

Sample

IT Salary+Skills Pay Survey Report

Project Management

2012 Quarterly Edition/US

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

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April 10, 2012

July 10, 2012

October 10, 2012

Sample

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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

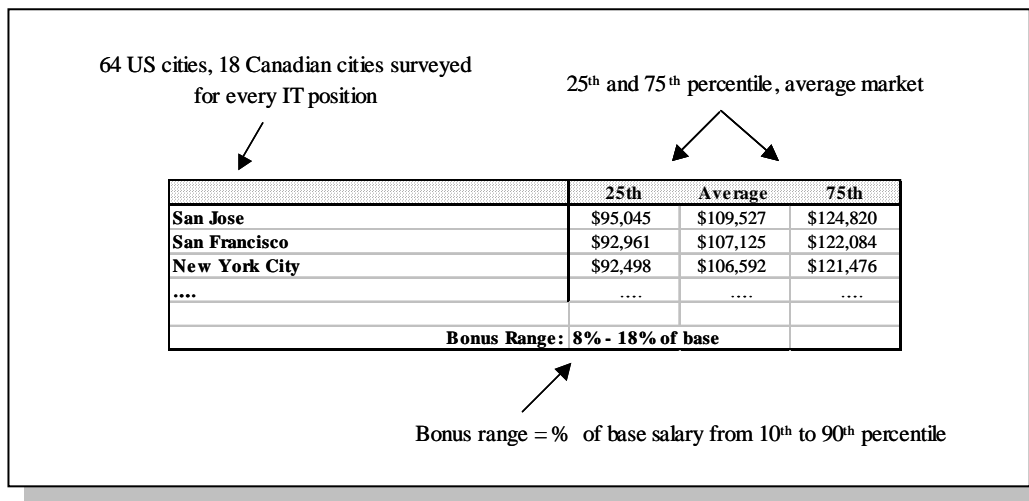
Factor	Industry	Industry
1.00	AVERAGE - ALL INDUSTRIES	
1.15	Pharmaceuticals/Biotech	1.03 Aerospace
1.13	Research and Development	1.02 Hospitality/Leisure
1.12	Business Services/For Profit	1.00 Manufacturing/computer-related
1.12	Software/Services	0.99 Household/Personal Products
1.11	Government(Federal/Defense)	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

Project Management Base Salaries and Bonus

- Web/I-net Project Manager
- SAP Project Manager
- Data Warehouse/Business Intelligence Project Manager — Processing
- Data Warehouse/Business Intelligence Project Manager — Decision Support Services
- Notes Project Manager – Server/Network
- Notes Project Manager – Client/Customer Support
- E-Commerce Project Manager

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.

Sample

(Pages 9-13 missing)

SAP Project Manager

Sample

This position is responsible for managing teams that develop, implement, and maintain SAP systems for enabling business process functionality. Accountable for the overall direction of the design, development and implementation, typically for a specific application or domain. Conducts business process analysis, needs assessments, and preliminary cost/benefit analyses. Formulates and defines system scope and objectives through research (e.g. best practice process concepts) and fact-finding to develop or modify complex information systems. Prepares detailed specifications from which programs will be written. Ensures that project goals are accomplished according to specifications and business objectives, relying on extensive experience and judgment to plan and accomplish goals. Responsible for the overall on-time, on-budget delivery of a successful SAP implementation including financial/budget management and control of project costs. Uses in-depth consulting skills, business knowledge, and packaged solution expertise to effectively integrate packaged technology into the business environment. Works with internal business customers and functional IT groups to develop short and long term systems plans.

Duties and responsibilities

- Manages teams that develop, implement, and maintain SAP systems.
- Accountable for the direction of the design, development and strategic application of specific SAP systems, including those built with SAP NetWeaver platform functionality for integrating business processes across various systems, databases and sources.
- Conducts business process analysis, needs assessments, and preliminary cost/benefit analyses.
- Formulates and defines system scope and objectives through research (e.g. best practice process concepts) and fact-finding to develop or modify complex information systems.
- Prepares detailed specifications and requirements from which programs will be created.
- Ensures that project goals are accomplished according to specifications and business objectives, relying on extensive experience and judgment to plan and accomplish goals.
- Responsible for the overall on-time, on-budget delivery of a successful SAP implementation including financial/budget management and control of project costs.
- Develops and maintains project plans and schedules, managing deadlines and coordinating project team and sub-team activities
- Assimilates and integrates dependent project plans from other entities and coordinates activities that have dependencies with other projects
- Partners with key business process owners to ensure:
 - SAP project deployment roadmap is in alignment with organizational strategic objectives
 - Project's value proposition is justified through effective business case development
 - Best practice business process design is achieved
 - Project's cost and timeline estimates are developed and managed
 - Sustainable and measurable continuous improvement is achieved in both business processes as well as technology enablers
- Uses in-depth consulting skills, business knowledge, and packaged solution expertise to effectively integrate packaged technology into the business environment.

2012 IT Salary+Skills Pay Report: Project Management (U.S.)

- Works with internal business customers and functional IT groups to develop short and long term systems plans.
- Controls and monitors the project (including schedule, cost and deliverables)
- Estimates project skill requirements, working with resource deployment managers to identify appropriate resources and managing their integration into the team
- Defines and gains consensus on deliverables, milestones and scope, communicates status and vision to internal client management and stakeholders.
- Provides oversight for SAP business systems projects and consults project teams and IT leadership on best practices.
- Prepares and presents progress reports to upper management and other project teams.
- Overall team management, including regular evaluations
- Leads highly skilled, cross-functional teams (software developers, IT Operations, vendors, business stakeholders and consultants) across one or more projects.
- Interacts at very high levels with decision-makers both internally and externally.
- Provides subcontractor management
- Executes project and risk management plans
- Reports on project status
- Performs issue identification, assignment, tracking and resolution.
- Performs project communications management
- Adhere to organizational document control standards
- Conducts, organizes, and schedules meetings
- Works with the project teams, application software resources, system integration consulting resources
- Collaborates with the enterprise infrastructure project management in setting project priorities and communicating with all relevant teams/individuals. (Business and IT)

Skills and Knowledge

- Possesses expertise in the management of SAP projects, has a broad understanding of SAP functionality
- Possesses an in depth understanding of the relevant business functional area supported by the SAP project and is viewed as a credible representative of that business function program.
- Ability to establish and implement project management processes including requirements gathering, analysis and design, release and version control, contemporary testing methodologies, and deployment management.
- Ability to develop and deliver SAP projects using (where appropriate) leading-edge technology; solid project management skills with ability to multitask and manage multiple small to large projects in a cross-functional setting
- Ability to understand, establish and manage the scope and quality of areas of their responsibility.
- Able to execute the projects on time and on budget, and adhere to high quality standards.
- Ability to estimate project skill requirements, working with resource deployment managers to identify appropriate resources and manage their integration into the team
- Advanced knowledge and experience with project management software
- Understands enabling technology roadmaps to determine potential application.
- Familiar with development tools and technologies

2012 IT Salary+Skills Pay Report: Project Management (U.S.)

- Uses in-depth consulting skills, business knowledge, and packaged solution expertise to effectively integrate packaged technology into the business environment.
- Able to work with internal business customers and functional IT groups to develop short and long term systems plans. Must be able to deal effectively with people.
- Demonstrated ability to lead and motivate staff; strong teamwork and interpersonal skills at all management levels and ability to motivate employees/teams to apply skills and techniques to solve dynamic problems
- Demonstrated ability to interface with all levels of the organization from technical staff to executive-level management. Must be able to influence business leaders and management decisions and drive ownership and acceptance of this change. Works closely with Process Owners and other key stakeholders to communicate progress, vision and facilitate buy-in.
- Competent in assigned SAP applications systems analysis and design activities.
- Prepares charts and diagrams to support problem and/or design solution documentation.
- Capable of mining and analyzing business transactional data to identify/quantify business or systems issue.
- Proficiency in developing appropriate channel and client relationships and developing thought leadership around implementing SAP.
- Has functional areas of knowledge that may include strategic sourcing; contract management and procurement execution; supplier communication and collaboration; supplier performance management; product delivery processes
- Solid communication and presentation skills and an ability to present and explain technical information in a way that establishes rapport, persuades others, and gains understanding.
- Expertise in setting and managing customer expectations and establishing and maintaining a high level of customer trust and confidence in the SAP project team.
- Has individual and team development skills that support company strategy and objectives
- Solid project documentation skills
- Ability to work in a fast paced, multiple project environment, on an independent basis and with minimal supervision
- Aptitude to learn technical information quickly, assimilate technical and business requirements and delegate tasks to a project team in an efficient and effective manner
- Ability to work well under pressure

Experience

- Bachelor's degree in Computer Science or related discipline with technology focus. MS/M.B.A. degree highly desirable (but with undergraduate degree in a technical discipline).
- 8 to 10 years of progressive broad-based information systems experience.
- 6 or more years of SAP project delivery experience with at least two full SAP lifecycle implementations (any module) plus a deep understanding of SAP software and products.
- 5 years industry experience in the functional business discipline relevant to the assigned SAP project (e.g. manufacturing, distribution, human resources, finance)
- 4 years experience as a project manager, with experience developing project plans and delegating and tracking tasks based on the plans. Proven track record of successful complex software implementation

2012 IT Salary+Skills Pay Report: Project Management (U.S.)

projects, including project scope, schedule, resources, quality, costs and change control. Leadership of cross-competency (e.g. technology, design) teams across a diverse range of industry verticals or project types (tech-heavy, design-intensive, etc).

- Usually requires experience one or more SAP modules and appropriate functional area knowledge and experience:

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
FI (Financial Accounting)	SAP Smart Forms
FS (Insurance)	SAP Solution Manager
GRC (Governance/Risk Mgmt/Compliance)	SAP Web Application Server
GTS (Global Trade Services)	SAP Xcelsius
HANA (In-Memory Appliance)	SAP xMII
HCM	SCM (Supply Chain Management)
HCM ESS/MSS	SD - GTS (Global Trade Systems)
IM (Investment Management)	SD (Sales and Distribution)
IS-U (Utilities)	SEM (Strategic Enterprise Management)
ITS (Internet Transaction Server)	SM (Service Management)
KW (Knowledge Warehouse)	SRM (Supplier Relationship Management)
LES (Logistics Execution System)	TM (Transportation Management)
	Web Dynapro

2012 IT Salary+Skills Pay Report: Project Management (U.S.)

SAP Skills/Modules:

Sample

LO (Logistics General)

MDM (Master Data Management)

MDX (Multi-Dimensional Expression Language)

WM (Warehouse Management)

WM - EWM (Extended Warehouse Management)

- 3-5 years of demonstrated management/supervisory experience in systems development, during which more than one of the following is apparent:
 - Strong managerial skills, including the ability to establish and maintain relationships with internal (and sometimes external) customers.
 - Demonstrated leadership of multidisciplinary, high-performance work teams/groups and ability to lead and motivate staff to apply skills and techniques to solve dynamic problems.
 - Successful development and implementation of enterprise technology
 - Demonstrated successful development and implementation of new work processes or process improvements
 - Experience develop solutions to complex business problems
- Highly desirable certifications for this position may include the following:
 - Project Management Professional(PMP)
 - CompTIA Project+
 - SAP ASAP Certification

Working Relations

Internal:

- Reports to VP/Director of SAP Program Management or similar senior-level manager
- Works directly with individuals from business units, corporate departments, and IT peer group.
- Participates in presentations to senior management and has regular contact with the user community.
- Experience functioning as a consultant to other IT groups is common

External:

- Has contact with outside vendors, contractors/consultants, and industry trade groups.
- May have interaction with media as subject matter expert.
- Attends conferences and belongs to professional organizations and user groups.

Sample

SAP Project Manager

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.

2012 IT Salary+Skills Pay Report: Project Management (U.S.)

SAP Project Manager **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	\$89,619	\$102,665	\$115,112
Prince ton/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

Sample

(Pages 20-41 missing)

Sample

Skills & Certifications Pay

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 10th, 50th and 90th 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) | | |

2012 IT Salary+Skills Pay Report: Project Management (U.S.)

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			

Sample

Skills & Certifications Pay – Permanent Employees

Project Management Certification

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

New skills added in this edition appear in red.)

Certifications - Project Management	Pay Premium as % of Base Salary - 3Q 2011		
	P10	Median	P90
Certified Associate in Project Management			
Certified in the Governance of Enterprise IT (CGEIT)			
CompTIA Project+			
IT Certified Architect (ITAC/The Open Group)			
ITIL Practitioner Certificate in IT Service Management			
ITIL Service Manager Certification			
Master IT Certified Architect (ITAC/The Open Group)			
PMI Risk Management Professional (PMI-RMP)			
Project Management Professional(PMP)			

**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

Project Management Skills (non-certified)

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

New skills added in this edition appear in red.)

Management, Process and Methodology Skills	Pay Premium as % of Base Salary - 3Q 2011		
	P10	Median	P90
Business analysis			
Business intelligence			
Business performance management (software/systems)			
Business process management/modeling/improvement			
Change Management			
Collaboration software			
CRM			
Documentum			
ERP			
ITIL V3			
Microsoft Visio			
Product lifecycle management software			
Project management			
Risk assessment			
Six Sigma/Lean Six Sigma			
TOGAF (Enterprise Architecture)			

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.