

# 2008 IT Salary and Skills Guide



November 2007

## A message from the CEO (that you'll actually want to read)



Dear Colleague:

In just a decade IT jobs have evolved so rapidly that many employers struggle endlessly with issues of job definition, compensation benchmarking, and IT skills. One of the toughest dilemmas faced is the problem of how to benchmark pay for IT professionals whose job titles no longer align closely with their actual job content and responsibilities—52% of all IT workers we survey. Faced with the daunting (and politically sensitive) task of job evaluation and updating job descriptions so that proper comparisons can be made to title-driven salary surveys, most human resources departments are seeking work around solutions first.

Assisting companies with both temporary and long term solutions in such an IT employment minefield has been the mission of Foote Partners since the firm's 1997 inception. We employ a truly unique methodology for collecting, validating, and using IT salary data **that has effectively solved the disconnect between compensation surveys and IT job title/job content mismatches**. Even more importantly, we track the market value of certified and noncertified IT skills—315 of them in the latest survey—so that employers can recognize and pay their IT workers for skills that differentiate them from others who have the same job title but obvious differences in job content and responsibilities. It may not be the ideal solution, but for many employers this practice helps them achieve true market pay benchmark levels necessary to retain and reward their top talent while they get about the work of solving pay disparities and skills demand long term.

We are pleased to offer you the *Foote Partners 2008 IT Salary and Skills Guide* as an introduction to our breakthrough methodology and a valuable resource to get you started. The data in this document is based on our surveys involving the continuous tracking of the pay and attitudes of 74,000 IT workers in 1,900 private and public sector employers. We hope the information in the *Guide*—though only a small sample of the data available from our survey research—will be helpful as you prepare your staffing plans and budgets for the coming year. Please visit our web site at [www.footepartners.com](http://www.footepartners.com).

Sincerely,

David Foote  
Co-founder, CEO and Chief Research Officer

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## Understanding the Guide

Determining appropriate compensation benchmarks for IT workers has become more difficult in recent years for two reasons: (1) the widespread dilemma of job titles that match up poorly with actual IT job content, and (2) the use of traditional salary surveys organized by job title. As a result many employers are discovering that they are underpaying their workers, which has caused serious talent retention and salary compression issues.

One solution is to evaluate each job and re-title those workers who are mismatched, taking into account all technical, industry, business, customer, and 'soft' skills necessary to be successful in the job, and then search for salary surveys with comparable jobs. But job evaluation is a difficult, time-consuming, and politically delicate exercise that many are loathe to do often except perhaps for a very select number of positions.

An alternative is to leave titles unchanged and differentiate workers holding the same title by isolating critical IT skills and paying a premium for these skills. Foote Partners' quarterly updated *IT Skills and Certifications Pay Index*™ (market pay for 315 individual IT skills) and *IT Professional Salary Survey* are specialized tools with unique properties that have been used by more than 1400 employers to benchmark their workers' pay and avoid the problems of job title/job content mismatches.

Also, in a major trend with far-reaching implications for compensation, companies are merging operations, functional area experience, and IT responsibilities to create powerful "hybrid" IT/business jobs with unprecedented enterprise responsibilities and on-the-job complexity. Most common initially in the industries where IT spending as a percent of Business Process spending is comparatively higher (e.g., Retail, Insurance, Healthcare, Education), these high-visibility positions are rapidly expanding into many other industries as Web-enabled business delivery models, architectures, and modern information management practices proliferate.

**Compiling and Reporting the Data.** Since 1997, Foote Partners has monitored the compensation, attitudes, and workplace experiences of tens of thousands of IT workers in North America. Our 2007 research continuously monitors the pay and workplace attitudes of 74,000 IT professionals in nearly 1,900 employers located in 82 US and Canadian cities.

Foote Partners draws from this constantly evolving group in producing its popular *IT Insider* series of compensation and industry trend research reports. Compensation surveys include base salary and bonuses for 120 IT positions and premium pay data for hundreds of individual certified and noncertified technical skills used most commonly to adjust total compensation for the presence of key dominate skills. For each target city or labor market, our process captures IT compensation information from every employer that has a significant influence on local employment conditions, whether they are private, public, not-for-profit, or educational sector employers.

The *IT Insider* method—originally conceived and used in 1994 as a way to accurately benchmark pay for "new breed" Unix/NT, Data Warehouse, Web, and business intelligence jobs, and later for SAP and IT Security—corrects for IT job title/job content mismatches so widely acknowledged by HR compensation professionals and IT salary surveyors alike as the plague on modern IT surveys using traditional data collection methods. How bad is the problem? Enough to create fundamental inconsistencies that invalidate data from any existing IT salary survey organized by job title that employs passive data collection methods.

Solving the problem requires that we reclassify over half of the people we survey in order to align their job title to their actual job content—before we load their salary and bonus data into our survey engine. It is a time-consuming and expensive process, and impossible to achieve without our deep grounding in both technology and the nuances of IT professional employment.

Foote Partners uses no aggregated data sources or compilation of others' surveys, instead collecting our data job-by-job, city-by-city, continuously throughout the year. Findings are updated and published quarterly, aided by a constant flow of confidential compensation data from public and private sector HR departments and from IT and business executive research partners. Our validation techniques extend to active interviewing and interaction with IT management and the rank-and-file workforce to perform the reclassification that yields accurate titles matched to the actual job. Consultations with local labor market experts help us to pinpoint the most influential employers in every target city and analyze local market and economic conditions that are influencing staffing and pay

While surveying IT infrastructure positions is basic to our research, Foote Partners' competitive distinction has long been its focus on new strategic and tactical IT positions often unreported (or under-reported) in IT surveys published by large compensation and benefits firms such as William M. Mercer, Watson Wyatt, Hewitt, Aon, and Towers Perrin.

**Publishing schedule.** We report our survey findings according to the following schedule:

<i>Surveying during these months...</i>	<i>Produces research available on...</i>
1 <sup>st</sup> Quarter (January, February, March)	April 10 <sup>th</sup>
2 <sup>nd</sup> Quarter (April, May, June)	July 10 <sup>th</sup>
3 <sup>rd</sup> Quarter (July, August, September)	October 10 <sup>th</sup>
4 <sup>th</sup> Quarter (October, November, December)	January 10 <sup>th</sup>

**2007 Survey Database Demographics.** More than 30 private sector industries plus government and educational institutions are surveyed. The size of the participating organizations for our latest quarterly 2007 survey are as follows, measured most appropriately by revenues, assets, total premiums and/or operating budgets:

- 13% of participating organizations have \$3 billion+ in sales/\$15+ billion in total assets
- 24% of participating organizations earn more than \$1 billion in annual revenues or more than \$3 billion in total assets
- 43% of participating organizations have \$500+ million in sales/\$3+ billion in total assets/\$500+ million in premiums/\$500+ million operating budget (government, educational, not-for-profit)
- 57% 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, 4% with operating budgets \$100 million to less than \$500million (nonprofit/government/educational sectors)

**2007 Cities and Metropolitan Areas Surveyed.** Foote Partners publishes compensation survey data in the following cities and metro areas for all positions and skills in its surveys. We are surveying other US and Canadian cities and add them periodically to our coverage as we capture enough data to meet our rigid requirements for labor market reporting and tough survey validity and reliability standards.

**Canada**

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

**United States**

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

Job Titles Surveyed – 2007 IT Professional Salary Survey

A. IT INFRASTRUCTURE

**Systems Operations**

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

**Network Operations**

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

**Systems Engineering**

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

**Network Engineering**

- Director — Network Engineering
- Manager — Network Engineering
- Sr. Network Engineer
- Network Engineer

**IT Security**

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

IT INFRASTRUCTURE – cont'd.

**Database Administration**

- Sr. Database Administrator
- Database Administrator
- Sr. Systems Programmer – RDBMS

**Database Developer**

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

**Enterprise Infrastructure Management**

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

**Enterprise Messaging**

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

**Storage/SAN Administration**

- Sr. Storage/SAN Administrator
- Storage Administrator

**Voice Engineer**

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

B. APPLICATIONS DEVELOPMENT

(Note: AD jobs also appear in Data Warehousing/BI, Lotus Notes/Domino, Web/I-net and SAP job families)

**Business Application Development**

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

**Java Developers**

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

**.Net Developers**

- Sr. .Net Developer
- .Net Developer
- Jr. .Net Developer

C. SAP FAMILY

- Vice President, SAP Program Management
- SAP Project Manager
- Sr. SAP Business Analyst
- SAP Business Analyst
- Sr. BASIS Administrator
- BASIS Administrator
- Jr. BASIS Administrator
- Sr. ABAP Developer
- ABAP Developer
- Jr. ABAP Developer

**Job Titles Surveyed – 2007 IT Professional Salary Survey**

D. ARCHITECTURE, BUSINESS SYSTEMS ANALYSTS,  
BUSINESS TECHNOLOGY, e-COMMERCE

(Note: Architect and Analyst jobs also appear in Data Warehousing/BI, Notes, and Web/I-net job families)

**IT Architecture**

- Director, Architecture
- Manager, Applications Systems Architecture
- Applications Systems Architect
- Information Architect

**Business Systems Analysts**

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

**Business Technology**

- VP/Director, Business Technology Consulting
- Sr. Business Technology Consultant
- Business Technology Consultant

**eCommerce/eBusiness**

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

E. SIX SIGMA

- Master Black Belt
- Black Belt

F. WEB/I-net

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

G. DATA WAREHOUSE/BUSINESS INTELLIGENCE

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

H. LOTUS NOTES/DOMINO

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

I. HELP DESK

- Help Desk Manager
- Sr. Help Desk Analyst/Specialist
- Help Desk Analyst/Specialist

Systems/Network Operations -- Systems/Network Engineering -- Storage/SAN Administration

2007 Base Salaries (Average, All industries)

	Atlanta	Boston	Chicago	Dallas	Detroit	Houston	Los Angeles / Orange County	Lower Fairfield County, CT / Westchester County, NY	Miami	Minneapolis
<b>JOB TITLES</b>										
<b>SYSTEMS/NETWORK OPERATIONS</b>										
VP/Director, Client, Server & Network Systems	\$162,269	\$183,470	\$179,597	\$169,404	\$179,800	\$174,908	\$181,431	\$184,489	\$168,792	\$173,277
Director, Client & LAN Systems	\$136,681	\$152,025	\$146,429	\$141,581	\$146,094	\$142,883	\$150,865	\$151,793	\$134,901	\$140,678
Director, Network Operations	\$133,250	\$148,209	\$142,753	\$138,026	\$142,426	\$139,296	\$147,077	\$147,982	\$131,515	\$137,147
Manager, Network Operations	\$108,518	\$120,701	\$116,258	\$112,408	\$115,992	\$113,442	\$119,780	\$120,517	\$107,105	\$111,692
Manager, Unix/NT/Linux Operation Services	\$114,260	\$122,365	\$121,571	\$114,578	\$122,047	\$116,326	\$123,954	\$129,040	\$112,226	\$118,392
Sr. System Administrator, Transaction Monitors	\$82,035	\$91,375	\$89,782	\$85,583	\$89,348	\$87,031	\$90,361	\$91,809	\$80,804	\$84,496
System Administrator, Transaction Monitors	\$74,985	\$83,522	\$82,066	\$78,228	\$81,669	\$79,551	\$82,596	\$83,920	\$73,860	\$77,235
Senior Network Technician	\$82,308	\$91,408	\$86,190	\$83,426	\$90,228	\$84,793	\$88,178	\$91,548	\$81,236	\$86,066
Network Technician	\$73,391	\$81,506	\$76,853	\$74,388	\$80,453	\$75,607	\$78,626	\$81,630	\$72,436	\$76,742
Senior Network Administrator	\$75,599	\$84,450	\$81,403	\$79,081	\$82,274	\$79,662	\$83,435	\$84,886	\$74,583	\$79,517
Network Administrator	\$67,695	\$75,621	\$72,893	\$70,814	\$73,672	\$71,334	\$74,712	\$76,011	\$66,786	\$71,204
<b>SYSTEMS/NETWORK ENGINEERING</b>										
Director, Systems Engineering (Unix/NT/Linux)	\$140,678	\$155,901	\$149,077	\$142,253	\$154,457	\$143,172	\$156,820	\$162,725	\$140,416	\$147,502
Director, Network Engineering	\$130,994	\$145,700	\$140,337	\$135,690	\$140,016	\$136,951	\$144,588	\$145,478	\$129,289	\$134,825
Manager, Systems Engineering (Unix/NT/Linux)	\$114,764	\$130,224	\$122,287	\$118,019	\$129,233	\$128,144	\$130,104	\$132,608	\$116,495	\$121,503
Manager, Network Engineering	\$111,681	\$124,219	\$119,646	\$115,685	\$119,372	\$116,759	\$123,271	\$124,029	\$110,227	\$114,947
Senior System Administrator (Unix/NT/Linux)	\$88,579	\$98,527	\$94,633	\$91,280	\$94,447	\$92,268	\$97,987	\$99,291	\$87,387	\$91,131
Systems Engineer (Unix/NT/Linux)	\$80,804	\$89,878	\$86,327	\$83,268	\$86,157	\$84,168	\$89,385	\$90,575	\$79,716	\$83,132
Senior Network Engineer-LAN/WAN Systems	\$86,661	\$96,390	\$92,842	\$89,768	\$92,630	\$90,602	\$95,655	\$96,243	\$85,533	\$89,196
Network Engineer-LAN/WAN Systems	\$78,875	\$87,730	\$84,501	\$81,703	\$84,307	\$82,462	\$87,061	\$87,596	\$77,849	\$81,182
<b>STORAGE/SAN ADMINISTRATION</b>										
Senior Storage/SAN Administrator	\$95,984	\$108,915	\$102,276	\$98,707	\$108,086	\$107,175	\$108,814	\$110,909	\$97,432	\$101,621
Storage/SAN Administrator	\$86,595	\$98,260	\$92,271	\$89,051	\$97,512	\$96,691	\$98,170	\$100,059	\$87,901	\$91,680

Systems/Network Operations -- Systems/Network Engineering -- Storage/SAN Administration

2007 Base Salaries (Average, All industries)

	New Jersey/ Northern	New York City	Philadelphia	Phoenix	San Diego	San Francisco	San Jose	Seattle	St Louis	Washington DC
<b>JOB TITLES</b>										
<b>SYSTEMS/NETWORK OPERATIONS</b>										
VP/Director, Client, Server & Network Systems	\$180,208	\$190,809	\$171,850	\$161,861	\$173,073	\$191,216	\$192,847	\$175,316	\$164,307	\$178,781
Director, Client & LAN Systems	\$149,833	\$156,925	\$140,807	\$136,655	\$142,251	\$158,859	\$161,696	\$143,128	\$138,538	\$142,922
Director, Network Operations	\$146,072	\$152,986	\$137,272	\$133,224	\$138,680	\$154,871	\$157,637	\$139,535	\$135,060	\$139,334
Manager, Network Operations	\$118,961	\$124,591	\$111,794	\$108,498	\$112,941	\$126,127	\$128,379	\$113,637	\$109,992	\$113,473
Manager, Unix/NT/Linux Operation Services	\$124,113	\$130,470	\$116,962	\$109,811	\$118,869	\$124,908	\$129,516	\$122,683	\$110,288	\$117,121
Sr. System Administrator, Transaction Monitors	\$90,651	\$94,995	\$86,162	\$81,093	\$86,451	\$95,285	\$96,009	\$90,072	\$83,990	\$88,913
System Administrator, Transaction Monitors	\$82,861	\$86,832	\$78,757	\$74,124	\$79,022	\$87,096	\$87,758	\$82,331	\$76,772	\$81,272
Senior Network Technician	\$90,849	\$94,499	\$86,043	\$82,292	\$85,662	\$97,372	\$95,664	\$87,976	\$84,715	\$85,259
Network Technician	\$81,007	\$84,261	\$76,722	\$73,377	\$76,382	\$86,823	\$85,300	\$78,446	\$75,538	\$76,022
Senior Network Administrator	\$83,725	\$89,239	\$80,533	\$75,019	\$80,823	\$89,529	\$90,109	\$82,709	\$77,776	\$81,113
Network Administrator	\$74,972	\$79,909	\$72,113	\$67,176	\$72,373	\$80,169	\$80,689	\$74,062	\$69,644	\$72,633
<b>SYSTEMS/NETWORK ENGINEERING</b>										
Director, Systems Engineering (Unix/NT/Linux)	\$156,964	\$165,874	\$146,452	\$138,329	\$147,397	\$159,838	\$163,775	\$155,770	\$140,285	\$146,977
Director, Network Engineering	\$143,599	\$150,396	\$134,949	\$130,970	\$136,333	\$152,250	\$154,969	\$137,173	\$132,774	\$136,976
Manager, Systems Engineering (Unix/NT/Linux)	\$129,342	\$135,003	\$118,781	\$116,386	\$122,374	\$137,616	\$135,874	\$123,681	\$116,713	\$121,939
Manager, Network Engineering	\$122,428	\$128,222	\$115,053	\$111,660	\$116,233	\$129,803	\$132,121	\$116,949	\$113,198	\$116,780
Senior System Administrator (Unix/NT/Linux)	\$98,545	\$102,122	\$92,212	\$88,505	\$92,435	\$103,016	\$105,252	\$94,931	\$89,306	\$92,771
Systems Engineer (Unix/NT/Linux)	\$89,895	\$93,158	\$84,117	\$80,736	\$84,321	\$93,974	\$96,013	\$86,598	\$81,466	\$84,627
Senior Network Engineer-LAN/WAN Systems	\$95,001	\$99,497	\$89,278	\$86,645	\$90,193	\$100,724	\$102,522	\$90,798	\$87,839	\$90,618
Network Engineer-LAN/WAN Systems	\$86,465	\$90,558	\$81,257	\$78,861	\$82,090	\$91,674	\$93,311	\$82,641	\$79,947	\$82,477
<b>STORAGE/SAN ADMINISTRATION</b>										
Senior Storage/SAN Administrator	\$108,177	\$112,912	\$99,344	\$97,341	\$102,349	\$115,097	\$113,640	\$103,442	\$97,614	\$101,985
Storage/SAN Administrator	\$97,594	\$101,866	\$89,626	\$87,819	\$92,337	\$103,838	\$102,523	\$93,323	\$88,065	\$92,008

IT Security – Voice Engineering – Database Administration – Database Developers

2007 Base Salaries (Average, All industries)

	Atlanta	Boston	Chicago	Dallas	Detroit	Houston	Los Angeles / Orange County	Lower Fairfield County, CT / Westchester County, NY	Miami	Minneapolis
<b>JOB TITLES</b>										
<b>IT SECURITY</b>										
VP/Director, IT Security	\$129,780	\$145,075	\$137,786	\$131,479	\$142,759	\$132,328	\$143,971	\$147,731	\$127,852	\$135,360
Manager, IT Security	\$116,200	\$129,895	\$123,368	\$117,721	\$127,821	\$118,481	\$128,907	\$132,273	\$114,474	\$121,196
Sr. Security Analyst	\$85,975	\$96,107	\$94,573	\$87,100	\$91,278	\$89,993	\$95,456	\$97,867	\$84,697	\$87,662
Security Analyst	\$76,937	\$86,004	\$84,631	\$77,943	\$81,682	\$80,532	\$85,421	\$87,579	\$75,794	\$78,447
Sr. Security Administrator	\$84,225	\$94,151	\$89,420	\$85,327	\$92,647	\$85,878	\$93,435	\$95,875	\$82,973	\$87,846
Security Administrator	\$73,705	\$82,392	\$78,252	\$74,670	\$81,076	\$75,152	\$81,765	\$83,900	\$72,610	\$76,874
<b>VOICE ENGINEERING</b>										
Manager, Voice Engineering	\$110,002	\$122,351	\$117,847	\$113,945	\$117,577	\$115,004	\$121,417	\$122,164	\$108,570	\$113,219
Sr. Voice Engineer	\$92,755	\$103,168	\$99,370	\$96,080	\$99,143	\$96,973	\$102,380	\$103,010	\$91,547	\$95,468
Voice Engineer	\$82,480	\$91,740	\$88,160	\$85,437	\$88,363	\$86,231	\$91,039	\$91,600	\$81,406	\$84,892
Jr. Voice Engineer	\$67,704	\$75,305	\$72,367	\$70,131	\$72,533	\$70,783	\$74,730	\$75,190	\$66,823	\$69,684
<b>DATABASE ADMINISTRATION</b>										
Sr. Database Administrator	\$96,447	\$107,614	\$103,276	\$99,218	\$102,297	\$100,086	\$106,355	\$109,853	\$95,048	\$98,266
Sr. Database Administrator	\$87,065	\$97,146	\$93,230	\$89,566	\$92,346	\$90,350	\$96,009	\$99,167	\$85,802	\$88,707
Sr. Systems Programmer -RDBMS	\$86,773	\$96,820	\$92,917	\$89,266	\$92,036	\$90,021	\$95,687	\$98,835	\$85,514	\$88,397
<b>DATABASE DEVELOPERS</b>										
Sr. Database Developer	\$88,566	\$98,821	\$94,837	\$91,111	\$93,938	\$91,907	\$97,664	\$100,877	\$87,281	\$90,237
Database Developer	\$80,310	\$89,609	\$85,996	\$82,617	\$85,181	\$83,340	\$88,560	\$91,473	\$79,145	\$81,825
Jr. Database Developer	\$70,553	\$78,722	\$75,548	\$72,580	\$74,832	\$73,214	\$77,800	\$80,360	\$69,529	\$71,884

IT Security – Voice Engineering – Database Administration – Database Developers

2007 Base Salaries (Average, All industries)

	New Jersey/ Northern	New York City	Philadelphia	Phoenix	San Diego	San Francisco	San Jose	Seattle	St Louis	Washington DC
<b>JOB TITLES</b>										
<b>IT SECURITY</b>										
VP/Director, IT Security	\$144,942	\$150,400	\$136,233	\$129,659	\$135,845	\$151,370	\$153,311	\$144,093	\$130,023	\$136,330
Manager, IT Security	\$129,775	\$134,662	\$121,978	\$116,092	\$121,630	\$135,531	\$137,269	\$129,015	\$116,418	\$122,065
Senior Security Analyst	\$96,019	\$99,635	\$89,671	\$85,895	\$90,250	\$100,277	\$101,563	\$95,376	\$86,136	\$90,314
Security Analyst	\$85,925	\$89,160	\$80,244	\$76,865	\$80,762	\$89,736	\$90,886	\$85,350	\$77,081	\$80,820
Senior Security Administrator	\$94,064	\$97,606	\$88,413	\$84,146	\$88,161	\$98,236	\$99,496	\$93,513	\$84,382	\$88,475
Security Administrator	\$82,316	\$85,416	\$77,370	\$73,637	\$77,150	\$85,967	\$87,069	\$81,834	\$73,843	\$77,425
<b>VOICE ENGINEERING</b>										
Manager, Voice Engineering	\$120,587	\$126,294	\$113,322	\$109,981	\$114,485	\$127,851	\$130,134	\$115,190	\$111,496	\$115,024
Senior Voice Engineer	\$101,680	\$106,493	\$95,555	\$92,737	\$96,535	\$107,806	\$109,731	\$97,183	\$94,015	\$96,990
Voice Engineer	\$90,417	\$94,697	\$84,970	\$82,465	\$85,842	\$95,864	\$97,576	\$86,371	\$83,601	\$86,246
Jr. Voice Engineer	\$74,219	\$77,732	\$69,748	\$67,692	\$70,464	\$78,690	\$80,095	\$70,936	\$68,624	\$70,796
<b>DATABASE ADMINISTRATION</b>										
Senior Database Administrator	\$106,495	\$111,813	\$99,778	\$95,747	\$99,848	\$112,372	\$114,891	\$103,696	\$97,007	\$101,037
Database Administrator	\$96,135	\$100,936	\$90,072	\$86,433	\$90,135	\$101,441	\$103,715	\$93,609	\$87,570	\$91,209
Senior Systems Programmer -RDBMS	\$95,813	\$100,597	\$89,644	\$86,144	\$89,770	\$101,101	\$103,367	\$93,295	\$87,277	\$90,903
<b>DATABASE DEVELOPERS</b>										
Senior Database Developer	\$97,793	\$102,676	\$91,625	\$87,924	\$91,689	\$103,190	\$105,503	\$95,223	\$89,080	\$92,781
Database Developer	\$88,677	\$93,105	\$83,083	\$79,727	\$83,142	\$93,571	\$95,668	\$86,346	\$80,776	\$84,132
Jr. Database Developer	\$77,903	\$81,793	\$72,989	\$70,041	\$73,040	\$82,202	\$84,045	\$75,855	\$70,962	\$73,910

Web Developers – Web Designers/Site Builders – Java Developers -- .NET Developers – Project Management

2007 Base Salaries (Average, All industries)

	Atlanta	Boston	Chicago	Dallas	Detroit	Houston	Los Angeles / Orange County	Lower Fairfield County, CT / Westchester County, NY	Miami	Minneapolis
<b>JOB TITLES</b>										
<b>WEB DEVELOPERS</b>										
Senior Web Developer	\$78,074	\$86,858	\$83,410	\$80,455	\$83,246	\$81,325	\$86,366	\$87,515	\$77,023	\$80,323
Web Developer	\$69,895	\$77,759	\$74,672	\$72,026	\$74,525	\$72,805	\$77,318	\$78,347	\$68,954	\$71,908
<b>WEB DESIGNER/SITE BUILDERS</b>										
Senior Web Designer/Site Builder	\$77,453	\$88,495	\$83,880	\$79,596	\$87,835	\$80,914	\$90,307	\$93,603	\$77,948	\$83,716
Web Designer/Site Builder	\$69,125	\$78,979	\$74,861	\$71,037	\$78,391	\$72,214	\$80,597	\$83,538	\$69,566	\$74,714
<b>JAVA DEVELOPERS</b>										
Senior Java Developer	\$91,351	\$101,884	\$98,963	\$94,892	\$97,016	\$95,600	\$99,849	\$102,150	\$89,580	\$93,829
Java Developer	\$78,682	\$87,755	\$85,239	\$81,731	\$83,561	\$82,341	\$86,001	\$87,983	\$77,157	\$80,817
Jr. Java Developer	\$66,679	\$74,368	\$72,236	\$69,264	\$70,815	\$69,781	\$72,882	\$74,562	\$65,387	\$68,489
<b>.NET DEVELOPERS</b>										
Senior .NET Developer	\$90,627	\$101,549	\$97,333	\$93,348	\$96,414	\$94,498	\$100,246	\$103,656	\$89,478	\$92,773
.NET Developer	\$81,857	\$91,721	\$87,914	\$84,314	\$87,083	\$85,353	\$90,545	\$93,625	\$80,819	\$83,795
Jr. .NET Developer	\$71,625	\$80,256	\$76,925	\$73,775	\$76,198	\$74,684	\$79,227	\$81,922	\$70,716	\$73,321
<b>PROJECT MANAGEMENT</b>										
Data Warehouse/BI Project Manager-Back-End F	\$112,378	\$120,675	\$118,928	\$112,669	\$119,510	\$114,270	\$122,131	\$126,934	\$110,776	\$116,599
Data Warehouse/BI Project Manager-Front End	\$108,178	\$116,246	\$114,602	\$108,626	\$115,200	\$110,269	\$117,770	\$122,551	\$105,966	\$112,212
Web Project Manager	\$102,057	\$115,760	\$111,736	\$104,034	\$108,173	\$106,724	\$112,955	\$117,714	\$100,586	\$103,345
SAP Project Manager	\$111,036	\$119,234	\$117,508	\$111,324	\$118,084	\$112,906	\$120,673	\$125,419	\$109,454	\$115,207
e-Commerce Project Manager/Coordinatr	\$103,950	\$115,024	\$110,154	\$105,238	\$113,783	\$105,940	\$115,773	\$122,212	\$103,927	\$108,691

Web Developers – Web Designers/Site Builders – Java Developers -- .NET Developers – Project Management

2007 Base Salaries (Average, All industries)

	New Jersey/ Northern	New York City	Philadelphia	Phoenix	San Diego	San Francisco	San Jose	Seattle	St Louis	Washington DC
<b>JOB TITLES</b>										
<b>WEB DEVELOPERS</b>										
Senior Web Developer	\$86,842	\$90,011	\$81,276	\$78,008	\$81,473	\$90,799	\$92,769	\$83,673	\$78,714	\$81,768
Web Developer	\$77,744	\$80,581	\$72,761	\$69,836	\$72,937	\$81,286	\$83,050	\$74,907	\$70,468	\$73,202
<b>WEB DESIGNER/SITE BUILDERS</b>										
Senior Web Designer/Site Builder	\$88,165	\$95,581	\$83,551	\$77,289	\$82,727	\$95,746	\$94,757	\$88,561	\$79,266	\$84,375
Web Designer/Site Builder	\$78,685	\$85,303	\$74,567	\$68,978	\$73,831	\$85,450	\$84,568	\$79,038	\$70,743	\$75,302
<b>JAVA DEVELOPERS</b>										
Senior Java Developer	\$100,557	\$103,212	\$95,069	\$90,855	\$95,777	\$106,045	\$106,753	\$99,495	\$93,475	\$96,839
Java Developer	\$86,611	\$88,898	\$81,884	\$78,255	\$82,494	\$91,338	\$91,948	\$85,696	\$80,512	\$83,409
Jr. Java Developer	\$73,399	\$75,337	\$69,393	\$66,318	\$69,910	\$77,405	\$77,922	\$72,624	\$68,230	\$70,685
<b>.NET DEVELOPERS</b>										
Senior .NET Developer	\$100,437	\$105,381	\$93,885	\$90,091	\$93,980	\$105,956	\$108,255	\$97,755	\$91,394	\$95,226
.NET Developer	\$90,718	\$95,183	\$84,799	\$81,372	\$84,886	\$95,702	\$97,778	\$88,295	\$82,549	\$86,010
Jr. .NET Developer	\$79,378	\$83,285	\$74,199	\$71,201	\$74,275	\$83,739	\$85,556	\$77,258	\$72,231	\$75,259
<b>PROJECT MANAGEMENT</b>										
Data Warehouse/BI Project Manager-Back-End P	\$122,713	\$128,244	\$115,143	\$107,865	\$116,308	\$123,295	\$127,225	\$119,802	\$108,011	\$115,434
Data Warehouse/BI Project Manager-Front End	\$118,338	\$123,567	\$110,867	\$103,695	\$112,361	\$122,372	\$122,671	\$115,499	\$104,024	\$111,046
Web Project Manager	\$113,691	\$120,013	\$106,149	\$101,965	\$106,448	\$120,703	\$122,427	\$112,886	\$102,080	\$106,736
SAP Project Manager	\$121,248	\$126,713	\$113,769	\$106,577	\$114,919	\$121,823	\$125,707	\$118,371	\$106,721	\$114,056
e-Commerce Project Manager/Coordinator	\$117,881	\$124,670	\$108,094	\$102,428	\$108,680	\$119,871	\$122,914	\$114,954	\$103,833	\$108,399

### What is IT Skills and Certifications Pay?

It is common practice today for employers to isolate, recognize and reward experience in a variety of IT related skills. Pay for IT skills is usually applied as premium employers are willing to pay workers who possess high-value technical skills used on the job, with or without certification for those skills. This is pay that may take the form of a cash bonus an amount embedded in base salary to adjust for the presence of a dominant vendor or technology used by the IT professional.

Incorporating skills premiums in base pay is the most popular option today. Why? Because it is an effective solution to the dreaded problem of job titles that don't match what people really do on-the-job. If workers within a broad job category such as "programmer" or "administrator" need be differentiated in order to match them to true market pay levels -- say you've got Linux, Unix, .NET, Java, SAP, Oracle, or Cobol specialists mixed together the same job title -- why not instead adjust their base pay for the presence of these various technical skills and benchmark their base pay to job titles they *should* have? It's a lot less problematic than going through a laborious job evaluation process, and has become a common industry practice. This is where Foote Partners eight year old, quarterly updated *IT Skills and Certifications Pay Index™* (ITSCPI) comes in handy: it tells you exactly what the base pay or total compensation adjustment should be for 315 certified and noncertified IT skills, based on current compensation practices at 1,900 employers. 33,800 IT professionals are surveyed in the ITSCPI.

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.

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 such a bonus payout, others do not. The trend is towards companies devising measurable performance hurdles whenever possible.

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

#### Noncertified IT skills:

Networking and Communications  
Operating Systems  
Web/e-Commerce Development  
Messaging, e-mail, and Groupware  
Apps Development Tools and Platforms

Enterprise Business Applications  
Database  
Project Experience  
Management, Process, and Methodology

#### Certifications:

General and Training  
Application Development/Programming  
Languages  
Database  
Web Development

Networking/Internetworking  
Systems Administration and Engineering/  
Network Operating Systems  
IT Security  
Project management

**Applications Development Tools & Platforms**

- Business Objects
- C
- C#
- C++
- Cobol
- Delphi
- Eclipse
- Java/J2EE, SE, ME
- MQSeries
- NetWeaver
- Oracle Developer
- PL/SQL
- Powerbuilder
- Progress/Development tools
- RAD, Extreme Programming(XP)
- Ruby
- SAS
- SQL Windows
- Tomcat
- Transact-SQL
- Visual Basic
- Visual C++
- Visual J++
- WSDL

**Operating Systems**

- AIX
- AppleOSX/Tiger
- HP-UX
- Linux
- Solaris
- Unix
- Windows XP/2000
- Windows NT
- Windows Server 2003

**Enterprise Business Applications**

- ABAP (all modules)
- Baan
- J.D. Edwards
- Lawson
- Oracle Enterprise Apps
- Peoplesoft
- Accelerated SAP (ASAP)
- SAP APO
- SAP Basis
- SAP BI Accelerator
- SAP BW
- SAP CA
- SAP CO
- SAP CRM
- SAP EP
- SAP ERP
- SAP FI
- SAP HR
- SAP KW
- SAP LES
- SAP MDM
- SAP MI
- SAP MM
- SAP Netweaver Applications Server
- SAP Payroll
- SAP PLM
- SAP PM
- SAP PP
- SAP PS
- SAP QM
- SAP RF
- SAP SAM
- SAP SCM
- SAP SEM
- SAP SD
- SAP SRM
- SAP Web Application Server
- SAP XI
- Siebel

**Web/e-Commerce Development**

- Active Server Pages
- ActiveX
- Ajax (Asynchronous JavaScript, XML)
- Apache HTTP web server
- BEA WebLogic
- CGI
- Cold Fusion
- Documentum
- HTML/DHTML
- Microsoft Internet Information Server (IIS)
- ISA server
- Java Server Pages
- JavaBeans/EJB
- JBoss applications server
- Microsoft BizTalk Server
- Microsoft Commerce Server
- Microsoft Content Management/Sharepoint Server
- Microsoft Internet Information Server (IIS)
- Microsoft Identity Integration Server 2003
- Microsoft .Net (Visual Basic.Net, Visual Studio .Net, ASP.Net)
- Oracle Workflow
- Perl
- PHP
- Scripting languages (VBScript, Java Script, Jscript)
- SOAP
- Visual Interdev
- VoiceXML
- WebSphere
- XHTML
- XML (all variants)

**Networking and Communications**

- 10Base-T Switching
- APPC
- ATM
- Dynamic Host Configuration Protocol
- Ethernet
- Ethernet Switching
- Gigabit Ethernet
- HTTP
- IPX
- Jini (Sun)
- LAN
- Microsoft NT Server
- Multiprotocol Label Switching
- Network security management
- Novell Netware
- RFID
- Routing (e.g. OSPF)
- SAN/Storage Area Networks
- Security skills (project-based)
- SIP
- SMTP
- SNA
- TCP/IP
- VoIP
- WAN
- WAP
- Wireless Network Management
- WML

**Project Experience**

Significant project experience in data warehousing, Web, ERP/ERM, CRM, and other development environments

**Database**

- Database management
- Java Database Connectivity (JDBC)
- DB2
- dbase/xbase
- Microsoft Access
- Microsoft Exchange 2000 Server
- Microsoft SQL Server
- MySQL
- Oracle DB
- Progress/Apptivity
- Sybase Adaptive Server
- Visual SQL

**Messaging, Office and Groupware**

- Lotus Notes/Domino
- Microsoft Exchange
- Novell Groupwise
- Outlook/cc.mail/various clients
- Sun Java System Messaging Server
- Unified Messaging(various)

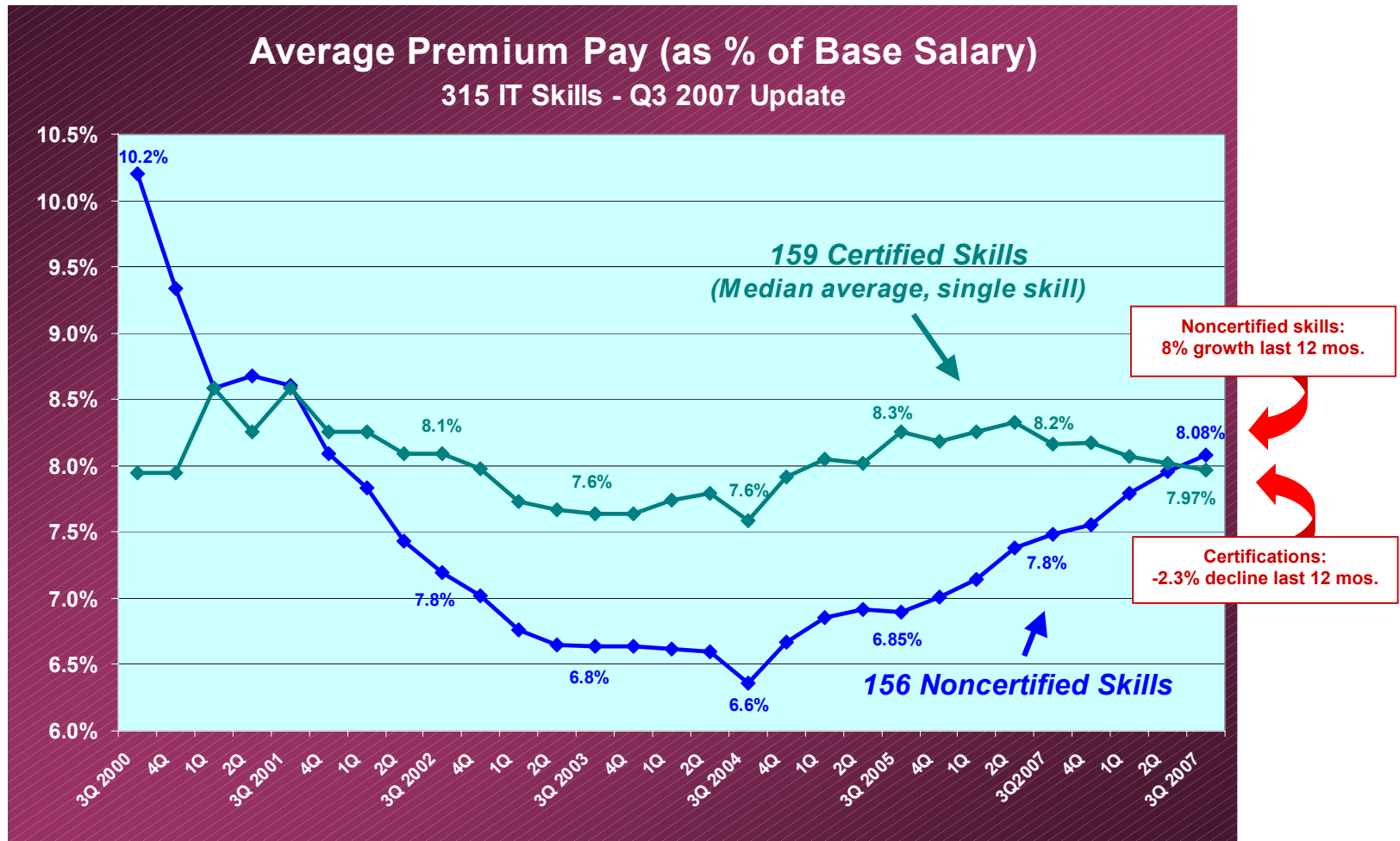
**Management, Methodology and Process**

- Business Analysis
- Business intelligence
- CRM
- ERP
- ITIL
- Microsoft Visio
- Project management

## 159 IT Certifications Surveyed IT Skills and Certifications Pay Index™

- Avaya Certified Specialist
- Avaya Certified Expert
- BEA Certified Architect - SOA Enterprise Architecture
- Brocade Certified Fabric Professional (BCFP)
- Brocade Certified SAN Manager (BCSM)\*
- Brocade Certified SAN Designer (BCSD)\*
- Certified Ethical Hacker (CEH)
- Certified Hacking Forensics Investigator (CHFI)
- Certified Information Systems Auditor(CISA)
- Certified Information Security Manager(CISM)
- Certified Information Systems Security Professional (CISSP)
- Certified Computing Professional(CCP)
- Check Point Certified Security Administrator (CCSA)
- Check Point Certified Security Expert (CCSE)
- Cisco Advanced Wireless LAN Design Specialist
- Cisco Advanced Wireless LAN Field Specialist
- Cisco Certified Design Associate (CCDA)
- Cisco Certified Design Professional (CCDP)
- Cisco Certified Internetwork Expert (CCIE)
- Cisco Certified Internetwork Professional (CCIP)
- Cisco Certified Network Associate(CCNA)
- Cisco Certified Network Professional(CCNP)
- Cisco Certified Security Professional (CCSP)
- Cisco Certified Systems Instructor (CCSI)
- Cisco Certified Voice Professional (CCVP)
- Cisco Firewall Specialist
- Cisco Information Security Specialist
- Cisco IP Communications Express Specialist
- Cisco IP Contact Center Express Specialist
- Cisco IP Telephony Design Specialist
- Cisco IP Telephony Operations Specialist
- Cisco IP Telephony Support Specialist
- Cisco Rich Media Communications Specialist
- Cisco Storage Networking Design Specialist
- Cisco Storage Networking Support Specialist
- Cisco Unity Design Specialist\*
- Cisco Unity Support Specialist\*
- Cisco Wireless LAN Design Specialist
- Cisco Wireless LAN Support Specialist
- Cisco/Certified Internetwork Expert (CCIE)
- Citrix Certified Integration Architect
- Citrix Certified Administrator(CCA)
- Citrix Certified Enterprise Administrator(CCEA)
- HP Accredited Systems Engineer(ASE)
- HP Master Accredited Systems Engineer
- CompTIA/PC Technician(A+)
- CompTIA/Linux Administrator(Linux+)
- CompTIA/Network Technician(Network+)
- CompTIA/Internet Technician(i-NET+)
- CompTIA Project+(Project+)
- CompTIA Security+
- CompTIA Server+
- CompTIA Certified Technical Trainer (CTT+)
- EC-Council Certified Security Analyst
- EMC Proven Professional Technology Architect – Expert
- EMC Proven Professional Technology Architect – Specialist
- EMC Proven Professional Storage Administrator – Expert
- EMC Proven Professional Storage Administrator – Specialist
- EMC Proven Professional Implementation Engineer
- IBM DB2 Universal Database Certified Solutions Expert
- IBM Certified Database Administrator
- IBM Certified Solutions Developer: WebSphere
- IBM Certified Advanced Application Developer – Lotus Notes/Domino
- IBM Certified Advanced Technical Expert - pSeries and AIX 5L
- IBM Certified Applications Developer
- IBM Certified Administrator - SOA Solutions: WebSphere Process Server
- IBM Certified Infrastructure Systems Architect
- IBM Certified Systems Expert - pSeries and AIX 5L
- IBM Certified SOA Solution Designer
- IBM Certified Specialist - AIX Basic Ops
- IBM Certified Specialist – iSeries
- IBM Certified Specialist - Storage Networking Solutions, Version 2
- IBM Certified Systems Expert - i5 iSeries
- IBM Certified Systems Administrator
- InfoSys Security Architecture Professional (ISSAP/CISSP)
- InfoSys Security Engineering Professional (ISSEP/CISSP)
- IT Certified Architect(ITCA/Open Group)
- Linux Professional Institute certification
- Lotus/Certified Lotus Specialist(CLS)
- Microsoft Certified Applications Developer
- Microsoft Certified Architect
- Microsoft Certified Database Administrator
- Microsoft Certified Desktop Support Technician
- Microsoft Certified IT Professional (MCITP/all)
- Microsoft Certified Professional(MCP)
- Microsoft Certified Professional+Internet (MCP+I)
- Microsoft Certified Professional Incident Handler(MCPIH)
- Microsoft Certified Solution Developer(MCSD)
- Microsoft Certified Trainer(MCT)
- Microsoft Certified Systems Administrator (MCSA)
- Microsoft MCSA: Messaging (MCSA: Messaging)
- Microsoft MCSA: Security (MCSA:Security)
- Microsoft Certified Systems Engineer (MCSE)
- Microsoft MCSE+Internet (MCSE+I)
- Microsoft MCSE: Messaging (MCSE: Messaging)
- Microsoft MCSE: Security (MCSE: Security)
- Certified MySQL 4.0 Professional (MySQL-Prof)
- Certified MySQL 5.0 Database Administrator
- Nortel Networks Certified Design Expert (NCDE)
- Nortel Networks Support Expert (NCSE)
- Novell/Certified Internet Professional(CIP)
- Novell Certified Linux Engineer (Novell CLE)
- Novell Certified Linux Professional (Novell CLP)
- Novell/Certified Novell Engineer(CNE)
- Novell/ Master Certified Novell Engineer
- Novell/Certified Novell Administrator(CNA)
- Novell/Certified Directory Engineer(NCDE)
- Oracle Certified Professional/Apps Developer
- Oracle DBA Certified Administrator/Associate
- Oracle DBA Certified Administrator/Master
- Oracle DBA Certified Professional/Professional
- Oracle Forms Developer Certified Professional
- Planet3 Certified Wireless Analysis Professional
- Planet3 Certified Wireless Network Administrator
- Planet3 Certified Wireless Network Trainer
- Planet3 Certified Wireless Security Professional
- Project Management Professional(PMP)
- Prosoft/CIW Associate(CIW Associate)
- Prosoft/Master CIW Administrator
- Prosoft/Master CIW Designer
- Prosoft/Master CIW Enterprise Developer
- Prosoft/Master CIW Web Site Manager
- Red Hat Certified Architect (RHCA)
- Red Hat Certified Engineer(RHCE)
- Red Hat Certified Technician(RHCT)
- SANS/ GIAC Certified Intrusion Analyst(GCIA)
- SANS/ GIAC Certified Firewall Analyst(GCFW)
- SANS/GIAC Certified Forensic Analyst (GCFA)
- SANS/ GIAC Certified Unix Security Admin(GCUA)
- SANS/ GIAC Certified Windows Security Admin
- SANS/ GIAC Certified Incident Handler(GCIH)
- SANS/ GIAC Certified Network Auditor(GCNA)
- SANS/ GIAC Certified Security Essentials(GSEC)
- SANS/GIAC Security Expert(GSE)
- SAP ASAP
- SAS Certified Advanced Programmer\*
- SAS Certified Base Programmer\*
- Siebel Certified Consultant(SCC)
- Siebel Certified Base Programmer
- SNIA Certified Architect
- SNIA Certified Storage Networking Expert
- SNIA Certified Systems Engineer
- Sniffer Certified Master
- Sun Certified Programmer for the Java 2 Platform
- Sun Certified Developer for the Java 2 Platform
- Sun Certified Enterprise Architect for the Java 2 Platform, Enterprise Edition
- Sun Certified Network Administrator for Solaris OS
- Sun Certified Systems Administrator for Solaris OS
- Systems Security Certified Professional (SSCP)
- Teradata Certified Master
- Advanced Teradata Certified Professional
- Teradata Certified Administrator
- Teradata Certified Application Developer
- Teradata Certified Design Architect
- Teradata Certified Implementation Specialist
- Teradata Certified Professional
- Teradata Certified SQL Specialist

Average Median Pay for a Single IT Skill, 2000 to 2007 (as % of Base Pay)

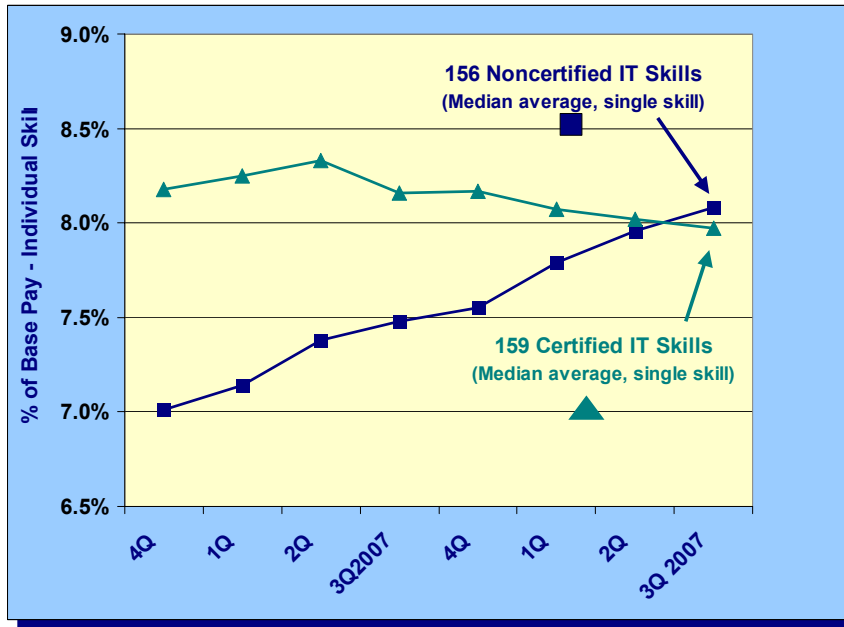


Source: Foote Partners, Quarterly IT Skills and Certifications Pay Index™

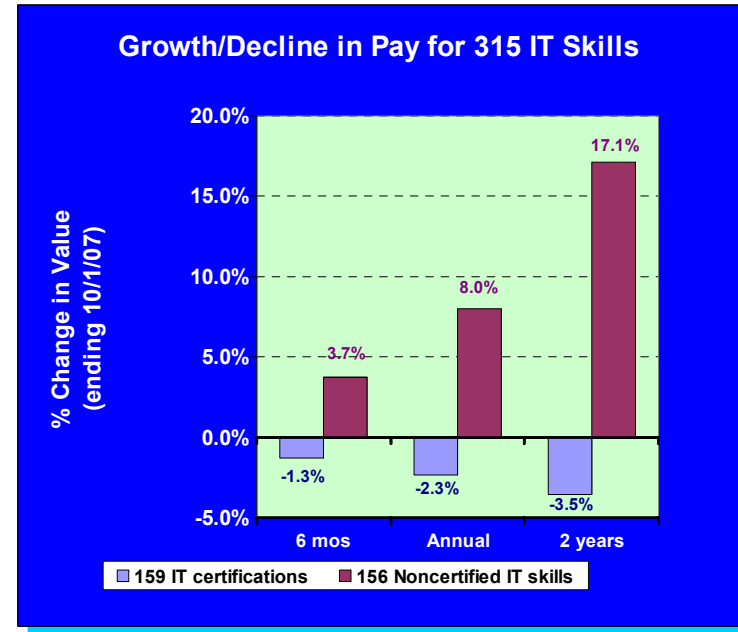
## IT Skills and Certifications Pay – 2000 to 2007 Summary

IT Skills and Certifications Pay Index™

Average Median Pay for a Single Technical Skill, Last 2 years  
Certified vs. Noncertified IT Skills  
(315 IT skills surveyed - 18,470 IT professionals)



Pay Performance, 6/12/24 mos.: Certified vs. Noncertified IT Skills  
(18,470 IT professionals)



Source: Footo Partners, Quarterly IT Skills and Certifications Pay Index™

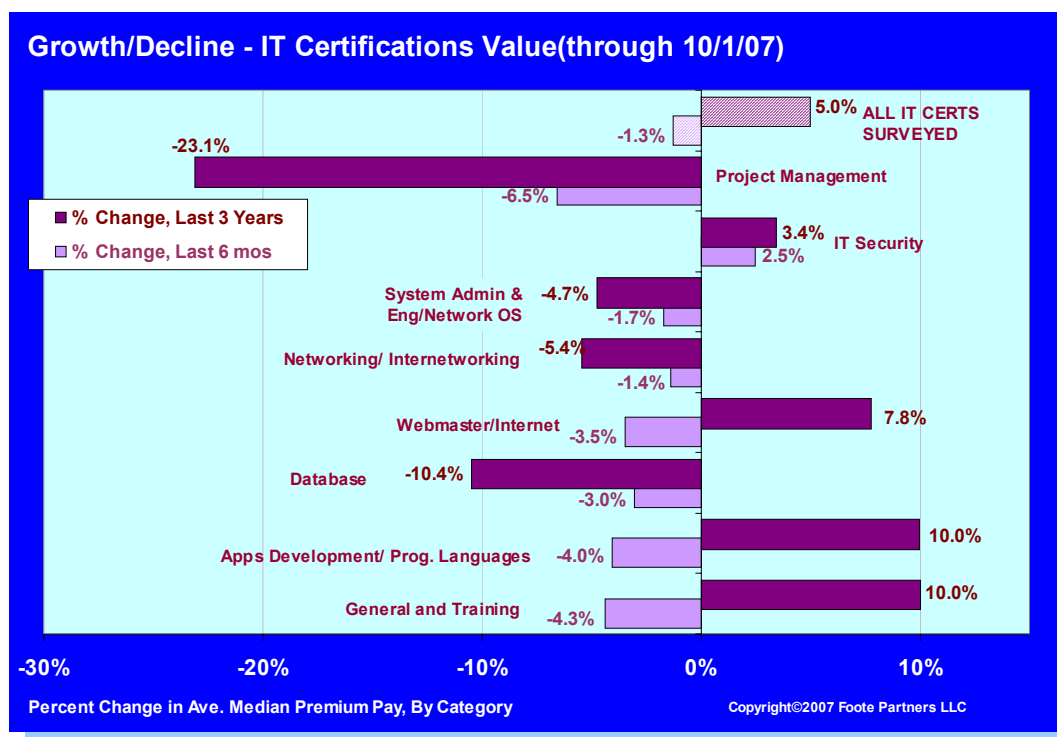
## IT Certifications Pay Trends

### IT Skills and Certifications Pay Index™

Ave. Premium Pay - Single Skill as a % of Base Salary (Median)				% Change 6 mos	% Change ANNUAL	% Change 2 yrs
CERTIFICATIONS CATEGORIES	3Q 2005	3Q 2006	3Q 2007			
General and Training	4.0%	4.6%	4.4%	-4.3%	-4.3%	10.0%
Apps Development/Prog. Languages	7.7%	8.1%	7.4%	-4.0%	-8.7%	-4.2%
Database	8.8%	8.4%	8.1%	-3.0%	-3.8%	-8.2%
Web Development	6.1%	6.3%	6.1%	-3.5%	-3.5%	0.0%
Networking	9.3%	8.9%	8.5%	-1.4%	-4.1%	-8.8%
System Admin & Eng/Network OS	7.9%	7.8%	7.4%	-1.7%	-4.7%	-6.1%
Security	8.9%	8.7%	9.1%	2.5%	4.3%	2.5%
Project Management	11.0%	10.7%	10.0%	-6.5%	-6.5%	-9.1%
<b>159 CERTIFIED SKILLS SURVEYED</b>	<b>8.26%</b>	<b>8.16%</b>	<b>7.97%</b>	<b>-1.3%</b>	<b>-2.3%</b>	<b>-3.5%</b>

2 YEAR IT CERTIFICATIONS PAY TRENDS  
(through October 2007)

3 YEAR IT CERTIFICATIONS PAY TRENDS  
(through October 2007)



Source: Footo Partners, Quarterly IT Skills and Certifications Pay Index™

## IT Certifications Pay Survey - 3<sup>rd</sup> Quarter 2007, Highest Paying

IT Skills and Certifications Pay Index™

These IT certifications are paying the highest premiums:

Single certifications earning premiums of **10% to 14%** of base pay:

### **IT Security**

- Certified Information Security Manager (CISM)
- Certified Information Systems Auditor (CISA)
- Certified Information Systems Security Professional (CISSP)
- Cisco Certified Security Professional (CCSP)
- InfoSys Security Architecture Professional (ISSAP/CISSP)
- InfoSys Security Engineering Professional (ISSEP/CISSP)
- InfoSys Security Management Professional (ISSMP/CISSP)
- SANS/GIAC Certified Forensic Analyst (GCFA)
- SANS/GIAC Certified Intrusion Analyst (GCIA)
- SANS/GIAC Security Expert (GSE)
- SANS/GIAC Systems and Network Auditor (GSNA)
- Systems Security Certified Practitioner (SSCP)

### **Project Management (high value = 15%)**

- Project Management Professional(PMP)
- IT Certified Architect(ITCA/Open Group)

Single certifications earning premiums of **10% to 13%** of base pay:

### **Database**

- IBM DB2 Universal Database Certified Solutions Expert
- Oracle DBA Administrator Certified Master (OCM)
- Teradata Certified Application Developer
- Teradata Certified Master

Single certifications earning premiums of **10% to 13%** of base pay – cont'd:

### **Networking and Internetworking**

- Avaya Certified Expert
- Brocade Certified SAN Manager (BCSM)
- Cisco Certified Enterprise Administrator (CCEA)
- Cisco Certified Internetwork Expert (CCIE)
- Cisco Certified Internetwork Professional (CCIP)
- Cisco Certified Systems Instructor (CCSI)
- Cisco Certified Voice Professional (CCVP)
- Cisco IP Telephony Operations Specialist
- Cisco IP Telephony Support Specialist
- EMC Proven Professional Implementation Engineer - Expert
- EMC Proven Professional Technology Architect - Expert
- SNIA Certified Architect
- SNIA Certified Storage Networking Expert

Single certifications earning premiums of **10% to 12%** of base pay:

### **Systems Administration & Engineering/NOS**

- Citrix Certified Integration Architect
- HP/Compaq Master Accredited Systems Engineer (Master ASE)
- IBM Certified Administrator - SOA Solutions: WebSphere Process Server
- Microsoft Certified Architect(MCA)

### **Applications Development & Programming Languages**

- IBM Certified SOA Solution Designer
- IBM Certified Solutions Developer: WebSphere (all)
- Oracle Forms Developer Certified Professional (OCP)

## Noncertified IT Skills Pay Trends

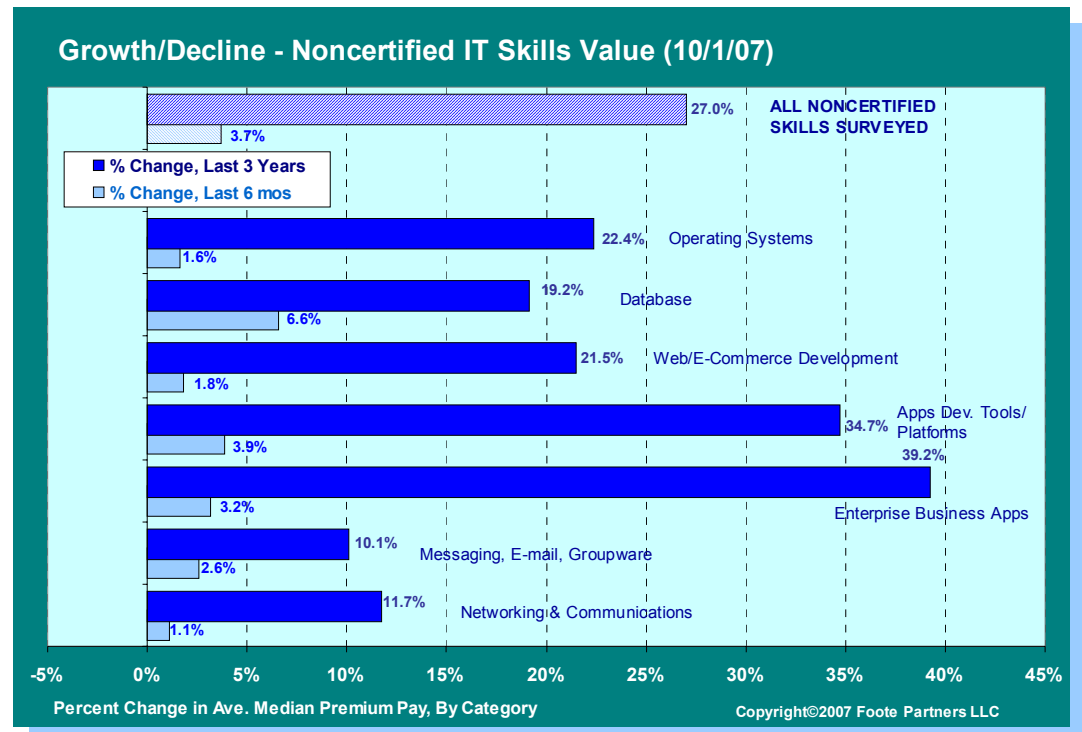
### IT Skills and Certifications Pay Index™

Ave. Premium Pay - Single Skill as a % of Base Salary (Median)						
NONCERTIFIED SKILLS CATEGORIES	3Q 2005	3Q 2006	3Q 2007	% Change 6 mos	% Change ANNUAL	% Change 2 yrs
Networking & Communications	7.2%	7.2%	7.4%	1.1%	2.8%	3.6%
Messaging, E-mail, Groupware	5.8%	6.2%	6.3%	2.6%	2.6%	10.1%
Enterprise Business Applications	7.2%	8.1%	9.1%	3.2%	11.6%	26.2%
Apps Development Tools & Platforms	7.2%	7.9%	8.3%	3.9%	5.2%	14.6%
Web/E-Commerce Development	6.7%	7.5%	7.8%	1.8%	4.0%	15.5%
Database	7.3%	7.3%	8.1%	6.6%	10.2%	10.7%
Operating Systems	6.6%	6.8%	6.9%	1.6%	1.6%	3.9%
Management and Process	8.0%	8.5%	9.1%	4.5%	7.5%	na
<b>156 NONCERTIFIED SKILLS SURVEYED</b>	<b>6.90%</b>	<b>7.48%</b>	<b>8.08%</b>	<b>3.7%</b>	<b>8.0%</b>	<b>17.1%</b>

3 YEAR IT NONCERTIFIED SKILLS PAY TRENDS  
(through October 2007)

2 YEAR IT NONCERTIFIED SKILLS PAY TRENDS  
(through October 2007)

Source: Foote Partners, Quarterly IT Skills and Certifications Pay Index™



**These noncertified IT skills are paying the highest premiums:**

Single IT skills earning **10% to 16%** of base pay:

**Enterprise Business Applications**

- Accelerated SAP
- Oracle Enterprise Apps
- SAP BI (Business Intelligence) Accelerator
- SAP BW
- SAP Controlling
- SAP CRM
- SAP Cross Application
- SAP ERP
- SAP Financial Accounting
- SAP Materials Management
- SAP MDM
- SAP MI
- SAP Netweaver Applications Server
- SAP Payroll
- SAP Project Systems
- SAP Sales & Distribution
- SAP XI

**Applications Development Tools and Platforms**

- C#
- Netweaver
- Oracle developer
- Rapid Applications Development/Extreme Programming(XP)
- SQL Windows

**Web/eCommerce Development**

- Ajax
- Microsoft .NET (Visual Studio .Net, Visual Basic .Net, ASP.Net)
- Microsoft Commerce Server
- Microsoft Identity Integration Server
- WebSphere

Single IT skills earning **9% to 12%** of base pay:

**Management, Methodology and Process Skills**

- Business Intelligence
- CRM
- ERP
- ITIL
- Project Management

**Networking and Communications**

- Network security mgt.
- Network skills in project assignment
- RFID
- SAN/Storage Area Networking
- VoIP Wireless network management

**Database**

- Java Database Connectivity(JDBC)
- Microsoft SQL Server
- MySQL
- Oracle DB / 8i/9i/10g/11i

### Company Overview

Foote Partners, LLC is a Vero Beach, FL based management consultancy and independent market research company that provides pragmatic and forward-thinking advice about managing the modern IT professional workforce. Founded in 1997 and comprised of former Gartner and META Group industry analysts, McKinsey & Company and Towers Perrin consultants, and former corporate HR, IT, and business executives, Foote Partners has been a thought leader and trusted advisor to hundreds of employers seeking improvements in managing IT's impact on their businesses and customers.

The firm's research division, **Foote Research Group**, publishes a series of IT and HR research products that have helped more than 1,400 employers benchmark their IT professional compensation, solve their most difficult information technology workforce problems, and strengthen their management capabilities.

The firm's highly-respected **IT Insider research series** features comprehensive and up-to-date IT salary/bonus and technical skills premium pay benchmark surveys, and IT organization and workforce trends research. The firm's *IT Skills and Certifications Pay Index™* is currently the world's most comprehensive survey source for the market value of information technology skills.

The foundation of the firm's research is the continuous monitoring of compensation, attitudes, and workplace experiences of more than 74,000 IT workers in 1,900 North American employers. Foote Partners publishes the only comprehensive IT industry salary survey that solves the validation dilemma created by job titles that don't match what IT workers actually do on-the-job—a serious problem that plagues every major IT salary survey available today that uses passive-survey data collection methods tied to job titles. The firm's highly specialized proprietary data collection methodology and analytical techniques produce superior validation and reliability by reclassifying IT job titles to match workers' actual job responsibilities *before the survey data enters our survey data compilation engine*. All surveys are updated and published quarterly.

Foote Partners IT compensation survey findings and analysis appear regularly in columns and articles written by our firm's principals and are featured regularly in more than one hundred HR, IT and business periodicals, including *Fortune*, *Business Week*, *Wall Street Journal*, *New York Times*, *CIO Magazine*, *ComputerWorld*, *Network World*, *WorldatWork's Journal* and *Workspan Magazine*; in appearances on network and cable television, National Public Radio, and global Webcasts and podcasts.

The firm's proprietary survey-based research and business consulting practice areas include:

- Professions and Retention Services
- Outsourcing/Offshoring and Strategic Resource Management
- IT Compensation and Incentives
- Executive Compensation
- IT Management and Organization
- Organizational and Transition Management
- Workforce Performance Management
- Enterprise Project Delivery
- Competitive Intelligence
- Corporate Strategy and Business Development
- International and Domestic HR Services

### IT Compensation and Workforce Publications

Foote Partners' highly respected **IT Insider research series** features comprehensive and up-to-date IT salary/bonus and technical skills premium pay benchmark surveys, and IT organization and workforce trends research. Included in the quarterly **IT Insider** series are the following:

- IT Insider Professional Salary Survey™ reports
- IT Insider Workforce Trends Series™ reports
- IT Skills and Certifications Pay Index™
- IT Insider Professional Job Descriptions™
- IT Insider IT Salary+Skills Pay Survey™ reports

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## Premium Service Retainer Relationships with Foote Partners

We are a highly valued contributor and partner to many employers under retainer arrangements, providing market and competitive intelligence and services spanning a variety of business, IT, and Human Resource initiatives.

**IT Compensation, Skills and Workforce Management.** Our services are typically anchored by our firm's industry-leading proprietary IT salary and skills compensation benchmark surveys and IT workforce management trends research database. Quarterly updates to our long running *IT Insider Professional Salary Survey™*, and *IT Insider Workforce Trends Series™* are augmented by:

- Regularly scheduled research briefings conducted by Foote Partners senior analysts;
- Ad hoc research and analytical reports;
- On-demand customized briefings in response to client-defined queries; and
- Unlimited on-demand telephone inquiries.

Also an option in retainer contracts are client-driven position papers on strategic and tactical subjects relating to IT workforce trends; skills; compensation; jobs/roles; total rewards and incentive programs; professional development and emerging career models; and other topics pertaining to managing IT professionals in 2007 and in the future.

Many of the firm's 2007 retainer contracts focus on these topics:

- Independent external views on managing IT skills; jobs; careers models/paths; knowledge transfer (boomer "brain drain"); training and development; performance; internal/external recruiting; retention; etc.
- IT skills pay (current, trending)
- IT skills demand analysis
- IT jobs/roles demand analysis: highest demand, in decline, etc.
- Job evaluation; updating job descriptions; redefining and/or introducing new IT jobs
- Projections: jobs and skills (1, 3, 5 years)
- IT salaries and trending
- Salary compression
- Global staffing views, including offshoring 'hot spots' (e.g. India, China)
- Professions programs (for a definition of these programs, see <http://www.footepartners.com/ProfRentService.htm>)

**Market and Competitive Intelligence.** Our analysts, consultants, and associates have developed more than 150 custom market and competitive intelligence reports in such areas as IT skills; compensation; total rewards; retention; Web services; SOA; telecommunications; regulatory-driven infrastructure; offshoring/outsourcing; SAP; CRM/ERP; data warehouse/business intelligence; e-business applications; and a variety of IT staffing topics. Our market and competitive intelligence consulting typically falls within the following competency areas:

- Market Intelligence and Analysis
- Competitive Product/Service Pricing and Positioning
- Competitive Benchmarking
- Market Research and Analysis
- Opportunity Analysis
- Market Planning and Strategies
- Product/Service Assessments
- Organizational Assessments
- End User Requirements
- Strategic Planning
- Business Planning
- Risk Assessment
- Technology Evaluations
- Product Positioning
- Pricing and Cost Analysis
- Customer Satisfaction
- Cost/Benefit Evaluations
- Due Diligence
- Stakeholder Analysis, Planning and Management

**Business, IT and HR Initiatives.** We have a depth of experience advising organizations across many industries and cultures, in a variety of business, IT and HR initiatives and disciplines including:

- IT Executive/Professional Salary, Bonus, and Skills Compensation
- Human Capital Management
- Offshore Outsourcing (ITO, BPO, BTO)
- BPR
- Business Value Measurement, Analytics and Management
- Organizational Change/Transition Management
- Process Improvement/MOC
- Enterprise Project Management
- International HR Management, incl. expatriate and specialty HR program development and management
- Data Warehousing/Business Intelligence
- SAP
- ERP/CRM
- HR Systems
- eProcurement
- Communications Planning
- Leadership Development