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## 2008 TDWI Salary, Roles, and Responsibilities Report



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## PURPOSE, METHODS, AND DEMOGRAPHICS

### Purpose

The purpose of this report is to gain a better sense of the people and teams who built and maintained business intelligence (BI) and data warehousing (DW) solutions during the 2007 calendar year. This report uses the term “BI” to refer to both business intelligence and data warehousing initiatives, and the term “BI professionals” to the individuals who deliver these initiatives. Specifically, the report looks at individual compensation, roles, responsibilities, skills, and experience among BI professionals. It also provides profiles of the 10 most common BI roles, examining age, gender, education, job satisfaction, salary and bonus, certification, background, and other characteristics.

### Methods

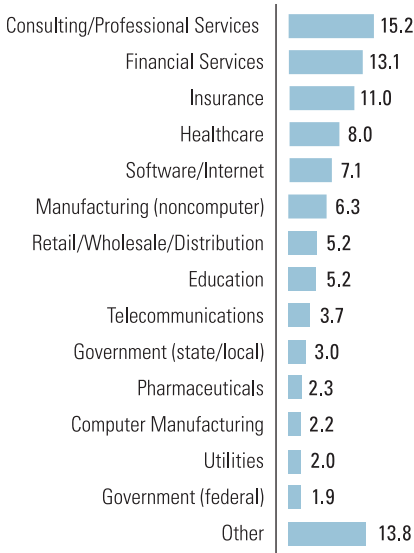
This report is based on a Web survey of 1,087 qualified data warehousing and business intelligence professionals in the U.S. and Canada conducted in the fall of 2007. To ensure the greatest accuracy of our compensation data, results from worldwide BI professionals are not factored in. Qualified respondents are full-time IT professionals, consultants, systems integrators, or business sponsors or users. Responses from vendor representatives in sales, marketing, and development; professors and students; and part-time employees were not counted. Multi-choice answers and rounding account for totals that do not equal 100 percent.

### Demographics

Consulting and professional services claimed the top spot among industries represented in the 2008 TDWI salary survey, with 15.2 percent of the total, up from 12 percent a year earlier. For the first time in several years, consulting and professional services edged out financial services (13.1 percent) as the industry with the greatest degree of BI/DW penetration. The claim to the top spot suggests that organizations are increasing their usage of external consultancies to design, test, implement, and maintain BI/DW systems. Demand for BI/DW consulting is high, thereby providing a living for an increasing number of BI/DW consultants.

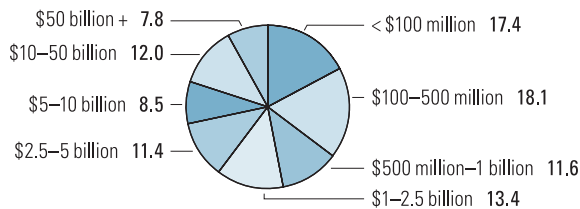
In descending order from greatest representation to least, industries on the lower end of the scale were media/entertainment/publishing, hospitality/travel, food/beverage, aerospace, transportation/logistics, advertising/marketing/PR, chemical/petroleum, nonprofit/trade association, real estate, agriculture, construction/architecture/engineering, and law. Those industries are included in the 13.8 percent total of “Other.”

**INDUSTRY REPRESENTATION (%)**



Large organizations with annual revenues of \$1 billion or greater continued to dominate the organizational revenues category with 53.1 percent of the total, down slightly from 55.8 percent in 2006, but up substantially from 44 percent in 2004. The percentage of smaller companies (with annual revenues less than \$1 million) increased to 17.4 in 2007 from 15 percent in 2006. Overall, the data illustrates that BI/DW is relevant for organizations at both ends of the revenue scale.

**ORGANIZATION REVENUES (%)**



Continuing a trend reflected in recent TDWI salary surveys, the 2007 data indicates a continued progression towards BI/DW maturity. For instance, the number of organizations “getting serious about BI for the first time” declined for a third consecutive year, to 15.5 percent in 2007 (down from 21.3 percent in 2005). This number may be expected to continue to decline as more and more BI/DW implementations continue to mature.

Similarly, organizations in less mature stages of getting serious about BI for the first time, doing a major overhaul, or expanding after a first major iteration declined from 57 percent in 2006 to 53.8 percent in 2007. Nevertheless, with less than half in the more mature phases, the pursuit of BI/DW maturity is likely to proceed apace.

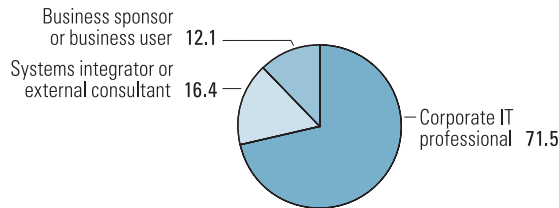
**WHICH BEST DESCRIBES YOUR ORGANIZATION'S BI IMPLEMENTATION? (%)**

	2007	2006	2005
We're getting serious about BI for the first time	15.5	17.8	21.3
We're doing a major overhaul of our BI program to better meet user needs or support a new strategy	18.5	19.1	20.6
We manage a relatively mature BI environment that delivers significant business value	20.6	20.7	19.7
We've completed two or more major iterations that have been relatively successful	25.7	23.0	19.6
We are building or have completed our first major iteration and are looking to expand	19.8	20.0	18.8

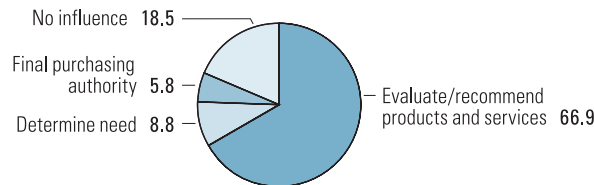
The trend toward increasing involvement of business-side professionals in BI/DW systems is borne out in the 2007 TDWI salary survey data. More than 12 percent of respondents identified themselves as business sponsors, drivers, or users, up from 8.2 percent in 2006. Conversely, the percentage of corporate IT professionals taking the survey declined to 71.5 percent in 2007 from 78.3 percent in 2006.

More than two-thirds of respondents are tasked with evaluating and recommending BI/DW products and services, while just 5.8 percent have final purchasing authority. More than 18 percent have no influence in BI/DW purchasing processes.

**POSITIONS (%)**



**PURCHASING AUTHORITY OF INDIVIDUALS (%)**

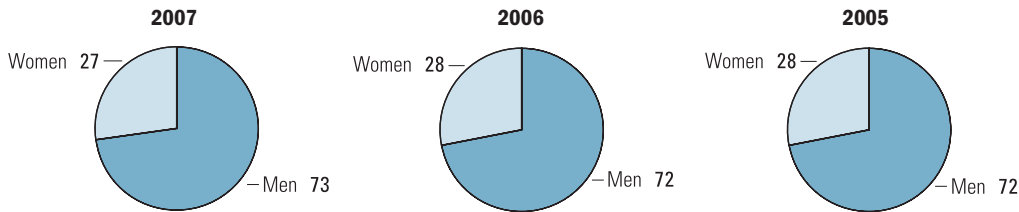


Males in their late 30s and early 40s constitute the most prevalent demographic among BI/DW practitioners—more than one-quarter (26.6 percent) are ages 37 to 42. The data shows a steady decline in the number of BI/DW practitioners from the early 50s on; just 5 percent of BI/DW professionals is age 56 or older and just 1 percent is 60 or older, the 2007 TDWI salary survey data shows.

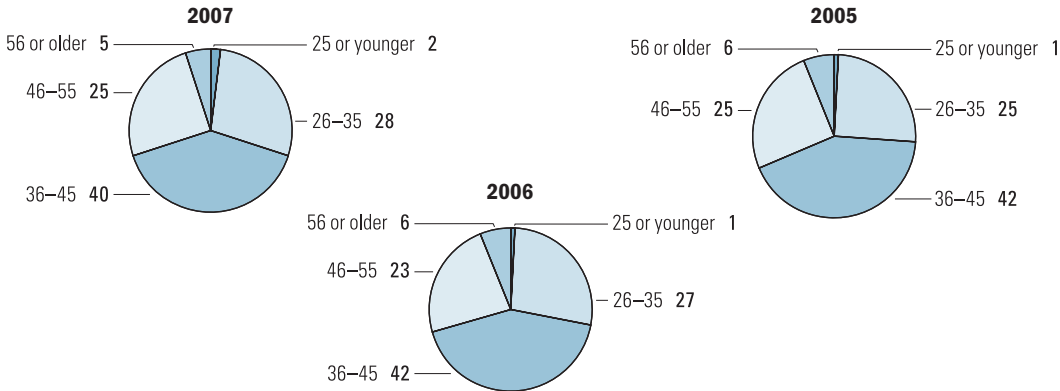
This is consistent with anecdotal trends seen within TDWI’s membership and faculty. Highly experienced BI/DW professionals are increasingly moving into high-level IT management positions in enterprise data architecture or general data management. Others get promoted into business management positions. The largest brain drain, however, is probably the high demand for independent BI/DW consultants, an area that demands seasoned professionals. This kind of consulting appeals to mature professionals who want to control their time for reasons of lifestyle choices or semiretirement.

On the other end, just 2 percent is age 25 or younger, suggesting that several years of IT experience is the norm before an individual joins the BI/DW ranks. Again, this is consistent with TDWI members. Roughly half of them worked several years in IT (often in system management or operational database administration) before getting training from TDWI, which enabled them to gain employment as BI/DW professionals. Meanwhile, the gender breakdown in the profession remains constant at a roughly 3:1 ratio.

**INDUSTRY PROFILE BY GENDER (%)**

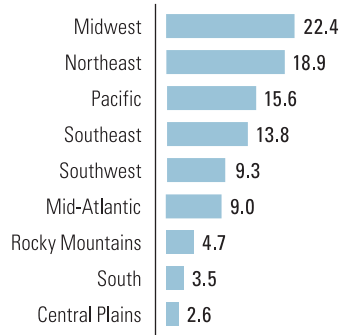


**INDUSTRY PROFILE BY AGE (%)**



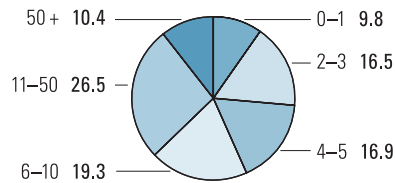
The lion’s share of BI/DW professionals in the U.S. is concentrated in the Midwest, with 22.4 percent, while the fewest are found in the Central Plains, 2.6 percent. The Northeast and Pacific states show high BI/DW concentration with 18.9 percent and 15.6 percent of the total, respectively. Canadian respondents totaled 96, or 8.7 percent of the total.

**IN WHICH U.S. REGION ARE YOU LOCATED? (%)**



Smaller BI/DW teams of between one and 10 individuals are the norm in the industry, with nearly 63 percent, the salary survey data shows. In contrast, the percentage of teams with 11 to 20 members amounts to 15.5 percent. On the other hand, a notable 6.5 percent maintains teams of more than 100 professionals, the data shows.

**HOW MANY FULL-TIME STAFF MEMBERS ON YOUR TEAM ARE DEVOTED TO BI/DW TASKS? (%)**



## COMPENSATION

### Salary Trends

The average salary for BI/DW professionals is poised to reach the \$100,000 plateau in North America. In 2007, average salaries rose to \$98,418 from \$94,615 in 2006, making it likely that the six-figure milestone will be realized in 2008.

Salaries climbed a solid 4 percent in 2007, ahead of the 3.2 percent pace of 2006 and the highest in the last few years of TDWI research. The wage increase for BI/DW compares favorably to the IT industry as a whole and appears to reflect the value that organizations put on BI/DW practitioners and systems. For instance, *Computerworld's* 2007 salary survey of 9,290 respondents reported a 3.7 percent average salary increase for 2007 in the IT industry at large.

Meanwhile, the median salary in the *Computerworld* survey was \$80,000 versus \$96,000 in TDWI's study. (Note that the *Computerworld* respondent pool consists of full- and part-time IT professionals in the U.S.; TDWI's study is based on full-time individuals in the U.S. and Canada, where wages are lower. *Computerworld's* 2007 study does not publish an average salary.)

**AVERAGE (MEAN) SALARIES**

	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>
Avg. Salary	\$98,418	\$94,615	\$91,678	\$89,559	\$85,619	\$82,997
Y-Y %	4.0%	3.2%	2.3%	4.6%	3.2%	-1%

**MEDIAN SALARIES**

	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>	<b>2003</b>	<b>2002</b>
Median	\$96,000	\$92,000	\$88,250	\$86,320	\$83,000	\$78,000
Y-Y %	4.3%	4.3%	2.2%	4.0%	6.4%	—

A notable 4 percent of respondents enjoyed large wage increases of 20 percent or greater in 2007, while 2.8 percent reported that their earnings had decreased. The majority of salary increases fell in the 1 to 3 percent range. Meanwhile, the percentage of individuals reporting wage gains higher or lower than their organization’s standard increase were virtually even.

**AVERAGE SALARY CHANGES (%)**

	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
Decrease	2.8	2.3	2.6	3.6
No Change	8.1	7.5	10.8	12.1
1–3%	37.4	40.8	43.3	41.6
4–5%	22.0	20.9	18.5	18.5
6–10%	18.7	19.7	17.1	17.4
11–20%	7.5	6.7	5.7	5.3
20+%	4.0	2.1	1.8	1.4

**DID YOUR 2007 BASE SALARY INCREASE BY MORE THAN THE ORGANIZATION’S STANDARD WAGE INCREASE? (%)**

	<b>2007</b>	<b>2006</b>
Yes	35.8	35.3
No	37.4	38.6
Stayed the Same	12.3	11.6
Not Sure	14.4	14.5

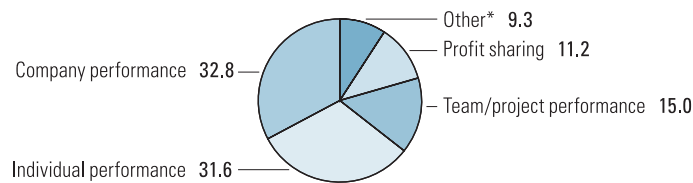


The percentage of employees receiving bonuses climbed to 66 percent—the highest level in the last several years. The steady increase in the prevalence of bonuses in recent years indicates that bonuses are an increasingly accepted form of compensation. More than two-thirds of bonuses were awarded for company or individual performance.

**RESPONDENTS RECEIVING BONUSES (%)**

2007	2006	2005	2004	2003	2002
66.0	65.7	59.9	56.5	55	53

**TYPES OF BONUSES (%)**



\*Includes signing, retention, holiday, and hot skills

While average salaries and the percentage of individuals receiving bonuses were up, the average bonus fell 8.4 percent, from \$12,891 in 2006 to \$11,802 in 2007. A closer look at the data shows that the percentage of bonus recipients receiving bonuses of \$10,000 or less increased to 63.5 percent in 2007, up from 59.2 percent in 2006.

Conversely, those receiving more than \$10,000 in bonuses fell to 36.5 percent in 2007 from 40.8 percent in 2006. A similar dropoff was observed in 2003, when average bonuses declined 12.3 percent. The smaller bonus population size (as compared to the total pool), organizational revenues and profitability, and one-time large bonuses for some respondents can contribute to volatility in average bonus figures.

**AVERAGE BONUSES**

	2007	2006	2005	2004	2003	2002
Avg. Bonus	\$11,802	\$12,891	\$12,497	\$11,309	\$10,764	\$12,276
Y-Y %	-8.4%	+3.2%	+10.5%	+5.1%	-12.3%	+27%

Perhaps not coincidentally with the decline in average bonuses, the percentage of respondents receiving options fell to 20 percent—the lowest total in recent years and down markedly from 27 percent of 2003. This is no surprise, since most of the job titles surveyed are at too low a level to qualify for options in the average firm. The percentage of BI/DW professionals holding a second job to supplement their income inched up slightly to 10 percent.

**OPTIONS AND MOONLIGHTING (%)**

	2007	2006	2005	2004	2003	2002
Receiving options	20.4	24	23	26	27	26
Moonlighting	10	9.4	15	12	13	20

**Salary Breakdowns**

BI director displaced business sponsor as the most highly paid position in 2007, rising 6 percent to an average salary of \$125,907. With an average bonus of nearly \$20,000, the BI director position totals \$145,712 in compensation for the year. The high wages paid to BI directors and business sponsors clearly illustrate the greater business-side involvement in BI/DW systems and the value that organizations perceive in business driving technology strategy and direction.

Technical architects and systems analysts saw an above-average salary increase of 10.7 percent, to \$101,618, while BI project managers were up 5.8 percent, to \$98,566. Among the four top-paying positions, roughly three-quarters of respondents received bonuses.

**TOP SALARIES AND BONUSES BY KEY ROLES**

Role	2007 Salary (\$)	2006 Salary (\$)	Change (%)	Receiving Bonus (%)	Average Bonus (\$)
BI Director	125,907	118,794	6.0	78	19,805
Business Sponsor	119,315	122,087	-2.2	76	24,405
Lead Information Architect	107,591	104,939	2.5	72	12,791
BI Program Manager	103,890	100,084	3.8	76	10,226
Technical Architect/Systems Analyst	101,618	91,756	10.7	54	9,893
BI Project Manager	98,566	93,145	5.8	63	9,432
Data Acquisition (ETL) Architect/Developer	88,747	84,340	5.2	62	6,680
Database Administrator	87,059	89,282	-2.5	46	7,831
Data Warehouse Administrator	86,574	84,968	1.8	72	6,799
Decision Support (BI) Architect/Developer	85,768	90,477	-5.2	65	8,322
Data Analyst/Data Modeler	82,614	80,730	2.3	63	8,325
Business Requirements Analyst	81,112	82,138	-1.2	65	8,622

Consulting and professional services claimed the title for the most lucrative industry for BI/DW in 2007, with a strong 6.5 percent increase in average salary, to \$110,170. The salary increase, as well as an increase in consulting/professional services representation in the 2007 study, suggests increasing usage of external consultants and integrators by client organizations. The increase in compensation also helps explain the steady stream of experienced BI/DW professionals moving into consulting.

Financial services saw a notable 9.3 percent increase in average wage, to \$102,392, while pharmaceuticals, despite a decrease, maintained average salaries above six figures. At the lower end of the spectrum, state and local government posted its second consecutive double-digit increase in average salary, rising to nearly \$82,000 in 2007. Industries not represented in the table had statistically small samples.

**AVERAGE SALARY BY INDUSTRY**

	2007 (\$)	2006 (\$)	Change (%)	Respondents* (%)
Consulting/Professional Services	110,170	103,478	6.5	15.2
Pharmaceuticals	103,675	106,194	-2.4	2.3
Financial Services	102,392	93,714	9.3	13.1
Computer Manufacturing	100,345	114,223	-13.9	2.2
Software/Internet	99,612	97,803	1.8	7.1
Healthcare	98,396	91,610	7.4	8.0
Retail/Wholesale/Distribution	96,730	97,235	<-1	5.2
Manufacturing (noncomputer)	95,623	94,716	<1	6.3
Telecommunications	92,391	90,102	2.5	3.9
Insurance	88,402	88,213	<1	10.6
Education	85,140	86,601	-1.7	5.2
Government (state/local)	81,987	73,626	11.4	3.0

\*2007 data representing the percentage of given industries in the TDWI salary survey respondent pool. Column does not total 100% because industries with low representation were excluded.

Generally, organizations on the high end of the revenue scale tend to compensate BI/DW professionals more generously than those in the middle. Nonprofit organizations are less generous, as evidenced by the low rank of education and government on the wage scale. Average salaries at organizations with \$50 billion or more in annual revenue top the 2007 list at \$111,799, some \$18,000 more than received by those at small organizations. An exception is found at organizations with less than \$100 million in annual revenue, at which six-figure BI/DW salaries are the norm.

**AVERAGE SALARY BY COMPANY REVENUES**

	2007 (\$)	2006 (\$)	Respondents* (%)
<\$100M	102,757	97,817	9.6
\$100–500M	93,932	89,541	18.0
\$500M–1B	93,660	92,396	11.6
\$1–5B	96,589	94,433	24.7
\$5–10B	102,142	99,973	8.5
\$10–50B	106,992	100,007	12.0
\$50B+	111,799	106,960	7.8

\*2007 data

The mid-Atlantic maintained its hold as the most lucrative region in the U.S. for BI/DW practitioners, paying an average salary of \$105,340, while salaries in the Pacific states edged into second place, ahead of the Northeast. The most pronounced increase is seen in the Rocky Mountains, where average wages increased 8.9 percent. From Canada, the average salary of 103 respondents was \$89,188 USD, substantially below the U.S. average of \$99,303. In Europe, the average was \$82,774 USD among 89 respondents.

#### AVERAGE SALARY BY REGION

	2007 (\$)	2006 (\$)	Respondents* (%)
Mid-Atlantic	105,340	104,499	9.0
Pacific	104,980	99,966	15.6
Northeast	104,251	100,541	18.9
Southwest	101,193	98,302	9.3
Rocky Mountains	99,839	91,703	4.7
Southeast	96,374	94,486	13.8
Midwest	93,228	90,662	22.4
South	90,760	89,756	3.5
Central Plains	85,036	84,856	2.6

\*2007 data

#### Salary by Gender, Age, and Experience

Similar to findings in the previous year's TDWI salary survey, wage gains for women in 2007 fell short of those for men. The average salary for a male BI/DW professional leapt 4.6 percent, compared to just 2.2 percent for women. This widens to nearly \$11,600 the salary gap between the sexes, with men earning \$101,606 and women \$90,014. The gap had shrunk to nearly \$5,500 in 2005. In the five years since 2003, average salaries for men have increased 14.8 percent versus 13.1 percent for women. Men also enjoyed larger bonuses than women, \$12,545 to \$9,628, respectively, in 2007.

#### AVERAGE SALARY BY GENDER (\$)

	2007	2006	2005	2004	2003
Men	101,606	97,121	93,157	90,991	88,488
Women	90,014	88,062	87,686	85,482	79,558

#### AVERAGE BONUS AND BONUS DISTRIBUTION BY GENDER

	2007 (\$)	2006 (\$)	2005 (\$)	Receiving Bonus* (%)
Men	12,545	13,954	13,175	67
Women	9,628	9,982	10,640	63

\*2007 data

Three age brackets joined the six-figure salary club in 2007, as BI/DW professionals ages 36 to 45 saw their average earnings climb 6.9 percent, to \$103,420. In the past two years, TDWI's salary survey has found a decrease in earning power for those 56 and older, while those 25 and younger earn substantially less than their more established peers.

### AVERAGE SALARY BY AGE

	2007 (\$)	2006 (\$)	2005 (\$)	2004 (\$)	2003 (\$)	Respondents* (%)
<25	66,159	53,289	61,093	50,567	58,094	1.9
26-35	87,729	86,548	82,572	80,939	77,686	27.8
36-45	103,420	96,739	94,283	93,799	90,157	40.5
46-55	104,612	101,400	95,600	91,972	89,092	25.0
56-65	100,084	100,344	98,213	97,391	91,407	4.7

\*2007 data

Longevity in the BI/DW industry pays off with greater compensation, TDWI salary survey data shows. Practitioners with 10 or more years of experience earn substantially more than their less-seasoned counterparts, with an average salary of \$114,056 in 2007. The 2007 data shows a steady progression in earning power after one's first year in the field, when salaries average \$85,538.

### AVERAGE SALARY BY YEARS OF BI/DW EXPERIENCE

	2007 (\$)	2006 (\$)	2005 (\$)	2004 (\$)	Respondents* (%)
1 Year	85,538	82,548	83,443	90,702	6.6
2-3 Years	86,984	85,176	81,346	81,447	17.3
4-6 Years	91,708	89,960	87,564	83,744	23.0
7-9 Years	97,149	101,019	93,198	93,802	21.3
10+ Years	114,056	105,988	104,735	107,024	31.4

\*2007 data

Remaining with the same employer for 10 years or more can have its rewards. TDWI salary survey respondents with 11 to 20 years at the same organization reported average salaries of \$103,545 for 2007, a significant increase over past years in the same category. At the same time, average salaries for new hires with a year or less at their current employer rose to \$98,168, indicating these individuals may have cashed in their experience for a more lucrative position—a common occurrence in all segments of IT.

**AVERAGE SALARY BY YEARS AT CURRENT COMPANY**

	2007 (\$)	2006 (\$)	2005 (\$)	Respondents* (%)
0–1 years	98,168	95,308	93,670	18.7
2–3 years	97,118	90,814	90,361	26.5
4–5 years	98,848	94,043	89,509	14.6
6–10 years	96,614	93,040	91,925	24.0
11–20 years	103,545	96,958	94,152	10.9
20+ years	103,981	104,430	94,620	5.3

\*2007 data

A single certification or several certifications clearly translate into greater salary. However, there's no guarantee that the more certifications one has, the more one will earn. As in past years, the survey data shows a pronounced wage drop-off for those with four or more certifications, probably due to the fact that multiple certifications rarely apply directly to a single job.

**AVERAGE SALARY BY CERTIFICATIONS**

	2007 (\$)	2006 (\$)	2005 (\$)	Respondents* (%)
0 Certifications	95,741	93,687	90,769	51.8
1 Certification	100,141	96,320	91,449	19.9
2 Certifications	105,122	95,437	95,079	13.8
3 Certifications	101,523	98,102	93,615	7.4
4+ Certifications	97,816	92,702	90,145	7.2

\*2007 data

Positions that involve some influence over the purchasing of technology components are typically held by managers and directors, less often by experienced professionals who assist managers and directors with sourcing decisions. Given these higher level positions, it's natural that those who determine need, evaluate and recommend, and make final purchasing decisions command greater salaries than BI/DW practitioners with no influence in purchasing.

**AVERAGE SALARY BY PURCHASING AUTHORITY**

	2007 (\$)	2006 (\$)	2005 (\$)	2004 (\$)	Respondents* (%)
Determine need	94,018	89,872	89,787	80,937	8.7
Evaluate/recommend	100,007	96,313	92,641	90,851	67.0
Final purchasing authority	129,443	117,719	114,553	115,791	5.8
No purchasing influence	85,278	83,119	79,078	75,689	18.4

\*2007 data

Average salaries in relation to BI maturity showed a shift in 2007, as the highest salaries went to those at organizations that “manage a relatively mature BI environment that delivers significant business value.” Past surveys have shown those at organizations doing a “major overhaul” to earn

the highest average salary, as companies needed to hire experienced BI/DW professionals. The 2007 data may suggest that those overhauls are turning into mature environments.

**AVERAGE SALARY BY BI/DW MATURITY (\$)**

	<b>2007</b>	<b>2006</b>	<b>2005</b>
We're getting serious about BI for the first time	96,576	89,961	87,061
We're building or have completed our first major iteration	95,103	91,956	89,832
We've completed two or more major iterations that have been relatively successful	98,910	96,475	93,375
We're doing a major overhaul of our BI program to better support user needs	99,430	98,299	94,884
We manage a relatively mature BI environment that delivers significant business value	101,753	95,589	91,047

**Job Satisfaction**

Job satisfaction continued a steady rise to reach its highest level in the past four years. More than 52 percent of respondents ranked their job satisfaction as “high” or “very high” in 2007, up from 49 percent in 2006 and 42.7 percent in 2005. Meanwhile, just 9 percent characterized their job satisfaction as “low” or “very low.” This is consistent with surveys run at TDWI conferences, which have returned almost identical survey results. Clearly, BI/DW is a type of work that people truly enjoy, even more than other types of IT work. Job satisfaction is so consistent that this year’s decline in average bonuses does not appear to have dented it.

**HOW WOULD YOU RATE YOUR SATISFACTION IN YOUR CURRENT POSITION? (%)**

	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
Very High	12.3	9.7	7.7	11
High	39.9	39.3	35.0	37
Moderate	38.9	41.1	44.8	44
Low	7.6	7.2	9.7	6
Very Low	1.4	2.4	2.8	2

In step with job satisfaction, the percentage of BI/DW professionals who believe they are fairly compensated also reached a new high of 50.6 percent in 2007. On the other hand, this year’s data shows a slight rise in those “definitely” looking for a new job, to 14.9 percent in 2007 from 13.6 in 2005, as well as those “somewhat, but not seriously” seeking new employment. Turnover itself remained fairly even with the year prior, as 16.1 percent of respondents took jobs at a new employer in 2007.

**ARE YOU FAIRLY COMPENSATED? (%)**

	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
Yes	50.6	49.9	40.9	43
No	33.6	32.5	39.3	36
Not Sure	15.9	17.6	19.9	22

**ARE YOU LOOKING FOR A NEW JOB OUTSIDE YOUR COMPANY? (%)**

	<b>2007</b>	<b>2006</b>	<b>2005</b>	<b>2004</b>
Yes, definitely	14.9	13.6	15.2	18
Somewhat, but not seriously	44.8	41.9	45.5	43
No	40.2	44.5	39.4	39

**DID YOU TAKE A POSITION AT A NEW COMPANY IN THE PAST 12 MONTHS? (%)**

	<b>2007</b>	<b>2006</b>
Yes	16.1	16.5
No	83.9	83.4

Other than salary, opportunities for challenging work and developing new skills are the number one considerations for BI/DW professionals in the market for a new job. A desirable location and good work schedule and hours are also high on the list, while opportunity to travel was ranked the least desirable characteristic in a new job.

**BESIDE SALARY, WHAT ARE THE TOP 5 CONSIDERATIONS FOR A NEW JOB? (%)**

Challenging Work	93.2
Chance to Develop New Skills	78.7
Location	74.3
Work Schedule/Hours	54.0
Company Strategy	53.8
Your Manager	52.1
Opportunity for Promotion	51.0
Commute Time	41.5
Your Colleagues	37.4
Executive Team	25.5
Opportunity NOT to Travel	20.4
Opportunity to Travel	12.1



## ROLES AND RESPONSIBILITIES

### Primary Roles

The recent trend of organizations naming a BI director to coordinate multiple BI/DW projects and business and IT teams was reflected in BI director being the most prevalent role cited among TDWI salary survey respondents. Nearly 12 percent identified their primary role as BI director, up from 10.5 percent in 2006. In the industry, BI directors are proving effective in bridging the gap between business and IT to help align IT resources to meet business objectives.

Similarly, 2007 saw an increase in the number of business sponsor or driver respondents, up to 4 percent of the respondent pool, for 10th place on the list of most prevalent roles. Interestingly, the majority of these individuals hold master's rather than bachelor's degree (46 percent to 39 percent respectively), and a 51 percent majority have a business rather than technical background. (Among BI directors, 63 percent have technical backgrounds while 31 percent have business backgrounds.)

Decision support architects and developers also saw a salary increase from 8 percent in 2006 to 10 percent in 2007, reflecting increased reliance on the individuals who build and deploy BI/DW systems.

### PRIMARY ROLES (%)

	2007
BI Director	11.9
BI Program Manager	11.2
BI Project Manager	10.0
Decision Support (BI) Architect or Developer	10.0
Data Acquisition (ETL) Architect or Developer	9.6
Data Analyst or Data Modeler	9.1
Lead Information Architect	8.9
Technical Architect or Systems Analyst	7.3
Business Requirements Analyst	4.4
Business Sponsor or Driver	3.8
Data Warehouse Administrator	2.7
Database Administrator	2.6
Subject Matter Expert	2.3
BI Support and Service	1.8
Data Quality Analyst	1.5
Data Owner/Steward	1.3
Data Administrator or Metadata Manager	<1
Business User	<1
BI Trainer	<1

## Secondary Roles

Core technical skills often come into play in secondary roles. In addition to their primary roles, BI/DW professionals are often tasked to contribute with data modeling and source data analysis, data integration, and BI systems development and deployment. Another valued skill is as a business requirements analyst to help ensure that BI systems meet business objectives. The average practitioner filled 3.27 secondary roles in 2007, unchanged from 2006. Hence, despite specialization by managers and other team members, all pitch in when needed in related areas. Most BI work is cross-functional by nature, and many BI team members are cross-trained, so managers can allocate them freely.

### NUMBER OF SECONDARY ROLES (%)

	2007	2006
0 Roles	2.6	2.5
1 Role	12.2	9.4
2 Roles	23.4	24.7
3 Roles	30.4	30.6
4 Roles	13.8	14.1
5 Roles	6.8	9.1
6 Roles	3.4	3.1
7+ Roles	7.3	6.6

**2007 Average** = 3.27 Roles

**2006 Average** = 3.27 Roles

### TOP SECONDARY ROLES (%)

	2007
Data Analyst or Data Modeler	44.6
Decision Support (BI) Architect or Developer	33.9
Data Acquisition (ETL) Architect or Developer	33.4
Technical Architect or Systems Analyst	32.5
Business Requirements Analyst	31.4
BI Project Manager	29.7
Subject Matter Expert	29.5
Lead Information Architect	28.3
BI Program Manager	21.6
Data Quality Analyst	17.2
Data Warehouse Administrator	17.0
BI Support and Service	17.0
BI Director	16.4
BI Trainer	13.7
Data Administrator or Metadata Manager	12.0
Data Owner/Steward	11.6
Business Sponsor or Driver	11.3
Business User	10.9
Database Administrator	9.8

## BI Director

### GENERAL DESCRIPTION

- Owns or directly shapes the BI strategy, architecture, and budget
- Oversees program and project managers, architects, and specialists
- Serves as liaison between the business and the BI team
- Develops marketing and communications program for the BI program
- Communicates benefits of the BI environment to executives and users

### KEY RESPONSIBILITIES

- Develops the vision and business case for the BI program
- Sells the BI program to executives and other managers
- Works with architects to create a high-level, enterprise architecture to support a growing portfolio of BI applications
- Hires and oversees BI program and project managers and architects
- Interfaces with business sponsors and drivers and steering committees
- Meets business criteria for successful BI implementations

### KEY SKILLS

- Sales
- Marketing
- Communications
- Leadership
- Delegation
- Knowledge and design of data warehouses
- Flexibility, diplomacy, and problem-solving

### KEY DELIVERABLES

- BI funding
- BI strategy
- BI budget
- BI architecture
- BI team

### COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.0

BI program manager (42%), lead information architect (31%), BI project manager (30%), subject matter expert (24%)

Annual Salary	\$125,907
Bonuses	\$19,805
Average Salary Change from 2006	6.0%
Age	42.9 years
BI Experience	8.6 years
Number of Certifications	1.1
Years at Company	6.7 years
Percent Getting a Bonus	78%
Types of Bonuses	Company (70%), individual (63%), team (34%), profit sharing (22%)
Job Satisfaction	Very high or high 63%, moderate 29%, low or very low 8%
Fairly Compensated?	Yes 53%, no 32%, unsure 15%
Looking for New Job?	Yes 13%, somewhat 47%, no 40%
Gender	Male 74%, female 26%
Level of Education	Bachelor's degree 52%, master's degree 40%, associate's degree 2%, high school 2%, Ph.D. 3%
Outside Income?	Yes 10%
Options?	Yes 27%
Purchasing Authority	Final purchasing authority 23%, evaluate/recommend products 71%, determine need 4%, none 2%
Professional Background	Technical 63%, business 31%, academic 3%, other 2%
Time Spent on BI Projects	Full 57%, three-quarters 19%, one-half 12%, one-quarter 10%

## Business Sponsor

### GENERAL DESCRIPTION

- Works closely with (and often overlaps with) a BI director or equivalent person
- Sets BI business strategy and budget, contributes to technical details associated with these
- Serves as liaison between the business and the BI team, giving shameless priority to the former
- Usually has a full-time business management position, and sponsors BI part time

### KEY RESPONSIBILITIES

- Contributes substantially to general IT/business alignment
- Keeps BI (and maybe other IT areas, too) focused on business requirements and goals
- Develops business requirements
- Provides budget or assists in acquiring necessary funding
- Establishes business ownership of BI systems and data
- Serves on data- or BI-oriented committees, often for stewardship and governance
- Participates in (and often controls) tool and platform acquisition decisions

### KEY SKILLS

- Domain expertise in one or more business areas
- Knowledge of how BI and its data impact specific business processes
- Ability to map business plans and opportunities to possible IT solutions
- Effective cross-functional communication with a wide range of business, IT, and hybrid personnel
- Understanding of what to look for in vendor products and services for BI

### KEY DELIVERABLES

- BI requirements—both strategic and tactical—from a business viewpoint
- BI funding
- Plans for new or revised BI work, based on business direction

### COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.0

Business user (51%), subject matter expert (46%), data owner/steward (32%), BI director (29%)

Annual Salary	\$119,315
Bonuses	\$24,045
Average Salary Change from 2006	-2.2%
Age	42.0 years
BI Experience	6.9 years
Number of Certifications	0.8
Years at Company	7.6 years
Percent Getting a Bonus	76%
Types of Bonuses	Company (74%), individual (72%), team (35%), profit sharing (23%)
Job Satisfaction	Very high or high 44%, moderate 51%, low or very low 5%
Fairly Compensated?	Yes 44%, no 39%, unsure 17%
Looking for New Job?	Yes 7%, somewhat 49%, no 44%
Gender	Male 71%, female 29%
Level of Education	Master's degree 46%, bachelor's degree 39%, Ph.D. 7%, high school 5%, associate's degree 2%
Outside Income?	Yes 22%
Options?	Yes 22%
Purchasing Authority	Final purchasing authority 15%, evaluate/recommend products 63%, determine need 14%, none 7%
Professional Background	Business 51%, technical 32%, academic 5%, other 12%
Time Spent on BI Projects	Full 24%, three-quarters 22%, one-half 22%, one-quarter 27%, none 5%

## Lead Information Architect

### GENERAL DESCRIPTION

- Coordinates the work of technical, data, ETL, and BI architects
- Oversees the design of the data and technical architecture for the data warehouse
- Oversees the development of logical and physical data models, ETL scripts, metadata definitions and models, queries and reports, schedules, work processes, and maintenance procedures
- Ensures proper backup and recovery processes
- Supervises selection of hardware, storage, and software products

### KEY RESPONSIBILITIES

- Creates a robust, sustainable architecture that supports requirements and provides for expansion given budgetary constraints and availability of data and skilled resources
- Evaluates and selects various data warehousing tools and components
- Coordinates multiple architects responsible for development, integration, administration, and evolution of the data warehouse

### KEY SKILLS

- Prior experience building data warehouses
- Data modeling, database administration, and performance tuning
- SQL, ETL, OLAP
- Operating platforms
- Metadata management
- Use-case analysis
- Conceptual and analytic skills
- Knowledge of business domain
- Ability to balance theory and practical reality

### KEY DELIVERABLES

- Architecture and strategy documentation
- Use-case analysis report
- Capacity planning analysis
- Job development guidelines
- Administrative management plan

### COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.5

Data analyst/data modeler (61%), data acquisition (ETL) architect/developer (53%), technical architect/systems analyst (50%), decision support (BI) architect/developer (46%)

Annual Salary	\$107,591
Bonuses	\$12,791
Average Salary Change from 2006	2.5%
Age	43.1 years
BI Experience	9.3 years
Number of Certifications	1.3
Years at Company	5.8 years
Percent Getting a Bonus	72%
Types of Bonuses	Company (58%), individual (57%), team (20%), profit sharing (13)
Job Satisfaction	Very high or high 53%, moderate 35%, low or very low 11%
Fairly Compensated?	Yes 56%, no 29%, unsure 16%
Looking for New Job?	Yes 13%, somewhat 42%, no 46%
Gender	Male 83%, female 17%
Level of Education	Bachelor's degree 52%, master's degree 35%, associate's degree 5%, high school 5%, Ph.D. 2%
Outside Income?	Yes 11%
Options?	Yes 24%
Purchasing Authority	Final purchasing authority 1%, evaluate/recommend products 88%, determine need 5%, none 6%
Professional Background	Technical 79%, business 11%, academic 6%, other 3%
Time Spent on BI Projects	Full 63%, three-quarters 13%, one-half 10%, one-quarter 13%, none 2%

## BI Program Manager

### GENERAL DESCRIPTION

- Oversees the management and direction of multiple data warehousing projects
- Aligns data warehousing projects with business strategy
- Works with BI director to liaison with business sponsors and executives
- Works with BI director to secure and maintain funding
- Manages BI stewards and steering committees

### KEY RESPONSIBILITIES

- Staffs project teams
- Facilitates the prioritization of projects and requirements among competing business interests
- Coordinates with various business and technical groups whose support is needed to build or deploy data warehouses
- Establishes standards for technology and business processes
- Coordinates and aligns multiple data warehousing projects
- Measures results

### KEY SKILLS

- Knowledge of business
- Prior data warehousing experience
- Communications and marketing
- Managing multiple project teams
- Managing multiple, complex enterprise projects
- Strategic and financial planning

### KEY DELIVERABLES

- Strategic plans
- Steering committee priorities and plans
- Funding requests
- Corporate budgets
- Return on investment reports

### COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.2

BI project manager (48%), business requirements analyst (32%), subject matter expert (29%), lead information architect (26%)

Annual Salary	\$103,890
Bonuses	\$10,226
Average Salary Change from 2006	3.8%
Age	41.0 years
BI Experience	7.8 years
Number of Certifications	1.0
Years at Company	6.3 years
Percent Getting a Bonus	76%
Types of Bonuses	Company (62%), individual (52%), team (26%), profit sharing (20%), retention (9%)
Job Satisfaction	Very high or high 65%, moderate 31%, low or very low 3%
Fairly Compensated?	Yes 50%, no 35%, unsure 16%
Looking for New Job?	Yes 9%, somewhat 45%, no 46%
Gender	Male 78%, female 22%
Level of Education	Bachelor's degree 44%, master's degree 41%, associate's degree 10%, high school 2%, Ph.D. 2%
Outside Income?	Yes 7%
Options?	Yes 24%
Purchasing Authority	Final purchasing authority 13%, evaluate/recommend products 80%, determine need 3%, none 3%
Professional Background	Technical 62%, business 27%, academic 5%, other 6%
Time Spent on BI Projects	Full 78%, three-quarters 11%, one-half 11%

## Technical Architect/Systems Analyst

### GENERAL DESCRIPTION

- Defines and documents the technical architecture of the data warehouse, including the physical components and their functionality
- Evaluates, selects, tests, and optimizes hardware and software products

### KEY RESPONSIBILITIES

- Assesses current technical architecture
- Estimates system capacity to meet near- and long-term processing requirements
- Writes specifications for client machines, application servers, database servers, and networks

### KEY SKILLS

- Technical design skills
- Understanding of the capabilities of vendor infrastructure products, including SMP (symmetric multiprocessing) and MPP (massively parallel processing) systems
- Knowledge of data warehousing architectural approaches
- Conceptual and analytical skills

### KEY DELIVERABLES

- Capacity planning estimates
- Technical architecture documents
- Hardware and software product recommendations
- Cost estimates for technical components
- Regular performance and capacity planning audits

### COMMON SECONDARY ROLES

Number of Secondary Roles—3.6

Data analyst/data modeler (48%), decision support (BI) architect/developer (43%), data acquisition (ETL) architect/developer (39%), lead information architect (39%)

Annual Salary	\$101,618
Bonuses	\$9,893
Average Salary Change from 2006	10.7%
Age	41.0 years
BI Experience	6.8 years
Number of Certifications	1.3
Years at Company	5.7 years
Percent Getting a Bonus	54%
Types of Bonuses	Individual (58%), company (56%), team (40%), profit sharing (18%)
Job Satisfaction	Very high or high 42%, moderate 44%, low or very low 14%
Fairly Compensated?	Yes 56%, no 34%, unsure 10%
Looking for New Job?	Yes 22%, somewhat 41%, no 38%
Gender	Male 86%, female 14%
Level of Education	Bachelor's degree 56%, master's degree 34%, high school 5%, associate's degree 4%, Ph.D. 1%
Outside Income?	Yes 11%
Options?	Yes 22%
Purchasing Authority	Final purchasing authority 0%, evaluate/recommend products 62%, determine need 13%, none 25%
Professional Background	Technical 82%, business 5%, academic 10%, other 3%
Time Spent on BI Projects	Full 75%, three-quarters 8%, one-half 8%, one-quarter 5%, none 5%

# BI Project Manager

## GENERAL DESCRIPTION

- Manages a single data warehousing project
- Develops budgets and plans
- Secures resources and personnel
- Manages a team of developers and contractors
- Prioritizes requirements, schedules tasks, communicates progress

## KEY RESPONSIBILITIES

- Develops plans and schedules
- Scopes project, manages scope changes
- Prioritizes requirements, manages expectations
- Establishes budgets
- Hires and manages personnel
- Communicates progress
- Coordinates training
- Measures ROI

## KEY SKILLS

- Project management
- Communication
- Leadership
- Decision making
- Delegation
- Knowledge and design of data warehouses
- Flexibility, diplomacy, and problem-solving

## KEY DELIVERABLES

- Project and resource plans
- Funding requests
- Success metrics
- Training plans
- Scope documentation
- Status reports
- Acceptance criteria

## COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.1

Business requirements analyst (43%), data analyst/data modeler (38%), lead information architect (24%), decision support (BI) architect or developer (24%), BI program manager (23%)

Annual Salary	\$98,566
Bonuses	\$9,432
Average Salary Change from 2006	5.8%
Age	40.4 years
BI Experience	6.4 years
Number of Certifications	1.0
Years at Company	5.4 years
Percent Getting a Bonus	63%
Types of Bonuses	Company (62%), individual (62%), team (34%), profit sharing (21%)
Job Satisfaction	Very high or high 51%, moderate 39%, low or very low 10%
Fairly Compensated?	Yes 55%, no 31%, unsure 14%
Looking for New Job?	Yes 17%, somewhat 41%, no 43%
Gender	Male 74%, female 26%
Level of Education	Bachelor's degree 51%, master's degree 38%, associate's degree 8%, high school 3%
Outside Income?	Yes 14%
Options?	Yes 24%
Purchasing Authority	Final purchasing authority 4%, evaluate/recommend products 70%, determine need 13%, none 13%
Professional Background	Technical 72%, business 19%, academic 4%, other 5%
Time Spent on BI Projects	Full 65%, three-quarters 16%, one-half 14%, one-quarter 5%, none 1%



## Data Acquisition (ETL) Architect/Developer

### GENERAL DESCRIPTION

- Responsible for the scripts required to extract, transform, clean, and move data and metadata so they can be loaded into a data warehouse, data mart, or operational data store

### KEY RESPONSIBILITIES

Data acquisition managers oversee a team of ETL developers who have the following responsibilities:

- Work with business requirements analyst to identify and understand source data systems
- Map source system data to data warehouse models
- Develop and test extraction, transformation, and load (ETL) processes
- Define and capture metadata and rules associated with ETL processes
- Adapt ETL processes to accommodate changes in source systems and new business user requirements

### KEY SKILLS

- Understand source and target data structures, ETL processes, and products
- Knowledge of 3GL/4GL programming languages and ETL products
- Strong problem-solving and metadata skills

### KEY DELIVERABLES

- Complete mapping and transformation programs
- Schedules extraction and load processes
- ETL metadata documented and maintained in metadata repository
- Database loadable files

### COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.1

Data analyst/data modeler (46%), decision support (BI tools) architect/developer 41%, technical architect/systems analyst (38%), data warehouse administrator (27%)

Annual Salary	\$88,747
Bonuses	\$6,680
Average Salary Change from 2006	5.2%
Age	37.3 years
BI Experience	6.2 years
Number of Certifications	1.0
Years at Company	4.7 years
Percent Getting a Bonus	62%
Types of Bonuses	Individual (60%), company (60%), profit sharing (33%), team (30%)
Job Satisfaction	Very high or high 34%, moderate 56, low or very low 11%
Fairly Compensated?	Yes 46%, no 35%, unsure 19%
Looking for New Job?	Yes 18%, somewhat 40%, no 41%
Gender	Male 77%, female 33%
Level of Education	Bachelor's degree 54%, master's degree 32%, associate's degree 7%, high school 6%, Ph.D. 2%
Outside Income?	Yes 8%
Options?	Yes 15%
Purchasing Authority	Final purchasing authority (1%), evaluate/recommend products 63%, determine need 8%, none 29%
Professional Background	Technical 84%, academic 13%, business 1%, other 3%
Time Spent on BI Projects	Full 86%, three-quarters 9%, one-half 1%, one-quarter 5%

## Decision Support (BI) Architect/Developer

### GENERAL DESCRIPTION

- Works with end users and business analysts to ensure tight fit between BI environment and business requirements
- Designs and manages the BI tools and applications environment
- Configures BI tools, develops the semantic layer and metadata, and creates reports and report definitions
- Creates and delivers end-user training and documentation and provides second-line support to power users who develop reports on behalf of their departmental colleagues

### KEY RESPONSIBILITIES

- Installs, configures, deploys, and tunes BI tools and analytic servers
- Troubleshoots BI tool problems and tunes for performance
- Develops multidimensional semantic layer and BI query objects for end users
- Creates reports and report templates
- Helps business users select the appropriate BI tool(s)
- Develops and manages BI training, documentation, and help desk capabilities

### KEY SKILLS

- Translate business questions and requirements into reports, views, and BI query objects
- Knowledge of BI tool architectures, functions, and features
- Understand SQL and relational and multidimensional designs
- Strong problem-solving and metadata skills
- Understands BI tool architecture, functions, features
- Customizes BI tools to meet user needs

### KEY DELIVERABLES

- Standardize use of BI tools and semantic layers throughout the organization
- Provide repository of best practices on how to install, configure, and use BI tools for more productivity
- Reports, templates, and analytical views
- BI training, documentation, and help desk support

### COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.7

Data analyst/data modeler (55%), data acquisition (ETL) manager/developer (47%), technical architect/systems analyst, (44%) BI support/service (38%)

Annual Salary	\$85,768
Bonuses	\$8,322
Average Salary Change from 2006	-5.2%
Age	37.1 years
BI Experience	6.9 years
Number of Certifications	1.2
Years at Company	4.9 years
Percent Getting a Bonus	60%
Types of Bonuses	Individual (63%), company (51%), team (25%), profit sharing (18%)
Job Satisfaction	Very high or high 43%, moderate 44%, low or very low 13%
Fairly Compensated?	Yes 45%, no 40%, unsure 15%
Looking for New Job?	Yes 21%, somewhat 48%, No 31%
Gender	Male 76%, female 24%
Level of Education	Bachelor's degree 57%, master's degree 31%, associate's degree 6%, high school 5%
Outside Income?	Yes 9%
Options?	Yes 17%
Purchasing Authority	Final purchasing authority 2%, evaluate/recommend products 68%, determine need 6%, none 25%
Professional Background	Technical 69%, business 18%, academic 10, other 4%
Time Spent on BI Projects	Full 85%, three-quarters 12%, one-half 3%

## Data Analyst/Data Modeler

### GENERAL DESCRIPTION

- Develops, manages, and updates data models, including physical and logical models of the data warehouse, data mart, and staging area, and sometimes the operational data store and source systems

### KEY RESPONSIBILITIES

- Interviews business users to obtain data requirements for new analytic applications
- Designs conceptual and logical models for the data warehouse or data mart
- Communicates physical database designs to database administrator
- Evolves models to meet new and changing business requirements
- Develops process for capturing and maintaining metadata from all data warehousing components

### KEY SKILLS

- Strong conceptual, communications, and technical skills
- Ability to translate business needs into technical solutions
- Strong relational and dimensional data modeling and database design skills

### KEY DELIVERABLES

- Source system recommendations
- Model management standards
- Logical and physical data models
- Meta model for metadata repository

### COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.3

Business requirements analyst (39%), data acquisition (ETL) architect or developer (33%), technical architect or systems analyst (33%), decision support (BI) architect/developer (32%), data quality analyst (28%)

Annual Salary	\$82,614
Bonuses	\$8,325
Average Salary Change from 2006	2.3%
Age	42.2 years
BI Experience	6.0 years
Number of Certifications	0.9
Years at Company	6.0 years
Percent Getting a Bonus	62%
Types of Bonuses	Company (68%), individual (55%), profit sharing (21%), team (16%)
Job Satisfaction	Very high or high 48%, moderate 40%, low or very low 11%
Fairly Compensated?	Yes 41%, no 38%, unsure 20%
Looking for New Job?	Yes 19%, somewhat 42%, no 38%
Gender	Male 58%, female 42%
Level of Education	Bachelor's degree 59%, master's degree 30%, associate's degree 5%, high school 4%, Ph.D. 2%
Outside Income?	Yes 10%
Options?	Yes 17%
Purchasing Authority	Final purchasing authority 1%, evaluate/recommend products 50%, determine need 14%, none 37%
Professional Background	Technical 65%, business 19%, academic 8%, other 8%
Time Spent on BI Projects	Full 59%, three-quarters 17%, one-half 9%, one-quarter 9%, none 6%

## Business Requirements Analyst

### GENERAL DESCRIPTION

- Serves as a liaison between the end users and data warehousing project team
- Coordinates business requirements for data

### KEY RESPONSIBILITIES

- Interviews end users to determine requirements for data, reports, analyses, metadata, training, service levels, data quality, and performance
- Works with architects to translate requirements into technical specifications
- Helps identify and assess potential data sources
- Recommends appropriate scope of requirements
- Validates that data warehouse meets requirements and service level agreements
- Coordinates prototype reviews

### KEY SKILLS

- Experience using data warehouse or analytical tools for business purposes
- Strong interpersonal and communications skills
- Ability to translate business requirements into technical requirements
- Knowledge of key data warehousing processes
- Respect from the business community

### KEY DELIVERABLES

- Business requirements documentation
- Business priorities
- Prototype feedback

### COMMON SECONDARY ROLES

Average Number of Secondary Roles—3.0

Subject matter expert (48%), data quality analyst (29%), data analyst or modeler (29%)

Annual Salary	\$81,112
Bonuses	\$8,622
Average Salary Change from 2006	-1.2%
Age	40.4 years
BI Experience	4.9 years
Number of Certifications	1.0
Years at Company	6.1 years
Percent Getting a Bonus	65%
Types of Bonuses	Individual (65%), company (45%), team (19%), profit sharing (16%)
Job Satisfaction	Very high or high 44%, moderate 52%, low or very low 4%
Fairly Compensated?	Yes 48%, no 25%, unsure 27%
Looking for New Job?	Yes 10%, somewhat 56%, no 33%
Gender	Male 65%, female 35%
Level of Education	Bachelor's degree 52%, master's degree 29%, associate's degree 8%, high school 10%
Outside Income?	Yes 6%
Options?	Yes 17%
Purchasing Authority	Final purchasing authority 0%, evaluate/recommend products 44%, determine need 8%, none 48%
Professional Background	Technical 41%, business 39%, academic 8%, other 12%
Time Spent on BI Projects	Full 48%, three-quarters 19%, one-half 13%, one-quarter 17%, none 4%

### ABOUT **TDWI**

The Data Warehousing Institute™ (TDWI), a division of 1105 Media, Inc., is the premier provider of in-depth, high-quality education and research in the business intelligence and data warehousing industry. TDWI is dedicated to educating business and information technology professionals about the strategies, techniques, and tools required to successfully design, build, and maintain business intelligence and data warehousing solutions. It also fosters the advancement of business intelligence and data warehousing research and contributes to knowledge transfer and professional development of its Members. TDWI sponsors and promotes a worldwide Membership program, quarterly educational conferences, regional educational seminars, role-based training, onsite courses, certification, solution provider partnerships, an awards program for best practices, resourceful publications, an in-depth research program, and a comprehensive Web site ([www.tdwi.org](http://www.tdwi.org)).

## **TDWI RESEARCH**

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TDWI Research provides research and advice for BI professionals worldwide. TDWI Research focuses exclusively on BI/DW issues and teams up with industry practitioners to deliver both broad and deep understanding of the business and technical issues surrounding the deployment of business intelligence and data warehousing solutions. TDWI Research offers reports, commentary, and inquiry services via a worldwide Membership program and provides custom research, benchmarking, and strategic planning services to user and vendor organizations.



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