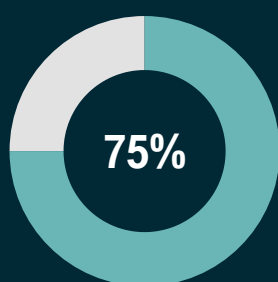# Pinnacle
CONSULTING & RECRUITMENT

THE INFORMATION TECHNOLOGY HIRING TOOLKIT | DETROIT

A comprehensive kit to help you build your ideal IT team in 2025 by knowing what it takes to attract top talent in your market.

In today's competitive business environment, attracting and retaining top IT professionals is more critical than ever. With rapidly advancing technology, businesses need adaptable and skilled IT experts to maintain secure, scalable, and efficient systems.

75%

The technology industry is facing a notable talent shortage, with demand for specialized IT professionals far exceeding supply. Over 75% of technology leaders report difficulty finding qualified candidates with the necessary technical skills.

Roles in cybersecurity, data science, and cloud engineering are particularly challenging to fill as businesses increasingly prioritize digital transformation and automation.

To overcome this challenge, organizations are shifting their focus to upskilling current employees, offering flexible work environments, and exploring untapped talent pools to address the widening gap. For companies seeking to expand their IT teams in 2025, understanding this evolving landscape is key to attracting and retaining top talent. Investing in training programs, expanding remote work opportunities, and fostering a culture of continuous learning can provide a significant advantage in securing skilled IT professionals.

Recommended Salary Range by Title
Based on averages in your area.

Title	Low	Medium	High	Average
Software Engineer (full-stack or backend)	88,164.33	117,600.00	150,465.67	118,743.33
Front End Developer	77,611.67	100,289.67	127,223.67	101,708.34
Data Scientist	140,780.33	162,865.00	189,950.67	164,532.00
Data Engineer	100,404.33	138,548.67	149,154.33	129,369.11
Data Analyst	73,883.00	99,313.33	130,838.67	101,345.00
Cloud Engineer / DevOps	98,667.67	125,730.00	156,948.33	127,115.33
AI/ML Engineer	150,900.00	175,677.67	199,245.67	175,274.45
Network Engineer	78,687.00	102,726.33	131,641.33	104,351.55
Systems Administrator	66,390.33	87,397.33	114,521.00	89,436.22
UX/UI Designer	50,362.50	75,902.00	111,553.50	79,272.67
Database Administrator	76,420.67	103,253.33	129,602.00	103,092.00
IT Support Specialist	45,117.00	62,575.50	85,877.00	64,523.17
IT Architect (Enterprise, Solution, Application & Cloud)	150,240.00	170,105.50	189,970.00	170,105.17
Mobile Developer	109,648.81	128,938.92	151,287.92	129,958.55
Systems Analyst	74,530.67	96,248.67	125,254.33	98,677.89
Business Analyst	76,621.33	99,405.33	125,023.67	100,350.11
IT Project Manager	92,600.71	115,950.38	142,205.63	116,918.91
IT Program Manager	122,017.48	141,724.48	163,513.49	142,418.48
IT Director	145,350.67	172,185.67	198,420.00	171,985.45
VP of Technology	165,280.00	195,035.67	224,725.33	195,013.67
CISO (Chief Information Security Officer)	190,100.33	245,628.33	298,054.00	244,594.22
CIO (Chief Information Officer)	190,480.00	246,620.33	299,839.67	245,646.67
CTO (Chief Technology Officer)	190,750.00	246,308.67	299,311.33	245,456.67
Network Administrator	66,956.00	89,769.00	117,807.00	91,510.67
Systems Engineer	70,403.50	103,001.50	148,641.50	107,348.83
Cybersecurity Engineer	86,516.00	115,543.00	150,326.50	117,461.83
Network Engineer	66,255.50	91,364.50	122,012.50	93,210.83
Data Engineer	87,081.50	118,223.00	156,481.00	120,595.17
HelpDesk Support Manager	26,673.00	45,697.00	78,289.00	50,219.67
HelpDesk Analyst	42,222.00	55,304.00	72,439.00	56,655.00

*Salary ranges are dependent on factors such as company complexity, industry, and individual experience. These figures reflect base salary only and do not include bonuses, profit sharing, or equity.

41 Traits for Top Performing Information Technology Professionals

Analytical Skills (7):

- Strong analytical thinking and problem-solving abilities
- Attention to detail and accuracy
- Ability to think critically and assess technological risks
- Curiosity and a passion for understanding technological concepts
- Commitment to staying up-to-date on regulations and standards
- Strong research skills to gather and analyze information
- Preference for a data-driven approach to decision-making

Technical Skills (6):

- Proficient in programming languages, software development tools, or IT infrastructure systems
- Strong troubleshooting and diagnostic skills
- Expertise in cybersecurity practices and data protection
- Familiarity with Agile and DevOps methodologies
- Ability to manage IT projects using tools like MS Project, Clarizen, Jira, Smartsheet's, Basecamp, Asana and Trello
- Attention to detail in coding, system configurations, and security practices

Communication and Interpersonal Skills (11):

- Excellent written and verbal communication skills for technical and non-technical audiences
- Ability to explain complex IT concepts in a clear and relatable way
- Excellent collaboration skills to work effectively with cross-functional teams
- Active listening skills to grasp team member's needs
- Strong interpersonal skills and ability to build rapport with colleagues
- Professional demeanor and ability to present effectively
- Team player with a collaborative work style
- Ability to communicate effectively with both technical and non-technical audiences
- Comfort working independently and as part of a team
- Ability to effectively manage stakeholder expectations
- Ability to see the big picture and understand the impact of IT decisions on business operations

Work Ethic & Problem Solving (8):

- Strong work ethic and accountability in delivering solutions
- Ability to adapt quickly in a fast-paced environment
- Strong curiosity and a proactive approach to learning new technologies
- Effective time management and prioritization skills
- Ability to handle pressure and meet tight deadlines
- Resourcefulness in troubleshooting and resolving unexpected challenges
- Determined and disciplined approach to long-term goals
- Highly organized and possess strong time management skills

Creativity & Innovation (4):

- Creativity in developing innovative solutions to technical problems
- Ability to visualize complex data and translate insights into actionable steps
- Persistent attitude and resilience when facing difficult technical challenges
- Imaginative thinking to improve system design or process efficiency

Leadership & Mentoring (5):

- Strong leadership qualities with the ability to mentor and guide junior team members
- Decisiveness in high-pressure situations
- Forward-thinking mindset to guide teams through technological change
- Ability to contribute to the development of IT strategies that align with business objectives
- Proactive and forward-thinking approach to planning and implementing IT solutions

Sample Interview Questions

Technical Experience:

- How have you had to reinvent or redefine your job to meet your company's changing needs? What proactive steps did you have to take to increase the output of your position?

- Can you tell me about your understanding of the job you're applying for?

- What can you do for us if we hire you, and when should we expect to see concrete results?

- What do you think it takes to be successful in the job you're applying for?

- What would you say the broad responsibilities of a (position) are?

- Describe how your job relates to the overall goals of your department, and your department to those of the company.

- How do you stay updated on emerging technologies or IT trends?

- What other functional day-to-day activities are you involved in that we haven't discussed?

- In what ways has your job prepared you to take on greater responsibilities?

- Describe a time you automated a repetitive IT task (e.g., using scripting, software automation, etc.). What were the results?

- How do you prioritize security best practices when designing software or implementing systems?

- How do you see AI impacting the role of technology professionals in the future?

- Can you describe a situation where you implemented an IT solution to improve business efficiency or security?

Behavioral:

- How would you describe professional behavior in the workplace?

- What was the toughest decision you've ever had to make in business? How did you handle it? What did you learn from it?

- Tell me about the most difficult project you tackled. What challenged you? What were some solutions you came up with? Which did you choose and what was the outcome?

- What is your process for overcoming a problem when you run into one?

- Tell me about an event that challenged you. How did you approach it and what was the result? How was your approach different than others?

- What do you do when your workload hits an unbearable amount and you're starting to get overwhelmed? How have you reacted?

- Tell me about a time when management had to change a plan you were already committed to. What did you do?

Soft Skills:

- What was the most difficult ethical decision you've ever made in your career or during your education, and what was the outcome?

- Can you give me an example of your ability to facilitate progressive change within your organization?

- Tell me about an occasion when there were objections to your ideas. What did you do to convince management of your point of view?

- How important is communication and interaction with coworkers in getting your work done?

- What are the challenges you encounter working with other departments? What do you do about them?

- Can you give me an example of a project where you needed to work with different levels within the company? What was the project's goal and result?

- Give me an example of a time when you had to convince people with whom you had no authority. What was your approach to the task?

- Tell me about a time when you needed an understanding of another's situation before you could get your job done. How did you get the understanding, and what problems did you encounter?

Leadership:

- What kind of mentoring and training style do you have? Do you naturally delegate responsibilities or do you expect your direct reports to come to you for added responsibilities?

- Tell me about a time you had to lead a team through an IT systems migration or software implementation. How did you manage the process and ensure success?

- How do you typically stay in the information loop and monitor your staff's performance?

- How do you typically confront subordinates when results are unacceptable?

- Tell me about an occasion when you felt it necessary to convince your department to change or adopt a new IT process/procedure.

- What do you do when there is a decision to be made but no procedure exists?

- How important do you feel orientation and training are in the success of a new hire?

- What steps do you take to make a new hire comfortable while getting them up to speed?

- How do you analyze the training needs of your department or a specific individual?

- How do you keep your staff informed of company activities that might affect them?

- How do you make sure your staff understand the impact they are having on the company and its mission?

- Tell me about a time when the company was facing difficult circumstances and you had to pull your team together. How did you do it?

- Tell me about a time management changed direction on the projects you and your team were working on and how you broke the news to your team.

- How would you describe your leadership style?

- How do you give performance reviews for your direct reports? What is your involvement in strategic planning for the company?

- How do you quantify your results as a manager?

Motivations & Goals:

- How do you approach work from the standpoint of balancing your career with your personal life?

- What motivates you? What are you trying to accomplish at this point in your career?

- What quality do you admire most in people?

- What plans do you have to improve your professional performance? How do you approach achieving goals for yourself?

- Tell me about a time when you came up with a new idea or process. How did you get it approved and implemented?

Strengths & Achievements:

- What has been your biggest accomplishment in improving an IT system or solution?

- What have you done to increase the bottom line?

- What do you consider to be your biggest career accomplishment so far?

- What are your biggest professional strengths?

- What's been the high point of your career so far?

- What's your favorite professional activity?

- Name five reasons for your professional success. What do your direct reports think your strengths are?

- What positive things might your bosses and colleagues say about you?

Weaknesses & Challenges:

- Tell me about your last performance review. In which area were you most disappointed?

- In hindsight, how could you have improved your performance in your last position?

- What are some of your biggest professional weaknesses?

- What's been the low point of your career so far?

- What have been some of the biggest mistakes you've made and what were the lessons you learned?

- What would your direct reports and bosses say your weaknesses are?

- What have been the biggest frustrations/disappointments in your career?

- What are the most difficult problems you face in your work?

- Tell me about a goal you failed to reach and how you handled that.

Job Experience:

- What was your favorite position, and what role did your boss play in making it so unique?

- What was your least favorite position? What role did your boss play in your career at that point?

- What aspects of your job do you consider most crucial?

- How would your supervisor grade your ability to cope with last-minute change without breaking stride?

- What parts of your jobs have you enjoyed the least?

- In an ideal world, describe your perfect job.

- What do you think determines progress in a growing company?

- Describe the best manager you've ever had.

- In what areas could your boss have done a better job?

- How do you see AI complementing your skills and expertise as an accountant/finance professional?