

# Sample

## IT Salary+Skills Pay Survey Report

### IT Architecture

### 2012 Quarterly Edition/US

**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

	<b>Page</b>
<b>Methodology and Use of Foote Partners' Quarterly 2011 IT Salary+Skills Pay Survey Report</b> .....	3
How does Foote Partners collect Salary data?	
Research participant metrics	
Presentation of survey data	
Industry differentials - Cities surveyed	
<b>Base salaries and bonuses</b> .....	8
• Director, IT Architecture	
• Manager, Applications Systems Architecture	
• Sr. Applications Systems Architect	
• Applications Systems Architect	
• Information Architect	
• Enterprise Architect	
• Data Architect	
• Security Architect	
• SAP Design Architect	
• Web Architect	
• Data Warehouse/BI Architect	
• Lotus Notes/Domino Architect	
<b>IT Skills &amp; Certifications Pay</b> .....	70
Architecture certifications.....	76
Architecture noncertified skills.....	78

## 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 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. **Sample**

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

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

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

### **Research participant metrics**

IT compensation data for our latest 2011 research findings (collected through \_\_\_\_\_, **2012**) represents more than 40 private sector industries plus government and educational institutions surveyed every three months. The size of the participating organizations, measured most appropriately for the type of business, by revenues, assets, total premiums and operating budgets, are as follows

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

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

### Industry Pay Differentials

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

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

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

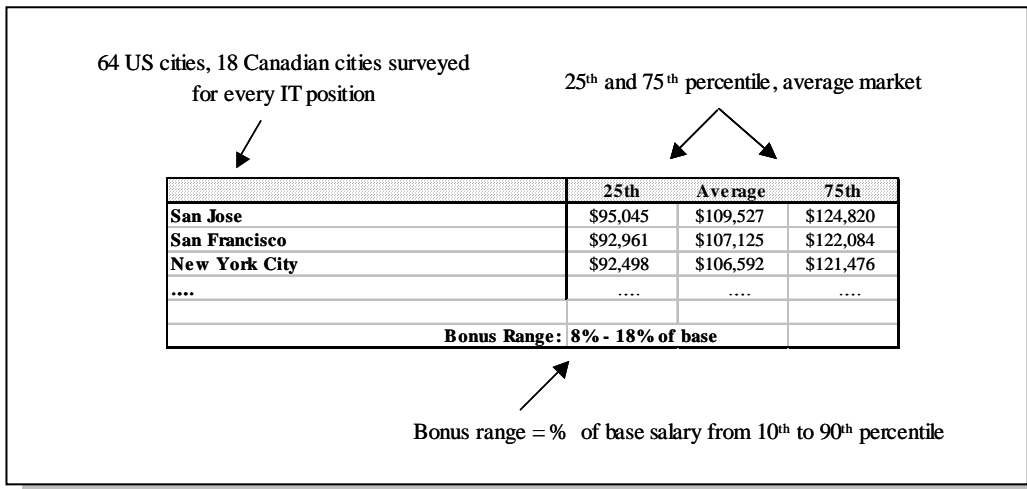
**Industry Salary Adjustments for FP Base Salary Data – 2011**

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

Methodology and Use, cont. **Sample**

**Presentation of Survey Data**

Base salary and bonus



# Sample

## Cities and Metropolitan Areas Surveyed – 2012 Research

(This report 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

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## IT Architecture Base Salaries and Bonus Range

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- Director, IT Architecture
- Manager, Applications Systems Architecture
- Sr. Applications Systems Architect
- Applications Systems Architect
- Information Architect
- Enterprise Architect
- Data Architect
- Security Architect
- SAP Design Architect
- Web Architect
- Data Warehouse/BI Architect
- Notes 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.

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**(Pages 9–38 missing)**

## **Data Architect**

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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.

*2012 IT Salary+Skills Pay Report: IT Architecture (U.S.)*

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- 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

*2012 IT Salary+Skills Pay Report: IT Architecture (U.S.)*

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- 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

# Sample

- 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

*2012 IT Salary+Skills Pay Report: IT Architecture (U.S.)*

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- Project Management Professional (PMP)
- Red Hat Certified Architect (RHCA)
- SNIA Certified Storage Architect
- 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- or manager-level architecture positions 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

# Sample

## Applications Systems 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	<b>Data has been shielded</b>		
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			
<b>Bonus Range: x% to x% of base</b>			

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

**Applications Systems Architect**  
**Sample**

**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	\$89,640	\$102,665	\$115,112
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	\$67,014	\$77,130	\$87,055
<b>Bonus Range: x% to x% of base salary</b>			

**Data has been shielded**

**Sample**

**(Pages 45–69 missing)**

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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:

- Systems/Networking
- Operating Systems
- Web/e-Commerce Development
- Messaging and Communications
- Apps Development Tools and Platforms
- SAP and Enterprise Business Applications
- Database
- Project Experience
- Management, Process and Methodology

Certifications:

- General/Beginner and Training
- Application Development/Programming Languages
- Database
- Web Development
- Networking and Communications
- Systems Administration and Engineering/ Network Operating Systems
- IT Security
- Architecture/Project Management/Process

**How is the data presented?**

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

- 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 \$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)                          |   |                                    |

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

**Canada**

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

**United States**

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

**Skills & Certifications Pay – Permanent Employees**  
**IT Architecture Certifications**

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

Architecture-related Certifications	Pay Premium as % of Base Salary - 3Q 2011		
	P10	Median	P90
Certified Associate in Project Management			
Check Point Certified Master Architect (CCMA)			
Cisco Certified Design Associate (CCDA)			
Cisco Certified Design Expert (CCDE)			
Cisco Certified Design Professional (CCDP)			
Cisco Certified Internetwork Expert (CCIE, all variations)			
Cisco Certified Internetwork Professional (CCIP)			
Cisco Certified Network Associate (CCNA)			
Cisco Certified Network Professional (CCNP)			
Cisco Data Center Networking Infrastructure Design Specialist			
Cisco Data Center Storage Networking Design Specialist			
Cisco Storage Networking Design Specialist			
Citrix Certified Integration Architect (CCIA)			
CompTIA CTP+ (Convergence)			
Convergence Technologies Professional (CTP)			
EMC Proven Professional Technology Architect - Expert			
EMC Proven Professional Technology Architect - Specialist			
HP/Accredited Integration Specialist (AIS)			
IBM Certified Advanced Application Developer – Lotus Notes/Domino			
IBM Certified Application Developer – Lotus Notes/Domino			
IBM Certified Infrastructure Systems Architect			
IBM Certified SOA Solution Designer			
IBM Certified Solutions Developer: WebSphere (all)			
IBM Certified Advanced Database Administrator			
IBM Certified Database Administrator - DB2			
InfoSys Security Architecture Professional (ISSAP/CISSP)			
IT Certified Architect (ITAC/The Open Group)			
ITIL Practitioner Certificate in IT Service Management			
ITIL Service Manager Certification			
Linux Professional Institute certification (LPIC-Level 2)			
Linux Professional Institute certification (LPIC-Level 3)			
Master IT Certified Architect (ITAC/The Open Group)			

**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**

**IT Architecture Certifications**

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

New skills added in this edition appear in red.)

Architecture-related Certifications, cont.	Pay Premium as % of Base Salary - 3Q 2011		
	P10	Median	P90
Microsoft Certified Applications Developer(MCAD)			
Microsoft Certified Architect (MCA)			
Microsoft Certified Database Administrator (MCDBA)			
Microsoft Certified IT Professional (MCITP/all)			
Microsoft Certified Professional (MCP)			
Microsoft Certified Professional Developer (all)			
Microsoft Certified Solution Developer (MCSD)			
Microsoft Certified Systems Engineer(MCSE)			
Microsoft Certified Trainer (MCT)			
Nortel Certified Architect			
Novell Certified Linux Engineer (CLE)			
Novell/Certified Novell Engineer (CNE)			
Novell/Master Certified Novell Engineer (MCNE)			
Oracle Certified Expert MySQL 5.1 Cluster Database Administrator (formerly			
Oracle Certified Expert, Oracle Solaris 10 Systems Administrator for Solaris			
Oracle Certified Master, Java EE Enterprise Architect (formerly Sun SCEA)			
Oracle Certified Master, Java SE Developer (formerly Sun SCJD)			
Oracle Certified Professional Java Programmer (formerly Sun SCJP)			
Oracle Certified Professional MySQL 5.0 Database Administrator (formerly			
Oracle DB Administrator Certified Associate (OCA)			
Oracle DB Administrator Certified Master (OCM)			
Oracle DB Administrator Certified Professional (OCP)			
Oracle SOA Architect Certified Expert			
PMI Risk Management Professional (PMI-RMP)			
Project Management Professional(PMP)			
Red Hat Certified Architect (RHCA)			
Security Certified Network Architect			
SNIA Certified Storage Architect			
Teradata Certified Enterprise Architect			
TIBCO Certified SOA Architect			
VMware Certified Design Expert (VCDX)			

**Chart 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**

**IT Architecture Skills (noncertified)**

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

Architecture-related Noncertified Skills	Pay Premium as % of Base Salary - 3Q 2011		
	P10	Median	P90
Active Server Pages			
Agile Programming/RAD/Extreme Programming			
Apache HTTP web server			
Business analysis			
Business intelligence			
Business performance management (software/systems)			
Business process management/modeling/improvement			
C			
C#			
C++ /CLI			
CGI			
DB2			
HP-UX			
HTML5			
Information risk management			
Infrastructure architecture			
IT Governance			
ITIL V3			
Java/SE,ME,J2EE			
JavaServer Pages			
Linux			
Master data management			
Microsoft .NET (ADO .NET, VB .NET, ASP.NET, etc.)			
Microsoft BizTalk Server			
Microsoft Commerce Server (incl. 2007)			
Microsoft Internet Information Services (IIS)			
Microsoft NT Server			
Microsoft SQL Server 2005/2008			
MySQL			

**Chart 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**

**IT Architecture Skills (noncertified)**

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

New skills added in this edition appear in red.)

Architecture-related Noncertified Skills, cont.	Pay Premium as % of Base Salary - 3Q 2011		
	P10	Median	P90
NetWeaver			
Oracle Applications Developer Framework			
Oracle DB 8i/9i/10g/11i			
Oracle E-Business suite			
Oracle WebLogic (BEA)			
Perl			
Predictive Analytics and Modeling			
Project management			
Quality management/TQM			
Requirements Engineering/Analysis			
Risk assessment			
Security architecture and models			
Six Sigma/Lean Six Sigma			
Solaris			
SQL			
Sybase Adaptive Server Enterprise			
TOGAF (Enterprise Architecture)			
Unix (all)			
Visual Basic 6.0			
Visual SQL			
WebSphere			
Windows NT			
XHTML			
XML (all variants)			

**Chart 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.