
2015 IT Professional Salary Survey and Job Descriptions

All IT Positions

xQ 2015 U.S. data edition

(Data collected through XXXXX, 2015)

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

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Methodology and Use of Foote Partners’ 2015 IT Insider IT Professional Compensation Reports

How does Foote Partners collect IT compensation data?

Rapidly evolving information technology jobs are often so unique in the universe of business employment that using passive surveying methods to obtain compensation benchmark data can yield extremely inaccurate results. That’s because of the common (and dreaded) problem of lack of standardization in IT job titles and what IT professionals actually do on-the-job.

These days it is not uncommon to find specialists with C#, Javascript, PHP, Python, Ruby, SAP/ABAP, and dozens of other popular programming language skills all with somewhat generic "Programmer", "Developer", or “Software Engineer” titles. Or for many years the Linux, Unix, and NT administrators lumped together under a single "Systems Administrator". The problem is that some skills are worth more in the marketplace than others so doing simple job title matches to industry salary surveys often results in underpaying or overpaying IT professionals.

The job title mismatch dilemma is an epidemic widely acknowledged by HR compensation professionals and IT salary surveyors alike. It affects nearly half of all employed IT workers by even the most conservative estimate.. Making the situation worse is that compensation surveys from the largest HR consulting firms, including Towers Watson, Mercer, Hewitt/AON and others, don’t offer a comprehensive solution via their off-the-shelf products. Employers often must contract with them for expensive custom surveys.

Our solution more than seventeen years ago was to create a new methodology that produced the first salary surveys in North America to define and accurately benchmark progressive IT job families including Web, e-Commerce, Data Warehousing/Business Intelligence, Unix and NT, Business Technology (published in 1994 and 1995); SAP, Information Security, SAP and other enterprise software applications (1998); and Epic Systems (2012).

The best part about our unique methodology is that it corrects for job title/job content mismatches by matching 203,000 IT professionals to our standardized set of carefully constructed job descriptions before their pay data is loaded into our survey data compilation engine. Then you just need to match your people to our job descriptions to get the most accurate market benchmark salaries available anywhere today.

It’s a labor-intensive and expensive way to achieve truly accurate and validated compensation benchmarking, and it requires a deep grounding in technology and the nuances of IT professional employment. In addition to that unique grounding, Foote Partners uses its unprecedented access to IT workers in 2,705 public and private sector employers to overcome the many obstacles to accurate tracking of IT compensation and workforce issues. Overall, our methodology produces **better data screening and cleansing, superior statistical reliability and validity**, and constantly refreshed and consistent ‘real world’ salary and tech skills pay data. ***No other IT compensation survey research firm today publishes off-the-shelf surveys that use these IT job title alignment accuracy methods.***

Methodology and Use, cont.

IT infrastructure positions originally formed the strong foundation for our research, however Foote Partners' competitive distinction has long been its focus on critical new strategic and tactical **IT-business hybrid positions** often unreported (or under-reported) in other IT surveys. Findings are updated continuously and published every three months (but weekly to our retainer accounts), aided by our constant flow of confidential IT compensation data from North American public and private sector employer HR departments and IT, HR, and business executives research partners.

Our relationships with our research partners have been forged over many years: developed from among the clients, colleagues, and associates of our senior research team of former McKinsey & Company, Towers Watson, Gartner and META Group consultants and analysts. We have access not only to their IT compensation databases but to management and rank-and-file workers, which facilitates the matching of job content with comparable job titles that enables the extraordinary accuracy and reliability of our surveys.

We survey salaries and skills pay job-by-job, city-by-city: 170 positions, 83 cities in the United States and Canada. There are no geographic multipliers used in our research, no cost-of-living coefficients. Ours is constantly refreshed 'real world' salary and skills pay data.

Research participant metrics

IT compensation data for our latest 2015 research findings (collected through **April 1, 2015**) represents more than 40 private sector industries plus government and educational institutions surveyed every three months. The size of the participating organizations, measured most appropriately for the type of business, by revenues, assets, total premiums and operating budgets, are as follows

- 18% of participating organizations have \$3 billion+ in sales/\$15+ billion in total assets
- 28% of participating organizations earn more than \$1 billion in annual revenues or more than \$3 billion in total assets
- 46% of participating organizations have \$500+ million in sales/\$1+ billion in total assets/\$500+ million in premiums/\$500+ million operating budget (government, educational, not-for-profit)
- 54% of participating organizations fall in the SMB (small-to-medium sized business) segment, generally defined as organization under \$500 million in sales.
- [Public sector] 5% have operating budgets of \$500 million or more, [nonprofit/educational sectors] 4% with operating budgets \$100 million to less than \$500million

Methodology and Use, cont.

Industry Pay Differentials

In each target city or labor market, Foote Partners surveys those employers that have a significant influence on local employment. The most frequent industries surveyed appear in the table below.

Foote Partners standard salary survey reports include detailed long form job descriptions and salaries, by job title, for up to 83 cities or metro areas. Within job titles we do not report salaries by industry, but instead across all industries. Customers may make adjustments for specific industries by using our *industry multipliers*. We calculate industry multipliers for this purpose twice annually, by taking all survey salary data and computing relative values by industry (1.00 = average of all industries).

Compensation data in this report may be adjusted by applying the appropriate multipliers shown below, however be advised that individual jobs may not necessarily behave like other jobs within any given industry.

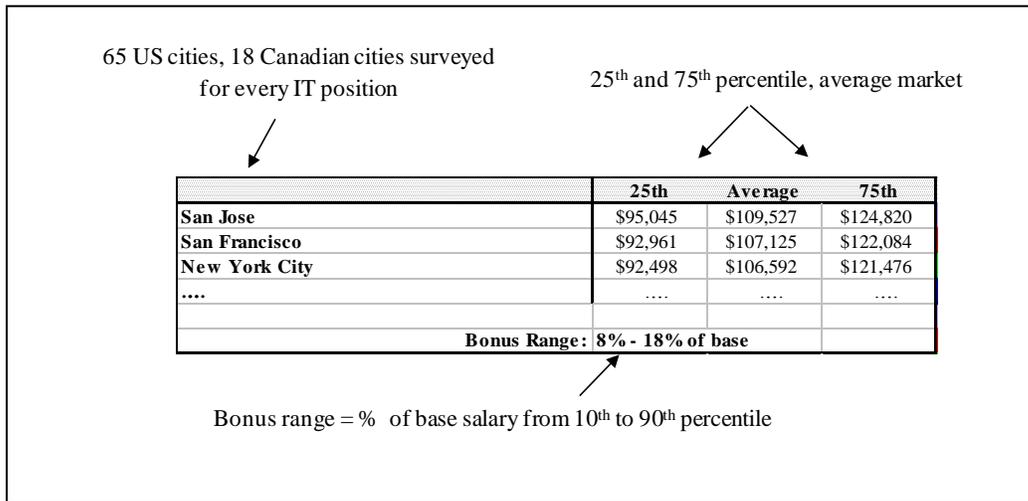
Industry Salary Adjustments for FP Base Salary Data – 2015

Factor	Industry	Industry
1.00	AVERAGE - ALL INDUSTRIES	
1.22	Securities/Investments	1.02
1.21	ASP/ISP	1.01
1.21	Electronics	1.01
1.20	Diversified Systems Integrators/IT Services	1.00
1.18	Software/Services	0.99
1.16	Biotech/Biomedical/Pharmaceutical	0.99
1.16	Government(Fed/Defense)	0.96
1.15	Research and Development	0.95
1.11	Energy/Mining	0.94
1.11	Business Services/For Profit	0.93
1.11	Telecommunications/Data Services	0.91
1.10	Banking	0.91
1.09	Consumer Durable Goods	0.87
1.08	Media/Publishing	0.87
1.07	Entertainment/Recreation/Amusement	0.87
1.05	Diversified Financial Services	0.84
1.05	Insurance	0.81
1.05	Petrochemicals	0.75
1.05	Utilities	0.73
		1.02
		1.01
		1.01
		1.00
		0.99
		0.99
		0.96
		0.95
		0.94
		0.93
		0.91
		0.91
		0.87
		0.87
		0.87
		0.84
		0.81
		0.75
		0.73
		Retail/e-commerce
		Aerospace
		Healthcare Services
		Manufacturing/computer-related
		Household/Personal Products
		Metals/Natural Resources
		Hospitality/Leisure
		Logistics/Transportation
		Manufacturing/noncomputer-related
		Distribution
		Telecommunications/Carrier
		Motor Vehicles and Equipment
		Real Estate
		Food/Beverage/Tobacco
		Construction/Engineering
		Government(Local)
		Government(State)
		Not-for-profit
		Education

Methodology and Use, cont.

Presentation of Survey Data

Base salary and bonus



Cities and Metropolitan Areas Surveyed – 2015 Research

(This report is available with either **Tier 1** or **Tier 2 U.S. cities**)

Canadian Cities

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

Tier 1 Cities(U.S.)

Atlanta, GA	Houston, TX	New York City, NY	San Jose, CA
Boston, MA	Los Angeles/Orange Cty,CA	Philadelphia/So. NJ	Seattle, WA
Chicago, IL	Miami, FL	Phoenix, AZ	St. Louis, MO
Dallas, TX	Minneapolis, MN	San Diego, CA	Washington, DC
Detroit, MI	New Jersey/Northern	San Francisco, CA	Westchester County, NY/ Lower Fairfield Cty, CT

Tier 2 Cities(U.S.)

Albuquerque/Santa Fe, NM	Greensboro/Winston-Salem, NC	New Orleans	Richmond, VA
Austin, TX	Greenville/Spartanburg/Anderson, SC	Norfolk/Virginia Beach/Newport News, VA	Sacramento, CA
Baltimore, MD	Hartford, CT	Oakland/Walnut Creek/Concord CA	Salt Lake City, UT
Birmingham, AL	Indianapolis/Ft Wayne	Oklahoma City, OK	San Antonio, TX
Buffalo, NY	Kansas City, MO	Omaha, NE	Tampa, FL
Charlotte, NC	Las Vegas, NV	Orlando, FL	Tulsa
Cincinnati, OH	Long Island, NY	Peoria, IL	Upper Fairfield County/ New Haven, CT
Cleveland/Akron, OH	Louisville, KY	Pittsburgh, PA	
Columbus, OH	Madison, WI	Portland, OR	
Colorado Springs, CO	Memphis, TN	Princeton/So. NJ	
Dayton, OH	Milwaukee, WI	Providence, RI	
Denver, CO	Nashville, TN	Raleigh/Durham, NC	
Des Moines, IA			
Grand Rapids, MI			

2015 IT Professional Salary Survey

Xx Quarter 2015 data

Index of Job Descriptions and Data Tables

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244	Applications Development	245 263 278	Business Application Development Java Developers .Net Developers
295	Architecture, Business Systems Analysis, Business Technology, e-Commerce	296 361 381 394	ITArchitecture Business Technology Business Systems Analysts e-Commerce
418	SAP	418	SAP
487	Help Desk	487	Help Desk
506	Six Sigma	506	Six Sigma
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661	Lotus Notes/Domino	661	Lotus Notes/Domino

IT Infrastructure Positions

Systems Operations – PAGE 11

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

Network Operations – PAGE 33

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

Systems Engineering – PAGE 59

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

Network Engineering – PAGE 77

- Director — Network Engineering
- Manager — Network Engineering
- Senior Network Engineer
- Network Engineer

Database/Data Administration – PAGE 102

- Senior Database Administrator
- Database Administrator
- Senior Systems Programmer – RDBMS

Database Developers – PAGE 118

- Sr. Database Developer
- Database Developer
- Associate Database Developer

IT Security – PAGE 132

- Director, IT Security
- Manager, IT Security
- Security Architect
- Senior Information Security Analyst
- Information Security Analyst
- Sr. Security Administrator
- Security Administrator

Enterprise Infrastructure Management–PAGE 171

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

Enterprise Messaging – PAGE 190

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

Storage/SAN Administration – PAGE 210

- Sr. Storage/SAN Administrator
- Storage/SAN Administrator

Voice Engineering – PAGE 223

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

Systems Operations Job Family

- Vice President — Client, Server, and Network Systems
- Director, Client and Network Systems
- Manager, NT/Unix/Linux Operations Services
- Sr. Systems Administrator — Transaction Monitors
- Senior Systems Administrator — Transaction Monitors
- PC Desktop Support Technician

Computing Compensation by Industry

The data in the following section are not industry-specific, but span all industries surveyed in the city or metro area specified. The salaries displayed can be adjusted for any single industry by using the multipliers on page 5, which are computed by Foote Partners analysts from industry segmentation encompassing all 2015 surveyed IT positions.

Network Operations Job Family

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

Computing Compensation by Industry

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Systems Engineering Job Family

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

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Network Engineering Job Family

- Director – Network Engineering
- Manager – Network Engineering
- Senior Network Engineer
- Network Engineer

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Database Administration Job Family

- Senior Database Administrator
- Database Administrator
- Senior Systems Programmer — RDBMS

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Database Developer Job Family

- Sr. Database Developer
- Database Developer
- Associate Database Developer

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IT Security Job Family

- VP/Director, Information Security
- Manager, Information Security
- Security Architect
- Sr. Information Security Analyst
- Information Security Analyst
- Sr. Security Administrator
- Security Administrator

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Enterprise Infrastructure Job Family

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

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Enterprise Messaging Job Family

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

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Storage/SAN Administration Job Family

- Sr. Storage/SAN Administrator
- Storage/SAN Administrator

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Voice Engineering Job Family

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

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Applications Development Positions

Business Application Development – PAGE 245

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

Java Developers – PAGE 263

- Sr. Java Developer
- Java Developer
- Associate Java Developer

.NET Developers – PAGE 278

- Manager, .NET Development
- Sr. .NET Developer
- .NET Developer
- Associate .NET Developer

Business Application Development Job Family

- VP(Director), Corporate Applications Development
- VP(Director), Business Unit Applications Development
- Manager, Business Application Development
- Senior Business Application Developer
- Business Application Developer

Computing Compensation by Industry

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Java Developer Job Family

- Sr. Java Developer
- Java Developer
- Associate Java Developer

Computing Compensation by Industry

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.NET Developer Job Family

- Manager, .NET Development
- Sr. .NET Developer
- .NET Developer
- Associate .NET Developer

Computing Compensation by Industry

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Architecture, Business Technology, Business Systems Analysis and e-Commerce Positions

IT Architecture – Page 296

- Director, IT Architecture
- Director, Applications Systems Architecture
- Manager, Applications Systems Architecture
- Sr. Applications Systems Architect
- Applications Systems Architect
- Information Architect
- Sr. Enterprise Architect
- Enterprise Architect
- Sr. Data Architect
- Data Architect

Business Technology Consultants – Page 361

- VP/Director, Business Technology
- Manager, Business Technology
- Senior Business Technology Consultant
- Business Technology Consultant

Business Systems Analysts – Page 381

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

e-Commerce/e-Business – Page 394

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

IT Architecture Job Family

- Vice President, IT Architecture
- Director, IT Architecture
- Director, Applications Systems Architecture
- Manager, Applications Systems Architecture
- Sr. Applications Systems Architect
- Applications Systems Architect
- Information Architect
- Sr. Enterprise Architect
- Enterprise Architect
- Sr. Data Architect
- Data Architect

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Business Technology Consulting Job Family

- VP/Director, Business Technology Consulting
- Manager, Business Technology Consulting
- Senior Business Technology Consultant
- Business Technology Consultant

Computing Compensation by Industry

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Business Systems Analysts Job Family

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

Computing Compensation by Industry

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E-Commerce Base Salaries and Bonus

- Vice President, E-Commerce
- Director, E-Commerce
- E-Commerce Manager
- Sr. E-Commerce Programmer
- E-Commerce Programmer

Computing Compensation by Industry

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SAP Base Salaries and Bonus Ranges

- VP/Director, SAP Program Management
- SAP Project Manager
- SAP Master Data Manager
- SAP Design Architect
- SAP Business Analyst
 - Sr. SAP Business Analyst
 - SAP Business Analyst
- SAP Functional Analyst (SME)
- Sr. SAP Configuration Analyst (Lead)
- SAP Configuration Analyst
- Sr. SAP Security Administrator
- BASIS Administrator
 - Sr. BASIS Administrator
 - BASIS Administrator
 - Associate BASIS Administrator
- ABAP Developer
 - Sr. ABAP Developer
 - ABAP Developer
 - Associate ABAP Developer

Computing Compensation by Industry

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Help Desk Positions

- Help Desk Manager
- Senior Help Desk Specialist
- Help Desk Center Specialist
- Associate Help Desk Center Specialist

Computing Compensation by Industry

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Six Sigma Base Salaries

- Master Black Belt salaries
- Black Belt salaries

Computing Compensation by Industry

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Web/Intra/Extranet Positions

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

Computing Compensation by Industry

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Data Warehousing/Business Intelligence Positions

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

Computing Compensation by Industry

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Lotus Notes/Domino Positions

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

Computing Compensation by Industry

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**SAMPLE JOB DESCRIPTIONS
AND
DATA TABLES**

Data Architect

The Data Architect is responsible for ensuring that the data assets of an organization are supported by an architecture supporting the organization in achieving its strategic goals. The architecture should cover databases, data integration and the means to get to the data. Usually the data architect achieves his/her goals via setting enterprise data standards.

Responsible for evaluating the use of data and relating data directly to the goals and practices of the company. Establishes consensus and a road map for moving forward to optimize the utility of data from multiple disparate sources. Participates on a team that is defining the overall data policy, standards, and best practices for the enterprise. Ensures the accuracy and accessibility of all important data and is responsible for knowing what data is important and why. Assists in the creation and maintenance of the enterprise data model. Responsible for the documentation of relevant data through the sound use of data modeling techniques and practices as well creating and managing meta-data.

The Data Architect assists in overseeing the development of data models across the organization to ensure adherence to sound data management principles and where possible, the reuse of data. Helps define and manage master data for the enterprise. Assists in overseeing the development of complex data models and logical database design and develops policies, standards and procedures related to the database environment.

Responsibilities

- Develop and drive acceptance of an enterprise view of data and its use across the enterprise. Direct and ensure a common vocabulary and understanding of business entities and relationships between entities,
- Provide thought leadership for definition/maintenance of complex enterprise data models, data dictionaries, and master data management techniques.
- Develop and document data requirements and design specifications in the form of data models, data mappings and data quality metrics. Map out structure and organization of the relevant data for the company or project within the company.
- Participate in identifying and defining business drivers, goals, and information needs.
- Develop, improve, and support enterprise data standards and data architecture policies and procedures. Monitor and enforce compliance of data standards to minimize data redundancies and enhance information quality throughout the organization. Implement and document the company data architecture and data strategy.
- Govern conformance of the use of data in new technology solutions to the enterprise data model and usage policies and standards.
- Deliver conceptual and logical solution designs for specific applications or suites of applications within a conceptual (CSA) and logical (LSA) solution architecture for a set of business requirements that defines how the needs of an entire project/program impact the applications.
- Lead the analysis, design, development & implementation of logical data models; physical database objects; data conversion, integration, and loading processes; query and reporting functions; data management and governance; and data quality assurance processes

- Assists in developing enterprise-level strategies and principles for the integration of enterprise information resources by helping to define standards for data format, quality, and database design. Build and maintain the enterprise information model and ensure linkages to other architecture models and reference architectures
- Assist in maintaining and enhancing the metadata infrastructure (metadata repository, model repository); the data dictionary and business metadata, and facilitate publishing the information to the business and technical communities. Create business rules for the use of data
- Provide support and consulting to project leaders for new projects on data standards, data naming conventions, data sourcing, data feeds and logical database design, to ensure that new applications and data stores integrate with overall enterprise and data architectures. Review and sign off on all project data models.
- Communicate and educate others on the use of sound data management principles. Interact daily with Business Analysts and project teams.
- Work with the data integration groups and process analysts to: obtain and document data flow diagrams (DFD) and data mappings. Advises and guides data modelers in solution delivery teams for modeling standards and best practices. Maintain an inventory of all the "data stores" in the organization
- Understand and employ best practices for relational and multidimensional database design and understands appropriate application for each. Develop and implements plans to oversee the database administration function, and ensures smooth transition to new technology
- Provide source to target ETL requirements and work with ETL Developers to ensure efficient transformation and loading.
- Design, develop, test and implement automated extract, transformation and load routines using tools such as: SQL, PL/SQL, and SSIS. Direct the research and evaluation of new tools and techniques and management and maintenance of related tools and environments.
- Assist in the definition and implementation of system backup, recovery, and support plans. Perform required system maintenance.
- Coordinate and ensure data security administration, backup and recovery planning, capacity planning, performance and tuning
- Undertake complex projects requiring additional specialized technical knowledge. Make well thought out decisions on complex or ambiguous IT architecture issues. Coordinates with users to determine requirements.
- Monitors project schedules
- Ensures that system improvements are successfully implemented and monitored to increase efficiency.
- Acts as a resource for direction, training and guidance for less experienced staff. Conduct internal training on data architecture concepts.
- Lead definition of relevant business data
- Lead projects that are intended to support business decision support requirements. Manage realistic expectations of the customer by prioritization
- Coordinate specific database performance monitoring and tuning tasks including the design of optimization and indexing schemes
- Maintain an advanced understanding of industry application development methodologies, tools and techniques
- Help coordinate with central IT staff to plan, manage, maintain, mature and tune hardware and software environments

Skills and Knowledge

- Applies specialized knowledge of one or more areas of business process, information technology solutions (e.g. OMNI/Peoplesoft/Siebel) and an understanding of data modeling principles and methods to drive technology optimization and architecture recommendations.
- Solid understanding of data modeling techniques to drive technology optimization, data consolidation and technology strategy recommendations.
- Knowledge of enterprise architecture functioning for driving data and information related governance and strategy in the organization and
- Highly skilled in developing data architectures and standards.
- Knowledge of data management, data quality, data management with in-depth expertise of data optimization strategy.
- Demonstrated strong skills: data analysis and profiling; data integration knowledge; database engineering (e.g., DB2 and SQL Server) and design.
- Strong understanding of OLTP and decision support concepts and their implications to data modeling and database design
- Proven analytical skills to properly evaluate and interpret cross-functional data standardization requirements
- Ability to resolve complex issues relate to enterprise wide data architecture concerns
- Ability to architect data management enterprise solutions that are in alignment with strategic technology roadmap and emerging industry trends
- Experience in computer systems validation and software quality assurance highly desirable
- Understands, supports, and follows department standards and methodologies
- Understands and implements security requirements within a heterogeneous database and business environment
- Familiarity with process improvement frameworks such as the SEI CMMI
- Master data hub architecture, data design and implementation
- Metadata management, design and integration
- Data warehouse architecture, data mining, data design and implementation,
- ERP data architecture
- Knowledge of functions and processes of the relevant industry organization.
- Management style that exhibits high energy, strategic thinking, collaboration, direct communication and results orientation
- Effective in matrix management and team building
- Poise, maturity and communication skills necessary to represent the data architecture group internally and externally. Strong presentation, verbal and written communications skills

Experience

- Bachelors or higher-level business degree with mathematics, statistics, Information Management or data analytics focus.
- 8 years of previous experience in data base management, including an in-depth knowledge of mainframe, client server, network and workstation technologies, and their interdependence

- 4+ years experience in an IT or quantitative business area with solid demonstrated experience in data architecture, integrating and analyzing disparate data sources, and data quality improvement, preferably in the insurance or financial services industry.
- Experience playing a leadership role in enterprise-wide Data Quality Management, Data Resource Management, Data Stewardship and/or Data Administration programs at a company or similar size.
- Excellent analytical and problem solving skills.
- Strong understanding of SDLC and architectural methodologies and frameworks and their practical application. Has an advanced understanding and vision of the complete lifecycle of database, data warehouse and data mart development
- Hands-on experience with evaluating and implementing data quality metrics on both relational and legacy (flat file) systems. Knowledge of accounting and audit principles, Sarbanes-Oxley and/or the Model Audit Rule a plus.
- Proficient with a data modeling tool(s) (e.g., Computer Associates ERWIN, MS VISIO, IBM Rational Data Architect, IBM M1 tool).
- Experience with many of the following:
 - COBOL
 - COGNOS
 - Data Quality Tools (IBM Quality Stage, Information Analyzer)
 - ETL tools (Informatica PowerCenter, IBM DataStage, etc.)
 - File management and reporting utilities
 - IDMS
 - IGrafX
 - Informatica
 - Metadata Tools (SAG's Rochade and BeCubic, IBM's Metadata Server, Metadata Workbench, Business Glossary)
 - MS Powerpoint, MS Access, MS Excel
 - Oracle
 - RDBMS (Oracle, SQL Server, Teradata)
 - Siebel, OMNI, Peoplesoft, Adabase IBM WCC
 - SQL
 - SQL Developer
 - Sybase
 - Unix
 - XML
- Highly desirable certifications for this position may include the following:
 - AWS Certified Solutions Architect - Associate (Cloud)
 - AWS Certified Solutions Architect - Professional (Cloud)
 - Certified IT Architect (IASA CITA)
 - Certified Technical Architect (Salesforce.com)
 - Check Point Certified Master Architect (CCMA)
 - Cisco Certified Architect
 - Citrix Certified Integration Architect – Virtualization
 - EC Council Certified Network Defense Architect Certification
 - EMC Technology Architect – Expert
 - EMC Technology Architect – Specialist
 - EMC Cloud Architect Expert (IT-as-a-Service)
 - EMC Cloud Architect Specialist (Virtualized Information Infrastructure)
 - EMC Data Center Architect (EMCDCA - all versions)
 - HP ASE Cloud Architect V2
 - HP ASE - Storage Solutions Architect V1
 - HP Master ASE - Storage Solutions Architect V1

- HP/Master ASE--Data Center and Cloud Architect V1
- IBM Certified Infrastructure Systems Architect
- IBM Certified Solution Architect – Cloud Computing Infrastructure V1
- InfoSys Security Architecture Professional (ISSAP/CISSP)
- Open Group Certified Architect
- Open Group Master Architect
- Oracle Certified Master, Java EE Enterprise Architect
- Oracle SOA Infrastructure Implementation Certified Expert
- Project Management Professional (PMP)
- Red Hat Certified Architect (RHCA)
- Salesforce.com Certified Technical Architect
- Security Certified Network Architect (SCNA)
- SNIA Certified Storage Architect
- TIBCO Certified Architect
- TOGAF 9 Certified
-
- Direct experience in enterprise data warehouse architecture and development is usually desirable.
- Possess a strong sense of customer service and consistently and effectively addresses customer needs
- Ability to facilitate in requirements gathering sessions.
- Has experience with and understands how best to apply agile or iterative development techniques
- Capable of being an individual contributor and working as part of a team.
- Proactive personality with a proven track record of delivering on responsibilities and tasks. Highly adaptive with an ability to organize, coordinate, and execute on details.
- Has the ability to manage large projects and mentor junior team members
- Strong communication skills (verbal and written) with an ability to work in a highly collaborative environment and build successful relationships across the organization. Must be able to articulate the impact of data quality and architecture changes in business terms.
- People/facilitation skills - excellent at expectations management, obtaining buy-in/consensus, negotiating solutions, resolving conflict
- Performs work with minimal supervisory direction
- Demonstrated communication and presentation skills for strategic and optimization recommendations
- Analyze and solve poorly defined or ambiguous problems
- Strong interpersonal and communications skills for interacting with team members and business subject matter experts

Working Relationships

Internal:

- Reports to Director, IT Architecture or equivalent. May supervise senior developers, systems administrators, technical specialists, and business technologists, and manage the performance of consultants and service providers
- Has close working relationship with the architecture team and peers in other areas of IT

External:

- Has regular contact with outside vendors and contractors/consultants for additional support as needed
- Develops relationships with professional organizations, user groups, and industry trade groups to stay current with technology
- Interfaces with vendors on technology and support issues

SAMPLE

Data Architect

xQ Quarter - 2015 Base Salary and Bonus Range:

You may order IT Salary+Skills Pay Survey Reports with data tables for either 20 Tier 1 US cities or 45 Tier 2 US cities

	25th	Average	75th
San Jose	Data has been shielded		
San Francisco			
New York City			
Lower Fairfield Cty, CT/Westchester Cty, NY			
Boston			
New Jersey/Northern			
Washington DC			
Seattle			
Los Angeles			
San Diego			
Dallas			
Chicago			
Philadelphia			
Houston			
Minneapolis			
Detroit			
Atlanta			
St. Louis			
Miami			
Phoenix			
Bonus Range:			

Note: The data in this chart are not industry-specific, but rather span all industries surveyed in the geographical area. The salaries displayed above can be adjusted using the Industry multipliers on page 5, derived from industry segmentation analyses performed in this quarter encompassing all Foote Partners surveyed IT positions.

Data Architect

xQ Quarter - 2014 Base Salary and Bonus Range:

You may order IT Salary+Skills Pay Survey Reports with data tables for either 20 Tier 1 US cities or 45 Tier 2 US cities

	25th	Average	75th
Oakland/Walnut Creek/Concord, CA			
Princeton/Southern NJ			
Long Island, NY			
Hartford			
Baltimore			
Denver			
Upper Fairfield Cty/New Haven, CT			
Raleigh/Durham, NC			
Charlotte, NC			
Sacramento, CA			
Austin, TX			
Colorado Springs, CO			
Portland, OR			
Providence, RI			
Las Vegas, NV			
Richmond, VA			
Milwaukee			
New Orleans			
Greensboro/Winston-Salem, NC			
Albuquerque/Santa Fe, NM			
Columbus, OH			
Cincinnati			
Tulsa, OK			
Kansas City			
Cleveland/Akron			
Norfolk/Virginia Beach/Newport News, VA			
Tampa			
Dayton, OH			
Salt Lake City			
Memphis, TN			
Orlando			
Buffalo, NY			
Birmingham, AL			
Grand Rapids, MI			
Indianapolis/Fort Wayne			
Peoria, IL			
Madison, WI			
San Antonio, TX			
Pittsburgh			
Omaha, NE			
Des Moines, IA			
Louisville			
Greenville/Spartanburg/Anderson, SC			
Nashville, TN			
Oklahoma City, OK			
Bonus Range:			

Data has been shielded

Sr. Epic Clinical Systems Analyst

This position is responsible for the design, build, testing, installation and support of software applications required for the deployment of the Epic electronic medical record (EMR) system. Serves as a leader with overall responsibility for software analysis and design, application and system installation and implementation. Formulates system scope and design objectives through analysis and research to configure vendor maintained systems or develop or modify in house systems.

This individual must have broad knowledge of application integration and data flow, as well as extensive experience in the on-site installation and support of EMR applications. Primary responsibilities include designing and modifying screens, design and configuring reports, and application workflows to support the organizational needs of EpicCare and the related applications related the Epic system. As part of the project implementation team, this individual will provide expert and creative solutions to user requirements and problems. Takes the initiative to research, resolve and respond to inquiries during the deployment and ongoing maintenance/support phases of the program. This position requires knowledge of processes and workflows common in inpatient and ambulatory settings, in addition to advanced computer skills. Requires EMR implementation experience coupled with web design/marketing knowledge. May also take an active role in the implementation of programs related to the Epic Ambulatory EMR operations (such as MyChart online portal).

This position is responsible for acquiring knowledge of EPIC clinical software, working independently in completing project tasks and executing the following tasks as part of a clinical systems implementation: building system components, testing, documentation of workflows and other project information, implementation support and maintenance of Epic clinical system software. In addition this position requires the ability to independently interact with clients and demonstrate critical thinking and follow through when developing solutions to identified issues.

Responsibilities

- Reviews and understands system options and specifications in Business and Clinical applications and utilizes the specifications as applicable to make recommendations on use.
- Develops the preparation of functional and technical software specifications that reflect an in depth understanding of the business and end- user requirements while also considering the IT standards and technical direction.
- Performs in-depth analysis of end user department workflows, data collection, reports details and other technical issues associated with Epic software as they relate to system design and build decisions. Involves complex qualitative and quantitative analysis on data and information collected as part of application requirement gathering. Understand and translate the business functionality into Epic system configuration and workflow validations.
- Gathers business requirements, designs applications, and documents detailed specifications and prototypes.
- Analyzes design alternatives and makes appropriate design decisions. Designs, validates and confirms new or changed functionality with the Epic environment that meets customer specifications.

- Ensures the availability and efficiency of application processing, documentation and maintenance.
- Accesses data from existing systems and produces formatted reports using multiple data sources, with minimal assistance.
- Works with Epic and legacy system resources and the user community to ensure the applications meet the organizations needs. Advises senior analysts and/or managers of potential problems, requirements for expanded services and status of current systems on an ongoing basis.
- Proactively completes assigned Epic application deployment(s), management, and testing tasks.
- Builds, tests, and debugs Epic application(s) to ensure the system meets end user requirements. Builds complete testing plans to validate system parameters and functionality performs as specified, with minimal guidance.
- Listens to business needs expressed by clients and documents clearly system capabilities and constraints.
- Participates in identified development and production support meetings, reviews, and design sessions, as assigned
- Writes scope statements, defining size and planning parameters of complex projects or multiple groups of tasks with minimal guidance.
- Assesses risk, cost, schedule, and resource trade off when considering alternative IT solutions.
- Provides complete documentation of all tasks and projects; develops and maintains specifications according to departmental standards.
- Provide system production support including the analysis, prioritization and implementation of requested changes, analysis of new functionality, coordination of software release updates, system testing and interface enhancements.
- Develops report specifications and works closely with report writers to ensure all operational and regulatory reporting needs are met including reports necessary to comply with Meaningful Use requirements
- Assists application and technical teams in the on-going management of user requests, issues, clinical application problems, and delivery or information management systems solutions such as software enhancements or issue resolution.
- Manages customer expectations while prioritizing and implementing requested changes to the system.
- Adheres to organizational policies and procedures and documents change control and system problems according to departmental procedures. Develops and documents system and user procedures as necessary
- Manages small projects according to department standards with guidance. Completes project and department deliverables as directed by IT leadership. Assists in the planning and completion of projects on time and as designed. Performs work tasks according to work plans and within target times. Promptly notifies managers of problems, unexpected tasks and missed targets
- Follows the project lifecycle methodology on assigned projects and tasks.
- Performs end-user functions for assigned products to a high level of competency.
- Identifies and resolves complex issues. This includes identifying appropriate parties and potential solutions with minimal guidance. Delegates systems issues to junior resources for resolution. Provides guidance on priority.
- Works with all clinical, business and IT constituents in positive, supportive and collaborative team manner.
- Provides technical support to Business and Clinical Information Systems and applications and provides analysis of system requirements and specifications.
- Consults directly with clinical and business users, and provides second-tier support to end users to ensure reliable application system availability and performance.

- Evaluates clinic user competency and training requirements. Conducts structured training sessions for assigned applications/modules for small groups with minimal guidance. Actively pursues training and knowledge of new technologies, and completes training programs as required.
- Provides the necessary experience and knowledge to ensure all aspects of the application integrates with the other cross functional applications utilized by the organization.
- Develops and maintains a thorough knowledge of the medical and/or business operations of the assigned clinics, while managing vendor relationships and responding to any technical questions.
- Maintains software maintenance and report requests through service center tracking systems.
- Ensures that reports, data and devices are appropriately secured.
- Maintains awareness of the latest developments in key areas of responsibility and brings forward opportunities that might benefit the organization
- Provides guidance and mentoring for clinical customers.

Skills and Knowledge

- Knowledge and experience with health care information systems IT or knowledge of processes and workflows common in physician office practices across varied specialties combined with advanced computer skills. Preferred: prior experience working on project team(s), health care system administration, financial and/or clinical systems support and maintenance as well as general knowledge of major health care information issues.
- Knowledge of current business practices and computing systems, interfaces and hospital and medical group practice standard software including computer systems and methods utilized in structuring and preparing input data for computer applications. An ability to translate information into computer system specifications, design program logic for computer applications.
- Knowledge of a variety of hardware and software environments and of the healthcare industry and Epic healthcare applications required.
- Analytical skills necessary to apply computer technology to resolve clinical problems and/or increase operational efficiency of data processing systems. Ability to analyze the functionality of systems and their fit with specifications.
- Must be a technical expert in subject matter areas demonstrated by documented experience in analysis, process design and workflow, research, installation/implementation and support of software applications and systems.
- Advanced training in SAS, JMP or other statistical software packages is highly desirable.
- IT or clinical experience in one or more of the following areas is typically preferred: OR, Anesthesia, Emergency, Pharmacy, Oncology, CPOE, Clinical Documentation, Obstetrics/L&D, Radiology, Transplant or Ophthalmology.
- Understands relationships between system processes/programs, system parameters, files and data relationships for assigned products. Demonstrated knowledge of clinical documentation and orders databases, data conversion models, workflows, master files, category lists, synonyms and preference lists.
- Demonstrates exceptional ability to research, analyze and thoroughly understand workflows of end users, using this knowledge to configure systems which improve processes, add efficiencies and promote patient safety. Ability to use standard flowcharting tools and techniques to create and maintain business process and functional flow charts. Is able to read and edit technical flow charts.
- Proficient knowledge of web-based technologies, processes, and analytics.

- Proven ability to deliver IT solutions through the entire systems development lifecycle (requirements, design, build, test, deploy, and support).
- Ability to employ software quality assurance and testing concepts, techniques, industry best practices, tools and standards.
- Ability to employ systems analysis concepts, techniques, industry best practices, tools and standards.
- Mastery of program development tools such as editors and configuration tools.
- Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Excellent skills in dealing with unstructured problems that affect efficiency and effectiveness of customers
- Basic knowledge of standardized quality improvement methodologies.
- Demonstrates timely, effective and efficient troubleshooting of end user questions/complaints.
- Ability to respond to changing demands, priorities, procedures and technology.
- Able to lead large groups to make key decisions. Proven ability to lead meetings, prioritize, resolve conflicts, maintain issues lists and manage a project plan
- Interpersonal skills necessary in order to communicate effectively with user departments in ascertaining and converting needs for application to electronic data processing systems. Ability to express needs clearly, both verbally and in writing.
- Ability to work independently. Self-directed in identifying changing demands and priorities. Acts as a change agent in adjusting to new procedures and technology.
- Dedication to detail with proven organizational skills
- Ability to establish and maintain effective working relationships with co-workers, supervisors, and user department personnel
- Demonstrated competency in leadership skills. Leadership in communicating positively with end users, other analysts, management and customers; ability to effectively facilitate group discussion.
- Project management and planning expertise. Ability to set priorities, produce accurate work, and meet deadlines; ability to function in a setting with a wide variety of duties and numerous interruptions.

Experience

- Bachelor Degree in Health Care Administration, Clinical Information Systems, Informatics, Information Technology, or Sciences is required (or equivalent experience). RN, RRT, RPH, ARNP, PA degrees may be acceptable.
- 7 years experience in the healthcare field in a hospital or major medical center clinical setting, including hospital information systems selection, implementation and support. IT system deployment experience as a clinical analyst, business analyst or systems analyst with multiple technology implementations.
- 4 or more years experience with clinical hospital software and/or hardware technology, database, screen handler, query languages including designing, configuring, training, or implementing clinical systems applications. Healthcare operations background is desirable, such as billing, scheduling, access services, health information management or other support functions.
- Solid knowledge of operational healthcare hospital workflows required. Experience with clinical and business workflow analysis for development of electronic solutions within assigned application.
- 2 years of hands-on Epic clinical systems experience with appropriate Epic training in at least one area and at least one Epic certification

- Demonstrated technical administrative experience with Epic clinical applications, including but not limited to master file maintenance and clinical build (i.e. smart sets, order sets, documentation flowsheets). Proven experience supporting Epic clinical systems is required, with design, build and validate experience.
- Experience with currently installed computer and telephone equipment, and operating systems.
- Training in systems analysis with special emphasis in data processing standards, supervisory techniques, user relations, data gathering techniques, written and oral communications, and management information systems relative to the assigned area(s) of responsibility (i.e., financial applications, patient care applications, etc.).
- Proven record of excellent leadership, communications, and organization skills.
- Proven project management experience, both leading and participating on project teams, from initiation through successful implementation and acceptance of application changes.
- Proven experience and ability to work with SDLC concepts.
- Excellent analysis, problem solving, and trouble-shooting skills
- Excellent customer service skills
- In-depth experience with Microsoft Office tools.
- Good communication skills in technical and non-technical vernacular
- Ability to write technical documentation in a clear manner.
- Core competencies include the ability to communicate effectively, work as an independent professional, be self-motivated, and work effectively in a team setting to facilitate timely and successful systems deployment and program execution.

Working Relationships

Internal:

- This position reports to the Epic Application Manager or equivalent, taking direction from and collaborating with the manager on work priorities and assignments as well as resolution and escalation of issues.
- Works closely with the other application analysts and project teams to complete actions as assigned on team-level work plans and report status, progress and project-related issues to the Application Manager or senior analyst as appropriate.
- Acts independently under general supervision, requiring minimal instruction and guidance.
- May supervise lower level analysts.

External:

- Works closely with vendors
- Is in frequent communication with other companies and outside vendors on technology issues.
- Develops relationships with professional organizations, user groups, and help function personnel at other companies to keep abreast of new industry trends.

Sr. Epic Clinical Systems Analyst

xQ Quarter - 2015 Base Salary and Bonus Range – Epics job cut:

You may order IT Salary+Skills Pay Survey Reports with data tables for either 20 Tier 1 US cities or 45 Tier 2 US cities

	25th	50th	75th
San Jose	Data has been shielded		
San Francisco			
New York City			
Oakland/Walnut Creek/Concord, CA			
Lower Fairfield Cty,CT/Westchester Cty, NY			
Boston			
New Jersey/Northern			
Washington DC			
Seattle			
Long Island, NY			
Los Angeles/Orange County, CA			
San Diego			
Hartford			
Philadelphia			
Baltimore			
Chicago			
Houston			
Denver, CO			
Dallas			
Sacramento, CA			
Detroit			
Minneapolis			
Raleigh/Durham, NC			
Charlotte, NC			
Portland, OR			
Atlanta			
Providence, RI			
Tacoma, WA			
St. Louis			
Columbus, OH			
Milwaukee			
Miami			
New Orleans			
Greensboro/Winston-Salem, NC			
Phoenix			
Cincinnati			
Cleveland/Akron			
Tampa/St. Petersburg, FL			
Jacksonville, FL			
Salt Lake City			
Birmingham, AL			
Madison, WI			
Pittsburgh			
Memphis, TN			
Omaha, NE			
Louisville, KY			
Nashville, TN			
Bonus Range: x%-x% of base			