

Sample

IT Salary+Skills Pay Survey Report

Web/I-net

2009 Quarterly Edition/U.S.

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

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April 10, 2009

July 10, 2009

October 10, 2009

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Methodology and Use of Foote Partners' 2009 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 the most reputable HR consulting firms, including Towers Perrin, William M. Mercer, Watson Wyatt, Hewitt, and Aon/Radford, refuse to offer a solution via their off-the-shelf IT salary surveys: You must contract with them for expensive custom survey consulting.

Our solution more than a decade 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 time-consuming, expensive, and requires a deep grounding in technology and the nuances of IT professional employment.

Along with having that unique grounding, Foote Partners has unprecedented access to 84,000 IT workers at more than 1,900 research partner employers. Overall, our methodology produces better data screening and cleaning, 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 IT job title alignment methods.*

IT infrastructure positions form a strong foundation for our research, however Foote Partners’ competitive distinction has long been its focus on those critical new strategic and tactical positions often unreported (or under-reported) in other IT surveys. Findings are updated continuously and published every three months, 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---many of whom were clients, colleagues, and associates of our senior research team of former McKinsey & Company, Towers Perrin, Gartner and META Group consultants and analysts---have been forged over many years. We have access not only to their IT compensation databases but to IT managers and workers to facilitate the matching of job content with comparable job titles.

Foote Partners surveys IT compensation job-by-job, city-by-city: 125 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 2009 research findings (collected and updated quarterly) represents more than 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
- 42% 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)
- 58% 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

Industries Surveyed

Foote Partners surveys every employer in each target market that has a significant influence on local employment conditions, inclusive of all industries. Following are among the most frequent industries surveyed:

Advertising	Engineering	Manufacturing/Industrial
Aerospace	Entertainment/Recreation/Amusement	Petrochemicals
Banking	Financial Services	Pharmaceuticals/Biotech
Business Services/For Profit	Food/Beverage	Research and Development
Chemicals	Government (Fed/State/Local)	Retail/Wholesale Distribution
Construction/Architecture	Healthcare/Medical	Security Products/Services
Consumer Products	Hospitality and Travel	Software
Defense/Military	Insurance	IT Services/Systems Integrators
Education/Not-For-Profit	ISP/ASP	Telecommunications/Data services
Electronics	Media/Publishing	Telecommunications/Carrier
Energy/Mining	Manufacturing/Computer-related	Transportation (Air/Rail)
		Utilities

Industry Differentials

Salary survey data for every position in each city/metro area is reported by percentile and market average across all industries, but can be adjusted for specific industries by using our industry multipliers. Foote Partners calculates industry multipliers twice annually by consolidating survey data and computing relative values *across all surveyed jobs* (1.00 = average of all industries). 2008 data may be adjusted by applying the appropriate multipliers shown below, however be advised that individual jobs in an industry do not necessarily behave alike.

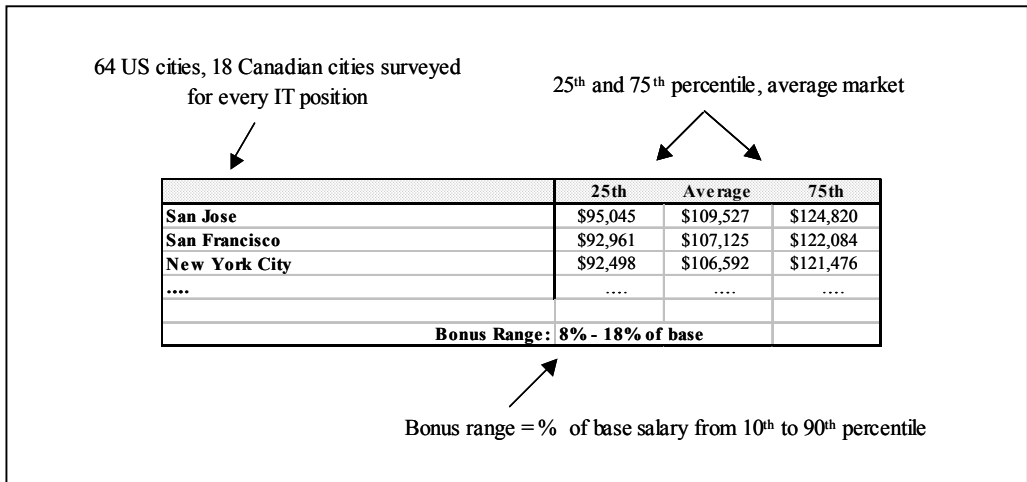
Factor	Industry	Factor	Industry
1.17	Research and Development	0.99	Manufacturing/noncomputer-related
1.15	Systems Integrators/IT Services	0.98	Utilities
1.11	Defense/Military	0.98	Telecommunications/Carrier
1.07	Insurance	0.97	Healthcare/Medical
1.07	Business Services/For Profit	0.97	Government(Fed/State/Local)
1.06	Media/Publishing	0.96	Hospitality and Travel
1.05	Telecommunications/Data	0.95	Manufacturing/computer-related
1.04	Consumer Goods	0.92	Wholesale/Retail Distribution
1.03	Aerospace	0.92	Advertising
1.03	ISP/ASP	0.92	Transportation(Air/Rail)
1.03	Pharmaceuticals/Biotech	0.91	Petrochemicals
1.01	Entertainment/Recreation/Amusement	0.85	Construction/Architecture
1.01	Banking/Financial Services	0.80	Business Services/Not-for-profit
1.00	Energy/Mining	0.80	Education/Not-for-profit
1.00	Engineering		

Methodology and Use, cont.

Sample

Presentation of Survey Data

Base salary and bonus



Sample

Cities and Metropolitan Areas Surveyed – 2009 Research

(This report is available with either [U.S. Tier 1](#) and [Tier 2](#) cities)

Canadian Cities

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

Tier 1 Cities(U.S.)

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

Tier 2 Cities(U.S.)

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

Sample

Web/I-net Base Salaries and Bonus

- VP/Director, Web Systems
- Manager, Web Systems
- Web/I-net Project Manager
- Web Architect
- Webmaster — Designer/Site Builder
- Webmaster — Technical
- Web Engineer
- Sr. Web Developer
- Web Developer
- Web Site Administrator
- Web Security Manager
- Web Customer Support Specialist

Sample

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Web Engineer

Sample

This position provides deep technical expertise and direction in the development and support of Web sites and systems, serving as an intermediary system integrator between desktop/client and all Web server back ends and focusing on tuning and leveraging information demand with processing capabilities. Is responsible for the information processing performance of the internal/external Webs, which typically involves gateway scripting languages and middleware translators (e.g., SQL), plus utilities for creating Web application links to database back ends (e.g. RDBMS, MDDDBMS, OODBMS) back ends. Is responsible for system performance optimization, maintenance, and production support. Is responsible for currency, quality, and integrity of information in internal and external Web sites (to the extent possible, given information “ownership” realities) and for providing consistency across sites. Works with DBAs, consultants, and the rest of the Web team to refine the conceptual system design requirements into a technical design consisting of job flows and program specifications and solves the range of interoperability issues that may exist in the I-net environment.

Works closely with domain (or content) experts to understand customer’s business objectives and system requirements. Analyzes functional requirements and participates in the design of system architectures. Identifies and utilizes appropriate methodologies, development tools, and third-party applications for a given project. Works closely with the Web/I-net Project Manager and Webmaster(s) to define implementation activities and assign individual responsibilities. Assumes leadership role for implementation activities. Fosters effective working relationships with other project leaders and development teams.

Participates in, and supervises when necessary, all phases of the development cycle. Is a specialist with expertise in Web management tools, working closely with customers to determine their strategic information requirements and subsequently measure performance against expectations.

Responsibilities

- Be responsible (with Web Architect) for technical design of I-net system architecture that meets functional and human requirements.
- As a key member of the Web team, aid in the system development process, including planning and monitoring system development efforts, coordinating activities with other groups, reviewing deliverables, and communicating status to management:
 - participate in technical evaluations of software vendors and applications, when required
 - develop requirements and review program design specifications for new or upgraded systems for completeness and conformance to standards
- Work with Web team to create Inter/intranet Web sites that enable easy, natural end-user access. Assist in designing, managing, and executing Web pilots:
 - conduct feasibility studies for proposed systems and modifications to existing systems
 - participate in development of internal design specifications
- Work closely with domain (content) experts to understand customer’s business objectives and system requirements.

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- Support production systems as required. Optimize performance, resolve problems, and provide timely follow-up on problem reports. Monitor and control infrastructure performance in the areas of response, throughput, and availability:
 - proactively research and locate the necessary tools and processes to identify and analyze troublesome trends as they develop
 - 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
 - performance tune online Web system(s), including solving interoperability issues
 - code, test, and implement programs as required, documenting changes according to established IT standards
- Plan, design, schedule, and conduct Web system usability tests; monitor test results; and take required corrective actions.
- Be involved in prototyping efforts, ensuring functional coordination of all client/server layers.
- Be involved in capacity planning, monitoring of Web growth, and processor usage.
- Participate in various IT projects intended to continually improve/upgrade the network telecommunications infrastructure, such as evaluation of new software and hardware required to meet a business need or to make a process more cost-effective.
- Work closely with the Web/I-net Project Manager to define implementation activities and assign individual responsibilities. Assume leadership role for implementation activities. Provide routine status of activities to Project Manager (or direct supervisor).
- Provide technical direction and training to Web team personnel.
- Foster effective working relationships with other IT project leaders and development teams.
- Work closely with customers to determine their strategic information requirements and measure Web system performance against expectations.
- Assist in customer issue resolution.
- Develop project plans, schedules, and resource requirements.
- Coordinate development and implementation activities with other parts of the enterprise.

Skills and Knowledge

- Demonstrated expertise in I-net technologies, Web tools, and applications, such as HTML, XML, Perl, CGI scripts, Java, JavaScript, ActiveX/VBX/OCX, C/C++, VRML, Oracle Web Server/Netscape Server/Microsoft Internet Server, NSAPI, and ISAPI.
- Demonstrated expertise in SQL and one or more RDBMS technologies (e.g., Oracle, Informix, Sybase), including design, construction, management, tuning, file access methods.
- Experience developing and integrating systems in multiplatform environments (e.g., NT, Unix).
- Strong knowledge of Web server development and implementation strategies.
- Proficiency in the following a plus:
 - Web server installation, configuration, and operation
 - TCP/IP stacks and their configuration
 - Unix kernel tuning and shell/socket programming; Unix programming in C, Perl, SQL, and HTML
 - transaction processing

2009 IT Salary+Skills Pay Report: Web/I-net (U.S.)

- network and WWW security (e.g., SHHTTP, SSL)
- Netscape Commerce Server administration, tuning, and extension
- approaches/tools required for electronic commerce (e.g., CyberCash, DigiCash, ICVerigy, First Virtual)
- In-depth configuration and management of Internet facilities including DNS, routing, access control, Internet applications including WWW and mail, Internet mailers, Internet Security, Unix environment, and NT.
- Strong analytical and problem-solving skills.
- Familiarity with LOB legacy systems.
- Ability to effectively adapt to and apply rapidly changing technology to business needs and to marry multiple tools together to solve business problems.
- Strong customer focus. Knowledge and understanding of business needs, with the ability to manage client expectations by establishing and maintaining a high level of customer trust and confidence in the Web team's knowledge of, and concern for, customer requirements.
- Solid project management skills, effectively arranging resources and managing multiple small to large projects in a cross-functional environment.
- Effective teamwork and interpersonal and communications skills, both oral and written; ability to present and explain technical information in a way that establishes rapport, persuades others, and gains understanding.

Sample

Experience

- Bachelor's degree in Computer Science, Engineering, or a related discipline, or equivalent experience.
- 5-6 years of experience in information systems with emphasis on online application systems design and implementation. At least 2 years of systems and development experience with multiplatform environments including Unix, NT, or Linux, as well as significant PC or client/server platform knowledge, during which more than one of the following has occurred:
 - Demonstrated development of multidisciplinary, high-performance work teams/groups
 - Successful development and implementation of new technology and processes
 - Demonstrated high competency in project management and effective management of resources in the execution of multiple projects
 - Successful experience in working with customers to develop effective solutions to diverse and complex business problems
 - Successful experience in design and implementation of Web sites/systems
- Successful previous experience in design and implementation of Web sites/systems. Previous DBA (preferred RDBMS/MDDDBMS) and/or Webmaster experience a big plus.
- Substantial work experience over the entire software development process, including requirement gathering and analysis, design, selection of tools and technologies, release and version control, testing methodologies, and deployment management.

Working Relationships

Sample

Internal:

- Reports to Webmaster — Technical or Web/I-net Project Manager depending on team and organizational structure.
- Has regular contact with Web team and customer community. Has close working relationship with IT peer group.

External:

- Has regular contact with outside vendors, other companies, and contractors/consultants in support of project development efforts.
- Develops relationships with professional organizations, user groups, and industry trade groups to stay current with technology.
- Works with customer areas and customer management in supporting the systems development process and production environment.

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

Sample

Web Engineer

This Quarter - 2009 Base Salary and Bonus Range:

	25th	Average	75th
San Jose			
San Francisco			
New York City			
Lower Fairfield Cty,CT/Westchester Cty, NY			
Boston			
New Jersey/Northern			
Los Angeles			
Seattle			
Chicago			
Detroit			
Washington DC			
Houston			
San Diego			
Philadelphia			
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 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)**

Sample

Web Engineer

This Quarter - 2009 Base Salary and Bonus Range:

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

Sample

(Pages 48–64 missing)

Sample

Skills & Certifications Pay

Current Quarter 2009 Data

Sample

Using Foote Partners Skills & Certifications Pay Survey Research

What is IT skills and certifications pay?

It is common practice today for employers to isolate, recognize and reward experience in a variety of IT 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 problem of job titles that don't match what people really do on-the-job. If you need to differentiate workers within a broad job category such as "programmer", "administrator", or "analyst" in order to match them to true market pay levels -- say you've got Linux, Unix, .Net, java, SAP, and Cobol specialists all with the same basic job title -- why not instead adjust their base pay for the presence of these various technical skills and benchmark their base pay to 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 354 certified and noncertified IT skills, based on current compensation practice at 1,980 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.

How to Use, cont.

Sample

How does Foote Partners collect skills pay data?

Foote Partners' primary research report for skills and professional certifications pay is the **IT Skills and Certifications Pay Index (ITSCPI)**, which tracks premium pay for more than 354 IT certifications and noncertified skills and is **continuously updated and published every three months**.

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.

How to Use, 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

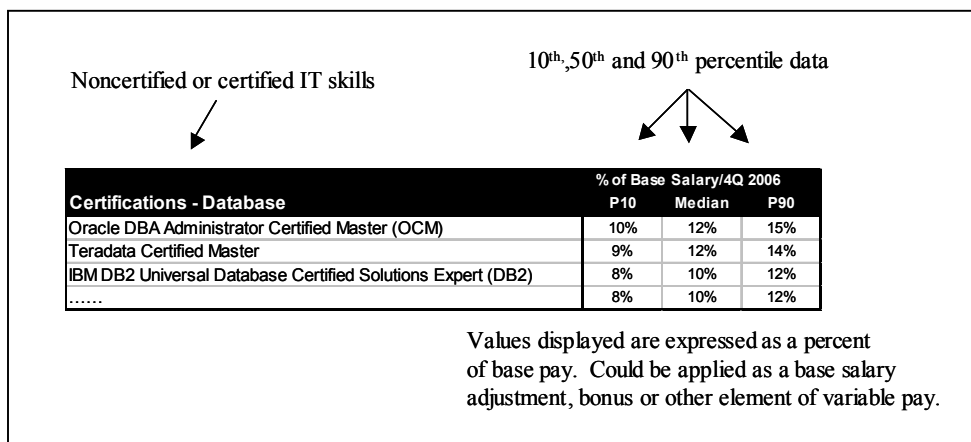
SAP and Enterprise Business Applications
Database
Project Experience
Management, Process and Methodology

Certifications:

General and Training
Application Development/Programming
Languages
Database
Web Development

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

How is the data presented?



How to Use, cont.

Sample

Research participant metrics

IT compensation data for our latest 2009 survey research (**updated quarterly**) 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

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- [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 2009 IT Skills and Certifications Pay Index

Canada

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

United States

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

Sample

Skills & Certifications Pay – Permanent Employees

Web/I-net Certifications

(Data collected during xRD Quarter 2009, expressed as percent of base salary.
New in this edition are in red.)

Web/I-net Certifications	% of Base Salary/xQ 2009		
	P10	Median	P90
Cisco Certified Internetwork Expert (CCIE)			
Cisco Certified Internetwork Professional (CCIP)			
Cisco Certified Network Associate (CCNA)			
Cisco Certified Network Professional (CCNP)			
CompTIA Internet Technician (I-Net+)			
CompTIA Linux+			
CompTIA Project+			
GIAC Certified Forensic Analyst (GCFA)			
GIAC Certified Unix Security Administrator (GCUX)			
GIAC Certified Windows Security Administrator (GCWN)			
GIAC Security Essentials Certification (GSEC)			
GIAC Security Expert (GSE)			
IBM Certified Database Administrator			
IBM Certified SOA Solution Designer			
IBM Certified Solutions Developer: WebSphere (all)			
IBM Certified Systems Administrator			
IBM DB2 Universal Database Certified Solutions Expert (DB2)			
Linux Professional Institute certification (LPIC-Level 2)			
Microsoft Certified Applications Developer(MCAD)			
Microsoft Certified Database Administrator (MCDBA)			
Microsoft Certified IT Professional (MCITP/all)			
Microsoft Certified Professional Developer (all)			
Microsoft Certified Professional+Internet (MCP+I)			
Microsoft Certified Solution Developer (MCSD)			
Microsoft Certified Systems Admin Security (MCSA:Security)			
Microsoft Certified Systems Administrator(MCSA)			

Sample

Skills & Certifications Pay – Permanent Employees

Web/I-net Certifications – cont'd.

(Data collected during __ Quarter 2009, expressed as percent of base salary.
New in this edition are in red.)

Web/I-net Certifications	% of Base Salary/xQ 2009		
	P10	Median	P90
Microsoft Certified Systems Engineer(MCSE)			
Microsoft Certified Systems Engineer: Security(MCSE:Security)			
Microsoft Certified Systems Engineer+Internet (MCSE+I)			
Novell Certified Linux Engineer (CLE)			
Novell Certified Linux Professional (Novell CLP)			
Novell/Certified Internet Professional (CIP)			
Novell/Certified Novell Administrator (CNA)			
Novell/Certified Novell Engineer (CNE)			
Novell/Master Certified Novell Engineer (MCNE)			
Oracle DBA Administrator Certified Associate (OCA)			
Oracle DBA Administrator Certified Master (OCM)			
Oracle DBA Administrator Certified Professional (OCP)			
Project Management Professional(PMP)			
Prosoft CIW Associate			
Prosoft Master CIW Administrator			
Prosoft Master CIW Designer			
Prosoft Master CIW Enterprise Developer			
Prosoft Master CIW Web Site Manager			
Sun Certified Developer for Java 2 Platform			
Sun Certified Enterprise Architect for Java Platform			
Sun Certified Programmer for Java Platform			
Sun Certified Systems Administrator for Solaris			

Skills & Certifications Pay – Permanent Employees

Sample

Web/I-net Skills (non-certified)

(Data collected during __ Quarter 2009, expressed as percent of base salary.
New in this edition are in red.)

Web/I-net Skills - noncertified	% of Base Salary/xQ 2009		
	P10	Median	P90
Active Server Pages			
ActiveX			
AJAX (Asynchronous JavaScript and XML)			
Apache HTTP web server			
BEA WebLogic			
C			
C#			
C++			
CGI			
Cold Fusion			
DB2			
Documentum			
HTML/DHTML			
Infrastructure architecture			
ISA server			
Java Database Connectivity (JDBC)			
Java Server Pages			
Java/J2EE,SE,ME			
JavaBeans/EJB			
JavaScript			
JBoss applications server			
Jscript			
Linux			
Microsoft .NET (Visual Studio .NET, Visual Basic .NET, ASP.NET)			
Microsoft BizTalk Server			
Microsoft Commerce Server			
Microsoft Content Management/Sharepoint Server			
Microsoft Identity Integration Server			
Microsoft Internet Information Server (IIS)			
Microsoft SQL Server			
MySQL			
Oracle DB / 8i/9i/10g/11i			
Oracle Developer Suite			
Oracle Workflow			
Perl			

Sample

Skills & Certifications Pay – Permanent Employees

Web/I-net Skills (non-certified) – cont’d.

(Data collected during __ Quarter 2009, expressed as percent of base salary.
New in this edition are in red.)

Web/I-net Skills - noncertified	% of Base Salary/xQ 2009		
	P10	Median	P90
PHP			
PL/SQL			
Project management			
Python			
RAD, Extreme Programming (XP)			
Ruby			
Ruby on Rails			
SOAP(Simple Object Access Protocol)			
SQL Windows			
Sybase Adaptive Server			
VBScript			
Visual Basic			
Visual C++			
Visual Interdev			
Visual J++			
Visual SQL			
VoiceXML			
WebSphere			
Windows NT			
Windows Server 2003 (all editions)			
Windows Vista/XP			
WSDL (Web Services Description Language)			
XHTML			
XML (all variants)			