

Sample

IT Salary+Skills Pay Survey Report

Network Operations & Engineering

2011 Quarterly Edition/US

**All compensation data in this report are
updated four times per year:**

January 15, 2011

April 10, 2011

July 10, 2011

October 10, 2011

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Methodology and Use of Foote Partners' 2011 IT Insider IT Professional Compensation 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 (and dreaded) mismatch problem that now exists between IT job titles and what professionals 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, Python, Ruby on Rails, and even Cobol specialists all with "Programmer" or "Developer" titles. The problem is that some skills are worth more in the marketplace, so doing simple job title matches to industry salary surveys often results in underpaying or overpaying IT professionals.

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 from HR departments. 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 more than sixteen years ago was to create a new methodology 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 best part about our unique methodology is that it corrects for job title/job content mismatches by reclassifying surveyed participants according to what they do on-the-job and assigning to them our standardized job titles before their pay data is loaded into our survey data compilation engine. Then you just need to match your people to our job descriptions.

It's a labor-intensive and expensive way to achieve truly accurate and validated compensation benchmarking, and it 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 101,250 IT workers in more than 2,000 public and private sector 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.*

Methodology and Use, cont.

Sample

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.

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 Watson, 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: 132 positions, 83 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 2011 research findings (collected through **January 1, 2011**) 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

- 18% of participating organizations have \$3 billion+ in sales/\$15+ billion in total assets
- 28% of participating organizations earn more than \$1 billion in annual revenues or more than \$3 billion in total assets
- 46% 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)
- 54% 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, Footo Partners surveys those employers that have a significant influence on local employment. The most frequent industries surveyed appear in the table below.

Footo Partners standard salary survey reports include detailed long form job descriptions and salaries, by job title, for up to 83 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 – 2011

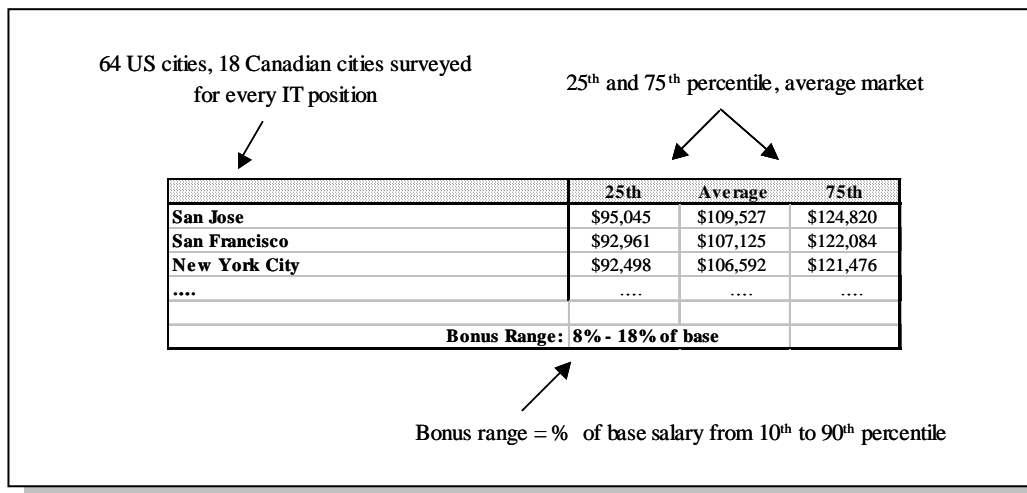
Factor	Industry	Factor	Industry
1.18	Government(Federal/Defense)	0.99	Household/Personal Products
1.17	Pharmaceuticals/Biotech	0.99	Media/Publishing
1.16	Diversified Systems Integrators/IT Services	0.98	Telecommunications/Carrier
1.15	Diversified Financial Services	0.97	Entertainment/Recreation/Amusement
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



Cities and Metropolitan Areas Surveyed – 2011 Research

Sample

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

Network Management & Engineering Base Salaries and Bonus

Sample

- Director, Client and Network Systems
- Director(Sr. Manager), Network Operations
- Manager, Network Operations
- Sr. Network Administrator
- Network Administrator
- Sr. Network Technician, LAN/WAN Operations
- Network Technician, LAN/WAN Operations
- Director — Network Engineering
- Senior Network Engineer — LAN/WAN Systems
- Network Technician, LAN/WAN Operations
- Sr. Storage/SAN Administrator
- Storage/SAN Administrator

Computing Compensation by Industry

The data in the following 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 multipliers on page 5, which are computed by Foote Partners analysts from industry segmentation encompassing all 2010 surveyed IT positions.

Sample

(Pages 9 - 41 missing)

Sr. Network Engineer — LAN/WAN Systems

Sample

Is responsible for the planning, configuration, installation, systems management, and coordination of the enterprise LANs and WANs (may include local, metropolitan, and wide area networks) to meet business requirements. Implements the technical architecture and recommendations related to LAN/WAN internetworking. Has key responsibility for the identification and resolution of hardware and software technical problems and malfunctions related to LANs and related servers. Key responsibilities in managing critical areas of throughput analysis, problem solving, and infrastructure planning, with the potential to affect the successful execution of business transactions. Proactively researches and locates necessary tools and processes to identify troublesome trends as they develop. Ensures a stable performance environment for the enterprise e-mail system. Participates in various IT projects intended to continually improve/upgrade the telecommunications infrastructure. Performs client consultations. Acts as a support analyst and resource on LAN/WAN architecture issues for multiple projects.

Responsibilities

- *Perform client consultation:* Design server and network; install router and hub; identify solutions through constant interfacing with appropriate management levels, clients, department, and vendor organizations to ensure a cost-effective and efficient infrastructure environment is available to provide the processing power essential to department operations
- *Provide technology support:* Install servers, hubs, networks, routers, and systems hardware; troubleshoot, maintain, upgrade, and provide solutions to complex hardware/software problems; alert management, help desk team, and other IT groups when sensitive issues arise or a major problem is suspected; minimize client productivity loss caused by technology outages, and provide necessary infrastructure for clients to meet their business needs
- *Monitor and control infrastructure performance in the areas of response, throughput and availability:* Proactively research and locate the necessary tools and processes to identify troublesome trends as they develop; analyze trends and develop a long-range plan designed to resolve problems and prevent them from recurring; maintain high service levels for the user community, and establish a method to easily compare the installation performance against established performance objectives
- *Ensure a stable performance environment for enterprise e-mail system:* Monitor and analyze e-mail problems that occur in corporate network, identifying and solving problems as rapidly as possible; provide critical and essential e-mail service to locations enterprise wide
- *Test LAN communication and routing products:* Develop test plans (including cases for functionality, integrity, and stress testing; test matrixes; and definition of test methodologies and test strategy); be responsible for the creation of test platforms, including evaluation of test equipment and design test networks; develop automated test suites for product regression and stress testing
- Participate in various IT projects intended to continually improve/upgrade the telecommunications infrastructure, such as evaluation of new software and hardware required to meet a business need or to make a process more cost effective
- *Act as a support analyst and resource:* Handle times of peak service demands or as needed to solve complex problems aimed at delivering consistent quality service to clients within predefined service levels; review assigned service requests daily, following up and providing status updates to clients;

2011 IT Salary+Skills Pay Report: Networking (US)

ensure data pertaining to the status of service requests is entered into help desk problem tracking systems accurately and promptly on a daily basis to provide an up-to-date picture of service delivery status and backlog

- *Continuously strive to improve client support:* Identify opportunities and recommend solutions for improving service efficiency and effectiveness; participate in IT initiatives to address service issues; keep abreast of technical aspects of the PC-LAN computing environment; have a working knowledge of department-specific applications; attend seminars and other educational opportunities; seek out insight and on-the-job training from peers and other internal and external resources
- Configure, install, and maintain necessary hardware and software for LAN hardware and software to provide a suitable environment to run production applications and to perform development; perform maintenance and release upgrades on a timely basis or as needed; monitor performance and availability of LAN platforms
- Assist in developing strategic and tactical planning of LAN environments for internal customers, including discovery and documentation of user requirements before development design and programming
- Design and implement network architectures, including LANs, LAN-to-LAN communications, and connections with the WAN environment
- Develop/follow procedures for LAN administration (e.g., security, reliability)
- Assist in setting priorities and managing resources to achieve unit, division, and corporate goals
- Recommend standards and guidelines
- Recommend/select specific products as necessary, participating in tool and vendor evaluations
- Support groups developing distributed applications and distributed databases
- Coordinate the role of the enterprise help desk in effectively managing LANs
- Participate in and contribute to task forces and special projects initiated within departments/divisions
- Continuously strive to improve client support, identifying opportunities and recommending solutions for improving service efficiency and effectiveness; have a working knowledge of department-specific applications

Skills and Knowledge

- Thorough understanding of distributed systems architecture and comprehensive knowledge of multiple technical disciplines
- Excellent technical knowledge and aptitude in the areas of networks, network topologies, PC workstations (configuration and connectivity), network file servers, applicable software, and troubleshooting techniques
- Ability to solve network server problems or network infrastructure issues and to manage the performance and capacity of a LAN/WAN environment
- Familiarity with Unix systems desirable, with experience in installation and administration of one or more operating systems a big plus
- Demonstrated experience in effectively managing small to large projects in a cross-functional environment
- Experience in effectively communicating with a broad base of end users and multiple management layers
- Ability to effectively adapt to and apply rapidly changing technology to business needs

2011 IT Salary+Skills Pay Report: Networking (US)

- Understanding of the enterprise business and business processes; knowledge of business unit functions and cross-group dependencies/relationships
- Ability to anticipate user requirements and identify and resolve complex problems with minimal supervision; strong customer service and communications skills
- Good judgment and analytical skills; strong follow-up and organizational skills
- Ability to conduct and prepare feasibility studies; develop client proposals, including estimates for costs, time, and resources; prepare statistical reports; complete cost/benefit analyses; and conduct business
- Ability to assess internal and external communication practices, anticipate future network requirements, and research and analyze emerging technologies
- Experience with router configuration
- Demonstrated knowledge of network provider services and understanding of SNA implementation principles, routing protocol options, and LAN/WAN principles
- Broad range of network, applications, and desktop knowledge/skills is desired, from among these and more:
 - *OS:* Unix, HP-UX, Solaris, Linux, AIX, Windows NT/2003/XP/Vista, MacOS X/Tiger/Leopard
 - *Applications:* Microsoft Outlook, Lotus Notes, Novell GroupWise, Microsoft Exchange
 - *Desktop:* Microsoft Office Professional Suite, Microsoft Explorer
 - *DBMS/RDBMS:* Oracle, DB/2, Informix, SQL Server, Sybase Adaptive Server, Progress/database, Microsoft Access, Exchange Server.
 - *Network:* Frame relay, T1/T3, routers, hubs, bridges, token ring, Ethernet, 802.1, EtherChannel, ISL, SNA, TCP/IP, IPX/SPX, ISDN, HTTP, WAP, WML, VoIP, IIS server, NT server, NetWare, APPC/APPN, SMTP, ATM, HDLC, NetView, Sniffers.
 - *LAN management and applications suites:* SNMP, Intel LANDesk Management Suite, McAfee, Microsoft Systems Management Server, Novell ManageWise, Norton Network Series, CA Unicenter, firewalls, wireless technologies

Experience

- Bachelor's degree in Computer Science, Engineering, or related discipline; Master's degree is desirable
- 5 or more years of related experience in infrastructure/network environments performing network engineering (hardware and software), network designing, planning and implementing LANs, WANs, using latest technology
- Minimum 3 years of experience in related planning, analysis, configuration, installation, management, and coordination work.
- Highly desirable certifications for this position may include the following:
 - Cisco Certified Internetwork Expert (CCIE)
 - Cisco Certified Network Associate (CCNA)
 - Cisco Certified Network Professional (CCNP)
 - Cisco Certified Internetwork Professional (CCIP)
 - Cisco Storage Networking Support Specialist
 - Cisco Certified Voice Professional (CCVP)
 - Cisco IP Telephony Operations Specialist
 - Cisco IP Telephony Support Specialist

- Cisco VPN Specialist
- Cisco Wireless LAN Support Specialist
- Cisco Storage Networking Support Specialist
- Certified Network Professional (CNP)
- Certified Novell Engineer (CNE)
- Certified Novell Administrator (CNA)
- Master Certified Novell Engineer (Master CNE)
- CompTIA Network Technician (Network+)

Sample

Working Relationships

Internal:

- Reports to either Director/Senior Manager/Manager of Network Engineering depending on organizational structure.
- Requires communications with departmental and business unit managers, as well as project manager and leaders, to define support initiatives and solutions
- Builds relationships with clients (positive customer relationships and friendly, helpful attitude will help to manage customer expectations)
- Interacts with individuals at all levels of the organization
- Has effective working relationships with peers in other areas of IT organization, which are essential for maintaining good public relations, facilitating communications, and soliciting useful feedback
- Has frequent interaction with development and operations people as facilitator and client problem resolver; works on performance problems, upgrades, design reviews, application setup, and implementation

External:

- Has collaborative working relationships outside vendors, which will help to enhance service delivery capabilities
- Develops relationships with professional organizations, peer groups, and industry trade groups to stay current with technology; attends conferences

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

Sample

Sr. Network Engineer — LAN/WAN Systems

This Quarter - 2010 Base Salary and Bonus Range:

	25th	Average	75th
San Jose			
San Francisco			
New York City			
Boston			
Lower Fairfield Cty, CT/Westchester Cty, NY			
New Jersey/Northern			
Los Angeles			
Chicago			
Detroit			
Seattle			
Washington DC			
Houston			
Philadelphia			
San Diego			
Dallas			
Minneapolis			
St. Louis			
Atlanta			
Phoenix			
Miami			
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 Foot 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)

Sample

Sr. Network Engineer — LAN/WAN Systems

This Quarter - 2010 Base Salary and Bonus Range/Tier 2:

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

Sample

(Pages 49 – 65 missing)

Sample

Skills & Certifications Pay

Current Quarter 2011 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 Data From Foote Partners **Sample** 2011 IT Skills & Certifications Pay Index™

What is IT skills and certifications pay?

It is common practice today for employers to isolate, recognize and reward experience in their IT workforce for a variety of technical and business skills. Pay for such skills -- both certified and noncertified -- is usually provided in the form of a cash premium employers are willing to pay workers who possess high-value IT-related skills used on the job, with or without certifications for those skills. Such pay 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 an SAP Developer specializing in supply chain management or Oil and Gas industry software modules .

Incorporating skills premiums in base pay is the most popular option today. Why? Because it is an effective solution to the 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, Ruby On Rails, Python, SAP, or Cobol specialists all with "Programmer" or "Developer" titles. But some of these skills are worth more than others in the marketplace and would cost an employer more to replace such skills if needed. Benchmarking salaries of these various specialists to a single job title in a salary survey typically results in salary mismatches.

In an ideal world an HR manage might 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 considerable resistance. Instead, why not differentiate workers within common job titles by offering skills premium pay 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 466 certified and noncertified IT skills, based on current compensation practices at 2,000 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, regardless of 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.

Using the ITSCPI, cont.

Sample

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.

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 466 IT certifications and noncertified skills and is continuously updated and published every three months. Updated and carefully validated data in this edition was collected **through January 1, 2011**, including 26,830 validated IT professionals receiving premium pay for their skills and/or certifications.

Employers have been paying for IT skills for some time but they are notoriously reluctant to create formal programs to do so. That's 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 more labor intensive and expensive for survey researchers to capture such data. Though many have tried to track skills pay (Towers Perrin, Culpepper, and William M. Mercer, to name a few), Foote Partners' ITSCPI --- launched in 1999 --- is the oldest and (now) only survey of its kind still in existence, and has been from its beginning 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 53 percent of skills pay recipients in our survey. From 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 130 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):

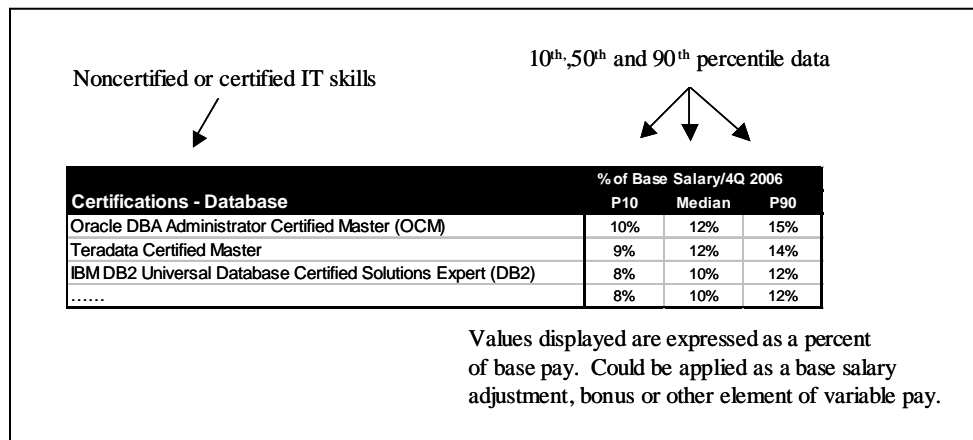
Skills:

- 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 research findings (collected through **January 1, 2011**) represents 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

Following are among the most frequent industries we survey:

- | | | |
|---|---|------------------------------------|
| - Advertising | - Government (State) | - Petrochemicals |
| - Aerospace | - Healthcare Services/Medical Equip. | - Pharmaceuticals/Biotech |
| - Business Services/For Profit | - Hospitality/Leisure | - Real Estate |
| - Commercial Banking/Securities | - Household/Personal Products | - Research and Development |
| - Diversified Systems Integrators/IT Services | - Insurance | - Retail/Wholesale Distribution |
| - Construction/Engineering/Architecture | - ISP/ASP | - Security Products/Services |
| - Consumer Durable Goods | - Logistics/Transportation | - Software/Services |
| - Diversified Financial Services | - Manufacturing/computer-related | - Systems Integrators/IT Services |
| - Education | - Manufacturing/non-computer related Media/Publishing | - Telecommunications/Carrier |
| - Electronics | - Metals/Natural Resource | - Telecommunications/Data services |
| - Energy/Mining | - Motor Vehicles and Equipment | - Transportation(Air/Rail) |
| - Entertainment/Recreation/Amusement | - Not-For-Profit | - Utilities |
| - Food/Beverage/Tobacco | | |
| - Government (Fed/Defense) | | |
| - Government (Local) | | |

Cities and Metropolitan Areas Surveyed
2011 IT Skills and Certifications Pay Index

Sample

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	Greensboro/Winston- Salem, NC	New York City, NY	Salt Lake City, UT
Albuquerque/Santa Fe, NM	Greenville/Spartanburg/ Anderson, SC	Norfolk/Virginia Beach/ Newport News, VA	San Antonio, TX
Austin, TX	Hartford, CT	Oakland/Walnut Creek/ Concord CA	San Francisco, CA
Baltimore, MD	Houston, TX	Oklahoma City, OK	San Jose, CA
Birmingham, AL	Indianapolis/Ft Wayne	Omaha, NE	Seattle, WA
Boston, MA	Kansas City, MO	Orlando, FL	St. Louis, MO
Buffalo, NY	Las Vegas, NV	Peoria, IL	Tampa, FL
Charlotte, NC	Long Island, NY	Philadelphia/So. NJ	Tulsa, OK
Chicago, IL	Los Angeles/Orange Cty,CA	Phoenix, AZ	Upper Fairfield County/ New Haven, CT
Cincinnati, OH	Louisville, KY	Pittsburgh, PA	Washington, DC
Cleveland/Akron,OH	Madison, WI	San Diego, CA	Westchester County, NY/ Lower Fairfield Cty, CT
Columbus, OH	Memphis, TN	Portland, OR	
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			

Skills & Certifications Pay – Permanent Employees

Sample

Networking Skills (non-certified)

(Quarterly data collected through _____, 2011, expressed as percent of base salary.)
New skills added in this edition appear in red.)

Networking Skills	% of Base Salary/xQ 2010		
	P10	Median	P90
Network security management			
Security skills (DW/BI, Web, project assignments)			
Virtualization (various)			
SAN/Storage Area Networking			
Wireless network management (LANs, GSM)			
RFID/wireless sensors			
WAN/3G/4G services			
VoIP/IP telephony			
Network access control/Identity mgt sys.			
Social Networks (tagging, virtual communities, social bookmarking, etc.)			
Storage administration			
Tivoli			
Wikis			
Wireline Networking/Telecommunications			
Intrusion prevention/detection systems			
Multiprotocol Label Switching (MPLS)			
TCP/IP			
Ethernet			
LAN			
Routing (e.g. OSPF, RIP, IGRP)			
WiMAX			

**Chart data
has been
shielded**

Skills & Certifications Pay – Permanent Employees

Sample

Networking Skills (non-certified) – cont'd.

(Quarterly data collected through _____, 2011, expressed as percent of base salary.)
New skills added in this edition appear in red.)

Networking Skills, cont'd.	% of Base Salary/xQ 2010		
	P10	Median	P90
SIP(Session Initiation Protocol)			
Gigabit Ethernet (1 GigE/10 GigE)			
IPX/SPX			
Ethernet Switching			
HTTPS			
Microsoft NT Server			
Mobile operating systems (Apple, Microsoft, Android, etc.)			
Dynamic Host Configuration Protocol			
VPN			
SMTP			
WML			
10Base-T Switching			
Novell Netware			
WAP(Wireless Application Protocol)			
APPC			
ATM			
Jini (Sun)			
SNA			

**Chart data
has been
shielded**

Skills & Certifications Pay – Permanent Employees

Sample

Networking Certifications

(Quarterly data collected through _____, 2011, expressed as percent of base salary.)
New skills added in this edition appear in red.)

Certifications - Networking	% of Base Salary/xQ 2010		
	P10	Median	P90
Cisco Certified Internetwork Expert (CCIE, all variations)			
SNIA Certified Storage Networking Expert (SCSN-E)			
Cisco Certified Design Expert (CCDE)			
Cisco Certified Design Professional (CCDP)			
GIAC Auditing Wireless Networks (GAWN)			
Security Certified Network Architect			
Cisco Certified Internetwork Professional (CCIP)			
EMC Proven Prof. Implementation Engineer - Expert			
EMC Proven Professional Technology Architect - Expert			
Avaya Certified Expert			
Brocade Certified SAN Manager (BCSM)			
Brocade Certified SAN(Fabric) Designer (BCSD)			
Cisco IP Communications Express Specialist			
Cisco IP Telephony Design Specialist			
Citrix Certified Integration Architect (CCIA)			
CWNP/Certified Wireless Network Expert (CWNE)			
EMC Proven Professional Storage Administrator - Expert			
EMC Proven Professional Technology Architect - Specialist			
IBM Certified Specialist - Storage Networking Solutions, V			
Juniper Networks Certified Internet Expert			
Juniper Networks Certified Internet Specialist			
Nortel Certified Architect			
SNIA Certified Storage Architect			
Cisco Certified Design Associate (CCDA)			
Cisco Certified Network Professional (CCNP)			
Cisco Certified Systems Instructor (CCSI)			
Cisco Certified Voice Professional (CCVP)			
EMC Proven Prof. Implementation Engineer - Specialist			
EMC Proven Professional Platform Engineer - Specialist			

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Skills & Certifications Pay – Permanent Employees

Sample

Networking Certifications – cont'd.

(Quarterly data collected through _____, 2011, expressed as percent of base salary.)

New skills added in this edition appear in red.)

Certifications - Networking, cont'd.	% of Base Salary/xQ 2010		
	P10	Median	P90
Avaya Certified Specialist			
Brocade Certified Fabric Professional (BCFP)			
Cisco Data Center Networking Infrastructure Design Spec			
Cisco Network Admission Control Specialist			
Cisco Rich Media Communications Specialist			
Cisco Storage Networking Design Specialist			
Cisco Storage Networking Support Specialist			
Cisco Unity Design Specialist			
Cisco Unity Support Specialist			
Citrix Certified Enterprise Administrator (CCEA)			
EMC Proven Professional Storage Technologist - Special			
Microsoft Certified Systems Engineer: Messaging (MCSE)			
Sniffer Certified Master			
Citrix Certified Administrator (CCA)			
Microsoft Certified Systems Administrator: Messaging(MC			
Security Certified Network Professional (SCNP)			
Cisco Data Center Storage Networking Design Specialist			
Cisco IP Contact Center Express Specialist (CPCC)			
CWNP/Certified Wireless Network Administrator (CWNA)			
EC-Council Certified VoIP Professional (ECVP)			
EMC Proven Professional Storage Administrator - Special			
Juniper Networks Certified Internet Professional			
Red Hat Certified Architect (RHCA)			
Red Hat Certified Engineer(RHCE)			
RedHat Certified Technician			
Nortel Networks Certified Design Expert (NCDE)			
Cisco VPN Specialist			
EC-Council Network Security Administrator (ENSA)			

**Chart data
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Skills & Certifications Pay – Permanent Employees

Sample

Networking Certifications – cont'd.

(Quarterly data collected through _____, 2011, expressed as percent of base salary.)
New skills added in this edition appear in red.)

Certifications - Networking, cont'd.	% of Base Salary/xQ 2010		
	P10	Median	P90
Cisco Advanced Wireless LAN Design Specialist			
Cisco Wireless LAN Support Specialist			
CWNP/Certified Wireless Network Trainer (CWNT)			
Novell/Master Certified Novell Engineer (MCNE)			
Sniffer Certified Expert			
Microsoft Certified Systems Engineer(MCSE) - all			
Cisco Advanced Wireless LAN Field Specialist			
Cisco Certified Entry Network Technician (CCENT)			
Juniper Networks Certified Internet Associate			
Nortel Networks Certified Design Specialist			
Nortel Networks Certified Support Expert (NCSE)			
Nortel Networks Certified Support Specialist			
SNIA Certified Storage Professional			
Sun Certified Network Administrator for Solaris			
Cisco IP Telephony Support Specialist			
Cisco Certified Network Associate (CCNA, all variations)			
CWNP/Certified Wireless Analysis Professional (CWAP)			
Novell Certified Instructor (CNI)			
Novell Certified Linux Engineer (CLE)			
Novell Certified Linux Professional (Novell CLP)			
Novell/Certified Novell Engineer (CNE)			
Sniffer Certified Professional			
CompTIA Network Technician (Network+)			
CompTIA Convergence+			
CompTIA Linux+			
CompTIA RFID+			
Microsoft Certified Systems Administrator(MCSA)			
Novell/Certified Novell Administrator (CNA)			
Novell Certified Directory Engineer (NCDE)			

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