

# Sample

## **IT Salary+Skills Pay Survey Report**

### **Microsoft Windows**

### **2009 Quarterly Editions/US**

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

**January 15, 2009**

**April 10, 2009**

**July 10, 2009**

**October 10, 2009**

# Sample

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# Sample

## **Methodology and Use of Footo Partners' 2009 IT Salary+Skills Pay Survey Reports**

### **How does Footo 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, Footo 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 Footo 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**

Footo 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. Footo 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.

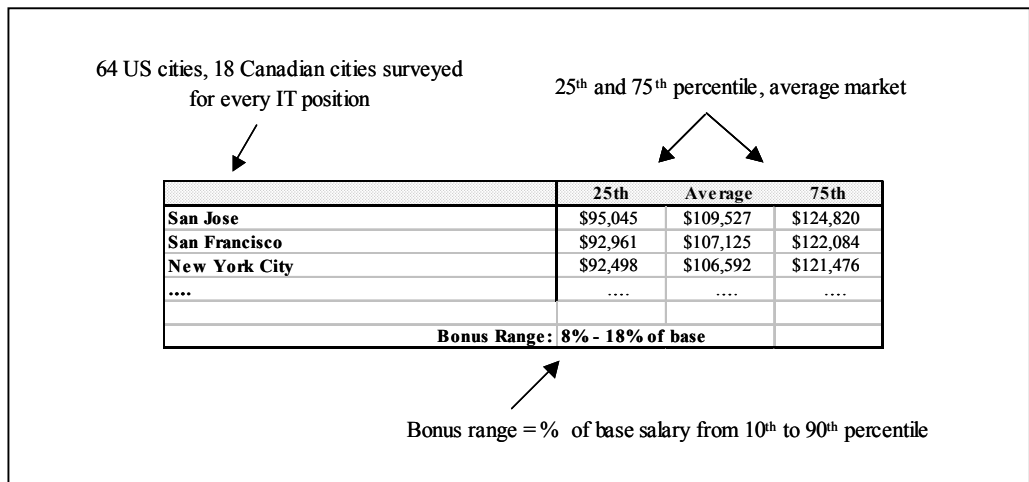
Factor	Industry	Factor	Industry
1.17	Research and Development	0.99	Manufacturing/noncomputer-related
1.15	Systems Integrators/IT Services	0.98	Utilities
1.11	Defense/Military	0.98	Telecommunications/Carrier
1.07	Insurance	0.97	Healthcare/Medical
1.07	Business Services/For Profit	0.97	Government(Fed/State/Local)
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**

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## **Windows Base Salaries and Bonuses**

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- Director–NT/Unix Engineering
- Director–Client and Network Systems
- Manager–NT/Unix Operation Services
- Manager-NT/Unix Systems Engineering
- Sr. Systems Engineer – NT/Unix Operating Systems
- Systems Engineer – NT/Unix Operating Systems
- Director – Enterprise Messaging Systems
- Senior Enterprise Messaging Engineer
- Enterprise Messaging Engineer

**Sample**

**(Pages 9 – 22 missing)**

## Manager, Systems Engineering (NT/Unix/Linux)

# Sample

Is responsible for managing the NT, Linux, or Unix systems engineering organization. Builds, develops, and manages an organization of highly talented system programmers and administrators with a span of technical and organizational process experience appropriate to support the company's information requirements and business and technical objectives, including development of NT/Unix/Linux OS, technical support, software/systems programming, and data center capabilities. Are a creative innovator and a technically hands-on manager who can manage a diverse technical staff and resources in multiple projects through all life-cycle phases in accordance with established direction and standards. Articulates a technical vision that coincides with and fully supports the overall business planning process. Establishes systems programming standards and program documentation requirements. Plays a key role in the organizational transition from a mainframe-oriented to NT/Linux/Unix computing, with a strong coordinating role with other computing architectures such as Web platforms.

### Responsibilities

- Build, develop, and manage Unix systems engineering organization, including organizing development of Unix, NT, or Linux OS technical support, software/systems programming, and data center capabilities
- Articulate a technical vision that coincides with and fully supports overall business planning process
- Establish systems programming standards and program documentation requirements
- Establish concise and measurable organizational goals that are consistent in supporting corporate objectives
- Participate in departmental, division, and corporate strategic and tactical planning processes
- Coordinate the efforts of the Unix/NT/Linux group with other computing groups (e.g., MVS, intranet, Web)
- Define and monitor multiple project priorities and provide technical and administrative supervision; ensure appropriate management is apprised of operational status of projects
- Provide career development and training opportunities for technical staff of highly talented Unix systems administrators; conduct performance evaluations and assist Human Resources department in creating compensation and performance management programs
- Develop and monitor operating budget
- Communicate critical information to management, users, and staff
- Provide business and technical consultation and support to users and other technical units
- *Performance and tuning analysis:* Ensure stable performance for the Unix/NT/Linux and RDBMS environment; undertake performance monitoring/analysis, identify and resolve bottlenecks, resolve problems, and produce performance reports for management; provide business application users and management with a well-tuned Unix server environment
- *Capacity planning:* Provide appropriate hardware/software resources for business applications on Unix servers; perform capacity planning, workload modeling and prediction, and purchasing recommendations for new hardware/software or upgrades; provide the business applications enough resources for their short-term and long-term growth

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- *Systems support:* Ensure Unix, NT, or Linux systems, and all related elements, are maintained at the highest level of support; plan, set procedures, and provide technical supervision and consulting for junior staff members; provide reliable and secure system for business applications
- *Long-term strategic planning:* Ensure company client/server technology keeps pace with new products and industry directions; research, introduce, and recommend new technology that benefits the organization; provide new solutions for the client/server business environment
- *Application support:* Ensure client/server applications run successfully and are optimally tuned to maximize use of system resources while minimizing client impact; assist application developers in problem determination, system and application tuning, and consultation on projects; provide technical consulting and performance analysis skills to the application development groups
- *RDBMS support:* Provide high-level support for the RDBMS environment; install software, resolve problems, implement standards, and provide backup DBA responsibilities; deliver a well-tuned, stable database environment
- *Problem resolution tracking:* Ensure data pertaining to the status of problems and service requests is entered into problem tracking systems accurately and promptly on a daily basis; provide an up-to-date picture of service delivery status and backlog
- *Software upgrades and planning:* Ensure the client/server environment is updated with current stable versions of software products; maintain currency with operating system and support software; plan and implement major software upgrades; ensure change management procedures and methodologies are implemented and followed; provide a current well-managed operating environment for production processing and application development

### **Skills and Knowledge**

- Ability to articulate a technical vision that coincides with and fully supports the overall business planning process
- A broad knowledge of all technical disciplines required to support a mission-critical Unix/NT/Linux and /RDBMS enterprise; knowledge of other computing platforms.
- OS software: proficient in NT, Linux, or at least one Unix operating system (e.g., HP-UX, Sun Solaris).
- RDBMS: experience with one or more databases (e.g., Oracle, DB2)
- Basic knowledge of internal and external disks, hardware connectivity, disk arrays, tape drives, hard-copy devices, hardware shutdown and boot-up procedures, disk format configuration, and volume manager software. Highly desirable: SAN
- Prior supervisory experience and knowledge of NT, Linux, or Unix shell scripts, SQL, and network protocols (e.g., TCP/IP)
- Ability to effectively adapt to and apply rapidly changing technology to business need
- Ability to establish and maintain a high level of user trust and confidence in the group's knowledge of, and concern for, users' business needs and information requirements. Solid understanding of major lines of business and the ability to effectively adapt to and apply rapidly changing technology to business needs
- Strong analytical and problem-solving skills
- Effective interpersonal and communications skills; a strong mentor of teamwork and interdepartmental communications

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- Budget and project management process experience spanning small to large projects in a cross-functional environment
- Planning and goal setting at macro and micro levels; ability to define, prioritize, schedule, and monitor multiple technical projects, developing and maintaining comprehensive project plans/schedules (and using same to provide senior management with accurate and complete status information)
- Ability to assist with network and application troubleshooting and to provide technical consulting support to software development staff
- Ability to track new technologies for application to business initiatives and prepare technical presentations that bring about effective decision making

### **Experience**

- Bachelor's degree in Computer Science, Engineering, or related discipline; Master's degree is desirable; equivalent experience acceptable
- 8 or more years of technical and managerial experience including 5 years of administrative management experience
- At least 5 years of experience managing technical disciplines in Unix, NT, or Linux systems areas, including programming/development experience in major projects; extensive knowledge of related hardware, software, and network communications
- Solid technical understanding of mainframe (MVS, CICS) is highly desirable, internetworking architectures, and new computing architectures (e.g., intranet, Web) is highly desirable
- Demonstrated experience presenting technology recommendations from a business perspective
- A proven track record of managing diverse technical staff and resources in multiple projects through all life-cycle phases in accordance with established direction and standards
- Highly desirable certifications for this position:
  - Cisco Certified Network Professional (CCNP)
  - Citrix Certified Administrator (CCA)
  - Citrix Certified Enterprise Administrator (CCEA)
  - CompTIA Server+
  - CompTIA Linux (Linux+)
  - EMC Proven Professional
  - GIAC Certified Unix Security Administrator (GCUX)
  - HP/Accredited Systems Engineer (ASE)
  - HP/Certified Systems Engineer
  - HP/Master Accredited Systems Engineer (Master ASE)
  - Linux Professional Institute certification (LPIC-Level 2)
  - Master Certified Novell Engineer (Master CNE)
  - Microsoft Certified Systems Administrator (MCSA)
  - Microsoft Certified Systems Engineer (MCSE)
  - Novell Certified Linux Engineer (CLE)
  - Novell Certified Linux Professional (Novell CLP)
  - Novell/Certified Novell Engineer (CNE)

- Novell/Master Certified Novell Engineer (MCNE)
- Red Hat Certified Engineer (RHCE)
- Sun Certified Systems Administrator for Solaris

**Sample**

### **Working Relationships**

#### Internal:

- Reports to VP or Director, Systems Engineering (NT/Unix/Linux); manages the Unix, NT, or Linux systems programming and administration groups
- Requires constant communication with Unix/NT/Linux operations and application development groups
- Has strong link to mainframe environment counterparts
- Works with all levels of management to establish future information needs and service requirements for individual departments
- Has close working relationship with entire Unix/NT/Linux team and with other areas of IT, in particular DBAs
- Actively participates in high-level technical strategy meetings, major upgrade decision meetings, capacity planning data collections, performance reporting, new application designing, etc.
- Requires contact with divisional/vendor support groups in support of enterprise applications
- Participates in presentations to senior management

#### External:

- Has frequent contact with outside vendors, contractors/consultants, and industry trade groups
- Requires contact with major hardware/software vendors to discuss products, pricing, support, troubleshooting, etc.

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

**Sample**

**Manager, NT/Unix Systems Engineering**

**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			
New Jersey/Northern			
Boston			
Los Angeles			
Seattle			
Chicago			
Detroit			
Washington DC			
San Diego			
Houston			
Philadelphia			
Minneapolis			
Dallas			
St. Louis			
Atlanta			
Phoenix			
Miami			
<b>Bonus Range:</b>	<b>8%-17% of base salary</b>		

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**

**Manager, NT/Unix Systems Engineering**

**This Quarter - 2009 Base Salary and Bonus Range/Tier 2:**

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

**Sample**

**(Pages 28–40 missing)**

# Sample

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## Skills & Certifications Pay

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### 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

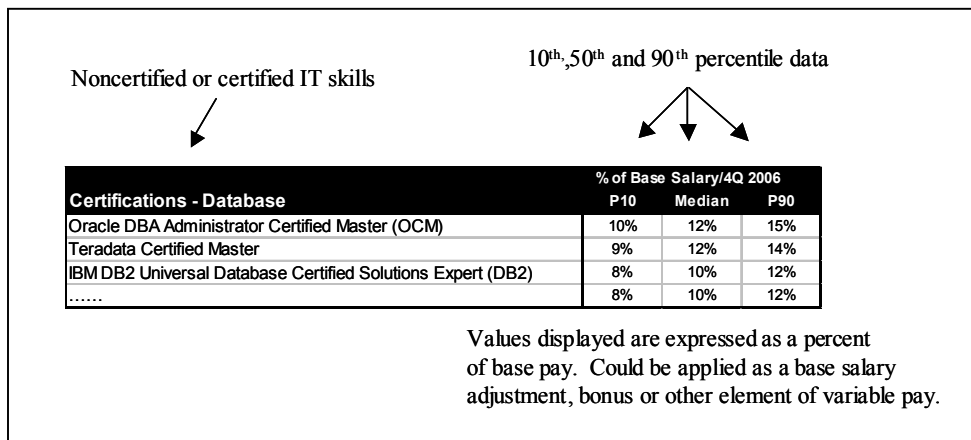
SAP and Enterprise Business Applications  
Database  
Project Experience  
Management, Process and Methodology

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.

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- 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

# 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

### Windows-related Certifications

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

Microsoft Windows related skills (noncertified)	% of Base Salary/Qx 2009		
	P10	Median	P90
HP-UX			
Infrastructure architecture			
ISA server			
Microsoft .NET (Visual Studio .NET, Visual Basic .NET, ASP.NET)			
Microsoft Access			
Microsoft BizTalk Server			
Microsoft Commerce Server			
Microsoft Content Management/Sharepoint Server			
Microsoft Exchange			
Microsoft Exchange Server			
Microsoft Identity Integration Server			
Microsoft Internet Information Server (IIS)			
Microsoft .NET (Visual Studio .NET, Visual Basic .NET, ASP.NET)			
Microsoft NT Server			
Microsoft SQL Server			
Microsoft Visio			
Novell Groupwise			
Novell Netware			
Oracle DB / 8i/9i/10g/11i			
Other Unix			
Security (various, project-based)			
Solaris			
SQL Windows			
VBScript			
Visual Basic			
Windows NT			
Windows Server 2003 (all editions)			
Windows Vista/XP			

# Sample

## Skills & Certifications Pay – Permanent Employees

### Windows-related Certifications

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

Microsoft Windows related skills (certified)	% of Base Salary/Qx 2009		
	P10	Median	P90
GIAC Certified Windows Security Administrator (GCWN)			
HP/Accredited Integration Specialist (AIS)			
HP/Accredited Systems Engineer (ASE)			
HP/Master Accredited Systems Engineer (Master ASE)			
IBM Certified Database Administrator			
IBM DB2 Universal Database Certified Solutions Expert (DB2)			
Microsoft Certified Applications Developer(MCAD)			
Microsoft Certified Architect(MCA)			
Microsoft Certified Database Administrator (MCDBA)			
Microsoft Certified Desktop Support Technician(MCDST)			
Microsoft Certified IT Professional (MCITP/all)			
Microsoft Certified Professional (MCP)			
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)			
Microsoft Certified Systems Administrator: Messaging(MCSA:Message)			
Microsoft Certified Systems Engineer(MCSE)			
Microsoft Certified Systems Engineer: Messaging (MCSE: Messaging)			
Microsoft Certified Systems Engineer: Security(MCSE:Security)			
Microsoft Certified Systems Engineer+Internet (MCSE+I)			
Microsoft Certified Trainer (MCT)			
Oracle DBA Administrator Certified Associate (OCA)			
Oracle DBA Administrator Certified Master (OCM)			
Oracle DBA Administrator Certified Professional (OCP)			
Project Management Professional(PMP)			
Siebel Certified Consultant (SCC)			
Siebel Customer Certified Consultant (SCCC)			