

## TDWI RESEARCH

# 2010 TDWI Salary, Roles, and Responsibilities Report



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### About The Data Warehousing Institute

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 (BI) 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 BI and data warehousing solutions. It also fosters the advancement of BI 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)).

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## PURPOSE, METHODS, AND DEMOGRAPHICS

### Purpose

The purpose of this report is to gain a sense of the people and teams who built and maintained business intelligence (BI) and data warehousing (DW) solutions during the 2009 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 981 qualified DW and BI professionals in the U.S. and Canada, conducted in the fall of 2009. 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, and 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, decimal truncation, and rounding account for totals that do not equal 100 percent.

### Demographics

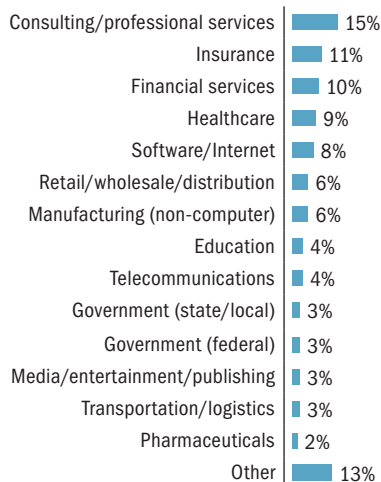
With 15 percent of the total, consulting and professional services retained its customary position atop industry representation in the TDWI salary survey. This percentage has remained steady for several years, indicating that the consulting industry plays a key role in the design, development, and implementation of BI/DW systems.

Financial services and insurance are also high on the list; these industries are major users of analytic technologies to assess risk and profitability. Other top users of BI/DW systems include organizations in healthcare, software and Internet, retail and wholesale, non-computer manufacturing, education, telecommunications, and government. Included in the “other” category (13 percent of respondents) are verticals such as hospitality and travel, advertising, real estate, construction, architecture, and engineering.

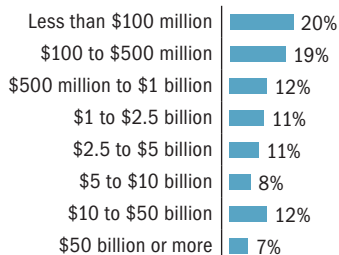
Smaller companies appear to be jumping on the BI/DW bandwagon. Nearly 20 percent of respondents work at organizations with less than \$100 million in annual revenues, up notably from recent years. These smaller organizations are taking advantage of the greater ease of implementation and usage that BI/DW technologies have gained recently, as well as the low-cost open source solutions that have become popular as budgets have shrunk and frozen during the recession of 2009.

Overall, the survey data illustrates that BI/DW penetration is strong across the revenue spectrum, from the *Fortune* 100 to small and midsize businesses.

#### INDUSTRY REPRESENTATION

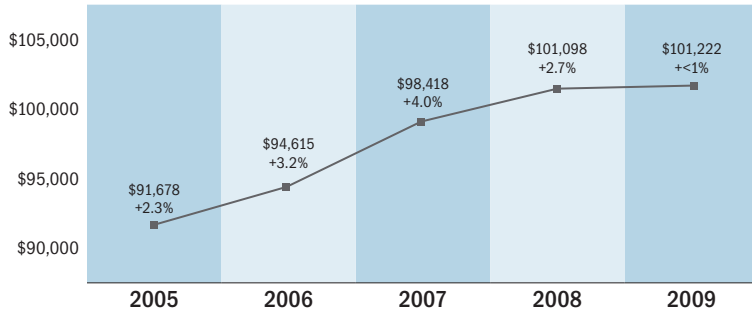


#### ORGANIZATION REVENUES



# COMPENSATION

## AVERAGE (MEAN) SALARIES



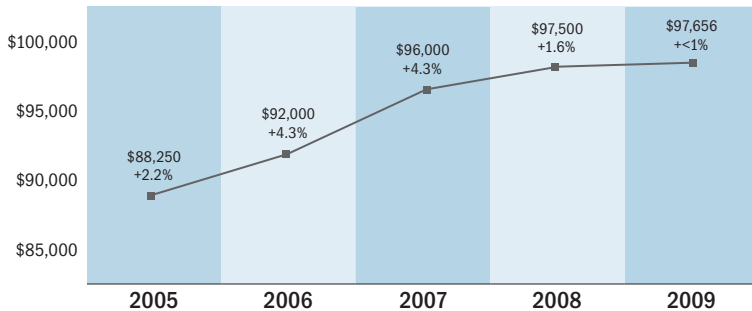
## Salary Trends

The current economic recession has taken a toll on salary increases for BI/DW professionals. The average salary for 2009 is \$101,222, up a fraction of a percent from \$101,098 in 2008. This stagnation comes after a succession of steady increases that have averaged 3 percent over each of the past four years. And it comes one year after the average BI/DW salary crested above the \$100,000 mark for the first time in TDWI's annual salary survey.

One reason for the stasis in average salaries is the hit suffered by independent contractors and consultants, who comprise 5 percent of the survey population. The wages of these freelance professionals fell 7.2 percent, from \$131,189 to \$121,702. Full-time salaried employees (95 percent of the respondent pool) received an average 1.3 percent wage increase, from \$99,784 to \$101,076. While wages for independent contractors remained higher, they must also bear costs for health insurance, retirement benefits, and more.

The median salary also showed a slight incremental rise, from \$97,500 in 2008 to \$97,656 in 2009. While none of this is great news for BI/DW professionals, it is understandable in a difficult economic climate. It's also in line with the IT industry at large. For instance, the annual *Computerworld* salary survey published in November 2009 reported that salaries were up just 0.04 percent from 2008.

## MEDIAN SALARIES



In the midst of recession, average salaries remained virtually unchanged at about \$101,200.

## AVERAGE SALARIES—FULL-TIME EMPLOYEES VERSUS CONTRACTORS

|                              | 2009      | 2008      | Respondents* |
|------------------------------|-----------|-----------|--------------|
| Full-time salaried employees | \$101,076 | \$99,784  | 95%          |
| Independent contractors      | \$121,702 | \$131,189 | 5%           |

\* 2009 data

*Salary Trends continued*

The recession's grip on salary increases is clearly reflected in how TDWI respondents fared individually. A substantial 35 percent received no wage increase in 2009, up markedly from 8 percent the year before. And 8 percent saw their wages decrease—more than double the figures of past years.

On the other end, only 11 percent enjoyed increases of 6 percent or more—way down from 27 percent in 2008. Meanwhile, the percentage of BI/DW professionals with wage increases greater than their organization's standard fell to its lowest level in this TDWI survey series—19 percent.

Although this report's survey didn't collect data about BI professionals losing their jobs, another TDWI survey of 2009 (for the *Next Generation Data Warehouse Platform* report) revealed that 19 percent of BI professionals work on BI/DW teams where "some team members were laid off." This survey revealed related losses, such as reduced budgets (57 percent) and frozen hiring (41 percent).

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Average salaries declined or remained unchanged for 43 percent of BI/DW professionals.

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**AVERAGE SALARY CHANGES**

|                    | 2009 | 2008 | 2007 | 2006 |
|--------------------|------|------|------|------|
| <b>Decrease</b>    | 8%   | 3%   | 3%   | 2%   |
| <b>No change</b>   | 35%  | 8%   | 8%   | 7%   |
| <b>1-3%</b>        | 33%  | 38%  | 37%  | 41%  |
| <b>4-5%</b>        | 12%  | 23%  | 22%  | 21%  |
| <b>6-10%</b>       | 8%   | 17%  | 19%  | 20%  |
| <b>11-20%</b>      | 3%   | 8%   | 7%   | 7%   |
| <b>21% or more</b> | <1%  | 2%   | 4%   | 2%   |

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**DID YOUR 2009 BASE SALARY INCREASE BY MORE THAN THE ORGANIZATION'S STANDARD WAGE INCREASE?**

|                        | 2009 | 2008 | 2007 | 2006 |
|------------------------|------|------|------|------|
| <b>Yes</b>             | 19%  | 36%  | 36%  | 35%  |
| <b>No</b>              | 44%  | 39%  | 37%  | 39%  |
| <b>Stayed the same</b> | 30%  | 10%  | 12%  | 12%  |
| <b>Not sure</b>        | 7%   | 15%  | 14%  | 14%  |

## ROLES AND RESPONSIBILITIES

### Primary Roles

The role of BI director tops our list as the most common primary role played by survey respondents. Nearly 12 percent identified themselves as BI directors, individuals who typically coordinate multiple BI/DW projects and serve to bridge the gap between business and IT. The emergence of the BI director management role in recent years reflects the increasing emphasis that organizations place on aligning BI resources and efforts with business objectives. Program managers, who frequently work under BI directors to coordinate execution, weighed in with more than 10 percent of our respondent pool.

Key technical roles of BI and data integration architects and developers were strongly reflected in the survey. More than 11 percent of respondents identified BI architect or developer as their primary role; 9 percent called themselves data acquisition architects or developers. This corresponds with the trend toward continuing maturation of BI/DW environments, with BI and data integration specialists executing a good deal of the nuts-and-bolts work required.

### Secondary Roles

Many BI professionals are tasked with multiple secondary roles, reflecting the cross-training and skills acquisition inherent in many BI initiatives. Atop the 2009 list was data analyst or modeler, a role that can straddle both business and IT and which was claimed by 43 percent of respondents. Other leading secondary roles include subject matter expert (35 percent), technical architect or systems analyst (33 percent), and BI architect or developer (33 percent).

One-third of our respondents fulfill three secondary roles. The average for 2009 is 3.23 secondary roles, down slightly but still in line with recent years. This reminds us that BI and DW are multi-skill disciplines, where team members commonly wear multiple hats.

The remainder of this report dives into the details of the top 10 primary roles, as determined by the survey, in the order listed in the table “Primary and Secondary Roles.”

#### PRIMARY AND SECONDARY ROLES

|   | Primary Role | Secondary Role |
|---|--------------|----------------|
| BI director                                   | 12%          | 15%            |
| Decision support (BI) architect or developer  | 11%          | 33%            |
| BI program manager                            | 10%          | 19%            |
| Data acquisition (ETL) architect or developer | 9%           | 31%            |
| Lead information architect                    | 9%           | 27%            |
| Technical architect or systems analyst        | 9%           | 33%            |
| BI project manager                            | 8%           | 28%            |
| Data analyst or modeler                       | 8%           | 43%            |
| Business requirements analyst                 | 5%           | 31%            |
| Business sponsor or driver                    | 4%           | 10%            |
| Subject matter expert                         | 4%           | 35%            |
| Database administrator                        | 3%           | 11%            |
| BI support and service                        | 2%           | 17%            |
| Data quality analyst                          | 2%           | 17%            |
| Data warehouse administrator                  | 2%           | 16%            |
| Business user                                 | 1%           | 10%            |
| Data administrator or metadata manager        | 1%           | 11%            |
| Data owner/steward                            | 1%           | 9%             |

#### NUMBER OF SECONDARY ROLES

|                         | 2009 | 2008 | 2007 | 2006 |
|-------------------------|------|------|------|------|
| 0 roles                 | 3%   | 3%   | 3%   | 2%   |
| 1 role                  | 10%  | 13%  | 12%  | 9%   |
| 2 roles                 | 25%  | 22%  | 23%  | 25%  |
| 3 roles                 | 33%  | 30%  | 30%  | 31%  |
| 4 roles                 | 12%  | 13%  | 14%  | 14%  |
| 5 roles                 | 6%   | 8%   | 7%   | 9%   |
| 6 roles                 | 4%   | 4%   | 3%   | 3%   |
| 7+ roles                | 7%   | 8%   | 7%   | 7%   |
| Average number of roles | 3.23 | 3.37 | 3.27 | 3.27 |

## **TDWI** RESEARCH

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TDWI Research provides research and advice for BI professionals worldwide. TDWI Research focuses exclusively on BI and data warehousing issues and teams up with industry practitioners to deliver both broad and deep understanding of the business and technical issues surrounding the deployment of BI 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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