

# Sample

## IT Salary+Skills Pay Survey Report

### Applications Development

### 2012 Quarterly Edition/Canada

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

**January 15, 2012**

**April 10, 2012**

**July 10, 2012**

**October 10, 2012**

# Sample Table of Contents

	Page
<b>Methodology and Use of Footo Partners' Quarterly 2012 IT Salary+Skills Pay Survey Report</b> .....	3
How does Footo Partners collect Salary data?	
Research participant metrics	
Presentation of survey data	
Industry differentials - Cities surveyed	
<b>Base Salaries and Bonuses</b> .....	8
<u>Business AD</u> .....	9
• VP(Director), Business Unit Applications	
• VP(Director), Corporate Applications	
• Manager, Business Application Development	
• Sr. Business Application Developer	
• Business Application Developer	
<u>SAP</u> .....	27
• ABAP Developer: Senior, Mid, Junior levels	
<u>Java</u> .....	34
• Java Developer: Senior, Mid, Junior levels	
<u>.NET</u> .....	48
• .NET Developer: Senior, Mid, Junior levels.	
<u>Other</u> .....	57
• Sr. Web Developer	
• Web Developer	
• Data Warehouse Developer	
• Notes Developer/Programmer	
• E-Commerce Programmer/Analyst	
<b>Skills &amp; Certifications</b> .....	72
What is technical skills premium pay?	
How does Footo Partners collect technical skills pay data?	
How is the data presented?	
<b>Applications Development certifications premium pay</b> .....	78
<b>Applications Development skills premium pay</b> .....	79

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

### How does Foote Partners collect IT compensation data?

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

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

The job title mismatch dilemma is an epidemic widely acknowledged by HR compensation professionals and IT salary surveyors alike. It affects more than half of all employed IT workers by even the most conservative estimates from HR departments. Making the situation worse is that compensation surveys from the largest HR consulting firms, including Towers Watson, William M. Mercer, Hewitt/AON and others, don't offer a solution via their off-the-shelf products. Employers must contract with them for expensive custom survey consulting.

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

The best part about our unique methodology is that it corrects for job title/job content mismatches by classifying surveyed participants according to what they do on-the-job and assigning to them our standardized job titles before their pay data is loaded into our survey data compilation engine. Then you just need to match your people to our job descriptions to get the most accurate market benchmark available today.

It's a labor-intensive and expensive way to achieve truly accurate and validated compensation benchmarking, and it requires a deep grounding in technology and the nuances of IT professional employment. In addition to that unique grounding, Foote Partners uses its unprecedented access to 123,400 IT workers in more than 2,300 public and private sector employers to overcome the many obstacles to accurate tracking of IT compensation and workforce issues. Overall, our methodology produces **better data screening and cleansing, superior statistical reliability and validity, and** constantly refreshed and consistent 'real world' salary and tech skills pay data. *No other IT compensation survey research firm today publishes off-the-shelf surveys that use these IT job title alignment methods.*

## Methodology and Use, cont. **Sample**

IT infrastructure positions originally formed the strong foundation for our research, however Foote Partners' competitive distinction has long been its focus on critical new strategic and tactical **IT-business hybrid positions** often unreported (or under-reported) in other IT surveys. Findings are updated continuously and published every three months (but weekly to our retainer accounts), aided by our constant flow of confidential IT compensation data from North American public and private sector employer HR departments and IT, HR, and business executives research partners.

Our relationships with our research partners have been forged over many years: developed from among the clients, colleagues, and associates of our senior research team of former McKinsey & Company, Towers Watson, Gartner and META Group consultants and analysts. We have access not only to their IT compensation databases but to management and rank-and-file workers, which facilitates the matching of job content with comparable job titles that enables the extraordinary accuracy and reliability of our surveys.

We survey salaries and skills pay job-by-job, city-by-city: 163 positions, 83 cities in the United States and Canada. There are no geographic multipliers used in our research, no cost-of-living coefficients. Ours is constantly refreshed 'real world' salary and skills pay data.

### Research participant metrics

IT compensation data for our latest 2012 research findings (collected through \_\_\_\_\_, 2012) represents more than 40 private sector industries plus government and educational institutions surveyed every three months. The size of the participating organizations, measured most appropriately for the type of business, by revenues, assets, total premiums and operating budgets, are as follows

- 18% of participating organizations have \$3 billion+ in sales/\$15+ billion in total assets
- 28% of participating organizations earn more than \$1 billion in annual revenues or more than \$3 billion in total assets
- 46% of participating organizations have \$500+ million in sales/\$1+ billion in total assets/\$500+ million in premiums/\$500+ million operating budget (government, educational, not-for-profit)
- 54% of participating organizations fall in the SMB (small-to-medium sized business) segment, generally defined as organization under \$500 million in sales.
- [Public sector] 5% have operating budgets of \$500 million or more, [nonprofit/educational sectors] 4% with operating budgets \$100 million to less than \$500million

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**Methodology and Use, cont.** **Sample**

**Industry Pay Differentials**

In each target city or labor market, Foote Partners surveys those employers that have a significant influence on local employment. The most frequent industries surveyed appear in the table below.

Foote Partners standard salary survey reports include detailed long form job descriptions and salaries, by job title, for up to 83 cities or metro areas. Within job titles we do not report salaries by industry, but instead across all industries. Customers may make adjustments for specific industries by using our *industry multipliers*. We calculate industry multipliers for this purpose twice annually, by taking all survey salary data and computing relative values by industry (1.00 = average of all industries).

Compensation data in this report may be adjusted by applying the appropriate multipliers shown below, however be advised that individual jobs may not necessarily behave like other jobs within any given industry.

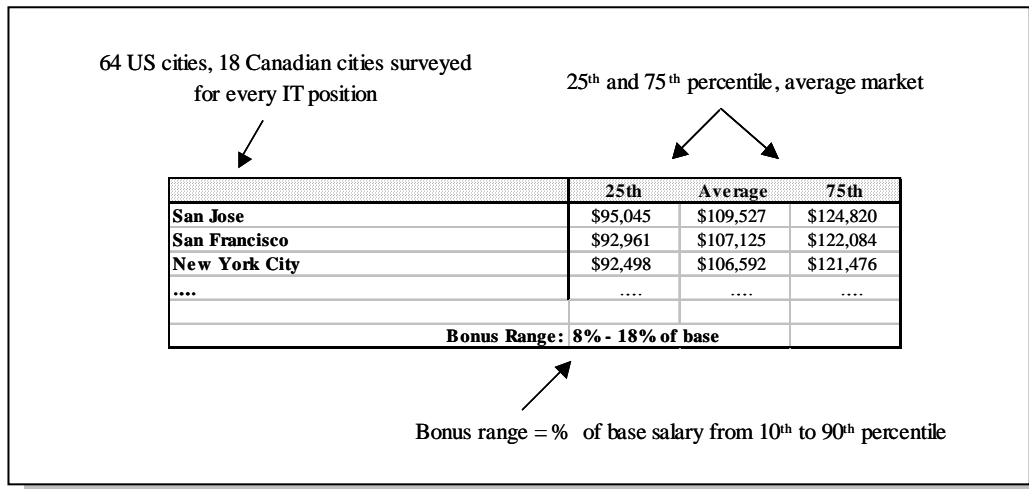
**Industry Salary Adjustments for FP Base Salary Data – 2011**

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

Methodology and Use, cont. **Sample**

**Presentation of Survey Data**

Base salary and bonus



# Sample

## Cities and Metropolitan Areas Surveyed – 2012 Research

(This report contains [Canadian cities](#))

### Canadian Cities

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

### Tier 1 Cities(U.S.)

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

### Tier 2 Cities(U.S.)

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

# Sample

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## **Applications Development Base Salaries and Bonus**

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### **Business Applications Development - Page 9**

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

### **SAP – Page 27**

- Sr. ABAP Developer
- ABAP Developer
- Junior ABAP Developer

### **Java – Page 34**

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

### **.NET – Page 48**

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

### **Other – Page 57**

- Web Developer
- Data Warehouse Developer
- Notes Developer/Programmer
- E-Commerce Programmer/Analyst

# Sample

**(Pages 9–42 missing)**

**Sr. ABAP Developer**  
**ABAP Developer**  
**Jr. ABAP Developer**

**Sample**

This position is directly responsible for modifying systems that have been configured from SAP modules, using ABAP (Advanced Business Application Programming). Working as a member of a SAP application team, responsible for working with technology and business specialists to provide solutions consistent with IT strategic direction and computing platform standards, and making functional additions to the SAP system as mandated by business processes. The incumbent is responsible for the coding, testing and documenting business application programs, and assisting in the analysis and correction of application program processing errors in a live production environment.

### **Responsibilities**

- Responsible for technical program definition, design, coding, unit testing, technical documentation and walkthroughs for all assigned SAP related projects, to support company business and operational needs.
- Develop custom modules within SAP using ABAP and other related tools, including SAPScript for external data and cross application support to implement business rules in the SAP system. May include responsibilities for SAP NetWeaver platform applications for integrating business processes across various systems, databases and sources.
- Effectively modify and integrate SAP functional modules, respond to and correct production problems, and be willing to be on call (24x7 if necessary) and potentially operate under guidelines such as:
  - Complete 80% of projects on schedule.
  - Document 80% of problems within 4 hours.
  - Submit change control and status reports weekly.
- Recommend and initiate change requests for mySAP R/3, 4.6, ECC, or NetWeaver business modules to support business rule changes and enhance system functionality as required to support tactical business
- Provide established level of service and support on mySAP R/3, 4.6, ECC, or NetWeaver business modules to ensure minimal system downtime.
- Develop and maintain an understanding of company business needs and objectives; translate user requirements into program code.
- Serve as a resource to IT business analysts, business users, and BASIS Administrators.
- Utilize structured methodologies to support tasks
- Function as a team member and individually in performing a full range of assignments from simple to complex.
- Prepares regular reports on all assigned activities as required by supervisor
- Assist as a mentor to fellow staff for SAP ABAP and SAP script.

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## Skills and Knowledge

# Sample

- Possesses proven programming skills with SAP software and associated programming tools: ABAP, the SAP developer's workbench, SAPScript.
- Ability to transform business function requirement into technical program specs, and to code, unit test and debug SAP programs.
- Can write custom ABAP reports and SAP script layout sets for SAP 4.6/ECC/NetWeaver.
- Extensive multiple module modification experience with, for example: ALE; BDC; BOR; IDOC; BAPI; User Exit Reports; Workflow Conversions; CrossWorlds mapping and interface architecture; ABAP Workbench (Report Painter, etc.); SAP Script; CPI-C; Q-API; remote function call; ABAP Objects; OLE; user exits, dialog programming; reporting; multi-level reporting/interactive; data dictionary objects.
- For NetWeaver environments, experience with some of the following tools: Enterprise Portal Content Studio; Visual Composer; NetWeaver Development Studio; Java PDK; Web Dynpro; Web Dynpro for Java; Web Dynpro for ABAP; .Net PDK; SAP Composite Framework.
- Understanding of relational databases, data storage and SQL concepts.
- Understanding of data structures and data objects.
- Ability to support SAP application consultants and SAP users.
- Ability to code SAP enhancements and maintain quality design, code and test documentation..
- Ability to work effectively in a cross-functional, matrix team environment. Collaborative style, customer-focused.
- Ability to provide accurate and timely project management information.
- Excellent verbal and interpersonal communication skills for working with the functional teams, development specialists, and SAP support teams. Must have solid written skills to support program documentation.
- Ability to produce high quality deliverables and work in an environment with competing priorities. Can multi-task effectively. Demonstrates results-orientation/initiative and strong work ethic; ability to master tactical details.
- Bring a creative approach to task fulfillment; acquire industry specific knowledge in employer's business

## Experience

- Bachelor's degree in Computer Science, Business Administration, or related disciplines, or equivalent work experience. Additional coursework demonstrating commitment to ongoing skills development desirable.
- General IT experience:
  - *Senior-level:* 6-7 years experience working and developing in distributed computing technologies, with 4 year of experience in system design, trouble shooting, and programming in 4GL language.
  - *Mid-level:* 4 years minimum experience working and developing in distributed computing technologies, with 2-3 years experience in system design, trouble shooting, and programming in

*2012 IT Salary+Skills Pay Report: Applications Development (Canada)*

4GL language. Full lifecycle experience is highly desirable, with interface and conversion design and development a plus.

- *Junior-level:* 2-3 years minimum experience working and developing in distributed computing technologies, with 1 year of experience in system design, trouble shooting, and programming in 4GL language.
- SAP experience:
  - *Senior-level:* 5 years or more hands-on experience in SAP, ABAP and SAPScript, including programming. NetWeaver platform integration experience (if present). Experience with one or more full implementation cycle.
  - *Mid-level:* 3 years or more hands-on experience in SAP, ABAP and SAPScript, including structured programming. NetWeaver platform integration experience (if present). Experience with one or more full implementation cycle.
  - *Junior-level:* 1-2 years hands-on experience in SAP, ABAP and SAPScript, including structured programming. NetWeaver platform integration experience (if present).

Modules and skills:

ALE (Application Link Enabling)	MI (Mobile Infrastructure)
AM Asset Management	MM (Materials Management)
APO Advanced Planner & Optimizer	MRO (Maintenance, Repair and Overhaul)
Auto-ID Infrastructure (SAP RF)	NetWeaver Applications Server
ASAP (Accelerated SAP)	NetWeaver BW (NetWeaver BI)
SAP Basis Components	NetWeaver PI (SAP XI)
AFS (Apparel and Footwear Solutions)	NetWeaver Portals/SAP EP
BI Accelerator	NetWeaver Visual Composer
BPC (Business Objects Planning and Consolidation)	NWDS (NetWeaver Developer Studio)
BSP (Business Server Pages)	PLM (Product Lifecycle Management)
SAP BW (Business Warehouse)	PM (Plant Maintenance)
CA Cross Application	PP (Production Planning)
CAF (Composite Application Framework)	PS (Project Systems)
CCM (Catalog Content Management)	PSCD (Collection and Disbursement)
CE (NetWeaver Composition Environment)	Public Sector Management
CFM (Corporate Finance Management)	PY (Payroll)
CO (Controlling)	QM (Quality Management)
CO-PA (Profitability Analysis)	SAM (Service and Asset Management)
CRM (Customer Relationship Management)	SAP Application Server
CS (Customer Service)	SAP Banking
EBP (e-Procurement)	SAP BODI
EDI	SAP Business One
EHS (Environmental Management)	SAP Business Workflow/Webflow
EPM (Enterprise Performance Management)	SAP Crystal Reports
ERP Operations (multi-skills)	SAP Manufacturing
ESA (Enterprise Services Architecture)	SAP Oil & Gas
FI - FSCM (Financial Supply Chain Management)	SAP Retail
FI - Travel Management	SAP Security
	SAP Smart Forms

*2012 IT Salary+Skills Pay Report: Applications Development (Canada)*

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Modules and skills, cont'd.:

**Sample**

FI (Financial Accounting)	SAP Solution Manager
FS (Insurance)	SAP Web Application Server
GRC (Governance/Risk Mgmt/Compliance)	SAP Xcelsius
GTS (Global Trade Services)	SAP xMII
HANA ( In-Memory Appliance)	SCM (Supply Chain Management)
HCM	SD - GTS (Global Trade Systems)
HCM ESS/MSS	SD (Sales and Distribution)
IM (Investment Management)	SEM (Strategic Enterprise Management)
IS-U (Utilities)	SM (Service Management)
ITS (Internet Transaction Server)	SRM (Supplier Relationship Management)
KW (Knowledge Warehouse)	TM (Transportation Management)
LES (Logistics Execution System)	Web Dynpro
LO (Logistics General)	WM (Warehouse Management)
MDM (Master Data Management)	WM - EWM (Extended Warehouse Management)
MDX (Multi-Dimensional Expression Language)	

- Advanced knowledge of Windows application interfaces (COM, Win API, ODBC, OLE, DDE, HALAPI), Unix, SQL, HTML, and relational databases (e.g. Oracle). PHP, XML, and EDI experience are a plus.
- Ability to work from business functional requirement. Deep business skills/understanding a major plus.
- Demonstrated ability to communicate effectively and experience in working in a team-oriented environment.
- Highly developed interpersonal and communication skills. Excellent technical writing and system documentation skills

**Working Relationships (Senior-level and ABAP Developer level)**

- Reports to SAP Project Manager or equivalent.
- Indirect supervisory responsibilities for project team members
- Works closely on SAP issues with Unix and Database Administrators, and functional area support, operations, and security personnel.

# Sample

## Sr. ABAP Developer

### xQ Quarter - 2012 Base Salary and Bonus Range:

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

Data has been shielded

Note: The data in this chart are not industry-specific, but rather span all industries surveyed in the geographical area. The salaries displayed above can be adjusted using the Industry multipliers on page 5, derived from industry segmentation analyses performed in this quarter encompassing all Foote Partners surveyed IT positions.

# Sample

**(Pages 43–72 missing)**

# Sample

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## Skills & Certifications Pay

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### Current Quarter 2012 Data

**Using IT Skills Pay**

Depending on corporate compensation policies, IT skills premiums are typically incorporated directly into base salary (often to differentiate pay for individuals of common job title but dissimilar skills and responsibilities) or paid out as a cash bonus.

## Using Data From the Foote Partners 2012 IT Skills & Certifications Pay Index™

### What is IT skills and certifications pay?

It is common practice today for employers to isolate, recognize and reward experience in a variety of technical and business skills. Pay for such skills, both certified and noncertified, is usually provided in the form of a premium employers are willing to pay workers who possess high-value technology skills used on the job (with or without formal certification of those skills). This pay may be applied in the form of a cash bonus or it may be embedded in base salary to adjust for the presence of a dominant vendor or technology; for example a Cisco Network Engineer, Python Software Engineer, Red Hat Linux Systems Administrator, or SAP Developer.

Incorporating skills premiums in base pay is the most popular option today. Why? Because it is an effective solution to the dreaded long-standing problem of job titles that don't match what people actually do on-the-job. These days it is common to find Linux, Unix, and NT administrators lumped together under a single "Systems Administrator" titles. Or .NET, Java, Python, Ruby on Rails, SAP, and even Cobol specialists all with "Programmer" or "Developer" titles. But some of these skills are worth more than others in the marketplace. Benchmarking salaries of these various IT specialists to a single job title in a salary survey – if you can even find the job title -- typically results in salary mismatches.

In an ideal world you would simply change the persons job title to reflect the skill specializations. For example, software developers who work exclusively with Java become "Java Developers" and engineers in the Cisco environment world be "Cisco Network Administrators". But there is much resistance at many employers for doing this. Instead, why not differentiate workers within common job titles by offering skills premium pay in order to match their pay to the job titles they *should* have? It's a lot less difficult than going through a laborious job evaluation process and has become a common industry practice.

This is where our *IT Skills and Certifications Pay Index™* comes in handy: it tells you exactly what the bonus or base pay adjustment should be for 530 certified and noncertified IT skills, based on current compensation practice at more than 2,300 employers.

Are there other uses for skills pay? Absolutely. Skills pay can be offered as an inducement in recruiting a prospective employee via internal transfer, or securing external candidates on the open market as a basis for a sign-on bonus. Skills pay can also used as a de facto retention bonus. This may be without regard to other variables such as low/no-cash incentives, merit and bonus pay not connected to specific skills (e.g. profit sharing), work/lifestyle benefits, and other important add-ons not tied specifically to cash compensation for individual performance.

## Using the ITSCPI, cont.

# Sample

Is a certain level of performance necessary to receive a skill or certification premium? Our research indicates that while some employers may attach a performance basis for skills payout, others do not. The trend is towards companies devising measurable performance hurdles whenever possible.

### How does Foote Partners collect skills pay data?

Foote Partners' primary research report for skills and professional certifications pay is the **IT Skills and Certifications Pay Index™ (ITSCPI)**, which tracks premium pay for 530 IT certifications and noncertified skills and is continuously updated and published every three months. Updated data in this edition was collected **through \_\_\_\_\_, 2012**, including 34,953 validated IT professionals receiving premium pay for their skills and/or certifications.

Employers have been paying for tech skills for some time but they are notoriously reluctant to create formal programs to do so. Why? Because they want to pay for skills selectively without feeling obligated to pay all holders of any one skill or certification equally, or even at all. This makes it much labor intensive and expensive for survey researchers to capture such data. Though many have tried to track skills pay, Foote Partners' ITSCPI---launched in 1999---is not only the oldest and (now) only survey of its kind still in existence, but also the industry's most comprehensive and most accurate.

Our unique data collection methodology lends itself very well to capturing both informal and formal pay practices, and to do it more economically. Our survey reveals that more than one half of the private and public sector IT workers in our North American survey receive some form of skills pay, and of that number we are able to both document and validate skills pay data for approximately 48 percent of them. From our HR department and non-HR research partner sources we receive all formal and informal IT compensation data in the form of electronic databases, spreadsheets, and hard copy.

With this critical data in hand, Foote Partners spends significant time on the delicate and critical task of validating the data including direct interviewing and aggressive interactive surveying. We do not collect skills pay data from workers themselves, but instead from their managers and HR/compensation staffs.

We collect and compile the data continuously and make those results available to our retainer and consulting customers only: everybody else may obtain more than 30 individual quarterly updated 'off-the-shelf' compensation surveys published and regularly updated by Foote Partners that contains excerpts from the ITSCPI report.

**Using the ITSCPI, cont.**

# Sample

This ITSCPI reports pay in the following classifications, for full-time IT workers only (these premiums do not apply to contractors or consultants):

Skills:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Systems/Networking</li> <li>• Operating Systems</li> <li>• Web/e-Commerce Development</li> <li>• Messaging and Communications</li> <li>• Apps Development Tools and Platforms</li> </ul> | <ul style="list-style-type: none"> <li>• SAP and Enterprise Business Applications</li> <li>• Database</li> <li>• Project Experience</li> <li>• Management, Process and Methodology</li> </ul> |
|---|---|

Certifications:

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• General/Beginner and Training</li> <li>• Application Development/Programming Languages</li> <li>• Database</li> <li>• Web Development</li> </ul> | <ul style="list-style-type: none"> <li>• Networking and Communications</li> <li>• Systems Administration and Engineering/ Network Operating Systems</li> <li>• IT Security</li> <li>• Architecture/Project Management/Process</li> </ul> |
|---|--|

**How is the data presented?**

Noncertified or certified IT skills 10<sup>th</sup>, 50<sup>th</sup> and 90<sup>th</sup> percentile data

Certifications - Database	% of Base Salary/4Q 2006		
	P10	Median	P90
Oracle DBA Administrator Certified Master (OCM)	10%	12%	15%
Teradata Certified Master	9%	12%	14%
IBM DB2 Universal Database Certified Solutions Expert (DB2)	8%	10%	12%
.....	8%	10%	12%

Values displayed are expressed as a percent of base pay. Could be applied as a base salary adjustment, bonus or other element of variable pay.

## Using the ITSCPI, cont.

# Sample

### Research participant metrics

IT compensation data for our latest research findings (collected through \_\_\_\_\_, **2012**) represents 40 private sector industries plus government and educational institutions surveyed every three months.

The size of the participating organizations, measured most appropriately for the type of business, by revenues, assets, total premiums and operating budgets, are as follows

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- 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 \$500 million

Following are among the most frequent industries we survey:

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

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**Sample**  
**Cities and Metropolitan Areas Surveyed**  
**2012 IT Skills and Certifications Pay Index**

**Canada**

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

**United States**

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

2012 IT Salary+Skills Pay Report: Applications Development (Canada)

# Sample

## Skills & Certifications Pay – Permanent Employees

### Applications Development Certifications

(Quarterly data collected through \_\_\_\_\_, 2012, expressed as percent of base salary.)  
New skills added in this edition appear in red.)

Certifications - Application Development/ Programming Languages	Pay Premium as % of Base Salary - 4Q 2011		
	P10	Median	P90
EC-Council Certified Secure Programmer (ECSP)			
EMC Proven Professional Application Developer - Specialist			
GIAC Secure Software Programmer-- .NET			
GIAC Secure Software Programmer--Java			
IBM Certified Advanced Application Developer – Lotus Notes/Domino 8			
IBM Certified Application Developer – Lotus Notes/Domino 8			
IBM Certified SOA Solution Designer			
IBM Certified Solutions Developer: WebSphere (all)			
Microsoft Certified Applications Developer(MCAD)			
Microsoft Certified Professional Developer (all)			
Microsoft Certified Solution Developer (MCSD)			
Microsoft Office Specialist			
Oracle Advanced PL/SQL Developer Certified Prof.			
Oracle Certified Associate, Java SE (formerly Sun SCJA)			
Oracle Certified Expert, Java EE Developer			
Oracle Certified Master, Java SE Developer (formerly Sun SCJD)			
Oracle Certified Professional Java Programmer (formerly Sun SCJP)			
Oracle Certified Programmer, Java EE Web Services Developer (formerly			
Oracle Forms Developer Certified Professional (OCP)			
Oracle PL/SQL Developer Certified Associate			
Oracle SOA Architect Certified Expert			
Oracle WebLogic Portal 10g Developer Certified Expert			
Oracle WebLogic Server 10g Developer Certified Expert			
Oracle/Siebel 7.7 Certified Consultant (SCC)			
Oracle/Siebel 8 Consultant Certified Expert			
SAS Certified Advanced Programmer			
SAS Certified Base Programmer			
TIBCO Certified Professional			
TIBCO Certified SOA Architect			

**Chart data  
has been  
shielded**

Note: This survey data is reported as “% of base pay” but premium pay is not necessarily administered as part of base salary. It is also common for employers to apply premium pay as a cash bonus or other element of at-risk or variable compensation.

2012 IT Salary+Skills Pay Report: Applications Development (Canada)

**Sample**  
**Skills & Certifications Pay – Permanent Employees**

**Applications Development Skills (noncertified)**

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

New skills added in this edition appear in red.)

Application Development skills	Pay Premium as % of Base Salary - 4Q 2011		
	P10	Median	P90
Adobe Flex			
Agile Programming/RAD/Extreme Programming			
AJAX (Asynchronous JavaScript and XML)			
Apache Hadoop			
Apache Tomcat			
Business Objects			
Business performance management (software/systems)			
C			
C#			
C++ /CLI			
Clarity PPM			
Cobol			
Cognos			
CSS (Cascading Style Sheets)			
Delphi			
Drupal			
Eclipse			
Epic Systems applications			
F#			
Groovy/Grails			
HTML5			
iRise			
Java/J2SE,ME,J2EE			
JavaBeans/EJB 3.0			
JavaFX			
JavaScript			
JSON			
Microsoft .NET (ADO .NET, VB .NET, ASP.NET, etc.)			
NetWeaver			
Oracle Applications Developer Framework			

**Chart data  
has been  
shielded**

Note: This survey data is reported as “% of base pay” but premium pay is not necessarily administered as part of base salary. It is also common for employers to apply premium pay as a cash bonus or other element of at-risk or variable compensation.

# Sample

## Skills & Certifications Pay – Permanent Employees

### Applications Development Skills (noncertified)

(Quarterly data collected through \_\_\_\_\_, 2012, expressed as percent of base salary.)  
New skills added in this edition appear in red.

Application Development skills - cont'd.	Pay Premium as % of Base Salary - 4Q 2011		
	P10	Median	P90
Oracle E-Business suite			
Oracle WebLogic			
PeopleSoft			
Perl			
PHP (all)			
PL/SQL			
PowerBuilder			
Progress 4GL/Development tools			
Python			
Ruby			
Ruby on Rails			
SAS			
Siebel			
etc.)			
Spring Framework			
Tcl			
TIBCO			
Transact-SQL			
VBScript			
Visual Basic 6.0			
Visual C++			
Visual J++			
WebSphere			
WSDL (Web Services Description Language)			
XAML/XACML			
XHTML			
XML (all variants)			

**Chart data  
has been  
shielded**

Note: This survey data is reported as “% of base pay” but premium pay is not necessarily administered as part of base salary. It is also common for employers to apply premium pay as a cash bonus or other element of at-risk or variable compensation.