



international association of privacy professionals



2005 Privacy Professional's Role, Function & Salary Survey

Report Published by Ponemon Institute, LLC on August 15, 2005

2005 Privacy Professional's Role, Function & Salary Survey

Authored by Dr. Larry Ponemon, August 15, 2005

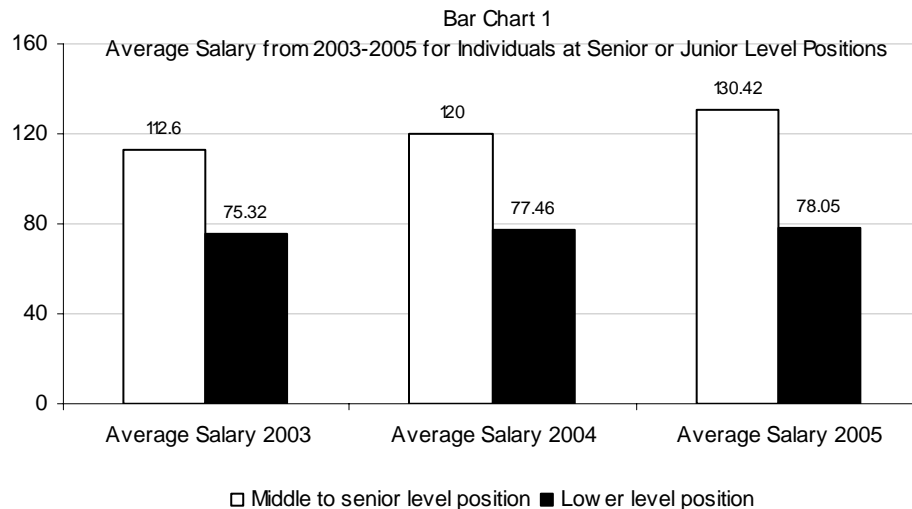
I. Executive Summary

For the past three years, Ponemon Institute has partnered with the International Association of Privacy Professionals (IAPP) to study the role, function and salary levels of privacy professionals in the United States and abroad. This year, we decided to not only track compensation trends but to dig deeper and learn more about how privacy professionals are spending their time and if they think they should be focusing their attention on other areas. We entitled this study the 2005 Privacy Professional's Role, Function and Salary Survey.

In January 2005 we distributed a paper (mailed) survey instrument to over 1,200 individuals who are members of the IAPP. This year's survey instrument was reviewed by expert privacy and data protection practitioners from a variety of different organizations. We are especially grateful to Rena Mears, partner at Deloitte, for permission to use her firm's proprietary spider diagram assessment method. In total, 224 privacy practitioners responded to the survey within a five week period. No individual or company-identifiable information was captured within our instrument.

On average, 2005 compensation levels for members of the privacy community increased at approximately 2.5% over the past year, which is slightly below the national census income statistics. The average salary in 2005 is \$109,146. Incomes for respondents range from less than \$30,000 to above \$400,000. In addition to base compensation, 59% of responding privacy practitioners received (or expect to receive) a bonus as part of their annual compensation.

For privacy professionals in senior level positions (such as the Chief Privacy Officer), the rate of compensation increase over the past three years has been significantly greater than for privacy professionals at lower organizational ranks. Bar Chart 1 shows the net change in compensation level for privacy professionals with senior level positions versus those at more junior ranks in their organizations.

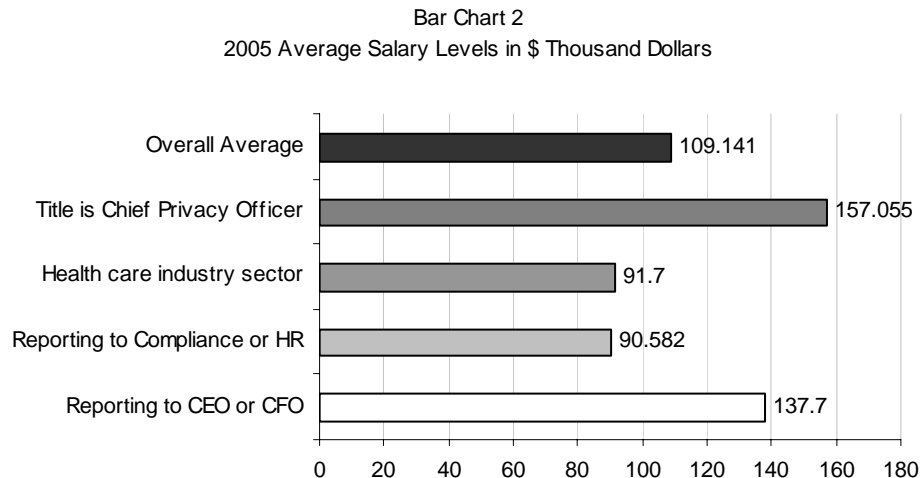


Overall compensation appears to be highly correlated with an individual's organizational reporting position. Those reporting directly to the CEO or CFO appear to earn the highest average income levels. In comparison, privacy professionals reporting through the corporate compliance function or human resources appear to earn the lowest annual income in 2005.

As in following years, more women (56%) than men (44%) participated in this year's study. On average, female respondents earned \$101.4k, and their male counterparts earned \$120.1k. While this difference in annual compensation of 19.5k is clearly significant, it is less than the salary gap of \$27k reported in our 2004 study. It is important to note that this salary gap does not appear to be explained by other normatively important demographic factors such as position level, years of experience, reporting structure or percent of time dedicated to the privacy role.

With respect to industry-specific results, health care professionals earn lower average compensation than other groups (followed by privacy practitioners in governmental organizations).

A majority of privacy professionals responding to our surveys appear to hold positions in the middle or upper middle management level. The most common job titles are "privacy director" or "privacy manager" or "privacy officer." Those with the title of "chief privacy officer" appear to earn the highest annual compensation level (157,055K), on average. Bar Chart 2 summarizes these findings.



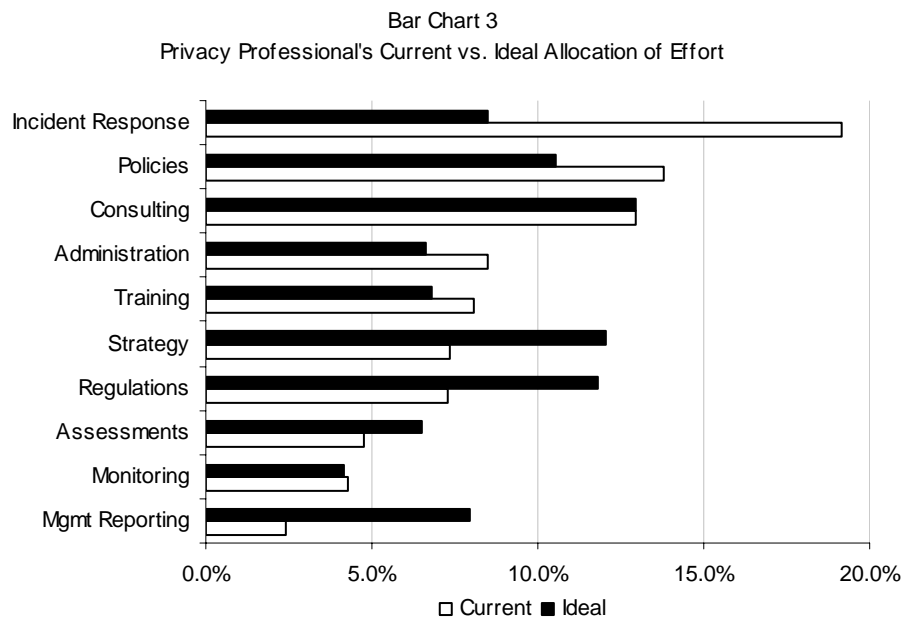
Another consistent finding over the past three years is that many privacy professionals have job responsibilities that include other activities such as general compliance or legal services. A large number (38%) of respondents indicated that their primary or secondary chain of command is to the office of general counsel. It also appears that a growing number of senior level privacy professionals are reporting directly or indirectly through the organization's chief information officer (26%).

While the majority of subjects believe that compensation is fair, there appears to be a sizable gender gap exists between women and men, with men earning about 11-12% more on average. Our results in 2005 suggest, however, that the gap may be narrowing between 2004 and 2005.

The last part of our analysis asked respondents to report how they spend their time on the job. The survey used a tabular format shown in Table 1 and asked individuals to denote how they spend their time today (current) and how they **should** allocate their time (ideal) to meet privacy goals within their organization.

Table 1: How Privacy Professionals Allocate their Time	Current	Ideal	Diff
Developing privacy strategy	7.3%	12.1%	-4.7%
Analyzing regulations	7.3%	11.8%	-4.5%
Performing risk assessments and data inventories	4.8%	6.5%	-1.7%
Developing and implementing policies and guidance	13.8%	10.5%	3.2%
Developing and performing training and communications	8.1%	6.8%	1.3%
Monitoring and measuring compliance (enforcement)	4.3%	4.1%	0.2%
Reporting to management	2.4%	7.9%	-5.5%
Administration (personnel and budget)	8.5%	6.7%	1.8%
Advising/consulting to the organization	12.9%	12.9%	0.0%
Responding to incidents	19.2%	8.5%	10.7%
Other	11.5%	12.2%	-0.7%
Total:	100.0%	100.0%	0.0%

Bar Chart 3 shows an interesting pattern of results between current and ideal ratings. It appears that privacy professionals are spending a significant amount of time responding to privacy incidents. This may affect their ability to focus on developing a privacy strategy, analyzing regulations, performing risk assessment and reporting to management.



The above analysis suggests that privacy professionals have real opportunities and challenges in meeting their roles and responsibilities within the organization. Some of this tension is reflected between the current versus ideal responses as noted in Bar Chart 3. Over time, a more thorough analysis of the privacy professional's emerging job function will allow us to better understand gaps that if not managed can lead to increased privacy or data protection risks.

Given that the privacy profession is still in an early phase, it is likely that role and responsibilities for IAPP members will shift over time, based on the maturity of privacy regulations and corporate compliance programs. As in earlier studies, it also appears that the privacy professional's role continues to vary by industry sector, organizational size, geography and other normatively important factors.

II. Research Questions

The 2005 study seeks to expand on the results of our first two salary studies completed in 2003 and 2004. Our research goals are defined by the following eight questions:

1. What is the compensation level of privacy professionals (and how salary changed over the past three years)?
2. How do privacy professionals spend their time in the normal course of business?
3. Do privacy professionals see gaps in the ways they spend their time to active privacy program goals? If so, what are the most salient gaps between actual and ideal performance?
4. Do compensation levels increase with privacy-related job experience?
5. How does compensation vary for individuals with different titles and job responsibilities?
6. Do organizational reporting relationships affect compensation?
7. Do compensation levels vary by other key factors such as industry, organization size, gender, education and experience?
8. Do privacy professionals view their current compensation as fair, and are these perceptions consistent with organizational pay practices?

Caveats on the Survey's Findings

There are inherent limitations to survey research that need to be carefully considered before drawing conclusions from sample findings. The following items are specific limitations that are germane to the present study. If you have any questions about the study, or about how specific results should be interpreted, please do not hesitate to contact Ponemon Institute (address and e-mail information provided at the end of the final section).

Non-Response Bias. The current findings are based on a sample of survey returns. Over 1,200 surveys were mailed by IAPP to its membership (based on an "opted-in" mailing list) with 224 usable returned responses (or 18.5%).¹ While tests of late responses were performed to assess non-response bias, it is always possible that individuals who did not participate are substantially different in terms of compensation and other job-related functions from those who completed the instrument.

Sampling-Frame Bias. Because our sampling frame is the IAPP membership mailing list, the quality of results is influenced by the accuracy of member contact information and the degree to which the list is representative of the population of privacy professionals being studied. It is our belief that the IAPP list was reasonably accurate at the time of mailing the survey. Even though IAPP is the largest association dedicated to privacy, we acknowledge that the results may be biased in two important respects:

- Health care is the largest industry group within the IAPP today (perhaps because of new requirements under HIPAA). Hence, while other industry concentrations are represented, the IAPP membership list is skewed toward health care organizations.
- The IAPP membership is primarily located in North American-based organizations. While Canadian, European and Asia-Pacific members exist within the association today, results of this study should not be generalized to other parts of the world.

Extrapolated Salary. Salary information is very sensitive. Therefore, the current instrument allowed individuals to use a categorical response variable (salary range) rather than a signal point measure (salary amount) to disclose current compensation. Our analyses relied on both

¹ The 2005 response rate is lower than prior years. We believe that this is due, in part, to the increased size and complexity of the survey instrument. Accordingly, the survey form used in 2003 and 2004 was limited to two pages. The 2005 survey form contained three full pages of text.

measures. In some cases, the mid-point to the categorical response variable was used as a surrogate measure for salary. There was no indication that this procedure created bias or error; however, the extrapolation of salary amount from a range needs to be considered as a potential limitation when interpreting results.

Unmeasured Demographics. To keep the survey concise and focused, we decided to omit other normatively important variables from our analyses. The extent to which omitted variables might explain salary cannot be estimated at this time.

Self-Reported Results. The quality of survey research is based on the integrity of confidential responses received from subjects. While certain checks and balances can be incorporated into the survey process, there is always the possibility that a subject did not provide a truthful response.

III. Survey Methods

The salary survey was developed with the goal of collecting information from privacy practitioners in a convenient fashion. The researchers wanted to limit the number of survey items to two (four-sided) pages (with one page a cover letter). It was believed that a concise survey would result in a higher response rate and better quality of results. The researchers also decided to use a paper survey, rather than electronic (Web) survey, to provide additional safeguards over privacy and confidentiality issues.

To keep the survey form to one page, survey items were carefully limited to only those factors that were deemed to be crucial to the research objective. Hence, items focused on job function, salary level, bonus compensation and perception of compensation fairness. Other descriptive items were selected to explore key relationships between compensation and various job-related or organizational variables.

A first full draft of the survey instrument was developed by Ponemon Institute in late December 2005. The draft instrument was reviewed by several leaders in the privacy community to provide suggestions for improvement. The second draft instrument was shortened for clarity and finalized with the approval of the IAPP. Exhibit 1 provides a full copy of the salary survey used in this study.

In total, the survey contained 21 items (including one complex table for assigning percentage job function activities). Only one item used free text, requiring subjects to provide the title of their current position. A fixed-format design was used for the remaining 19 items. Because salary information is highly confidential, the current survey gave subjects a choice in how they wished to express their compensation level.

Once completed, the survey was printed and mailed to the current IAPP list of members. Assurances were provided by the IAPP that names on the list provided sufficient consent (in the form of an "opt-in") to receive the joint research instrument. Only IAPP and its official outside mail contractor had access to the list of members.

A few days before the actual mailing, an e-mail announcement from the Executive Director of the IAPP was sent to all members, requesting their full participation in this annual study. The e-mail announcement and cover letter that accompanied this survey, requested that subjects mail the completed instrument on or before a specified date. A postage paid envelope was provided with the instrument, with a pre-printed return address to Ponemon Institute's Research Department.

To maintain complete confidentiality, the survey instrument did not capture individual or company-specific information of any kind. Subject materials contained no tracking codes or other methods

that could link responses to the IAPP mailing list. In a few instances, subjects returned their survey in a business envelope. In these cases, our procedure required the immediate removal of the instrument, with the envelope being destroyed. In other instances, individuals sent their completed survey through e-mail. Again, in these cases, the instrument was printed and the e-mail immediately deleted.

Upon entering the survey information, the researchers examined each instrument for completeness. Only seven instruments were rejected based on incomplete responses. In addition, each instrument was reviewed for consistency, such as a comparison of job title and organizational level.

Table 2 provides a simple summary recap of sample mailing and response overall results. Please note that the 2004 survey had an overall response rate of 20.2%, and the 2003 survey had a response rate of 20.1%.

Table 2: Recap on Sample Returns	Field Statistics
Total mailing	1,209
Total survey items received	231
Total rejected survey items	7
Final sample size	224
Response rate	18.5%

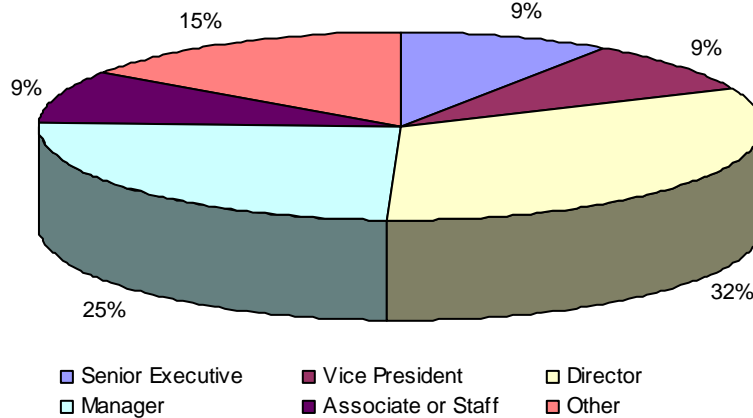
To assess non-response bias, the researchers employed a late response testing method using the postal batch date, recorded when the U.S. Postal Service received each postage-paid envelope. The results of this test showed no differences whatsoever in the pattern of salary information provided by subjects over time. In addition, the researchers conducted informal telephone interviews with members of the privacy community to assess their reaction to the survey and to ask them if they participated. Albeit a non-scientific test, there were no apparent differences in salary or job function noted between those who said they participated and those who did not.²

² There were various reasons suggested during the debriefing interviews for not participating in the salary study – most notably, insufficient time, delegated responsibility to another individual, no recall of receiving of the survey from the IAPP, and company policy requiring approvals from legal before completing the instrument.

IV. Sample Description

This section provides a summary of the 224 subjects who participated in this study. Pie Chart 1 shows the distribution of our study by each subject's position level.

Pie Chart 1: Sample Distribution by Respondent's Position Level



As can be seen, the largest number of respondents holds the job position at the director (32%) or manager (25%) levels, respectively. A smaller number of respondents hold positions at the senior executive, vice president or associate levels – each segment representing approximately 9% of the sample.

Table 3 shows the frequency and percentage distribution of subjects by size of their organization's primary industry classification.

Table 3. Industry Classifications of Companies Employing Privacy Professionals.		
	Freq	Pct%
Health Care	69	31%
Financial Services	47	21%
Other/Blank	19	8%
Technology & Software	15	7%
Professional Services	12	5%
Government	10	4%
Pharmaceuticals	9	4%
Education	8	4%
Manufacturing	6	3%
Telecommunications	6	3%
Web Merchant	6	3%
Hospitality & Leisure	5	2%
Retailing	5	2%
Automotive	4	2%
Services	3	1%
Total:	224	100%

It shows that the largest percentage of respondents (31%) work in the health care industry (which was 49% in 2004). Another 21% of privacy professionals in this study work in financial service

companies such as banks, brokerage firms, insurance and credit cards. The remaining 48% of subjects work in a variety of difference types of companies including manufacturing, technology, telecom, hospitality, retail (including Web merchants, services (including consulting and law firms), government and education.

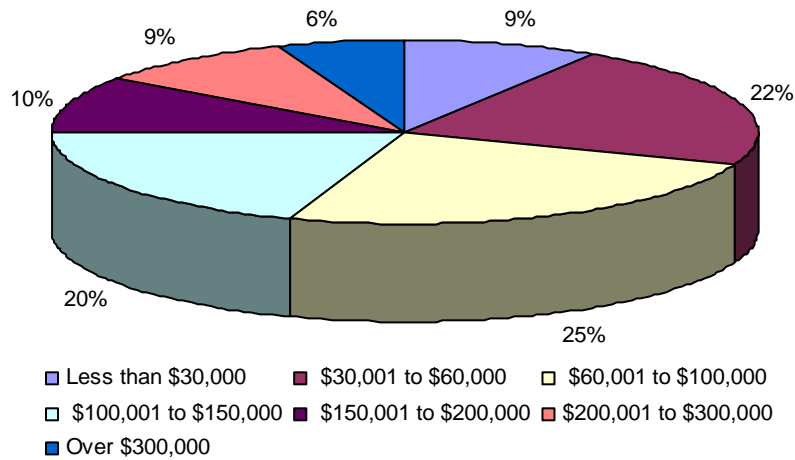
Table 4 reports the primary and secondary reporting relationships for privacy leaders in our study. It shows that 32% of privacy leaders report through the office of general counsel and 13% report through the compliance or ethics office. It is also interesting to note that 24% of respondents state that they have a secondary relationship to the company's Chief Information Officer (CIO) or corporate IT.

Table 4: Reporting Lines for the Privacy Leader.	Primary Reporting		Secondary Reporting	
	Freq	Pct%	Freq	Pct%
Human Resources VP	18	10%	10	6%
General Counsel	56	32%	29	17%
Compliance/Ethics Officer	22	13%	33	19%
Chief Security Officer	17	10%	11	6%
Chief Risk Officer	5	3%	12	7%
Chief Marketing Officer/VP	13	8%	21	12%
Chief Information Officer	18	10%	41	24%
Chief Financial Officer	5	3%	12	7%
CEO/Executive Committee	19	11%	2	1%
Total:	173	100%	171	100%

V. Survey Results

This section provides descriptive analyses of annual compensation levels (reported in US\$ with 000 omitted) for the current sample of 224 privacy professionals. The mean salary level for the 2005 sample is \$109,146, which is an increase of approximately 2.5% from 2004 at \$106,533 (with a standard deviation of \$32,063). The distribution of self-reported salary range is shown in Pie Chart 2.

Pie Chart 2: Distribution of Salary Range



The largest group of respondents (over 25%) earns pay levels above \$60k and below \$100k (same as in 2004 and 2003). The second largest group (over 22%) received pay levels from \$100k to \$150k. About 10% of individuals earned from \$150k to \$200k, and very few respondents (about 6%) earned compensation in excess of \$300,000. Most of the highest income earners appear to work for professional service firms such as law or consulting.

Table 4 reports average salary according to subjects' organizational level.

Table 4: Average Salary by Organization Level of Respondents.	Freq	Pct%	Average Salary
Senior Executive	21	9%	179.4
Vice President	20	9%	132.0
Director	72	32%	114.2
Manager	56	25%	78.2
Associate/Staff	21	9%	77.6
Other	34	15%	112.1

Clearly, senior executives command the highest salary among privacy professionals (\$179.4k), followed by individuals at the Vice President level (\$132k). Subjects who are Directors (\$114.2k) earn substantially more than those who are Managers (\$78.2k). Privacy staff, associates and administrative personnel are likely to be the most junior personnel in the privacy office, and hence earned the lowest self-reported compensation.

Bar Chart 4 reports the average salary for privacy professionals based on the direct and indirect reporting structure within their respective organizations (see Table 4 for additional details).

These data clearly show that privacy leaders who report to the CEO or Board earn the highest overall compensation levels. The second highest salary level is earned by privacy leaders who report through their corporate law departments. The lowest overall compensation is earned by privacy leaders who report through human resources, corporate security or compliance.

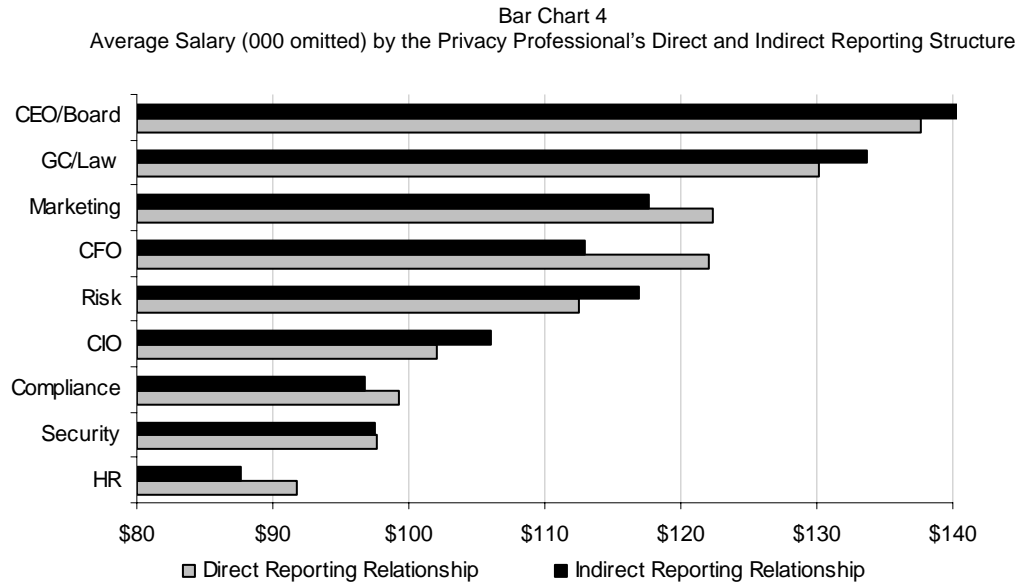


Table 5 provides an analysis of annual compensation by the respondent's gender.

Table 5: Average Salary Levels by Gender.	Freq	Pct%	Average Salary
Female	124	56%	100.4
Male	99	44%	120.1

This table reports a general gap of \$19.7k. While women in the 2005 IAPP sample earn compensation levels that are substantially lower than men, this salary gap is smaller than that reported in 2004. Specific tests were deployed to determine if salary differences by gender could be explained by other important demographic variables such as age, experience, geographic location, organizational size and role description. While some of these variables have minor correlations to gender pay differences, none explains the salary gap shown here.

Table 6 provides analyses on salary by job and privacy-domain experiences.

Table 6: Average Salary Levels by Job and Privacy Experience Levels.	Current Job Experience			Privacy-Domain Experience		
Experience Ranges	Freq	Pct %	Average Salary	Freq	Pct %	Average Salary
1 year or less	40	18%	101.2	32	14%	80.3
Between 1 to 3 years	100	45%	105.4	98	44%	106.8
Between 3 to 5 years	45	20%	116.1	45	20%	116.2
More than 5 years	38	17%	119.2	48	22%	126.6

Average salary level increases steadily between 1 to over 5 years. Privacy-domain experience is positively associated with annual compensation. As can be seen, subjects with 5 or more years of privacy experience (at \$126.6k) earn more than \$46.3k of annual compensation in comparison to individuals just starting out in this field (at \$80.3k).

The next analysis reports the average salary levels by self-reported industry classifications.

Table 7: Average Salary Levels by Industry Segment.	Freq	Pct%	Average Salary
Technology & software	15	7%	146.3
Pharmaceuticals	9	4%	134.4
Professional services	12	5%	133.0
Web merchant	6	3%	124.1
Telecommunications	6	3%	116.3
Manufacturing	6	3%	115.0
Other/blank	19	8%	113.9
Automotive	4	2%	112.0
Services	3	1%	106.1
Financial services	47	21%	105.9
Hospitality & leisure	5	2%	102.7
Education	8	4%	98.3
Health care	69	31%	97.1
Retailing	5	2%	93.9
Government	10	4%	93.8

As shown in Table 7, subjects in the technology (\$146.3k) and pharmaceutical industries (\$134.4k) earn salaries that are substantially higher than the sample mean. Subjects in health care (\$97.1k), retail (93.9k) and government (\$93.8k) earn salaries that are lower than the sample mean.

The survey instrument captured self-reported information from each participant about the maturity level of their company's privacy program. Following are the definitions used in the survey to denote five stages of privacy program maturity:

- Pre stage – Privacy program has not been established as a unit within the company.
- Early stage – Privacy program is just starting to become staffed and organized.
- Middle stage – Privacy program is in existence and is starting to launch key initiatives.
- Late middle stage – Privacy program is starting to evaluate the effectiveness of key initiatives.
- Mature stage – Privacy program is in maintenance mode focusing on program evaluation and refinement.

Table 8 reports average salary levels by the five maturity stages indicated above. The results clearly show that salary increases as privacy programs mature from 102.8k for respondents working in organizations that are at pre stage to over 112k for individuals working in organizations with mature programs.

Table 8: Average Salary by Program Maturity Levels.	Freq	Pct%	Average Salary
Pre stage	21	10%	102.8
Early stage	45	21%	103.9
Middle stage	43	20%	110.0
Late middle stage	55	26%	112.6
Mature stage	49	23%	112.1

Further analysis was conducted to determine if other underlying variables, such as age, job and privacy experience, organization size or position level, was correlated with annual compensation. This analysis revealed that organization size (as measured by headcount) was highly correlated with average salary. Table 9 reports average salary data by the headcount of organizations that employ respondents.

Table 9: Average Salary Level for Subjects by the Company's Worldwide Headcount.	Freq	Pct%	Average Salary
Less than 500 people	54	25%	98.3
500 to 1,000 people	32	15%	95.9
1,001 to 5,000 people	43	20%	107.2
5,001 to 25,000 people	30	14%	119.7
25,001 to 75,000 people	35	16%	119.5
More than 75,000 people	25	11%	125.7

Average salary is highest (\$125.7k) for individuals who report working in companies with headcount over 75,000. Average salary is relatively high for privacy professionals who work for large companies with headcount greater between 5,000 to 75,000. In contrast subjects working in small to medium-sized companies with headcount less than 5,000 employees report lower compensation levels than larger companies.

Table 10 reports average salary according to subjects' expectations about bonus compensation in 2004. It shows that the majority (57%) of privacy professionals expect to receive a bonus. As can be seen, those who expect to receive a bonus earn substantially higher salaries than those who do not (\$117.15k versus \$94.00k). This result is consistent with the 2004 study.

Table 10: Average Salary Level by Subjects' Bonus Expectations	Freq	Pct%	Average Salary
Yes	132	59%	117.15
No	69	31%	94.00
Unsure	21	9%	108.55

The next analysis concerns subjects' opinions regarding the perceived fairness of their compensation level relative to others with similar experience and education within their organizations. Table 11 summarizes how subjects responded to this normative survey item.

Table 11: Subjects Average Salary by Perception About Fairness of Compensation.	Freq	Pct %	Average Salary
Above Others	10	5%	129.0
Equal to Others	111	51%	115.6
Below Others	59	27%	93.1
No Opinion	36	17%	110.0

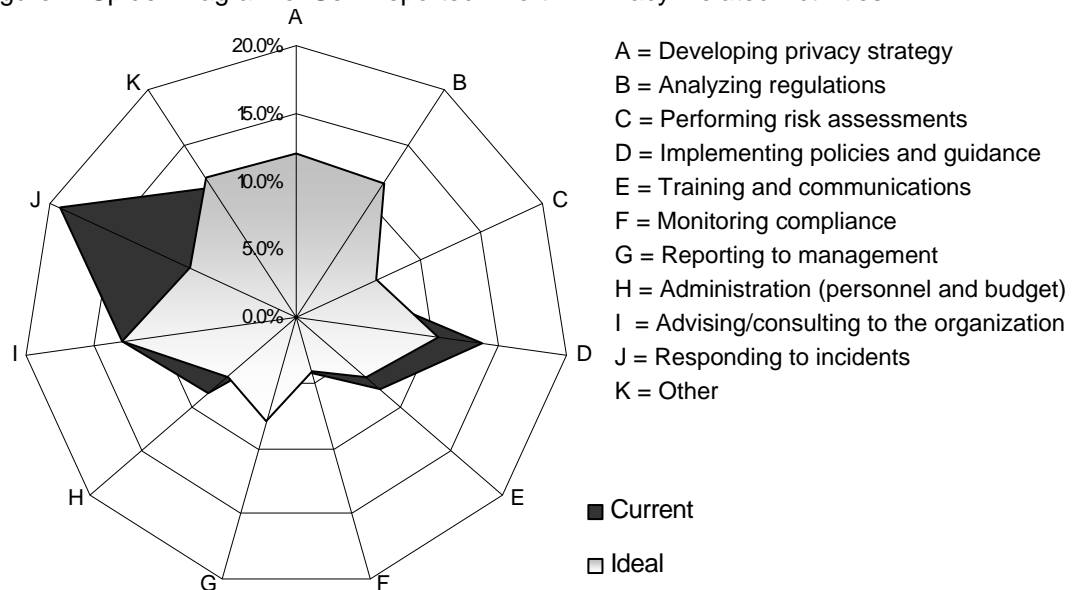
As shown above, 51% of subjects perceive their compensation as fair (at expectations). Another 5% of subjects believe that their compensation is above others with similar experience and education within their organization. A larger group of respondents (27%) believe that their compensation is lower than others with similar experience and education.

Overall, these findings are consistent with 2003 and 2004 survey results. Table 11 also shows that individuals who responded above expectations have much higher salary levels (129k), while those who responded below expectations have lower salaries (93.1). In short, these findings suggest that subjects hold perceptions that are consistent with their actual pay experience.

The final part of our analysis focuses on the respondent's job-related functions. As noted before, we asked privacy professionals to rate the amount of time that they spend in different functional areas (to the nearest 5%). We also asked these respondents to rate the amount of they that they should spend to accomplish their privacy goals or mission within the organization.

Figure 1 below reports a spider diagram on how privacy professionals perform their current jobs.

Figure 1: Spider Diagram of Self-Reported Effort in Privacy-Related Activities.



Clearly, privacy professionals spend a considerable amount of time responding to incidents (as noted by coordinate J) and very little time monitoring compliance (as noted by coordinate F). The widest gap is illustrated on coordinate J suggesting that respondents believe they spend too much effort chasing incidents, and not enough time developing privacy program strategies (coordinate A) or performing privacy risk assessments (coordinate C).

If you have questions, comments or concerns about this research report or you would like to obtain additional copies of the document (including permission to copy any part of this document), please contact by letter, phone call or email:

Ponemon Institute, LLC
Attn: Research Department
212 River Street
Elk Rapids, Michigan 49629
800.887.3118
research@ponemon.org

Exhibit 1: 2005 Privacy Professional's Role, Function & Salary Survey

Your participation is completely confidential. No personally identifiable or company identifiable information is requested. All responses will be compiled, analyzed, and distributed at an aggregate level. The purpose of this study is to provide important information about privacy professionals in business and governmental organizations. If you have specific questions or issues regarding this survey, please contact Ponemon Institute at 1-800 887-3118. Or, send us an e-mail at research@ponemon.org.

Part I: Your role.

Your Current Title Is: _____

What organizational level best describes your current position?

- ☐ Senior Executive
- ☐ Vice President
- ☐ Director
- ☐ Manager
- ☐ Associate/Staff
- ☐ Other

Is this a full time position?

- ☐ Yes
- ☐ No

Check the **Primary Person** that you or your privacy leader reports to within the organization.

- ☐ CEO/Executive Committee
- ☐ Chief Financial Officer
- ☐ General Counsel
- ☐ Chief Information Officer
- ☐ Compliance/Ethics Officer
- ☐ Chief Marketing Officer/VP
- ☐ Human Resources VP
- ☐ Chief Security Officer
- ☐ Chief Risk Officer

Other: _____

Check the **Secondary Person** that you or your privacy leader reports to within the organization (or leave blank if you do not have a secondary or dotted line reporting relationship).

- ☐ CEO/Executive Committee
- ☐ Chief Financial Officer
- ☐ General Counsel
- ☐ Chief Information Officer
- ☐ Compliance/Ethics Officer
- ☐ Chief Marketing Officer/VP
- ☐ Human Resources VP
- ☐ Chief Security Officer
- ☐ Chief Risk Officer

Other: _____

Total years of business experience: _____ years

Gender

Total years of privacy experience: _____ years

☐ Female

Total years in current position: _____ years

☐ Male

In addition to privacy-related responsibilities, what other job functions do you perform in your organization? Please check all that apply:

- ☐ Corporate ethics
- ☐ Corporate law
- ☐ Corporate marketing and CRM
- ☐ General consulting
- ☐ General management
- ☐ Government relations
- ☐ Human resources

- ☐ Information security
- ☐ Information technology
- ☐ Internal auditing
- ☐ Public relations
- ☐ Regulatory compliance
- ☐ Records management
- ☐ Webmaster (Web site management)

Other: _____

What is the industry or business group that best defines your organization? If your organization contains multiple industry sectors or sub-checks, please check all that apply (or write-in the space for other).

- ☐ Automotive
- ☐ Education
- ☐ Financial Services
- ☐ Government
- ☐ Health Care
- ☐ Hospitality & Leisure
- ☐ Manufacturing

- ☐ Pharmaceuticals
- ☐ Professional Services
- ☐ Retailing
- ☐ Services
- ☐ Telecommunications
- ☐ Technology & Software
- ☐ Web Merchant

Other: _____

Your company has employees located in (check all that apply):

- ☐ United States
☐ Canada
☐ Europe
☐ Asia-Pacific
☐ Latin America (including Mexico)
☐ Other _____

What is the worldwide headcount of your organization?

- ☐ Less than 500 people
☐ 500 to 1,000 people
☐ 1,001 to 5,000 people
☐ 5,001 to 25,000 people
☐ 25,001 to 75,000 people
☐ More than 75,000 people

The jurisdiction of your privacy office (check all that apply):

- ☐ United States
☐ Canada
☐ Europe
☐ Asia-Pacific
☐ Latin America (including Mexico)

Please check the maturity stage of your company's privacy program. Select the one that in your opinion best describes the activities associated with your company's privacy office or initiatives right now.

- ☐ Pre stage – Privacy program has not been established as a unit within the company.
☐ Early stage – Privacy program is just starting to become staffed and organized.
☐ Middle stage – Privacy program is in existence and is starting to launch key initiatives.
☐ Late middle stage – Privacy program is starting to evaluate the effectiveness of key initiatives.
☐ Mature stage – Privacy program is in maintenance mode focusing on program evaluation and refinement.

Part II: How you spend your time

How many hours each week, on average, do you devote to privacy-related responsibilities?

Total hours: _____ Percent of time that total hours represent during your average work week ____%

The following table contains 10 core activities that are typically conducted by privacy professionals within organizations. Please record your answers about your total hours devoted to privacy-related responsibilities in percentage terms to the nearest 5 percent. The columns for Current and Ideal must add to 100% to explain all of your time devoted to privacy-related responsibilities.

	Privacy professional's core organizational activities	Note A Current	Note B Ideal
1	Developing privacy strategy		
2	Analyzing regulations		
3	Performing risk assessments and data inventories		
4	Developing and implementing policies and guidance		
5	Developing and performing training and communications		
6	Monitoring and measuring compliance (enforcement)		
7	Reporting to management		
8	Administration (personnel and budget)		
9	Advising/consulting to the organization		
10	Responding to incidents		
	Other (please specify on next page):		
	Total Time (Columns must sum to)	100%	100%

Note A: Current – the percent of your time spent each week on this activity.

Note B: Ideal – the percent of your time that you believe should be spent on this activity.

Additional space for describing the “other” category within the above table

Part III: Your compensation

Please complete either one of the following questions (A or B) about your current salary:

A. Your current salary (base pay) expressed in U.S. dollars is: \$_____

B. Your current salary (base pay) is defined within the following range (check only one):

- ☐ Less than \$30,000
- ☐ Between \$30,001 to \$60,000
- ☐ Between \$60,001 to \$100,000
- ☐ Between \$100,001 to \$150,000
- ☐ Between \$150,001 to \$200,000
- ☐ Over \$200,001 to \$300,000
- ☐ Over \$300,000

Do you expect to receive stock options, warrants or shares in 2005?

- ☐ Yes
- ☐ No
- ☐ Unsure

Do you expect to receive a bonus as part of your annual compensation in 2005?

- ☐ Yes
- ☐ No
- ☐ Unsure

If you responded yes, please check the one or more items that will most likely determine your bonus in 2005:

- ☐ Overall company performance
- ☐ Performance of your business unit
- ☐ Meeting your specific objectives

C. Please express your belief about your compensation relative to others within your company:

My compensation is:

- ☐ Above others with similar experience, education and training within my company.
- ☐ About equal to others with similar experience, education and training within my company.
- ☐ Below others with similar experience, education and training within my company.
- ☐ I do not want to express my opinion.

Thank you for your participation. All responses are completely confidential.
Please contact research@ponemon.org or call us at 1-800 887-3118 if you have any questions.

Ponemon Institute is dedicated to independent research and education that advances responsible information and privacy management practices within business and government. Our mission is to conduct high quality, empirical studies on critical issues affecting the management and security of sensitive information about people and organizations.

As a member of the **Council of American Survey Research Organizations (CASRO)**, we uphold strict data confidentiality, privacy and ethical research standards. We do not collect any personally identifiable information from individuals (or company identifiable information in our business research). Furthermore, we have strict quality standards to ensure that subjects are not asked extraneous, irrelevant or improper questions.