



TECH TRENDS 2025 REPORT



TECHNOLOGY PROFESSIONALS

Rising together.

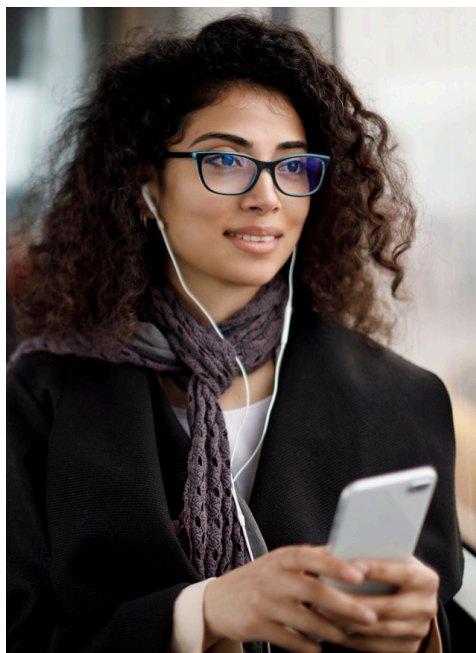
The Silicon Forest is undergoing continued transformation and growth. Our 2025 Tech Trends Report gives you a pulse on what to expect from Oregon's tech hub this year.

Optimism is high, with nearly two-thirds of respondents expecting revenue growth and 63% planning to raise their tech headcount. Unsurprisingly, investments in generative AI, cloud migration, and tech modernization are key priorities for leaders in 2025.

However, challenges remain. Half of tech pros report being overworked and talent mobility is a pressing issue, with 23% of managers and directors planning to change jobs.

Looking ahead, the Silicon Forest's success will depend on aligning leadership goals, empowering innovation, and addressing workforce challenges. By tackling challenges head-on and embracing opportunities, Oregon is poised for growth and innovation.

John Boone | Founder & CEO
ProFocus Technology



Voices of the Silicon Forest.

The Silicon Forest, a thriving tech hub in the Pacific Northwest stands at the dawn of a new era. This year's survey highlights perspectives from across the region's tech ecosystem, from agile startups to established industry leaders.

Thank you to all of the Silicon Forest technology professionals and leaders who participated in ProFocus Technology's fifth annual survey. Your insights make it possible to provide this snapshot of what to expect in 2025 for our local tech community.

This report dives into key trends, strategic priorities, and tech innovation and projects; giving you the opportunity to see how your organization compares to others in the region. Let's get started.

1 Outlook & Core Metrics

2 Tech Trends & Innovation

3 Talent Challenges

4 Talent Demands

5 Compensation Trends

6 Culture & Diversity

Please note, some figures in the report do not add up to 100 percent due to rounding or question design (e.g., the ability to provide multiple answers). Some participant quotes were edited for clarity and length.

1 2025 outlook: the steady rise of the Silicon Forest.

Oregon's technology sector remains a critical driver of economic resilience and innovation in 2025. The Oregon Economic and Revenue Forecast indicates a solid economic foundation, with expectations of transitioning out of the pandemic lull. The forecast shows a near \$1 billion kicker for taxpayers in 2026, suggesting a favorable environment for Oregon job growth, including in the tech sector.¹¹ Overall, business leaders in the Silicon Forest appear optimistic about their ability to grow and thrive in 2025.

Growing the Silicon Forest.

Nationally, the tech sector continues to demonstrate resilience, **with tech unemployment holding steady at 2%**, significantly below the overall national rate of 4.1%.^{1,10} In Oregon, the unemployment rate for technologists mirrors the national average.² The U.S. tech workforce now encompasses 6.5 million workers, with over 434,000 job postings recorded in December 2024, reflecting sustained demand for skilled technology professionals.³

Oregon's STEM job growth is projected to exceed the general occupational growth rate at 13%, generating nearly 450,000 opportunities over the next decade.⁴ Oregon's state workforce expansion saw a 1.2% annual increase, with the **addition of 24,500 jobs** in 2024, aligning closely with regional peers Washington and California.⁶

Oregon's growth fuels innovation, with leaders focusing on workforce expansion, driving revenue, and tech investment.

Tech unemployment.

NATIONAL UNEMPLOYMENT RATES

2%

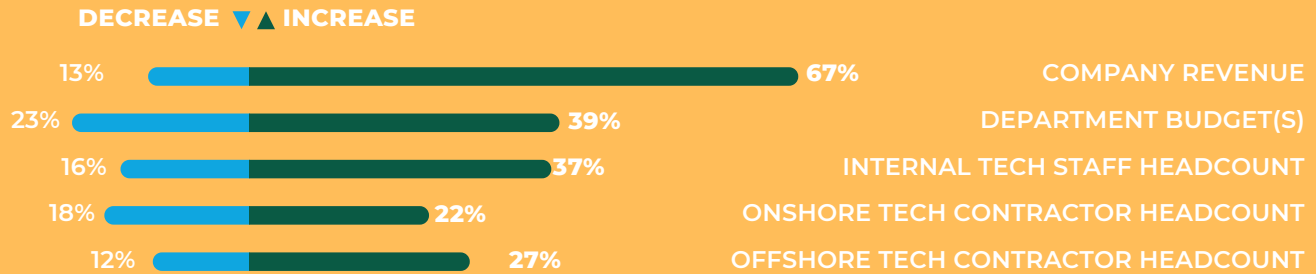
TECH ROLES
ACROSS ALL
INDUSTRIES ¹⁰

5.7%

TECH ROLES IN
THE INFORMATION
SECTOR ONLY ¹⁰

The local forecast.

Expectations for core metrics



Primed for growth.

Expectations for growth in core metrics across Oregon's tech sector reveal a positive outlook for 2025. **Nearly two-thirds (67%) of respondents anticipate an increase in company revenue**, with 63% of tech leaders agreeing. Department budgets show slightly more variation, with 39% forecasting increases and 23% anticipating cuts. Small and midsize firms predict more budget flexibility with **nearly 50% predicting their department's budget to increase**. Large and enterprise firms are more reserved with about 31% anticipating increases.

Hiring on the horizon.

When it comes to hiring plans, **over a third of leaders in the Silicon Forest are poised to expand their tech headcount in 2025**. At the same time, 48% of leaders anticipate maintaining their current headcount, signaling a strong emphasis on retention and stability as organizations aim to protect their existing talent pool. Small & midsize firms are nearly 20% more likely to predict internal headcount increase signaling stable growth. A quarter of respondents anticipate growth in onshore tech contractor headcounts, while 27% predict even greater increases in offshore contractors.

*“As the market improves, companies are evolving from caution to growth. Leaders we work with highlight how efficiency-focused strategies are boosting revenue, enabling re-investment in teams through upskilling and retention efforts. It is exciting that more **leaders anticipate an increase in headcount and budgets within their tech departments**. By aligning workforce development with cutting-edge tech, businesses are setting the stage for long-term growth.*

JENNIFER WALDRIP | VP, PARTNER
PROFOCUS TECHNOLOGY

Revenue on the rise.

67%

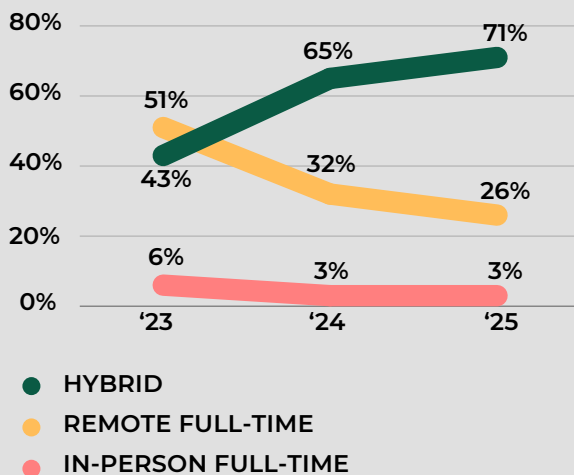
ANTICIPATE AN INCREASE IN REVENUE

Where we work.

Hybrid work is now central to organizational strategies in Oregon. Flexible **hybrid-at-will arrangements lead the way**, adopted by 31% of organizations, followed by split-week (13%) and manager-scheduled formats (8%). Meanwhile, fully remote roles make up 26% of arrangements, and fully in-office setups have declined to just 3%.

Hybrid is here to stay.

Working arrangements



YOY trends.

The year-over-year trends further emphasize the rise of hybrid work in the Silicon Forest. **Hybrid arrangements have steadily increased from 43% adoption in 2023 to 71% in 2025**, while remote work has sharply declined from 51% to 26% over the same period. This data from local tech professionals demonstrates that **hybrid work is no longer a short-term solution but a strategic choice** for balancing employee flexibility and operational needs.

The adoption of hybrid work differs by company size, with small and mid-sized companies using hybrid models for 59% of workplaces and remote work for 38%, while **enterprises favor hybrid setups at 81%** and

reduce remote work to 16%, using their resources to implement hybrid systems more effectively.

Hybrid is here to stay.

Company size affects working arrangements

SMALL & MID-SIZE COMPANIES	59%	38%	3%
LARGE & ENTERPRISE COMPANIES	81%	16%	3%

- HYBRID
- REMOTE FULL-TIME
- IN-PERSON FULL-TIME

Company relocation.

Corporate restructuring and relocation correlate with shifts in hybrid work trends post-pandemic. For instance, Salesforce recently announced the closure of its Hillsboro office, offering employees options to relocate or accept severance packages, reflecting a strategic reevaluation of their real estate footprint in response to evolving work models.¹⁴ U.S. Bancorp has similarly moved operations from Portland to Gresham, **optimizing space to better accommodate hybrid work environments.**⁸ Additionally, Oregon state government reports that 45% of its employees are designated as remote or hybrid workers, leading to plans to reduce the state government's office footprint by at least 30% by 2027.¹⁵ These examples illustrate how organizations are adapting their physical spaces to align with new hybrid work models while navigating economic pressures and evolving workforce needs.

Data centers.

J.P. Morgan estimated **spending on data centers could contribute between 10-20 basis points to U.S. economic growth** in 2025-2026 as technology companies race to benefit from the artificial intelligence boom.

Investments in data centers, which help provide computing power for AI, have surged since OpenAI launched ChatGPT in 2022, as companies across sectors increasingly shift their operations to the cloud and integrate AI into their offerings.¹² An example is Amazon Web Services (AWS) operates **data centers in eastern Oregon that directly employ over 1,800** full-time employees across Morrow and Umatilla counties.¹⁶

Although Trump has tossed a lot of Biden policies, **data center investments are a rare bit of common ground** between the two administrations, signaling the growing importance of artificial intelligence.¹⁷

Semiconductors.

Data centers are not the only thing making an impact on the Silicon Forest. Oregon ranks **14th nationally in high-tech employment and 15th in manufacturing GDP**. Nearly 20% of Oregon's high-tech jobs are in semiconductor manufacturing, a key driver of the state's economy. The semiconductor cluster, employing approximately 34,000 workers, also accounts for 15% of all U.S. semiconductor exports, highlighting **Oregon's global impact on innovation and technology**.¹³

Oregon's innovative activity.

7th

IN THE NATION IN THE 2024 INNOVATION INDEX



Central Oregon.

Central Oregon showcases robust economic growth, with Crook County as a standout example—seeing a 9% population increase, 12% workforce growth, and an 82% surge in median household income.⁵ Home to Facebook and Apple data centers and neighboring Bend, the area's expansion is partly due to Bend's rising rent costs driving people to nearby counties. Crook County's unemployment rate is 5.5%, higher than the state average and Deschutes County's 3.7% as of late 2024.⁷ Upcoming events, including the Bend Artificiality Summit 2025 and Energy & Datacenters Summit, aim to further strengthen the region's tech ecosystem.

2 Innovation & efficiency: navigating growth.

Companies across the Silicon Forest continue navigating a pivotal shift in how they approach innovation and efficiency in part due to the impact and opportunities of artificial intelligence (AI). One leader noted they are investing in AI, *“but in a pragmatic way. The bloom is off the generative rose a bit as people exit the hype cycle and better understand what it is and isn't good for.”*

Cautious optimism.

Leaders across the board seem to mirror this **cautious optimism about AI's role in driving efficiency and modernization**. Tech leaders shared AI use cases such as piloting AI initiatives in controlled environments to carefully evaluate their impact and identify opportunities for meaningful efficiency gains. These pilots **serve as a bridge between**

innovation and risk mitigation, allowing companies to explore AI's potential without overcommitting resources or disrupting existing operations. The impact of new technologies is clear; how leaders are going to **improve the customer experience and increase operational efficiency** seems deeply tied to the tools and innovations of the moment.

Priorities for tech leaders.

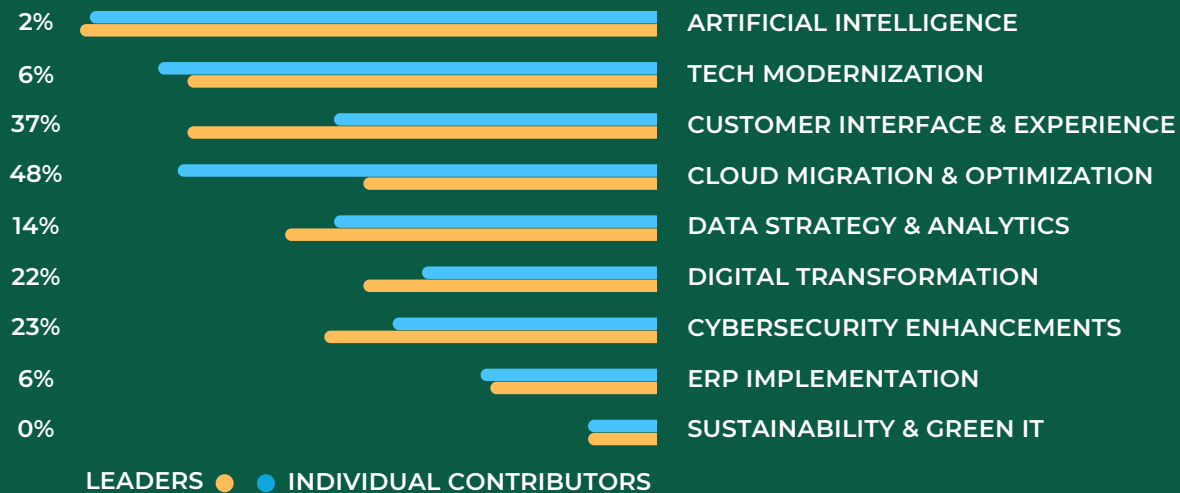
Top 4 initiatives for 2025

- 1 Improving the customer experience
- 2 Increasing operational efficiency
- 3 Leveraging AI & automation
- 4 Bringing new services or products to market



Investments.

Percent difference in expectations for tech project investments.



Focused on efficiency.

This year's survey responses highlight a consistent emphasis on feature-focused development aimed at enhancing efficiency and modernization. When asked to share more on the priorities and investments, respondents often linked modernization and improvement themes to cloud migration and updates to legacy systems. Leaders and contributors alike emphasized how these efforts aim to streamline operations and drive growth.

In lock step (almost).

The alignment between leadership and contributors, for most of the priorities in the graph, highlights the broad commitment to leveraging technology for greater efficiency and innovation. The two areas where **leadership and contributors differ the most seem to be investments in the customer interface & experience, and cloud migration & optimization efforts.** When asked directly about alignment, 78% of execs believe their business leaders are in sync with their tech teams, but only 60% of contributors agree.

Alleviating pressure.

Leaders' top concern is their tech teams being overworked. About a third of leaders are increasing headcount to help address this concern. However, 48% of leaders anticipate their headcount remaining the same, with some creative leaders utilizing AI to reduce workloads and address key skills shortages across their organizations. This highlights the need for the Silicon Forest to leverage AI strategically to alleviate workforce pressures while simultaneously advancing operational efficiency.

“One of the projects we're investing in is enhancing our IT Service Management (ITSM) tool by piloting Conversational AI tools.

SABY WARAICH | PRESIDENT OF SIM PORTLAND, CIO/CISO AT CLACKAMAS COMMUNITY COLLEGE

Modernization investments.

Technology modernization priorities provide a strong foundation for these AI-driven efficiency gains. Cloud migration continues to play a key role, enabling organizations to scale resources dynamically and reduce infrastructure costs.

This sentiment reflects the deliberate and phased approach many companies in the Silicon Forest are adopting toward modernization. Meanwhile, codebase consolidation and containerization efforts are simplifying development processes, making systems more agile and adaptable to new technology.

Enhancements in DevOps practices further complement these modernization efforts, ensuring that organizations can deploy updates and innovations rapidly and reliably.

Mergers & acquisitions.

Mergers and acquisitions (M&A) emerged as **significant drivers of technological integration and efficiency** in 2025. For companies navigating the post-acquisition landscape, the challenge lies in harmonizing disparate systems and platforms while aligning customer offerings.

Artificial intelligence and advanced data processes have proven instrumental in these efforts, facilitating smoother transitions and uncovering efficiencies that might otherwise remain hidden. By focusing on internal tools and data integration, organizations are not only streamlining their operations but also **enhancing the overall employee and customer experience.**

PNW news.

A recent example from the Pacific Northwest is the September 2024 acquisition of Signature Plastics, a Washington-based manufacturer specializing in boutique mechanical keyboard keycaps, by a Portland-based investment group. This acquisition not only **preserved local operations** in the Pacific Northwest but also showcased the role of targeted mergers and acquisitions in sustaining niche technological expertise.

Similarly, in March 2024, Portland's Jama Software, a leader in product development software, was acquired by Francisco Partners for \$1.2 billion.⁹ This move highlighted the growing valuation of regional tech firms.

“We are firmly on a ‘Cloud-first’ strategy across the geographies we operate in. We are also continuing our transformation to standardize all our business units on a core set of enterprise platforms. The use or implementation of AI is currently not on our radar. We expect this to naturally occur once we mature our enterprise analytics.”

PRAVEEN SHARABU | VP OF INFORMATION TECHNOLOGY AT PLANAR

I see AI in 2025 entering people's lives behind the scenes - powering everyday experiences & features we use without us explicitly thinking about it as 'AI.' When you sign up for a service or set up a new device, AI will be quietly working invisibly, making things simpler and more personalized. The real innovation won't be in showcasing AI, but in making it so seamless that we don't even notice it's there.



NICOLE MORS | PRODUCT DESIGN MANAGER AT LITHIA MOTORS, CO-FOUNDER OF AI PORTLAND

This year, we'll see people truly start to embrace AI in their daily workflows and figure out how to harness this technology effectively. While the cutting edge is focused on advancements like AI agents, for most people, 2025 will be the year AI becomes practical and genuinely useful—integrating seamlessly into everyday tasks and driving meaningful productivity.



MEGAN NOTARTE | PARTNER AT CLOUD FOUR, CO-FOUNDER OF AI PORTLAND

The rise of AI.

Looking ahead, the leadership level's strategic focus on AI aligns with year-over-year survey trends and shows a clear path, with the director level actively leading these initiatives while mid-level management and leads roles increasingly adopt AI tools to refine specific operational workflows.

These efforts include the deployment of **AI-powered customer support systems, advanced analytics for predictive insights, and refined user interfaces** designed to simplify complex workflows.

These initiatives are not standalone efforts but are interconnected with broader organizational strategies that prioritize alignment, modernization, and integration.

Ultimately, the intersection of AI and efficiency is shaping the future of work in the Silicon Forest. Organizations are cautiously optimistic, viewing AI not as a disruptive force but as a tool to be carefully integrated into their existing frameworks to solve problems and improve productivity. By prioritizing modernization and measured innovation, companies in Oregon's tech hub are setting the stage for sustainable growth in an era of rapid technological change.

“Technology Association of Oregon works closely with legislators and leaders to address the opportunities and challenges in Oregon’s tech sector— from chairing Oregon’s AI Taskforce to organizing AI roundtables with legislators and hosting a summit with over 300 attendees focused on semiconductors and AI technologies.

With growth in artificial intelligence, semiconductors, and cleantech, Oregon has the chance to build an efficient, accessible AI tech stack, democratize innovation, and lead the way in transforming tech education.

SKIP NEWBERRY | PRESIDENT & CEO OF TECHNOLOGY ASSOCIATION OF OREGON



Opportunity and innovation.

Leaders see their firm’s tech innovation as a game-changer, but their teams aren’t as convinced. When asked whether their companies use tech innovation to disrupt their industries, 63% of leaders agreed or strongly agreed, compared to only 38% of contributors. This gap highlights a critical misalignment between leadership’s vision and frontline execution.

Similarly, when asked whether employees are empowered to innovate, 73% of leaders agreed or strongly agreed, compared to 63% of contributors. These findings suggest an opportunity to enhance how organizations enable and communicate about innovation and impact across all levels.

It’s interesting to note, **Oregon ranked 7th in the 2024 Innovation Index** thanks to its consistent performance, ranking in the top third of states for 14 out of 18 metrics, with standout strengths in university licenses, patents, start-ups, and exports.¹³

Small but mighty.

Employees are empowered to innovate

LEADERS	73%	21%	6%
CONTRIBUTORS	63%	27%	10%
SMALL & MID-SIZE	76%	20%	4%
LARGE & ENTERPRISE	65%	25%	10%

- AGREE
- NEUTRAL
- DISAGREE

3 Talent challenges: skills for the future of work.

As the Silicon Forest continues growing, the challenges surrounding tech talent remain a core issue for organizations across the region. When asked to rank their company's biggest challenges regarding tech talent, individual contributors and leaders revealed distinct priorities that reflect their differing roles and responsibilities.

Bandwidth issues.

20%

LEADERS SAY THEIR TOP CHALLENGE IS THEIR TEAMS BEING OVERWORKED

Top talent challenges.

For individual contributors, **the most critical challenge is finding and retaining talent in their organizations**, with nearly a quarter (26%) ranking it as their top concern. This shows the direct impact turnover and unfilled positions have on their ability to meet goals.

Leaders ranked finding and retaining talent third, with nearly a quarter identifying it as their biggest challenge. Their **top concern instead was managing overworked teams**, a reflection of the responsibility to maintain productivity and morale under competitive pressures and being understaffed.

As a group, nearly half (48%) agreed that tech teams are overworked. The issue is even more pronounced at large and enterprise companies, where 57% report overworked teams compared to just 38% at small and midsize companies, a notable gap seen consistently over the years.

Skills strategies.

The divide between these groups continues to perceptions of skill shortages. Over one-third (37%) of individual contributors agree or strongly agree that a **tech skills shortage is preventing their team from meeting key goals**, nearly twice the percentage of leaders (23%) who feel the same. Similarly, 34% of respondents at large companies report challenges related to skill shortages, compared to just 19% at smaller firms.

These differences highlight the direct challenges tech pros face in executing their work, while leaders appear more focused on long-term planning, including addressing gaps through strategies like upskilling. Notably, upskilling ranks fourth among leaders' challenges but last for contributors, suggesting **a disconnect in how each group perceives the importance of workforce development**.

Upskilling for the future.

62%

OF LEADERS PLAN TO UPSKILL THEIR TECH TEAMS IN 2025

Workload predictions.

Looking ahead, the potential for increased workloads adds urgency to these challenges. More than one-third (37%) of respondents predict **the hours they work will increase in 2025**, with smaller companies slightly more likely to anticipate longer hours. This expectation highlights the mounting pressure on already stretched teams, particularly in smaller organizations aiming to scale. Meanwhile, 61% expect their workloads to remain the same, pointing to a mix of stability and strain across the region.

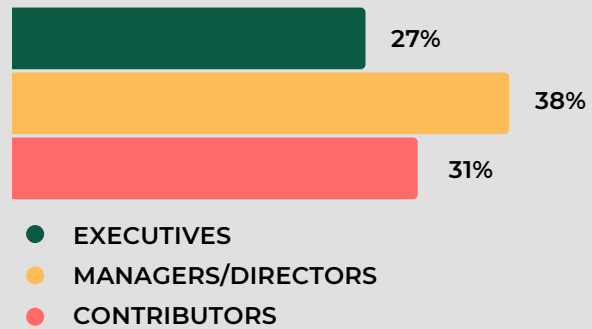
Job vacancies.

When asked if their firm often has unfilled tech vacancies, leaders and tech pros are aligned, with nearly a third of both groups seeing it as a key issue. Although, it seems that **unfilled positions are putting the most pressure on managers and directors**, with almost 40% stating unfilled tech positions are prevalent.

Respondents at large and enterprise firms reported higher levels of unfilled tech positions (43%) compared to small and midsize firms (23%).

Unfilled tech positions.

Agree that their company often has unfilled tech positions



Plans to prepare.

With 62% of leaders planning to upskill their teams in 2025, the Silicon Forest is gearing up for the future, embracing technological advancements and industry shifts. Whether through contract resources or in-house training programs, leaders are preparing the local workforce for what's ahead.

The big question is are these plans making it down to the workforce? A quarter of individual contributors say they don't see any upskilling initiatives at their company, highlighting a potential disconnect between leadership's vision and employee awareness.

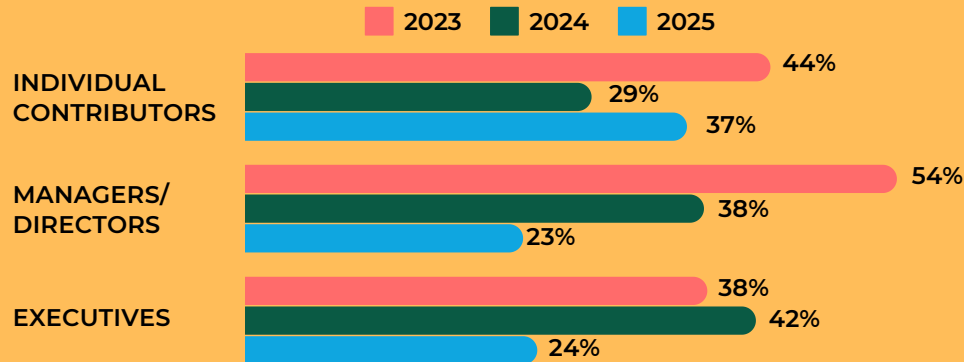


“The organizations we see excel the most approach talent planning proactively and strategically, collaborating both internally and with trusted partners to ensure their talent strategy aligns with immediate needs & long-term goals. This holistic approach enables them to create a strong talent foundation and turn talent challenges into a competitive advantage.

JAMES LUND | PRESIDENT OF PROFOCUS TECHNOLOGY

Skills shortage?

A tech skills shortage keeps my team from meeting its key goals.



Training & development.

Despite the growing demand for advanced skills in an evolving tech landscape, the Silicon Forest performs well in career development. Fifty-one percent of respondents agree or strongly agree that their firm provides sufficient training and advancement opportunities - a sentiment consistently shared across all levels.

Trending in the right direction.

Local companies are tackling their biggest workforce challenges - overwork, talent shortages, and wage pressure - by investing in upskilling. However, who feels the impact of the skills gap has shifted significantly over the past three years.

Understanding these shifting perspectives is crucial. While leadership may see progress, ensuring that solutions are effectively reaching teams on the ground remains a key challenge.

Worldwide skills shortage

90%

OF ORGANIZATIONS WORLDWIDE EXPECTED TO BE IMPACTED BY SKILLS SHORTAGES IN 2026

2023

In 2023, the biggest concerns came from mid-level management (54%) and contributors (44%), who felt a skills shortage was directly impacting their ability to meet goals. Executives (38%) were less alarmed, possibly viewing the issue as part of broader workforce trends rather than an immediate crisis.

2024

By 2024, the focus flipped with executives (42%) leading the charge in expressing concern about the skills gap, while worries among mid-level management (38%) and contributors (29%) declined. This shift suggested that leadership was recognizing the issue at a higher level, perhaps responding to previous concerns from their teams.

2025

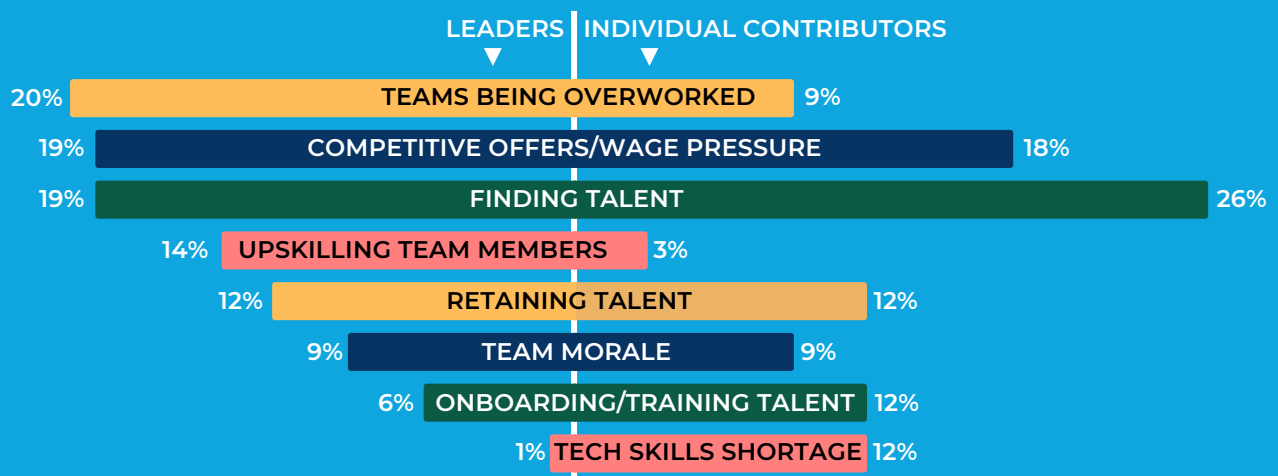
*Now, in 2025, individual contributors (37%) are once again raising the alarm, while concern among managers and executives (23-24%) has dropped. This suggests a continued misalignment - **while leaders believe their efforts are addressing the problem, those on the front lines may still feel the strain** of missing skills in day-to-day work.*

Replacing a technical employee can **cost between 100% to 150% of their annual salary**, including expenses for recruitment, training, and lost productivity during the transition.



Finders not always keepers.

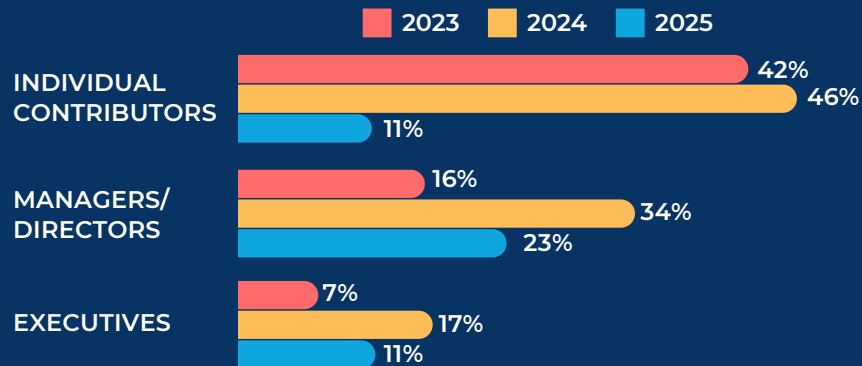
Top talent challenges by role



4 Talent demands: keep it flexible.

Tech professionals in the Silicon Forest made their priorities clear. The data highlights a notable shift in what attracts and retains talent in the region, with flexible work arrangements now the #1 priority. While fewer people are actively job hunting, strategies for retention must adapt to the evolving needs of the workforce. Let's get into talent demands for 2025.

Stay or go? Actively seeking a job change



Management on the move.

Data for 2025 shows a notable year-over-year decline in professionals actively seeking new positions. With that said, **managers and directors are twice as likely to be job hunting in 2025** compared to executives or contributors. This reflects their increased burnout and the ongoing tension between strategic oversight and operational demands. Executives, in contrast, appear more stable, with only 11% planning to leave - down from 17% last year. **The most striking shift is at the contributor level, where just 11% are actively seeking new roles**, a dramatic drop from 46% in the previous year.

Realities of the market.

The reality of the last few years looks different for many people. Some saw multiple job offers, some saw devastating layoffs, and others were part of the Great Resignation. Over the last five years, the tech industry has undergone significant workforce shifts, driven by large-scale layoffs, economic uncertainty, changing technical skills, and the push for better work-life balance.

The significant decline in professionals seeking to change jobs this year likely reflects the heightened caution demonstrated by employers over the past 18 months.

The evolving landscape of tech employment.

2020 - 2021

The **pandemic accelerated the adoption of digital technologies** across various sectors, necessitating expertise in areas such as cloud computing, cybersecurity, and data analytics.

Voluntary departures, termed the **Great Resignation**, increased by 1.2 million from January - December 2021.¹⁸

2022 - 2024

Layoffs were driven by recession fears, **over-hiring during the pandemic, rising inflation** and interest rates, AI-driven automation, and declining consumer demand.

June 2024, **unemployment for IT professionals reached 3.7%**, the highest mark since August 2020.¹⁹

2025 - 2034

While some economic uncertainty exists, **employers express optimism about hiring plans** for 2025 and beyond. A good sign for job seekers!

Tech jobs in the U.S. are projected to grow at **2X the rate of the overall workforce** in the next decade.¹⁹

What talent wants.

Top 5 talent attraction and retention factors

- 1 Remote work
- 2 Salary & compensation
- 3 Meaningful & interesting work
- 4 Flexible hours
- 5 Career development & advancement

What matters to talent.

For the first time, **remote work has overtaken salary and compensation as the most important factor for attracting and retaining tech professionals.**

This year, survey respondents emphasized the critical value of flexible and hybrid arrangements. Key insights include:

- Only 3% reported their companies required full-time onsite work.
- A majority operate under hybrid (71%) or fully remote (26%) arrangements.

Salary and compensation remain the second most significant factor, very closely behind remote work, indicating that financial incentives still play a major role in talent acquisition and retention, but are now complemented by the demand for flexibility.

What doesn't matter.

Despite growing attention to broader workplace initiatives, tech stack and DEI/belonging ranked as the least important factors for talent attraction and retention in 2025. While they hold intrinsic organizational value, they are not top-of-mind for professionals evaluating job opportunities.

What employers should know.

The trends in 2025 call for a recalibration of employer strategies:

✓ Prioritize Flexible Work Models

Companies that offer hybrid and remote working environments will stand out in the competitive talent landscape.

✓ Go Beyond Paychecks

While salary remains crucial, organizations must complement compensation with benefits that support holistic well-being and work-life integration.

✓ Tailor the Approach

Individual contributors and mid-level managers show higher job mobility intentions, suggesting the need for targeted retention efforts and career development opportunities.

For directors and managers in particular, addressing burnout and providing better support structures, including upskilling opportunities, will be key to fostering loyalty.



For the first time, remote work has overtaken salary and compensation as the most important factor for attracting and retaining tech professionals in the Silicon Forest.

5 Compensation trends: pay to play.

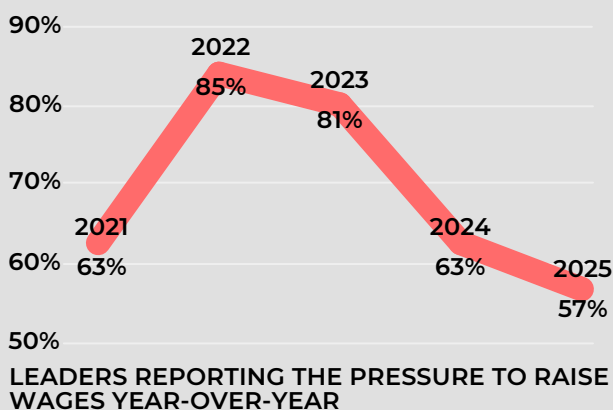
Competitive **compensation is key for hiring and retaining employees** in the PNW. According to survey responses from a wide range of local tech professionals and leaders, compensation is the second most important factor for attracting and retaining talent, very closely behind remote work. While declining from its peak in 2022, **wage pressure remains a concern for over 57% of leaders**. Understanding and adapting to compensation trends is essential for staying competitive and retaining top talent in today's market.

Money matters.

Data shows that companies in the Silicon Forest struggle with competitive offers and wage pressure. Both small and mid-sized companies ranked these as their second largest challenge in attracting and retaining employees.

Large and enterprise companies are even more likely to experience upward wage pressure for tech talent, showing the extra strain on large organizations to meet rising pay expectations.

Wage pressure.



Market-driven pay models.



RESPONDENTS WHO AGREE THEIR COMPANY OFFERS COMPETITIVE COMPENSATION

Staying competitive.

The wage pressure data also shows how this situation is changing. In 2022, 85% of leaders reported feeling pressure to raise wages, but this dropped to 57% by 2025. While this is some relief, more than half of organizations still face significant pressure to increase pay.

The percentage of local tech professionals and leaders **confirming their salaries are aligned with market standards grew from 46% to 55% year-over-year**. This indicates some progress in aligning salaries with market standards but highlights that there is still work to be done to stay competitive.

More than a paycheck.

Compensation is more than just a paycheck - it's **a sign that an organization values its employees and their contributions**. Firms that don't adapt risk losing their edge, as more candidates look for organizations that offer competitive compensation.

National salaries.

Below is national salary data from trusted sources. By averaging the data and analyzing percentiles, we provide a clearer picture of how compensation varies by experience level:

- **25th percentile:** Experienced professionals who are advancing their skills and experience, and building autonomy in their roles.
- **50th percentile:** Experienced professionals who can perform core responsibilities independently, confidently navigate processes, and have a solid understanding of their field.
- **75th percentile:** High performers who go beyond job expectations, bring advanced expertise, and are well-positioned for career advancement.

Salary increase indicated.

Recent reports indicate that salaries in Portland, OR, are 11% higher than the national average. With **nearly 40% of tech leaders expecting to increase compensation for their teams**, the Silicon Forest continues to be a competitive market for tech talent.

When asked about the **salary required to consider a job change**:

- 60% of contributors said they would need between \$110K and \$200K, and 31% require over \$200K.
- Among tech leaders, 43% expect \$200K–\$300K, while 24% seek over \$300K.

These trends highlight the increasing demands of top tech talent and the premium placed on competitive compensation in Portland's tech industry.

Portland salaries are higher.

11%

ABOVE THE NATIONAL AVERAGE

National Salary Guide.

PERCENTILE	25TH	50TH	75TH
LEADERSHIP & EXECUTIVE ROLES			
Chief Information Officer	\$236,600	\$304,300	\$376,900
Chief Information Security Officer	\$213,800	\$291,300	\$373,400
Chief Technology Officer	\$204,400	\$261,500	\$330,300
Vice President	\$179,900	\$213,200	\$251,200
Director	\$153,800	\$183,700	\$214,200
Manager	\$138,000	\$158,700	\$181,300

	MID LEVEL			SENIOR LEVEL		
PERCENTILE	25TH	50TH	75TH	25TH	50TH	75TH
SOFTWARE ENGINEERING						
AI/ML Engineer/Architect	\$127,900	\$149,000	\$171,400	\$161,000	\$180,800	\$200,600
App Engineer/Architect	\$114,000	\$130,500	\$149,600	\$134,500	\$151,400	\$172,900
Mobile Engineer/Architect	\$114,000	\$130,500	\$149,600	\$134,500	\$151,400	\$172,900
QA Engineer	\$89,000	\$100,900	\$111,900	\$112,400	\$121,000	\$130,300
Software Engineer/Architect	\$109,100	\$123,200	\$139,400	\$123,400	\$140,400	\$162,600
PROJECT, PRODUCT, & TEAM MANAGEMENT						
Product Manager	\$120,800	\$132,000	\$143,200	\$134,900	\$149,300	\$169,700
Project Manager	\$107,000	\$117,600	\$130,200	\$123,900	\$134,300	\$144,800
Scrum Master	\$102,500	\$111,900	\$121,300	\$120,900	\$131,400	\$141,900
DATA & ANALYTICS						
Business Analyst	\$90,400	\$99,500	\$110,500	\$103,200	\$117,900	\$136,400
Data Analyst	\$90,400	\$98,200	\$108,700	\$110,900	\$125,100	\$139,400
Data Engineer/Architect	\$110,100	\$132,700	\$163,400	\$139,600	\$170,600	\$186,800
Data Scientist	\$118,600	\$135,100	\$161,600	\$138,900	\$157,900	\$186,800
CLOUD, SYSTEMS, & INFRASTRUCTURE						
Cloud Administrator	\$86,000	\$92,600	\$101,300	\$99,200	\$109,000	\$118,000
Cloud Engineer/Architect	\$108,500	\$128,400	\$148,900	\$141,600	\$164,600	\$181,600
Network Administrator	\$86,000	\$92,600	\$101,300	\$99,200	\$109,000	\$118,000
Network Engineer/Architect	\$108,500	\$128,400	\$148,900	\$141,600	\$164,600	\$181,600
Site Reliability Engineer/Architect	\$108,700	\$122,900	\$143,000	\$128,100	\$145,300	\$171,100
Systems Administrator	\$83,000	\$96,200	\$111,400	\$97,600	\$109,500	\$124,500
Systems Engineer/Architect	\$97,800	\$109,000	\$120,300	\$116,400	\$129,800	\$143,000
SECURITY & DEVOPS						
DevOps Engineer	\$119,900	\$132,200	\$144,700	\$143,800	\$155,800	\$167,900
Security Analyst	\$101,800	\$114,239	\$135,625	\$113,904	\$133,700	\$153,500
Security Engineer/Architect	\$134,800	\$141,500	\$151,300	\$147,00	\$160,000	\$173,000
TECHNICAL SUPPORT						
Help Desk	\$59,300	\$64,900	\$70,500	\$71,500	\$78,600	\$85,600
Technical Support Analyst	\$71,700	\$77,800	\$84,000	\$86,000	\$89,600	\$93,300

Salary Sources: [Salary.com](#), [Dice](#), [Randstad](#), [Motion Recruitment](#), [Robert Half](#)



Compensation increases.

37%

% OF LEADERS WHO EXPECT TEAM
COMPENSATION TO INCREASE

Workforce insights.

PNW predictions and perspectives from all respondents

0%

EXPECT A
DECREASE IN
HOURS
WORKED

53%

EXPECT
UPWARD
WAGE
PRESSURE

55%

AGREE THEIR
FIRM HAS
COMPETITIVE
PAY

6 Company Culture: all about balance.

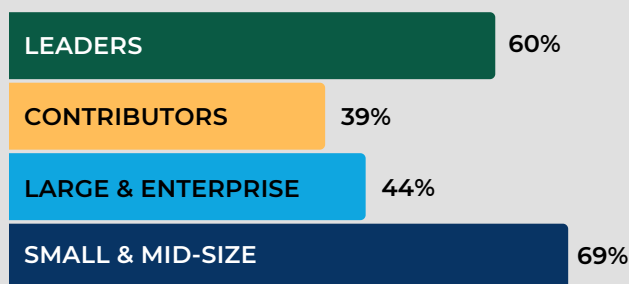
Looking beyond the headlines, we explored how Silicon Forest technologists truly perceive their companies' transparency and stability, approach to burnout, and work-life balance. The results uncover both strengths and areas for growth, painting a nuanced yet hopeful picture of local company culture.

Transparency disconnect.

Transparency emerged as a critical theme in this year's survey. When asked to rank their company on transparency, small and midsize companies were significantly more positive than large and enterprise firms. Breaking this down further by role, a clear divide appears between leaders and contributors. Leaders were notably more optimistic, with 60% rating transparency as above average or excellent, compared to just 39% of individual contributors.

Company transparency.

Ranked above average or excellent



Business stability & solvency.

64%

RATE ABOVE AVERAGE OR EXCELLENT

Confidence in stability.

Despite challenges, a **majority of respondents rated their company's stability positively**. Leaders and individual contributors aligned closely, with 89% and 92% respectively, rating their organizations as average or above in this area.

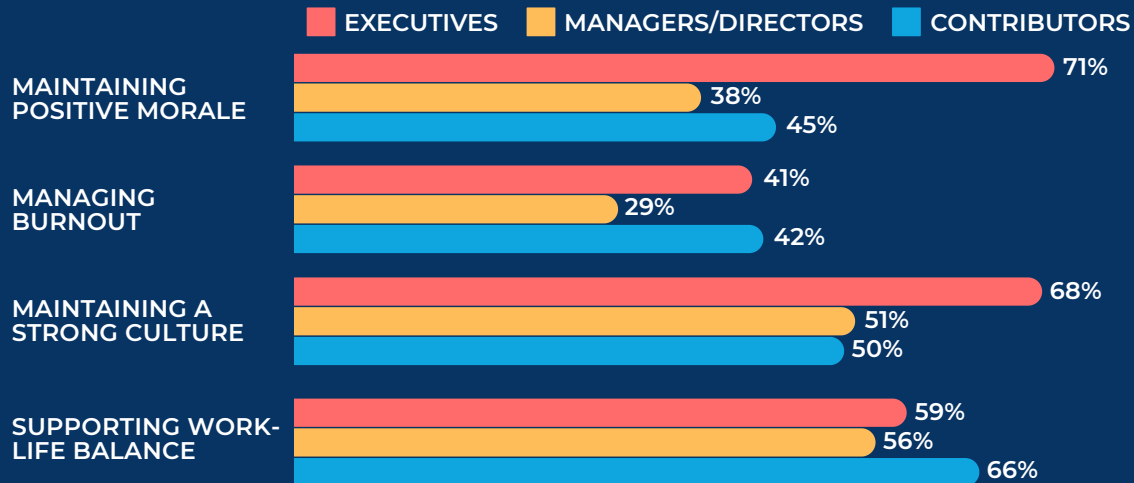
Meanwhile, 84% of small and midsize company employees are confident in their solvency, while 94% are at large enterprises. With respondents from **small and midsize firms more than twice as likely to report concerns** (16% vs. 6%), small companies must communicate stability measures more effectively to boost employee confidence.

“This report is a great way to understand key issues facing us locally and the state of affairs regionally in the PNW and across industries.

JOHN KENAGY | SVP, CHIEF INFO & ADMIN OFFICER, LEGACY HEALTH

Positive perceptions.

Where company culture issues are above average or excellent



Morale & burnout.

Executives may be slightly out of touch with the broader workforce in a few key areas.

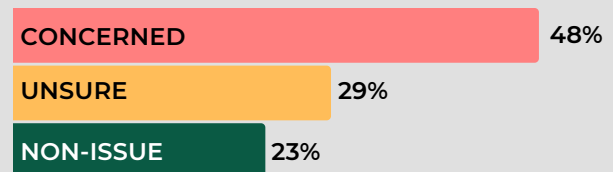
- **Morale Perception Gap:** 71% of executives rate their company's morale as above average or excellent, but only 38% of mid-level managers and 45% of individual contributors agree.
- **Burnout Disparity:** While just 9% of executives rank burnout management as poor or below average, 31% of managers and directors say it is an issue.
- **Cultural Pressure:** 68% of executives rate their company's ability to maintain a strong culture as above average or excellent, compared to about 50% of contributors and mid-level managers.

This highlights a disconnect, with **managers and directors feeling the most pressure** in balancing strategy and company culture.

A common sentiment amongst managers and directors was "**do more with less**" and "it's really about getting more out of what we already have."

Workload concerns.

Are tech teams overworked



Work-life balance.

Despite these challenges, **work-life balance is a highlight across the Silicon Forest**. An impressive 90% of respondents - spanning executives, mid-level management, and individual contributors - rated their work-life balance positively.

This shared positivity highlights the region's success in creating environments that allow tech professionals to balance their personal and professional lives effectively.

Work-life balance for the win.

90%

RATE WORK-LIFE BALANCE AS AVERAGE, ABOVE AVERAGE OR EXCELLENT

Strong company culture.

When it comes to maintaining a strong company culture, perceptions vary by company size. Respondents from **small and midsize companies were more likely to rate their organizations favorably**, with 63% reporting above-average or excellent ratings.

By comparison, only 49% of respondents from large and enterprise firms shared the same sentiment. This suggests that smaller organizations may have an advantage in fostering strong, cohesive cultures, potentially due to their tighter-knit teams and greater flexibility.

Small company culture perks.

63%

RATE COMPANY CULTURE AS ABOVE AVERAGE OR EXCELLENT

DEI initiatives and progress.

When asked about Diversity, Equity, and Inclusion (DEI) programs, only 16% expect an increase in these initiatives, while 42% predict they would stay the same.

This suggests a slightly more **optimistic view compared to national trends**, which have experienced a notable rollback of DEI efforts. The Silicon Forest, however, remains actively committed to an inclusive workforce that reflects the diversity of its communities and customers.

Despite these efforts, there is room for improvement, with 26% of respondents stating that their organizations' DEI initiatives are not as clear as they could be.

Key themes and programs.

When respondents elaborated on DEI programs, several key themes emerged:

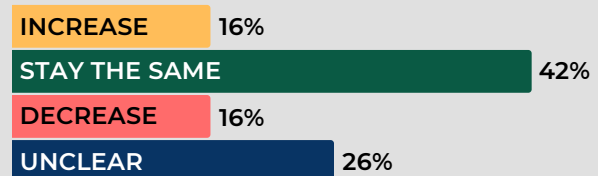
- **Training & Awareness:** A focus on skills development & fostering understanding.
- **ERGs & Representation:** Support for underrepresented groups through employee networks.
- **DEI Fatigue & Resistance:** Significant pushback or skepticism in some organizations or areas of organizations.
- **Limited or No Programs:** Some companies have no formal DEI efforts.
- **Hiring & Recruitment:** Targeted efforts for diverse hiring or cultural fit (or culture add) emphasis.
- **Systemic Equity Efforts:** Strategic focus on equity within business processes.

These responses reflect a somewhat polarized perspective on DEI, with clear divides between companies prioritizing awareness and representation versus those expressing skepticism or resistance.

The data highlights both the progress made and the challenges still faced in ensuring equity across the technology industry in the Silicon Forest.

Is DEI changing?

How programs will or won't change in 2025



“There's a significant gap in gender representation for women in IT leadership. It's critical that we continue to gain visibility and influence within our organizations by showing up with vulnerability, confidence, and resilience as we pursue our objectives.

ANDREA BALLINGER | VP & CIO AT OREGON STATE UNIVERSITY



Gaining influence.

The demographics of the tech workforce strongly influence company culture in the Pacific Northwest.

Recent statistics show that women comprise only about **25% of the national tech workforce**. This disparity is even more pronounced in leadership positions, where women hold only 11% of executive roles.

The gap in tech isn't simply a women's issue; it impacts innovation, productivity, and economic growth in the Silicon Forest and beyond. Studies show closing the gender gap could add an estimated \$12 trillion to global GDP by 2025.²⁰

Women in IT leadership.

11%

% OF WOMEN IN IT LEADERSHIP ROLES

Oregon workforce.

In Oregon's tech sector, women have been consistently underrepresented over the past few years. As of 2021, **women held approximately 32% of core high-tech jobs** in the state, compared to 47% across all industries. In the Portland-Vancouver metro area, the representation of women in tech occupations was even lower, with only 24% of such roles held by women.²¹

A great place for tech pros.

When asked to rate their workplace as a place for professional growth and success in the tech industry, **87% of respondents rated their company as average or better.**

Rate your company.

A place to grow & succeed as a tech pro

EXECUTIVES	82%	12%	6%
MANAGERS & DIRECTORS	50%	33%	17%
CONTRIBUTORS	54%	35%	11%
SMALL & MID-SIZE	65%	27%	8%
LARGE & ENTERPRISE	54%	30%	16%

- ABOVE AVERAGE OR EXCELLENT
- AVERAGE
- BELOW AVERAGE OR POOR

Building trust & alignment.

The trends for 2025 highlight three key areas for Silicon Forest companies striving to cultivate strong cultures:

✓ Bridge the transparency gap.

Organizations must prioritize transparent communication practices, particularly focusing on ensuring individual contributors feel informed and valued. This might include more open forums for discussion, frequent updates on organizational goals and challenges, and actionable pathways for employee feedback.

✓ Address manager burnout.

Given the heightened pressures mid-level managers are facing, targeted interventions such as leadership development programs, well-being resources, and stress management training can help align managerial perspectives with organizational goals.

✓ Stability through engagement.

High confidence in business stability offers a strong foundation, but sustaining this optimism requires ongoing engagement and reassurance. Companies should consider providing regular updates on financial health, long-term planning, and opportunities for growth, ensuring alignment between leaders and employees.

As the Silicon Forest evolves, transparency, stability, morale, growth, and DEI will help shape company culture. Proactively addressing these key areas builds trust, fosters alignment, and drives success in a competitive tech-focused landscape.

A place to succeed

87%

RATE THEIR FIRM AS AT
LEAST AVERAGE OR BETTER
FOR TECH CAREER GROWTH
AND SUCCESS

Building loyalty & engagement.

% of all respondents



“After more than 8 years as a Principal Solutions Architect at AWS, I began exploring new career opportunities last fall.

Like many tenured Amazonians, **I felt the culture was shifting**, with increasing administrative burdens and the added pressure of Amazon's recent RTO mandate.

The market for AWS technical talent remains strong - I received an offer from a competing cloud provider, advanced through interviews with an online payments company, and was approached by an AWS partner at re:Invent 2024.

Each role offered full remote work with occasional travel and compensation comparable to AWS.

Ultimately, I chose the Director of Cloud Services role with a small AWS partner, as **it gave me the autonomy to build a team and business with minimal bureaucracy and the ability to move quickly.**

KIRK DAVIS | DIRECTOR OF CLOUD SERVICES, EVOLVE CLOUD SERVICES

Bigger than tech.

When asked about **favorite local charities and non-profits**, the Pacific Northwest was quick to show up and show love for the organizations they support. This strong community engagement reminds us of the wide-reaching impact of the tech sector.

- **Broadway Rose Theatre/On the Boards** – Performing arts
- **Cascade AIDS Project (CAP)** – HIV/AIDS support
- **Central City Concern/Habitat for Humanity** – Employment & housing services
- **Community Warehouse** – Furniture donations
- **Compassion First** – Anti-trafficking support
- **Depave PDX** – Urban greenspaces
- **Dougy Center** – Grief support
- **Forest Park Conservancy** – Forest conservation
- **Free Geek** – Digital access & recycling
- **Friends of the Columbia Gorge** – Gorge preservation
- **Hands-On Greater Portland** – Volunteer connections
- **Human Rights Campaign** – LGBTQ+ advocacy
- **Jewish Federation of Greater Portland** – Jewish community support
- **Meals on Wheels/Oregon Food Bank** – Hunger relief
- **Planned Parenthood** – Reproductive health
- **POWERS Community** – Social justice initiatives
- **Randall Children's Hospital** – Pediatric healthcare
- **Rose Haven** – Women's day shelter
- **United Cerebral Palsy of OR & SW WA** – Disability support
- **Vancouver Bee Project** – Bee conservation

We appreciate our community partners:



Technology Association of Oregon (TAO) drives the regional tech industry, empowering entrepreneurs and fostering connections to position the Northwest as a global innovation hub.



Society for Information Management (SIM) is the world's fore-most nonprofit membership association for Technology Executives and Industry Leaders. Together, we develop, enable and empower exceptional technology leaders.



Northwest Veterans in Technology is a community created by military veterans that seeks to empower all people within technology careers.



AI Portland is an inclusive community designed for individuals of all backgrounds who share a common interest in artificial intelligence & its impact.



Rose City Techies is an inclusive community of techies dedicated to building, creating, and exploring the future of tech together.



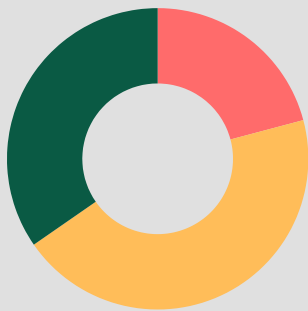
Blacks in Technology | Portland supports and celebrates the participation of Black diaspora and POC folk in the Portland professional community.



ProFocus Technology's **Tech Connect Series**, is a community for tech professionals to connect, learn, and network with peers.

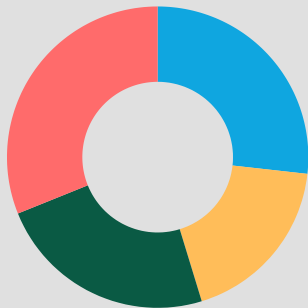
Survey demographics.

The 2025 *Silicon Forest Tech Trends Report* is based on 254 total responses, 178 fully completed responses to an online survey of Pacific Northwest technology leaders and professionals conducted between October 7 and December 9, 2024.



Job level.

21% ● EXECUTIVE
44% ● MANAGER OR DIRECTOR
35% ● CONTRIBUTOR OR TEAM LEAD



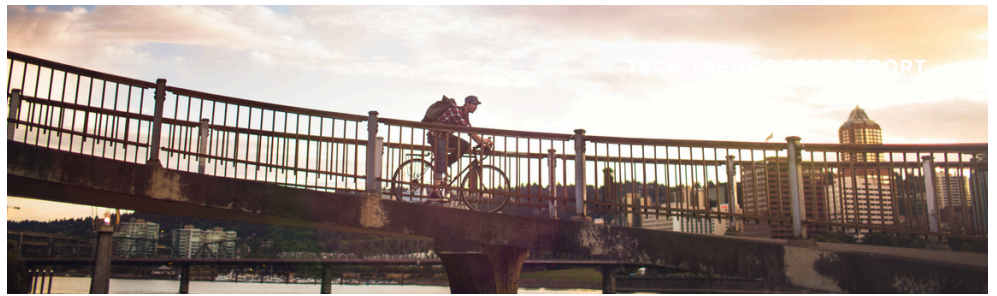
Business size.

27% ● SMALL (1-100 EMPLOYEES)
19% ● MIDSIZED (101-500)
24% ● LARGE (501-5,000)
31% ● ENTERPRISE (5,000+)

Endnotes.

1. [State of Oregon Employment Department](#)
2. [Bureau of Labor Statistics - Oregon Economy](#)
3. [CompTIA Tech Jobs Report](#)
4. [Employment Department - STEM Job Projections](#)
5. [Oregon Live - Population Growth](#)
6. [Oregon Employment Department Forecast](#)
7. [Artificiality Summit 2025](#)
8. [U.S. Bancorp Relocation News](#)
9. [Merger and Acquisition of the Cluster](#)
10. [Dice.com & BLS.gov](#)
11. [Oregon Economic Forecast - Yahoo](#)
12. [Data Center Forecasts by JP Morgan](#)
13. [Oregon.gov - Innovation Index](#)
14. [Business Insider - Salesforce RTQ](#)
15. [Oregon.gov - Workspaces Reimagined](#)
16. [Oregon Live - Amazon Data Centers](#)
17. [NPR News - AI Policy](#)
18. [Work Institute - Retention](#)
19. [Tech Target - Tech Job Market](#)
20. [Forbes - Women in Tech](#)
21. [Oregon.gov - High Tech in Oregon](#)





Let's connect.

Have questions about the report or want insights on other regional tech trends? Contact us! We serve clients and job seekers nationwide.

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