**Foote Partners, LLC**
Foote Research Group

www.FootePartners.com



# Sample

# 2010 IT Salary+Skills Pay Survey Report

## IT Architecture

**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**

# Sample

## Table of Contents

**Page**

**Methodology and Use of Foote Partners' Quarterly 2010 IT Salary+Skills Pay Survey Report**..... 3
How does Foote Partners collect Salary data?
Research participant metrics
Presentation of survey data
Industry differentials - Cities surveyed

**Base salaries and bonuses**..... 8
- Director, IT Architecture
- Manager, Applications Systems Architecture
- Applications Systems Architect
- Information Architect
- Data Architect
- Enterprise Architect
- Security Architect
- Lotus Notes/Domino Architect
- Data Warehouse/BI Architect
- Web Architect

**Skills & Certifications**..... 47
What is technical skills premium pay?
How does Foote Partners collect technical skills pay data?
How is the data presented?

**IT Architecture certifications premium pay**..... 51

**IT Architecture noncertified skills premium pay**..... 52

# 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

## Methodology and Use, cont. Sample

### 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**

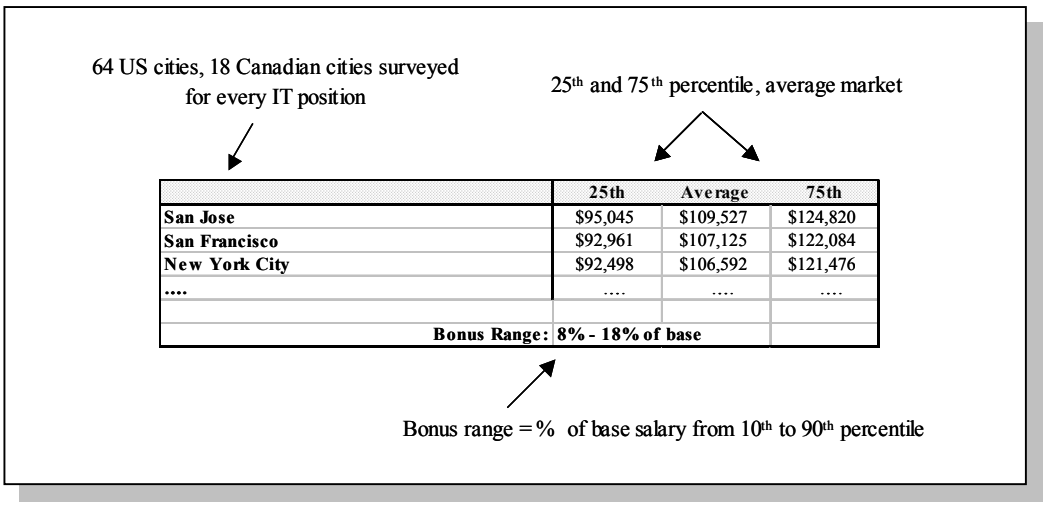
| Factor | Industry | Factor | Industry |
|---|---|---|---|
| 1.18 | Government(Federal/Defense) | 0.99 | Household/Personal Products |
| 1.17 | Pharmaceuticals/Biotech | 0.99 | Media/Publishing |
| 1.16 | Diversified Systems Integrators/IT Services | 0.98 | Telecommunications/Carrier |
| 1.15 | Diversified 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.




| | 25th | Average | 75th |
|---|---|---|---|
| San Jose | $95,045 | $109,527 | $124,820 |
| San Francisco | $92,961 | $107,125 | $122,084 |
| New York City | $92,498 | $106,592 | $121,476 |
| .... | .... | .... | .... |
| | | | |
| Bonus Range: | 8% - 18% of base | | |

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

### Tier 1 Cities(U.S.)

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

### Tier 2 Cities(U.S.)

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

## IT Security Base Salaries and Bonus Range

- Director, IT Architecture
- Manager, Applications Systems Architecture
- Sr. Applications Systems Architect
- Applications Systems Architect
- Information Architect
- Enterprise Architect
- Data Architect
- Security Architect
- Web Architect
- Data Warehouse/BI Architect
- Notes Architect

**Computing Compensation by Industry**

The data in the followng section are not industry-specific, but span all industries surveyed in the city or metro area specified. The salaries displayed can be adjusted for any single industry by using the multipiers on page 5, which are computed by Foote Partners analysts from industry segmentation encompassing all 2010 surveyed IT positions.

# Sample

**(Pages 9–18 missing)**

## Applications Systems Architect 

Applications Systems Architects are accountable for developing a portion of the architectural framework for applications system development, maintenance and enhancement efforts, and supporting the implementation of the various architecture elements set forth by the established standards and guidelines. The principal purpose of this position is to help establish a blueprint for development and integration of business and information systems which will enable streamlined application interfaces, reduction of application redundancy, and the efficient distribution of data in support of business objectives.

This position works with Business Technologists, consultants and/or other stakeholders to develop architectures n the following areas:

- *Enterprise Application Architecture:* defining and documenting the structure, connections and relationships of business processes, organizational work groups, data, applications, user interfaces, applications interfaces, infrastructure and network topology.

- *Data Architecture*: defining and documenting the data requirements and the physical data models necessary to support the overall enterprise application architecture, addressing data integrity, distribution, redundancy, warehousing and application access controls.

Also important for this position is:

- Coordination with *Technical Architecture* managers, including defining and documenting the various system level architecture components related to application systems (hardware platform, operating system, execution, development, construction tools, operation, distribution and network architecture and technologies).

- Coordination with *Information Architecture* principals providing standards, guidelines and statements of direction for company IT system architectures, establishing a framework that constrains the design of systems for the purpose of eventual integration of systems and accessibility of data supporting various interdependent business processes and functions.

The challenge for this position is supporting the architecture teams efforts in facilitating consensus on the proper level and pace of change and integration of technologies, considering present and envisioned application environment, technology environment and technical platforms. Ongoing knowledge of current and changing business and technological environments is important to success, as is the ability to translate those environments into blueprints to lead the migration to the new environment. This position must help resolve various architectural links and technology choices in the challenge of building the model and ensure that proper questions are raised and answered by stakeholders in order to balance strategic integration issues with urgent business needs.

**Responsibilities**



- Assess mission critical system objectives in the context of existing enterprise, data or technical architectures and contribute to development of consistent migration objectives, strategies, and tactical plans to achieve them.
- Work with data architecture and physical infrastructure teams to ensure that data, infrastructure and applications architectures are aligned. Aid in defining and pulling together IT standards, guidelines and statements of direction for each and advising and guiding active projects to ensure alignment with defined end-state architectures (as defined by the Director of Architecture).
- Support the translation of system direction, technologies and priorities into a map to lead efforts toward migration objectives.
- Collaborate with principal customers and business analysts in applications, enterprise infrastructure, business technology, and other key departments, depending on the architecture area, to define current architectures, identify real or potential problem areas, and facilitate consensus on integration, nature and timing of changes.
- Manage the capture, management and access of the data, and includes enterprise application architecture, data architecture and technical architecture. Ensure that information is complete and current to support the development and maintenance of information systems, and that developers are familiar with use of the software.
- Perform high to mid-level design for new applications projects. Actively search for opportunities for architectural and other types of reuse.
- Help determine the selection of application development tools and provide expertise on these tools.
- Provide direction and mentoring to the team architects and developers to ensure consistent architectural approaches.
- Work with project managers to aid in the coordination of project timelines, resource allocation and other project activities, from an architecture perspective.
- Represent architecture project interests within the enterprise and market successes. Provide periodic informal presentations on technical subjects to internal audiences.
- Foster and maintain good relationships with colleagues and customers to ensure that business needs are understood and supported.

**Skills and Knowledge**

- Knowledge of various architectural platforms and how constraints effect development and operations of systems.
- Ability to analyze, learn, and apply rapidly changing technologies, and apply them as part of integrated solutions to business requirements.
- Ability to analyze, learn, and apply rapidly changing technologies, and apply them as part of integrated solutions to business requirements.
- Possesses a broad understanding of hardware and systems software technologies, network infrastructure, data integrity and distribution design, application and execution architecture design, and system

performance and optimization design. Understands issues and details of integrating diverse technology to deliver scaleable, robust, and high performance solutions.



- Knowledge of relational database technology.
- Engineering skills relevant to business (e.g. Unix, Linux, C, java)
- Ability to maintain an ongoing knowledge of current business and technological environments, and the ability to codify different approaches, strategies into a unified architectural blueprint and lead the migration to the new environment.
- Solid analytical problem solving skills and planning and organizational capabilities
- Ability to establish and maintain a high level of customer trust and confidence in the overall technology architecture and the change process to enhance the architecture.
- Excellent verbal and written communications skills
- Highly collaborative skills and demonstrated expertise in process facilitation, influence management and interpersonal abilities.
- Requires ongoing knowledge of current and changing business and technological environments and the ability to translate those environments into blueprints to lead the migration to the new environment.
- Provide expertise with multi-tier and distributed application architecture concepts and approaches (client, application/business and data tiers, etc.).
- Provide expertise with issues involved when deploying systems over the Internet like security, performance, scalability, robustness, usability, etc.
- Resolves various architectural links and technology choices in the challenge of building the model and it is also the architect's role to ensure that proper questions are raised and answered by stakeholders in balancing strategic integration issues with urgent business needs.

**Experience**

- Bachelor’s degree in Computer Science, Engineering or related discipline, or equivalent work experience.
- 6-8 years' experience in business system application design, development and installation, successfully leading development teams through the full lifecycle of software development. Solid experience in planning/architecture development and support, with experience integrating systems in multi-user, multi-platform, multitasking operating systems environments highly desirable.
- 4 or more years experience in designing and implementing advanced application architectures, with experience integrating systems in multi-user, multi-platform, multitasking operating systems environments.
- At least 2 years AD language experience (C, Java, etc.) and relational database experience
- Conceptual knowledge of information technologies and methodologies in mainframe, mid-range and PC environments.
- Experience in designing advanced application architectures, with experience integrating systems in multi-user, multi-platform, multitasking operating systems environments.
- Must have demonstrates expertise, understanding, or knowledge in some of following:
  - system analysis and design techniques (object-oriented, logical data modeling, etc.).
  - technical architecture, current information systems supporting the enterprise

  - providing architectural risk assessments and architecture reviews of software systems.
  - functional analysis at the enterprise level
  - data analysis and modeling at the enterprise level
  - Advanced application architecture concepts work with database architecture concepts and techniques.
  - information systems planning concepts and methods
  - communication, documentation and presentation skills.
  - good organizational and procedural skills
  - ability to work independently or in a team setting.
- Excellent verbal and written communications skills; analytical problem solving; planning and organization; collaboration skills; process facilitation; influence management; interpersonal abilities.
- Highly desirable certifications for this position may include the following:
  - IT Certified Architect(ITCA/Open Group)
  - Sun Certified Enterprise Architect for Java Platform
  - Citrix Certified Integration Architect

**Working Relationships**

Internal:

- Reports to Manager, Applications Systems Architecture or equivalent.
- Has close working relationship with the architecture team and peers in other areas of IT

External:

- Has regular contact with outside vendors and contractors/consultants for additional support as needed
- Develops relationships with professional organizations, user groups, and industry trade groups to stay current with technology
- Interfaces with vendors on technology and support issues

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

## Applications Systems Architect

**This Quarter - 2010 Base Salary and Bonus Range:**

| | 25th | Average | 75th |
|---|---|---|---|
| San Francisco | | | |
| San Jose | | | |
| New York City | | | |
| Lower Fairfield Cty,CT/Westchester Cty, NY | | | |
| Boston | | | |
| Los Angeles | | | |
| New Jersey/Northern | | | |
| Detroit | | | |
| Houston | | | |
| Seattle | | | |
| San Diego | | | |
| Chicago | | | |
| Washington DC | | | |
| Minneapolis | | | |
| Philadelphia | | | |
| Dallas | | | |
| St. Louis | | | |
| Miami | | | |
| Phoenix | | | |
| Atlanta | | | |
| | | | |
| 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 multipiers on page 5, derived from industry segmentation analyses performed in this quarter encompassing all Foote Partners surveyed IT positions.

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



## Applications Systems Architect

### This Quarter - 2010 Base Salary and Bonus Range:

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

**(Pages 22–46 missing)**

# 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.

## 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.



### 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.



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?

Noncertified or certified IT skills

10th,50th and 90th percentile data

| Certifications - Database | % of Base Salary/4Q 2006 P10 | Median | P90 |
|---|---|---|---|
| Oracle DBA Administrator Certified Master (OCM) | 10% | 12% | 15% |
| Teradata Certified Master | 9% | 12% | 14% |
| IBM DB2 Universal Database Certified Solutions Expert (DB2) | 8% | 10% | 12% |
| ..... | 8% | 10% | 12% |

Values displayed are expressed as a percent of base pay. Could be applied as a base salary adjustment, bonus or other element of variable pay.

## Using the ITSCPI, cont.



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

### United States

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

## Skills & Certifications Pay – Permanent Employees

### IT Architecture Certifications

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

| Architecture-related Certifications | % of Base Salary/Q4 2009 P10 | Median | P90 |
|---|---|---|---|
| Cisco Certified Design Expert (CCDE) | 12% | 15% | 17% |
| Project Management Professional(PMP) | | | |
| Cisco Certified Internetwork Expert (CCIE, all variations) | | | |
| Master IT Certified Architect (ITAC/The Open Group) | | | |
| ITIL Service Manager Certification | | | |
| Check Point Certified Master Architect (CCMA) | | | |
| EMC Proven Professional Technology Architect - Expert | | | |
| Security Certified Network Architect | | | |
| Cisco Certified Design Professional (CCDP) | | | |
| Citrix Certified Integration Architect (CCIA) | | | |
| Oracle DBA Administrator Certified Master (OCM) | | | |
| IT Certified Architect (ITAC/The Open Group) | | | |
| Cisco Certified Internetwork Professional (CCIP) | | | |
| IBM Certified Infrastructure Systems Architect | | | |
| IBM DB2 Universal Database Certified Solutions Expert (DB2) | | | |
| Nortel Certified Architect | | | |
| SNIA Certified Storage Architect | | | |
| Sun Certified Enterprise Architect for Java Platform | | | |
| BEA Certified Architect - SOA Enterprise Architecture | | | |
| Cisco Certified Network Professional (CCNP) | | | |
| VMware Certified Design Expert (VCDX) | | | |
| EMC Proven Professional Technology Architect - Specialist | | | |
| HP/Accredited Integration Specialist (AIS) | | | |
| IBM Certified Solutions Developer: WebSphere (all) | | | |
| Microsoft Certified Database Administrator (MCDBA) | | | |
| Oracle DBA Administrator Certified Professional (OCP) | | | |
| Cisco Certified Design Associate (CCDA) | | | |
| Sun Certified MySQL 5.0 Cluster Database Administrator | | | |
| Cisco Storage Networking Design Specialist | | | |
| Cisco Data Center Networking Infrastructure Design | | | |

**Chart has been shielded**

# Sample

## Skills & Certifications Pay – Permanent Employees

### IT Architecture Certifications

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

| Architecture-related Certifications - cont'd. | % of Base Salary/Q4 2009 P10 | Median | P90 |
|---|---|---|---|
| IBM Certified SOA Solution Designer | Chart has been shielded | | |
| Linux Professional Institute certification (LPIC-Level 3) | | | |
| Sun Certified Developer for Java 2 Platform | | | |
| Sun Certified Programmer for Java Platform | | | |
| Cisco Data Center Storage Networking Design Specialist | | | |
| ITIL Practitioner Certificate in IT Service Management | | | |
| Microsoft Certified Trainer (MCT) | | | |
| Red Hat Certified Architect (RHCA) | | | |
| Novell Certified Linux Engineer (CLE) | | | |
| Novell/Master Certified Novell Engineer (MCNE) | | | |
| Oracle DBA Administrator Certified Associate (OCA) | | | |
| Sun Certified MySQL 5.0 Database Administrator | | | |
| Microsoft Certified Applications Developer(MCAD) | | | |
| Microsoft Certified Solution Developer (MCSD) | | | |
| IBM Certified Advanced Application Developer – Lotus Notes/D | | | |
| Microsoft Certified IT Professional (MCITP/all) | | | |
| Microsoft Certified Professional Developer (all) | | | |
| Microsoft Certified Systems Engineer(MCSE) | | | |
| Novell/Certified Novell Engineer (CNE) | | | |
| Linux Professional Institute certification (LPIC-Level 2) | | | |
| IBM Certified Application Developer – Lotus Notes/Domino | | | |
| Cisco Certified Network Associate (CCNA, all variations) | | | |
| Sun Certified Systems Administrator for Solaris | | | |
| CompTIA Convergence+ | | | |
| Convergence Technologies Professional (CTP) | | | |
| Microsoft Certified Professional (MCP) | | | |

## Skills & Certifications Pay – Permanent Employees

### IT Architecture Skills (noncertified)

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

| Architecture-related Noncertified Skills | % of Base Salary/Q4 2009 P10 | Median | P90 |
|---|---|---|---|
| Business process management/modeling/improvement | Chart has been shielded | | |
| Infrastructure architecture | | | |
| Microsoft Commerce Server (incl. 2007) | | | |
| NetWeaver | | | |
| Project management | | | |
| Oracle Enterprise Apps | | | |
| Microsoft .NET (Visual Studio .NET, Visual Basic .NET, ASP.N | | | |
| Business intelligence | | | |
| Oracle DB / 8i/9i/10g/11i | | | |
| Microsoft SQL Server | | | |
| Oracle Developer Suite | | | |
| Risk assessment | | | |
| Java/SE,ME,J2EE, | | | |
| Master data management | | | |
| RAD/Extreme Programming/Agile Programming | | | |
| WebSphere | | | |
| SQL Windows | | | |
| Apache HTTP web server | | | |
| BEA WebLogic | | | |
| Business analysis | | | |
| C# | | | |
| C++ | | | |
| DB2 | | | |
| Unix (all) | | | |
| ITIL | | | |
| Linux | | | |
| Microsoft BizTalk Server | | | |

## Skills & Certifications Pay – Permanent Employees

### Architecture Skills (noncertified)

(4Q 2009 data collected through _____, 2010, expressed as percent of base salary.)
New skills added in this edition appear in red.)

| Architecture-related Noncertified Skills - cont'd. | % of Base Salary/Q4 2009 P10 | Median | P90 |
|---|---|---|---|
| TOGAF | Chart has been shielded | | |
| HP-UX | | | |
| Solaris | | | |
| Corporate performance management software/systems | | | |
| Six Sigma/Lean Six Sigma | | | |
| Visual Basic | | | |
| XML (all variants) | | | |
| Active Server Pages | | | |
| Java Server Pages | | | |
| Microsoft Internet Information Services (IIS) | | | |
| MySQL | | | |
| Microsoft NT Server | | | |
| Perl | | | |
| Sybase Adaptive Server Enterprise | | | |
| Visual SQL | | | |
| Windows NT | | | |
| XHTML | | | |
| C | | | |
| HTML/DHTML | | | |
| CGI | | | |