

Sample

IT Salary+Skills Pay Survey Report

Business Systems Analysts/ Business Technology Consultants

2010 Quarterly Edition/U.S.

**The compensation data in this report
is updated four times per year:**

**January 15, 2010
April 10, 2010
July 10, 2010
October 10, 2010**

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Methodology and Use of Foote Partners' 2010 IT Salary+Skills Pay Survey Reports

How does Foote Partners collect IT compensation data?

Rapidly evolving information technology jobs are so unique in the universe of business employment that using passive surveying methods to obtain compensation benchmark data now yields extremely inaccurate results. Why? Because of the massive mismatch problem that now exists between IT job titles and what these professionals actually do on-the-job.

The “job title thing” is an epidemic widely acknowledged by HR compensation professionals and IT salary surveyors alike. It affects more than half of all employed IT workers by even the most conservative estimates. Making the situation worse is that compensation surveys from the largest HR consulting firms, including Towers Perrin, William M. Mercer, Watson Wyatt, Hewitt, and Aon/Radford among others, don't offer a solution via their off-the-shelf products. Employers must contract with them for expensive custom survey consulting.

Our solution fifteen years ago was to create a new methodology---dubbed “IT Insider”---that produced the first salary surveys in North America to define and benchmark “new breed” IT positions and job families in Data Warehousing/Business Intelligence, Unix, NT, Web/I-net, e-Commerce, and Business Technology (1994 to 1995) and Information Security, SAP and other enterprise software applications (1997 to 1998).

The *IT Insider* method corrects for job title/job content mismatches by reclassifying surveyed participants according to what they do on-the-job and assigning to them the most accurate job title before their pay data is loaded into our survey data compilation engine. It is labor-intensive, expensive, and requires a deep grounding in technology and the nuances of IT professional employment.

In addition to that unique grounding, Foote Partners uses its unprecedented access to 93,000 IT workers at nearly 2,000 research partner employers to overcome the many obstacles to accurate tracking of IT compensation and workforce issues. Overall, our methodology produces better data screening and cleansing, superior statistical reliability and validity, and constantly refreshed and consistent ‘real world’ salary and tech skills pay data. ***No other IT compensation survey research firm today publishes off-the-shelf surveys that use these IT job title alignment methods.***

IT infrastructure positions originally formed the strong foundation for our research, however Foote Partners' competitive distinction has long been its focus on critical new strategic and tactical positions often unreported (or under-reported) in other IT surveys. Findings are updated continuously and published every three months (but weekly to our retainer accounts), aided by our constant flow of confidential IT compensation data from North American public and private sector employer HR departments and IT, HR, and business executives research partners.

Methodology and Use, cont.

Sample

Our relationships with our research partners have been forged over many years: developed from among the clients, colleagues, and associates of our senior research team of former McKinsey & Company, Towers Perrin, Gartner and META Group consultants and analysts. We have access not only to their IT compensation databases but to management and rank-and-file workers, which facilitates the matching of job content with comparable job titles that enables the extraordinary accuracy and reliability of our surveys.

We survey salaries and skills pay job-by-job, city-by-city: 130 positions, 82 cities in the United States and Canada. There are no geographic multipliers used in our research, no cost-of-living coefficients. Ours is constantly refreshed 'real world' salary and skills pay data.

Research participant metrics

IT compensation data for our latest quarterly 2010 research findings (collected through _____, 2010) represents more than 40 private sector industries plus government and educational institutions surveyed every three months.

The size of the participating organizations, measured most appropriately for the type of business, by revenues, assets, total premiums and operating budgets, are as follows

- 13% of participating organizations have \$3 billion+ in sales/\$15+ billion in total assets
- 25% of participating organizations earn more than \$1 billion in annual revenues or more than \$3 billion in total assets
- 44% of participating organizations have \$500+ million in sales/\$1+ billion in total assets/\$500+ million in premiums/\$500+ million operating budget (government, educational, not-for-profit)
- 56% of participating organizations fall in the SMB (small-to-medium sized business) segment, generally defined as organization under \$500 million in sales.
- [Public sector] 5% have operating budgets of \$500 million or more, [nonprofit/educational sectors] 4% with operating budgets \$100 million to less than \$500million

2010 IT Salary+Skills Pay Report: Business Analysts/Business Technology (U.S.)

Sample

Methodology and Use, cont.

Industry Pay Differentials

In each target city or labor market, Foote Partners surveys those employers that have a significant influence on local employment. The most frequent industries surveyed appear in the table below.

Foote Partners standard salary survey reports include detailed long form job descriptions and salaries, by job title, for up to 82 cities or metro areas. Within job titles we do not report salaries by industry, but instead across all industries. Customers may make adjustments for specific industries by using our **industry multipliers**. We calculate industry multipliers for this purpose twice annually, by taking all survey salary data and computing relative values by industry (1.00 = average of all industries).

Compensation data in this report may be adjusted by applying the appropriate multipliers shown below, however be advised that individual jobs may not necessarily behave like other jobs within any given industry.

Industry Salary Adjustments for FP Base Salary Data – 2010

Factor	Industry	Factor	Industry
1.18	Government(Federal/Defense)	0.99	Household/Personal Products
1.17	Pharmaceuticals/Biotech	0.99	Media/Publishing
1.16	Diversified Systems Integrators/IT Services	0.98	Telecommunications/Carrier
1.15	Diversified Financial Services	0.97	Entertainment/Recreation/Amusement
1.14	Business Services/For Profit	0.96	Food/Beverage/Tobacco
1.13	Research and Development	0.96	Logistics/Transportation
1.12	ISP/ASP	0.96	Metals/Natural Resources
1.11	Software/Services	0.96	Healthcare Services/Medical Equip.
1.10	Electronics	0.93	Manufacturing/computer-related
1.09	Insurance	0.92	Advertising
1.09	Energy/Mining	0.91	Manufacturing/noncomputer-related
1.08	Petrochemicals	0.91	Motor Vehicles and Equipment
1.07	Consumer Durable Goods	0.87	Real Estate
1.06	Utilities	0.85	Construction
1.05	Telecommunications/Data Services	0.83	Government(Local)
1.03	Aerospace	0.83	Retail/Wholesale Distribution
1.03	Commercial Banking/Securities	0.81	Government(State)
1.02	Hospitality/Leisure	0.76	Not-for-profit
1.00	AVERAGE - ALL INDUSTRIES	0.72	Education

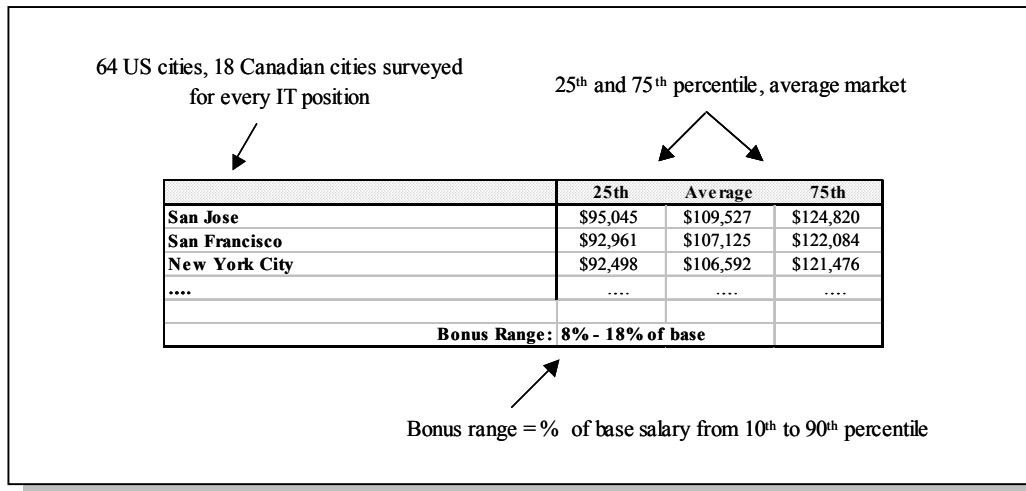
Methodology and Use, cont.

Sample

Presentation of Survey Data

Base salary and bonus

Note: Unless requested otherwise, 25th/Market Average/75th percentile data will be included for all jobs.



Sample

Cities and Metropolitan Areas Surveyed – 2010 Research

(This report is available with either **Tier 1** or **Tier 2 U.S. cities**)

Canadian Cities

Calgary, ALTA	London, ONT	Quebec, QUE	Toronto, ONT
Edmonton, ALTA	Mississauga, ONT	Regina, SASK	Vancouver, BC
Halifax, NS	Montreal, QUE	Saskatoon, SASK	Windsor, ONT
Hamilton, ONT	Oshawa, ONT	St. Catherines, ONT	Winnipeg, MAN
Kitchner, ONT	Ottawa, ONT		

Tier 1 Cities(U.S.)

Atlanta, GA	Houston, TX	New York City, NY	San Jose, CA
Boston, MA	Los Angeles/Orange Cty,CA	Philadelphia/So. NJ	Seattle, WA
Chicago, IL	Miami, FL	Phoenix, AZ	St. Louis, MO
Dallas, TX	Minneapolis, MN	San Diego, CA	Washington, DC
Detroit, MI	New Jersey/Northern	San Francisco, CA	Westchester County, NY/ Lower Fairfield Cty, CT

Tier 2 Cities(U.S.)

Albuquerque/Santa Fe, NM	Greensboro/Winston-Salem,NC	Milwaukee, WI	Portland, OR
Austin, TX	Greenville/Spartanburg /Anderson, SC	Nashville, TN	Princeton/So. NJ Providence, RI
Baltimore, MD	Hartford, CT	New Orleans	Raleigh/Durham, NC
Birmingham, AL	Indianapolis/Ft Wayne	Norfolk/Virginia Beach/ Newport News, VA	Richmond, VA
Charlotte, NC	Kansas City, MO	Oakland/Walnut Creek/Concord CA	Sacramento, CA
Cincinnati, OH	Las Vegas, NV	Oklahoma City, OK	Salt Lake City, UT
Cleveland/Akron,OH	Long Island, NY	Omaha, NE	San Antonio, TX
Columbus, OH	Louisville, KY	Orlando, FL	San Diego, CA
Colorado Springs, CO	Madison, WI	Peoria, IL	Tampa, FL
Dayton, OH	Memphis, TN	Pittsburgh, PA	Tulsa
Denver, CO			Upper Fairfield County/ New Haven, CT
Des Moines, IA			
Grand Rapids, MI			

Sample

Business Analysts/Business Technology
Salaries and Bonus Ranges

- Manager, Business Systems Analysis
- Sr. Business Systems Analyst
- Business Systems Analyst
- VP(Director) – Business Technology Consulting
- Sr. Business Technology Consultant
- Business Technology Consultant

Manager, Business Systems Analysis

Sample

Business systems analysis is integral to the business in any decisions that may be impacted by technology. Business Systems Analysts serve as consultants to business units in planning and coordinating systems analysis, design and implementation projects to automate processing or improve business systems. Manages the team that analyzes business partner's operations to understand their strengths and weaknesses to determine opportunities to automate processes and functions. Gathers business needs as well as the design of solutions through direct interaction with business unit leaders. Focuses on developing and improving business processes, assisting with the development of metrics, both within the technology and business organizations. Identifies, proposes and influences business solutions, negotiates deliverables and requirements across multiple business customers or organizations. Ensures that the design and integration of proposed system, software and hardware solutions leads to the development and growth of the business through effective use of technology. Integrally involved in "buy vs. build" decisions.

Works closely with both development staff and the user community to establish and manage projects, business processes, and test plans. Responsible for creating functional and technical specifications/requirements documentation. Performs a liaison role between user areas to assist in the identification of process improvements, system design, testing and implementation of large and/or complex technical projects, often requiring coordination of multiple functional areas. Interacts with project teams, application teams, architects, users. Formulates systems, processes and procedures to parallel and strengthen overall business strategies.

Writes detailed functional specifications of business user needs, program functions, and steps required to develop or modify computer programs. Provides consultation on complex projects and is considered amongst managers, clients and peers to be a top level contributor/specialist

Responsibilities

- Analyzes business processes, functions and procedures to determine the most effective business systems technology to meet the needs of the organization.
- Establishes systems specifications and objectives, based on business requirements and cost effectiveness, and provides recommendations to management personnel.
- Facilitates system development and design. EX: software programming and table, report and panel design.
- Coordinates implementation of the system hardware and software. EX: conversion of data to the new system and works with application support personnel to resolve system problems.
- Manages team designing data and process models, and defining and documenting detailed design requirements
- Identifies and resolves business issues
- Works with technical resources to ensure accurate translation of specifications into workable application code

2010 IT Salary+Skills Pay Report: Business Analysts/Business Technology (U.S.)

Skills and Knowledge

Sample

- Requirements management, diagramming, use case development(UML)
- Expertise in process design, reengineering, and requirements documentation methodologies
- Expertise in the design and production of quality deliverables
- Solid understanding of the Software Development Life Cycle
- Solid SQL knowledge and experience
- Facilitation and JAD techniques
- Business case development
- Vendor evaluation, especially RFI, RFP, quality function deployment (QFD)
- Outstanding communication skills, both verbal and written as confirmed through prior work products and samples.
- Highly skilled in Project Management, meeting facilitation, and Project Life Cycles.
- Proficiency in Microsoft Office applications including Word, Excel, and Outlook.

Experience

- Bachelor's Degree in Computer Science, Information Systems, Business Administration, or other related field (or equivalent work experience).
- 10 years of IT or business/industry-specific work experience. 6 or more years of referenceable business analysis experience plus solid experience in systems analysis, structured analysis, or methods and procedures.
- Deep understanding of information systems, business processes, the key drivers and measures of success for the relevant business.
- Expert-level experience in Software Development Life Cycle, relational databases (Oracle, SQL-Server, etc.) and how they work
- Expertise in process design and documentation methodologies, and design and production of quality deliverables, process and use case modeling, business case development
- Outstanding communication skills, both verbal and written
- Strong project management, leadership, meeting facilitation, and Project Life Cycle
- Demonstrated ability to manage teams of business systems analysts

2010 IT Salary+Skills Pay Report: Business Analysts/Business Technology (U.S.)

(IT Salary+Skills Pay Survey Reports contains data tables for either 20 Tier 1 US cities or 44 Tier 2 cities)

Sample

Manager, Business Systems Analyst

This Quarter - 2010 Base Salary and Bonus Range:

	25th	Average	75th
San Francisco			
New York City			
San Jose			
Lower Fairfield Cty, CT/Westchester Cty, NY			
Boston			
Los Angeles/Orange County, CA			
New Jersey/Northern			
Detroit			
Seattle			
Chicago			
Washington DC			
Houston			
Minneapolis			
San Diego			
Philadelphia			
Dallas			
Atlanta			
Miami			
St. Louis			
Phoenix			
Bonus Range:	of base		

Note: The data in this chart are not industry-specific, but rather span all industries surveyed in the geographical area. The salaries displayed above can be adjusted using the Industry multipliers on page 5, derived from industry segmentation analyses performed in this quarter encompassing all Foote Partners surveyed IT positions.

2010 IT Salary+Skills Pay Report: Business Analysts/Business Technology (U.S.)

**(IT Salary+Skills Pay Survey Reports contains data tables
for either 20 Tier 1 US cities or 44 Tier 2 cities)**

Sample

Manager, Business Systems Analyst

This Quarter - 2010 Base Salary and Bonus Range:

	25th	Average	75th
Oakland/Walnut Creek/Concord, CA			
Long Island, NY			
Upper Fairfield Cty/New Haven, CT			
Princeton/Southern NJ			
Hartford			
Sacramento, CA			
Denver			
Las Vegas, NV			
Providence, RI			
Portland, OR			
Milwaukee			
Grand Rapids, MI			
Charlotte, NC			
Baltimore			
Cleveland/Akron			
Raleigh/Durham, NC			
Peoria, IL			
Dayton, OH			
Kansas City			
Memphis, TN			
Richmond, VA			
Cincinnati			
Austin, TX			
Colorado Springs, CO			
Norfolk/Virginia Beach/Newport News, VA			
Indianapolis/Fort Wayne			
Columbus, OH			
Pittsburgh			
Madison, WI			
New Orleans			
Orlando			
Greensboro/Winston-Salem, NC			
Tampa			
Birmingham, AL			
Louisville			
Salt Lake City			
Nashville, TN			
San Antonio, TX			
Omaha, NE			
Tulsa, OK			
Albuquerque/Santa Fe, NM			
Des Moines, IA			
Greenville/Spartanburg/Anderson, NC			
Oklahoma City, OK			
Bonus Range:		of base	

Sample

(Pages 12–29 missing)

Sample

Skills & Certifications Pay

Current Quarter 2010 Data

Sample

Skills & Certifications Pay

Current Quarter 2010 Data

Using IT Skills Pay

Depending on corporate compensation policies, IT skills premiums are typically incorporated directly into base salary (often to differentiate pay for individuals of common job title but dissimilar skills and responsibilities) or paid out as a cash bonus.

Sample

Using Foote Partners Skills & Certifications Pay Survey Research

What is IT skills and certifications pay?

It is common practice today for employers to isolate, recognize and reward experience in a variety of technical skills. Pay for such skills, both certified and noncertified, is usually provided in the form of a premium employers are willing to pay workers who possess high-value technical skills used on the job (with or without certifications for those skills). This pay is may be applied in the form of a cash bonus or it may be embedded in base salary to adjust for the presence of a dominant vendor or technology; for example an Oracle Database Administrator, Linux Systems Administrator, Unix Programmer, or SAP Developer.

Incorporating skills premiums in base pay is the most popular option today. Why? Because it is an effective solution to the dreaded long-standing problem of job titles that don't match what people actually do on-the-job. These days it is common to find Linux, Unix, and NT administrators lumped together under a single "Systems Administrator" titles. Or .NET, Java, SAP, and Cobol specialists all with "Programmer" or "Developer" titles. But some of these skills are worth more that others in the marketplace. Benchmarking salaries of these various specialists to a single job title in a salary survey typically results in salary mismatches.

In an ideal world you would simply change the persons job title to reflect the skill specializations. For example, software developers who work exclusively with Java become "Java Developers" and administrators in the Linux world "Linux Administrators". But there are barriers to doing this at many employers and consequently much resistance. Instead, why not differentiate workers within common job titles by offering skills premium pay in order to match their pay to the job titles they *should* have? It's a lot less difficult than going through a laborious job evaluation process and has become a common industry practice. This is where our *IT Skills and Certifications Pay Index* comes in handy: it tells you exactly what the bonus or base pay adjustment should be for 424 certified and noncertified IT skills, based on current compensation practice at 1,900 employers.

Are there other uses for skills pay? Absolutely. Skills pay can be offered as an inducement in recruiting a prospective employee via internal transfer, or securing external candidates on the open market as a basis for a sign-on bonus. Skills pay can also used as a de facto retention bonus. This may be without regard to other variables such as low/no-cash incentives, merit and bonus pay not connected to specific skills (e.g. profit sharing), work/lifestyle benefits, and other important add-ons not tied specifically to cash compensation for individual performance.

Is a certain level of performance necessary to receive a skill or certification premium? Our research indicates that while some employers may attach a performance basis for skills payout, others do not. The trend is towards companies devising measurable performance hurdles whenever possible.

Using the ITSCPI, cont.

Sample

How does Foote Partners collect skills pay data?

Foote Partners' primary research report for skills and professional certifications pay is the **IT Skills and Certifications Pay Index™ (ITSCPI)**, which tracks premium pay for 424 IT certifications and noncertified skills and is continuously updated and published every three months. Updated data in this quarterly edition was collected **through** _____ **2010**, including 22,880 validated IT professionals receiving premium pay for their skills and/or certifications.

Employers have been paying for tech skills for some time but they are notoriously reluctant to create formal programs to do so. Why? Because they want to pay for skills selectively without feeling obligated to pay all holders of any one skill or certification equally, or even at all. This makes it much labor intensive and expensive for survey researchers to capture such data. Though many have tried to track skills pay, Foote Partners' ITSCPI---launched in 1999---is not only the oldest and (now) only survey of its kind still in existence, but also the industry's most comprehensive and most accurate.

Our unique data collection methodology lends itself very well to capturing both informal and formal pay practices, and to do it more economically. Our survey reveals that more than one half of the private and public sector IT workers in our North American survey receive some form of skills pay, and of that number we are able to both document and validate skills pay data for approximately 48 percent of them. From our HR department and non-HR research partner sources we receive all formal and informal IT compensation data in the form of electronic databases, spreadsheets, and hard copy.

With this critical data in hand, Foote Partners spends significant time on the delicate and critical task of validating the data including direct interviewing and aggressive interactive surveying. We do not collect skills pay data from workers themselves, but instead from their managers and HR/compensation staffs.

We collect and compile the data continuously and make those results available to our retainer and consulting customers only: everybody else may obtain more than 30 individual quarterly updated 'off-the-shelf' compensation surveys published and regularly updated by Foote Partners that contains excerpts from the ITSCPI report.

Using the ITSCPI, cont.

Sample

This ITSCPI reports pay in the following classifications, for full-time IT workers only (these premiums do not apply to contractors or consultants):

Skills:

Systems/Networking
Operating Systems
Web/e-Commerce Development
Messaging and Communications
Apps Development Tools and Platforms

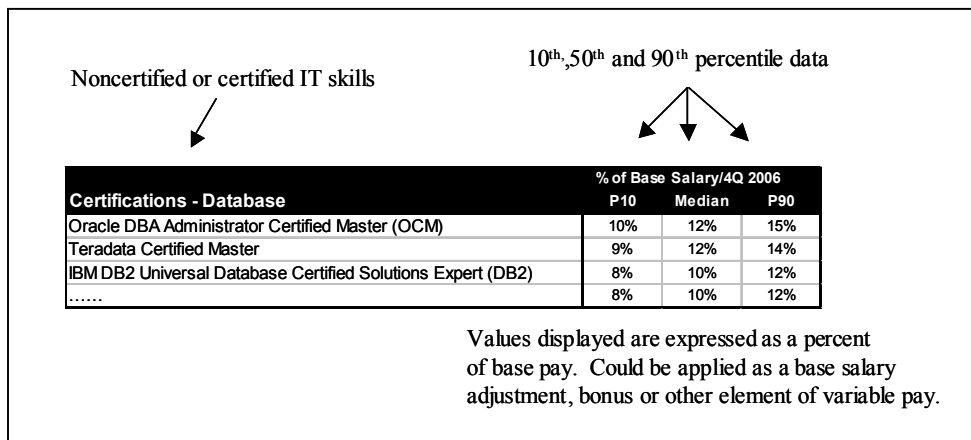
SAP and Enterprise Business Applications
Database
Project Experience
Management, Process and Methodology

Certifications:

General/Beginner and Training
Application Development/Programming
Languages
Database
Web Development

Networking and Communications
Systems Administration and Engineering/ Network
Operating Systems
IT Security
Architecture/Project Management/Process

How is the data presented?



Using the ITSCPI, cont.

Sample

Research participant metrics

IT compensation data for our latest quarterly research findings (collected through _____ **2010**) represents 30 private sector industries plus government and educational institutions surveyed every three months.

The size of the participating organizations, measured most appropriately for the type of business, by revenues, assets, total premiums and operating budgets, are as follows

- 13% of participating organizations have \$3 billion+ in sales/\$15+ billion in total assets
- 25% of participating organizations earn more than \$1 billion in annual revenues or more than \$3 billion in total assets
- 44% of participating organizations have \$500+ million in sales/\$1+ billion in total assets/\$500+ million in premiums/\$500+ million operating budget (government, educational, not-for-profit)
- 56% of participating organizations fall in the SMB (small-to-medium sized business) segment, generally defined as organization under \$500 million in sales.
- [Public sector] 5% have operating budgets of \$500 million or more, [nonprofit/educational sectors] 4% with operating budgets \$100 million to less than \$500million

Sample

Cities and Metropolitan Areas Surveyed

2010 IT Skills and Certifications Pay Index

Canada

Calgary, ALTA	London, ONT	Quebec, QUE	Toronto, ONT
Edmonton, ALTA	Mississauga, ONT	Regina, SASK	Vancouver, BC
Halifax, NS	Montreal, QUE	Saskatoon, SASK	Windsor, ONT
Hamilton, ONT	Oshawa, ONT	St. Catherines, ONT	Winnipeg, MAN
Kitchner, ONT	Ottawa, ONT		

United States

Atlanta, GA	Greenville/Spartanburg/ Anderson, SC	Norfolk/Virginia Beach/ Newport News, VA	Salt Lake City, UT
Albuquerque/Santa Fe, NM	Hartford, CT	Oakland/Walnut Creek/ Concord CA	San Antonio, TX
Austin, TX	Houston, TX	Oklahoma City, OK	San Francisco, CA
Baltimore, MD	Indianapolis/Ft Wayne	Omaha, NE	San Jose, CA
Birmingham, AL	Kansas City, MO	Orlando, FL	Seattle, WA
Boston, MA	Las Vegas, NV	Peoria, IL	St. Louis, MO
Charlotte, NC	Long Island, NY	Philadelphia/So. NJ	Tampa, FL
Chicago, IL	Los Angeles/Orange Cty,CA	Phoenix, AZ	Tulsa, OK
Cincinnati, OH	Louisville, KY	Pittsburgh, PA	Upper Fairfield County/ New Haven, CT
Cleveland/Akron,OH	Madison, WI	San Diego, CA	Washington, DC
Columbus, OH	Memphis, TN	Portland, OR	Westchester County, NY/ Lower Fairfield Cty, CT
Colorado Springs, CO	Miami, FL	Princeton/So. NJ	
Dallas, TX	Milwaukee, WI	Providence, RI	
Dayton, OH	Minneapolis, MN	Raleigh/Durham, NC	
Detroit, MI	Nashville, TN	Richmond, VA	
Denver, CO	New Jersey/Northern	Sacramento, CA	
Des Moines, IA	New Orleans		
Grand Rapids, MI	New York City, NY		
Greensboro/Winston- Salem, NC			

Sample

Skills & Certifications Pay – Permanent Employees

Business Analysts/Business Technology -related Skills (non-certified)

(Quarterly data collected through _____, 2010, expressed as percent of base salary.)
New skills added in this edition appear in red.)

Business Analyst/BusTech Skills/noncertified	% of Base Salary/Qx 2009		
	P10	Median	P90
Microsoft .NET (Visual Studio .NET, Visual Basic .NET, NetWeaver			
Business process management/modeling/improvement			
Project management			
Microsoft SQL Server			
Oracle DB / 8i/9i/10g/11i			
Database management			
Business intelligence			
Collaboration software			
Corporate performance management software/systems			
MySQL			
Oracle Workflow			
WebSphere			
ITIL			
SAS			
BEA WebLogic			
Business Analysis			
DB2			
Microsoft BizTalk Server			
Microsoft Content Management/Sharepoint Server			
Progress/Apptivity			
Visual SQL			
Microsoft Visio			
Perl			
Microsoft Access			
Sybase Adaptive Server			
Microsoft Exchange Server			
dBase/XBase			

**Chart has
been
shielded**

2010 IT Salary+Skills Pay Report: Business Analysts/Business Technology (U.S.)

Skills & Certifications Pay – Permanent Employees

Sample

Business Analysts/Business Technology -related Certifications

(Quarterly data collected through _____, 2010, expressed as percent of base salary.)
New skills added in this edition appear in red.)

Business Analysts/BusTech Certifications	% of Base Salary/Qx 2009		
	P10	Median	P90
Master IT Certified Architect (ITAC/The Open Group)			
Project Management Professional(PMP)			
Citrix Certified Integration Architect (CCIA)			
Oracle DBA Administrator Certified Master (OCM)			
Teradata Certified Master			
IT Certified Architect (ITAC/The Open Group)			
IBM Certified SOA Solution Designer			
IBM DB2 Universal Database Certified Solutions Expert			
Microsoft Certified Solution Developer (MCSD)			
Oracle DBA Administrator Certified Professional (OCP)			
Teradata Certified Design Architect			
Advanced Teradata Certified Professional			
Microsoft Certified Database Administrator (MCDBA)			
Teradata Certified Administrator			
Teradata Certified Application Developer			
Certified MySQL 5.0 Database Administrator			
Certified MySQL 4.0 Professional (MySQL-Prof)			
Oracle DBA Administrator Certified Associate (OCA)			
SAS Certified Advanced Programmer			
CompTIA Project+			
Microsoft Certified Systems Engineer(MCSE)			
Teradata Certified SQL Specialist			
Teradata Certified Professional			
Teradata Certified Implementation Specialist			
SAS Certified Base Programmer			

**Chart has
been
shielded**