

ESJ Salary Survey: Management Salaries and Staff Salaries 2010



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Economy continues to weigh on management salaries; supply chain, SOA management skills command high premiums **Joe McKendrick**

There are abundant signs that the economy is pulling out of the recent recession triggered by the financial crises of 2007-2009, but as of the first half of this year, IT managers' salaries have been in the doldrums. IT budgets were tightened, and most companies held the line with the base compensation provided to their IT managers. Even when things improve, there may be a lag until this is reflected in renewed salary growth. Five out of nine key management positions covered in the latest Enterprise Systems salary survey saw decreases in their salary levels over the last year. "We are not receiving salary increases for this year and probably next fiscal year due to the economy," remarked one survey respondent, a tone echoed by a number of other IT managers.

The survey found, however, that salaries were significantly higher for many IT management professionals engaged in application areas such as supply chain management and service-oriented architecture (SOA). In fact, across eight of the nine positions covered, managers engaged in supply chain management system development commanded the highest salaries of all. This was also the case for SOA work among seven out of the nine categories measured. While ERP-related skills did not top the list as in years past, this is still an area offering higher premi-

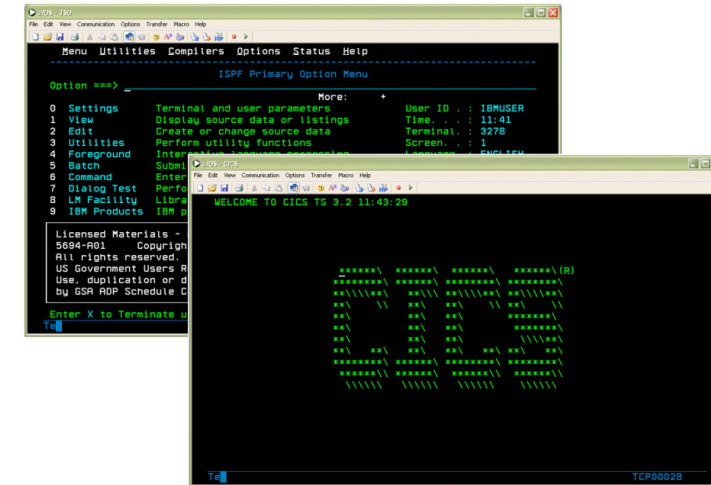
ums, as well as the ability to effectively deliver on applications. "SAP Skills continue to draw the highest premiums followed by IT project managers," said a respondent. In contrast, base-level salaries held steady or increased across most of the nine staff-level positions covered in the same survey, the results of which will be reported on in the next article of our series.

The bonus picture for managers was decidedly mixed over the past year, with bonuses for four positions rising, four declining, and with no change since last year. What is clear is that most management bonuses are nowhere near the relatively high levels seen in the middle of the decade. Many IT managers in the 2004-2007 timeframe saw annual bonuses of \$10,000 or more. One respondent observed that at his company, salaries may be increasing "to counter inflation," but executive incentive compensation "has been cut from 25 percent to 15 percent!"

The bright spots in this relatively muted picture were increases in the salaries of high-level IT directors (up eight percent on average), networking managers (up 24 percent), help desk and support managers (up 17 percent), and Internet managers (up 12 percent).

These findings are based on an Enterprise Systems survey of 893 companies, conducted in May 2010. The survey covered

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nine key management positions, along with nine key IT staff positions (to be covered in the next installment of this report).

As in previous years, the survey found that IT managers and executives at mainframe and Unix sites tend to have the highest salary rates; those in more distributed environments (such as Windows or Linux servers with no mainframe) tend to see much lower rates.

Interestingly, there was somewhat less overall experience reported among the survey group, contrasted with previous years' results -- which may have played a partial role in pushing salary rates down. For example, the average tenure for application development managers in the current survey is 11 years on the job, compared to 16 years in last year's survey. Likewise, the typical data center manager has held his or her position for 11 years, down from 15 in last year's survey.

This lowering of experience levels may be a reflection of increased turnover among IT management ranks, partly due to retiring members of the top edge of the baby-boom generation, as well as turbulence within corporate IT ranks. In fact, the survey found a drop in levels of salary and overall job satisfaction among these IT employees -- 29 percent report they are unhappy with their compensation, versus 25 percent a year ago, and 21 percent are unhappy with their jobs, versus 18 percent last year.

This first of two reports to the Enterprise Systems salary report looks at the results for executive and management-level salaries in 2010. In the next installment, we will look at IT staff-level positions.

CIO AND VICE PRESIDENT OF IT

Salaries for the top executives in IT took a tumble over the last year, decreasing from an average of \$150,300 in base salary to closer to \$143,000. (Base salaries reported in this article do not include bonuses, which are addressed separately, or stock options or benefits.) The total average decrease in CIO pay for the 2009-2010 period was about five percent. A year ago, CIOs saw an increase of about three percent, and one percent the year before that.

CIO salaries have declined, but bonuses held steady. CIOs are projected to earn bonuses of about \$18,000 on top of their base salaries for this year -- exactly the same as a year ago. This is down almost 47 percent from five years ago, in the midst of the economic boom. Since the Enterprise Systems survey was first commissioned nine years ago, CIO bonuses have ranged between \$20,000 and \$30,000.

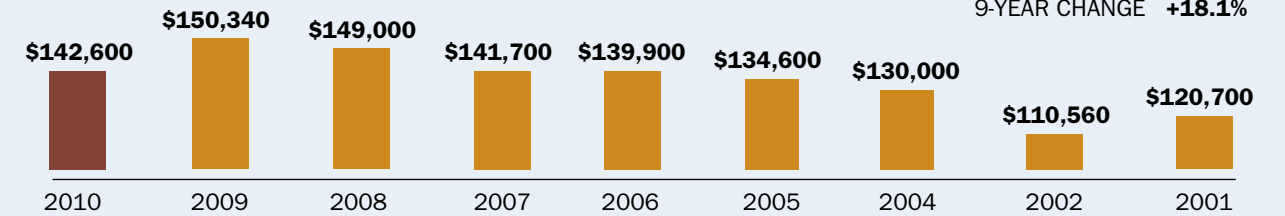
CIOs and VPs drew the highest base salaries and bonuses of the 18 positions covered in the survey.

The typical CIO or top IT executive in our survey has 16 years of experience in the job. On average, CIOs with more experience -- at least a decade on the job -- earn about 13 percent more than their less-experienced counterparts.

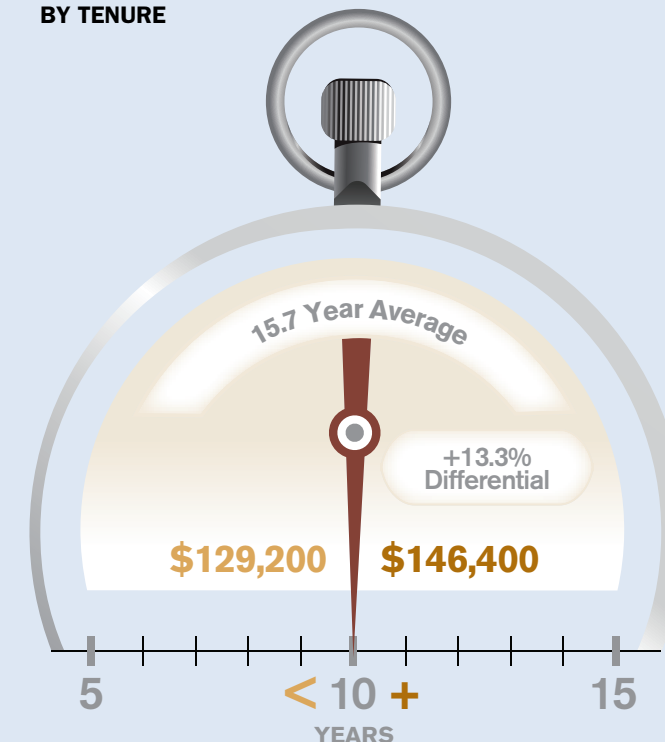
CIOs overseeing enterprise resource planning (ERP) installations fare best this year, earning more than \$200,000 on average. Those CIOs engaged in CRM-related efforts saw base salaries of more than \$190,000 a year. By operating system and platform, CIOs in midrange shops (including IBM System i servers) tend to pay best, as with previous surveys, slightly outpacing their mainframe-centric counterparts.

CIO/VP SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

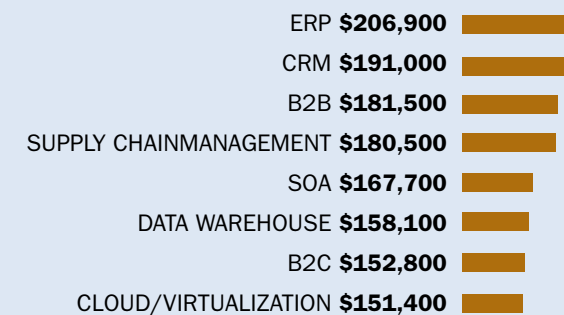


AVERAGE ANNUAL BONUS

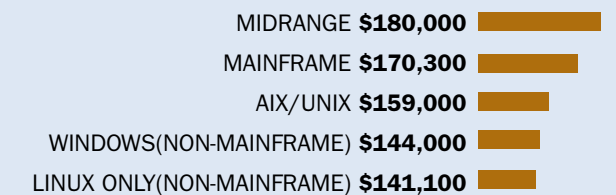
2010	\$18,000
2009	\$18,000
2008	\$28,500
2007	\$28,200
2006	\$34,200
2005	\$33,900
2004	\$25,400
2002	\$19,700
2001	\$21,200

1-YEAR CHANGE 0.0%
9-YEAR CHANGE -15.1%

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



INFORMATION SYSTEMS DIRECTOR

Although companies were skimpy with CIO salaries, they acknowledged the importance of well-run IT shops by making sure the IS or IT directors received healthy increases. IS directors – who plan, direct, and control all day-to-day IT functions and oversee entire departments — saw average salaries jump over the past year, from \$108,000 to \$117,000. IS directors have not seen appreciable salary growth since this survey was first launched nine years ago — overall average base salaries are only up by about 18 percent for this entire period.

This past year was also a good one for IT directors in terms of bonuses as well – though not quite reaching the levels seen in the mid-2000s. The typical average bonus reported among this survey group is about \$11,900, up from \$9,500 last year at this time.

IT directors salaries rank second among the nine management positions covered in our survey, and also second in terms of bonus amounts.

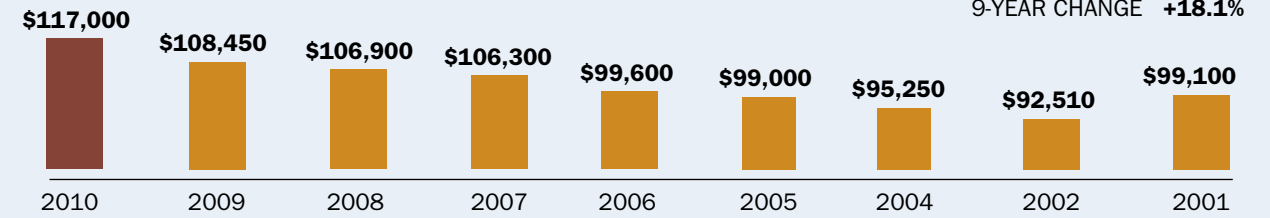
On average, the IS directors covered in our survey have about 14 years' experience. IS directors with 10 or more years experience make close to 20 percent more than those in the first 10 years of their jobs. An IS director with less than 10 years experience can expect to make about \$100,000 a year, a figure that climbs to more than \$120,000 for those with at least a decades' worth of experience.

IT directors in charge of operations involving supply chain management systems development and maintenance command the highest base salaries, averaging more than \$156,000, or a third above the average. Those in companies building with SOA approaches follow with close to \$150,000 a year in base pay.

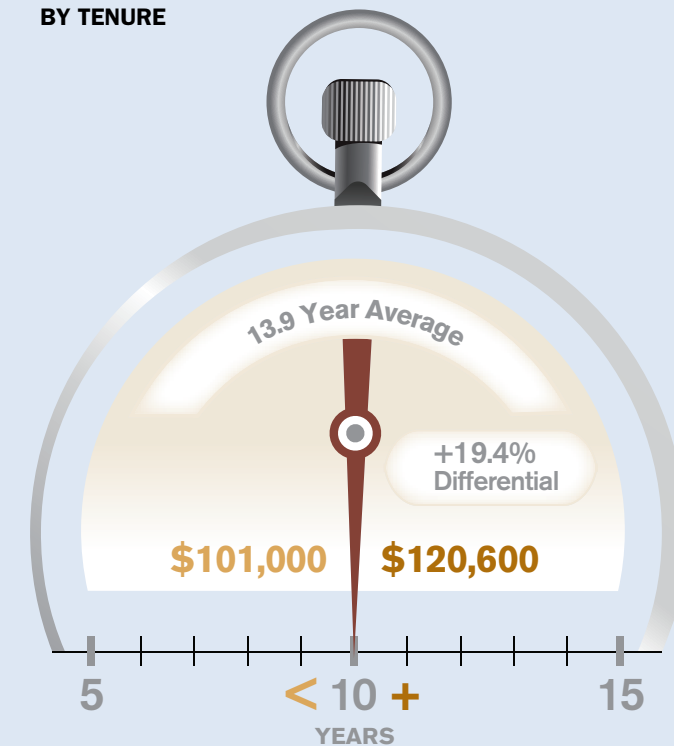
Mainframe IT directors earn the most among their counterparts, with base salaries of more than \$150,000 a year, far outpacing those in other operating system environments.

IS DIRECTOR SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

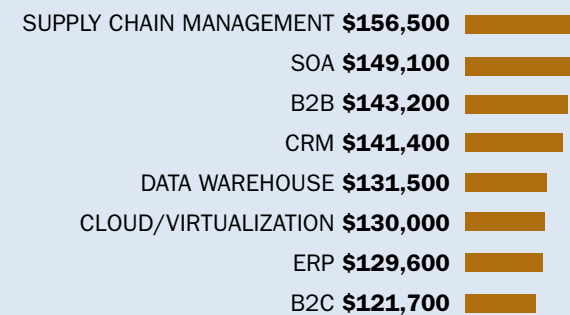


AVERAGE ANNUAL BONUS

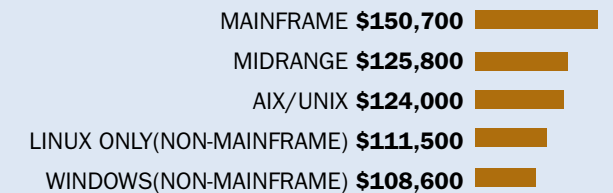
2010	\$11,900
2009	\$9,595
2008	\$13,680
2007	\$14,270
2006	\$12,700
2005	\$10,700
2004	\$10,600
2002	\$7,000
2001	\$3,500

1-YEAR CHANGE **+24.0%**
9-YEAR CHANGE **+240.0%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



INFORMATION SYSTEMS MANAGER

The average base salaries of IS managers who are involved with the day-to-day operations of their enterprises slipped modestly over the past year. The average an information systems manager – who plans and approves equipment and software purchases, as well as oversees day-to-day activities – is down by about four percent, from \$100,000 to \$96,500. However, IS management salaries are still above levels seen throughout the decade this survey has been conducted.

IS managers also saw a decline in their bonus levels. Overall, however, bonuses are well within the range seen over the past nine years, which have hovered between \$6,000 and \$9,000.

IS managers' salaries rank fourth among the nine management positions covered in our survey, and third in terms of bonus amounts.

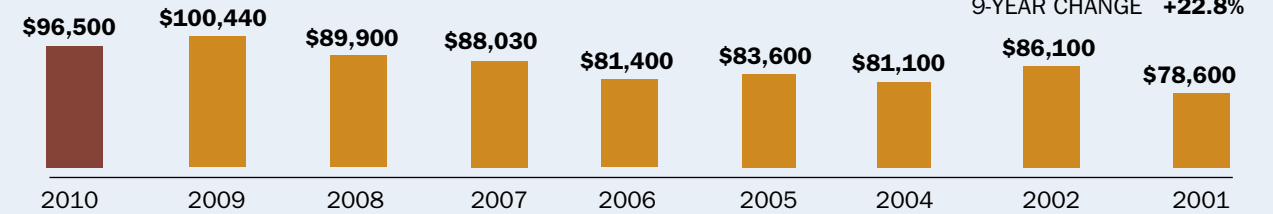
The average IS manager reported in this survey has about 12 years of on-the-job experience. Those in their first decade average about \$84,000, a figure that jumps to more than \$100,000 after about 10 years.

As with their IS director bosses, IS managers involved in sites implementing supply chain management systems are likely to average the highest levels of pay, about \$120,000 – or about 24 percent more than the average. Those managers overseeing SOA-based efforts follow at \$116,000.

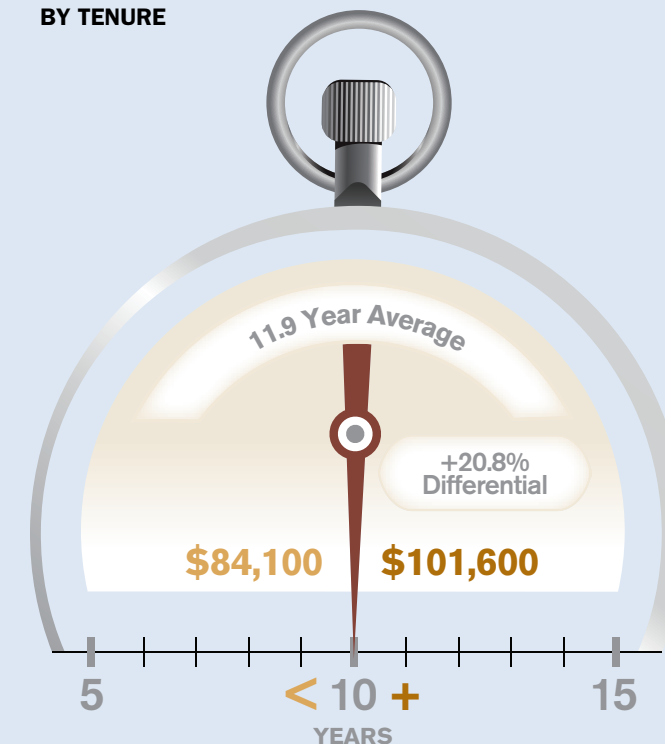
By operating system environment, IS managers in mainframe shops lead, earning a base of \$115,000 a year, followed by those with midrange-class systems at about \$108,000.

IS MANAGER SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

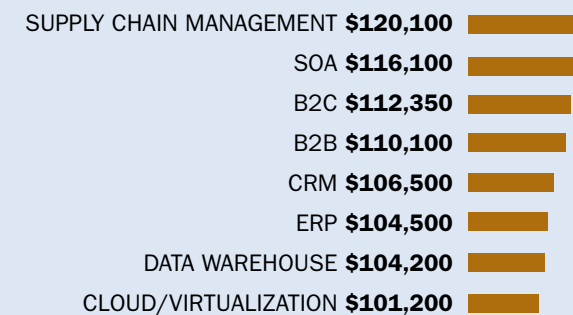


AVERAGE ANNUAL BONUS

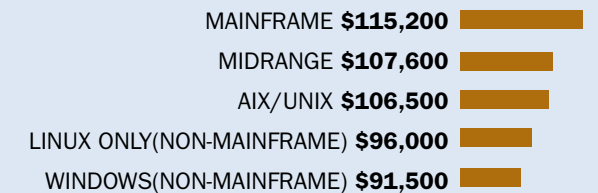
2010	\$7,560
2009	\$9,890
2008	\$8,180
2007	\$7,770
2006	\$7,100
2005	\$6,830
2004	\$6,100
2002	\$6,100
2001	\$7,800

1-YEAR CHANGE **-23.6%**
9-YEAR CHANGE **-3.1%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



APPLICATION DEVELOPMENT MANAGERS

Although application development managers saw their salaries jump in last year's survey, the recent economic slowdown may have finally caught up to this category as well over the past year. Overall, base salaries on average declined by about four percent over the past year, to about \$96,000. Since the first Enterprise Systems salary survey was conducted in 2001, however, AD managers have experienced a steady climb from the original average of \$80,000 a year.

AD managers also saw slightly less money in their bonus checks, down five percent from last year, continuing a downward trend in bonuses over the past six years.

AD managers' salaries rank fifth among the nine management positions covered in our survey, and also fifth in terms of bonus amounts.

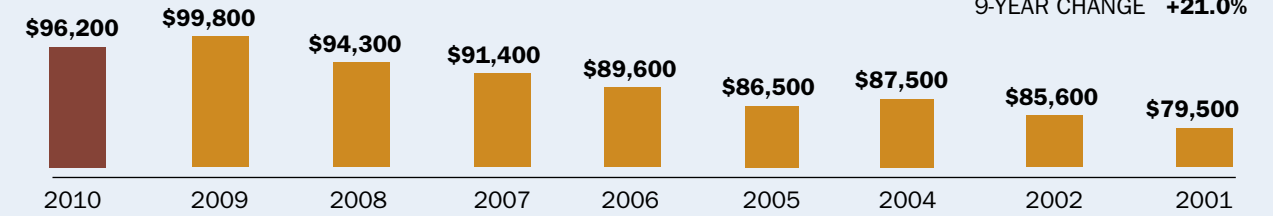
The average AD manager has about 11 years of experience on the job. These managers can expect to see salary growth of at least 25 percent in the first two decades of their careers, the survey finds. Currently, AD managers in the first decade of their careers make about \$82,000, a level that rises to more than \$100,000 for those with at least 20 years of experience.

As with their IT executive and management counterparts, those application development managers engaged in operations involving supply chain management draw the highest average base salaries, close to \$121,000 a year – more than 25 percent above the average for this position. Business-to-consumer e-commerce operations also pay their AD managers well, and SOA is an area that draws high salaries here as well.

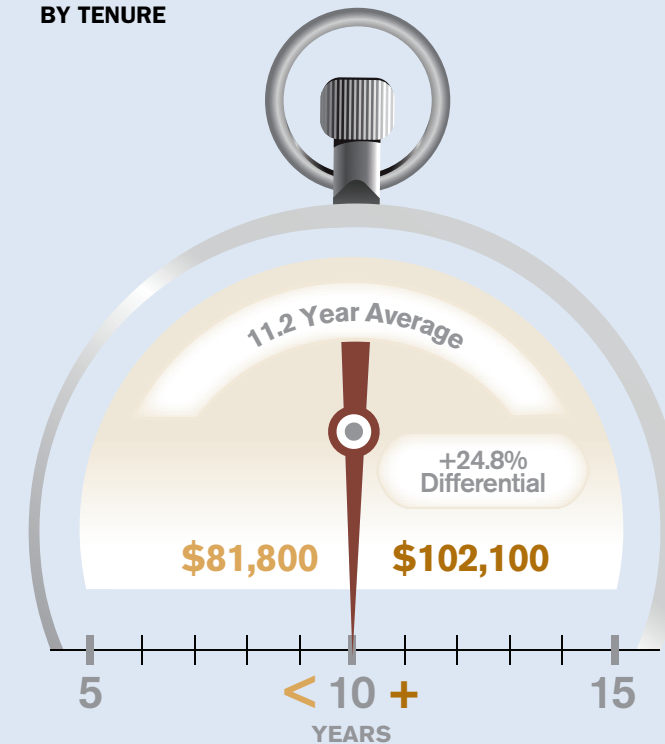
By operating system environment, those AD managers involved with either mainframe or midrange-class computing shops top the list, drawing at least \$116,000 annually, far outpacing those managers in distributed environments (Windows or Linux).

APP DEV MANAGER SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

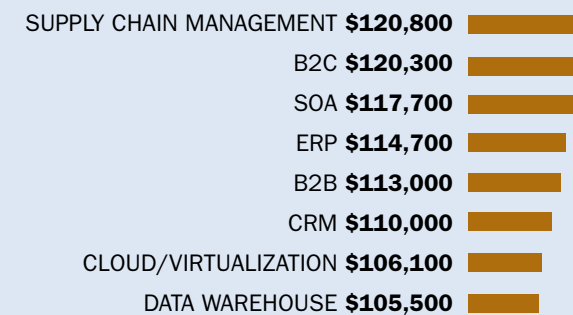


AVERAGE ANNUAL BONUS

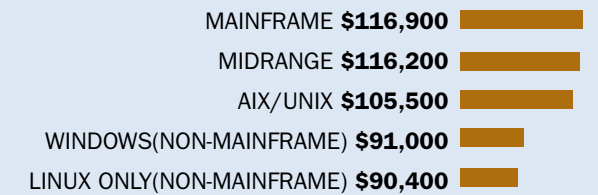
2010	\$5,680
2009	\$6,000
2008	\$6,260
2007	\$6,560
2006	\$7,700
2005	\$6,920
2004	\$7,100
2002	\$6,160
2001	\$8,000

1-YEAR CHANGE -5.3%
9-YEAR CHANGE -29.0%

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



DATA CENTER/OPERATIONS MANAGER

As with their application development counterparts, data center managers saw a downturn in their overall average salaries over the past year, as the impact of the economy rippled to IT shops. Data center and operations managers – who oversee day-to-day operations of data center environments – saw a five-percent decline in average base salaries, our survey finds. Data center managers now make about \$92,000 not counting bonuses and benefits – compared to last year’s average of \$97,000. Overall, data center managers’ salaries have grown steadily in the eight years this position has been measured in the surveys.

As if sagging salary growth weren’t enough, DC managers also felt pain in the amounts of their annual bonuses. Annual average bonuses for data center managers now average close to \$5,000 for the year, down by more than one-fifth from last year.

DC managers’ salaries rank sixth among the nine management positions covered in our survey, and also sixth in terms of bonus amounts.

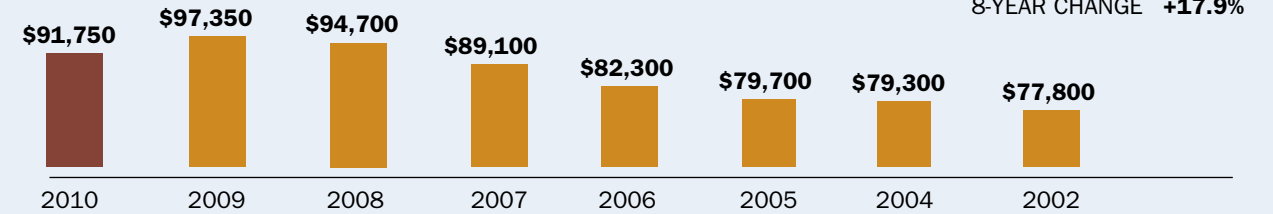
On average, data center managers in our survey have about 11 years’ experience. The more experienced managers (with more than a decade on the job) are drawing salaries if at least \$100,000, or a third more than their entry-level counterparts.

Supply chain management is also a high-paying area for data center managers. Those managers in companies with robust SCM efforts had base pay averaging \$112,000, or 22 percent above the average for this position. ERP and CRM sites also tend to pay their data center managers above the average rate.

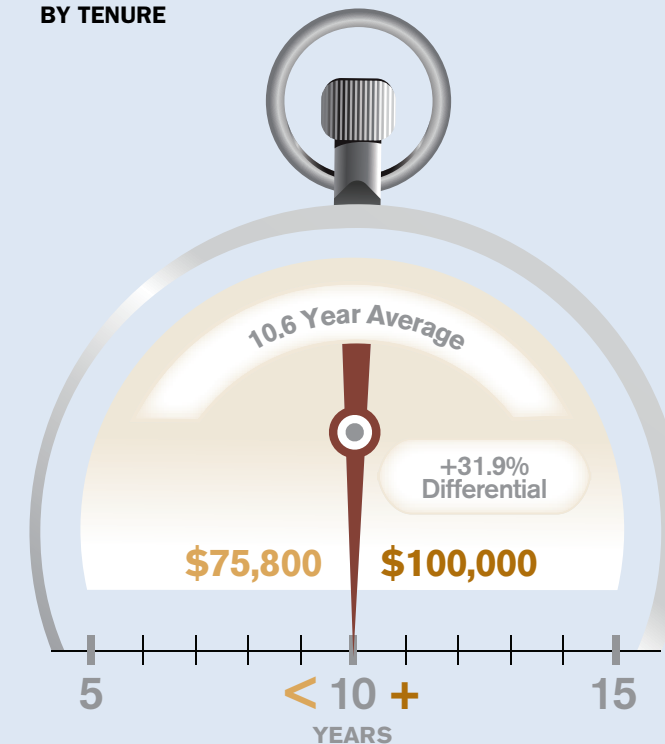
Those DC managers overseeing mainframe sites also commanded higher average salaries, bringing in more than \$112,000 over the past year.

DATA CENTER/OPERATIONS MANAGER SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

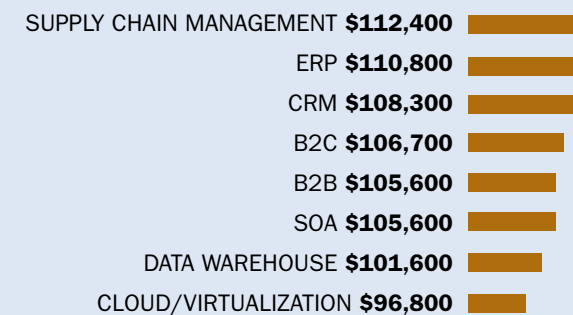


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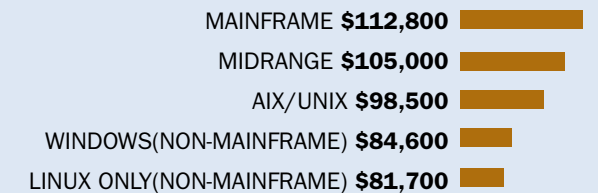
2010	\$4,830
2009	\$6,210
2008	\$5,980
2007	\$5,760
2006	\$8,100
2005	\$6,160
2004	\$7,200
2002	\$5,760

1-YEAR CHANGE **-22.2%**
8-YEAR CHANGE **-16.1%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



NETWORKING MANAGER

Interestingly, although the average salaries of networking managers foundered in the early stages of the economic downturn, their fortunes took a turn for the better over the past year. In fact, this group of managers saw a significant increase in their average base salary, bouncing back from last year with gains of almost 24 percent and getting back to salary growth that has been taking place since the first years the survey was conducted. Currently, network managers – who oversee the operation and planning of computer networks – are earning base salaries of close to \$89,000. These professionals saw the biggest annual raises among the nine management positions covered in the survey.

Average bonuses for networking managers also have increased significantly over the past year. This year, the average annual bonuses reported by this group of survey respondents was about \$4,220 – well over the \$2,600 they received a year ago.

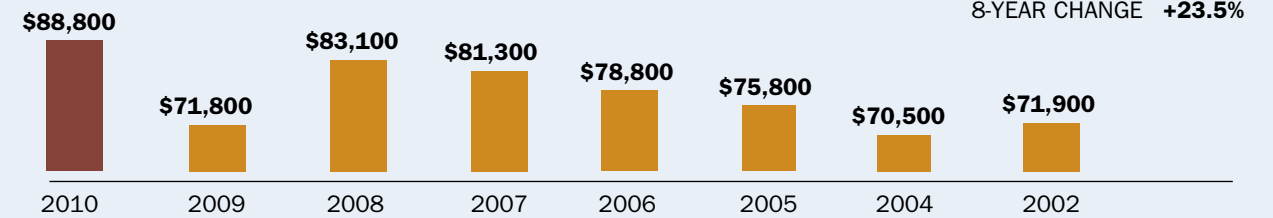
Networking managers' salaries rank seventh among the nine management positions covered in our survey, and eighth in terms of bonus amounts.

Networking managers, who average about 10 years' experience on the job, can expect to see salary growth of at least 25 percent throughout their careers, the survey also finds. Currently, networking managers in their first decade on the job (with less than 10 years' experience) make about \$77,000, a level that rises to more than \$96,000 with experience.

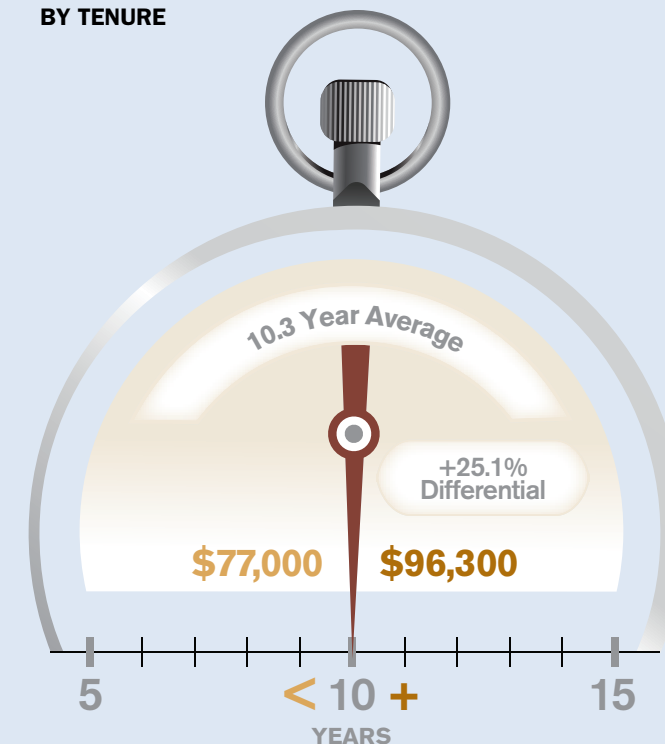
Supply-chain-centric operations are top employers once again, paying close to a 22 percent premium to their networking managers. Those networking managers involved in SOA-focused operations also saw better compensation as well. Networking managers in mainframe environments also were paid better than those with other platforms.

NETWORKING MANAGER SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

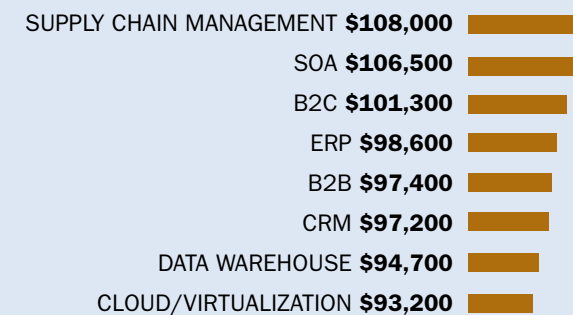


AVERAGE ANNUAL BONUS

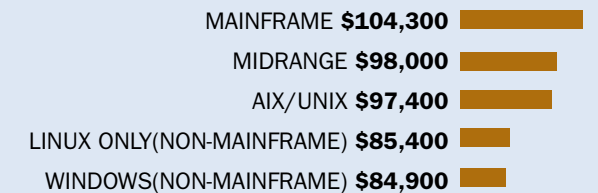
2010	\$4,220
2009	\$2,630
2008	\$5,770
2007	\$5,470
2006	\$4,200
2005	\$5,800
2004	\$5,700
2002	\$3,940

1-YEAR CHANGE **+60.5%**
8-YEAR CHANGE **+7.1%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



HELP DESK/SUPPORT MANAGER

Help desk and support managers saw their salaries whither when the economic downturn first hit in the 2008-2009 timeframe. Things have brightened up lately for these highly visible professionals responsible for diagnosing, troubleshooting, and correcting end-user access problems. These managers had increases in average salaries of more than 17 percent, now averaging close to \$78,000.

Along with salary raises, bonuses have bounced back for help desk managers as well. This year, help desk managers' bonuses are averaging about \$4,300 in bonuses, well over the \$1,200 reported last year, and more in line with the range seen since the survey began – \$3,000 to \$5,000.

Help desk managers' salaries rank last among the nine management positions covered in our survey, but seventh in terms of bonus amounts.

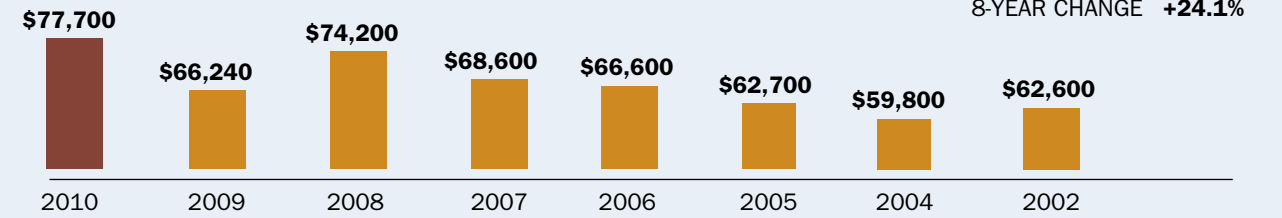
The typical help desk manager in our survey has at least eight years of industry experience. He or she will earn about \$75,000 in the first decade on the job, and then rise to \$82,000 as experience grows.

Help desk and support managers are most highly valued when they are helping to engage and assist outside customers. To this end, those managers helping to oversee business-to-consumer operations tend to have premiums exceeding 50 percent of the average salary for this job. There are also hefty premiums being paid to those support managers involved in supply chain management systems, which likely also interface with customers, as well as outside business partners.

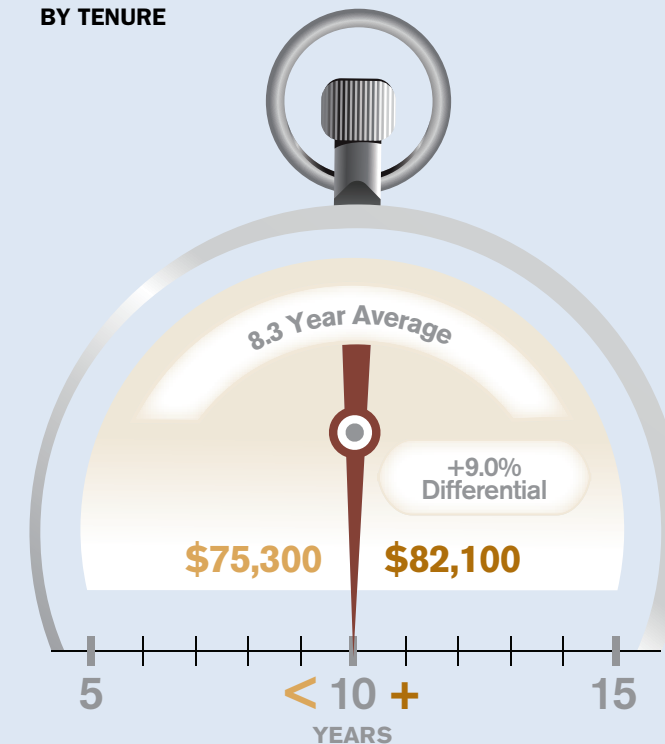
Help desk and support managers in mainframe environments also tend to earn more – almost twice as much – as those in distributed computing environments, our survey finds.

HELP DESK/SUPPORT SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

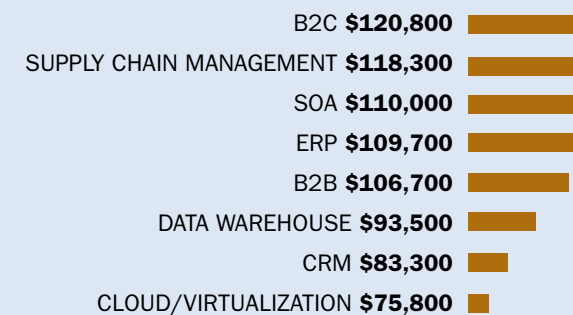


AVERAGE ANNUAL BONUS

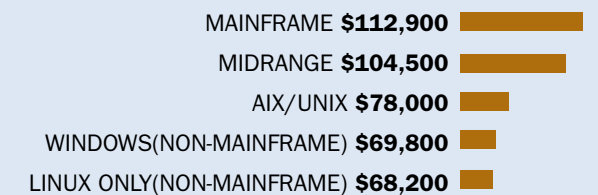
2010	\$4,300
2009	\$1,240
2008	\$4,920
2007	\$3,940
2006	\$2,400
2005	\$1,140
2004	\$3,300
2002	\$2,940

1-YEAR CHANGE **+246.8%**
8-YEAR CHANGE **+46.3%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



ENTERPRISE ARCHITECT

In the recent economic slump, companies stopped thinking long-term and focused on addressing short-term issues. This may have impacted the incomes of enterprise architects, who still did well in last year's survey, but saw a moderation of their salary levels in the most recent year. Enterprise architects – who bridge the gap between IT and business processes – saw average annual base salaries of close to \$100,000, down by about 16 percent from last year.

For purposes of this survey, EAs are categorized as management since their responsibilities include supporting business process enablement, preparing for the architectural implications of outsourcing, adopting a system for measuring and managing performance, and measuring the business impact of the architecture. The position may also be known by titles such as senior architect; chief architect; and director, enterprise architecture and/or enterprise strategies and/or enterprise solutions.

Enterprise architects' bonuses also slumped over the past year – dropping from close to \$11,000 to \$6,400. This position has only been part of the survey for the past four years, but this is the lowest recorded annual bonus. The bonus levels for six out of the nine positions either declined or remained stagnant; the drop for EAs is the most severe. This may reflect a retrenchment or deferment of long-term projects – which EAs are most involved with – during the recent downturn.

Enterprise architects' salaries rank third among the nine management positions covered in our survey, and fourth in terms of bonus amounts.

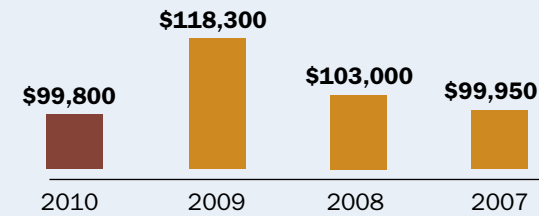
On average, enterprise architects have been on the job about 12 years, and those that stick around see significant salary bumps – rising more than 40 percent after a decade.

Enterprise architects are the primary point person for corporate SOA efforts, serving as the go-between for the business and IT departments. Thus, those EAs working within companies with SOA initiatives underway are earning the most – 25 percent more than the average. In line with most of the other management positions in this survey, EAs engaged with SOA and supply chain management operations also top the list in terms of salary premiums.

EAs at mainframe sites earn the most, followed by professionals working within Unix-oriented sites.

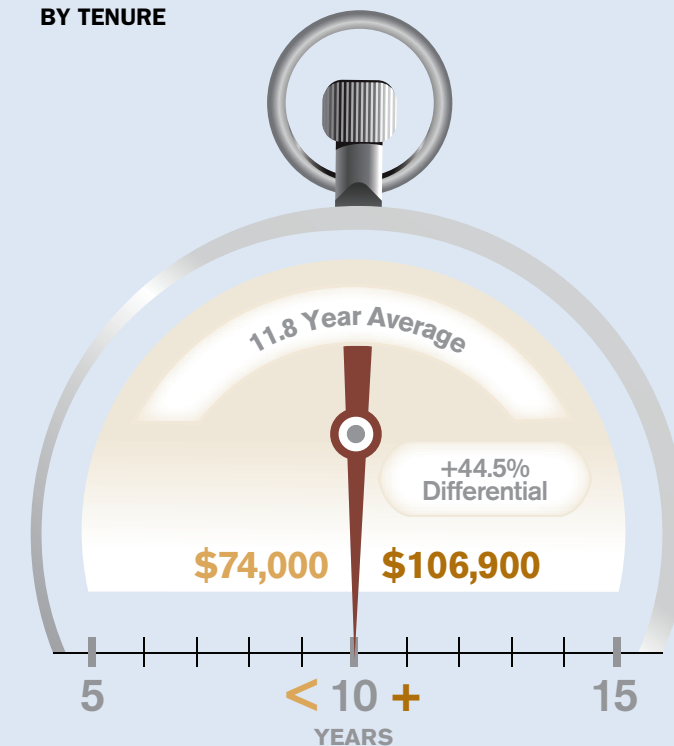
ENTERPRISE ARCHITECT SALARIES

YEAR-TO-YEAR CHANGE



1-YEAR CHANGE **-15.6%**
3-YEAR CHANGE **+0.0%**

BY TENURE

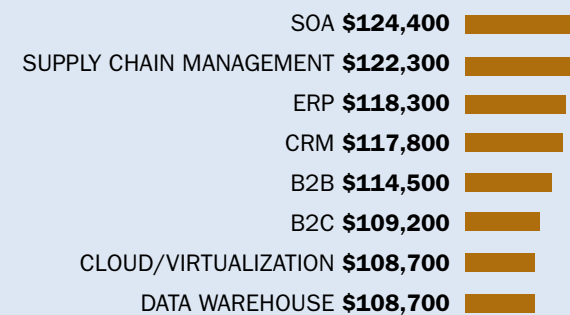


AVERAGE ANNUAL BONUS

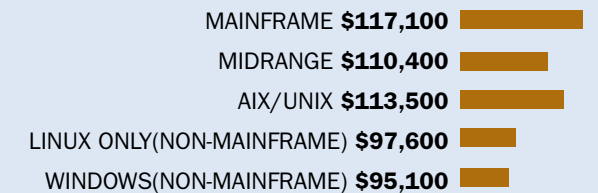
2010	\$6,400
2009	\$10,700
2008	\$8,475
2007	\$9,460

1-YEAR CHANGE **-40.2%**
3-YEAR CHANGE **-32.3%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



INTERNET MANAGER

Internet managers – who oversee their companies’ Web presence and e-business channels – saw their value increase significantly over the past two years. Salary ranges over the years have been erratic for this position, reflecting not only the fuzziness of the duties of this job and the shifting tides around e-business and Web development. Salaries have kept to a range of between \$70,000 and \$90,000. This year is no exception, with salaries coming in at an average of \$87,500, up about 12 percent from 2008 data. (There was insufficient data in the 2009 survey.)

Internet managers have gained ground in base salaries, but bonuses have been weak over the past year. This year, average bonuses awarded to Internet managers totaled \$3,800 – well below the \$6,000 they received in 2008. Overall, with the exception of 2008, Internet managers’ bonuses had been steadily declining from year to year.

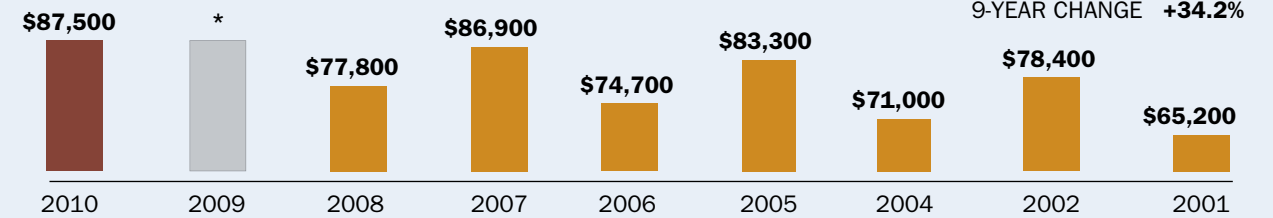
Internet managers’ salaries now rank eighth among the nine management positions covered in our survey, and last in terms of bonus amounts.

Internet managers in the survey have, on average, 10 years of industry experience. Those with greater than 10 years tend to see a fairly significant salary bump, topping out at \$95,400 for more experienced managers.

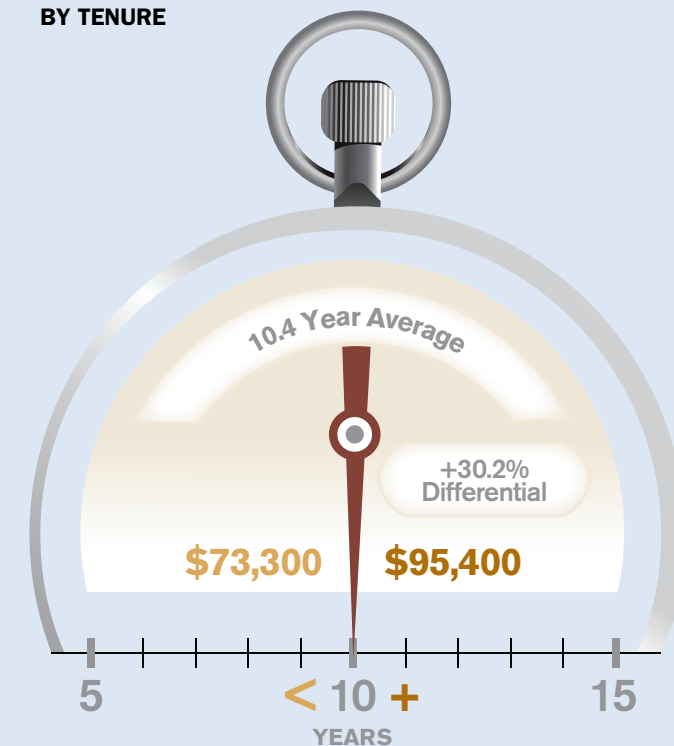
The survey also finds that Internet managers working within companies with supply chain management installations have base salaries averaging more than \$110,000, leading all other categories. Those focused on ERP systems follow at \$109,000. By platform, Internet managers in mainframe computing environments had the highest ranges, averaging above \$104,000, followed by those in Unix settings with at about \$101,000.

INTERNET MANAGER SALARIES

YEAR-TO-YEAR CHANGE (* indicates insufficient data)



BY TENURE



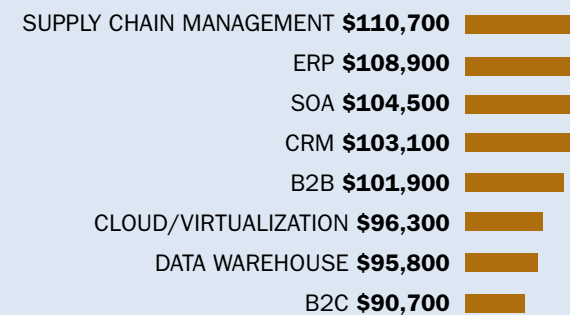
AVERAGE ANNUAL BONUS

(* indicates insufficient data)

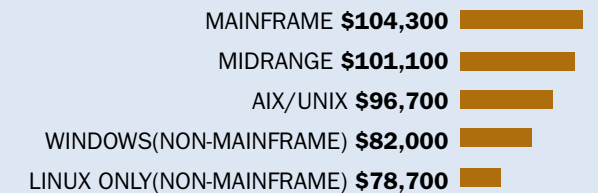
2010	\$3,800
2009	*
2008	\$6,070
2007	\$4,170
2006	\$4,300
2005	\$4,890
2004	\$5,000
2002	\$6,110
2001	\$6,500

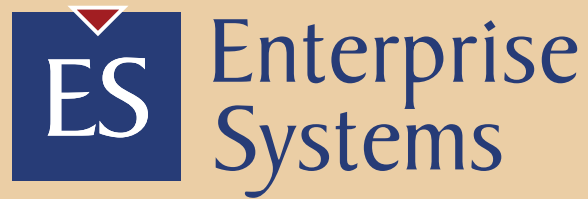
1-YEAR CHANGE -37.4%
9-YEAR CHANGE -41.5%

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



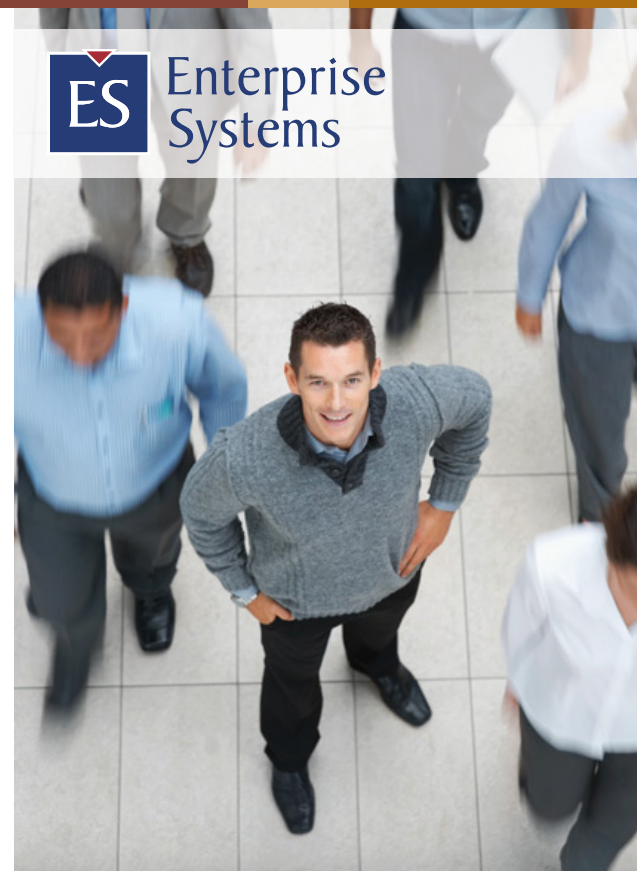


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IT staff salaries perk up; premiums highest in supply chain, SOA, CRM environments **ESJ Staff**

In the second of our two-part report, we look at compensation growth for professional positions

Although companies have been careful about their information technology expenditures, they recognize that IT talent is essential for future growth. In fact, seven out of nine key IT staff positions covered in the latest Enterprise Systems salary survey saw increases in their salary levels since 2009. In a similar survey last year, only three positions saw increases.

The survey found that for the most part, salaries for a range of positions – from systems analysts to system administrators – grew between two and six percent over the past year. Base salaries were even higher for many IT professionals engaged in application areas such as supply chain management and service-oriented architecture (SOA). In fact, across all of the nine positions covered, IT staff professionals engaged in supply chain management system development commanded the highest salaries of all. This was also the case for SOA and CRM-related work among seven out of the nine categories measured.

Of course, software skills demand varies by business needs. One respondent, for example, observed that in his company, “software skills that are drawing attention include SaaS-related architecture skills, Java, cloud architecture, Web services, and data architecture.”

Another respondent said that business skills are the most valued area right now for IT staff professionals, and that more

technical skills are being outsourced. “Solution architects are the most wanted people, together with analysts,” he said. “Programmers have been outsourced to our office in India.” It should be noted, however, that many of the programming positions in the survey did see modest salary gains.

Another respondent indicated his company is moving away from outsourcing. “We’re moving slowly away from contact labor towards FTEs to better maintain institutional knowledge and reduce turnover,” he said.

Bonuses for IT professionals were a mixed picture over the past year, with bonuses for four positions rising, four declining, and one with no change since last year. Most IT professionals saw their highest bonus levels in the middle of the 2000s (our survey has been conducted on a regular basis since 2001). Among those IT professionals receiving bonuses, most reported awards between \$2,000 and \$3,000.

These findings are based on an Enterprise Systems survey of 893 companies, conducted in May 2010. The survey covered nine key IT staff positions and nine key management positions (covered in the previous installment of this report).

As in previous years, the survey found that IT professionals at mainframe and midrange sites tend to have the highest salaries; those in more distributed environments (such as Windows or Linux servers with no mainframe) have lower salaries.

APPLICATIONS SYSTEMS ANALYSTS

Salaries for applications system analysts notched upward over the past year, increasing from an average of \$71,000 in base salary to more than \$73,000. (Base salaries reported in this article do not include bonuses (which are addressed separately), stock options, or benefits.)

Applications system analysts, as defined for this survey, work with corporate management, end users, and clients to plan and design systems and devise processes for solving specific business problems.

The total average increase in system analyst pay for the 2009-2010 period was about three percent. Although suffering a decline in last year's survey, systems analysts are closer to where they were before the economic recession took its toll.

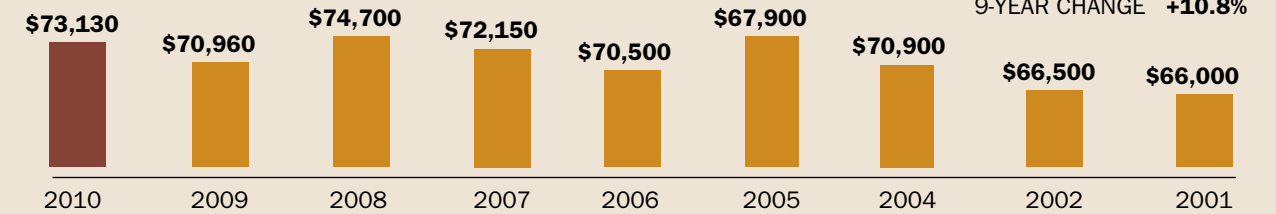
Systems analysts did well with bonuses over the past year, perhaps reflecting efforts by companies to keep their IT talent without driving up salaries. These professionals are projected to earn bonuses of about \$4,600 on top of their base salaries for this year – up by almost 40 percent over a year ago. In fact, this is the highest average bonus recorded for this position since the survey was first conducted nine years ago. Typically, systems analysts' annual bonuses have been within a range of \$3,000 to \$4,000.

The typical systems analyst in our survey has eight years of experience. On average, those with more experience – at least a decade on the job – earn a third more than those at entry level (less than five years' experience).

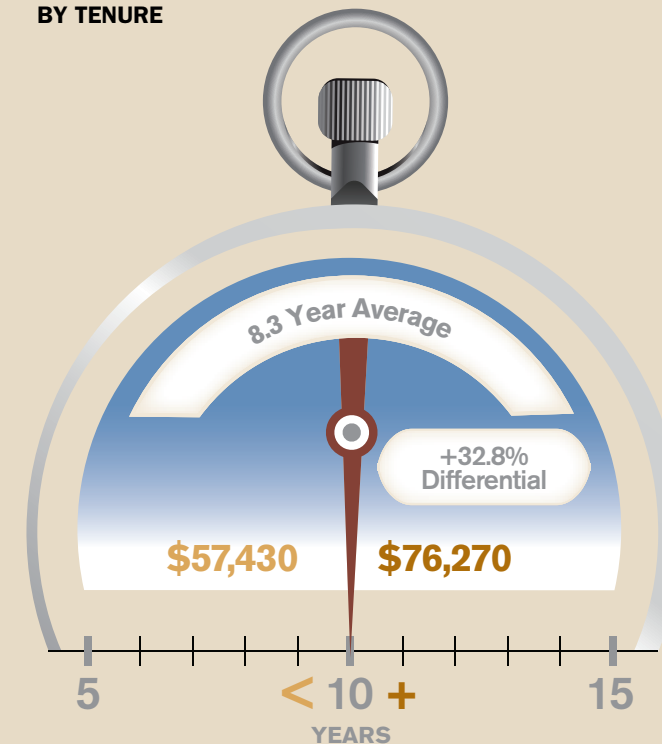
Systems analysts in organizations with supply chain management systems fare best this year, earning more than \$84,000 on average – about a 15 percent market premium. Those in organizations with service-oriented architecture efforts have base salaries of close to \$82,000. By operating system and platform, systems analysts in midrange shops (including IBM System i servers) tend to pay best, slightly outpacing their mainframe-centric counterparts.

APP SYSTEM ANALYST SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

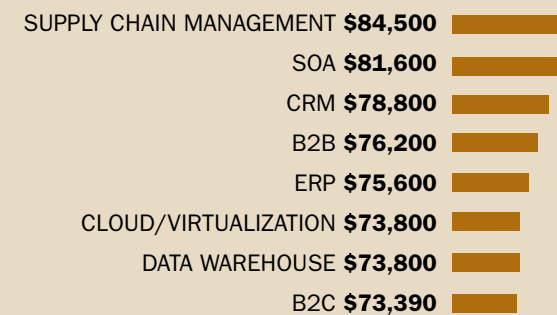


AVERAGE ANNUAL BONUS

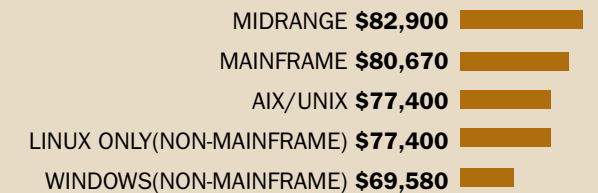
2010	\$4,600
2009	\$3,300
2008	\$4,190
2007	\$3,200
2006	\$3,500
2005	\$4,100
2004	\$4,200
2002	\$2,920
2001	\$4,290

1-YEAR CHANGE **+39.4%**
9-YEAR CHANGE **-7.2%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



APPLICATIONS PROGRAMMER/ANALYST

Applications programmer/analysts – who develop applications and environments, formulate statements of business problems and devise procedures for solutions, and work with end users to determine their information requirements – saw a modest salary jump over the past year, from about \$68,000 to \$69,000. As with many other positions, average base salaries had declined in last year's survey, down from their peaks in the prior 2007-2008 survey. In the case of programmer/analysts, salaries bumped up by about two percent over the past year, but still did not recoup the level seen in the survey two years ago, when the average was \$72,000.

As with systems analysts, programmer/analysts were better rewarded with bonuses this year than last – though not quite reaching the levels seen in the mid-2000s. The typical average bonus reported among this survey group is about \$3,000, up from about \$2,200 a year ago, but still below the range of \$3,400 to \$4,600 enjoyed in prior years.

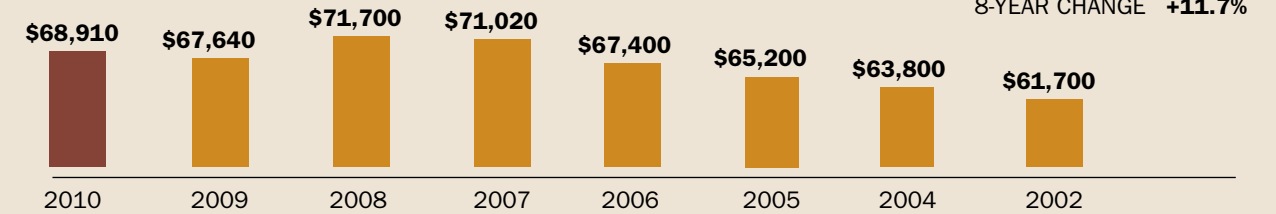
On average, the programmer/analysts covered in our survey have about seven-and-a-half years' experience. P/As with 10 or more years experience make more than 24 percent more than their entry-level peers. A P/A with less than 10 years experience can expect to make about \$56,000 a year, a figure that climbs to almost \$70,000 for those with at least a decades' worth of experience.

Programmer/analysts participating in operations involving SOA methodologies command the highest base salaries, averaging close to \$78,000, or about 13 percent above the average. Those in companies with supply chain management systems follow with close to \$77,000 a year in base pay.

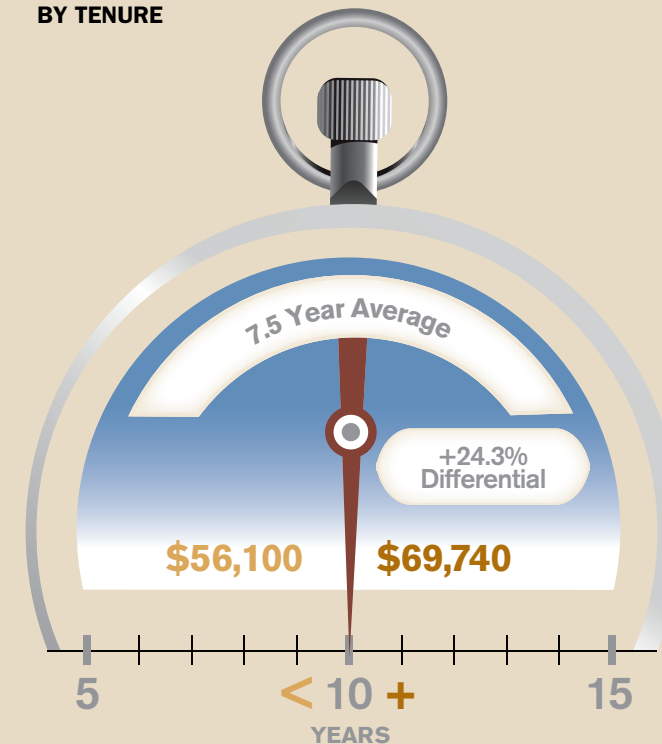
Mainframe programmer/analysts earn the most among their counterparts, with base salaries of more than \$76,000 a year, followed by those in midrange systems environments at \$74,000.

APP PROGRAMMER/ANALYST SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

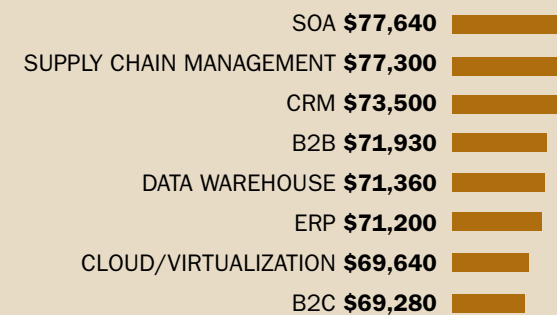


AVERAGE ANNUAL BONUS

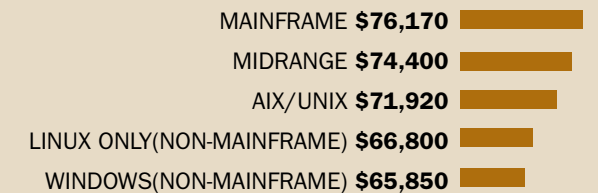
2010	\$3,000
2009	\$2,180
2008	\$4,610
2007	\$3,410
2006	\$3,400
2005	\$3,400
2004	\$3,375
2002	\$2,460

1-YEAR CHANGE **+37.6%**
8-YEAR CHANGE **+22.0%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



APPLICATIONS PROGRAMMER

The average base salaries of applications programmers, who are involved with writing coded instructions or software or modify packaged applications, have quickly bounced back close to their pre-recession levels. Programmers now make an average of \$64,000 in base salaries, up three percent from last year, and close to the level seen two years ago. Since our first survey in 2001, programmers' salaries have grown by more than 30 percent.

Programmers saw reductions in their bonuses, but these are still within the range seen in recent years. Average bonuses, now at about \$2,400, are down six percent from last year. Typically, bonuses have been in the \$2,400 to \$2,900 range, peaking in 2007.

The average applications programmer in this survey has about six years of on-the-job experience. Those at entry-level stages average about \$62,000, a figure that jumps to close to \$70,000 after about 10 years.

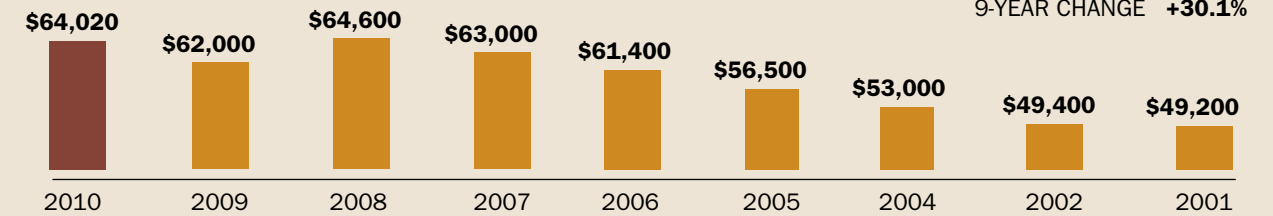
In terms of programming environments, CICS and RPG offer the best compensation for applications programmers. Those working in either CICS or RPG environments average close to \$74,000 a year in base pay.

Programmers involved in sites implementing supply chain management systems are likely to average the highest levels of pay, about \$77,000 – or about 20 percent more than the average. Those programmers working with SOA-based efforts follow at more than \$72,000.

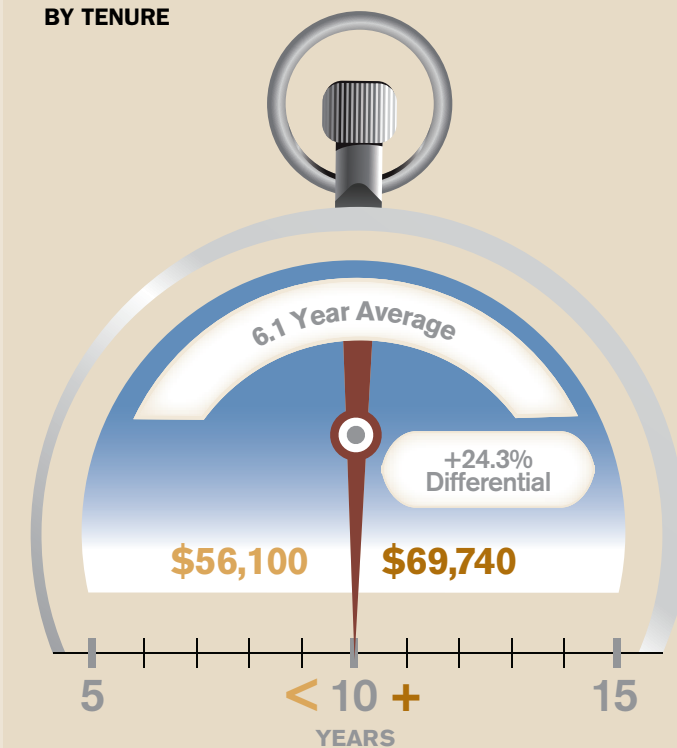
By operating system environment, programmers in mainframe shops lead, earning a base of more than \$71,500 a year, followed by those with midrange-class systems at about \$70,000.

APP PROGRAMMER SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE



AVERAGE ANNUAL BONUS

2010	\$2,450	2004	\$2,400
2009	\$2,610	2002	\$2,600
2008	\$2,540	2001	\$3,150
2007	\$2,890		
2006	\$2,700	1-YEAR CHANGE	-6.1%
2005	\$2,665	9-YEAR CHANGE	-22.2%

BY PROGRAMMING LANGUAGE/ENVIRONMENT

CICS	\$73,900
RPG	\$73,750
4GL	\$73,262
JAVA	\$66,700
C/C++	\$65,900
COBOL	\$64,500
VISUAL STUDIO .NET	\$64,340
VISUAL BASIC	\$63,700

BY APPLICATION ENVIRONMENT

SUPPLY CHAIN MANAGEMENT	\$76,900
SOA	\$72,400
B2B	\$70,000
ERP	\$66,800
CRM	\$66,300
DATA WAREHOUSE	\$65,600
B2C	\$63,900
CLOUD/VIRTUALIZATION	\$63,880

BY OPERATING SYSTEM ENVIRONMENT

MAINFRAME	\$71,530
MIDRANGE	\$70,100
AIX/UNIX	\$68,100
LINUX ONLY(NON-MAINFRAME)	\$61,900
WINDOWS(NON-MAINFRAME)	\$60,570

SYSTEMS PROGRAMMER

Although systems programmers bucked the hard times in last year's survey with a significant salary jump, the recent economic slowdown may have finally caught up to this category. Overall, base salaries on average declined by about 20 percent over the past year, to about \$71,000.

Systems programmers, who deploy, monitor, maintain, and report on system performance, have had the most volatile salary ranges of the IT staff positions covered since introduced in the survey in 2002. Since that time, average salaries have only grown by four percent, typically falling within a range of \$68,000 to \$80,000. The up-and-down volatility seen in the year-to-year chart may reflect the shifting requirements seen among employers of this group, between more straightforward technical skills to the need to interface with business users.

Bonuses have been less volatile for systems programmers, however, remaining the same as in last year's survey – at about \$2,600. This is still at the bottom of the range seen for bonuses since 2002, however. In 2008, for example, typical bonuses for this position were almost double the current level.

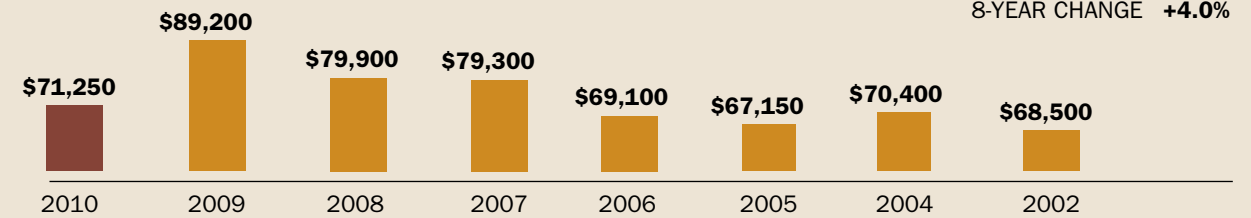
The average systems programmer has about eight years of experience on the job. These professionals can expect to see salary growth of at least 26 percent in the first decade of their career, the survey finds. Currently, entry-level systems programmers make about \$58,000, a level that rises to \$73,000 for those with at least 10 years of experience.

Mainframe and large systems work offer the highest premiums for this type of job, our survey finds. Systems programmers working with CICS environments had the highest pay, averaging close to \$77,000 annually. COBOL systems programmers follow closely at \$75,000. When measured by operating system alone, those systems programmers involved with mainframe computing shops top the list, drawing at least \$78,000 annually, far outpacing those in distributed environments (Windows or Linux).

Those systems programmers engaged in operations involving business-to-consumer systems draw the highest average base salaries, close to \$79,000 a year – more than 10 percent above the average for this position. Supply chain management is an area that draws higher salaries here as well.

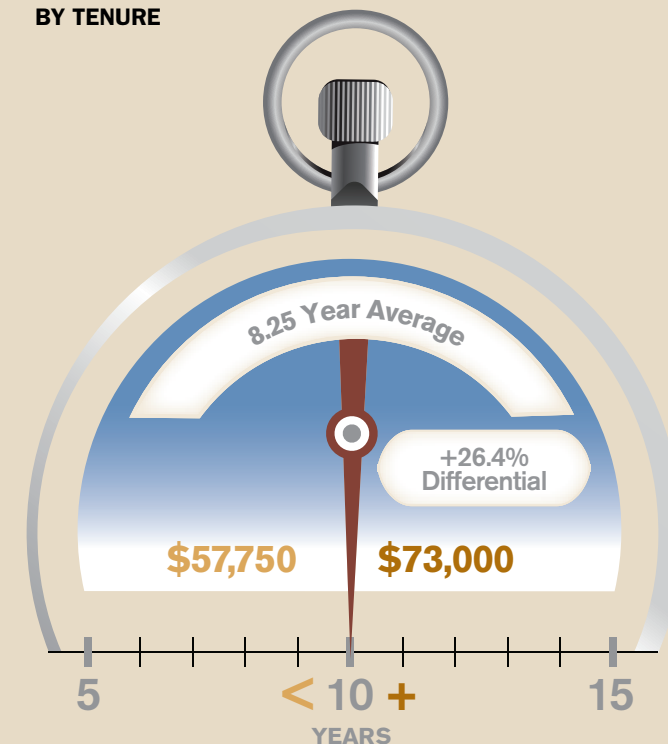
SYSTEMS PROGRAMMER SALARIES

YEAR-TO-YEAR CHANGE



1-YEAR CHANGE **-20.1%**
8-YEAR CHANGE **+4.0%**

BY TENURE



AVERAGE ANNUAL BONUS

Year	Bonus
2010	\$2,610
2009	\$2,620
2008	\$4,050
2007	\$3,940
2006	\$3,000
2005	\$2,665
2004	\$3,000
2002	\$3,360

1-YEAR CHANGE **+0.0%**
8-YEAR CHANGE **-22.3%**

BY PROGRAMMING LANGUAGE/ENVIRONMENT

CICS	\$76,810
COBOL	\$75,470
C/C++	\$70,270
VISUAL STUDIO .NET	\$69,170
VISUAL BASIC	\$68,460
JAVA	\$68,300

BY APPLICATION ENVIRONMENT

B2C	\$78,640
SUPPLY CHAIN MANAGEMENT	\$78,400
CRM	\$76,900
B2B	\$76,600
DATA WAREHOUSE	\$75,270
ERP	\$74,800
SOA	\$74,240
CLOUD/VIRTUALIZATION	\$72,800

BY OPERATING SYSTEM ENVIRONMENT

MAINFRAME	\$78,145
MIDRANGE	\$72,000
AIX/UNIX	\$71,840
WINDOWS(NON-MAINFRAME)	\$67,430
LINUX ONLY(NON-MAINFRAME)	\$65,900

NETWORK ADMINISTRATOR

Network administrators saw the most impressive salary gains among IT staff positions over the past year, with average base salaries growing at a nine-percent clip, to \$68,400. There may be a recognition that enterprises need network expertise to move forward in an economy that relies on connectivity. Network admins also saw the largest increases on the management side, reported in the first article of this survey report.

Network administrators oversee day-to-day network usage and security, as well as troubleshoot network bottlenecks or failed connections.

These professionals saw larger annual bonuses this year, rising seven percent to more than \$2,400. This is near the top of the range for bonuses awarded to these jobholders during the past decade, but still below the peak seen during the closing days of the dot-com mania in 2000-2001.

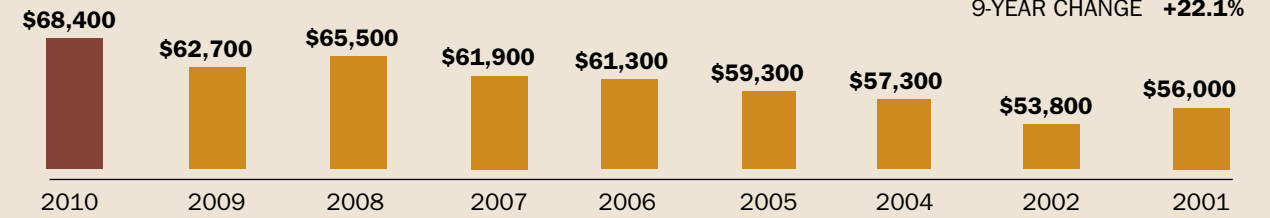
On average, network administrators in our survey have about eight years' experience. The more experienced professionals (with more than a decade on the job) are drawing salaries close to \$76,000, or more than a third more than their entry-level counterparts.

Service-oriented architecture is a high-paying area for network administrators. Those administrators in companies with robust SOA efforts are paid close to \$76,000, or 11 percent above the average for this position. Supply chain and CRM sites also tend to pay their network administrators above the average rate.

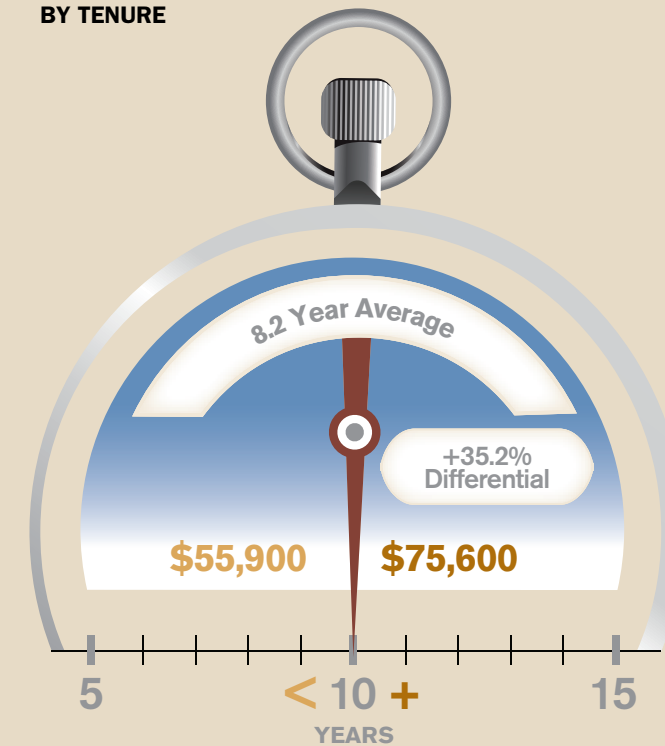
Those network administrators overseeing mainframe sites also commanded higher average salaries, bringing in more than \$77,000 over the past year. Network administrators in Unix shops also saw higher-than-average salaries.

NETWORK ADMINISTRATOR SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

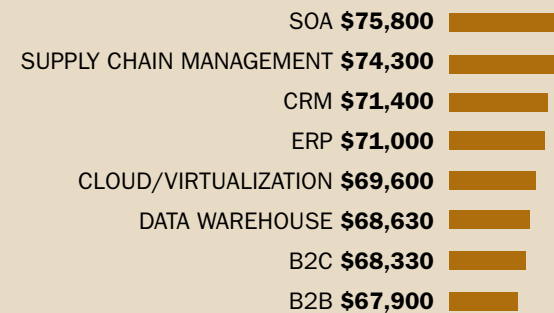


AVERAGE ANNUAL BONUS

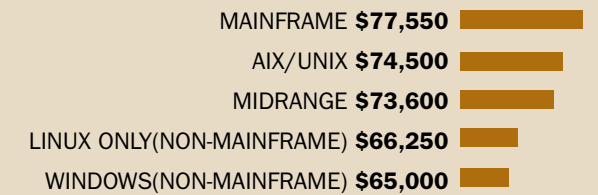
2010	\$2,440
2009	\$2,280
2008	\$2,600
2007	\$2,100
2006	\$2,600
2005	\$2,500
2004	\$2,000
2002	\$1,660
2001	\$3,150

1-YEAR CHANGE **+7.0%**
9-YEAR CHANGE **-22.6%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



SYSTEMS ADMINISTRATOR

For systems administrators, the recent economic downturn was barely a hiccup in terms of impact on base salaries, and growth continues. This year, systems admins average more than \$68,000, a rise of almost six percent from last year's salary, and well above pre-recession levels. However, these professionals – who deploy, maintain and secure operating systems and servers in LANs or WANs – have only seen modest growth since being first included in our survey in 2002, rising about 10 percent during this eight-year period.

Average bonuses for system administrators have declined over the past year, dropping almost 10 percent to about \$2,400. This is still well within their typical range – over the past eight years, bonuses have averaged between \$2,200 and \$3,000.

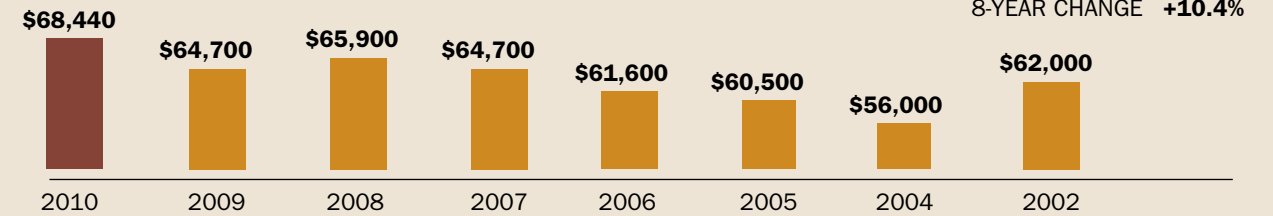
System administrators who average more than 10 years' experience on the job can expect to see salary growth of at least 21 percent, according to survey respondents. Currently, entry-level system administrators (with less than five years' experience) make about \$60,000, a level that rises to more than \$73,000 with more experience.

Organizations with SOA-based efforts underway are top employers for sys admins, paying a five percent premium. Those sys admins involved in supply chain management operations also saw better compensation as well.

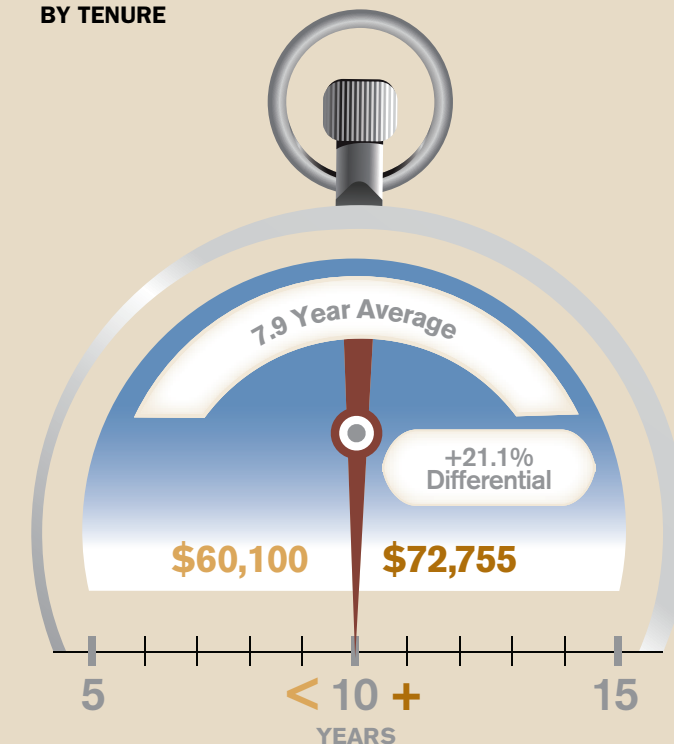
Systems administrators in mainframe environments also were paid better than those with other platforms.

SYSTEMS ADMINISTRATOR SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE

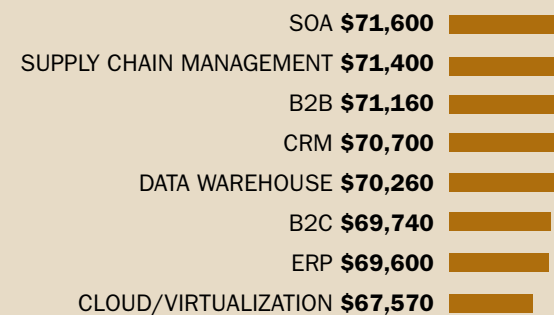


AVERAGE ANNUAL BONUS

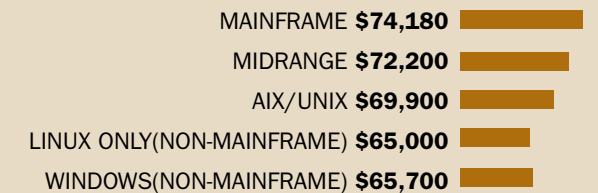
2010	\$2,440
2009	\$2,700
2008	\$2,220
2007	\$2,170
2006	\$3,000
2005	\$2,600
2004	\$1,800
2002	\$2,480

1-YEAR CHANGE **+9.6%**
8-YEAR CHANGE **-1.6%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



DATABASE ADMINISTRATOR

Database administrators saw a very modest bump in their salary levels over the past year, rising two percent to about \$76,000 annually. DBAs, who oversee the building, use and security of company databases, took a major hit in salary levels during the recent downturn, and still are below the peak seen in the 2007-2008 survey period.

Salaries may be inching up again for DBAs, but bonuses fell to low levels for this year. On average, DBAs are seeing bonuses of about \$2,600, or down by 50 percent from last year's levels. This is also well below the range seen for DBA bonuses over the past decade, which have typically averaged between \$3,000 and \$5,000.

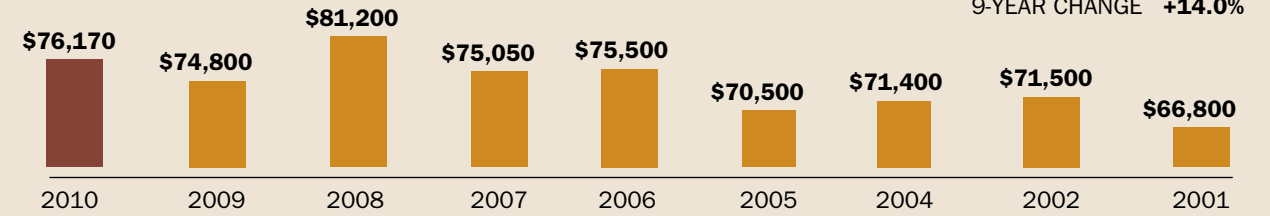
The database administrator in our survey has at least nine years of industry experience. He or she will start out at about \$62,000 in the first five years, and then rise to \$83,000 as experience grows.

DBAs in mainframe environments also tend to earn more than those involved with other platforms. As a result, those DBAs specializing in mainframe-centric IMS databases see the highest salaries, averaging \$88,000 a year. DBAs in DB2 environments follow with \$78,000, a level more comparable with other types of databases.

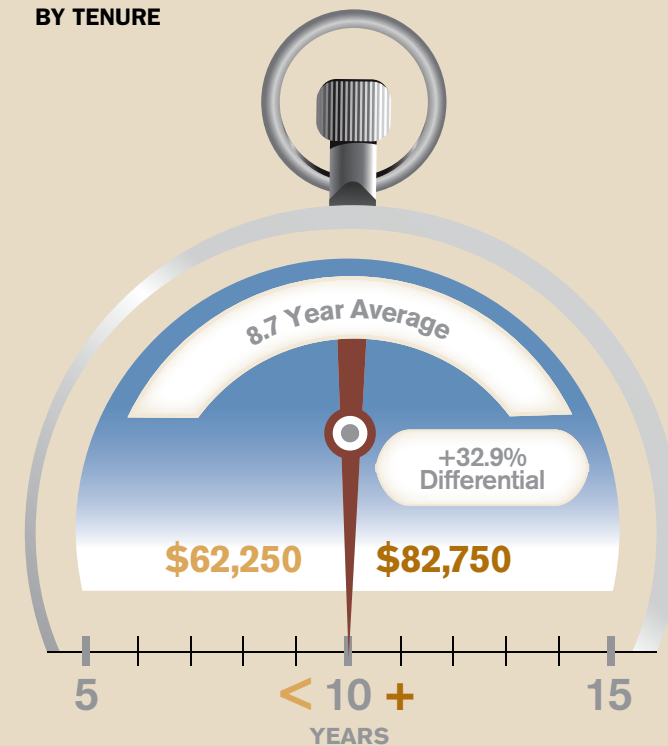
Database performance is critical, and even more so when made available to outside customers. To this end, those DBAs working within business-to-consumer operations are averaging \$83,000 in base pay, or a premium of close to 10 percent of the average salary for this job. There are also premiums being paid to those DBAs involved in SOA and supply chain management systems.

DATABASE ADMINISTRATOR SALARIES

YEAR-TO-YEAR CHANGE



BY TENURE



AVERAGE ANNUAL BONUS

2010	\$2,610	2004	\$3,600
2009	\$5,180	2002	\$3,360
2008	\$3,670	2001	\$5,350
2007	\$3,100		
2006	\$3,800	1-YEAR CHANGE	-49.6%
2005	\$3,750	9-YEAR CHANGE	-51.2%

BY DATABASE ENVIRONMENT

IMS	\$87,800
MYSQL	\$78,820
DB2	\$77,900
ORACLE	\$77,500
SQL SERVER	\$76,830
SYBASE	\$75,600

BY APPLICATION ENVIRONMENT

B2C	\$82,930
SOA	\$81,640
SUPPLY CHAIN MANAGEMENT	\$81,300
B2B	\$79,300
DATA WAREHOUSE	\$77,810
ERP	\$77,000
CLOUD/VIRTUALIZATION	\$76,200
CRM	\$75,700

BY OPERATING SYSTEM ENVIRONMENT

MAINFRAME	\$83,230
AIX/UNIX	\$80,300
MIDRANGE	\$79,900
LINUX ONLY(NON-MAINFRAME)	\$75,900
WINDOWS(NON-MAINFRAME)	\$72,100

SECURITY ADMINISTRATOR

Although security administrators are a relatively recent addition to our annual survey, by all indications, companies kept increasing pay to this position through the recent economic slump. Security admins – who oversee the installation, configuration, and management of tools and policies that protect corporate data and IT assets – saw average annual base salaries of almost \$80,000, up two percent from last year. Security admins have the highest annual base salaries of the nine IT staff positions covered in this survey.

Security administrators also saw hefty bonuses over the past year – almost doubling to \$4,700 in this year’s survey. Along with the highest base salaries, they also have the highest average annual bonuses of IT staff positions in the survey.

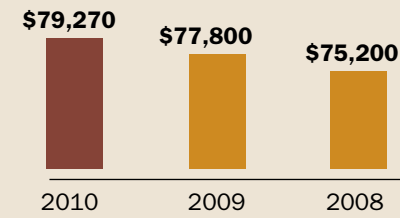
On average, security administrators have been on the job more than seven years, and those that stick around see salary bumps of at least 18 percent after a decade on the job.

Security administrators are the most highly compensated in companies that either have SOA of supply chain management initiatives underway – more than \$85,000.

Security administrators at midrange-class sites earn the most, followed by professionals working within mainframe environments.

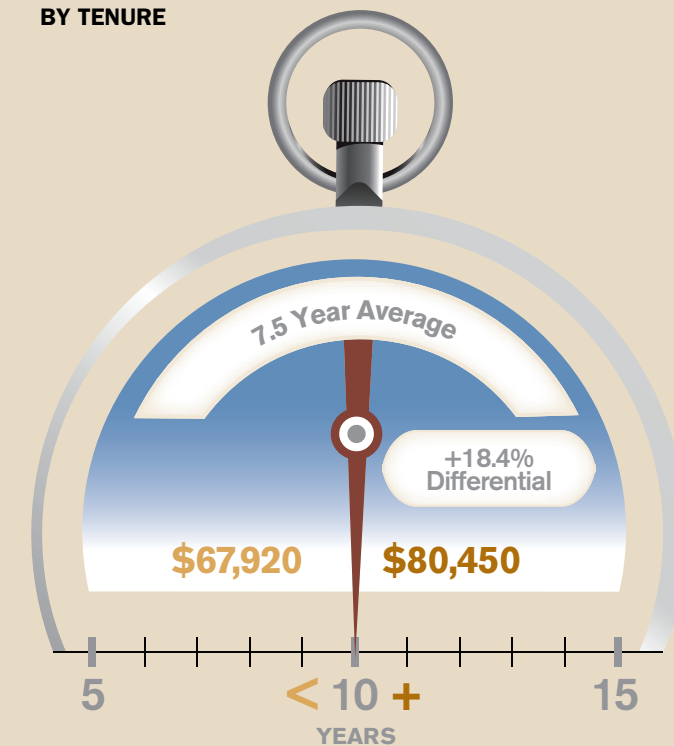
SECURITY ADMINISTRATOR SALARIES

YEAR-TO-YEAR CHANGE



1-YEAR CHANGE **+1.9%**
2-YEAR CHANGE **+5.4%**

BY TENURE

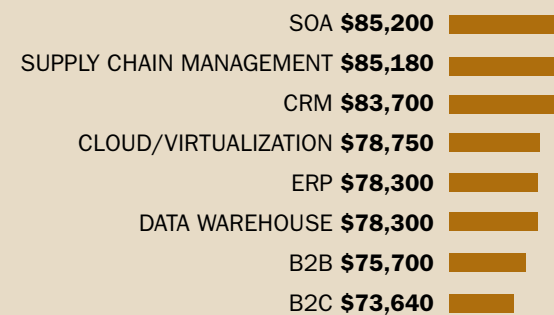


AVERAGE ANNUAL BONUS

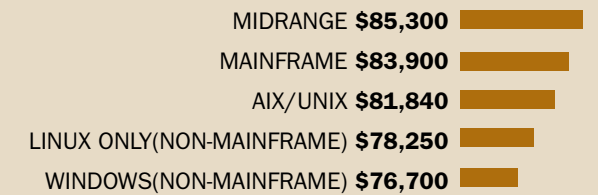
2010	\$4,670
2009	\$2,380
2008	\$3,330

1-YEAR CHANGE **+96.2%**
2-YEAR CHANGE **+40.2%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT



STORAGE ADMINISTRATOR

Storage administrators – who oversee the installation, configuration, security, and usage of company storage resources – have essentially been on a plateau in recent years in terms of salary growth. Salaries have consistently been about \$68,000 a year since the 2008 survey.

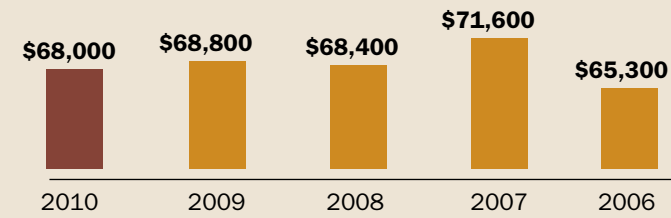
Salaries may be relatively stable, but storage administrators saw less-generous bonuses from their employers over the past year – down 20 percent to about \$2,300. This is the lowest level since we began tracking this position in 2006.

Storage administrators in the survey have, on average, eight years of industry experience. Those with greater than 10 years tend to see a fairly significant salary bump, topping out at \$74,000 for more experienced admins.

The survey also finds that storage administrators working within companies with supply chain management installations have base salaries averaging more than \$75,000, leading all other categories. Those focused on CRM systems follow at \$73,000. By platform, storage admins in mainframe computing environments had the highest ranges, averaging close to \$72,000, followed closely by those in Unix settings with at about \$71,000.

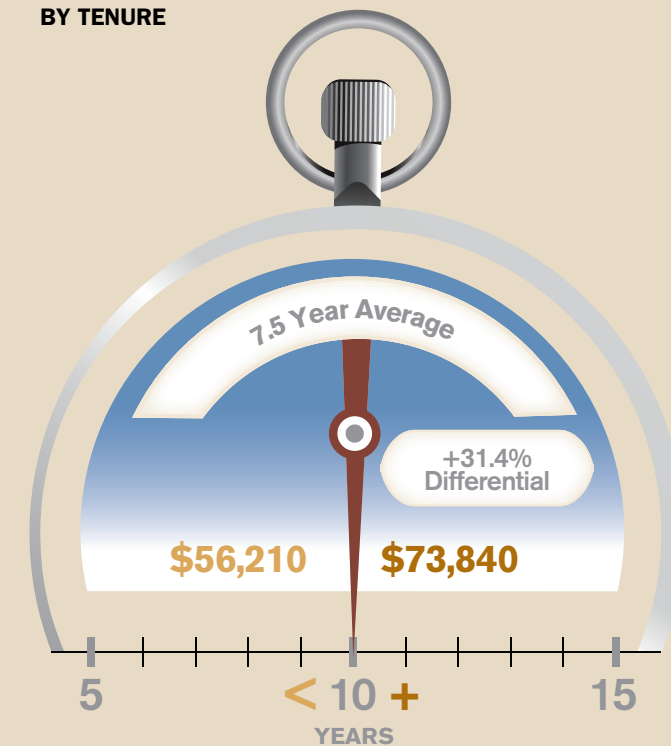
STORAGE ADMINISTRATOR SALARIES

YEAR-TO-YEAR CHANGE



1-YEAR CHANGE **-1.2%**
4-YEAR CHANGE **+4.1%**

BY TENURE

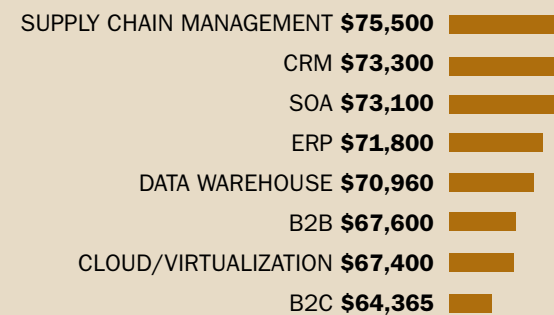


AVERAGE ANNUAL BONUS

Year	Average Annual Bonus
2010	\$2,340
2009	\$2,925
2008	\$2,980
2007	\$2,480
2006	\$3,600

1-YEAR CHANGE **-20.0%**
4-YEAR CHANGE **-35.0%**

BY APPLICATION ENVIRONMENT



BY OPERATING SYSTEM ENVIRONMENT

