

Sample

2012 IT Salary+Skills Pay Survey Report

SAP

2012 Quarterly Edition/CANADA

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

January 15, 2012

April 10, 2012

July 10, 2012

October 10, 2012

Sample

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Methodology and Use of Foote Partners' 2012 IT Salary+Skills Pay Survey Reports

How does Foote Partners collect IT compensation data?

Rapidly evolving information technology jobs are often so unique in the universe of business employment that using passive surveying methods to obtain compensation benchmark data can yield extremely inaccurate results. That's because of the common (and dreaded) problem of lack of standardization in IT job titles and what IT professionals actually do on-the-job.

These days it is not uncommon to find specialists with .NET, Java, Python, Ruby on Rails, SAP/ABAP, and a dozens of other programming language skills all with generic "Programmer" or "Developer" titles. Or Linux, Unix, and NT administrators lumped together under a single "Systems Administrator". The problem is that some skills are worth more in the marketplace than others so doing simple job title matches to industry salary surveys often results in underpaying or overpaying IT professionals.

The job title mismatch dilemma 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 Watson, William M. Mercer, Hewitt/AON and 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 seventeen years ago was to create a new methodology that produced the first salary surveys in North America to define and accurately benchmark "new breed" IT positions and job families in Web/I-net, e-Commerce, Data Warehousing/Business Intelligence, Unix and NT, Business Technology (1994 to 1995) and Information Security, SAP and other enterprise software applications (1997, 1998).

The best part about our unique methodology is that it corrects for job title/job content mismatches by classifying 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 to get the most accurate market benchmark available today.

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 120,200 IT workers in more than 2,300 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 **IT-business hybrid 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: 163 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 _____, **2012**) 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, 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 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

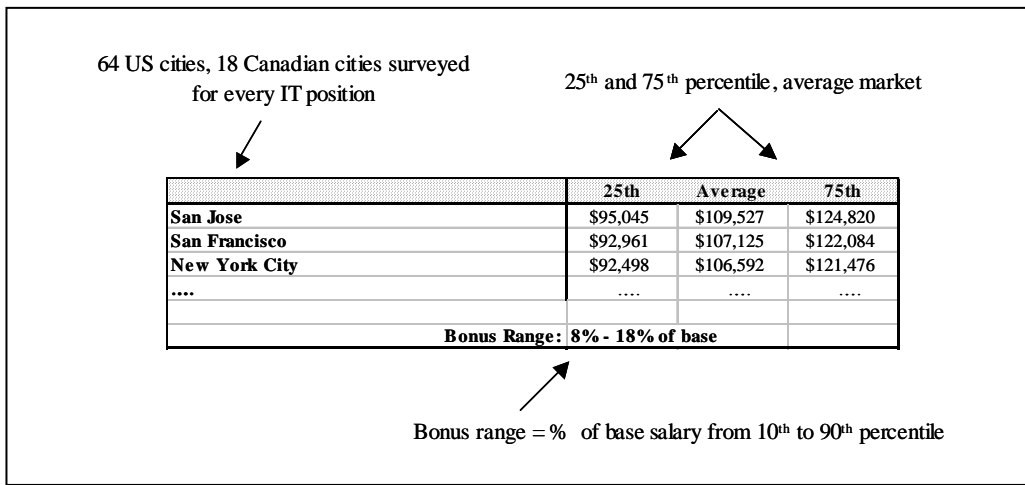
Factor	Industry	Industry
1.00	AVERAGE - ALL INDUSTRIES	
1.15	Pharmaceuticals/Biotech	1.03 Aerospace
1.13	Research and Development	1.02 Hospitality/Leisure
1.12	Business Services/For Profit	1.00 Manufacturing/computer-related
1.12	Software/Services	0.99 Household/Personal Products
1.11	Government(Federal/Defense)	0.99 Media/Publishing
1.10	Electronics	0.96 Food/Beverage/Tobacco
1.10	ISP/ASP	0.96 Logistics/Transportation
1.09	Utilities	0.96 Metals/Natural Resources
1.08	Diversified Financial Services	0.95 Telecommunications/Carrier
1.08	Diversified Systems Integrators/IT Services	0.93 Entertainment/Recreation/Amusement
1.08	Petrochemicals	0.93 Advertising
1.07	Energy/Mining	0.91 Motor Vehicles and Equipment
1.07	Retail/Wholesale Distribution	0.87 Real Estate
1.06	Insurance	0.85 Construction
1.05	Consumer Durable Goods	0.81 Government(Local)
1.04	Healthcare Services/Medical Equip.	0.80 Government(State)
1.03	Commercial Banking/Securities	0.79 Education
1.03	Manufacturing/noncomputer-related	0.76 Not-for-profit
1.03	Telecommunications/Data Services	

Methodology and Use, cont.

Sample

Presentation of Survey Data

Base salary and bonus



Sample

Cities and Metropolitan Areas Surveyed – 2012 Research

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

Sample

SAP Base Salaries and Bonus Ranges

- VP/Director, SAP Program Management
- SAP Project Manager
- SAP Master Data Manager
- SAP Design Architect
- SAP Business Analyst
 - Sr. SAP Business Analyst
 - SAP Business Analyst
- SAP Functional Analyst (SME)
- Sr. SAP Configuration Analyst (Lead)
- SAP Configuration Analyst
- BASIS Administrator
 - Sr. BASIS Administrator
 - BASIS Administrator
 - Jr. BASIS Administrator
- ABAP Developer
 - Sr. ABAP Developer
 - ABAP Developer
 - Jr. ABAP Developer

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 2012 surveyed IT positions, not solely the job family featured in this report.

Sample

(Pages 9-31 missing)

SAP Functional Analyst (SME)

Sample

Dedicated to a specific SAP module or subject matter area (functional, industry, solution), this position is involved in the design and implementation of configurable technology enabled business solutions. Translates end-user system requirements into system designs and solutions, effectively collaborating with business partners, sponsors, executives, users, and the internal IT group. Responsibilities include, among others, defining business and systems strategy, developing system requirements, designing and prototyping, testing, training, defining support procedures and implementation. Responsible for the business process development and configuration in relevant SAP modules. Provides operational support by resolving system issues and implementing approved enhancements. Works closely with customers, colleagues, and other stakeholders to identify requirements and seek opportunities to extend the SAP footprint that will improve business processes and support critical business strategies. Recommends and implements SAP "best practices" solutions, monitoring and managing user requests. Overall, serves as a key resource for day-to-day and on-going activities in the SAP subject domain

Responsibilities

- Works directly with individual users or user groups to proactively provide solutions to a wide range of business and technical problems. Works with IT development resources to coordinate development and successful implementation of new functionality.
- Ability to proactively contribute to an overall IT strategy via direct experience in tactical projects and specific user requirements
- Gathers and documents requirements for system enhancements and communicates those requests to the appropriate IT groups. Seeks solutions for users to increase usage of SAP modules and improve the efficient utilization of those modules.
- Participates in the design, development, testing, implementation, and modifications of programs, changes, and enhancements to SAP systems and custom applications. Includes planning and preparing design proposals, and documenting solutions.
- Defines scope and requirements of new developments to meet changing requirements
- Performs systems analysis and design by meeting with end users and outlining detailed project specifications in order to effectively and efficiently meet business needs and objectives
- Conducts analysis of system specifications based on required business and technical processes. Identifies opportunities to improve system functionality and business process. Develops functional specifications for system changes.
- Develops, modifies and documents SAP configuration\development objects. Analyzes system change requests and provide work estimates. Obtains and documents approval of system changes.
- Ensures complete functionality and that all work meets standards of the IT department and the project
- Effectively implements systems changes and enhancements while meeting or exceeding requirements of each project as outlined by end user specifications.
- Maintains detailed documentation and project files with respect to progress, problems, needed changes, etc., and provides regular reports on such to the Project Leader and/or Systems Manager as requested

2012 IT Salary+Skills Pay Report: SAP (Canada)

- Provides day-to-day user support, as well as drive improved user productivity through developing and implementing new business process and systems solutions.
- Complies with established level of service and support for internal systems to the line organization users.
- Establishes and manages project plans.
- Provides guidance in developing and executing test plans, programs, and materials. Specify and apply testing and quality monitoring procedures. Oversees end-user testing of SAP solutions.
- Help organize user training programs.
- Works closely with other project team and support team members to understand integration between SAP modules. Participates at the departmental level in line organization initiatives, tactics and strategies to act as a liaison from the line organizations to IT for continued development of the internal systems. Interacts with end users during the project cycle
- Provides direction and supervision to team members, as required during the development cycle of assigned projects.
- Assists SAP project manager in scheduling and budget tasks.

Skills and Knowledge

- Possesses a strong working knowledge of SAP technical concepts. Extensive subject matter/SAP module and cross-application technical knowledge
- Detailed understanding of the SAP component area relevant to the job. For example, supply chain processes (e.g. purchasing, receiving, shipping and managing products and materials) combined with knowledge of SAP's Production Planning, Quality Management, Controlling, and Order Management modules, thorough understanding of Inventory Management of Materials Management components, plus an understanding of the products and logistics affecting decisions.
- Knowledge of systems and/or business analysis design concepts. Demonstrated proficiency in the applied use of systems and process analysis tools.
- Thorough understanding of integration amongst core SAP modules
- Ability to facilitate interactive design and functional specification sessions.
- Ability to carry out detailed system design and write specs for development. Capable of performing configuration changes and/or prepare design specifications for ABAP programs
- Strong analytical problem-solving, and conceptual skills for analyzing and evaluating major SAP business requirements of varying complexity. Thorough understanding of all parameters affecting and interfacing with the SAP system
- Experience with interface/dialog programming and complex report development with ABAP Query and Quickviewer. ABAP development skills and tool set knowledge to assess, define, implement, and deliver IT solutions. SAPscript, IDoc's, Workflow, Dialog Development. Smart-Forms, user exits, BAPI's, BADI's, ABAP Objects, BTEs and data dictionary objects
- Ability to diagnose problems and develop and implement. Effectively understand relevant processes so that they can be modeled in internal systems.
- Ability to respond quickly in a rapidly changing business environment
- Ability to translate business processes and requirements into system enhancements; analyze processes for possible future systems improvement; suggest alternative solutions

2012 IT Salary+Skills Pay Report: SAP (Canada)

- Ability to manage small and medium size system enhancement projects; interface with internal customers to identify areas for systems improvement. Define controls, conversion procedures, and systems implementation plans
- Ability to act independently and under very general direction to define, implement, and document SAP system changes in support of business process solutions
- Performs programming/analysis functions by producing structured, maintainable and efficient code Familiarity with the SAP NetWeaver platform functionality is highly desirable.
- Highly developed interpersonal, written and verbal skills with an ability to express complex technical concepts in business terms. Excellent technical writing and system documentation skills
- Must be a “team player” able to work with others in developing and implementing new processes and enabling systems. Able to work with end user groups to define application needs and identify feasible solutions.
- Proactive, self-motivated with the ability to motivate others
- Demonstrated project management skills.
- A customer-focused service attitude
- Good organizational skills, with the ability to meet objectives

Experience

- Bachelors Degree in business or computer related field or the equivalent experience.
- 8 or more years previous work experience in software and enterprise system development.
- 6 or more years experience in the relevant SAP module and pertinent subject matter, including business analysis, requirements definition and translating them into building SAP systems supported solutions in R/3, 4.6, ECC 5.0/6.0, or NetWeaver environments. Configuration experience in the SAP subject matter area.
- Experience in a business functional role relevant to the relevant to the SAP subject matter area is highly desirable.
- Proven understanding of ABAP programming with debugging skills, with working knowledge of user exits
- Experience developing clear and complete functional specifications and test plans for ABAP programming development.
- At least one full lifecycles of a significant SAP implementation through production status (project identification, feasibility, blueprint/design, configuration, testing, documentation, implementation, training and ongoing support)
- Effective relationship building skills and strong skills in coordination, project management, organizational and time management skills. Ability to prioritize and multitask multiple work assignments in a fast paced environment
- Solid communications skills both verbal and written; strong and outstanding customer service skills
- Action oriented with strong analytical and problem solving skills
- Demonstrated ability to develop and implement customer-focused processes & procedures
- Experience working with all levels of the organization, both technical and non-technical.
- Ability to prioritize and multitask.

- SAP certification in module of subject matter expertise is a plus

Sample

SAP modules and skills:

ALE (Application Link Enabling)	MI (Mobile Infrastructure)
AM Asset Management	MM (Materials Management)
APO Advanced Planner & Optimizer	MRO (Maintenance, Repair and Overhaul)
Auto-ID Infrastructure (SAP RF)	NetWeaver Applications Server
ASAP (Accelerated SAP)	NetWeaver BW (NetWeaver BI)
SAP Basis Components	NetWeaver PI (SAP XI)
AFS (Apparel and Footwear Solutions)	NetWeaver Portals/SAP EP
BI Accelerator	NetWeaver Visual Composer
BPC (Business Objects Planning and Consolidation)	NWDS (NetWeaver Developer Studio)
BSP (Business Server Pages)	PLM (Product Lifecycle Management)
SAP BW (Business Warehouse)	PM (Plant Maintenance)
CA Cross Application	PP (Production Planning)
CAF (Composite Application Framework)	PS (Project Systems)
CCM (Catalog Content Management)	PSCD (Collection and Disbursement)
CE (NetWeaver Composition Environment)	Public Sector Management
CFM (Corporate Finance Management)	PY (Payroll)
CO (Controlling)	QM (Quality Management)
CO-PA (Profitability Analysis)	SAM (Service and Asset Management)
CRM (Customer Relationship Management)	SAP Application Server
CS (Customer Service)	SAP Banking
EBP (e-Procurement)	SAP BODI
EDI	SAP Business One
EHS (Environmental Management)	SAP Business Workflow/Webflow
EPM (Enterprise Performance Management)	SAP Crystal Reports
ERP Operations (multi-skills)	SAP Manufacturing
ESA (Enterprise Services Architecture)	SAP Oil & Gas
FI - FSCM (Financial Supply Chain Management)	SAP Retail
FI - Travel Management	SAP Security
FI (Financial Accounting)	SAP Smart Forms
FS (Insurance)	SAP Solution Manager
GRC (Governance/Risk Mgmt/Compliance)	SAP Web Application Server
GTS (Global Trade Services)	SAP Xcelsius
HANA (In-Memory Appliance)	SAP xMII
HCM	SCM (Supply Chain Management)
HCM ESS/MSS	SD - GTS (Global Trade Systems)
IM (Investment Management)	SD (Sales and Distribution)
IS-U (Utilities)	SEM (Strategic Enterprise Management)
ITS (Internet Transaction Server)	SM (Service Management)
KW (Knowledge Warehouse)	SRM (Supplier Relationship Management)
LES (Logistics Execution System)	TM (Transportation Management)
LO (Logistics General)	Web Dynpro
MDM (Master Data Management)	WM (Warehouse Management)
MDX (Multi-Dimensional Expression Language)	WM - EWM (Extended Warehouse Management)

Working Relationships

Sample

Internal:

- Serve as a resource to ABAP programmers, developers, and BASIS Administrators in designing, configuring and implementing an SAP system which supports the company's business and operational needs. Provide leadership and guidance to subordinates.

Sample

(IT Salary+Skills Pay Survey Report: SAP/Canada data tables sample is shown below.)

SAP Functional Analyst (SME)

Xrd Quarter - 2012 Base Salary and Bonus Range:

	25th	Average	75th
Vancouver, BC			
Oshawa, ONT			
Toronto, ONT			
Windsor, ONT			
Calgary, ALTA			
Hamilton, ONT			
Mississauga, ONT			
Kitchner, ONT			
London, ONT			
Ottawa, ONT			
St. Catharines, ONT			
Montreal, QUE			
Edmonton, ALTA			
Regina, SASK			
Saskatoon, SASK			
Quebec City, QUE			
Winnipeg, MB			
Halifax, NS			
(all salaries in Canadian dollars)			
Bonus Range:	of base		

**Chart data
has been
shielded**

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.

Sample

(Pages 38-71 missing)

Sample

Skills & Certifications Pay

Current Quarter 2012 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 Data From the Foote Partners 2012 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 a variety of technical and business 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 technology skills used on the job (with or without formal certification of those skills). This 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 a Cisco Network Engineer, Python Software Engineer, Red Hat Linux Systems Administrator, 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, Python, Ruby on Rails, SAP, and even Cobol specialists all with "Programmer" or "Developer" titles. But some of these skills are worth more than others in the marketplace. Benchmarking salaries of these various IT specialists to a single job title in a salary survey – if you can even find the job title -- 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 engineers in the Cisco environment world be "Cisco Network Administrators". But there is much resistance at many employers for doing this. 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 530 certified and noncertified IT skills, based on current compensation practice at more than 2,300 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.

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 502 IT certifications and noncertified skills and is continuously updated and published every three months. Updated data in this edition was collected **through _____, 2012**, including 31,953 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):

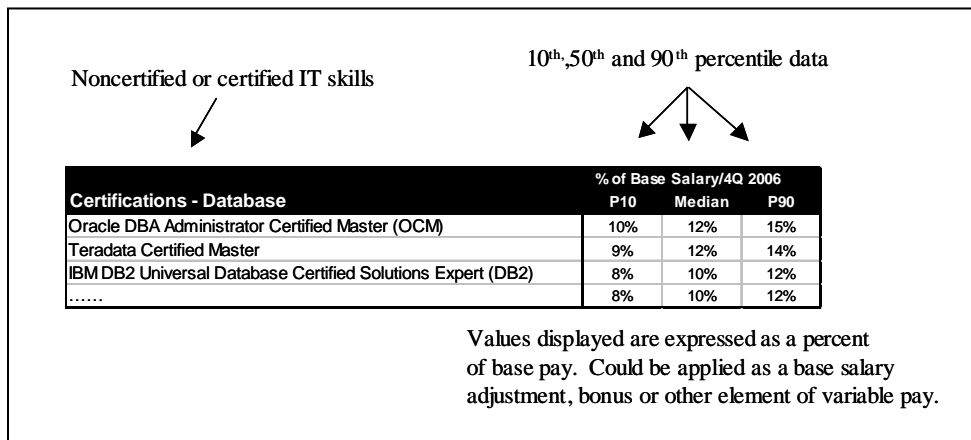
Skills:

- 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 research findings (collected through _____, **2012**) 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

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- 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 \$500 million

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) | | |

Sample

Cities and Metropolitan Areas Surveyed

2012 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	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 Premiums – Permanent Employees

Sample

SAP Skills (non-certified)

(Quarterly data collected through _____, 2012, expressed as percent of base salary.)

New skills added in this edition appear in red.

SAP & Enterprise Business Applications Skills	Pay Premium as % of Base Salary - 2Q 2011		
	P10	Median	P90
ABAP			
Accelerated SAP (ASAP)			
Business Objects/BOBJ			
J.D. Edwards (Oracle)			
NetWeaver			
NetWeaver PI (SAP XI)			
NetWeaver Portal (SAP EP)			
SAP Advanced Planner & Optimizer (APO)			
SAP ALE (Application Link Enabling)			
SAP Auto-ID Infrastructure (SAP RF)			
SAP Banking			
SAP Basis Components			
SAP BODI (Business Objects Data Integrator)			
SAP BPC (BusinessObjects Planning and Consolidation)			
SAP BSP (Business Server Pages)			
SAP Business One			
SAP Business Workflow/Webflow			
SAP BW Accelerator			
SAP CA (Cross Application)			
SAP CAF (Composite Application Framework)			
SAP CCM (Catalog Content Management)			
SAP CE (NetWeaver Composition Environment)			
SAP CFM (Corporate Finance Management)			
SAP CO (Controlling)			
SAP CO-PA (Profitability Analysis)			
SAP CRM (Customer Relationship Management)			
SAP CS (Customer Service)			
SAP EBP (e-Procurement)			

**Chart data
has been
shielded**

Skills & Certifications Pay Premiums – Permanent Employees

SAP Skills (non-certified) – cont'd.

(Quarterly data collected through _____, 2012, expressed as percent of base salary.)

New skills added in this edition appear in red.

SAP & Enterprise Business Applications Skills, cont.	Pay Premium as % of Base Salary - 2Q 2011		
	P10	Median	P90
SAP EDI			
SAP EHS (Environmental Management)			
SAP EPM (Enterprise Performance Management)			
SAP ECC ERP (operations multi-skills)			
SAP ESA (Enterprise Services Architecture)			
SAP FI (Financial Accounting)			
SAP FI - FSCM (Financial Supply Chain Management)			
SAP FI - Travel Management			
SAP FS (Insurance)			
SAP GRC (Governance, Risk, and Compliance)			
SAP GTS (Global Trade Services)			
SAP HANA (In-Memory Analytics Appliance)			
SAP HCM (SAP HR)			
SAP HCM ESS/MSS			
SAP IM (Investment Management)			
SAP IS-U (Utilities)			
SAP ITS (Internet Transaction Server)			
SAP KW (Knowledge Warehouse)			
SAP LES (Logistics Execution System)			
SAP LO (Logistics General)			
SAP Manufacturing			
SAP MDM (Master Data Management)			
SAP MDX (Multi-Dimensional Expression Language)			
SAP MI (Mobile Infrastructure)			
SAP MM (Materials Management)			
SAP MRO (Maintenance, Repair and Overhaul)			
SAP Netweaver Applications Server			
SAP NetWeaver BW (NetWeaver BI)	11%	13%	14%

**Chart data
has been
shielded**

Sample

Skills & Certifications Pay Premiums – Permanent Employees

SAP Skills (non-certified) – cont'd.

(Quarterly data collected through _____, 2012, expressed as percent of base salary.)

New skills added in this edition appear in red.)

SAP & Enterprise Business Applications Skills, cont.	Pay Premium as % of Base Salary - 2Q 2011		
	P10	Median	P90
SAP NetWeaver Visual Composer	44%	48%	45%
SAP NWDS (NetWeaver Developer Studio)			
SAP Oil & Gas			
SAP PLM (Product Lifecycle Management)			
SAP PM (Plant Maintenance)			
SAP PP (Production Planning)			
SAP PS (Project Systems)			
SAP PSCD (Collection and Disbursement)			
SAP Public Sector Management			
SAP PY (Payroll)			
SAP QM (Quality Management)			
SAP Retail			
SAP SAM (Service and Asset Management)			
SAP SCM (Supply Chain Management)			
SAP SD - GTS (Global Trade Systems)			
SAP SD (Sales & Distribution)			
SAP Security			
SAP SEM (Strategic Enterprise Management)			
SAP SM (Service Management)			
SAP Smart Forms			
SAP Solution Manager			
SAP SRM (Supplier Relationship Management)			
SAP Web Application Server			
SAP WM - EWM (Extended Warehouse Management)			
SAP WM (Warehouse Management)			
SAP xMII			
Web Dynpro	8%	10%	12%

**Chart data
has been
shielded**