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SALARY GUIDE 2011

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Database Design, Quality Assurance

➤ Desktop Support, Help Desk,
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FROM THE CHAIRMAN



Dear Colleague:

Having access to up-to-date salary information is essential for hiring managers. Employers must offer competitive compensation to recruit the most in-demand talent. Even businesses with no immediate hiring plans are wise to monitor salary trends in the event of unplanned turnover or sudden opportunities for growth.

To assist you, we are pleased to offer the *Robert Half Technology Salary Guide 2011*, which details starting salary ranges for professionals throughout the IT field. Our online Salary Center, www.rht.com/salarycenter, features additional analysis of hiring and compensation trends, our latest research findings, and the Robert Half Technology Salary Calculator.

To learn more about our services and the many resources available to you, please visit www.rht.com.

Sincerely,

A handwritten signature in black ink that reads "Max Messmer". The signature is written in a cursive, flowing style.

Max Messmer
Chairman and CEO



USING THE *SALARY GUIDE*



To help businesses better understand the current hiring environment and benchmark compensation levels, the *Salary Guide 2011* from Robert Half Technology lists average starting salaries for more than 70 positions in the IT field. Also included are helpful tips and other information to assist business owners and company managers in the hiring process.

For years, educational institutions, local and national media outlets, and research entities such as the U.S. Department of Labor's Bureau of Labor Statistics have consulted our annual *Salary Guide* for the most comprehensive information on compensation and hiring in the fields we serve. We hope this resource will be useful in your recruitment efforts.

Information in the guide is derived from a wide range of sources, including:

- Thousands of full-time and interim placements made by our professionals across North America
- Local insight from our staffing and recruiting professionals throughout our branch network
- Exclusive workplace research we conduct regularly among chief information officers (CIOs) and other senior executives
- An analysis of the hiring environment and an extrapolation of current trends into 2011

Adjusting for Local Markets

In each job category, the salary ranges listed represent starting compensation only, because hard-to-measure factors such as seniority and job performance can affect ongoing pay. Bonuses, incentives and other benefits are not taken into account.

The figures in the *Salary Guide* are national averages. To adjust them to your local market, please see Page 14 for the United States or Page 22 for Canada. A Robert Half Technology representative can offer additional assistance in creating compensation packages that are customized to your business.

To ensure our salary data and other information are up-to-date, we publish a new guide every year. In addition, we feature current hiring and employment trends at our Salary Center, www.rht.com/salarycenter, where you also will find our Salary Calculator.



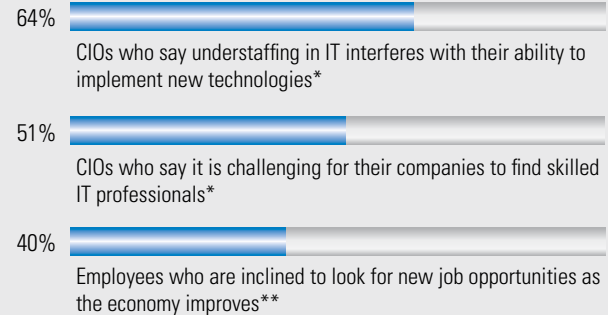


Businesses recognize that creating a solid, knowledgeable IT team is indispensable to remaining competitive. And, yet, doing so remains a challenge: In a survey of CIOs by Robert Half Technology, 64 percent of executives interviewed said understaffing within IT departments has compromised their ability to implement innovative or emerging technologies.

To help remedy this situation, many firms are augmenting their IT teams to support web development, handle laptop rollouts, contribute to social media initiatives, and install and manage custom-built applications and systems, including enterprise resource planning (ERP) and related software upgrades.

Still, companies continue to be highly selective when choosing candidates, which tends to prolong the hiring process. To remain flexible while accessing top talent, companies are bringing in project IT professionals to meet immediate needs and help with special projects. Industries in North America seeing the most hiring activity include healthcare, manufacturing, the nonprofit sector, oil and gas, and high tech.

IT Staffing at a Glance



*Source: Robert Half Technology survey of more than 1,400 CIOs in the United States and Canada.

**Source: Robert Half survey of more than 1,400 employed professionals in the United States and Canada.



Skills in Demand

IT may be poised for a skills-driven rebound. A wave of new and previously deferred projects, as well as those that will deliver high return on investment, is driving demand for application developers, .NET developers, systems administrators, database administrators and desktop support professionals.

While specific requirements for IT positions vary across industries and regions, there is consistent, widespread demand for the following skill sets:

- **Programming** – Knowledge of .NET, Java, MySQL, PHP, Silverlight, Flex and portal technologies such as SharePoint are highly sought.
- **A business mindset** – Companies seek multifaceted IT professionals with business analysis and project management skills, as well as the ability to understand how technology supports broader business objectives and adds measurable value.
- **Technological proficiency** – Individuals with knowledge of one or more of the major ERP packages and related software are in particular demand, as firms seek to maximize their existing information systems or restart new initiatives put on hold during the past year.
- **Security** – To foil fraud, prevent network breaches and comply with new regulations, companies are hiring professionals to keep confidential information safe and secure.
- **Infrastructure support** – As companies upgrade operating systems and add employees in nontechnical divisions, they are hiring help desk and desktop support professionals and PC technicians, primarily on a project basis.
- **Networking** – To manage the increasing complexity of networks and the challenges of virtualization, cloud computing, Software as a Service and convergence technologies, firms seek IT professionals with a blend of server, software and networking skills.
- **Electronic medical records** – In many areas of the United States, there is a growing need among healthcare organizations for IT professionals with the expertise to install and support medical records software.



Certifications in Demand

In addition to specific job-related skills and capabilities, businesses seek professionals with the following credentials:

- **Cisco certifications** – Cisco Certified Network Associate (CCNA)
- **Linux certifications** – Red Hat Certified Engineer (RHCE)
- **Microsoft certifications** – Microsoft Certified Applications Developer (MCAD), Microsoft Certified IT Professional (MCITP), Microsoft Certified Systems Engineer (MCSE) and Microsoft Certified Technology Specialist (MCTS)
- **Project management certifications** – Project Management Professional (PMP)
- **Security certifications** – Certified Information Systems Security Professional (CISSP), Check Point Certified Security Administrator (CCSA) and Check Point Certified Security Expert (CCSE)

A FLEXIBLE APPROACH TO MEETING BUSINESS DEMANDS



The downturn brought the need for staffing flexibility clearly into focus. Firms that were already employing a mix of temporary and full-time professionals had a built-in buffer that helped many of them avoid large-scale layoffs and easily staff up or down as business needs shifted. Now, more and more companies understand the importance of a flexible approach to managing personnel resources.

Businesses – especially those that downsized significantly during the height of the downturn – recognize the risk associated with being understaffed and unable to take advantage of emerging opportunities. At the same time, they don't want to repeat overhiring mistakes made during previous growth periods. Firms are finding that augmenting full-time employees with project professionals provides them with greater protection from making costly staffing mistakes, in any economy.

Finding the Right Mix

At the heart of any flexible workforce arrangement is a core of high-performing full-time employees. Temporary employees can then be engaged periodically to address short-term needs or serve as technical experts when the required skills for a one-time, labor-intensive project, such as a systems conversion, do not exist in-house. Your firm can bring in these individuals to supplement the core team anytime and for as long as necessary.

An adjustable mix of full-time and project workers allows you to respond quickly to changing demands and requirements. The use of interim employees also can save you money because you are paying for the skills you need only when you need them. In addition, you can minimize overtime expenses and lower the high costs associated with hiring, training and keeping employees on board when business is slow.

Interim employees also make strong candidates for full-time positions. You can evaluate an applicant's skills and work style firsthand and determine whether he or she is likely to match your needs over the long term.



A FLEXIBLE APPROACH TO MEETING BUSINESS DEMANDS

Working With a Specialist

When adding staff on either a full-time or temporary basis, consider using a staffing firm that specializes in the IT field. By doing so, you can access experienced professionals with different skill sets and at varying compensation levels to match your specific needs. A staffing firm also can make the hiring process more efficient, especially as companies continue to receive a significant number of resumes from applicants who do not meet the job requirements. A staffing professional can evaluate potential employees on your behalf, helping to identify the best match and save you time.

Gone are the days when interim staff were limited to lesser-skilled roles. Today, more and more businesses are tapping the expertise of professionals at all levels. Yours could be among the increasing number of companies finding that supplementing the core team with temporary and project professionals is the best way to get their business growing.



5 SIGNS IT'S TIME TO HIRE

Beyond an intuitive sense that their teams may need additional support, how can an employer determine when it's really time to hire? Here are five telltale signs:

- 1. *Overtime is becoming the norm.*** If working overtime is the only way your team can avoid falling behind, this is a clear sign you need to add staff. Asking your team members to continually burn the midnight oil can deplete employee morale and lead to turnover.
- 2. *Service levels and work quality are deteriorating.*** Perhaps your company has experienced an unusual increase in returned items and requests for refunds. Or customers are complaining about their experience on your company's website, or the way your staff treats them. Your workers may be overloaded and feel rushed to complete projects. Be careful, because poor service can quickly hurt your reputation.
- 3. *'Non-urgent' projects are repeatedly deferred.*** When workloads spike or critical deadlines loom, lower-priority tasks often get pushed to the back burner. If deliverables are chronically postponed, due dates constantly

revised, or projects completely thrown off schedule or scrapped entirely, your organization is likely short-staffed.

- 4. *Managers are stepping in regularly to handle day-to-day tasks.*** If the absence of just one staff member due to illness or other work commitments negatively impacts the entire team and forces you to take on routine tasks because no one else is available, this is another warning sign it's time to hire.
- 5. *Your organization can't move on new opportunities or take on more clients.*** Is your organization turning away new business? Is it unable to act on strategic initiatives that could create a competitive advantage simply because there aren't enough professionals on staff? If so, you may be staring at the biggest red flag of all. The company's future success may be at risk, so now is the time to think seriously about adding employees.



8 TIPS FOR GETTING THE MOST FROM PROJECT STAFF



If your company is using interim professionals, a little preparation on your part will help them quickly get up to speed. Here are eight essential tips for working with project professionals:

- **Give staff a heads-up.** Inform full-time staff members when project professionals are expected to arrive and where in the office they'll be working. Explain the responsibilities interim staff will assume so there is no confusion.
- **Prepare the workspace.** Make sure the assigned work areas are tidy and stocked with basic office supplies. Double-check that computers are in working order, with the necessary software and permissions to access relevant data.
- **Conduct a mini-orientation.** Give interim employees a tour of your office, not just their assigned work area. Explain your department's day-to-day workflow and provide a brief summary of policies and procedures. Also take the time to introduce project staff to everyone on the team, including administrative personnel.
- **Make them part of the team.** Include contract workers in all relevant meetings and e-mails concerning their projects. And don't forget to invite them to team-building activities and informal events, such as office lunch outings.
- **Promote open communication.** Once interim professionals begin working, make it clear you're happy to answer any questions that may arise. If you know you'll be busy, be sure to appoint secondary contacts who can handle issues when you're not available.
- **Recognize their efforts.** Consistently acknowledge the efforts and accomplishments of project professionals, just as you would those of full-time staff. If they know their contributions are valued, they'll be much more likely to ask important questions – and to make use of constructive criticism.
- **Check in.** Conduct an early assessment of the performance of interim professionals and discuss their progress with your staffing manager. Does the project worker have the right skill set for the job? Is he or she adjusting quickly to your work environment? Talk with your full-time employees, as well, to gather their impressions.
- **Keep in touch with your staffing firm.** Be sure to give your contact at the staffing firm frank feedback about your experience working with the interim professionals he or she provided. If you wish to extend the assignment, inform your staffing manager early on to ensure the employee is not placed on another project.

IT SALARIES – UNITED STATES

JOB TITLE	2010	2011	% CHANGE
ADMINISTRATION			
Chief Information Officer (CIO)	\$130,250 - \$210,500	\$134,500 - \$217,000	3.2%
Chief Technology Officer (CTO)	\$111,750 - \$174,250	\$116,500 - \$181,750	4.3%
Chief Security Officer (CSO)	\$107,000 - \$160,250	\$110,750 - \$165,750	3.5%
Vice President of Information Technology	\$116,500 - \$169,000	\$118,500 - \$173,000	2.1%
Information Technology Manager	\$ 85,750 - \$124,250	\$ 88,250 - \$127,000	2.5%
APPLICATIONS DEVELOPMENT (a)			
Manager	\$ 84,500 - \$120,000	\$ 88,500 - \$125,250	4.5%
Project Manager	\$ 75,000 - \$111,500	\$ 76,250 - \$113,000	1.5%
Systems Analyst	\$ 65,250 - \$ 92,250	\$ 65,500 - \$ 93,500	1.0%
Applications Architect	\$ 89,500 - \$120,250	\$ 92,250 - \$124,750	3.5%
Business Systems Analyst	\$ 63,250 - \$ 93,250	\$ 64,500 - \$ 93,750	1.1%
CRM Business Analyst	\$ 65,500 - \$ 89,000	\$ 68,500 - \$ 93,500	4.9%
CRM Technical Developer	\$ 73,500 - \$ 97,250	\$ 76,750 - \$102,500	5.0%
Developer/Programmer Analyst	\$ 57,000 - \$ 99,250	\$ 57,750 - \$102,250	2.4%
ERP Business Analyst	\$ 68,000 - \$ 93,250	\$ 71,250 - \$ 98,250	5.1%
ERP Technical/Functional Analyst	\$ 73,000 - \$102,000	\$ 77,000 - \$106,750	5.0%
ERP Technical Developer	\$ 75,750 - \$103,750	\$ 79,250 - \$109,500	5.2%
Lead Applications Developer	\$ 81,500 - \$112,000	\$ 85,000 - \$117,500	4.7%
Technical Writer	\$ 48,000 - \$ 74,250	\$ 48,500 - \$ 76,750	2.5%

(a) Add the percentage below, based on national averages, to IT salaries for the following skills:

AJAX (Asynchronous JavaScript and XML) development skills	6%
Business Objects skills	8%
C# development skills	8%
C++ development skills	5%
Hyperion skills	7%
Java development skills	7%
Java EE/J2EE development skills	7%
LAMP (Linux, Apache, MySQL and Perl/PHP/Python) skills	7%
.NET development skills	7%
PHP development skills	8%
SAP development skills	8%
SharePoint skills	11%
Visual Basic development skills	4%

IT SALARIES – UNITED STATES

JOB TITLE	2010	2011	% CHANGE
CONSULTING & SYSTEMS INTEGRATION			
Director	\$ 95,750 - \$145,000	\$ 99,250 - \$148,000	2.7%
Practice Manager	\$ 96,000 - \$130,000	\$ 98,500 - \$135,000	3.3%
Project Manager/Senior Consultant	\$ 79,500 - \$113,500	\$ 81,500 - \$117,000	2.8%
Staff Consultant	\$ 60,250 - \$ 83,250	\$ 63,000 - \$ 88,000	5.2%
Senior IT Auditor	\$ 87,000 - \$118,000	\$ 89,750 - \$123,500	4.0%
IT Auditor	\$ 75,750 - \$102,500	\$ 77,750 - \$108,000	4.2%
DATA/DATABASE ADMINISTRATION (b)			
Database Manager	\$ 90,000 - \$122,500	\$ 92,500 - \$128,000	3.8%
Database Developer	\$ 74,750 - \$106,750	\$ 76,750 - \$112,000	4.0%
Database Administrator	\$ 72,750 - \$107,000	\$ 76,000 - \$109,500	3.2%
Data Analyst/Report Writer	\$ 56,500 - \$ 83,250	\$ 58,250 - \$ 86,750	3.8%
Data Architect	\$ 87,750 - \$120,250	\$ 91,750 - \$126,500	4.9%
Data Modeler	\$ 77,000 - \$106,750	\$ 80,750 - \$111,250	4.5%
Data Warehouse Manager	\$ 92,250 - \$124,500	\$ 97,000 - \$130,000	4.7%
Data Warehouse Analyst	\$ 79,000 - \$106,000	\$ 82,500 - \$111,500	4.9%
Business Intelligence Analyst	\$ 79,250 - \$110,000	\$ 82,500 - \$116,250	5.0%
QUALITY ASSURANCE (QA) & TESTING (c)			
QA/Testing Manager	\$ 75,750 - \$100,250	\$ 77,500 - \$103,500	2.8%
QA Associate/Analyst	\$ 52,500 - \$ 80,250	\$ 53,250 - \$ 82,250	2.1%

(b) Add the percentage below, based on national averages, to IT salaries for the following skills:

IBM DB2 database skills.....	5%
SQL Server database skills.....	10%
Oracle database skills.....	9%

(c) Add the percentage below, based on national averages, to IT salaries for the following skills:

Performance testing (e.g., Mercury Interactive Tools) skills.....	5%
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IT SALARIES – UNITED STATES

JOB TITLE	2010	2011	% CHANGE
INTERNET & E-COMMERCE (d)			
Senior Web Developer	\$ 78,000 - \$109,500	\$ 80,250 - \$110,750	1.9%
Web Developer	\$ 57,500 - \$ 88,000	\$ 58,000 - \$ 94,250	4.6%
Web Administrator	\$ 55,250 - \$ 82,250	\$ 55,750 - \$ 84,000	1.6%
Web Designer	\$ 50,250 - \$ 76,500	\$ 50,750 - \$ 83,000	5.5%
Electronic Data Interchange (EDI) Specialist	\$ 61,500 - \$ 87,250	\$ 63,250 - \$ 89,750	2.9%
E-Commerce Analyst	\$ 66,750 - \$ 96,250	\$ 68,500 - \$ 98,750	2.6%
Messaging Administrator	\$ 57,000 - \$ 83,000	\$ 59,750 - \$ 87,000	4.8%
NETWORKING/TELECOMMUNICATIONS (e)			
Network Architect	\$ 87,750 - \$122,750	\$ 90,000 - \$129,250	4.2%
Network Manager	\$ 75,750 - \$105,250	\$ 79,250 - \$109,500	4.3%
Network Engineer	\$ 69,250 - \$ 98,500	\$ 71,000 - \$101,750	3.0%
Wireless Network Engineer	\$ 73,000 - \$ 99,000	\$ 74,750 - \$102,500	3.1%
Network Administrator	\$ 54,500 - \$ 80,250	\$ 55,750 - \$ 82,750	2.8%
Pre-Sales Engineer/Technical Engineer	\$ 66,000 - \$ 92,250	\$ 69,000 - \$ 97,500	5.2%
Telecommunications Manager	\$ 72,250 - \$ 97,500	\$ 74,750 - \$101,500	3.8%
Telecommunications Specialist	\$ 50,500 - \$ 74,000	\$ 50,750 - \$ 76,750	2.4%
OPERATIONS			
Manager	\$ 56,500 - \$ 78,000	\$ 58,750 - \$ 81,750	4.5%
Computer Operator	\$ 31,000 - \$ 44,000	\$ 32,000 - \$ 44,000	1.3%
Mainframe Systems Programmer	\$ 55,000 - \$ 77,000	\$ 55,500 - \$ 77,000	0.4%

(d) Add the percentage below, based on national averages, to IT salaries for the following skills:

AJAX (Asynchronous JavaScript and XML) development skills	6%
ASP development skills	4%
C# development skills	8%
Cold Fusion development skills	4%
Content management system (CMS) skills	6%
DCOM/COM/ActiveX development skills	5%
Java development skills	7%
Java EE/J2EE development skills	7%
LAMP (Linux, Apache, MySQL and Perl/PHP/Python) skills	7%
.NET development skills	7%
PHP development skills	8%
SharePoint skills	11%
Virtualization skills	8%
Web services development skills	7%

(e) Add the percentage below, based on national averages, to IT salaries for the following skills:

Cisco network administration skills	9%
Linux/Unix administration skills	8%
Voice over Internet Protocol (VoIP) administration skills	8%
Windows 2000/Windows 2003/XP/Vista skills	4%
Windows Server 2008 skills	6%
Windows 7 skills	6%

IT SALARIES – UNITED STATES

JOB TITLE	2010	2011	% CHANGE
SECURITY (f)			
Data Security Analyst	\$ 80,250 - \$109,750	\$ 84,000 - \$114,500	4.5%
Systems Security Administrator	\$ 78,250 - \$108,250	\$ 81,500 - \$112,500	4.0%
Network Security Administrator	\$ 77,750 - \$106,500	\$ 81,000 - \$111,250	4.3%
Information Systems Security Manager	\$ 96,500 - \$130,750	\$ 99,500 - \$137,750	4.4%
SOFTWARE DEVELOPMENT (g)			
Product Manager	\$ 84,250 - \$116,000	\$ 86,500 - \$119,000	2.6%
Software Engineer	\$ 71,250 - \$107,000	\$ 73,500 - \$112,000	4.1%
Software Developer	\$ 64,500 - \$100,000	\$ 65,750 - \$104,250	3.3%
TECHNICAL SERVICES, HELP DESK & TECHNICAL SUPPORT (h)			
Manager	\$ 66,500 - \$ 92,750	\$ 68,000 - \$ 96,750	3.5%
Desktop Support Analyst	\$ 46,500 - \$ 68,000	\$ 46,500 - \$ 68,250	0.2%
Systems Administrator	\$ 51,250 - \$ 80,250	\$ 53,250 - \$ 83,000	3.6%
Systems Engineer	\$ 64,250 - \$ 93,250	\$ 66,750 - \$ 97,000	4.0%
Help Desk Tier 3	\$ 44,750 - \$ 57,500	\$ 45,750 - \$ 59,000	2.4%
Help Desk Tier 2	\$ 36,000 - \$ 47,250	\$ 36,750 - \$ 47,750	1.5%
Help Desk Tier 1	\$ 28,500 - \$ 39,000	\$ 29,250 - \$ 39,250	1.5%
Instructor/Trainer	\$ 47,000 - \$ 74,000	\$ 47,250 - \$ 75,000	1.0%
PC Technician	\$ 29,000 - \$ 42,250	\$ 29,000 - \$ 42,500	0.4%
Business Continuity Analyst	\$ 71,750 - \$102,750	\$ 74,500 - \$106,000	3.4%

(f) Add the percentage below, based on national averages, to IT salaries for the following skills:

Check Point Firewall administration skills	8%
Cisco network administration skills	9%
Linux/Unix administration skills	8%

(g) Add the percentage below, based on national averages, to IT salaries for the following skills:

ASP development skills	4%
C# development skills	8%
C++ development skills	5%
DCOM/COM/ActiveX development skills	5%
Java development skills	7%
Java EE/J2EE development skills	7%
.NET development skills	7%
PHP development skills	8%
Visual Basic development skills	4%
Web services development skills	7%

(h) Add the percentage below, based on national averages, to IT salaries for the following skills:

Basis administration skills	6%
Cisco network administration skills	9%
Linux/Unix administration skills	8%
Virtualization skills	8%
Windows 2000/Windows 2003/XP/Vista skills	4%
Windows Server 2008 skills	6%
Windows 7 skills	6%

ADJUSTING SALARIES FOR U.S. CITIES

The starting salary ranges provided on the previous pages reflect the national averages for each position. Approximate salary ranges for your market can be calculated using the formula below and the variance index numbers on Pages 15-17. Our list of local variances features data for more than 130 U.S. cities. The average salary index number for all U.S. cities is 100.

To determine the estimated salary range for a position in your area, follow the process outlined below:

Calculating the Local Salary Range

Example: database administrator in Chicago

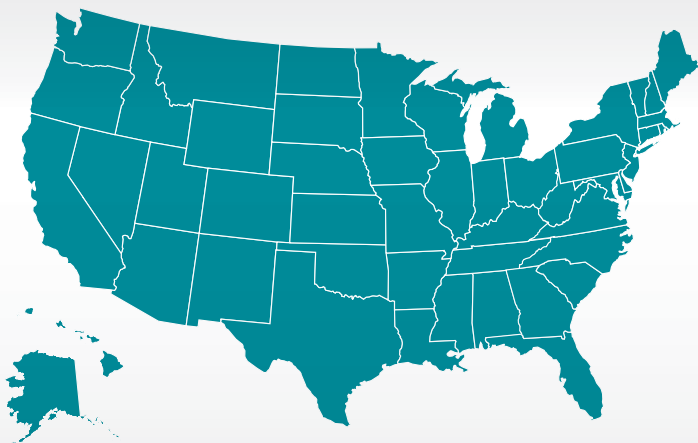
1. Locate the position "database administrator" on Page 11 and your city's index number. (The index number for Chicago is 123.0.)

JOB TITLE	2010	2011	% CHANGE
DATA/DATABASE ADMINISTRATION			
Database Administrator	\$72,750 - \$ 107,000	\$76,000 - \$ 109,500	3.2%

2. Move the decimal point in the index number two places to the left (1.230).
3. Multiply the low end of the national salary range (\$76,000) by the index number as a percentage (from step two). ($\$76,000 \times 1.230 = \$93,480$)
4. Repeat step three using the high end of the salary range. ($\$109,500 \times 1.230 = \$134,685$)
5. The approximate starting salary range for a database administrator in Chicago is \$93,480 to \$134,685.

The index figures should be used as a guide in determining actual compensation. A number of factors, including company size, employee benefits, the candidate's skill set and current market conditions, can affect starting salaries. Please consult an account executive with Robert Half Technology for help refining salary packages for your market.

LOCAL VARIANCES



ALABAMA

Birmingham	92.5
Mobile	83.0

ARIZONA

Phoenix	105.0
Tucson	100.0

ARKANSAS

Fayetteville	92.0
Little Rock	90.0

CALIFORNIA

Fresno	85.0
Irvine	124.0
Los Angeles	124.0
Oakland	127.0
Ontario	109.0
Sacramento	103.0
San Diego	114.0
San Francisco	135.0

San Jose	132.0
Santa Barbara	120.0
Santa Rosa	96.0
Stockton	85.0

COLORADO

Boulder	113.2
Colorado Springs	90.0
Denver	102.7
Fort Collins	93.0
Greeley	84.0
Loveland	90.0
Pueblo	75.0

CONNECTICUT

Hartford	118.0
New Haven	111.0
Stamford	131.0

DELAWARE

Wilmington	102.0
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For regional information on in-demand positions and growing industries, as well as our Salary Calculator, please visit www.rht.com/salarycenter.

Source: U.S. Department of Labor's Bureau of Labor Statistics and Robert Half Technology. City index figures are reflective of all industries and are not specific to the information technology field.

Note: Please contact a Robert Half Technology account executive for salary information regarding cities not listed above.

LOCAL VARIANCES

DISTRICT OF COLUMBIA

Washington 130.0

FLORIDA

Fort Myers 87.6

Jacksonville 94.5

Melbourne 94.0

Miami/Fort Lauderdale . . 110.0

Orlando 101.0

St. Petersburg 94.0

Tampa 94.0

GEORGIA

Atlanta 110.0

Macon 72.0

Savannah 78.0

HAWAII

Honolulu 92.0

IDAHO

Boise 86.1

ILLINOIS

Chicago 123.0

Naperville 112.0

Rockford 86.2

Springfield 90.0

INDIANA

Fort Wayne 82.2

Indianapolis 94.5

IOWA

Cedar Falls/Waterloo . . . 80.7

Cedar Rapids 90.0

Davenport 89.0

Des Moines 96.0

Sioux City 78.2

KANSAS

Kansas City 97.0

KENTUCKY

Lexington 88.0

Louisville 91.0

LOUISIANA

New Orleans 98.2

MAINE

Portland 95.0

MARYLAND

Baltimore 103.0

MASSACHUSETTS

Boston 132.0

Springfield 96.0

MICHIGAN

Ann Arbor 98.9

Detroit 96.6

Grand Rapids 82.8

Lansing 81.1

MINNESOTA

Bloomington 105.0

Duluth 79.2

Minneapolis 105.0

Rochester 100.0

St. Cloud 77.0

St. Paul 99.0

MISSOURI

Kansas City 97.0

St. Joseph 91.0

St. Louis 100.0

NEBRASKA

Lincoln 78.2

Omaha 94.0

NEVADA

Las Vegas 96.0

Reno 94.0

NEW HAMPSHIRE

Manchester/Nashua . . . 110.0

For regional information on in-demand positions and growing industries, as well as our Salary Calculator, please visit www.rht.com/salarycenter.

Source: U.S. Department of Labor's Bureau of Labor Statistics and Robert Half Technology. City index figures are reflective of all industries and are not specific to the information technology field.

Note: Please contact a Robert Half Technology account executive for salary information regarding cities not listed above.

LOCAL VARIANCES

NEW JERSEY

Mount Laurel	115.0
Paramus	130.0
Princeton	126.0
Woodbridge	126.0

NEW MEXICO

Albuquerque	86.7
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NEW YORK

Albany	97.2
Buffalo	94.4
Long Island	135.0
New York	141.0
Rochester	91.7
Syracuse	90.3

NORTH CAROLINA

Charlotte	104.0
Greensboro	97.0
Raleigh	104.0

OHIO

Akron	89.0
Canton	76.7
Cincinnati	96.4
Cleveland	94.5
Columbus	95.0
Dayton	87.0
Toledo	85.7
Youngstown	77.0

OKLAHOMA

Oklahoma City	89.0
Tulsa	92.0

OREGON

Portland	100.0
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PENNSYLVANIA

Harrisburg	95.0
Philadelphia	115.0
Pittsburgh	95.8

RHODE ISLAND

Providence	97.0
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SOUTH CAROLINA

Charleston	95.0
Columbia	95.0
Greenville	90.0

TENNESSEE

Chattanooga	88.0
Knoxville	88.0
Memphis	95.0
Morristown	73.8
Nashville	95.0

TEXAS

Austin	102.0
Dallas	105.0
El Paso	70.0
Fort Worth	100.0
Houston	103.7

Midland/Odessa	95.0
San Antonio	93.1

UTAH

Salt Lake City	100.0
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VIRGINIA

Richmond	97.0
Tysons Corner	130.0

WASHINGTON

Seattle	118.0
Spokane	82.0

WISCONSIN

Appleton	82.0
Green Bay	86.0
Madison	94.5
Milwaukee	97.0
Waukesha	96.5

For regional information on in-demand positions and growing industries, as well as our Salary Calculator, please visit www.rht.com/salarycenter.

Source: U.S. Department of Labor's Bureau of Labor Statistics and Robert Half Technology. City index figures are reflective of all industries and are not specific to the information technology field.

Note: Please contact a Robert Half Technology account executive for salary information regarding cities not listed above.

IT SALARIES – CANADA

JOB TITLE	2010	2011	% CHANGE
ADMINISTRATION			
Chief Information Officer (CIO)	\$131,000 - \$190,750	\$131,000 - \$195,250	1.4%
Chief Technology Officer (CTO)	\$119,000 - \$171,250	\$121,500 - \$174,500	2.0%
Chief Security Officer (CSO)	\$100,000 - \$170,000	\$108,250 - \$178,250	6.1%
Vice President of Information Technology	\$123,500 - \$183,000	\$129,000 - \$188,250	3.5%
Information Technology Manager	\$ 91,000 - \$119,500	\$ 94,000 - \$123,250	3.2%
APPLICATIONS DEVELOPMENT (a)			
Manager	\$ 88,750 - \$117,000	\$ 93,250 - \$123,000	5.1%
Project Manager	\$ 74,500 - \$115,000	\$ 78,250 - \$121,000	5.1%
Systems Analyst	\$ 63,500 - \$ 86,500	\$ 67,000 - \$ 90,750	5.2%
Applications Architect	\$ 85,000 - \$110,250	\$ 89,500 - \$117,750	6.1%
Business Systems Analyst	\$ 73,500 - \$ 97,750	\$ 75,500 - \$104,500	5.1%
CRM Business Analyst	\$ 69,750 - \$ 87,500	\$ 75,000 - \$ 93,000	6.8%
CRM Technical Developer	\$ 68,750 - \$ 96,000	\$ 74,500 - \$ 99,000	5.3%
Developer/Programmer Analyst	\$ 60,250 - \$ 89,000	\$ 63,000 - \$ 94,250	5.4%
ERP Business Analyst	\$ 75,000 - \$ 94,250	\$ 80,000 - \$105,000	9.3%
ERP Technical/Functional Analyst	\$ 76,250 - \$108,250	\$ 82,250 - \$118,000	8.5%
ERP Technical Developer	\$ 82,500 - \$115,000	\$ 85,250 - \$121,750	4.8%
Lead Applications Developer	\$ 72,750 - \$102,500	\$ 78,750 - \$109,000	7.1%
Technical Writer	\$ 48,750 - \$ 73,000	\$ 47,000 - \$ 73,750	-0.8%

Note: All salary ranges on Pages 18-21 are in Canadian dollars.

(a) Add the percentage below, based on national averages, to IT salaries for the following skills:

AJAX (Asynchronous JavaScript and XML) development skills	5%
Business Objects skills	7%
C# development skills	8%
C++ development skills	5%
Hyperion skills	7%
Java development skills	7%
Java EE/J2EE development skills	7%
LAMP (Linux, Apache, MySQL and Perl/PHP/Python) skills	6%
.NET development skills	9%
PHP development skills	7%
SAP development skills	8%
SharePoint skills	14%
Visual Basic development skills	4%



IT SALARIES – CANADA

JOB TITLE	2010	2011	% CHANGE
CONSULTING & SYSTEMS INTEGRATION			
Director	\$ 96,000 - \$127,500	\$ 99,500 - \$131,250	3.2%
Practice Manager	\$ 81,250 - \$121,250	\$ 86,750 - \$126,250	5.2%
Project Manager/Senior Consultant	\$ 80,000 - \$118,250	\$ 82,750 - \$127,500	6.1%
Staff Consultant	\$ 52,500 - \$ 69,250	\$ 52,000 - \$ 71,500	1.4%
Senior IT Auditor	\$ 88,750 - \$135,500	\$ 95,000 - \$145,500	7.2%
IT Auditor	\$ 66,750 - \$ 90,500	\$ 74,500 - \$ 97,000	9.1%
DATA/DATABASE ADMINISTRATION (b)			
Database Manager	\$ 84,750 - \$118,000	\$ 89,500 - \$120,000	3.3%
Database Developer	\$ 67,250 - \$ 95,250	\$ 70,250 - \$ 98,750	4.0%
Database Administrator	\$ 67,500 - \$ 95,250	\$ 71,000 - \$ 97,000	3.2%
Data Analyst/Report Writer	\$ 58,750 - \$ 83,500	\$ 63,500 - \$ 87,000	5.8%
Data Architect	\$ 82,500 - \$112,500	\$ 87,500 - \$119,750	6.3%
Data Modeler	\$ 68,750 - \$ 94,500	\$ 73,250 - \$ 99,750	6.0%
Data Warehouse Manager	\$ 80,000 - \$110,250	\$ 86,000 - \$116,250	6.3%
Data Warehouse Analyst	\$ 70,750 - \$ 99,750	\$ 77,250 - \$105,000	6.9%
Business Intelligence Analyst	\$ 64,250 - \$ 86,250	\$ 66,250 - \$ 92,250	5.3%
QUALITY ASSURANCE (QA) & TESTING (c)			
QA/Testing Manager	\$ 69,000 - \$ 92,000	\$ 71,750 - \$ 96,000	4.2%
QA Associate/Analyst	\$ 61,250 - \$ 84,500	\$ 60,500 - \$ 84,500	-0.5%

(b) Add the percentage below, based on national averages, to IT salaries for the following skills:

IBM DB2 database skills.....	7%
SQL Server database skills.....	10%
Oracle database skills.....	11%

(c) Add the percentage below, based on national averages, to IT salaries for the following skills:

Performance testing (e.g., Mercury Interactive Tools) skills.....	6%
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IT SALARIES – CANADA

JOB TITLE	2010	2011	% CHANGE
INTERNET & E-COMMERCE (d)			
Senior Web Developer	\$ 70,500 - \$ 93,500	\$ 75,500 - \$ 97,750	5.6%
Web Developer	\$ 53,250 - \$ 77,250	\$ 55,750 - \$ 80,750	4.6%
Web Administrator	\$ 53,250 - \$ 71,750	\$ 56,750 - \$ 74,750	5.2%
Web Designer	\$ 56,750 - \$ 82,750	\$ 58,750 - \$ 81,250	0.4%
Electronic Data Interchange (EDI) Specialist	\$ 62,250 - \$ 85,000	\$ 61,750 - \$ 85,750	0.2%
E-Commerce Analyst	\$ 55,750 - \$ 82,750	\$ 60,750 - \$ 87,000	6.7%
Messaging Administrator	\$ 54,000 - \$ 69,250	\$ 57,750 - \$ 73,000	6.1%
NETWORKING/TELECOMMUNICATIONS (e)			
Network Architect	\$ 77,500 - \$115,500	\$ 82,000 - \$121,000	5.2%
Network Manager	\$ 71,750 - \$ 95,250	\$ 72,250 - \$ 95,000	0.1%
Network Engineer	\$ 70,750 - \$ 93,000	\$ 70,750 - \$ 92,750	-0.2%
Wireless Network Engineer	\$ 76,250 - \$ 97,750	\$ 76,500 - \$ 98,250	0.4%
Network Administrator	\$ 55,000 - \$ 73,500	\$ 56,750 - \$ 74,750	2.3%
Pre-Sales Engineer/Technical Engineer	\$ 73,000 - \$ 92,750	\$ 76,250 - \$ 94,000	2.7%
Telecommunications Manager	\$ 78,750 - \$ 99,500	\$ 81,000 - \$104,250	3.9%
Telecommunications Specialist	\$ 55,500 - \$ 78,750	\$ 56,750 - \$ 79,250	1.3%
OPERATIONS			
Manager	\$ 65,000 - \$ 81,000	\$ 70,750 - \$ 84,000	6.0%
Computer Operator	\$ 38,000 - \$ 48,750	\$ 40,250 - \$ 51,000	5.2%
Mainframe Systems Programmer	\$ 59,750 - \$ 83,250	\$ 59,750 - \$ 83,500	0.2%

(d) Add the percentage below, based on national averages, to IT salaries for the following skills:

AJAX (Asynchronous JavaScript and XML) development skills	5%
ASP development skills	4%
C# development skills	8%
Cold Fusion development skills	6%
Content management system (CMS) skills	9%
DCOM/COM/ActiveX development skills	7%
Java development skills	7%
Java EE/J2EE development skills	7%
LAMP (Linux, Apache, MySQL and Perl/PHP/Python) skills	6%
.NET development skills	9%
PHP development skills	7%
SharePoint skills	14%
Virtualization skills	10%
Web services development skills	8%

(e) Add the percentage below, based on national averages, to IT salaries for the following skills:

Cisco network administration skills	9%
Linux/Unix administration skills	7%
Voice over Internet Protocol (VoIP) administration skills	9%
Windows 2000/Windows 2003/XP/Vista skills	5%
Windows Server 2008 skills	8%
Windows 7 skills	7%



IT SALARIES – CANADA

JOB TITLE	2010	2011	% CHANGE
SECURITY (f)			
Data Security Analyst	\$ 75,750 - \$113,750	\$ 79,250 - \$118,750	4.5%
Systems Security Administrator	\$ 68,500 - \$ 94,750	\$ 69,000 - \$ 96,250	1.2%
Network Security Administrator	\$ 76,000 - \$109,000	\$ 78,250 - \$109,000	1.2%
Information Systems Security Manager	\$ 85,250 - \$113,750	\$ 89,750 - \$117,500	4.1%
SOFTWARE DEVELOPMENT (g)			
Product Manager	\$ 87,500 - \$116,500	\$ 88,750 - \$117,500	1.1%
Software Engineer	\$ 67,750 - \$ 98,000	\$ 71,250 - \$103,000	5.1%
Software Developer	\$ 54,000 - \$ 89,750	\$ 56,250 - \$ 94,000	4.5%
TECHNICAL SERVICES, HELP DESK & TECHNICAL SUPPORT (h)			
Manager	\$ 69,750 - \$ 93,500	\$ 73,250 - \$ 98,000	4.9%
Desktop Support Analyst	\$ 51,250 - \$ 70,000	\$ 51,000 - \$ 69,750	-0.4%
Systems Administrator	\$ 53,500 - \$ 75,750	\$ 55,750 - \$ 77,250	2.9%
Systems Engineer	\$ 62,500 - \$ 82,500	\$ 65,000 - \$ 82,750	1.9%
Help Desk Tier 3	\$ 53,500 - \$ 70,250	\$ 55,000 - \$ 72,000	2.6%
Help Desk Tier 2	\$ 40,250 - \$ 52,750	\$ 44,250 - \$ 55,000	6.7%
Help Desk Tier 1	\$ 31,500 - \$ 44,750	\$ 34,750 - \$ 45,000	4.6%
Instructor/Trainer	\$ 51,750 - \$ 70,750	\$ 51,250 - \$ 70,500	-0.6%
PC Technician	\$ 45,000 - \$ 60,500	\$ 42,250 - \$ 59,750	-3.3%
Business Continuity Analyst	\$ 65,250 - \$ 95,500	\$ 66,250 - \$ 94,750	0.2%

(f) Add the percentage below, based on national averages, to IT salaries for the following skills:

Check Point Firewall administration skills	9%
Cisco network administration skills	9%
Linux/Unix administration skills	7%

(g) Add the percentage below, based on national averages, to IT salaries for the following skills:

ASP development skills	4%
C# development skills	8%
C++ development skills	5%
DCOM/COM/ActiveX development skills	7%
Java development skills	7%
Java EE/J2EE development skills	7%
.NET development skills	9%
PHP development skills	7%
Visual Basic development skills	4%
Web services development skills	8%

(h) Add the percentage below, based on national averages, to IT salaries for the following skills:

Basis administration skills	5%
Cisco network administration skills	9%
Linux/Unix administration skills	7%
Virtualization skills	10%
Windows 2000/Windows 2003/XP/Vista skills	5%
Windows Server 2008 skills	8%
Windows 7 skills	7%

ADJUSTING SALARIES FOR CANADIAN CITIES

To determine the estimated salary range for a position in your area, follow the steps outlined below:

Example: network architect in Toronto

1. Locate the position "network architect" on the chart on Page 20 and your city's index number listed below. (The index number for Toronto is 106.4.)

JOB TITLE	2010	2011	% CHANGE
NETWORKING/TELECOMMUNICATIONS			
Network Architect	\$77,500 - \$115,500	\$82,000 - \$121,000	5.2%

2. Move the decimal point in the index number two places to the left (1.064).
3. Multiply the low end of the national salary range (\$82,000) by the index number as a percentage (from step two). ($\$82,000 \times 1.064 = \$87,248$)
4. Repeat step three using the high end of the salary range. ($\$121,000 \times 1.064 = \$128,744$)
5. The approximate starting salary range for a network architect in Toronto is \$87,248 to \$128,744.

Local Variances

ALBERTA

Calgary	103.8
Edmonton	102.3

BRITISH COLUMBIA

Fraser Valley	98.5
Vancouver	103.4
Victoria	95.2

MANITOBA

Winnipeg	94.1
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ONTARIO

Kitchener-Waterloo	96.5
Ottawa	101.0
Toronto	106.4

QUÉBEC

Montréal	102.9
Québec City	89.2

SASKATCHEWAN

Regina	93.2
Saskatoon	94.9

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For more information about Robert Half Technology and the ways in which we can help meet your staffing needs, please call **(800) 793-5533** or visit www.rht.com.



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Irvine (949) 476-0879

La Jolla (858) 558-6990

Los Angeles (213) 270-6732

Oakland (510) 839-5975

Ontario (909) 945-2272

Pasadena (626) 463-2032

Sacramento (916) 922-3147

San Francisco (415) 434-4940

San Jose (408) 271-9063

San Mateo (650) 573-0551

Stockton (209) 513-9885

Torrance (310) 719-7356

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Denver (303) 296-2345

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Fort Lauderdale (954) 763-5578

Jacksonville (904) 997-9960

Orlando (407) 426-9438

Tampa (813) 301-8942

Georgia

Atlanta – Buckhead .. (404) 233-1382

Illinois

Chicago (312) 616-7974

Hoffman Estates (847) 839-9387

Northbrook (847) 480-1774

Oakbrook Terrace (630) 368-0316

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Downtown (317) 687-3275

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Cedar Rapids (319) 362-8606

Des Moines (515) 282-6876

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Overland Park (913) 339-9849

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Louisville (502) 394-0525

Maryland

Baltimore (410) 783-6290

Bethesda (240) 497-1042

Massachusetts

Boston (617) 439-3000

Burlington (781) 505-4031

Westborough (508) 621-2301

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Southfield (248) 372-7501

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Minneapolis (612) 359-4960

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Nevada

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Mount Laurel (856) 439-9595

Paramus (201) 843-7776

Parsippany (973) 292-2652

Princeton (609) 987-8010

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Midtown (212) 687-7072

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Wall Street (212) 480-0248

Uniondale (516) 357-2506

White Plains (914) 761-7300

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Charlotte (704) 342-7982

Raleigh (919) 782-5111

**Ohio**

Akron.....	(330) 253-8160
Cincinnati	(513) 621-6890
Cleveland.....	(216) 621-6633
Columbus.....	(614) 365-7442
Dayton.....	(937) 224-7442
Dublin.....	(614) 602-0510

Oklahoma

Oklahoma City.....	(405) 236-0202
Tulsa.....	(918) 493-2411

Oregon

Portland.....	(503) 222-0946
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Pennsylvania

King of Prussia.....	(484) 254-9070
Philadelphia.....	(215) 568-1513
Pittsburgh.....	(412) 471-0888

Rhode Island

Providence.....	(401) 273-4000
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South Carolina

Greenville.....	(864) 232-7442
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Tennessee

Memphis – East.....	(901) 759-2332
Nashville – Downtown.....	(615) 385-1977

Texas

Austin.....	(512) 477-3389
Dallas – Downtown.....	(214) 468-9191
Dallas – Galleria.....	(972) 503-3787
Fort Worth.....	(817) 336-1818
Houston – Galleria.....	(713) 993-1888
Houston – Westchase.....	(832) 242-0175
Houston – The Woodlands ...	(281) 681-3046
San Antonio.....	(210) 696-1134

Utah

Salt Lake City.....	(801) 364-5490
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Virginia

Richmond – West.....	(804) 747-9500
Tysons Corner.....	(703) 847-0271

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Bellevue.....	(425) 401-2941
Seattle.....	(206) 749-9260

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Sydney.....	011-61-2-9240-0444

Brazil

Rio de Janeiro.....	011-55-21-3523-0100
São Paulo.....	011-55-11-3382-0100

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Edmonton.....	(780) 426-6642

British Columbia

Vancouver.....	(604) 688-5256
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North York.....	(416) 227-0581
Ottawa.....	(613) 236-7442
Toronto.....	(416) 350-8143

China

Hong Kong (SAR).....	011-852-3653-7300
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Czech Republic

Prague.....	011-420-296-338-633
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Germany

Berlin.....	011-49-30-20924-138
Frankfurt.....	011-49-69-256247-490
Hamburg.....	011-49-40-357178-490

Japan

Osaka.....	011-81-6-4560-5522
Tokyo.....	011-81-3-5219-6633

New Zealand

Auckland.....	011-64-9915-6700
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Singapore

Singapore.....	011-65-6533-7778
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United Arab Emirates

Dubai.....	011-971-4382-6700
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United Kingdom

Birmingham.....	011-44-121-616-4600
Milton Keynes.....	011-44-190-820-1420

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