
2012 IT Professional Salary Survey and Job Descriptions

All IT Positions

xQ 2012 edition/US cities

**2011 compensation data in this report
is updated four times per year:**

January 10, 2012

April 10, 2012

July 10, 2012

October 10, 2012

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Methodology and Use of Foote Partners' 2012 IT Insider IT Professional Compensation 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 123,400 IT workers in 2,257 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.

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 2012 research findings (collected through **January 1, 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.

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.

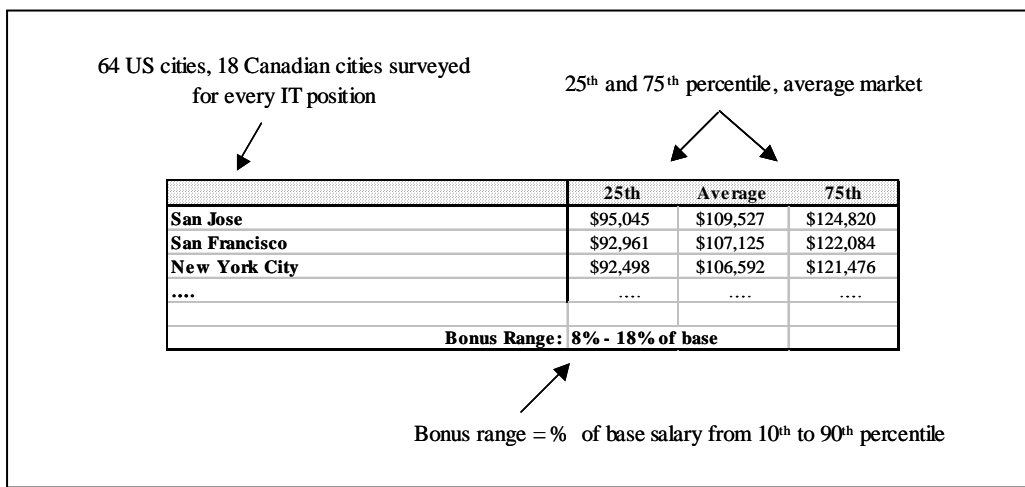
Industry Salary Adjustments for FP Base Salary Data – 2011

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.

Presentation of Survey Data

Base salary and bonus



Cities and Metropolitan Areas Surveyed – 2012 Research

(This report is available with either **Tier 1** or **Tier 2 U.S. cities**)

Canadian Cities

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

Tier 1 Cities(U.S.)

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

Tier 2 Cities(U.S.)

Albuquerque/Santa Fe, NM	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 JOB DESCRIPTION
AND
DATA TABLES

Data Architect

The Data Architect is a person responsible for ensuring that the data assets of an organization are supported by an architecture supporting the organization in achieving its strategic goals. The architecture should cover databases, data integration and the means to get to the data. Usually the data architect achieves his/her goals via setting enterprise data standards.

Responsible for evaluating the use of data and relating data directly to the goals and practices of the company. Establishes consensus and a road map for moving forward to optimize the utility of data from multiple disparate sources. Participates on a team that is defining the overall data policy, standards, and best practices for the enterprise. Working with the Data Quality Manager, the incumbent must ensure the accuracy and accessibility of all important data and he or she is responsible for knowing what data is important and why. Directly responsible for the creation and maintenance of the enterprise data model. Responsible for the documentation of relevant data through the sound use of data modeling techniques and practices as well creating and managing meta-data.

The Data Architect will also assist and oversee the development of data models across the organization to ensure adherence to sound data management principles and where possible, the reuse of data. Helps define and manage master data for the enterprise. Oversees the development of complex data models and logical database design and develops policies, standards and procedures related to the database environment.

Responsibilities

- Develop and drive acceptance of an enterprise view of data and its use across the enterprise. Direct and ensure a common vocabulary and understanding of business entities and relationships between entities,
- Provide thought leadership for definition/maintenance of complex enterprise data models, data dictionaries, and master data management techniques.
- Develop and document data requirements and design specifications in the form of data models, data mappings and data quality metrics. Map out structure and organization of the relevant data for the company or project within the company.
- Participate in identifying and defining business drivers, goals, and information needs.
- Develop, improve, and support enterprise data standards and data architecture policies and procedures. Monitor and enforce compliance of data standards to minimize data redundancies and enhance information quality throughout the organization. Implement and document the company data architecture and data strategy.
- Govern conformance of the use of data in new technology solutions to the enterprise data model and usage policies and standards.
- Deliver conceptual and logical solution designs for specific applications or suites of applications within a conceptual (CSA) and logical (LSA) solution architecture for a set of business requirements that defines how the needs of an entire project/program impact the applications.
- Lead the analysis, design, development & implementation of logical data models; physical database objects; data conversion, integration, and loading processes; query and reporting functions; data management and governance; and data quality assurance processes

- Assists in developing enterprise-level strategies and principles for the integration of enterprise information resources by helping to define standards for data format, quality, and database design. Build and maintain the enterprise information model and ensure linkages to other architecture models and reference architectures
- Assist in maintaining and enhancing the metadata infrastructure (metadata repository, model repository); the data dictionary and business metadata, and facilitate publishing the information to the business and technical communities. Create business rules for the use of data
- Provide support and consulting to project leaders for new projects on data standards, data naming conventions, data sourcing, data feeds and logical database design, to ensure that new applications and data stores integrate with overall enterprise and data architectures. Review and sign off on all project data models.
- Communicate and educate others on the use of sound data management principles. Interact daily with Business Analysts and project teams.
- Work with the data integration groups and process analysts to: obtain and document data flow diagrams (DFD) and data mappings. Advises and guides data modelers in solution delivery teams for modeling standards and best practices. Maintain an inventory of all the "data stores" in the organization
- Understand and employ best practices for relational and multidimensional database design and understands appropriate application for each. Develop and implements plans to oversee the database administration function, and ensures smooth transition to new technology
- Provide source to target ETL requirements and work with ETL Developers to ensure efficient transformation and loading.
- Design, develop, test and implement automated extract, transformation and load routines using tools such as: SQL, PL/SQL, and SSIS. Direct the research and evaluation of new tools and techniques and management and maintenance of related tools and environments.
- Assist in the definition and implementation of system backup, recovery, and support plans. Perform required system maintenance.
- Coordinate and ensure data security administration, backup and recovery planning, capacity planning, performance and tuning
- Undertake complex projects requiring additional specialized technical knowledge. Make well thought out decisions on complex or ambiguous IT architecture issues. Coordinates with users to determine requirements.
- Monitors project schedules
- Ensures that system improvements are successfully implemented and monitored to increase efficiency.
- Acts as a resource for direction, training and guidance for less experienced staff. Conduct internal training on data architecture concepts.
- Lead definition of relevant business data
- Lead projects that are intended to support business decision support requirements. Manage realistic expectations of the customer by prioritization
- Coordinate specific database performance monitoring and tuning tasks including the design of optimization and indexing schemes
- Maintain an advanced understanding of industry application development methodologies, tools and techniques
- Help coordinate with central IT staff to plan, manage, maintain, mature and tune hardware and software environments

Skills and Knowledge

- Applies specialized knowledge of one or more areas of business process, information technology solutions (e.g. OMNI/Peoplesoft/Siebel) and an understanding of data modeling principles and methods to drive technology optimization and architecture recommendations.
- Solid understanding of data modeling techniques to drive technology optimization, data consolidation and technology strategy recommendations.
- Knowledge of enterprise architecture functioning for driving data and information related governance and strategy in the organization and
- Highly skilled in developing data architectures and standards.
- Knowledge of data management, data quality, data management with in-depth expertise of data optimization strategy.
- Demonstrated strong skills: data analysis and profiling; data integration knowledge; database engineering (e.g., DB2 and SQL Server) and design.
- Strong understanding of OLTP and decision support concepts and their implications to data modeling and database design
- Proven analytical skills to properly evaluate and interpret cross-functional data standardization requirements
- Ability to resolve complex issues relate to enterprise wide data architecture concerns
- Ability to architect data management enterprise solutions that are in alignment with strategic technology roadmap and emerging industry trends
- Experience in computer systems validation and software quality assurance highly desirable
- Understands, supports, and follows department standards and methodologies
- Understands and implements security requirements within a heterogeneous database and business environment
- Familiarity with process improvement frameworks such as the SEI CMMI
- Master data hub architecture, data design and implementation
- Metadata management, design and integration
- Data warehouse architecture, data mining, data design and implementation,
- ERP data architecture
- Knowledge of functions and processes of the relevant industry organization.
- Management style that exhibits high energy, strategic thinking, collaboration, direct communication and results orientation
- Effective in matrix management and team building
- Poise, maturity and communication skills necessary to represent the data architecture group internally and externally. Strong presentation, verbal and written communications skills

Experience

- Bachelors or higher-level business degree with mathematics, statistics, Information Management or data analytics focus.
- 8-10 years of previous experience in data base management, including an in-depth knowledge of mainframe, client server, network and workstation technologies, and their interdependence
- 5+ years experience in an IT or quantitative business area with solid demonstrated experience in data architecture, integrating and analyzing disparate data sources, and data quality improvement, preferably in the insurance or financial services industry.

- Experience playing a leadership role in enterprise-wide Data Quality Management, Data Resource Management, Data Stewardship and/or Data Administration programs at a company or similar size.
- Excellent analytical and problem solving skills.
- Strong understanding of SDLC and architectural methodologies and frameworks and their practical application. Has an advanced understanding and vision of the complete lifecycle of database, data warehouse and data mart development
- Hands-on experience with evaluating and implementing data quality metrics on both relational and legacy (flat file) systems. Knowledge of accounting and audit principles, Sarbanes-Oxley and/or the Model Audit Rule a plus.
- Proficient with a data modeling tool(s) (e.g., Computer Associates ERWIN, MS VISIO, IBM Rational Data Architect, IBM M1 tool).
- Experience with many of the following:
 - COBOL
 - COGNOS
 - Data Quality Tools (IBM Quality Stage, Information Analyzer)
 - ETL tools (Informatica PowerCenter, IBM DataStage, etc.)
 - File management and reporting utilities
 - IDMS
 - IGrafX
 - Informatica
 - Metadata Tools (SAG's Rochade and BeCubic, IBM's Metadata Server, Metadata Workbench, Business Glossary)
 - MS Powerpoint, MS Access, MS Excel
 - Oracle
 - RDBMS (Oracle, SQL Server, Teradata)
 - Siebel, OMNI, Peoplesoft, Adabase IBM WCC
 - SQL
 - SQL Developer
 - Sybase
 - Unix
 - XML
- Highly desirable certifications for this position may include the following:
 - Check Point Certified Master Architect (CCMA)
 - Citrix Certified Integration Architect
 - EMC Proven Professional Technology Architect – Expert
 - EMC Proven Professional Technology Architect - Specialist
 - IBM Certified Infrastructure Systems Architect
 - IT Certified Architect(ITCA/Open Group)
 - Master IT Certified Architect(ITCA/Open Group)
 - Microsoft Certified Architect (MCA)
 - Nortel Certified Architect
 - Oracle Certified Master, Java EE Enterprise Architect (formerly Sun SCEA)
 - Oracle SOA Architect Certified Expert
 - Project Management Professional (PMP)
 - Red Hat Certified Architect (RHCA)
 - SNIA Certified Storage Architect
 - Sun Certified Enterprise Architect for Java Platform
 - TIBCO Certified SOA Architect

- Direct experience in enterprise data warehouse architecture and development is usually desirable.
- Possess a strong sense of customer service and consistently and effectively addresses customer needs
- Ability to facilitate in requirements gathering sessions.
- Has experience with and understands how best to apply agile or iterative development techniques
- Capable of being an individual contributor and working as part of a team.
- Proactive personality with a proven track record of delivering on responsibilities and tasks. Highly adaptive with an ability to organize, coordinate, and execute on details.
- Has the ability to manage large projects and mentor junior team members
- Strong communication skills (verbal and written) with an ability to work in a highly collaborative environment and build successful relationships across the organization. Must be able to articulate the impact of data quality and architecture changes in business terms.
- People/facilitation skills - excellent at expectations management, obtaining buy-in/consensus, negotiating solutions, resolving conflict
- Performs work with minimal supervisory direction
- Demonstrated communication and presentation skills for strategic and optimization recommendations
- Analyze and solve poorly defined or ambiguous problems
- Strong interpersonal and communications skills for interacting with team members and business subject matter experts

Working Relationships

Internal:

- Reports to Director, IT Architecture or equivalent. May supervise senior developers, systems administrators, technical specialists, and business technologists, and manage the performance of consultants and service providers
- Has close working relationship with the architecture team and peers in other areas of IT

External:

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

(IT Professional Salary Survey contains data tables for either 20 Tier 1 or 45 Tier 2 US cities)

Data Architect

xQ Quarter - 2012 Base Salary and Bonus Range:

You may order IT Salary+Skills Pay Survey Reports with data tables for either 20 Tier 1 US cities or 45 Tier 2 US cities

	25th	Average	75th
San Jose	Data has been shielded		
San Francisco			
New York City			
Lower Fairfield Cty,CT/Westchester Cty, NY			
Boston			
New Jersey/Northern			
Los Angeles			
Washington DC			
Seattle			
Chicago			
San Diego			
Minneapolis			
Houston			
Dallas			
Detroit			
Philadelphia			
Atlanta			
St. Louis			
Phoenix			
Miami			
Bonus Range:		x% to x% 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.

Data Architect

xQ Quarter - 2012 Base Salary and Bonus Range:

You may order IT Salary+Skills Pay Survey Reports with data tables for either 20 Tier 1 US cities or 45 Tier 2 US cities

	25th	Average	75th
Oakland/Walnut Creek/Concord, CA	\$89,610	\$102,665	\$115,110
Princeton/Southern NJ			
Long Island, NY			
Hartford			
Upper Fairfield Cty/New Haven, CT			
Denver			
Baltimore			
Raleigh/Durham, NC			
Sacramento, CA			
Charlotte, NC			
Colorado Springs, CO			
Portland, OR			
New Orleans			
Las Vegas, NV			
Austin, TX			
Milwaukee			
Providence, RI			
Richmond, VA			
Greensboro/Winston-Salem, NC			
Grand Rapids, MI			
Columbus, OH			
Cincinnati			
Albuquerque/Santa Fe, NM			
Kansas City			
Cleveland/Akron			
Tulsa, OK			
Norfolk/Virginia Beach/Newport News, VA			
Peoria, IL			
Dayton, OH			
Memphis, TN			
Indianapolis/Fort Wayne			
Buffalo, NY			
Birmingham, AL			
Salt Lake City			
Madison, WI			
Tampa			
Pittsburgh			
Omaha, NE			
Des Moines, IA			
Orlando			
San Antonio, TX			
Louisville			
Nashville, TN			
Greenville/Spartanburg/Anderson, SC			
Oklahoma City, OK	\$69,014	\$79,750	\$89,055
Bonus Range: x% to x% of base salary			

Data has been shielded

2012 IT Professional Salary Survey

xQ 2012 data

Index of Job Descriptions and Data Tables

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264	Architecture, Business Systems Analysis, Business Technology, e-Commerce	265 302 317 330	IT Architecture Business Technology Business Systems Analysts e-Commerce
354	SAP	354	SAP
418	Help Desk	418	Help Desk
432	Six Sigma	432	Six Sigma
447	Web/Intra/Extranet	447	Web/Intra/Extranet
520	Data Warehousing/ Business Intelligence	520	Data Warehousing/Business Intelligence
578	Lotus Notes/Domino	578	Lotus Notes/Domino
623	Epic Systems	623	Epic Systems

IT Infrastructure Positions

Systems Operations – PAGE 11

- Vice President–Client, Server and Network Computing Systems
- Director–Client and Network Systems
- Manager–NT/Unix/Linux Operation Services
- Sr. Systems Administrator–Transaction Monitors
- Systems Administrator–Transaction Monitors
- PC Desktop Support Technician

Network Operations – PAGE 32

- Director (Sr. Manager) – Network Operations
- Manager–Network Operations
- Sr. Network Administrator (LAN/WAN)
- Network Administrator (LAN/WAN)
- Sr. Network Technician, LAN/WAN Ops
- Network Technician, LAN/WAN Ops

Systems Engineering – PAGE 49

- Director–Systems Engineering (NT/Unix/ Linux)
- Manager–Systems Engineering (NT/Unix/ Linux)
- Sr. Systems Engineer – NT/Unix/Linux
- Systems Engineer – NT/Unix/ Linux

Network Engineering – PAGE 66

- Director — Network Engineering
- Manager — Network Engineering
- Senior Network Engineer
- Network Engineer

Database/Data Administration – PAGE 90

- Senior Database Administrator
- Database Administrator
- Senior Systems Programmer – RDBMS

Database Developers – PAGE 106

- Sr. Database Developer
- Database Developer
- Jr. Database Developer

IT Security – PAGE 119

- Director, IT Security
- Manager, IT Security
- Senior Information Security Analyst
- Information Security Analyst
- Sr. Security Administrator
- Security Administrator

Enterprise Infrastructure Management– PAGE 150

- Vice President (Director) - Enterprise Infrastructure
- Manager, Enterprise Infrastructure
- Sr. Infrastructure Engineer/Integrator
- Infrastructure Engineer/Integrator

Enterprise Messaging – PAGE 167

- Director – Enterprise Messaging Systems
- Sr. Enterprise Messaging Engineer
- Enterprise Messaging Engineer

Storage/SAN Administration – PAGE 179

- Sr. Storage/SAN Administrator
- Storage/SAN Administrator

Voice Engineering – PAGE 190

- Manager, Voice Engineering
- Sr. Voice Engineer
- Voice Engineer
- Jr. Voice Engineer

Systems Operations Job Family

- Vice President — Client, Server, and Network Systems
- Director, Client and Network Systems
- Manager, NT/Unix/Linux Operations Services
- Sr. Systems Administrator — Transaction Monitors
- Senior Systems Administrator — Transaction Monitors
- PC Desktop Support Technician

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.

Network Operations Job Family

- Director (Senior Manager) – Network Operations
- Manager – Network Operations
- Sr. Network Administrator
- Network Administrator
- Sr. Network Technician, Network Operations
- Network Technician, Network Operations

Computing Compensation by Industry

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Systems Engineering Job Family

- Director, Systems Engineering (NT/Unix/Linux)
- Manager, Systems Engineering (NT/Unix/Linux)
- Sr. Systems Engineer – NT/Unix/Linux
- Systems Engineer – NT/Unix/Linux

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.

Network Engineering Job Family

- Director – Network Engineering
- Manager – Network Engineering
- Senior Network Engineer
- Network Engineer

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Database Administration Job Family

- Senior Database Administrator
- Database Administrator
- Senior Systems Programmer — RDBMS

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.

Database Developer Job Family

- Sr. Database Developer
- Database Developer
- Jr. Database 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.

IT Security Job Family

- VP/Director, Information Security
- Manager, Information Security
- Security Architect
- Sr. Information Security Analyst
- Information Security Analyst
- Sr. Security Administrator
- Security Administrator

Computing Compensation by Industry

The data in the following section are not industry-specific, but span all industries surveyed in the city or metro area specified. The salaries displayed can be adjusted for any single industry by using the multipliers on page 5, which are computed by Foote Partners analysts from industry segmentation encompassing all 2012 surveyed IT positions.

Enterprise Infrastructure Job Family

- Vice President (Director) - Enterprise Infrastructure
- Manager, Enterprise Infrastructure
- Sr. Infrastructure Engineer/Integrator
- Infrastructure Engineer/Integrator

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.

Enterprise Messaging Job Family

- VP/Director – Enterprise Messaging Systems
- Sr. Enterprise Messaging Engineer
- Enterprise Messaging Engineer

Computing Compensation by Industry

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Storage/SAN Administration Job Family

- Sr. Storage/SAN Administrator
- Storage/SAN Administrator

Computing Compensation by Industry

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Voice Engineering Job Family

- Manager, Voice Engineering
- Sr. Voice Engineer
- Voice Engineer
- Jr. Voice Engineer

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.

Applications Development Positions

Business Application Development – PAGE 221

- VP(Director), Corporate Applications
- VP(Director), Business Unit Applications
- Manager, Business Applications Development
- Senior Business Applications Developer
- Business Applications Developer

Java Developers – PAGE 239

- Sr. Java Developer
- Java Developer
- Jr. Java Developer

.NET Developers – PAGE 253

- Sr. .NET Developer
- .NET Developer
- Jr. .NET Developer

Business Application Development Job Family

- VP(Director), Corporate Applications Development
- VP(Director), Business Unit Applications Development
- Manager, Business Application Development
- Senior Business Application Developer
- Business Application 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.

Java Developer Job Family

- Sr. Java Developer
- Java Developer
- Jr. Java 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.

.NET Developer Job Family

- Sr. .NET Developer
- .NET Developer
- Jr. .NET Developer

Computing Compensation by Industry

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Architecture, Business Technology, Business Systems Analysis and e-Commerce Positions

IT Architecture – Page 265

- Director, IT Architecture
- Manager, Applications Systems Architecture
- Sr. Applications Systems Architect
- Applications Systems Architect
- Information Architect
- Data Architect
- Enterprise Architect

Business Technology Consultants – Page 302

- VP/Director, Business Technology Consulting
- Senior Business Technology Consultant
- Business Technology Consultant

Business Systems Analysts – Page 317

- Manager, Business Systems Analyst
- Sr. Business Systems Analyst
- Business Systems Analyst
- Jr. Business Systems Analyst

e-Commerce/e-Business – Page 330

- VP/Director, e-Commerce
- E-Commerce Project Manager/Coordinator
- E-Commerce Programmer/Analyst

IT Architecture Job Family

- Director, IT Architecture
- Manager, Applications Systems Architecture
- Sr. Applications Systems Architect
- Applications Systems Architect
- Information Architect
- Enterprise Architect
- Data Architect

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.

Business Technology Consulting Job Family

- VP/Director, Business Technology Consulting
- Senior Business Technology Consultant
- Business Technology Consultant

Computing Compensation by Industry

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Business Systems Analysts Job Family

- Manager, Business Systems Analysis
- Sr. Business Systems Analyst
- Business Systems Analyst
- Jr. Business Systems Analyst

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.

E-Commerce Base Salaries and Bonus

- Vice President, E-Commerce
- Director, E-Commerce
- E-Commerce Project Manager/Coordinator
- Sr. E-Commerce Programmer/Analyst
- E-Commerce Programmer/Analyst

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.

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.

Help Desk Positions

- Help Desk Manager
- Senior Help Desk Analyst/Specialist
- Help Desk Center Analyst/Specialist

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.

Six Sigma Base Salaries

- Master Black Belt salaries
- Black Belt salaries

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 Footo Partners analysts from industry segmentation encompassing all 2012 surveyed IT positions.

Six Sigma Organizational Architecture

Six Sigma is a quality methodology that can produce significant benefit to businesses and organizations. The structure needed to implement Six Sigma quality varies from company to company, however the following are the roles and responsibilities most common among those who have been successful in developing Six Sigma quality programs.

Basic Roles and Responsibilities

Quality Leader/Manager (QL/QM) - The quality leader's responsibility is to represent the needs of the customer and to improve the operational effectiveness of the organization. The Quality function is typically separated from the manufacturing or transactional processing functions in order to maintain impartiality. The quality manager typically reports to a line of business CEO/President's staff in large companies, with equal authority to all other direct reports.

Master Black Belt (MBB) - Master Black Belts are typically assigned to a specific area or function of a business or organization. It may be a functional area such as human resources or legal, or process specific area such as billing or tube rolling. MBBs work with the owners of the process to ensure that quality objectives and targets are set, plans are determined, progress is tracked, and education is provided. In the best Six Sigma organizations, process owners and MBBs work very closely and share information daily.

Process Owner (PO) - Process owners are exactly as the name sounds -- they are the responsible individuals for a specific process. For instance, in the legal department there may be one person in charge – perhaps a VP of Legal – who is the process owner. Or there may be a chief marketing officer, who is the process owner for marketing. Depending on the size of a business and the core activities, there may be process owners at lower levels of the organizational structure. Example: a credit card company with processes around billing, accounts receivable, audit, billing fraud, and so forth, wouldn't just have the process owner be the chief financial officer, but instead would want to go much deeper into the organization where the work is being accomplished.

Black Belt (BB) - Black Belts are the heart and soul of the Six Sigma quality initiative. Their main purpose is to lead quality projects and work full time until they are complete. In mature Six Sigma implementations, Black Belts can complete four to six projects per year with savings in the neighborhood of \$230,000 per project. Black Belts also coach Green Belts on their projects, and while coaching may seem innocuous, it can require a significant amount of time and energy.

Organizational Architecture, cont.

Green Belt (GB) - Green Belts are employees trained in Six Sigma who spend a portion of their time completing projects, but maintain their regular work role and responsibilities. Depending on their workload, they can spend anywhere from 10% to 50% of their time on their project(s). As Six Sigma quality programs evolve, employees will begin to include the Six Sigma methodology in their daily activities and it will no longer become a percentage of their time -- it will be the way their work is accomplished 100% of the time.

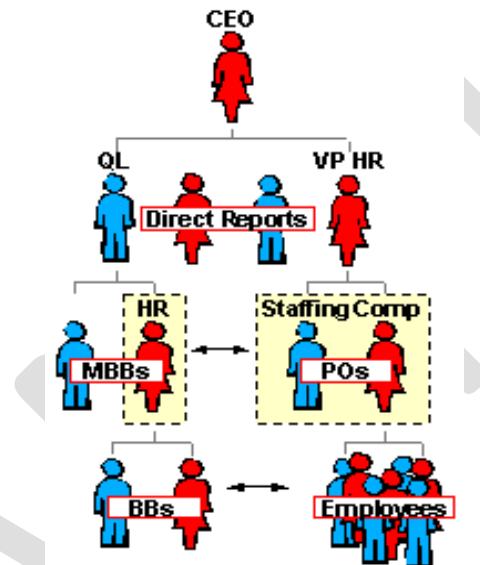


Figure 1 – Example of a Six Sigma Organizational Structure

Master Black Belt Curriculum and Body of Knowledge

It is a matter of debate as to what workers who inhabit the various Six Sigma roles should know in order to be effective. The following is a reasonable summation of a Six Sigma body of knowledge for Master Black Belts.

Master Black Belts and Black Belts should possess the same detailed knowledge of process improvement and statistical analysis, although the two roles vary significantly in other ways. For this reason, all of the key understanding areas listed under the [DMAIC](#) sections for the Master Black Belt and the Black Belt are identical.

Overview	
<ul style="list-style-type: none"> <input type="checkbox"/> Overview of Six Sigma <input type="checkbox"/> DMAIC Methodology Overview <input type="checkbox"/> Financial Benefits of Six Sigma <input type="checkbox"/> The Impact of Six Sigma to The Organization <input type="checkbox"/> The Six Sigma Language 	<ul style="list-style-type: none"> • Project Prioritization <input type="checkbox"/> Training the Trainer <input type="checkbox"/> Integrating DMADV Design for Six Sigma Methodology) with DMAIC <input type="checkbox"/> Leading Organizational Change
Define	
<ul style="list-style-type: none"> <input type="checkbox"/> Project Management <input type="checkbox"/> Project Definition <input type="checkbox"/> Project Charter <input type="checkbox"/> Developing a Business Case <input type="checkbox"/> Chartering a Team <input type="checkbox"/> Defining Roles and Responsibilities 	<ul style="list-style-type: none"> <input type="checkbox"/> Gathering Voice of the Customer, Support for Project <input type="checkbox"/> Translating Customer Needs into Specific Requirements (CTQ's) <input type="checkbox"/> SIPOC Diagram <input type="checkbox"/> Define Phase Review
Measure	
<ul style="list-style-type: none"> <input type="checkbox"/> Process Mapping (As-Is Process) <input type="checkbox"/> Data Attributes (Continuous Versus Discrete) <input type="checkbox"/> Defining Metrics <input type="checkbox"/> Measurement System Analysis <input type="checkbox"/> Gage Repeatability and Reproducibility <input type="checkbox"/> Data Collection Techniques <input type="checkbox"/> Calculating Sample Size 	<ul style="list-style-type: none"> <input type="checkbox"/> Data Collection Plan <input type="checkbox"/> Understanding Variation <input type="checkbox"/> Measuring Process Capability <input type="checkbox"/> Calculating Process Sigma Level <input type="checkbox"/> Rolled Throughput Yield <input type="checkbox"/> Visually Displaying Baseline Performance <input type="checkbox"/> Statistical Software Training <input type="checkbox"/> Measurement Phase Review
Analyze	
<ul style="list-style-type: none"> <input type="checkbox"/> Visually Displaying Data (Histogram, Run Chart, Pareto Chart, Scatter Diagram) <input type="checkbox"/> Detailed (Lower Level) Process Mapping of Critical Areas <input type="checkbox"/> Value-Added Analysis <input type="checkbox"/> Cause and Effect Analysis (a.k.a. Fishbone, Ishikawa) <input type="checkbox"/> Affinity Diagram <input type="checkbox"/> Data Segmentation and Stratification <input type="checkbox"/> Correlation and Regression (Linear, Multiple) <input type="checkbox"/> Process Performance (Cp, CpK, Pp, PpK, CpM) <input type="checkbox"/> Short Term Versus Long Term Capability 	<ul style="list-style-type: none"> <input type="checkbox"/> Analysis of Variance (ANOVA), Two Sample T-Tests, Chi Squared Test <input type="checkbox"/> Non-Normal Data Distribution Transformations <input type="checkbox"/> Central Limit Theorem <input type="checkbox"/> Goodness of Fit Testing <input type="checkbox"/> Hypothesis Testing <input type="checkbox"/> Design of Experiments (DOE) - Full, Fractional Factorials <input type="checkbox"/> Verification of Root Causes <input type="checkbox"/> Determining Opportunity (Defects and Financial) for Improvement <input type="checkbox"/> Project Charter Review and Revision <input type="checkbox"/> Statistical Software Training <input type="checkbox"/> Analyze Phase Review

Improve	
<input type="checkbox"/> Brainstorming <input type="checkbox"/> Multi-Voting <input type="checkbox"/> Process Simulation <input type="checkbox"/> Quality Function Deployment (House of Quality) <input type="checkbox"/> Selecting a Solution <input type="checkbox"/> Failure Modes and Effects Analysis (FMEA)	<input type="checkbox"/> Poka Yoke (Mistake Proofing Your New Process) <input type="checkbox"/> Piloting Your Solution <input type="checkbox"/> Implementation Planning <input type="checkbox"/> Statistical Software Training <input type="checkbox"/> Culture Modification Planning For Your Organization <input type="checkbox"/> Improve Phase Review
Control	
<input type="checkbox"/> Assessing The Results of Process Improvement <input type="checkbox"/> Statistical Process Control (SPC) <input type="checkbox"/> Rational Subgrouping <input type="checkbox"/> Establishing Process Standards for Inputs, Process and Outputs	<input type="checkbox"/> Developing a Process Control Plan <input type="checkbox"/> Documenting the Process <input type="checkbox"/> Statistical Software Training <input type="checkbox"/> Control Phase Review

Black Belt Curriculum and Body of Knowledge

It is a matter of debate as to what workers who inhabit the various Six Sigma roles should know in order to be effective. The following is a reasonable summation of a Six Sigma body of knowledge for Black Belts.

Master Black Belts and Black Belts should possess the same detailed knowledge of process improvement and statistical analysis, although the two roles vary significantly in other ways. For this reason, all of the key understanding areas listed under the [DMAIC](#) sections for the Master Black Belt and the Black Belt are identical.

Overview	
<input type="checkbox"/> Overview of Six Sigma <input type="checkbox"/> DMAIC Methodology Overview <input type="checkbox"/> Financial Benefits of Six Sigma	<input type="checkbox"/> The Impact of Six Sigma to The Organization <input type="checkbox"/> The Six Sigma Language
Define	
<input type="checkbox"/> Project Management <input type="checkbox"/> Project Definition <input type="checkbox"/> Project Charter <input type="checkbox"/> Developing a Business Case <input type="checkbox"/> Chartering a Team <input type="checkbox"/> Defining Roles and Responsibilities	<input type="checkbox"/> Gathering Voice of the Customer, Support for Project <input type="checkbox"/> Translating Customer Needs into Specific Requirements (CT) <input type="checkbox"/> SIPOC Diagram <input type="checkbox"/> Define Phase Review
Measure	
<input type="checkbox"/> Process Mapping (As-Is Process) <input type="checkbox"/> Data Attributes (Continuous Versus Discrete) <input type="checkbox"/> Defining Metrics <input type="checkbox"/> Measurement System Analysis <input type="checkbox"/> Gage Repeatability and Reproducibility <input type="checkbox"/> Data Collection Techniques <input type="checkbox"/> Calculating Sample Size <input type="checkbox"/> Data Collection Plan	<input type="checkbox"/> Understanding Variation <input type="checkbox"/> Measuring Process Capability <input type="checkbox"/> Calculating Process Sigma Level <input type="checkbox"/> Rolled Throughput Yield <input type="checkbox"/> Visually Displaying Baseline Performance <input type="checkbox"/> Statistical Software Training <input type="checkbox"/> Measurement Phase Review

Analyze	
<ul style="list-style-type: none"> <input type="checkbox"/> Visually Displaying Data (Histogram, Run Chart, Pareto Chart, Scatter Diagram) <input type="checkbox"/> Detailed (Lower Level) Process Mapping of Critical Areas <input type="checkbox"/> Value-Added Analysis <input type="checkbox"/> Cause and Effect Analysis (a.k.a. Fishbone, Ishikawa) <input type="checkbox"/> Affinity Diagram <input type="checkbox"/> Data Segmentation and Stratification <input type="checkbox"/> Correlation and Regression (Linear, Multiple) <input type="checkbox"/> Process Performance (Cp, CpK, Pp, PpK, CpM) <input type="checkbox"/> Short Term Versus Long Term Capability <input type="checkbox"/> Non-Normal Data Distribution Transformations <input type="checkbox"/> Central Limit Theorem 	<ul style="list-style-type: none"> <input type="checkbox"/> Goodness of Fit Testing <input type="checkbox"/> Hypothesis Testing <input type="checkbox"/> Analysis of Variance (ANOVA), Two Sample T-Tests, Chi Squared Test <input type="checkbox"/> Design of Experiments (DOE) - Full, Fractional Factorials <input type="checkbox"/> Verification of Root Causes <input type="checkbox"/> Determining Opportunity (Defects and Financial) for Improvement <input type="checkbox"/> Project Charter Review and Revision <input type="checkbox"/> Statistical Software Training <input type="checkbox"/> Analyze Phase Review
Improve	
<ul style="list-style-type: none"> <input type="checkbox"/> Brainstorming <input type="checkbox"/> Multi-Voting <input type="checkbox"/> Process Simulation <input type="checkbox"/> Quality Function Deployment (House of Quality) <input type="checkbox"/> Selecting a Solution <input type="checkbox"/> Failure Modes and Effects Analysis (FMEA) 	<ul style="list-style-type: none"> <input type="checkbox"/> Poka Yoke (Mistake Proofing Your New Process) <input type="checkbox"/> Piloting Your Solution <input type="checkbox"/> Implementation Planning <input type="checkbox"/> Statistical Software Training <input type="checkbox"/> Culture Modification Planning For Your Organization <input type="checkbox"/> Improve Phase Review
Control	
<ul style="list-style-type: none"> <input type="checkbox"/> Assessing The Results of Process Improvement <input type="checkbox"/> Statistical Process Control (SPC) <input type="checkbox"/> Rational Subgrouping <input type="checkbox"/> Establishing Process Standards for Inputs, Process and Outputs 	<ul style="list-style-type: none"> <input type="checkbox"/> Developing a Process Control Plan <input type="checkbox"/> Documenting the Process <input type="checkbox"/> Statistical Software Training <input type="checkbox"/> Control Phase Review

Web/Intra/Extranet Positions

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

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Data Warehousing/Business Intelligence Positions

- VP (Director), Data Warehousing/Business Intelligence
- Data Warehouse/BI Project Manager — Processing
- Data Warehouse/BI Project Manager — Decision Support Services
- Data Warehouse/BI Information Security Manager
- Data Warehouse/BI Architect
- Data Warehouse/BI Engineer
- Data Warehouse/BI Developer
- Data Warehouse/BI Auditor
- Sr. DSS/BI Analyst
- DSS/BI Analyst
- Sr. BI/EIS Analyst
- Sr. DSS/BI Engineer
- Data Warehouse/BI Administrator
- Data Warehouse/BI Management Specialist

Computing Compensation by Industry

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Lotus Notes/Domino Positions

- VP/Director, Notes/Domino Group
- Notes/Domino Project Manager - Server/ Network
- Notes/Domino Project Manager - Client/Customer Support
- Notes/Domino Information Security Manager
- Notes/Domino Architect
- Notes/Domino Engineer - Server/ Network
- Notes/Domino Engineer - Client/Customer Support
- Notes/Domino Developer
- Sr. Notes/Domino Analyst
- Notes/Domino Administrator
- Notes/Domino Quality Assurance Auditor

Computing Compensation by Industry

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Epic Systems job family

****New survey -- to be released January 2012****

- Epic Project Director
- Epic Project Manager
- Sr. Epic Ambulatory Analyst
- Epic Ambulatory Analyst
- Epic Ambulatory Applications Builder
- Sr. Epic Bridges Interface Analyst
- Epic Bridges Interface Analyst
- Epic Trainer
- Epic Training Manager
- Epic Clinical Report Writer
- Epic Resolute Hospital Billing
- Epic Optime Application Analyst
- Sr. Epic Clinical Systems Analyst
- Epic Clinical Systems Analyst

Computing Compensation by Industry

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