

Sample

2011 IT Salary+Skills Pay Survey Report

Systems Administration & Engineering

2012 Quarterly Edition/U.S.

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

January 15, 2012

April 10, 2012

July 10, 2012

October 10, 2012

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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

2012 IT Salary+Skills Pay Report: Systems Administration & Engineering (U.S.)

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

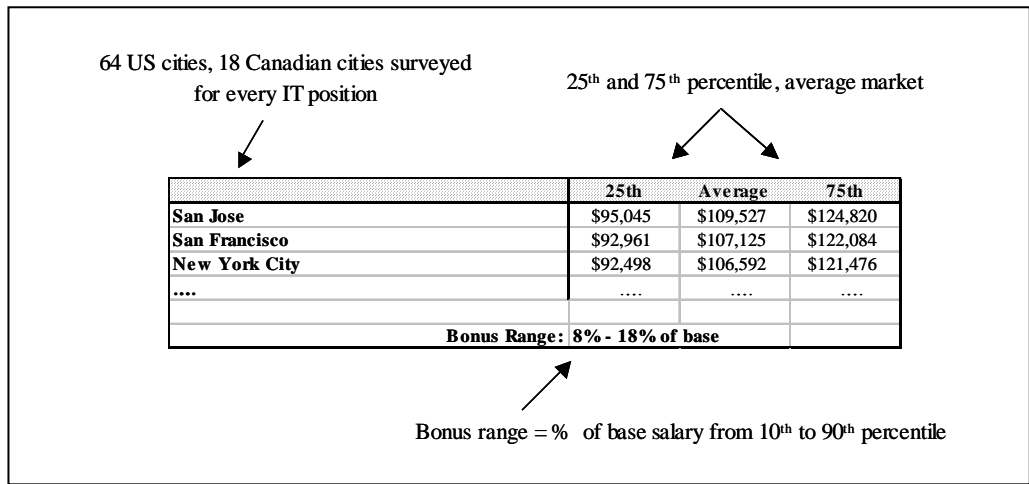
Factor	Industry	Industry
1.00	AVERAGE - ALL INDUSTRIES	
1.15	Pharmaceuticals/Biotech	1.03 Aerospace
1.13	Research and Development	1.02 Hospitality/Leisure
1.12	Business Services/For Profit	1.00 Manufacturing/computer-related
1.12	Software/Services	0.99 Household/Personal Products
1.11	Government(Federal/Defense)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

Systems Administration & Engineering Salary and Bonus

- Vice President–Client/Server and Network Computing Systems
- Director–Systems Engineering (NT/Unix/Linux)
- Director–Client and Network Systems
- Manager–Operation Services (NT/Unix/Linux)
- Sr. Systems Administrator– Transaction Monitors
- Systems Administrator–Transaction Monitors
- Manager– Systems Engineering (NT/Unix/ Linux)
- Sr. Systems Engineer – NT/Unix/Linux
- Systems Engineer – NT/Unix/ Linux
- PC Desktop Technician
- Sr. Storage/SAN Administrator
- Storage/SAN Administrator

Sample

(Pages 9–32 missing)

Manager, Systems Engineering (NT/Unix/Linux)

Sample

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

Responsibilities

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

2012 IT Salary+Skills Pay Report: Systems Administration & Engineering (U.S.)

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

Skills and Knowledge

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

2012 IT Salary+Skills Pay Report: Systems Administration & Engineering (U.S.)

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

Experience

- Bachelor's degree in Computer Science, Engineering, or related discipline; Master's degree is desirable; equivalent experience acceptable
- 8 or more years of technical and managerial experience including 4 years of administrative management experience
- At least 5 years of experience managing technical disciplines in Unix, NT, or Linux systems areas, including programming/development experience in major projects; extensive knowledge of related hardware, software, and network communications
- Solid technical understanding of mainframe (MVS, CICS) is highly desirable, internetworking architectures, and new computing architectures (e.g., intranet, Web) is highly desirable
- Demonstrated experience presenting technology recommendations from a business perspective
- A proven track record of managing diverse technical staff and resources in multiple projects through all life-cycle phases in accordance with established direction and standards
- Highly desirable certifications for this position:
 - Cisco Certified Network Professional (CCNP)
 - Citrix Certified Administrator (CCA)
 - Citrix Certified Enterprise Administrator (CCEA)
 - Citrix Certified Integration Architect (CCIA)
 - CompTIA Server+
 - CompTIA Linux (Linux+)
 - CompTIA Convergence+
 - EMC Proven Professional
 - GIAC Certified Unix Security Administrator (GCUX)
 - HP/Accredited Systems Engineer (ASE)
 - HP/Accredited Integration Specialist (AIS)
 - HP/Certified Systems Engineer
 - HP/Master Accredited Systems Engineer (Master ASE)
 - IBM Certified Infrastructure Systems Architect

2012 IT Salary+Skills Pay Report: Systems Administration & Engineering (U.S.)

- Linux Professional Institute certification (LPIC-Level 2)
- Master Certified Novell Engineer (Master CNE)
- Microsoft Certified Systems Administrator(MCSA)
- Microsoft Certified Systems Engineer(MCSE)
- Microsoft Certified Technology Specialist (all)
- Novell Certified Linux Engineer (CLE)
- Novell Certified Linux Professional (Novell CLP)
- Novell/Certified Novell Engineer (CNE)
- Novell/Master Certified Novell Engineer (MCNE)
- Oracle Certified Expert, Oracle Solaris 10 Systems Administrator for Solaris
- Red Hat Certified Engineer(RHCE)

Sample

Working Relationships

Internal:

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

External:

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

Sample

Manager, NT/Unix Systems Engineering

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: Systems Administration & Engineering (U.S.)

Manager, NT/Unix Systems Engineering 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	\$80,610	\$102,665	\$115,110
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 36–58 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™

Sample

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 would 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 be 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.

2012 IT Salary+Skills Pay Report: Systems Administration & Engineering (U.S.)

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):

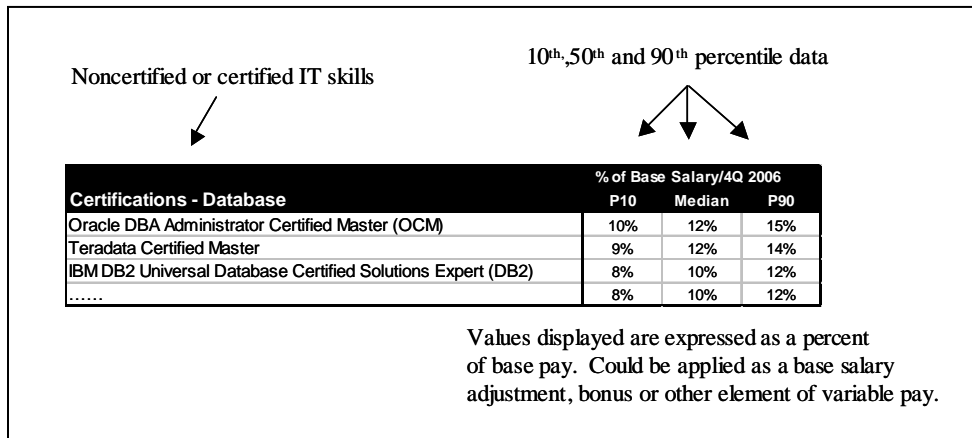
Skills:

- 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?



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: Systems Administration & Engineering (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			

2012 IT Salary+Skills Pay Report: Systems Administration & Engineering (U.S.)

Sample
Skills & Certifications Pay – Permanent Employees

Systems Administration & Engineering Certifications

(Quarterly data collected through _____, 2011, expressed as percent of base salary.)

New skills added in this edition appear in red.

Systems Administration & Engineering-related Certifications	Pay Premium as % of Base Salary - 4Q 2011		
	P10	Median	P90
Citrix Certified Administrator (CCA)			
Citrix Certified Advanced Administrator (CCAA)			
Citrix Certified Enterprise Administrator (CCEA)			
Citrix Certified Enterprise Engineer (CCEE) for Virt.			
Citrix Certified Integration Architect (CCIA)			
CompTIA CTP+ (Convergence)			
CompTIA Linux+			
CompTIA Project+			
CompTIA Server+			
EMC Proven Prof. Implementation Engineer - Expert			
EMC Proven Prof. Implementation Engineer - Specialist			
EMC Proven Professional			
EMC Proven Professional Storage Administrator - Expert			
EMC Proven Professional Storage Administrator - Specialist			
EMC Proven Professional Storage Technologist - Specialist			
EMC Proven Professional Technology Architect - Expert			
EMC Proven Professional Technology Architect - Specialist			
HP Accredited Platform Specialist (HP APS)			
HP/Accredited Integration Specialist (AIS)			
HP/Accredited Systems Engineer (ASE)			
HP/Certified Systems Administrator (CSA)			
HP/Certified Systems Engineer (CSE)			
HP/Master Accredited Systems Engineer (Master ASE)			
IBM Certified Administrator for SOA Solutions: WebSphere Process Server			
IBM Certified Advanced Technical Expert - Power Systems with AIX v2			
IBM Certified Infrastructure Systems Architect			
IBM Certified SOA Solution Designer			
IBM Certified Operator - AIX Basic Ops			
IBM Certified Specialist - System z			
IBM Certified Systems Administrator			

**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: Systems Administration & Engineering (U.S.)

Skills & Certifications Pay – Permanent Employees

Systems Administration & Engineering Certifications (cont'd.)

(Quarterly data collected through _____, 2011, expressed as percent of base salary.)
New skills added in this edition appear in red.)

Systems Administration & Engineering-related Certifications - cont'd.	Pay Premium as % of Base Salary - 4Q 2011		
	P10	Median	P90
IBM Certified Systems Administrator - AIX 6.1			
IBM Certified Systems Administrator - IBM i 6.1			
Linux Professional Institute certification (LPIC-Level 2)			
Linux Professional Institute certification (LPIC-Level 3)			
Microsoft Certified Architect (MCA)			
Microsoft Certified Desktop Support Technician(MCDST)			
Microsoft Certified Systems Admin Security (MCSA:Security)			
Microsoft Certified Systems Administrator(MCSA)			
Microsoft Certified Systems Engineer(MCSE)			
Microsoft Certified Systems Engineer: Security(MCSE:Security)			
Microsoft Certified Technology Specialist (all)			
Novell Certified Directory Engineer (NCDE)			
Novell Certified Instructor (CNI)			
Novell Certified Linux Engineer (CLE)			
Novell Certified Linux Professional (Novell CLP)			
Novell/Certified Novell Administrator (CNA)			
Novell/Certified Novell Engineer (CNE)			
Novell/Master Certified Novell Engineer (MCNE)			
Oracle Certified Expert, Oracle Solaris 10 Network Administrator for Solaris			
Oracle Certified Expert, Oracle Solaris 10 Systems Administrator for Solaris			
Program Management Professional (PgMP)			
Red Hat Certified Datacenter Specialist (RHCDSS)			
Red Hat Certified Security Specialist (RHCSS)			
SNIA Certified Storage Architect			
SNIA Certified Storage Networking Expert (SCSN-E)			
SNIA Certified Storage Professional			
SNIA Certified Systems Engineer			
VMware Certified Advanced Professional			
VMware Certified Design Expert (VCDX)			
VMware Certified Professional (VCP)			

**Chart data
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shielded**

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2012 IT Salary+Skills Pay Report: Systems Administration & Engineering (U.S.)

Sample
Skills & Certifications Pay – Permanent Employees

Systems Administration/Engineering Skills (non-certified)

(Quarterly data collected through _____, 2011, expressed as percent of base salary.)

New skills added in this edition appear in red.)

Systems Administration & Engineering-related Skills	Pay Premium as % of Base Salary - 4Q 2011		
	P10	Median	P90
10Base-T Switching			
AIX			
Apache HTTP web server			
ATM			
Citrix XenServer			
Dynamic Host Configuration Protocol			
Ethernet Switching			
Fast Ethernet			
Gigabit Ethernet (1 GigE/10 GigE)			
HP-UX			
Infrastructure architecture			
IPX/SPX			
JBoss Enterprise			
Linux			
Mac OS/OS X			
Microsoft BizTalk Server			
Microsoft Commerce Server (incl. 2007)			
Microsoft Identity Integration Server (MIIIS)			
Microsoft Internet Information Services (IIS)			
Microsoft Internet Security and Acceleration Server (ISA)			
Microsoft NT Server			
Microsoft Sharepoint Server			
Microsoft Virtual Server			
Mobile operating systems (iOS, Android, etc.)			

**Chart data
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2012 IT Salary+Skills Pay Report: Systems Administration & Engineering (U.S.)

Skills & Certifications Pay – Permanent Employees

Systems Administration/Engineering Skills (non-certified) – cont’d.

(Quarterly data collected through _____, 2011, expressed as percent of base salary.)

New skills added in this edition appear in red.)

Systems Administration & Engineering-related Skills	Pay Premium as % of Base Salary - 4Q 2011		
	P10	Median	P90
Multiprotocol Label Switching (MPLS)			
Network access control/Identity mgt sys.			
Oracle WebLogic			
Project management			
Red Hat Enterprise Linux			
Requirements Engineering/Analysis			
RFID/wireless sensors			
Routing (e.g. OSPF, RIP, IGRP)			
Security skills (DW/BI, ERP, Web, project assignments)			
SIP(Session Initiation Protocol)			
Six Sigma/Lean Six Sigma			
SMTP			
Solaris			
Storage administration			
Tivoli			
Unix (all)			
Virtualization (various)			
VMware Server/ESX, ESXi Server			
VoIP/IP telephony			
VPN/OpenVPN			
WebSphere			
Windows 7/XP/Vista			
Windows NT			
Windows Server 2008/2003	3%	3%	1%

**Chart data
has been
shielded**

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