

How to Get Budget & Buy-In for Privacy Program Talent

TRU Staffing Partners, Inc.



Privacy, Ediscovery, & Cybersecurity Staffing

Meet Our Speakers



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How to Get Budget & Buy-In for...

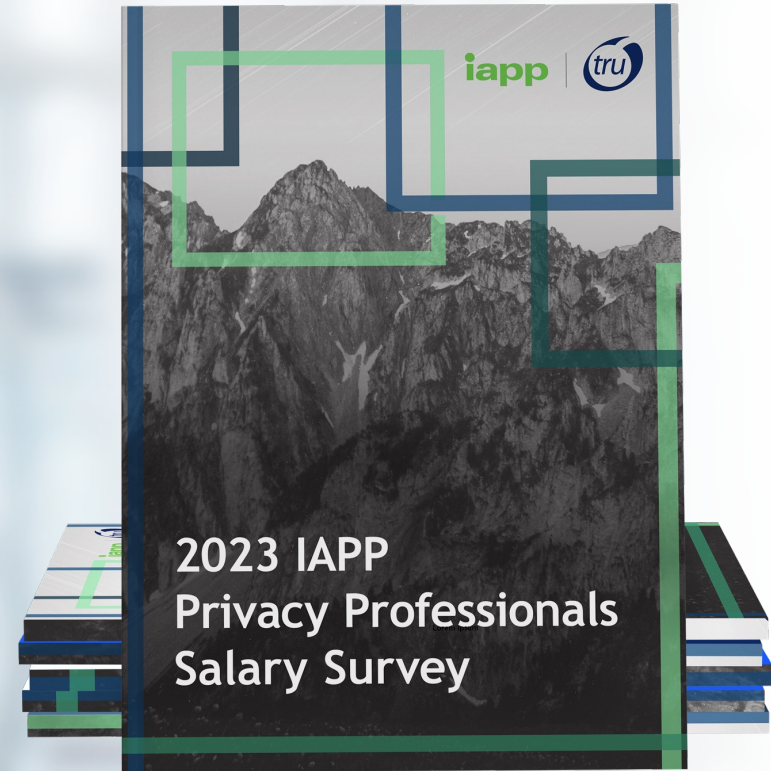
- FTE/direct hires
- Contractor augmentation
- Remote flexibility for staff
- Agency collaboration (using TRU)



Benchmarking Job Market Trends



Data Based on
Point-of-Hire Salaries



Data Based on
Surveying Existing Salaries

How to Get Budget & Buy-In Now!



Privacy, Ediscovery, & Cybersecurity Staffing

A Clear Need for Dedicated Resources

IAPP-EY Annual Privacy Governance Report

12%

Average privacy team
size growth in 2022

62%

Lack resources
needed to meet
objectives

50%

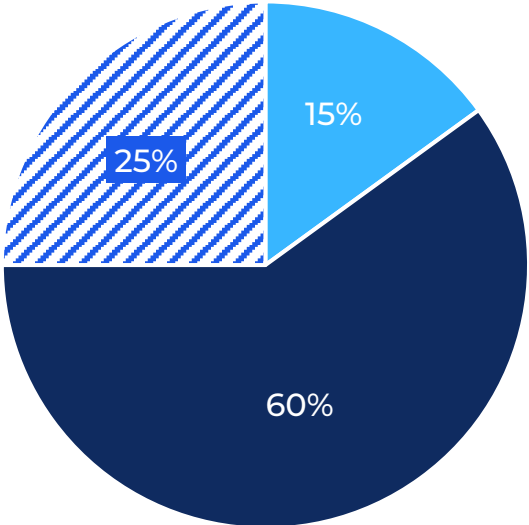
Report function is
spread across
multiple lines of
defense



Consero CPO Forum Fall 2023 Poll Results

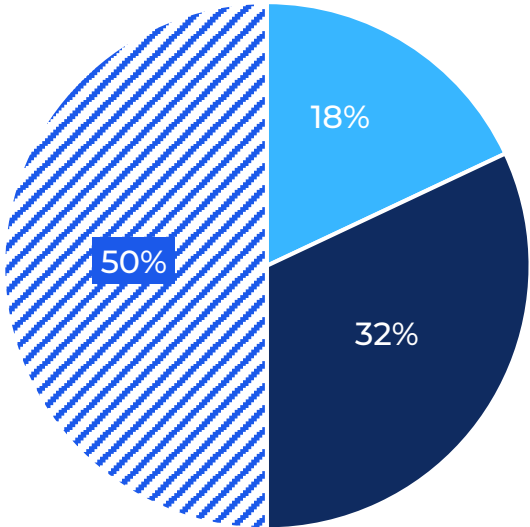
Do you have approval to hire full-time and/or contract privacy pros within six months?

FTE Approval



■ Yes ■ No ■ Maybe

Contractor Approval



■ Yes ■ No ■ Maybe

The Data Privacy Job Market Follows a Consistent Two-Year Cycle



- Cost of talent inflates
- Extreme competition for talent
- Contractor availability low



- Cost of talent stabilizes
- Less competition for talent
- Contractor availability high

TRU's Guidance

For Getting Budget & Buy-In NOW

Avoid competition and salary inflation in 2025 by hiring in 2024.

Take full advantage of contract talent NOW.

Budget for long-term retention for direct hires.



How to Get Budget & Buy-In for FTE/ Direct Hires



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TRU Trends 2023 (FTE)

The last 100 days have seen more FTE hiring than the first half of 2023

87% of open headcount is for mid-market (3-8 years exp) privacy professionals

75% of job seekers are accepting the first offer they are extended (vs **45%** in 2022)

0% of TRU job seekers received a counteroffer from their current employer in the last 140 days

20% of jobs filled required a base compensation above the initial range given (vs **68%** in 2022)

Salary Benchmarks

- Industry benchmarks
- Geographic benchmarks
- Competition

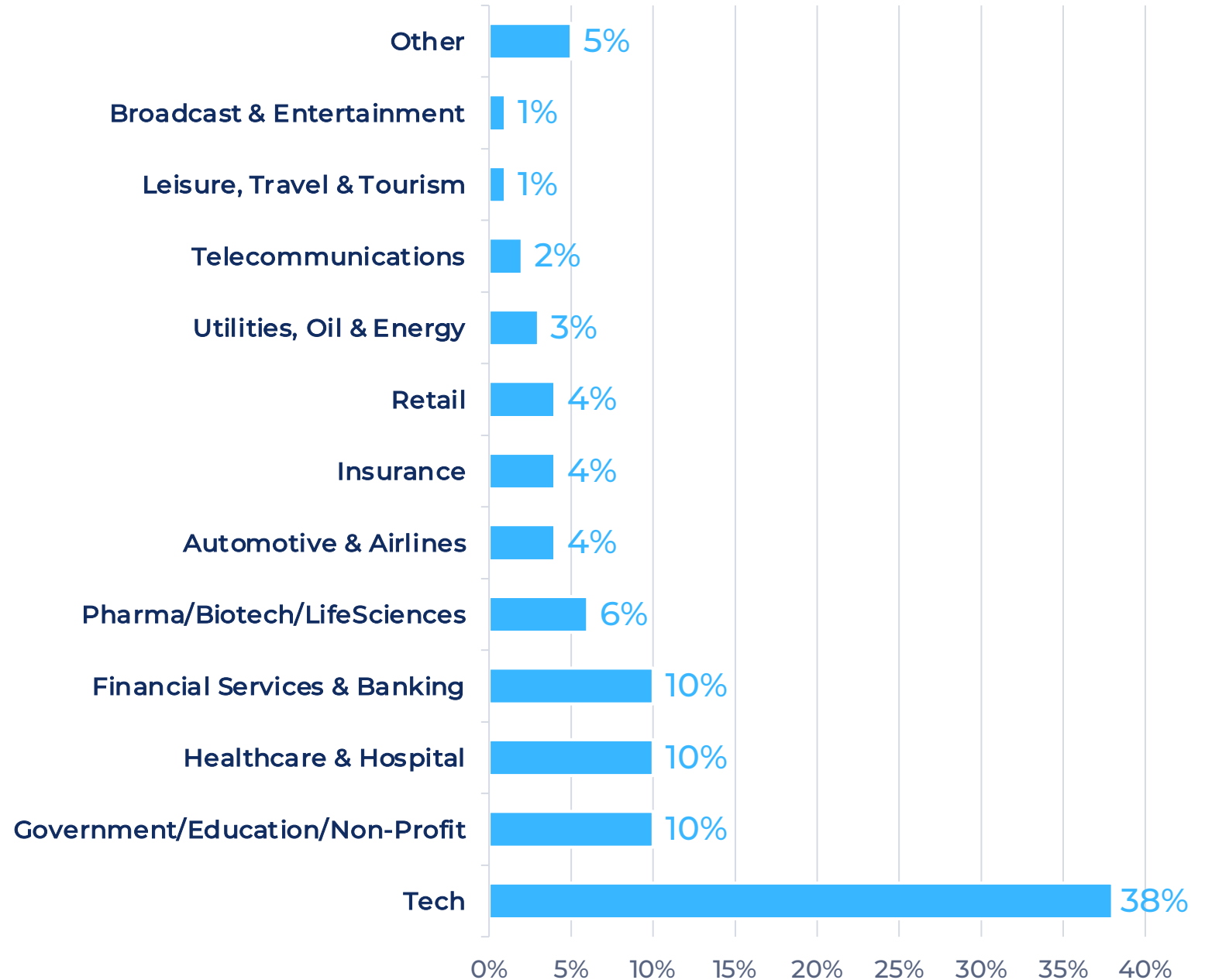


Privacy, Ediscovery, & Cybersecurity Staffing

LinkedIn Insights

Privacy Jobs Breakdown by Industry

November 2023



TRU Privacy Compensation Benchmarks 2023

\$ base (total comp) at point of hire based on industry

	Fortune 500/BigTech	Healthcare/Bio/ Pharma/HealthTech	Telecomm/Retail/ Entertainment/ Financial
Early Career	\$60K–85K (70-95K)	\$60K –85K (70-95K)	\$60K–75K (70-85K)
Privacy Analyst/Specialist	\$100K–140K (110-195K)	\$90K–140K (90-165K)	\$90K–130K (90-150K)
Privacy Program/ Project Manager	\$140K–180K (165-250K)	\$130K–160K (145-175K)	\$130K–160K (145-175K)
Privacy Directors/SMEs (reporting to CPO/Privacy Lead)	\$175K–250K (250-400K)	\$160K–200K (175-250K)	\$160K–200K (175-250K)
Privacy Engineer	\$175K–375K (225-600K)	\$150K–235K (175-360K)	\$150K–205K (175-325K)
Privacy Counsel	\$250K–375K (350-600K)	\$200K–300K (250K-400K)	\$175K–320K (200K-400K)
CPOs/Business Unit Privacy Lead	\$300K–650K (400K-2M)	\$235K–425K (275K-800K)	\$225K–400K (275K-600K)

Europe vs. North America

2023 Survey Highlights
(IAPP data)

U.S. privacy pros make **55% more** on average in their base salaries compared to their European counterparts.

[— IAPP Salary Survey Data | Page 7](#)



Europe vs. North America

Privacy professionals' base salaries (USD) by region based. (IAPP data)

	North America	Europe	Percentage Difference
Global CPO	\$244.2	\$154.8	44.81%
Country-specific CPO	\$177.0	\$94.4	60.87%
Regional privacy officer	\$170.6	\$117.1	37.19%
Privacy office risk and compliance manager	\$131.9	\$86.7	41.35%
Internal privacy lawyer	\$192.5	\$117.6	48.31%
Privacy champion/guru	\$118.1	\$80.0	38.47%
Privacy engineer	\$161.7	\$79.7	67.94%
Cybersecurity professional	\$170.0	\$105.2	47.09%
DPO	\$191.0	\$105.3	57.85%
Privacy manager	\$132.1	\$82.6	46.11%
Privacy analyst	\$97.8	\$51.2	62.55%
External privacy consultant	\$156.3	\$90.3	53.53%
External privacy lawyer	\$232.0	\$130.9	55.72%

Industry Break Down 2023

TRU Jobs Report VS. IAPP Survey Current Comp (In Base Salary)

	Big Tech	Financial/ Healthcare /Healthcare Tech	Telecom/ Retail/ Entertainment	IAPP Mean (US & EU)
Privacy Analyst	\$90K-140K	\$90K-140K	\$90K-130K	\$89.0
Privacy Program/Project Manager (Privacy Manager)	\$140K-180K	\$130K-160K	\$130K-160K	\$115.2
Privacy Sr. Manager/Consultant (Privacy Office Risk and Compliance Manager)	\$175K-200K	\$140K-170K	\$140K-160K	\$119.4
Privacy Director/SMEs (Regional Privacy Officer)	\$225K-300K	\$200K-260K	\$200K-250K	\$137.5
Privacy Engineer	\$175K-300K	\$150K-235K	\$150K-205K	\$135.6
Privacy Counsel (Internal Privacy Lawyer)	\$225K-325K	\$200K-300K	\$175K-320K	\$174.7
CPOs/Business Unit Privacy Leads (Chief Global Privacy Officer)	\$265-465K	\$235K-425K)	\$225K-315K	\$206.0

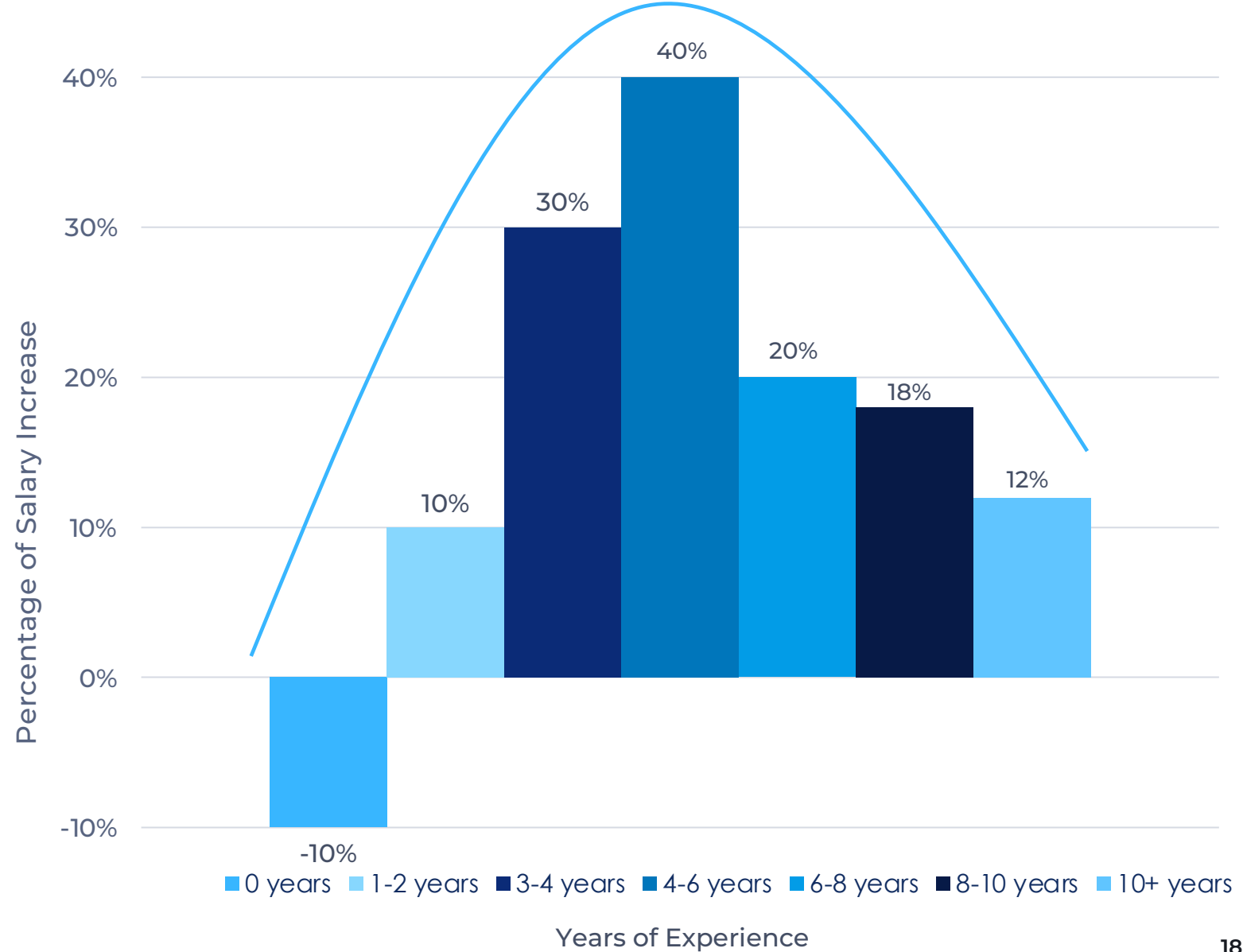
TRU Staffing Partners & IAPP Salary Survey Data

3-8 years' experience in highest demand but lowest relative supply

20-40% base compensation increase for midmarket professionals at point of hire in **2022**

12-24% base compensation increase for all privacy pros with 3+ years of experience at point of hire in **2023**

Percentage of Salary Increase Based on Years of Experience at Point of Hire (2022)



Salary Increases at Point of Hire

2021, 2022, 2023 (TRU Data)

2021

98%

Percentage of placements received increases in compensation when changing jobs

23%

The average increase in base salary at the point of hire in 2021

2022

99%

Percentage of placements who received increases in compensation when changing jobs

35%

The average increase in base salary at the point of hire in 2022

2023

65%

Percentage of placements who received increases in compensation when changing jobs

18%

The average increase in base salary at the point of hire in 2023

TRU's Guidance

FTE / Direct Hire Resources

Budget for compensation to get people to move, not based on what people are currently making.

Consider hiring in EU/APAC/LATAM if lower cost talent is your highest priority.

Approach executive and mid-market search differently in terms of salary increase expectations from the job seeker.

Hire FTEs in 2024 while job seekers are only getting 12-24% increases in compensation at the point of hire vs 20-40% in 2022 & likely 2025.



How to Get Budget & Buy-In for Contractors



Privacy, Ediscovery, & Cybersecurity Staffing

TRU Trends 2023 (Contract)

55% of jobs filled
will be contract

20% of contractor jobs are
part-time/fractional
opportunities

45% of contractors are
perpetual or intend to
convert to FTE

Less than **2%** of contractors
were asked to convert in
January – May

27% of TRU contractors have
been asked and accepted
conversion to FTE in the last
120 days

Fact or Myth

01

MYTH

Contractors are out of work job seekers.

02

MYTH

Contractors make less \$\$\$ than full-time employees.

03

MYTH

To hire a contractor, they require a minimum of 40 hours of work per week.

04

MYTH

A contractor will leave a contract job the minute they get a full-time job.

05

MYTH

Contractors don't receive benefits.

Defining Staffing Modalities

01

**Full-Time
Employee
(FTE)**

**Contract
Employee**

02

Contract

Contract-to-Hire

**Fractional/Part-
Time**

**Full-Time
Employee**

03

**Part-Time
Perpetual
(PTP)**

**Part-Time
Impact
(PTI)**

Top 10 Reasons to Use a Contractor.

1. No full-time headcount approval
2. Circumvent in-office policy
3. Geographic talent shortage
4. Check fit before you commit
5. Plug and play for high-impact projects
6. Covering a long-term leave
7. FTE hiring timeline too long/shorten time to hire
8. Defense against FTE attrition/burnout
9. Upleveling existing staff
10. Culture of contractors

How to Use Contractors? _____.

Legal

- Advisory: Counsel on compliance requirements
 - Contract review & negotiation
 - CPO-as-a-service
 - Legal privacy consulting & transactional counsel
- Managing obligations related to incident response
 - Regulatory framework analysis– GDPR, PIPL, LGPD, PIPEDA, DSA, DPA
 - Templating DPAs
 - Updating SCCs (standard contractual clauses)

How to Use Contractors?_____.

Enterprise Technology

- API creation & management
 - Data migrations
 - Exploring PETs (privacy-enhanced technology)
 - Information governance for enterprise technology
- Selecting & implementing privacy management tools (OneTrust, Trustarc, WireWheel, BigID, etc.)
 - Third-party software due diligence
 - Technology customization & workflow creation
 - Training new & existing staff

How to Use Contractors?_____.

Data Management & Governance

- Consent & preference management (cookies, opt-in/out, etc.)
- Conduct data discovery for PII, PHI
- Data mapping
- DSAR program development
- Incident management
- PIA & DPIA execution & automation
- Policy & notice management
- Retention standards design & implementation
- A.I. policy creation & technology exploration

How to Use Contractors?_____.

Risk & Compliance (GRC)

- Audit & issue management
 - Certification issuance (HITRUST)
 - IT & security risk management
 - Policy management (creation or revision)
- Risk management & assurance framework standardization (NIST)
 - ROPA & third-party risk management

How to Use Contractors? _____.

Product Engineering & Diligence

- Custom application development & deployment
- Privacy and security software engineering
- Privacy by design integration
- Privacy product enablement
- Privacy technology research & analysis
- SDLC acceleration

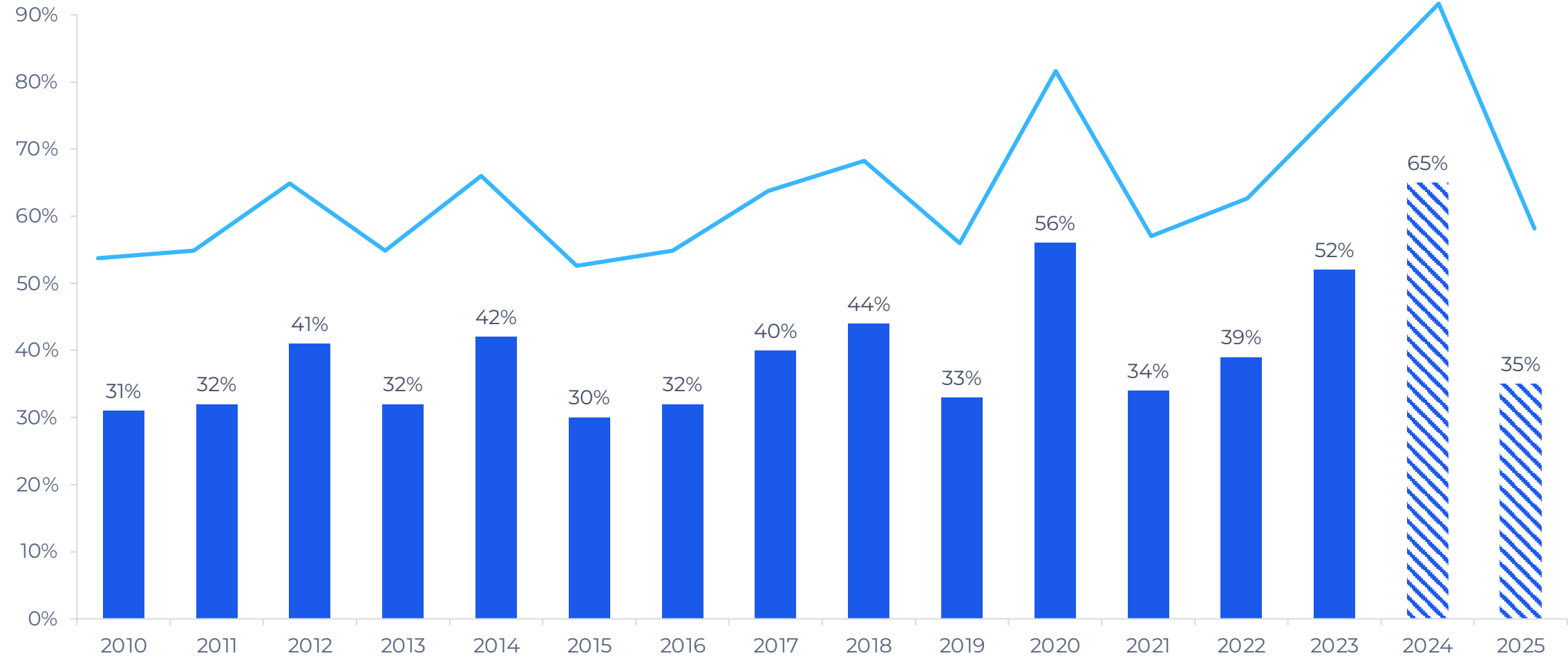
How to Use Contractors?_____.

Strategic

- Board report preparation/executive debriefing
- Business intelligence/dashboarding (Power BI, Tableau, Hadoop)
- Creating a corporate privacy posture
- Creating a privacy program roadmap
- CPO-as-a-service
- Data monetization
- Gap assessments
- Geographic or service expansion

Privacy Contract Staffing Trends (13+ years)

Based on Offers Accepted



Privacy Contract Talent Benchmarks 2023

Position Title	TRU Contract (all-inclusive bill rate)	Average consulting firm/outside counsel bill rate
Entry Level (+certs/internships)	\$70-100/HR	N/A
Privacy Analyst/Specialist	\$100 –125/HR	\$250-350/HR
Privacy Program/ Project Manager	\$130 –175/HR	\$250-450/HR
Privacy Directors/SMEs (reporting to CPO/Privacy Lead)	\$150 –200/HR	\$250-650/HR
Privacy Engineer	\$175 –225/HR	\$300-750/HR
Privacy Counsel	\$175 –225/HR	\$450-1200/HR
CPOs/Business Unit Privacy Lead/Consultant	\$250 –350/HR	\$450-1500/HR

TRU's Guidance

Contract Resources

Make contract augmentation an ongoing part of evolving your program.

Leverage high-caliber privacy pros in 2024 to impact your program, then phase them out.

Privacy contractor supply will match or exceed demand until late 2024.

Contracting talent directly through TRU significantly decreases outsourced spend while maintaining quality and caliber.

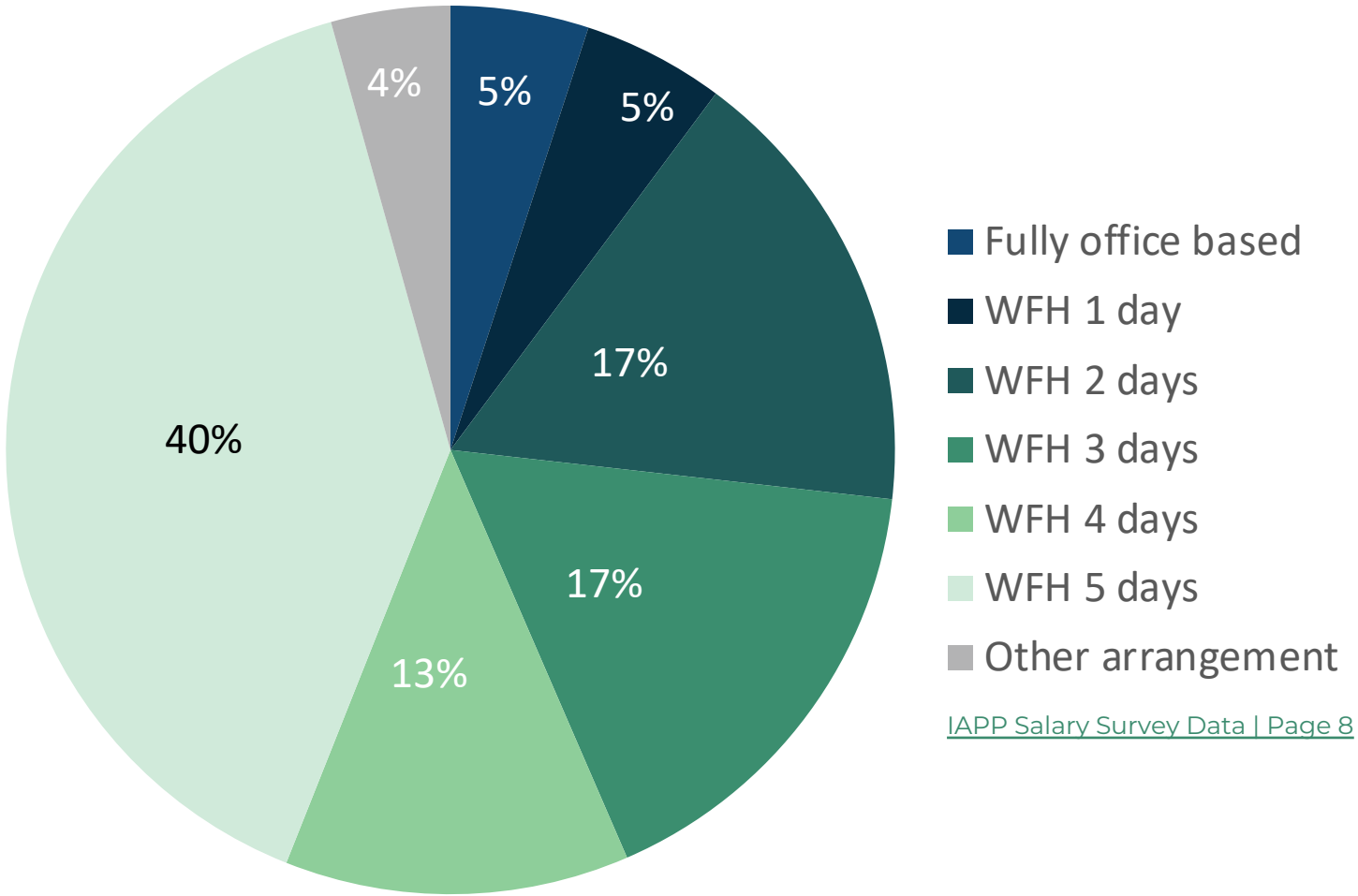


How to Get Budget & Buy-In for Remote Flexibility



Privacy, Ediscovery, & Cybersecurity Staffing

Percentage of Days Privacy Pros Worked Remote Per Week (IAPP data)



- Fully office based
- WFH 1 day
- WFH 2 days
- WFH 3 days
- WFH 4 days
- WFH 5 days
- Other arrangement

[IAPP Salary Survey Data | Page 8](#)

69%

Work from home more than in office

40%

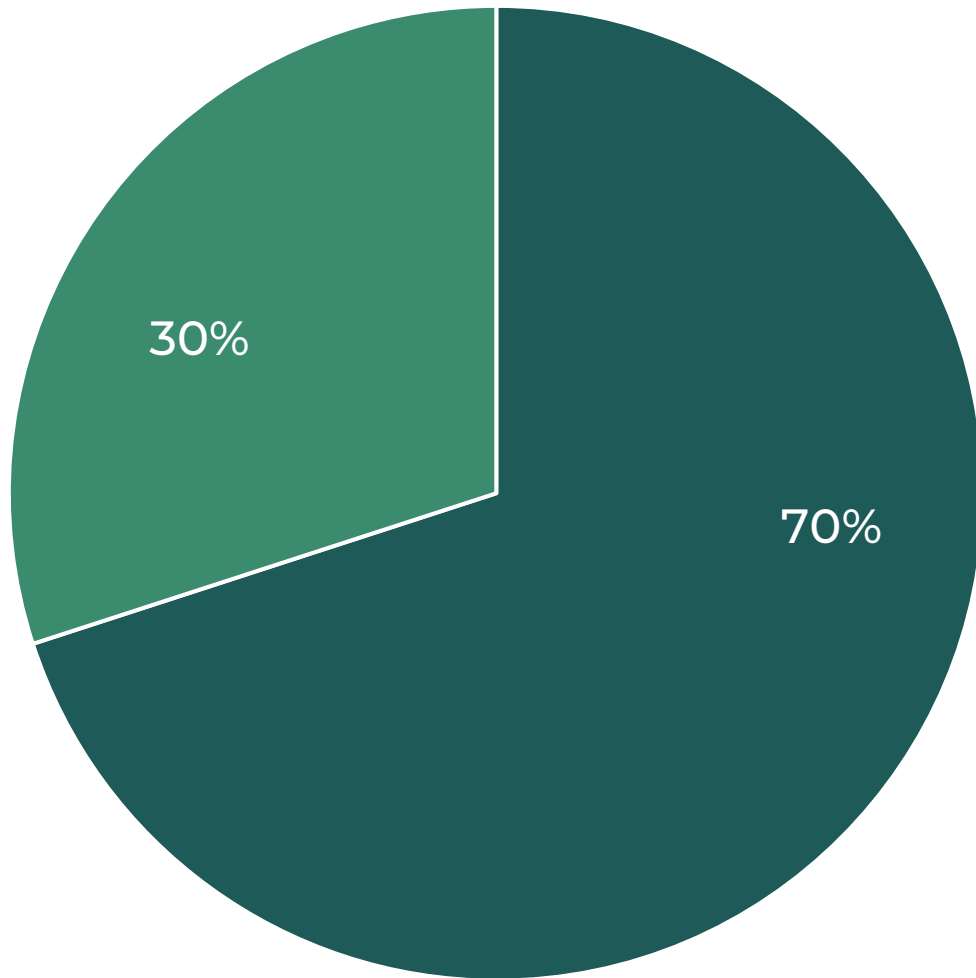
Fully remote

5%

Fully office based



Simplified: Days Privacy Pros Worked Remote Per Week (IAPP data)



- 3 days or less
- 4 days or more

[IAPP Salary Survey Data | Page 8](#)

30%

Work in an office
4 days or more

70%

Work remotely 3 days
a week or more

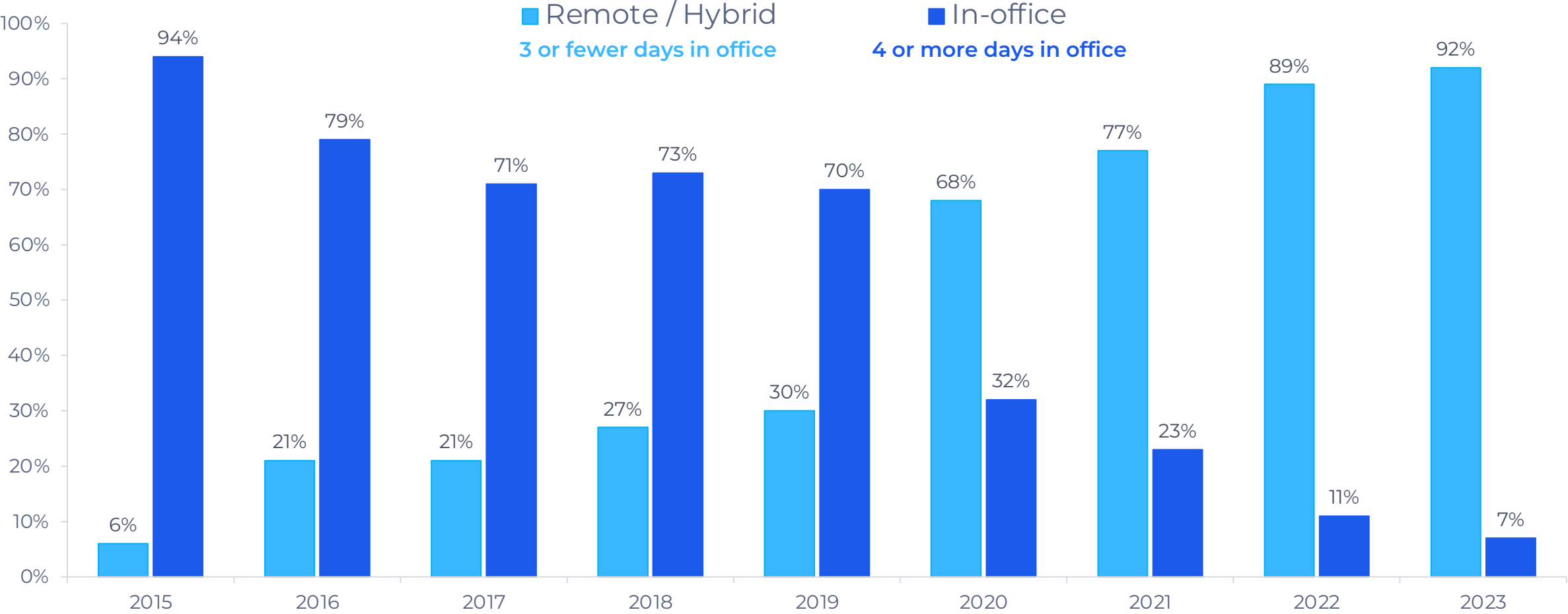
50% (*TRU Data)

Increase in available
candidates when
shifting from 3 days to 2
days in the office

Remote/Hybrid vs. In-Office

Based on Offers Accepted

4-5 day in-office requirements extend searches by **90 to 120 days**



Motivations for Privacy Job Seekers

2022 vs. 2023

TOP 5 MOTIVATIONS OF JOB SEEKERS IN 2022

1. Working remotely/hybrid
2. Mentorship/new leader
3. \$\$\$\$\$\$
4. Upskilling
5. Diversity, equity, & inclusion

VS.

TOP 5 MOTIVATIONS OF JOB SEEKERS IN 2023

1. Working remotely/hybrid
2. More challenge/opportunity
3. \$\$\$\$\$\$
4. Unemployment/out-of-work
5. Company culture/buy-in

TRU's Guidance

Remote vs. In-Office

Any increases in return-to-office policy will lead to employee attrition – prepare accordingly.

3 in-office days a week or fewer is the new normal.

Give greater work-from-home flexibility to increase the volume of available job seekers.



How to Get Budget & Buy-In to Use TRU



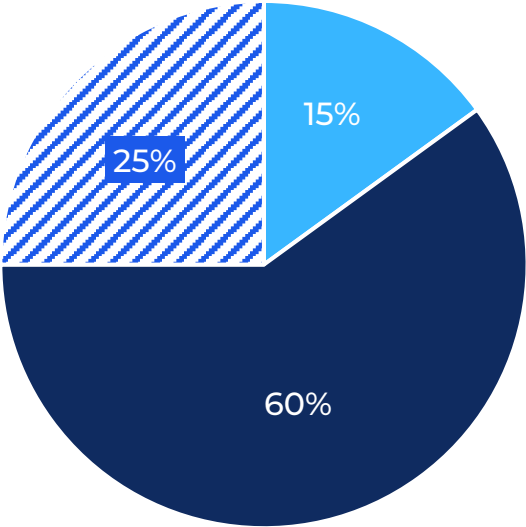
Privacy, Ediscovery, & Cybersecurity Staffing

Consero CPO Forum Fall 2023 Poll Results

Do you have approval to hire full-time and/or contract privacy pros within six months?

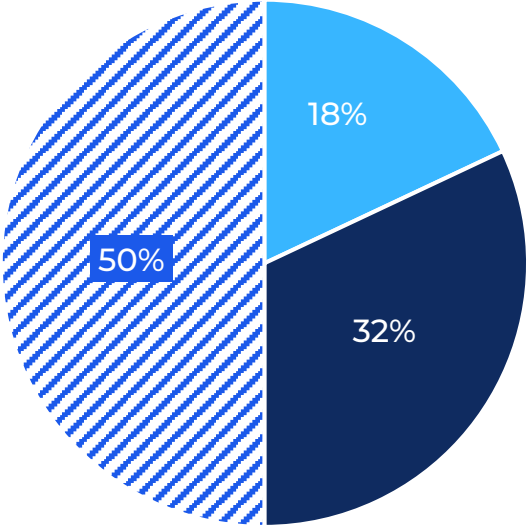
Can you use talent agencies?

FTE Approval



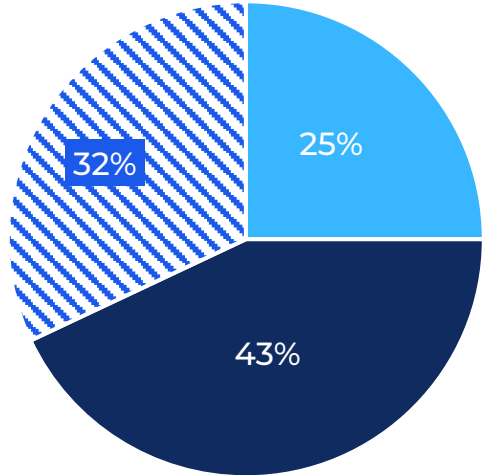
■ Yes ■ No ■ Maybe

Contractor Approval



■ Yes ■ No ■ Maybe

Third-Party Agency Approval

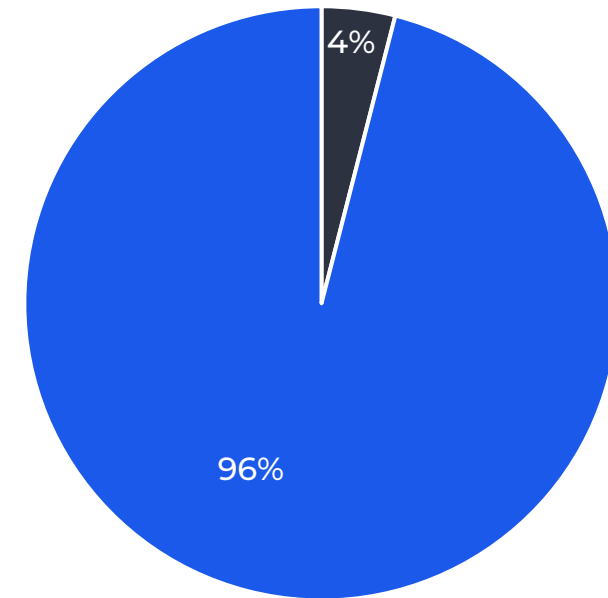


■ Yes ■ No ■ Maybe

Are Hiring Managers Expected to be Recruiters?

- Data taken from a TRU analysis of **2,300+** hiring manager or above job descriptions:
 - Program directors/managers
 - CPOs / CISOs / GCs
 - Department/division heads
- Did your job description include any of these responsibilities?:
 - Recruit staff for your department
 - Source/parse new resumes for hire
 - Use personal network to staff
 - Train AI models for hiring efficiency
- **96%** of your responsibilities do not include sourcing, recruiting, or independently staffing your teams

Staffing Responsibilities
in Job Descriptions



■ Included ■ Not included

What are the primary ways to DIY staff?



Leverage your personal network



Use conferences as job fairs



Post on LinkedIn



Post on company website



Post on other job boards

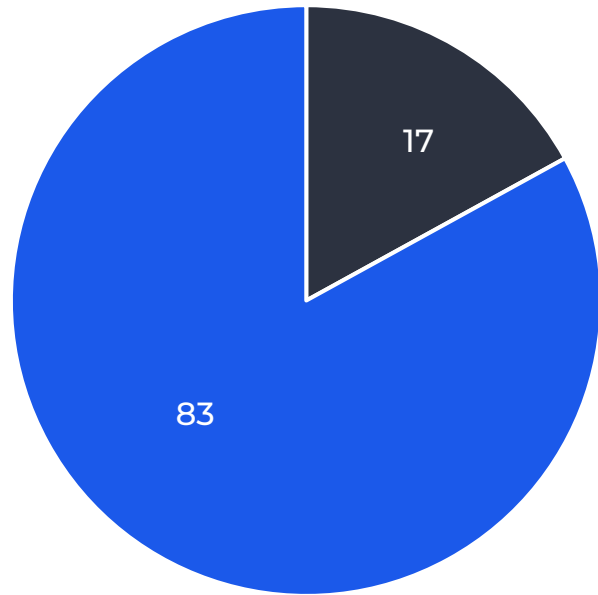


Rely on internal HR (who often rely on posting)

Does Posting Jobs Work?

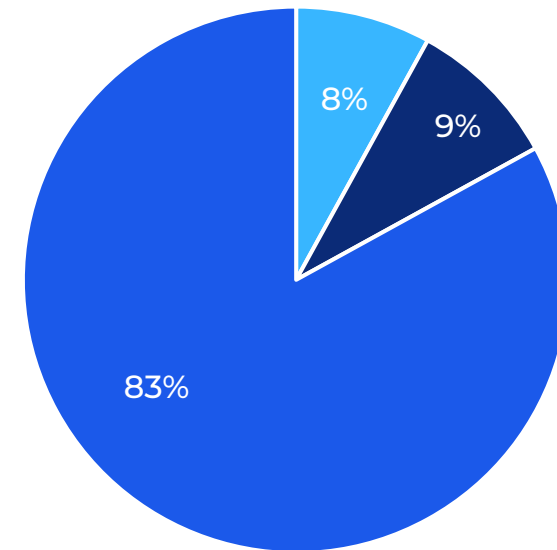
TRU's success rate filling jobs with candidates who applied through a job post

Source of successful placements
(perpetual)



■ Applied online ■ Did not apply online

Source of successful placements
(for that specific job)



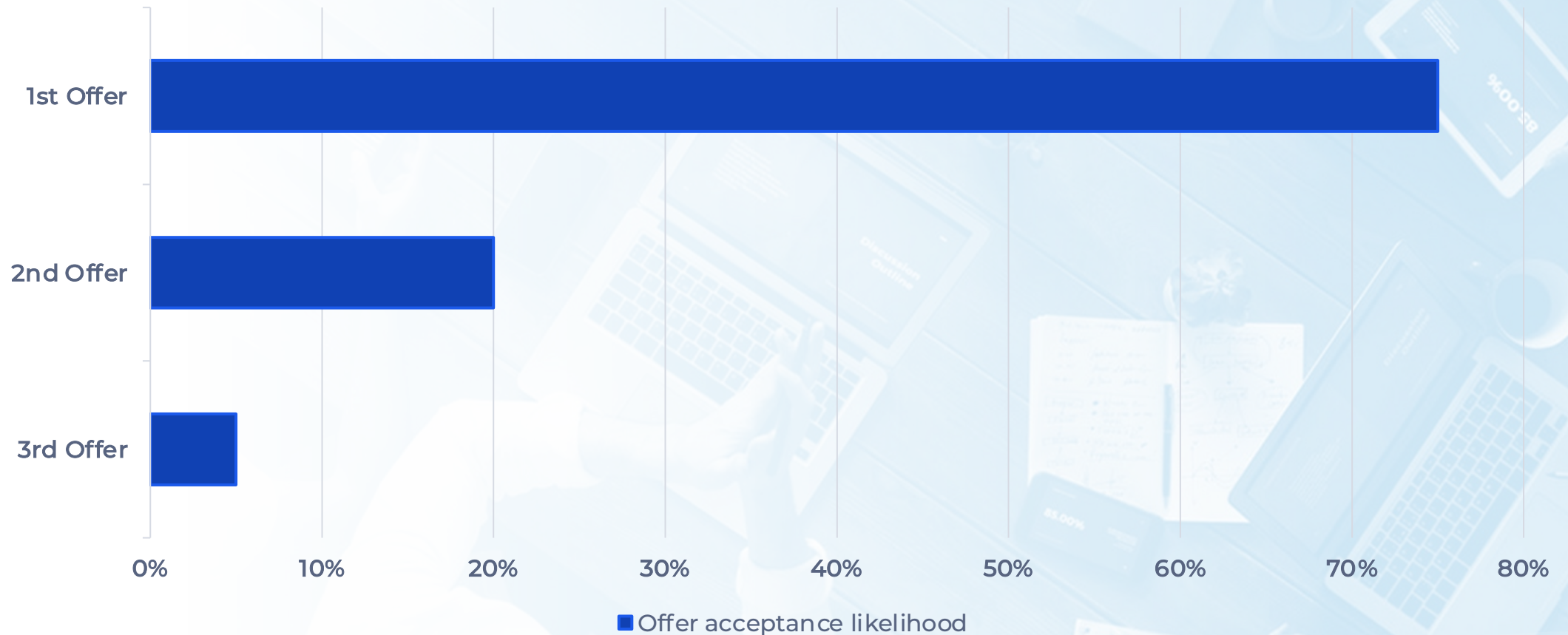
■ Applied for specific job ■ Applied to a different job
■ Did not apply online

Potential DIY Staffing Limitations & Challenges

- Posting jobs limits you to inbound active job seekers.
- Posting jobs generates an enormous volume of unqualified talent.
- Parsing resumes is time-consuming.
- AI/OCR typically qualifies people out, rather than in.
- Who is training AI modules for resume parsing: You? HR? Time-consuming or inaccurate.
- Does internal human resources understand the nuances of privacy requirements?
- Applicant tracking systems are often non-existent, poorly governed, or inaccessible to key stakeholders.
- Hiring managers' personal networks have more peers than subordinates.
- Privacy pros with 3-6 years of experience (highest demand) are losing budget to attend conferences.
- Many conferences/networking events have shifted to online/virtual.

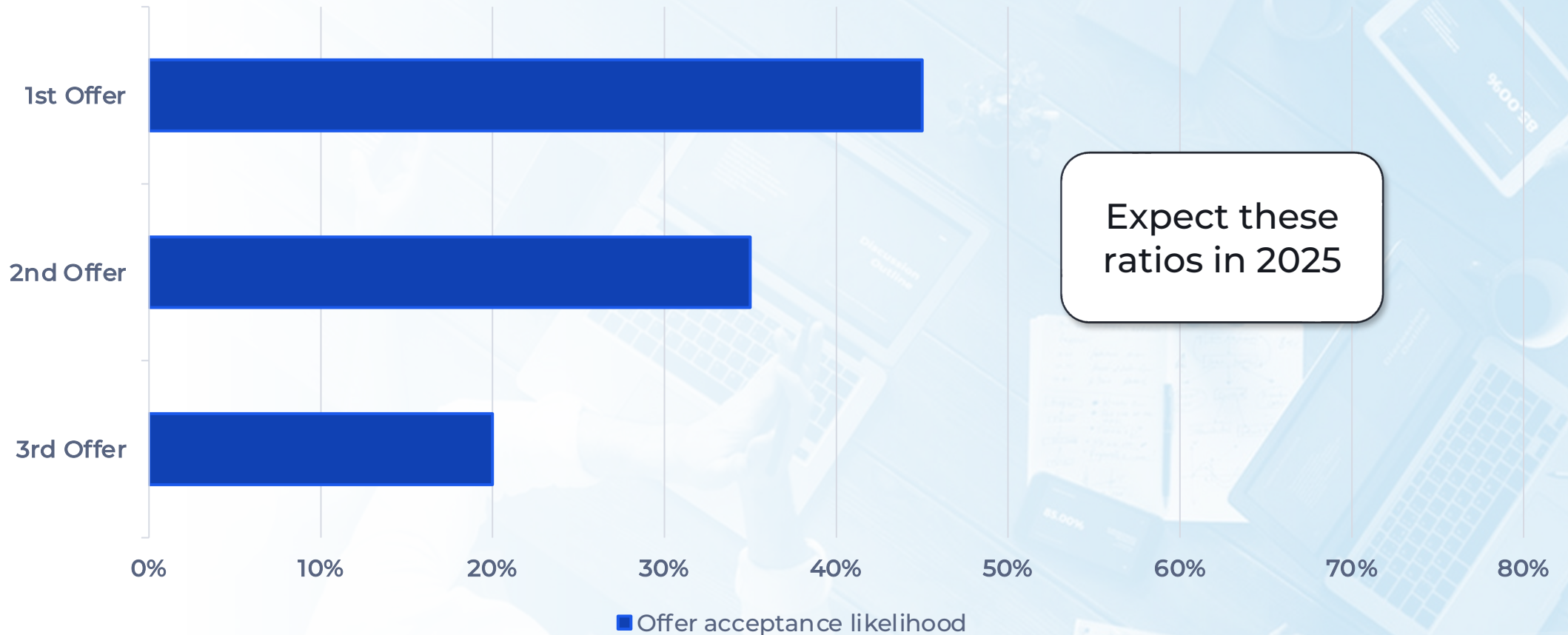
Acceptance Likelihood (past 90 days)

Offer acceptance likelihood



Acceptance Likelihood (Q2 2022)

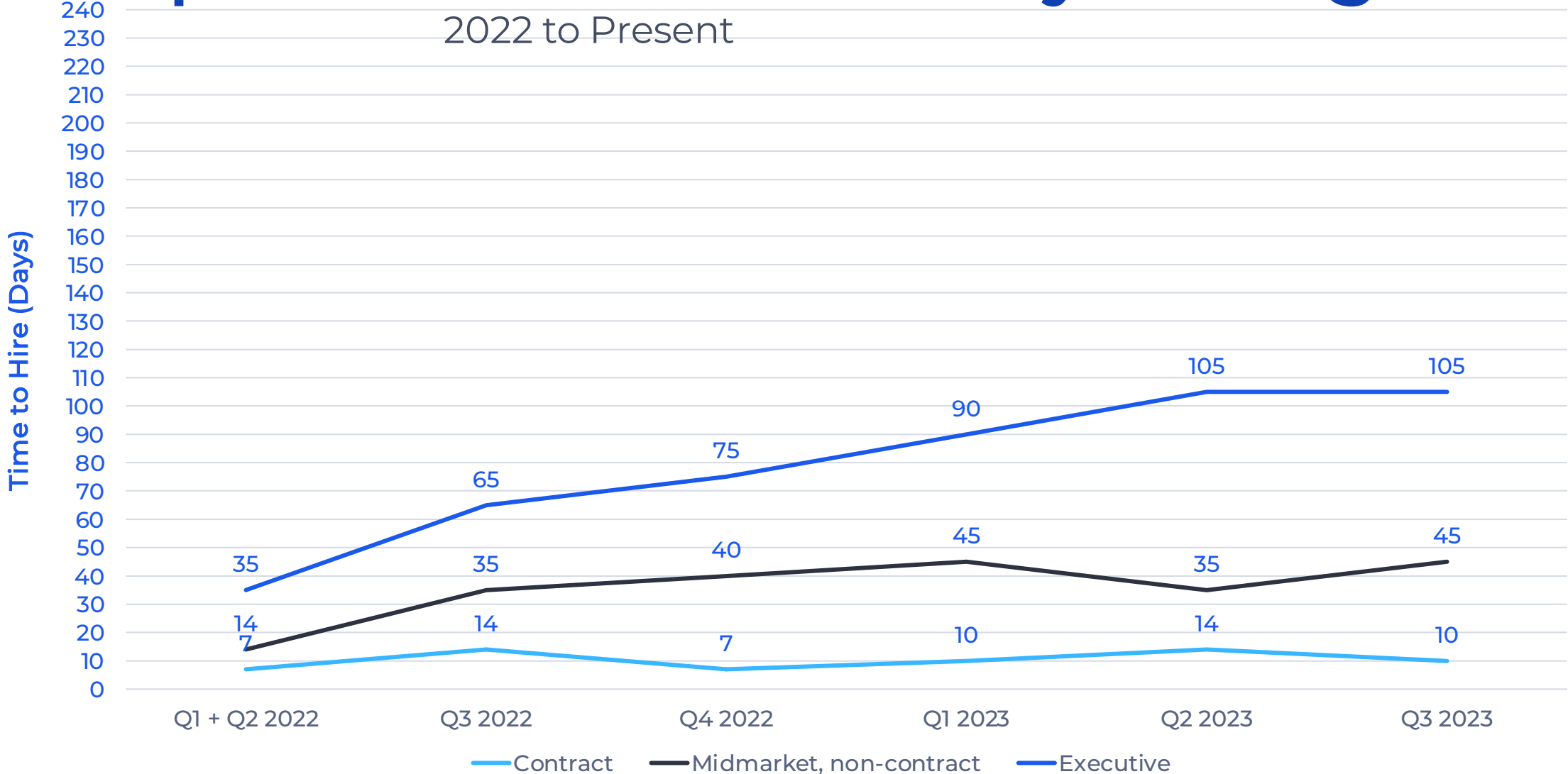
Offer acceptance likelihood



Expect these ratios in 2025

Speed of Hire for Privacy through TRU

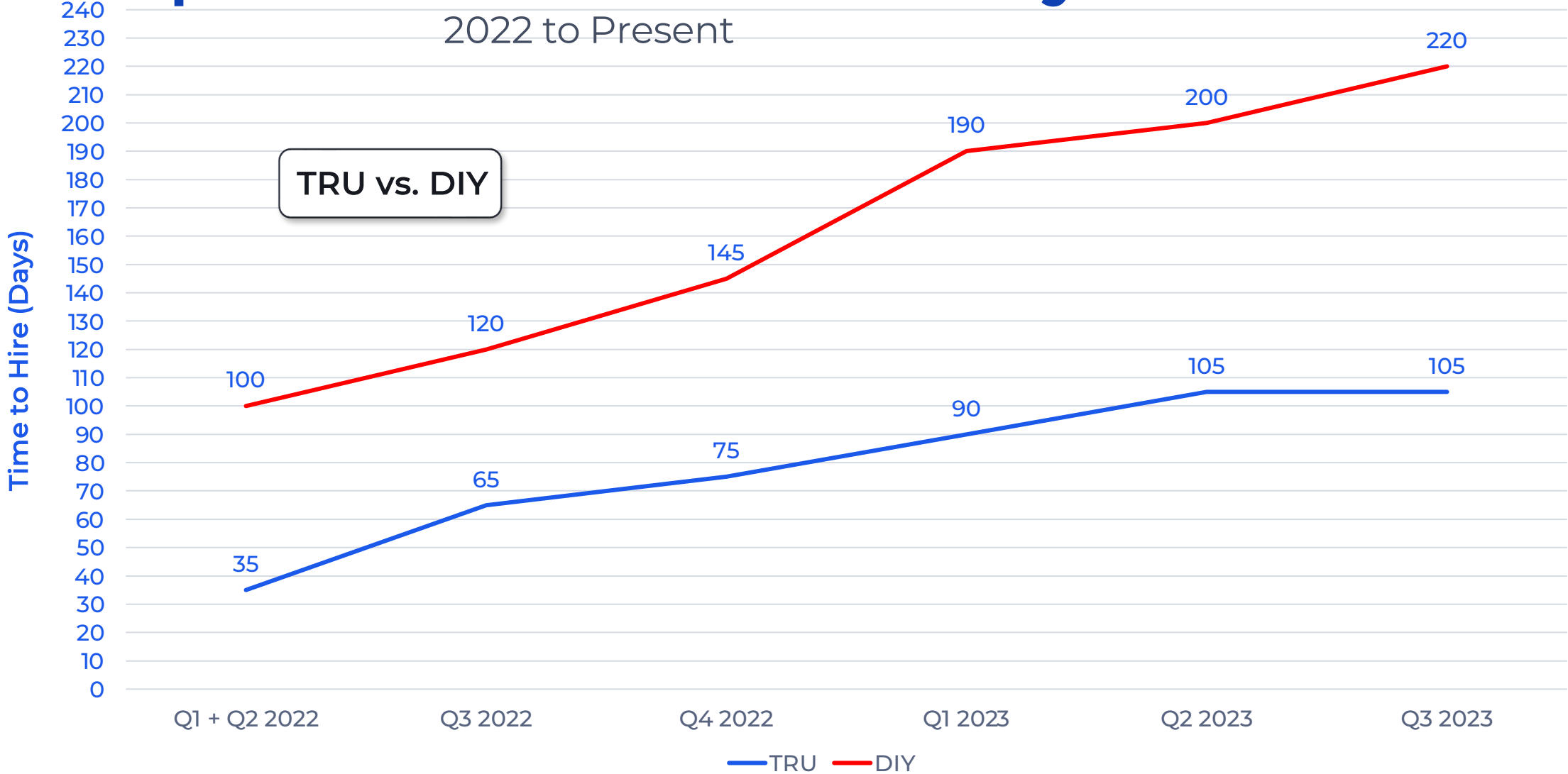
2022 to Present



*from resume sent to verbal offer accepted



Speed of Hire for Privacy Executives



*from resume sent to verbal offer accepted

Speed of Hire for Mid-Market Privacy

2022 to Present



*from resume sent to verbal offer accepted

Speed of Hire for Privacy Contractors

2022 to Present



*from resume sent to verbal offer accepted

The Cost of Agency Staffing

\$125-175K

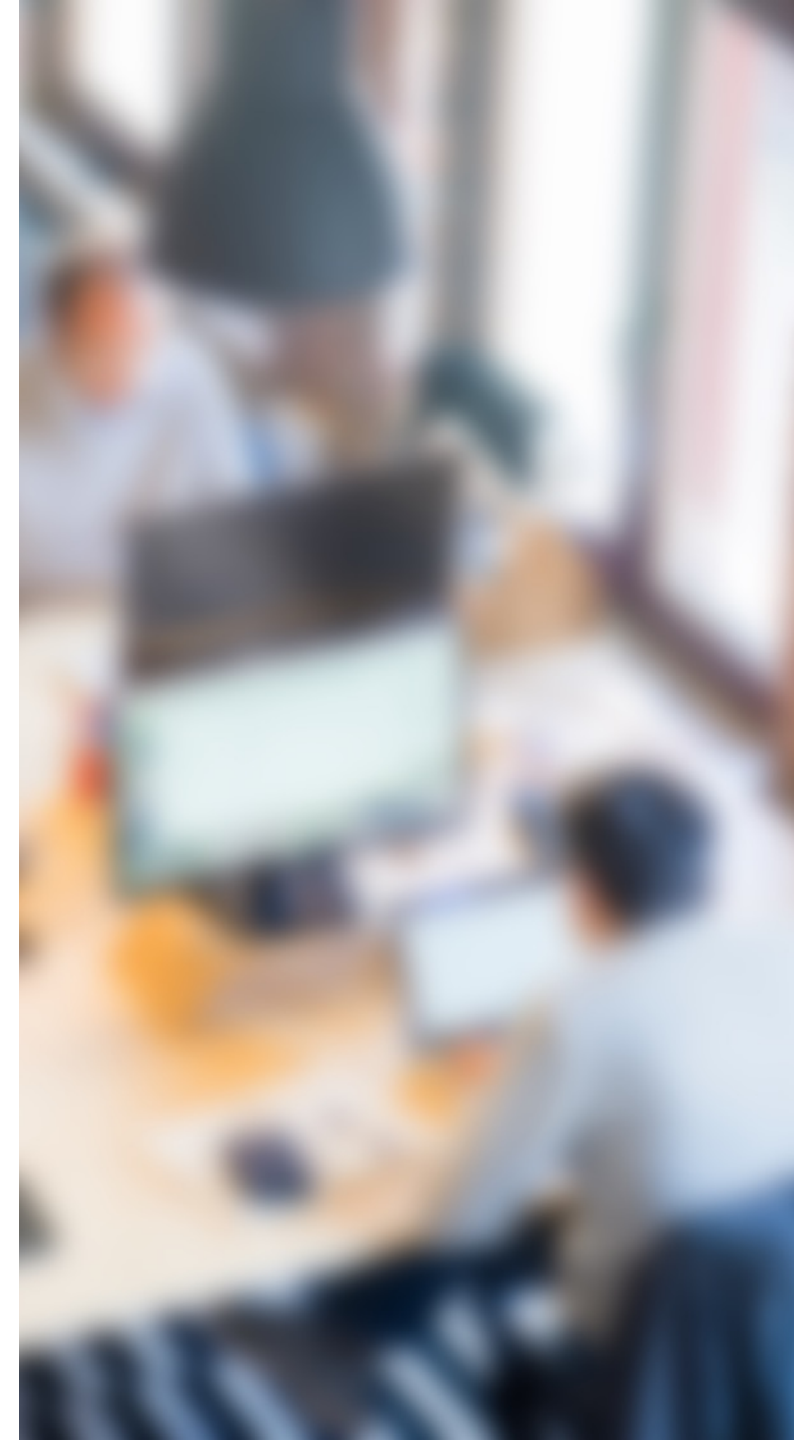
Base compensation for
privacy jobs in highest
demand

20-25%

Average recruiter fee
(of base compensation)

\$33K

Average cost of third-party recruitment (per hire)



Calculating Cost or Lost Revenue

\$33K

Average cost to hire a mid-level privacy pro using an agency

\$250-\$350

Average hourly bill rate for a privacy operations professional or privacy associate

95-105

Billable hours to reach \$33K

4

Weeks needed to achieve 95-105 billable hours

One month of billable or outsourced hours = cost of an agency fee

35-45

Number of days to hire a mid-market professional through an agency

\$6-6.5K

Outsourcing cost/lost revenue per week while you're DIY staffing

\$33K

Outsourcing cost/lost revenue per month while you're DIY staffing

\$99K

Outsourcing cost/lost revenue per quarter while you're DIY staffing

TRU's Guidance

Costs & Risks of DIY Staffing

Present strong statistical and anecdotal data regarding the risks and disadvantages associated with DIY staffing to your budgetary stakeholders.

Calculate the time, effort, and energy spent self-sourcing talent vs. focusing on primary job responsibilities.

Use speed of hire metrics to calibrate how long you have until a job seeker starts receiving other offers.

Be first, be fast, get acceptance.



Additional Resources

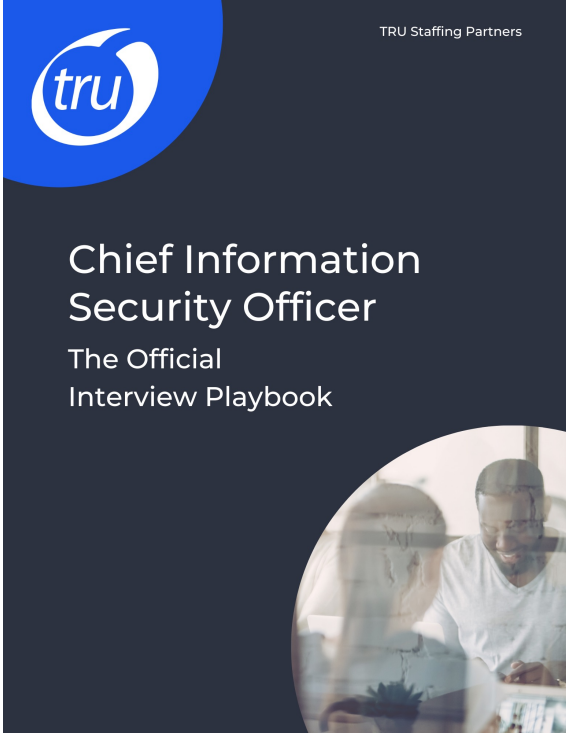
Ask us for a copy of any of our data sources or additional resources.



tru TRU Staffing Partners

Chief Privacy Officer

The Official Interview Playbook



tru TRU Staffing Partners

Chief Information Security Officer

The Official Interview Playbook



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Expand Your Business Potential with Expert Privacy Contractors



tru TRU Staffing Partners, Inc.

Privacy Hiring Manager FAQ

Thank You!

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