



# IT JOB MARKET & SALARY SURVEY 2008

## INSIGHTS FROM MORE THAN 3,200 IT PROFESSIONALS

The **2008 IT Job Market and Salary Survey** gives your company the edge in attracting and retaining IT talent in today's market of growing demand and competition for IT skills.

This comprehensive survey and guide includes:

- Essential salary data by title, company size, industry and region. Based on national sample of IT professionals and hiring managers
- Interpretation, trending and recommendations to support your salary and hiring plan
- Key job satisfaction drivers
- Who's looking for a new job? Why?
- What do job seekers value when searching for a new job?

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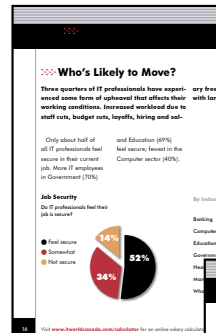
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**BENCHMARKING TABLES**

Comprehensive base salary data including upper and lower decile, median, averages and per cent year over increases, plus bonuses paid for 75 job titles are included in **Appendix A** to this report. The compensation tables include break-outs by industry, company size and region of Canada.

**Salary Profiles by Job Title and Company Size**

Job Title	Year 2006					Year 2007				
	Min	Q1	Q2	Q3	Max	Min	Q1	Q2	Q3	Max
Chief Executive Officer	120,000	150,000	180,000	210,000	240,000	130,000	160,000	190,000	220,000	250,000
Senior Vice President	80,000	100,000	120,000	140,000	160,000	85,000	105,000	125,000	145,000	165,000
Vice President	60,000	75,000	90,000	105,000	120,000	65,000	80,000	95,000	110,000	125,000
Senior Manager	45,000	55,000	65,000	75,000	85,000	50,000	60,000	70,000	80,000	90,000
Manager	35,000	45,000	55,000	65,000	75,000	40,000	50,000	60,000	70,000	80,000
Senior Analyst	25,000	30,000	35,000	40,000	45,000	28,000	33,000	38,000	43,000	48,000
Analyst	20,000	25,000	30,000	35,000	40,000	22,000	27,000	32,000	37,000	42,000
IT Support	15,000	18,000	22,000	25,000	30,000	16,000	19,000	23,000	26,000	31,000



**Keeping Them Happy: It's Not Just About Money**

By measuring the ratings given to the various dimensions of job satisfaction, we can see that as people move up the IT hierarchy, the various factors that contribute to job satisfaction – or lack of it – take on different significance. Money is most important at the IT staff level, but as IT professionals advance in their careers, that money needs become satisfied and higher order needs of being valued and empowered, as well as the job environment itself, take on greater significance.

So retaining the best IT executives and senior managers is not just about money. These employees are of the "self-actualized" level of their careers, and security focused. They are looking to take on new challenges and their knowledge and experience. They need challenge in the job and the empowerment to contribute to the corporate goals. They want to see the corporate culture and technology that will help them succeed. If managers, while somewhat more money and security focused, also are concerned about their working environment, being empowered to contribute to corporate goals. They want to see the corporate culture and technology that will help them succeed.

**Job Satisfaction: Key Drivers**

Value and	Appreciation	Job Environment	Money	Job Security	Flexibility
Very Important	43	41	38	35	32
Important	41	40	41	44	41
Not Important	35	35	35	38	35
Not at all Important	15	15	15	15	15

**Key Message to Hiring Managers**

Keeping IT professionals happy is not just about boosting their pay packages; other job attributes can be at least as important. As a hiring manager involved in the retention strategy for your department, it's critical to note that what makes you happy is not necessarily the same as what makes your subordinates happy.

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As a long-standing and respected publisher serving the IT community, IT World Canada enjoys a trusted relationship with, and access to, a large and highly representative IT professional community. This is reflected in the substantial response, resulting in richest available database of information on the Canadian IT job market.

The Survey polled readers of IT World Canada's publications – *ComputerWorld Canada*, *Network World Canada*, *CIO Canada*, *CIO Government Review* and

*Direction Informatique*; and, visitors to [itworldcanada.com](http://itworldcanada.com). The survey reflects the views of IT professionals themselves, and the managers responsible for hiring decisions at the companies that employ them. As such, it is not biased simply to data and opinions of those active in the job market, but is representative of the broad cross section of IT professionals, including job seekers and those stable in their jobs.

**The IT workforce in Canada is ageing rapidly, and entry into the workforce has declined significantly since before the turn of the millennium.**

The average age of the current workforce is 43, and many more are on their way to retirement than in the early years of their career. The situation remains a dangerous one for the industry, as all indications point to a continued increase in the use of information and communication technologies and an attendant increase in the demand for IT professionals.

At the same time, new entrants into the profession fall far below the levels needed to fulfil the forecast in hiring demands. Hiring plans for 2008 would require a 5% increase in the current IT workforce; an unlikely occurrence given that over the last five years the industry attracted less than 7% of its current population.

So the skills shortage reported in previous years continues, but is more acute for specific skill sets, particularly applications development technical skills, which is the largest IT job category and the one presenting the greatest challenge for hiring managers. One consequence of this is the gradual change in the distribution of IT skills between the end-user organizations and the software and IT professional services firms. The computer industry is hiring the greater number of application developers while the end-user organizations – the banks, retailers and manufacturers, etc. – are focused more on project management, business analysis and architecture skills, all of which are identified by hiring managers as difficult to find.

With hiring managers looking for mature skills – 40% of hires are expected to have an exact skills match with job openings – there continues to be a competition among hiring companies for the required staff. Compensation has increased by 3.6% across the industry – a relatively modest increase in light of the continuing

competition for skills – but well ahead of the cost of living index which hovers around 2%.

The booming western economies are driving greater than average compensation increases, with Calgary leading the country in average compensation and average increase over 2007.

As the number and complexity of applications increases, the need for technical support and help desk staff has increased. While this is not identified by hiring managers as difficult to hire, it is the job that has seen the most growth in terms of sheer numbers of staff.

Security specialist and managers are both in demand and considered tough to find; as are project managers and architects, both network and system architects.

New roles are emerging within the profession, such as relationship managers whose role is to manage distributed teams and multiple vendors. Hiring managers are broadening the profiles of required skills across all job categories, to include soft skills such as communication and presentation skills.

Overall the workforce is stable and secure, having an average tenure with present employer of 10 years. Still, the likelihood of losing staff remains high, with half of the respondents reporting that they are either actively searching for a new job (8%) or open to opportunities (43%). Retention strategies are important. Beyond compensation, what makes employees happy in the job are factors such as recognition for their contributions, flexible working arrangements and the opportunity to develop their skills through training.



**2008 IT Salary Survey & Hiring Manager's Guide Order Form**

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