figure 12

Change in Base Salary for Management by Job Function

By what percentage did your base salary change this year?

	2011	2012	2013
Application development	1.1%	1.9%	1.7%
Business intelligence/analytics	1.9%	2.1%	2.2%
Cloud computing*	NA	2.8%	3.1%
Data center management	1.2%	1.9%	1.6%
Data integration/data warehousing	1.4%	2.4%	1.8%
Database analysis and development	0%	1.8%	1.9%
Email/messaging*	0%	3.8%	2.4%
Enterprise application integration	1.6%	1.6%	1.9%
Enterprise content management*	2.3%	1.9%	1.6%
Enterprise resource planning	1.5%	1.9%	2.1%
General IT	0%	1.1%	1.7%
Help desk/IT support	0%	1.0%	1.6%
HRIS*	0%	0%	0.7%
Mobile/wireless*	NA	0%	1.3%
Networking	0%	1.4%	1.3%
Security	1.9%	2.0%	2.1%
Social networking/collaboration*	NA	0.8%	0%
Telephony/unified communications	0.9%	2.5%	1.2%
Training*	1.7%	0%	0%
Web design/development	0%	1.7%	1.5%
Web infrastructure*	1.5%	0%	2.0%
Web security*	0%	4.0%	3.2%
Wireless infrastructure*	0%	0%	0%

* Low base, use with caution

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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Figure 13

Change in Total Compensation for Staff by Job Function

By what percentage did your total compensation change this year?

	2011	2012	2013
Application development	0.8%	1.2%	1.1%
Business intelligence/analytics	1.1%	2.0%	1.9%
Cloud computing	NA	1.3%	1.9%
Data center management	1.8%	0.9%	1.3%
Data integration/data warehousing	1.2%	1.9%	1.7%
Database analysis and development	1.4%	1.1%	1.0%
Email/messaging	0.3%	0.5%	0.7%
Enterprise application integration	0.8%	1.6%	1.9%
Enterprise content management	1.0%	1.5%	1.8%
Enterprise resource planning	0%	1.5%	1.7%
General IT	0.5%	0.2%	0%
Help desk/IT support	0%	0%	0%
HRIS*	0%	2.3%	0%
Mobile/wireless*	NA	1.3%	2.4%
Networking	0.7%	0.4%	1.1%
Security	1.3%	1.3%	2.0%
Social networking/collaboration*	NA	1.6%	0.8%
Telephony/unified communications	1.0%	0.5%	0.4%
Training	0.9%	0%	0%
Web design/development	1.1%	0.9%	1.6%
Web infrastructure	0.5%	1.9%	1.7%
Web security*	0.8%	0%	2.1%
Wireless infrastructure*	0.9%	0%	1.5%

* Low base, use with caution

Note: Median percentage change

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/20

Figure 14

Change in Total Compensation for Managers by Job Function

By what percentage did your total compensation change this year?

	2011	2012	2013
Application development	1.8%	2.0%	2.1%
Business intelligence/analytics	3.2%	2.6%	2.9%
Cloud computing*	NA	5.3%	3.8%
Data center management	2.2%	2.0%	2.0%
Data integration/data warehousing	2.3%	2.0%	1.6%
Database analysis and development	1.3%	1.6%	1.9%
Email/messaging*	3.0%	4.6%	3.3%
Enterprise application integration	2.4%	2.2%	2.9%
Enterprise content management*	4.2%	1.9%	0.9%
Enterprise resource planning	2.2%	2.2%	2.5%
General IT	1.8%	1.3%	1.9%
Help desk/IT support	1.3%	1.0%	1.6%
HRIS*	5.0%	1.3%	1.4%
Mobile/wireless*	NA	0%	2.4%
Networking	0.7%	1.6%	1.9%
Security	2.5%	2.1%	3.1%
Social networking/collaboration*	NA	2.9%	0%
Telephony/unified communications	0.9%	2.7%	1.5%
Training*	1.5%	0%	1.3%
Web design/development	1.3%	1.7%	1.4%
Web infrastructure*	1.4%	1.5%	2.2%
Web security*	0%	5.5%	4.1%
Wireless infrastructure*	0%	0%	0%

* Low base, use with caution

Note: Median percentage change

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/21

Figure 15

Staff Salaries by Title

What is your current annual base salary?

	2011	2012	2013
Architect	\$112	\$118	\$120
Business analyst	\$83	\$89	\$85
Database administrator	\$86	\$91	\$93
General IT	\$58	\$60	\$58
Help desk specialist	\$48	\$48	\$46
Network engineer/technician	\$70	\$75	\$74
Programmer/analyst	\$78	\$79	\$80
Project leader	\$97	\$100	\$101
QA/software test engineer/analyst	\$81	\$81	\$86
Software developer	\$90	\$90	\$95
Software engineer	\$98	\$101	\$105
Systems administrator	\$67	\$69	\$71
Systems analyst	\$76	\$80	\$82
Systems architect	\$105	\$105	\$109
Systems programmer	\$92	\$97	\$100
Telecommunications specialist	\$75	\$81	\$75
Web developer	\$70	\$73	\$73
Webmaster*	\$64	\$62	\$52

* Low base, use with caution

R6460413-M/22

Note: Median salary in thousands of dollars

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 16

Management Salaries by Title

What is your current annual base salary?

	2011	2012	2013
Chief information officer	\$142	\$147	\$150
Chief technology officer	\$120	\$117	\$132
Vice president	\$140	\$135	\$145
Director	\$118	\$117	\$125
Senior manager	\$117	\$120	\$122
Program manager	\$112	\$115	\$115
Project manager	\$100	\$100	\$102
Manager	\$94	\$95	\$100
Supervisor	\$84	\$88	\$90

Note: Median salary in thousands of dollars

R6460413-M/23

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 17

Staff Compensation by Title

What is your total annual cash compensation, including salary and all cash bonuses?

	2011	2012	2013
Architect	\$123	\$129	\$130
Business analyst	\$88	\$95	\$90
Database administrator	\$92	\$93	\$96
General IT	\$61	\$63	\$60
Help desk specialist	\$50	\$50	\$49
Network engineer/technician	\$73	\$79	\$76
Programmer/analyst	\$81	\$83	\$83
Project leader	\$104	\$106	\$108
QA/software test engineer/analyst	\$84	\$85	\$90
Software developer	\$93	\$93	\$99
Software engineer	\$102	\$106	\$109
Systems administrator	\$70	\$70	\$73
Systems analyst	\$80	\$83	\$85
Systems architect	\$115	\$112	\$115
Systems programmer	\$94	\$98	\$104
Telecommunications specialist	\$80	\$86	\$78
Web developer	\$73	\$75	\$75
Webmaster*	\$65	\$62	\$52

* Low base, use with caution

R6460413-M/24

Note: Median compensation in thousands of dollars

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 18

Management Compensation by Title

What is your total annual cash compensation, including salary and all cash bonuses?

	2011	2012	2013
Chief information officer	\$161	\$161	\$167
Chief technology officer	\$140	\$129	\$148
Vice president	\$165	\$156	\$170
Director	\$130	\$126	\$135
Senior manager	\$130	\$130	\$135
Program manager	\$122	\$125	\$124
Project manager	\$107	\$107	\$108
Manager	\$100	\$101	\$105
Supervisor	\$90	\$93	\$91

Note: Median compensation in thousands of dollars

R6460413-M/25

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

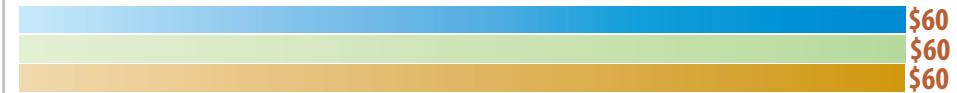
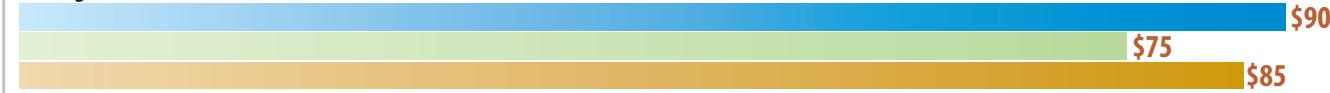
Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 19

Hourly Rate for Contractors/Consultants

What is your current average hourly rate?

2013 2012 2011

Staff**Management**

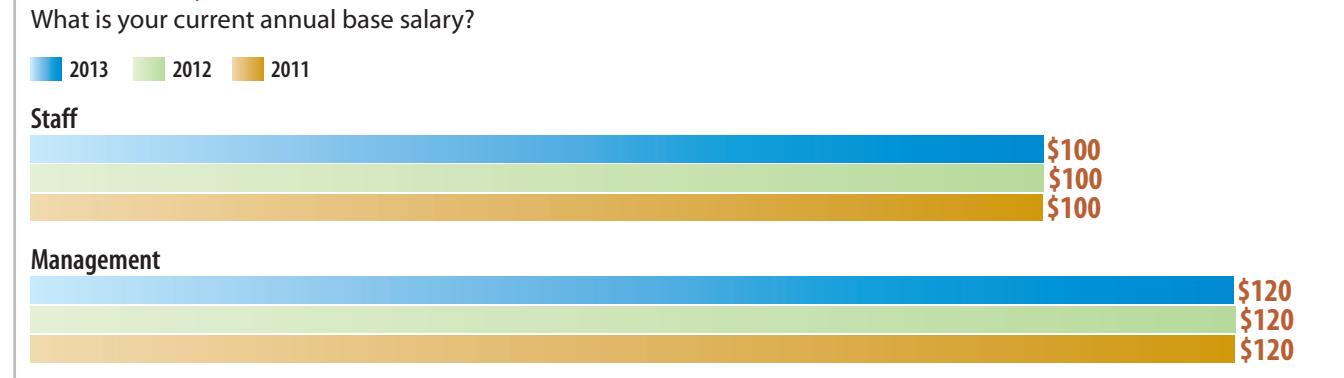
Note: Median dollars per hour

R6460413-M/8

Base: 395 staff- and 213 management-level IT contractors/consultants in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 20
Base Salary for Contractors/Consultants



Note: Median base salary in thousands of dollars

R6460413-M/9

Base: 395 staff- and 213 management-level IT contractors/consultants in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 21
Change in Base Salary for Contractors/Consultants



Base: 395 staff- and 213 management-level IT contractors/consultants in 2013

R6460413-M/10

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

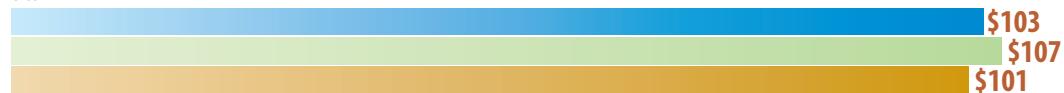
Figure 22

Contractor/Consultant Compensation

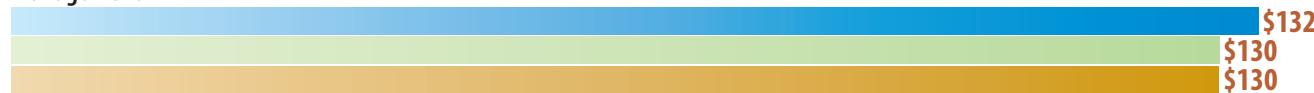
What is your total annual cash compensation, including salary and all cash bonuses?

2013 2012 2011

Staff



Management



Note: Median compensation in thousands of dollars

R6460413-M/11

Base: 395 staff- and 213 management-level IT contractors/consultants in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 23

Change in Compensation for Contractors/Consultants

Median percentage change in total compensation

	2011	2012	2013
Staff	0%	0%	0%
Management	4.6%	3.5%	3.5%

Base: 395 staff- and 213 management-level IT contractors/consultants in 2013

R6460413-M/12

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 24

Reasons for Working as a Contractor/Consultant

What are the primary reasons you are working as a contractor or consultant?

Staff Management

Higher pay



Flexible hours



Variety of the work



Couldn't find a full-time IT job



To broaden my experience/skills



Other



Note: Two responses allowed

Base: 395 staff- and 213 management-level IT contractors/consultants

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/13

Figure 25

Salary Growth Rate

Median annual base salary

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	CAGR
Staff	\$55	\$60	\$61	\$63	\$68	\$69	\$70	\$74	\$73	\$79	\$81	\$83	\$85	\$87	3.6%
Management	\$72	\$80	\$83	\$84	\$90	\$90	\$91	\$97	\$96	\$100	\$103	\$105	\$108	\$110	3.3%

Note: Median base salary in thousands of dollars

R6460413-M/1

Base: 7,810 IT staff and 6,264 IT managers in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 26

Compensation Growth Rate

Median total cash compensation; includes any bonuses and other direct cash payments received in the past 12 months

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	CAGR
Staff	\$58	\$71	\$63	\$65	\$71	\$71	\$73	\$78	\$76	\$80	\$85	\$87	\$90	\$90	3.4%
Management	\$78	\$97	\$89	\$89	\$97	\$95	\$99	\$105	\$103	\$105	\$111	\$115	\$116	\$120	3.4%

Note: Median base salary in thousands of dollars

R6460413-M/2

Base: 7,810 IT staff and 6,264 IT managers in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

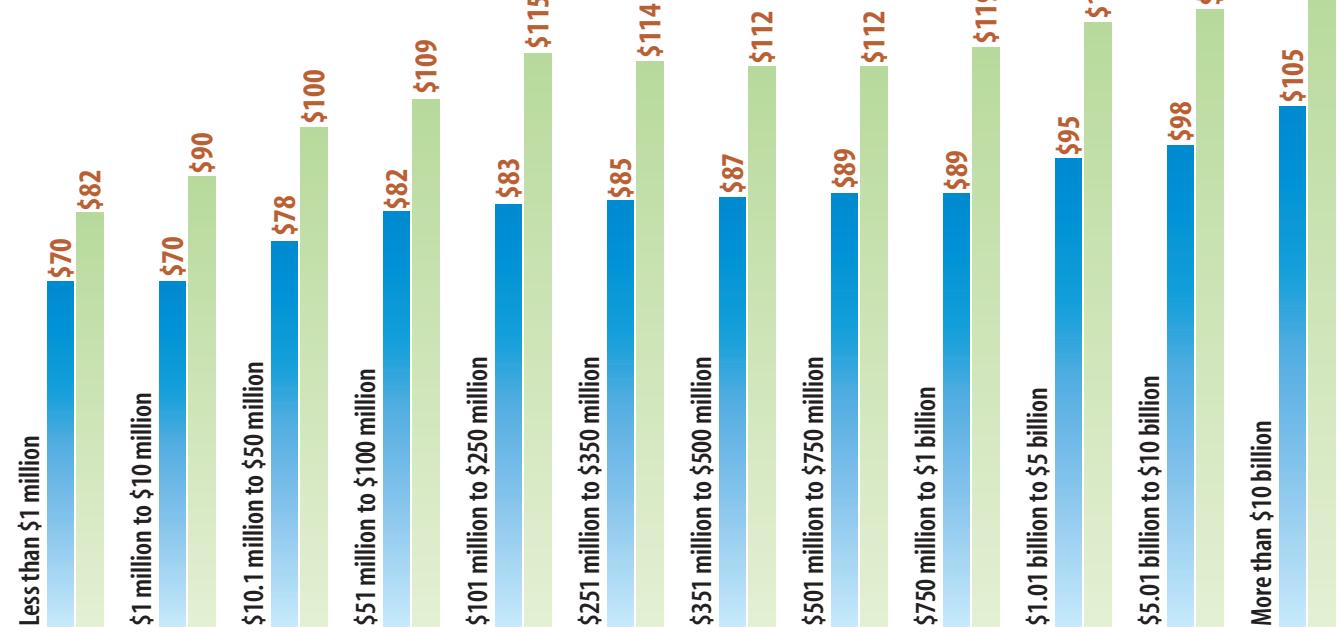
Figure 27

Salary by Company Revenue

What is your current annual base salary?

Staff

Management



Note: Median salary in thousands of dollars

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/26

Figure 28

Salary by Age

What is your current annual base salary?

Staff

Management

25 or less

\$51
\$59

26-35

\$72
\$90

36-45

\$88
\$110

46-55

\$92
\$117

Over 55

\$94
\$115

Note: Median salary in thousands of dollars

R6460413-M/27

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

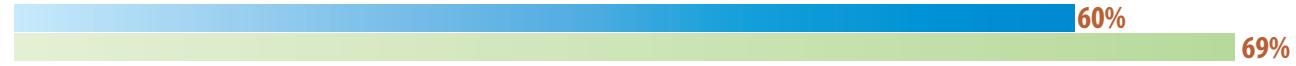
Figure 29

Bonuses for 2013

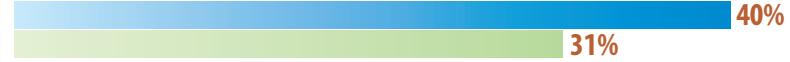
Are you receiving, or do you expect to receive, a bonus in 2013?

Staff Management

Yes



No



Base: 7,810 IT staff and 6,264 IT managers

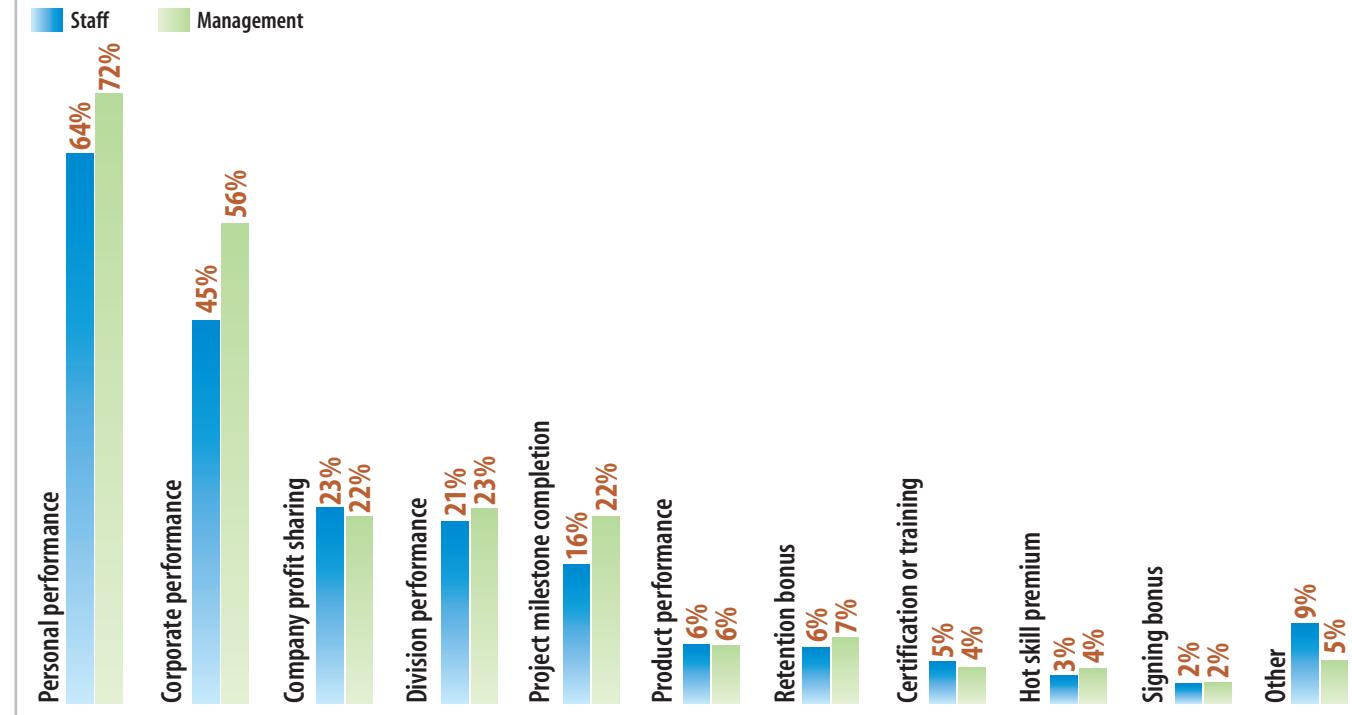
Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/28

Figure 30

Reasons for Bonuses

Of the bonuses and other direct cash payments you receive, please specify the primary reason(s) for them.



Note: Multiple responses allowed

Base: 4,662 IT staff and 4,317 IT managers who will, or expect to, receive a bonus in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/29

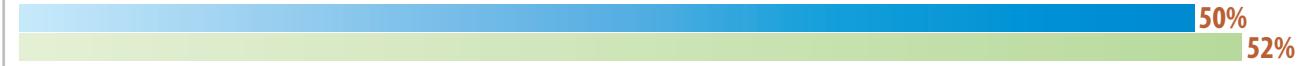
Figure 31

Experience Outside IT

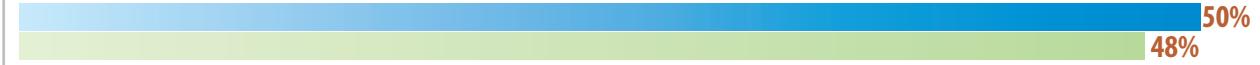
Have you held a full-time position outside the IT function?

Staff Management

Yes



No



Base: 7,810 IT staff and 6,264 IT managers

R6460413-M/30

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

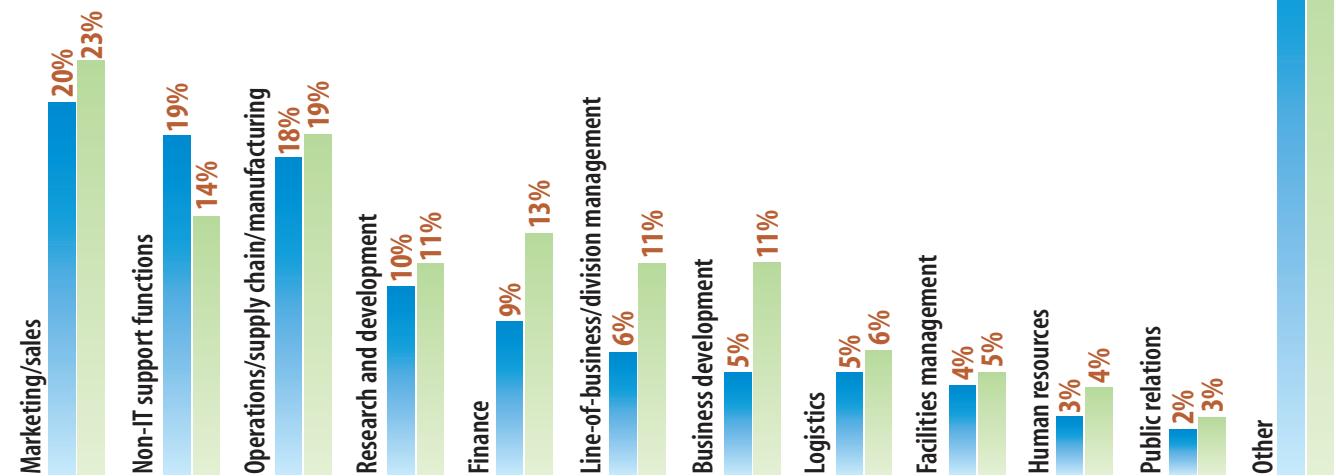
Figure 32

Non-IT Positions Held in Past Jobs

In which non-IT function(s) have you held a full-time position?

Staff

Management



Note: Multiple responses allowed

Base: 3,900 IT staff and 3,284 IT managers who have worked outside IT

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/31

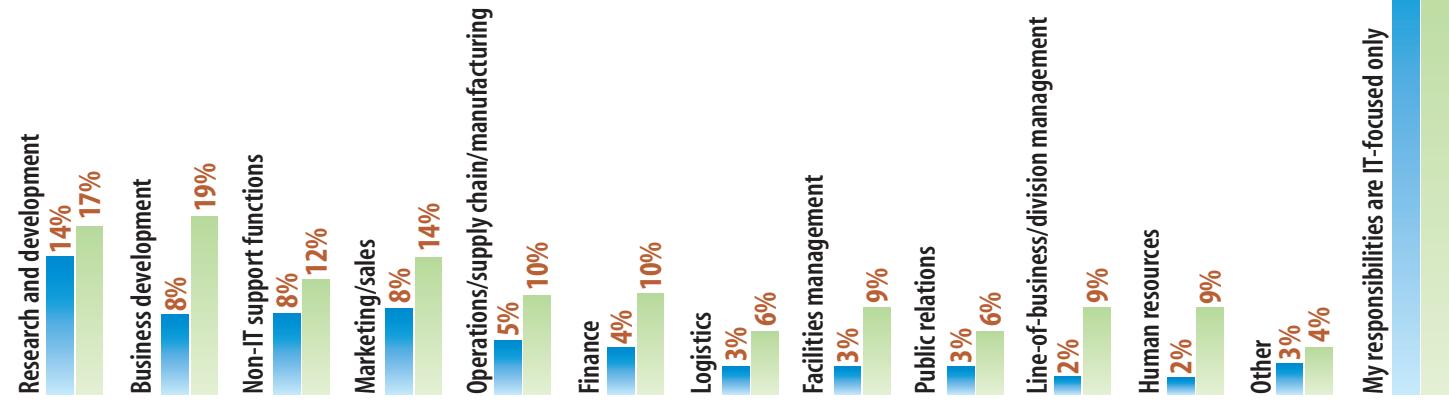
Figure 33

Non-IT Responsibilities in Current Position

In your current role, does your work involve formal responsibilities outside the IT organization?

Staff

Management



Note: Multiple responses allowed

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/32

Figure 34

Staff: Role Outside of IT

To what extent do the following describe your role?

**I spend time with peers in a business unit outside IT****I report to a manager outside IT****I'm considered embedded in a business unit outside IT****My salary is allocated to a business unit outside IT****I'm physically located in a business unit outside IT**

Base: 7,810 IT staff

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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Figure 35

Management: Role Outside of IT

To what extent do the following describe your role?

A horizontal legend bar divided into three segments: blue on the left, green in the middle, and gold on the right.**I spend time with peers in a business unit outside IT**

Applies to 50% or more of my job	37%
Applies to less than 50% of my job	33%
Does not apply	30%

I report to a manager outside IT

Applies to 50% or more of my job	32%
Applies to less than 50% of my job	8%
Does not apply	60%

My salary is allocated to a business unit outside IT

Applies to 50% or more of my job	22%
Applies to less than 50% of my job	8%
Does not apply	70%

I'm considered embedded in a business unit outside IT

Applies to 50% or more of my job	21%
Applies to less than 50% of my job	14%
Does not apply	65%

I'm physically located in a business unit outside IT

Applies to 50% or more of my job	20%
Applies to less than 50% of my job	8%
Does not apply	72%

Base: 6,264 IT managers

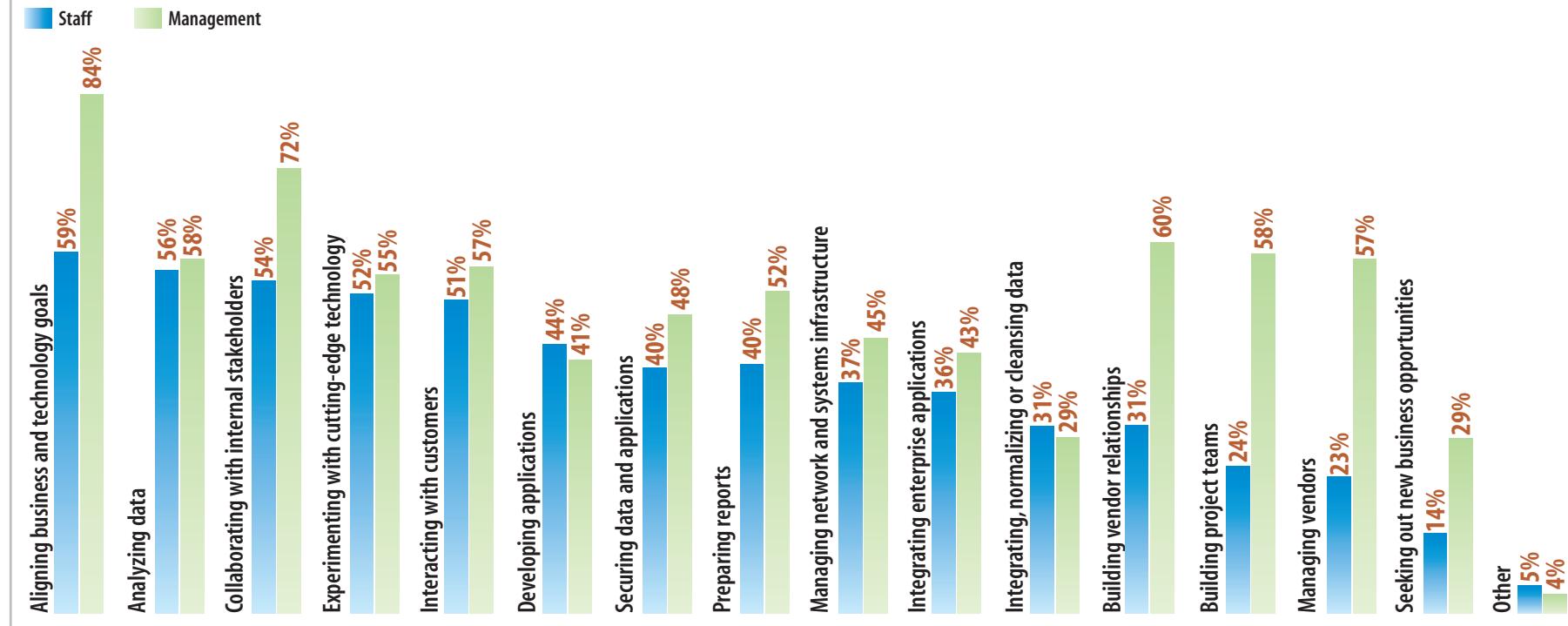
Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/34

Figure 36

Critical Business and Technical Skills

Which of the following business or technical skills are critical to your job?



Note: Multiple responses allowed

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/35

Figure 37

Staff Base Salaries by Top 20 Metro Areas

What is your current annual base salary?

	2011	2012	2013
Atlanta	\$88	\$96	\$95
Austin/San Marcos	\$88	\$94	\$98
Boston/Worcester/Lawrence	\$97	\$100	\$101
Chicago/Gary/Kenosha	\$89	\$88	\$93
Dallas/Fort Worth	\$89	\$87	\$93
Denver/Boulder/Greeley	\$88	\$93	\$96
Detroit/Ann Arbor/Flint	\$84	\$85	\$90
Houston/Galveston/Brazoria	\$85	\$94	\$95
Los Angeles/Long Beach	\$88	\$96	\$95
Minneapolis/St. Paul	\$85	\$85	\$91
New York/Long Island/Northern N.J.	\$95	\$100	\$100
Orange County	\$86	\$94	\$100
Philadelphia/Wilmington/Atlantic City	\$90	\$91	\$89
Phoenix/Mesa	\$85	\$87	\$88
Portland/Salem/Southwest Wash.	\$85	\$90	\$88
Raleigh/Durham/Chapel Hill	\$86	\$90	\$96
San Diego	\$92	\$90	\$98
San Francisco/Oakland/San Jose	\$110	\$111	\$120
Seattle/Tacoma/Bremerton	\$95	\$99	\$100
Washington, D.C./Baltimore	\$104	\$108	\$109

Note: Median salaries in thousands of dollars

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/36

Figure 38

Change in Base Salary for Staff by Top 20 Metro Areas

By what percentage did your base salary change this year?

	2011	2012	2013
Atlanta	0%	0%	1.0%
Austin/San Marcos	0%	0%	0%
Boston/Worcester/Lawrence	0%	1.1%	1.7%
Chicago/Gary/Kenosha	0%	1.6%	1.0%
Dallas/Fort Worth	0%	0%	0.8%
Denver/Boulder/Greeley	0%	0%	0%
Detroit/Ann Arbor/Flint	0%	0%	0%
Houston/Galveston/Brazoria	0%	1.7%	1.4%
Los Angeles/Long Beach	0%	1.2%	1.1%
Minneapolis/St. Paul	1.0%	1.6%	1.0%
New York/Long Island/Northern N.J.	0%	0.7%	0%
Orange County	1.0%	0%	0%
Philadelphia/Wilmington/Atlantic City	1.0%	1.4%	1.4%
Phoenix/Mesa	0%	0%	1.2%
Portland/Salem/Southwest Wash.	0%	0.9%	1.1%
Raleigh/Durham/Chapel Hill	0%	0.9%	1.1%
San Diego	1.2%	2.2%	1.5%
San Francisco/Oakland/San Jose	0%	0%	0.8%
Seattle/Tacoma/Bremerton	0%	1.5%	1.0%
Washington, D.C./Baltimore	1.7%	1.6%	1.5%

Note: Median percentage change in annual base pay

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/37

Figure 39

Staff Base Salaries by Region

What is your current annual base salary?

	2011	2012	2013
Northeast	\$87	\$90	\$90
Midwest	\$77	\$79	\$82
South Atlantic	\$85	\$87	\$89
South Central	\$76	\$80	\$82
Mountain	\$82	\$86	\$82
Pacific	\$90	\$92	\$97

Note: Median salaries in thousands of dollars

R6460413-M/38

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 40

Change in Base Salary for Staff by Region

By what percentage did your base salary change this year?

	2011	2012	2013
Northeast	0.7%	1.0%	3.0%
Midwest	0.8%	1.2%	1.1%
South Atlantic	0%	0%	0.9%
South Central	0%	1.0%	0.8%
Mountain	0%	0%	0%
Pacific	0%	0%	0.8%

Note: Median percentage change in annual base pay

R6460413-M/39

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 41

Change in Base Pay for Management by Top 20 Metro Areas

By what percentage did your base salary change this year?

	2011	2012	2013
Atlanta	1.5%	1.0%	1.6%
Austin/San Marcos	0%	0%	0%
Boston/Worcester/Lawrence	1.5%	0.9%	2.2%
Chicago/Gary/Kenosha	1.5%	1.9%	1.9%
Dallas/Fort Worth	0.3%	1.3%	2.0%
Denver/Boulder/Greeley	0%	1.3%	1.1%
Detroit/Ann Arbor/Flint	0%	0%	1.4%
Houston/Galveston/Brazoria	1.7%	1.6%	1.7%
Los Angeles/Long Beach	0%	1.5%	1.4%
Minneapolis/St. Paul	1.1%	2.0%	2.1%
New York/Long Island/Northern N.J.	1.4%	1.8%	1.6%
Orange County	0%	1.0%	1.2%
Philadelphia/Wilmington/Atlantic City	2.7%	2.2%	2.1%
Phoenix/Mesa	0%	0%	2.0%
Portland/Salem/Southwest Wash.	1.0%	0%	1.6%
Raleigh/Durham/Chapel Hill	0%	1.8%	2.1%
San Diego	1.7%	1.3%	2.3%
San Francisco/Oakland/San Jose	0%	1.6%	0%
Seattle/Tacoma/Bremerton	1.7%	1.8%	2.6%
Washington, D.C./Baltimore	2.0%	2.0%	1.9%

Note: Median percentage change in annual base pay

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/41

Figure 42

Management Base Salaries by Region

What is your current annual base salary?

	2011	2012	2013
Northeast	\$115	\$115	\$120
Midwest	\$100	\$100	\$104
South Atlantic	\$110	\$111	\$112
South Central	\$100	\$100	\$106
Mountain	\$100	\$101	\$107
Pacific	\$115	\$114	\$120

Note: Median salaries in thousands of dollars

R6460413-M/42

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 43

Change in Base Salary for Management by Region

By what percentage did your base salary change this year?

	2011	2012	2013
Northeast	1.6%	1.8%	1.9%
Midwest	1.1%	1.9%	1.8%
South Atlantic	1.4%	1.5%	1.7%
South Central	0%	0.8%	1.6%
Mountain	0%	0%	1.4%
Pacific	0%	1.0%	1.4%

Note: Median salaries in thousands of dollars

R6460413-M/43

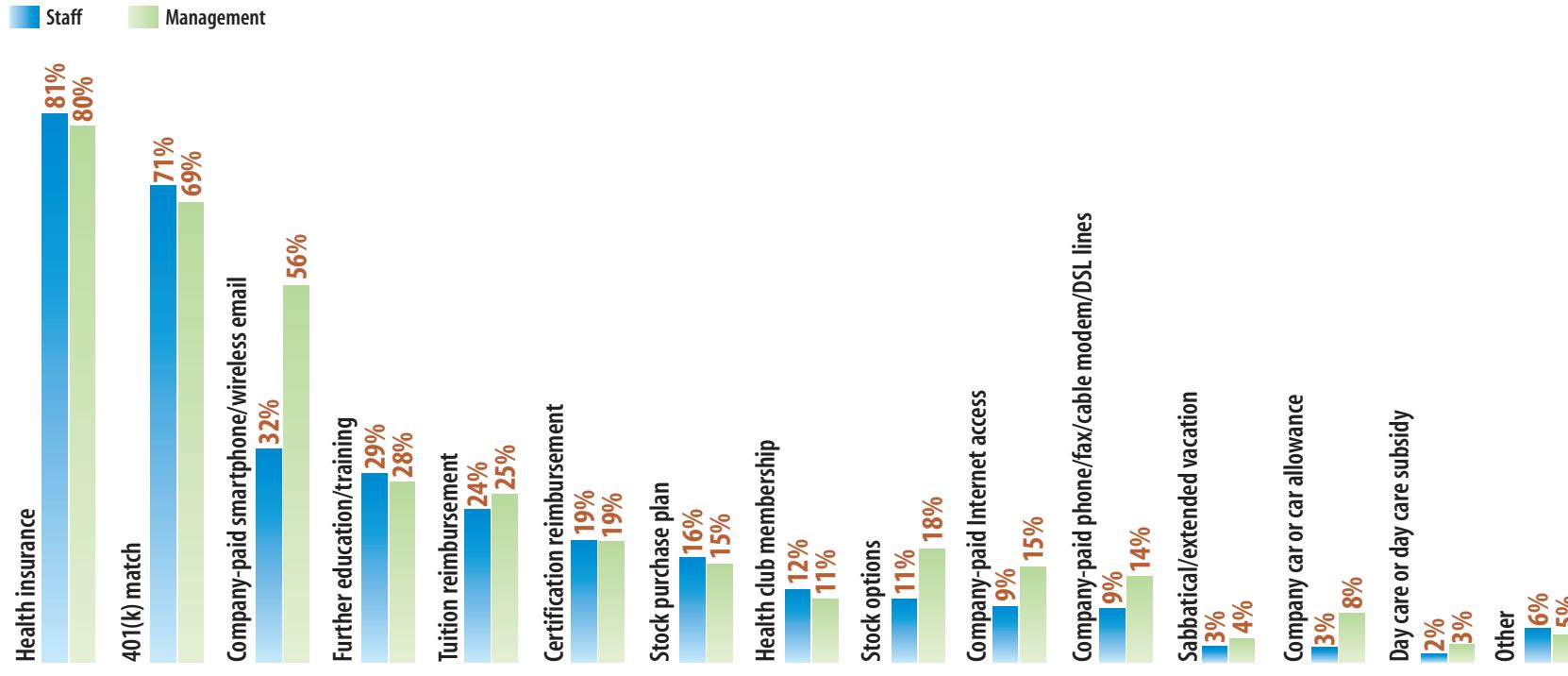
Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 44

Rewards for Next 12 Months

Please specify the type(s) of noncash and indirect cash rewards you expect to receive in the next 12 months.



Note: Multiple responses allowed

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/44

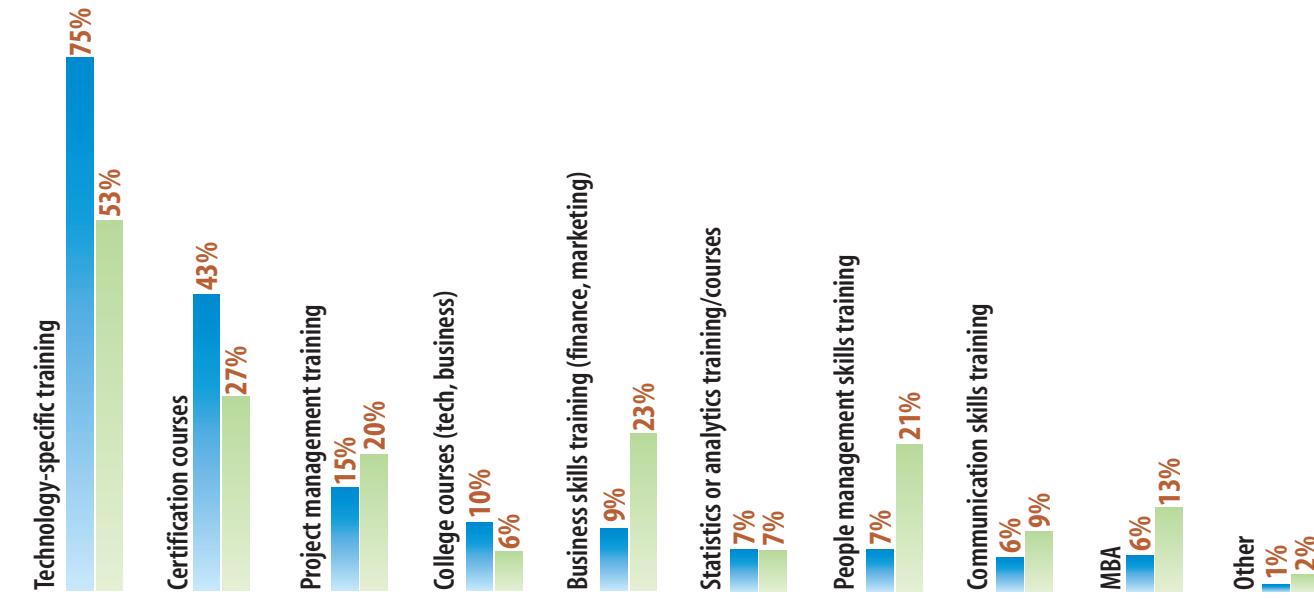
Figure 45

Training Valued

What type of training would you find most valuable to you in developing your career?

Staff

Management



Note: Two responses allowed

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/45

Figure 46

Paying for Training

For the past 12 months, which of the following apply to you in terms of training?

Staff

Management

Attended company-paid training

48%

54%

Attended company-paid certification course(s)

17%

18%

Attended training I paid for myself

17%

17%

Attended certification course(s) I paid for myself

7%

7%

Received no additional training or certification

36%

32%

Note: Multiple responses allowed

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/46

Figure 47

Out-of-Pocket Training Expenses

Approximately how much did you spend on training in the past 12 months for which you were not reimbursed by your company?

Staff	\$800
Management	\$1,000

Note: Median dollars

R6460413-M/47

Base: 1,545 IT staff and 1,259 IT managers who paid for their own training and/or certification course(s)

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 48

What Matters Most to Staffers

What matters most to you about your job?

	2011	2012	2013
Base pay	50%	49%	48%
Job/company stability	45%	46%	45%
Flexible work schedule	42%	43%	43%
Benefits	43%	43%	43%
My opinion and knowledge are valued	40%	40%	39%
Vacation time/paid time off	38%	39%	38%
Challenge of job/responsibility	39%	39%	37%
Job atmosphere	36%	36%	36%
Recognition for work well done	31%	30%	29%
Having the tools and support to do my job well	29%	30%	28%
Telecommuting/working at home	24%	23%	26%
Skill development/educational/training opportunity	25%	24%	26%
Working with highly talented peers	25%	25%	25%
Commute distance	23%	24%	24%
Ability to work with leading-edge technology	21%	21%	23%
My work (job) is important to the company's success	22%	22%	22%
Ability to work on creating "new" innovative IT solutions	20%	21%	21%
Corporate culture and values	20%	19%	20%
Geographic location of job	19%	19%	18%
Potential for promotion	20%	18%	18%
Bonus opportunities	13%	13%	13%
Effectiveness of immediate supervision	14%	14%	13%
Involvement in setting company strategy and determining goals	9%	9%	8%
Prestige/reputation of the company	6%	6%	6%

Note: Seven responses allowed

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/48

Figure 49

What Matters Most to Managers

What matters most to you about your job?

	2011	2012	2013
Challenge of job/responsibility	45%	44%	44%
My opinion and knowledge are valued	45%	47%	47%
Base pay	44%	45%	43%
Job/company stability	44%	44%	42%
Benefits	36%	35%	36%
My work (job) is important to the company's success	34%	34%	33%
Flexible work schedule	34%	34%	35%
Job atmosphere	34%	35%	33%
Recognition for work well done	30%	30%	29%
Corporate culture and values	30%	29%	30%
Vacation time/paid time off	29%	31%	29%
Involvement in setting company strategy and determining goals	27%	27%	27%
Working with highly talented peers	27%	25%	27%
Ability to work on creating "new" innovative IT solutions	24%	26%	26%
Having the tools and support to do my job well	24%	24%	24%
Potential for promotion	19%	18%	20%
Commute distance	19%	19%	19%
Geographic location of job	19%	19%	18%
Ability to work with leading-edge technology	19%	19%	19%
Bonus opportunities	18%	17%	17%
Telecommuting/working at home	16%	16%	15%
Skill development/educational/training opportunity	15%	15%	15%
Effectiveness of immediate supervision	13%	14%	14%
Prestige/reputation of the company	9%	8%	9%

Note: Seven responses allowed

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/49

Figure 50

What Matters Most

What matters most to you about your job?

	Staff	Management
Base pay	48%	43%
Job/company stability	45%	42%
Flexible work schedule	43%	35%
Benefits	43%	36%
My opinion and knowledge are valued	39%	47%
Vacation time/paid time off	38%	29%
Challenge of job/responsibility	37%	44%
Job atmosphere	36%	33%
Recognition for work well done	29%	29%
Having the tools and support to do my job well	28%	24%
Telecommuting/working at home	26%	15%
Skill development/educational/training opportunity	26%	15%
Working with highly talented peers	25%	27%
Commute distance	24%	19%
Ability to work with leading-edge technology	23%	19%
My work (job) is important to the company's success	22%	33%
Ability to work on creating "new" innovative IT solutions	21%	26%
Corporate culture and values	20%	30%
Geographic location of job	18%	18%
Potential for promotion	18%	20%
Bonus opportunities	13%	17%
Effectiveness of immediate supervision	13%	14%
Involvement in setting company strategy and determining goals	8%	27%
Prestige/reputation of the company	6%	9%

Note: Seven responses allowed

Base: 7,810 IT staff and 6,264 IT managers

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/50

Figure 51**Years in IT**

How many years have you been in the IT profession?

Staff

17

Management

20

Note: Median years spent working in IT

R6460413-M/51

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013**Figure 52****Years Working as Contractor/Consultant**

How long have you been working as a contractor or consultant?

Staff

5

Management

9

Note: Median years spent working as a contractor/consultant

R6460413-M/52

Base: 395 staff- and 213 management-level IT contractors/consultants in 2013

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 53**Years at Company**

How many years have you been at your present company?

Staff

Management

7

8

Note: Median years spent at company

R6460413-M/53

Base: 7,415 full-time IT staff and 6,051 full-time IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013**Figure 54****Number of Companies Over the Past 10 Years**

How many companies have you worked for over the past 10 years?

Staff Management

1 to 2

68%

74%

3 to 4

26%

23%

5 or more

6%

3%

Base: 7,415 full-time IT staff and 6,051 full-time IT managers

R6460413-M/54

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 55

Satisfaction With Compensation

Overall, how satisfied are you with your total compensation package?

Staff

Management

Very satisfied

15%

16%

Satisfied

44%

46%

Neutral

24%

24%

Dissatisfied

14%

12%

Very dissatisfied

3%

2%

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

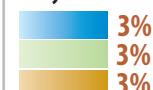
R6460413-M/55

Figure 56

Staff: Compensation Satisfaction Trend

Overall, how satisfied are you with your total compensation package?

2013 2012 2011

Very satisfied**Satisfied****Neutral****Dissatisfied****Very dissatisfied**

Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

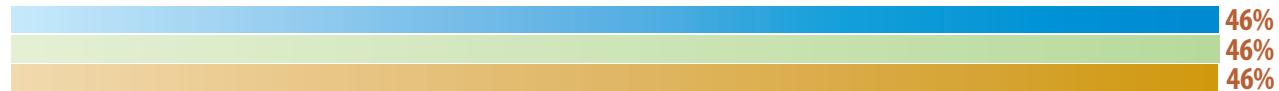
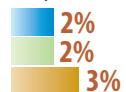
R6460413-M/56

Figure 57

Management: Compensation Satisfaction Trend

Overall, how satisfied are you with your total compensation package?

2013 2012 2011

Very satisfied**Satisfied****Neutral****Dissatisfied****Very dissatisfied**

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

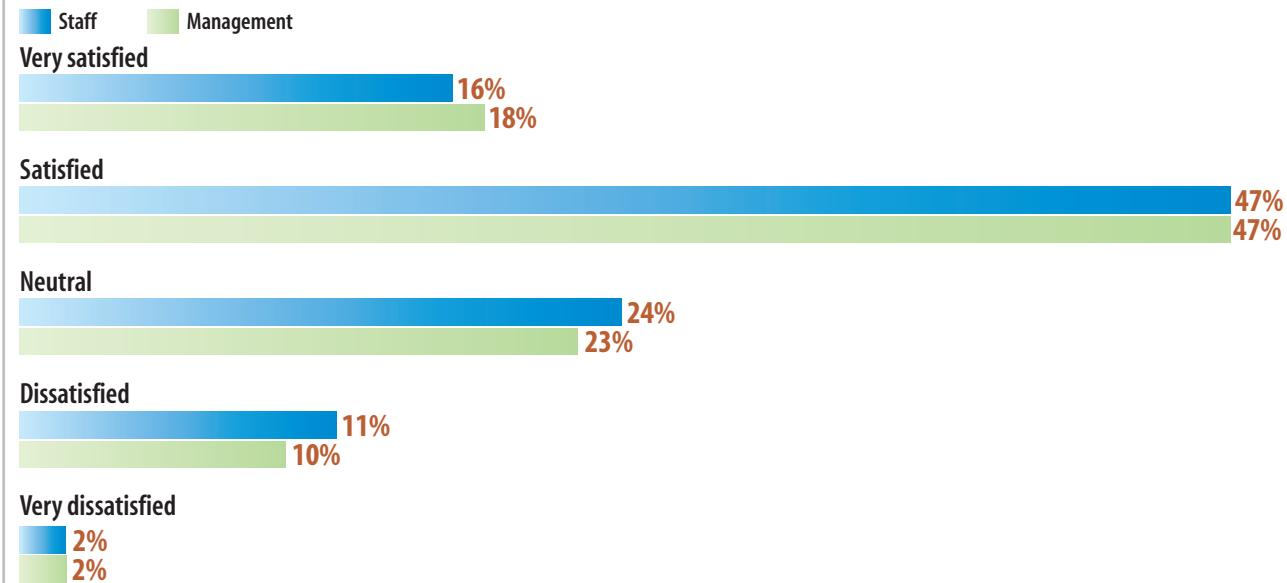
Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/57

Figure 58

Overall Satisfaction

Overall, how satisfied are you with all aspects of your job, including compensation, benefits and other aspects of your employment relationship?



Base: 7,810 IT staff and 6,264 IT managers

R6460413-M/58

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 59

Staff: Overall Satisfaction Trend

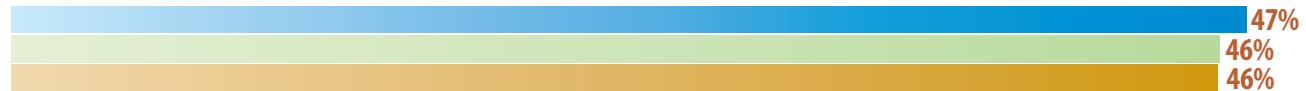
Overall, how satisfied are you with all aspects of your job, including compensation, benefits and other aspects of your employment relationship?

2013 2012 2011

Very satisfied



Satisfied



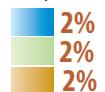
Neutral



Dissatisfied



Very dissatisfied



Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/59

Figure 60

Management: Overall Satisfaction Trend

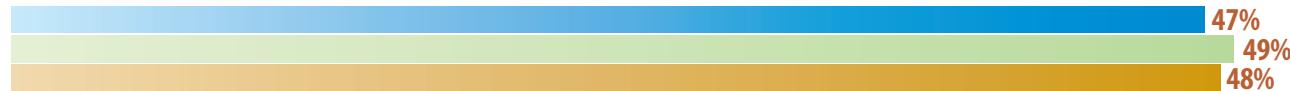
Overall, how satisfied are you with all aspects of your job, including compensation, benefits and other aspects of your employment relationship?

2013 2012 2011

Very satisfied



Satisfied



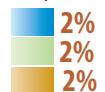
Neutral



Dissatisfied



Very dissatisfied



Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/60

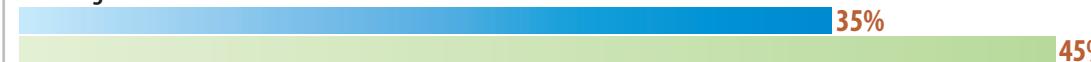
Figure 61

Intellectually Challenged

Do you feel that you are being challenged intellectually with the IT projects you are currently working on?

Staff Management

Challenged



Somewhat challenged

Not at all challenged

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/61

Figure 62

Job Security

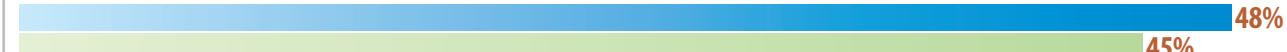
How would you rate your present job security?

Staff Management

I feel very secure



I feel somewhat secure



I feel insecure



Base: 7,810 IT staff and 6,264 IT managers

R6460413-M/62

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

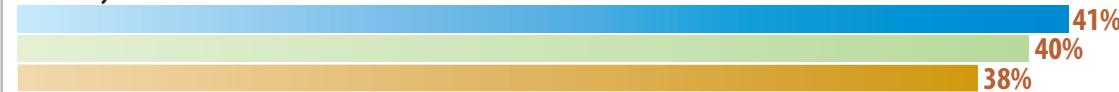
Figure 63

Staff: Job Security Trend

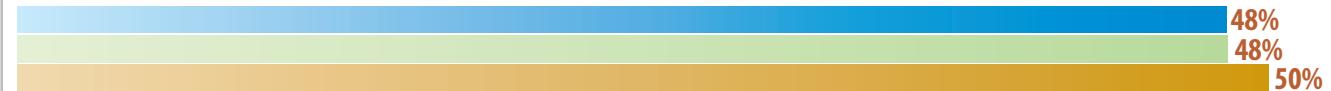
How would you rate your present job security?

2013 2012 2011

I feel very secure



I feel somewhat secure



I feel insecure



Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

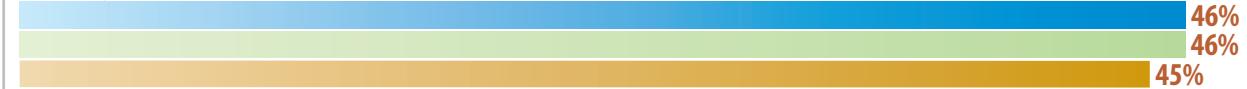
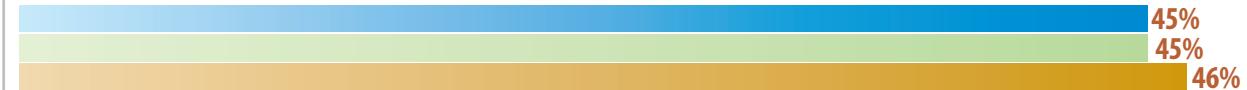
Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/63

Figure 64

Management: Job Security Trend

How would you rate your present job security?

 2013 2012 2011**I feel very secure****I feel somewhat secure****I feel insecure**

Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/64

Figure 65

Promising Career Path

Do you believe a career path in IT and the potential for salary advancement are as promising today as they were five years ago?

Staff Management

As promising today

45%

50%

Not as promising

44%

42%

Unsure

11%

8%

Base: 7,810 IT staff and 6,264 IT managers

R6460413-M/65

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

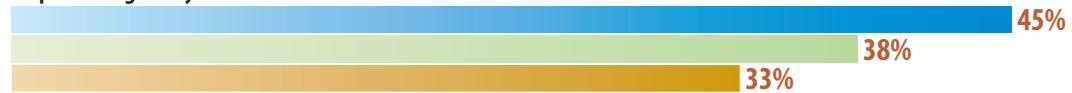
Figure 66

Staff: IT Career Path Trend

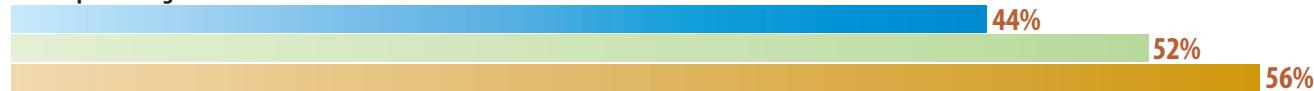
Do you believe a career path in IT and the potential for salary advancement are as promising today as they were five years ago?

2013 2012 2011

As promising today



Not as promising



Unsure



Base: 7,810 IT staff in 2013, 7,499 in 2012 and 9,936 in 2011

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/66

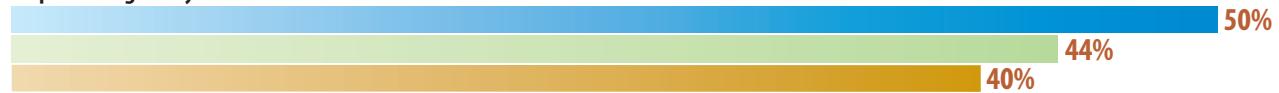
Figure 67

Management: IT Career Path Trend

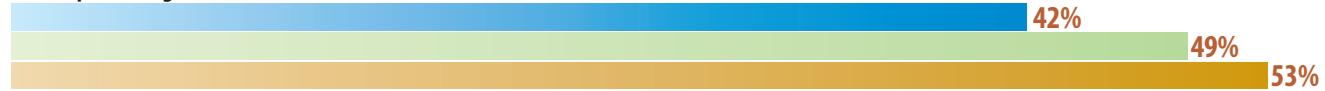
Do you believe a career path in IT and the potential for salary advancement are as promising today as they were five years ago?

2013 2012 2011

As promising today



Not as promising



Unsure



Base: 6,264 IT managers in 2013, 6,381 in 2012 and 8,265 in 2011

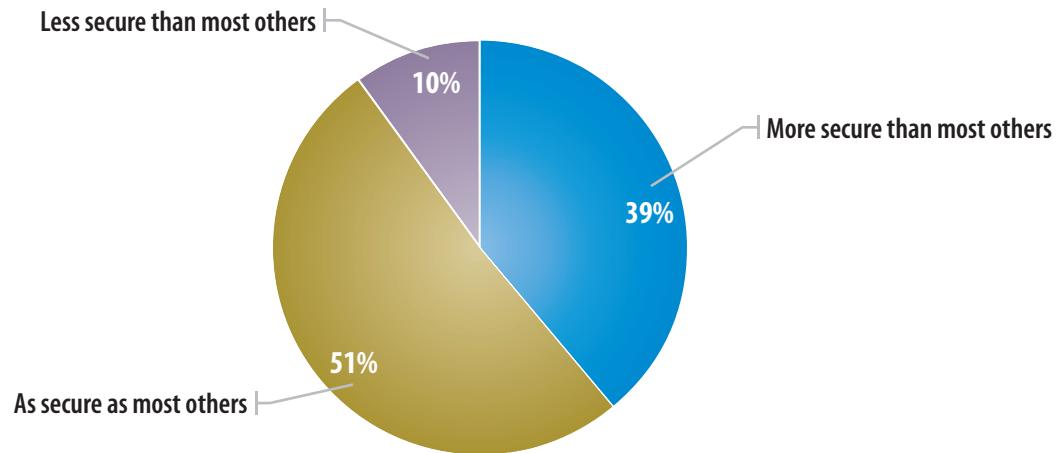
Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/67

Figure 68

Economy Impact on IT Career Security

Given the current economy, do you believe a career path in IT is ...



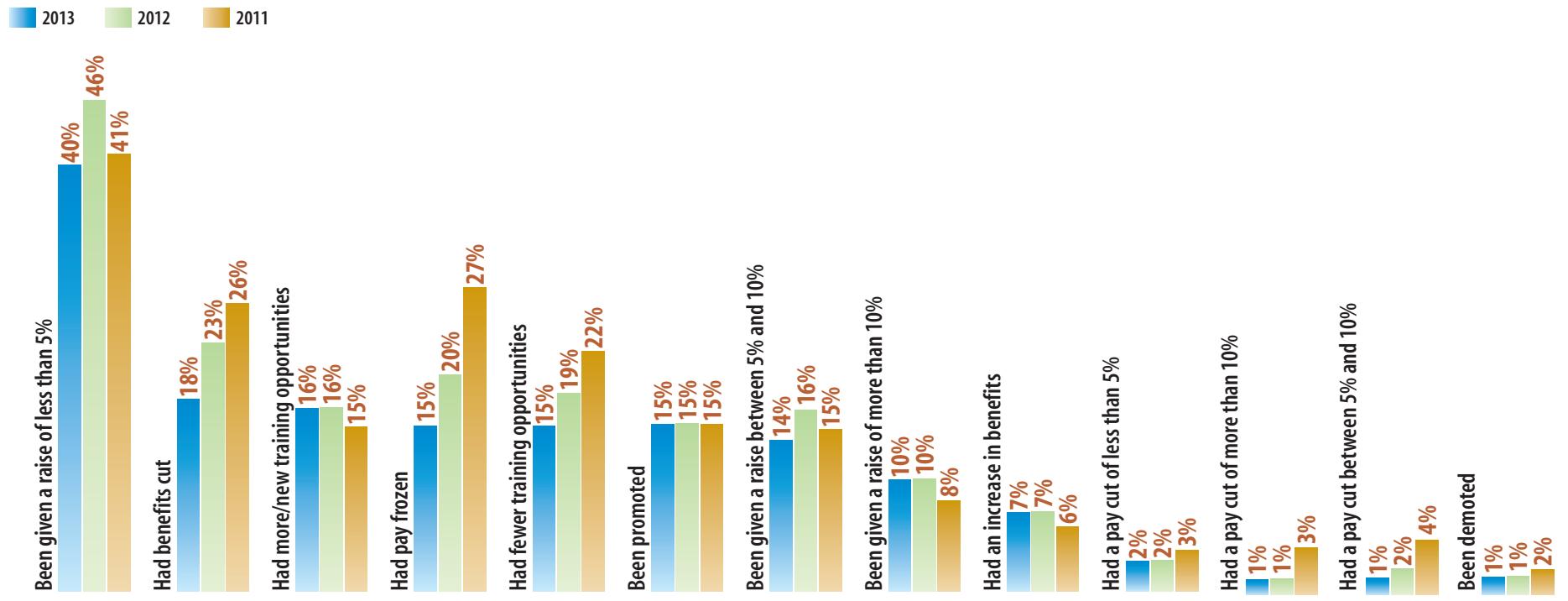
Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/68

Figure 69

Impact of Slower Economy

In the past 12 months, as a result of the slower economy, I have ...



Note: Multiple responses allowed

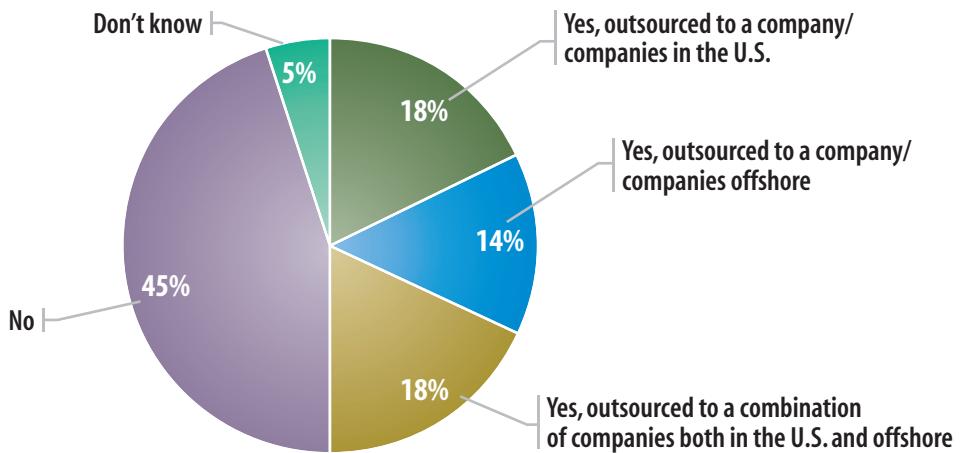
Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/69

Figure 70

IT Outsourcing Practices

Is your organization outsourcing some of its IT jobs?



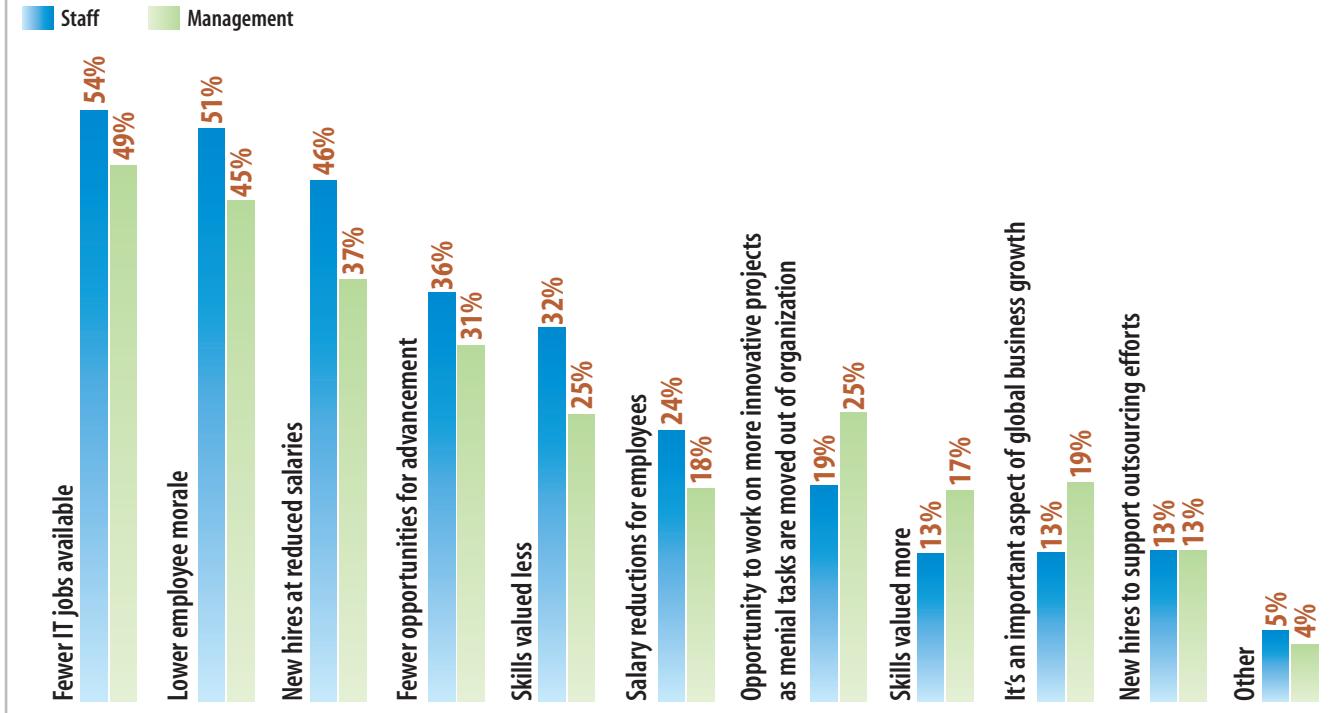
Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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Figure 71

Impact of Outsourcing on IT Professionals

What impact do you think the current trend toward outsourcing is having on IT professionals?



Note: Multiple responses allowed

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

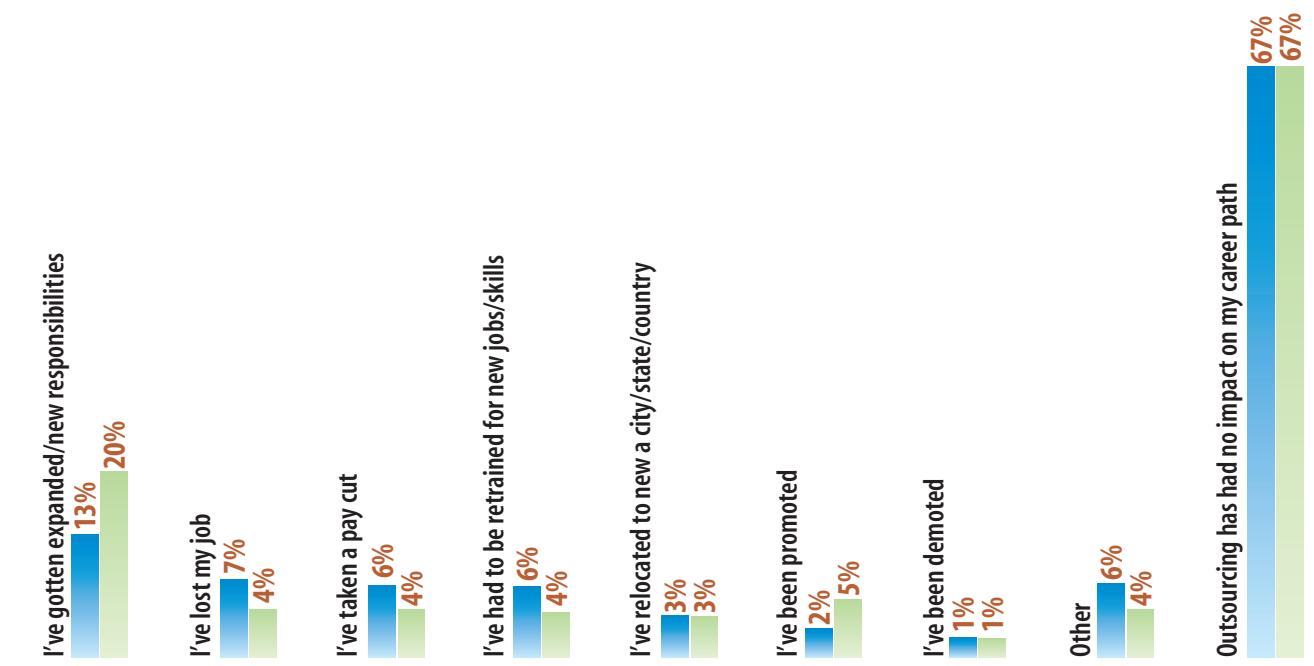
R6460413-M/71

Figure 72

Impact of Outsourcing on Career

What impact has outsourcing had on your career path?

Staff Management



Note: Multiple responses allowed

Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

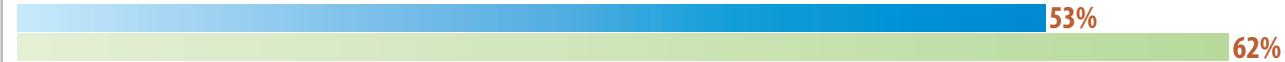
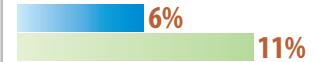
R6460413-M/72

Figure 73

Type of Visa

I work in the U.S. on a ...

Staff Management

Green card**H-1B visa****L-1 visa****Other**

Base: 516 IT staff and 379 IT managers without U.S. citizenship

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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Figure 74

Looking for a New Job?

Are you currently looking for a job at a different employer?

2013

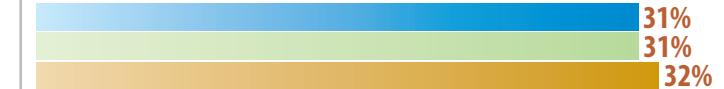
2012

2011

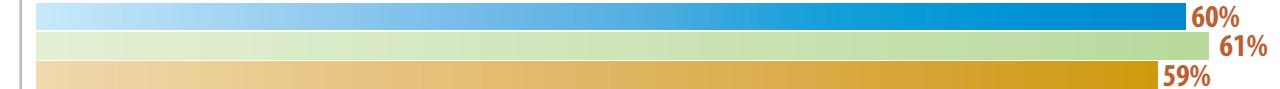
Yes, actively



Yes, somewhat



No



Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

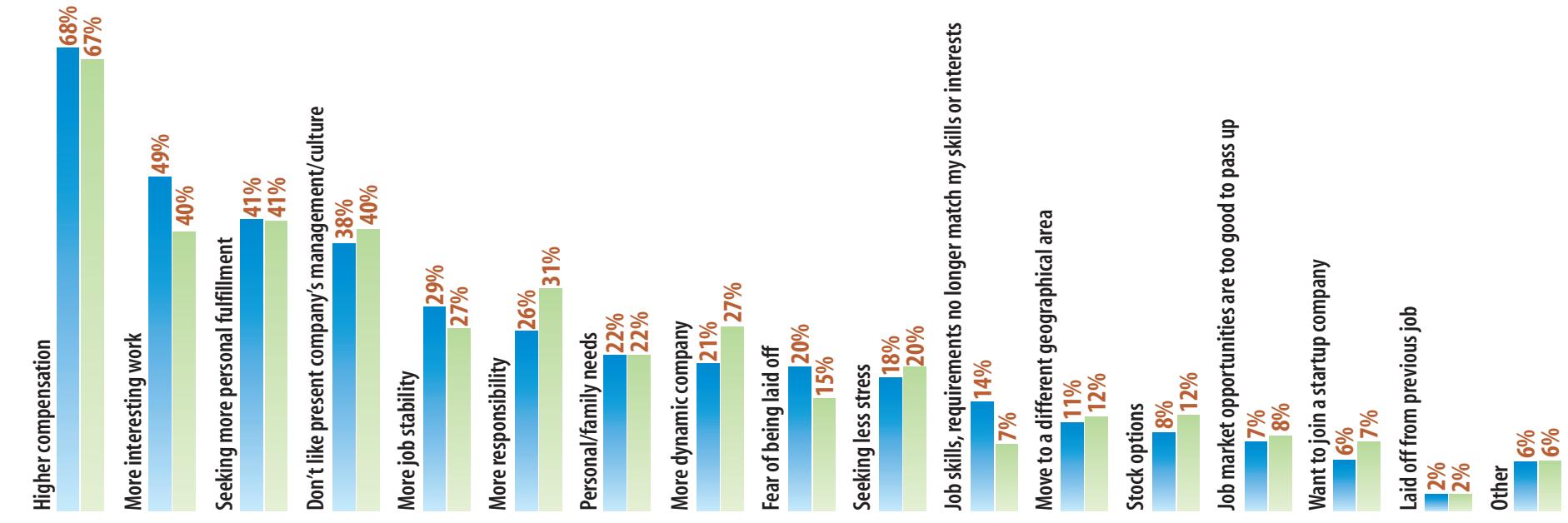
R6460413-M/74

Figure 75

Reasons for Seeking a New Job

Why are you looking for a new job?

Staff Management



Note: Multiple responses allowed

Base: 3,110 IT staff and 2,523 IT managers looking for a new job

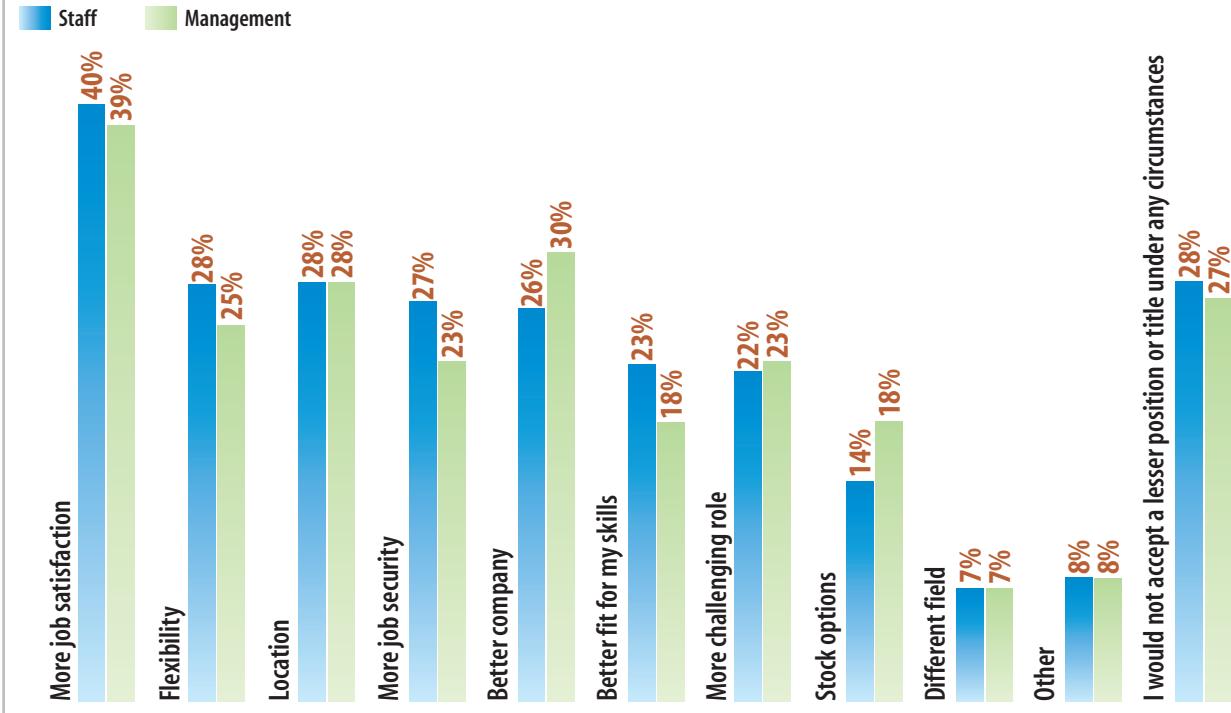
Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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Figure 76

Reasons to Accept a Lower Position

What would influence you to accept a lesser position/title?



Note: Multiple responses allowed

Base: 7,810 IT staff and 6,264 IT managers

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

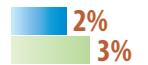
R6460413-M/76

Figure 77**Education**

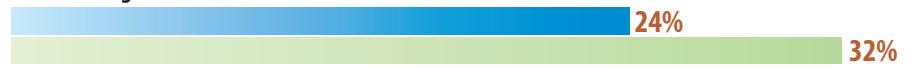
What is your highest level of education?

Staff Management

Ph.D.



Master's degree/MBA



Bachelor's degree



Associate's degree



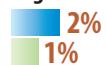
Some college



Tech/IT trade school



High school graduate



Base: 7,810 IT staff and 6,264 IT managers

Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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Figure 78**Gender**

Base: 1,844 female and 12,230 male IT professionals

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Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

Figure 79

Age

What is your age?

Staff Management

25 or less

2%
1%

26-35

17%

11%

36-45

31%

34%

46-55

33%

38%

Over 55

17%

16%

Base: 7,810 IT staff and 6,264 IT managers

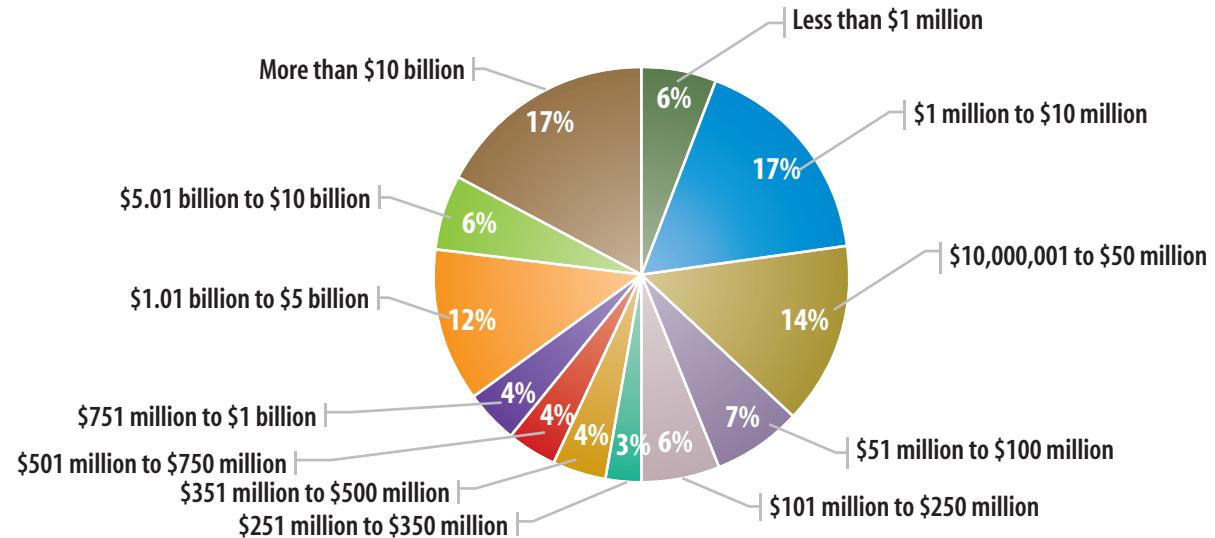
Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/79

Figure 80

Company Revenue

What is the annual revenue or operating budget of your organization?



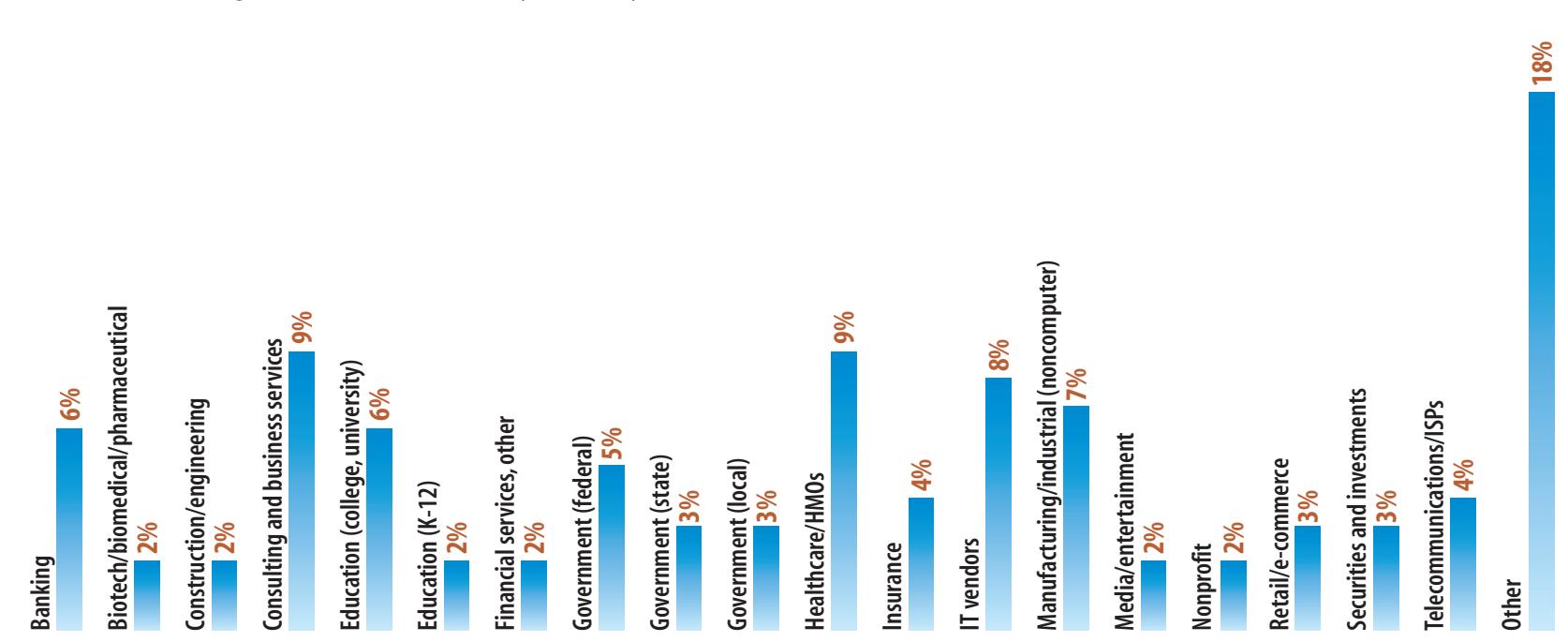
Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/80

Figure 81

Industry

Which of the following best describes the industry in which you work?

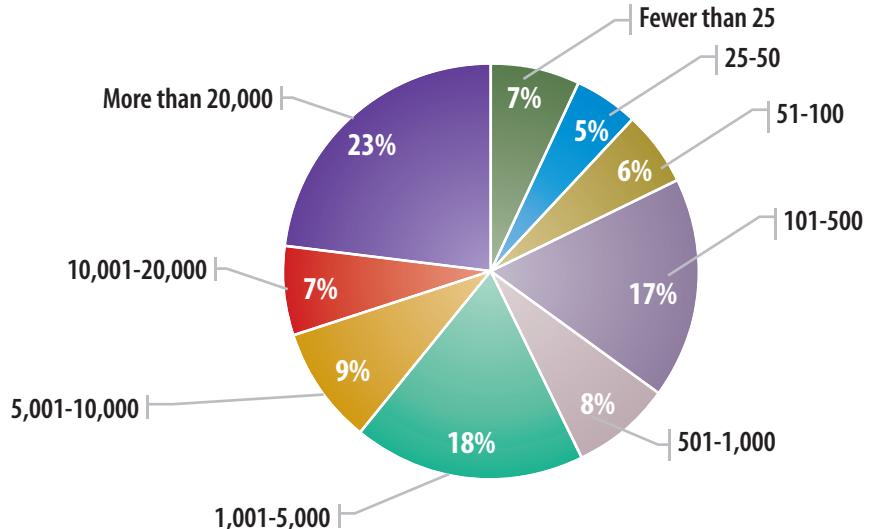
Data: *InformationWeek* 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

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Figure 82

Company Size

How many total employees does your company have?



Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013

R6460413-M/82

Figure 83

Base Salary and Total Compensation by Industry

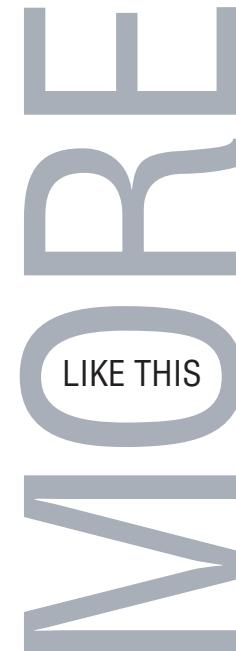
What is your current annual base salary and what is your total annual cash compensation, including salary and all cash bonuses?

	Staff		Management	
	Base salary	Total compensation	Base salary	Total compensation
Banking	\$89	\$93	\$110	\$122
Biotech/biomedical/pharmaceutical	\$98	\$102	\$130	\$149
Chemicals*	\$90	\$90	\$125	\$135
Construction/engineering	\$80	\$83	\$100	\$107
Consulting and business services	\$99	\$103	\$120	\$133
Consumer goods	\$93	\$95	\$123	\$137
Distributor	\$86	\$90	\$110	\$128
Education (K-12)	\$59	\$59	\$75	\$75
Education (college, university)	\$62	\$62	\$85	\$87
Electronics	\$96	\$100	\$120	\$131
Energy	\$100	\$106	\$125	\$140
Financial services, other	\$95	\$100	\$122	\$141
Food/beverage	\$82	\$86	\$96	\$110
Government (federal)	\$95	\$96	\$120	\$123
Government (state)	\$68	\$69	\$88	\$90
Government (local)	\$71	\$72	\$90	\$92
Healthcare/HMOs	\$83	\$85	\$112	\$117
Hospitality/travel	\$85	\$89	\$110	\$120
Insurance	\$90	\$93	\$125	\$140
IT vendors	\$105	\$110	\$121	\$135
Logistics/transportation	\$90	\$95	\$113	\$120
Manufacturing/industrial (noncomputer)	\$80	\$85	\$106	\$115
Media/entertainment	\$95	\$99	\$120	\$132
Metals and natural resources*	\$63	\$68	\$130	\$158
Nonprofit	\$65	\$66	\$88	\$90
Real estate*	\$89	\$89	\$97	\$104
Retail/e-commerce	\$91	\$95	\$117	\$126
Securities and investments	\$110	\$120	\$146	\$170
Telecommunications/ISPs	\$95	\$101	\$115	\$130
Utilities	\$90	\$95	\$112	\$120

* Low base, use with caution

Note: Median base salary and compensation in thousands of dollars

Data: InformationWeek 2013 U.S. IT Salary Survey of 14,074 IT professionals, January 2013



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