



# Business Continuity-USA

## 2007 COMPENSATION REPORT

~DATA COLLECTED IN JANUARY - MARCH 2008~

BC Management's 7th Annual Business Continuity Compensation Survey received over 1,987 respondents internationally. Hundreds of professionals from the United States completed the survey, which gathered data on 2006 and 2007 compensations. The data throughout this report highlights full-time, permanent employees (FTE) in the United States, and compensations that represent average total compensation. Total compensation includes base, bonuses and any commissions earned in 2006 and 2007. Other job related benefits, such as stock options and profit sharing are not included.

The first graph, Figure 1 details the increase in compensation for both FTE's and independent contractors. Survey results indicate a 7.3% increase in salary for FTE's, while independent contractors enjoyed an increase of 9.4%. This is the only graph in this report that highlights compensations for independent contractors within the continuity profession. With over 50 independent contractors responding to this year's annual study; BC Management will be publishing a separate report highlighting compensations for business continuity independent contractors.

**Average Total Compensation - USA**

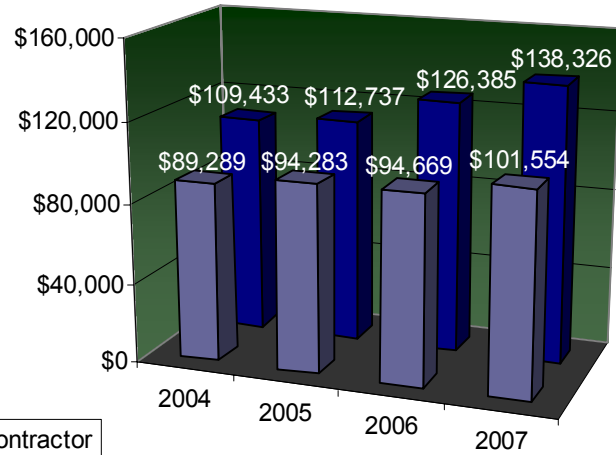


Figure 1

**Average Total FTE Compensation by Job Title - USA**

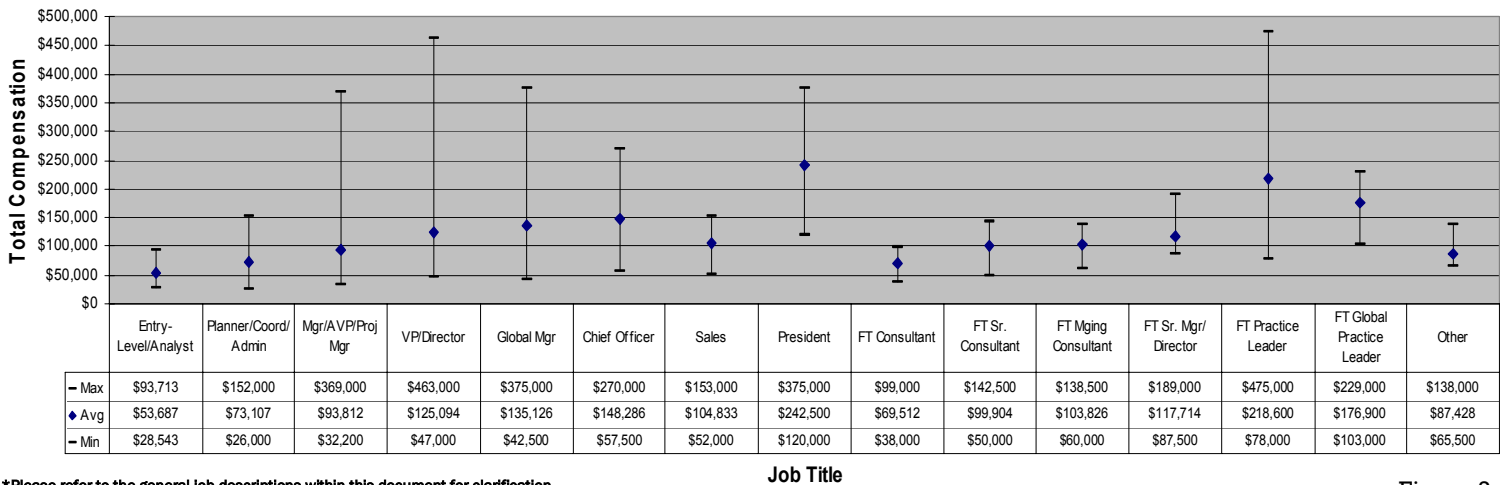


Figure 2

\*Please refer to the general job descriptions within this document for clarification.

**Average Total FTE Compensation by Years of Field Experience - USA**

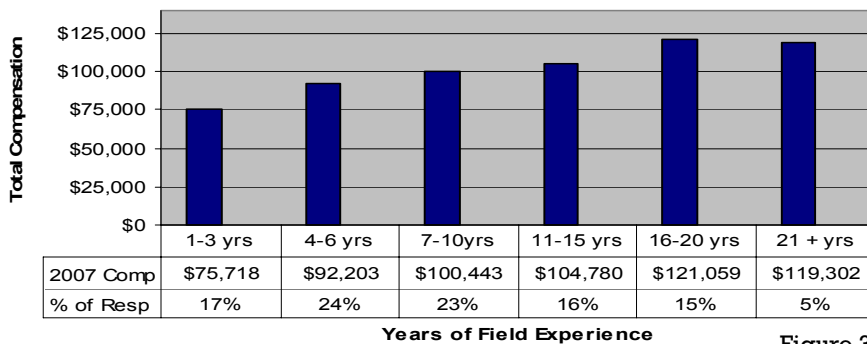


Figure 3

Average total compensation highlighted in Figure 2 shows a steady climb upwards based on job title, with the exception of FT Global Practice Leader respondents. In reviewing the data it was discovered that this job category did not receive as impressive a response as the other job title categories. Job titles that begin with FT above in Figure 2 refer to those professionals who work on a full-time, permanent basis with professional consulting organizations.

Figure 3 highlights the average total compensation based on years of experience in the Business Continuity, Disaster Recovery, Emergency Management or Crisis Management related fields. The survey results indicate an increase in average total compensation based on years of experience with the exception of 21+ years experience, which shows a slight decline in average total compensation.

## On Average Certified Professionals Enjoy Higher Total Compensations & Greater Compensation Increases

Figure 4 illustrates that 75% of the respondents were certified while 25% were not. In comparing data results from the previous three years, it is interesting to note that the percentage of non-certified professionals continues to decrease from 32% to 26% to 25%.

The total compensation highlighted in Figure 4 shows a steady climb based on the number of certifications with the exception of those respondents with 4+ certifications. Historically, our survey results have shown that those professionals with 4+ certifications on average will earn less than those professionals with 3 certifications. Upon further review, the two years of data indicates that those professionals with 2 and 3 certifications enjoyed on average the highest increase in total compensation, 8.3% and 8.4% respectively.

Average Total Compensation by # of Certifications - USA	
Number of Certifications	2007 Avg Comp
Not Certified - 25%	\$98,876
Certified (1) - 36%	\$99,644
Certifications (2) - 20%	\$103,676
Certifications (3) - 11%	\$105,596
Certifications (4+) - 8%	\$95,909

Figure 4

Average Total FTE Compensation by Certification - USA			
Certification	2006 Avg Comp	2007 Avg Comp	% of Resp
<b>Business Continuity Certifications</b>			
ABCI (BCI)	\$90,583	\$94,733	1.3%
MBCI (BCI)	\$141,729	\$147,751	4.6%
FBCI (BCI)	\$132,875	\$139,750	0.8%
ABCP (DRII)	\$77,696	\$82,152	9.8%
CFCP (DRII)	\$103,932	\$111,182	4.0%
CBCP (DRII)	\$100,722	\$108,176	59.4%
MBCP (DRII)	\$142,511	\$153,232	3.5%
CBRS (BRCCI)	\$92,200	\$109,667	0.6%
CBRM (BRCCI)	\$102,263	\$115,025	1.7%
CBRA (BRCCI)	\$96,882	\$97,443	0.8%
CRP (Univ. VA)	\$95,000	\$99,000	1.3%
LDRPS (Strohl)	\$86,626	\$94,153	8.3%
<b>Emergency Management Certifications</b>			
CHS - III (ACFEI)	\$109,413	\$121,600	1.7%
CEM (IAEM)	\$86,318	\$87,527	2.1%
CERT (Ind Study)	\$84,063	\$90,755	11.9%
NIMS (Ind Study)	\$86,375	\$90,988	15.8%
ICS (Ind Study)	\$89,518	\$94,868	14.6%
<b>Risk Management Certifications</b>			
ARM (CPCU)	\$105,333	\$111,833	0.6%
<b>Audit Certifications</b>			
CISA (ISACA)	\$98,905	\$108,151	3.1%
CISM (ISACA)	\$91,240	\$85,753	1.5%
CPA (Accounting)	\$107,088	\$119,563	1.7%
<b>Security Certifications</b>			
CISSP (ISC)2	\$100,579	\$110,642	4.2%
CPP (ASIS)	\$85,533	\$83,600	0.6%
<b>Technology Certifications</b>			
ACP (ICCP)	\$153,643	\$165,364	1.5%
ITIL (Foundation)	\$100,444	\$107,634	10.8%
ITIL (Practitioner)	\$93,814	\$100,671	1.5%
ITIL (Manager)	\$114,125	\$126,125	0.8%
<b>Other Certifications</b>			
PMP (PMI)	\$105,794	\$112,207	6.7%
Six Sigma	\$114,400	\$131,635	1.5%
Other	\$92,787	\$101,106	17.5%

\*Percentages add up to over 100% due to multiple certifications per person.

Figure 5

Our survey results in Figure 5 report that on average the majority of certified professionals enjoyed increases in their total compensation. In comparing this figure to the previous compensation report we discovered that those professionals with the following certifications enjoyed the highest increase in average total compensation: ABCI, CFCP, CBCP, MBCP, CRP, LDRPS, CBRM, CHS, ITIL, PMP and Six Sigma. The data collected in this year's survey reveals that respondents with the following certifications noticed the largest increase in average total compensation in comparison to their certified counterparts: CBRS, CBRM, CHS, CPA, ITIL and Six Sigma.

Figure 5 also details the percentage of respondents by certification. Our data indicates that 59% of the respondents have obtained a CBCP certification. This is up from 48% from the previous survey data. The percentage of respondents by certification in Figure 5 add up to over 100% due to the respondents obtaining multiple certifications. It is important to note that only those certifications with a sufficient response and relation to the continuity field are noted in Figure 5. Please refer to the Professional Certification list included in the back of this report for clarification.

### Direct Compensation Increase from Certifications

Our survey data indicates that 21% of the respondents attributed an increase in their total compensation to obtaining a certification. For three years this trend has continued to increase from 13% to 17% to 21% this year. A majority of these respondents attributed the increase in their compensation to earning the CBCP certification (67%). The average increase in compensation attributed to becoming certified was \$7,597. This is a 7.4% jump up from last year. The largest and smallest was \$30,000 and \$500 respectively. Figure 6 details the increase in average total compensation attributed to the different certifications. All certifications with a sufficient response and relation to the continuity field are noted in Figure 6.

### Advanced Degree in the Continuity Profession

Our survey inquired into advanced business continuity related degrees due to the increase in dedicated university programs. According to the data collected over three years this trend is continuing to increase from 1% in 2005 to 1.2% in 2006 to 2.1% in 2007. Due to the increased awareness and visibility of the continuity profession, we are anticipating this to become an upward trend as more educational bodies add bachelor and master programs to their curriculum.

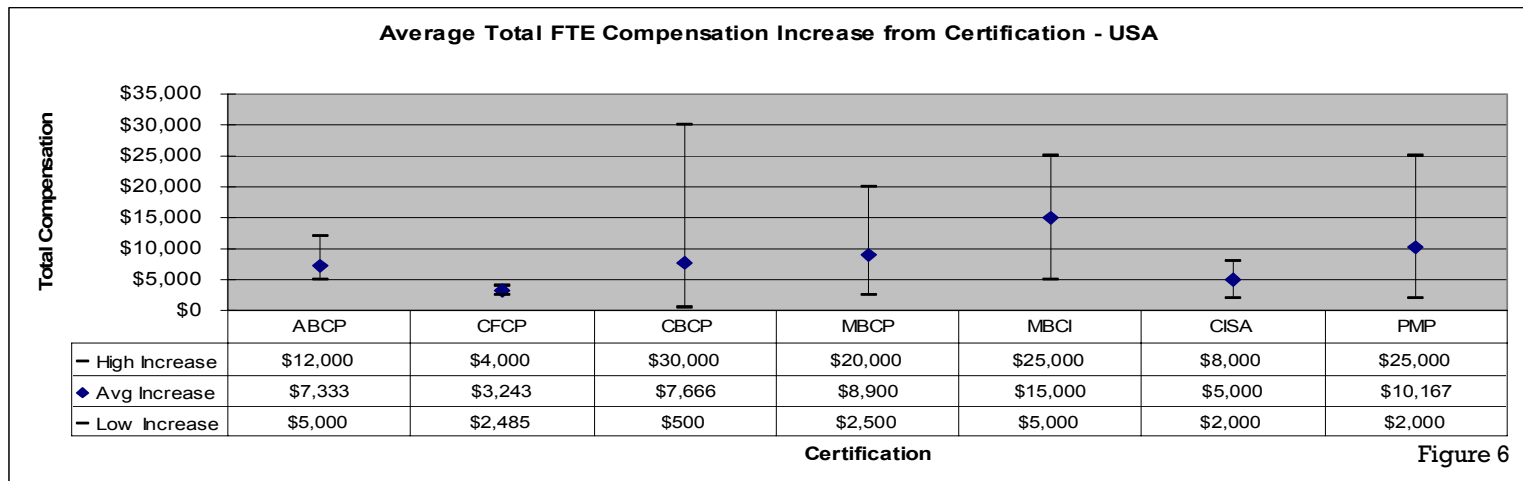


Figure 6

## Professional Certifications

**American College of Forensic Examiners International (ACFEI) – <http://www.acfei.com>**

*CHS Level I – V – Certified in Homeland Security*

**American Institute for Chartered Property Casualty Underwriter (CPCU) – <http://www.aicpcu.org>**

*ARM – Associate Risk Manager*

**American Society for Industrial Security (ASIS) – <http://www.asisonline.org>**

*CPP – Certified Protection Professional*

**American Society for Quality (ASQ) – <http://www.asq.org/certification/>**

*CMQ/OE – Certified Manager of Quality/ organizational Excellence*

*CQA – Certified Quality Assessor*

*SSBB – Certified Six Sigma Black Belt*

*SSGB – Certified Six Sigma Green Belt*

**The APM Group Limited (APMG) – <http://www.apmgroup.co.uk>**

*PRINCE2 – [www.prince2.org.uk](http://www.prince2.org.uk)*

*CPMQ – Competent Project Manager Qualification*

**BAI Bankers Training & Certification Center (BAI) – <http://www.bai.org>**

*CRP – Certified Risk Professional*

**British Computer Society (BCS) – <http://www.bcs.org>**

*Certificate in Information Security Management Principles*

*Practitioner Certificate in Information Risk Management*

**Business Continuity Institute (BCI) – <http://www.thebci.org>**

*Student*

*Affiliate*

*ABCI – Associate Member of BCI*

*SBCI – Specialist of BCI*

*MBCI – Member of BCI*

*FBCI – Fellow of BCI*

**Business Resilience Certification Consortium International (BRCCI) – <http://www.brcci.org>**

*CBRS – Certified Business Resilience Specialist*

*CBRP – Certified Business Resilience Professional*

*CBRM – Certified Business Resilience Manager*

*CBRA – Certified Business Resilience Auditor*

**DRI International – <http://www.drii.org>**

*ABCP – Associate Business Continuity Professional*

*CFCP – Certified Functional Continuity Professional*

*CBCP – Certified Business Continuity Professional*

*MBCP – Master Business Continuity Professional*

## Professional Certifications (continued)

**Emergency Management Institute (EMI) – <http://training.fema.gov/>**

*NIMS – National Incident Management System*

*ICS – Incident Command System*

*MEP – Master Exercise Practitioner*

*PDS – Professional Development Series – Certificate of Completion*

<http://training.fema.gov/EMIWEB/PDS/>

**Information Systems Audit & Control Association (ISACA) – <http://www.isaca.org>**

*CISA – Certified Information Systems Auditor*

*CISM – Certified Information Security Manager*

**Institute of Certified Records Managers (ICRM) – <http://www.icrm.org>**

*CRM – Certified Records Manager*

**Institute of Internal Auditors – <http://www.theiia.org>**

*CIA – Certified Internal Auditor*

*CCSA – Certificate in Control Self Assessment*

*CGAP – Certified Government Auditing Professional*

**Institute of Management Consultants (IMC) – <http://www.imcusa.org>**

*CMC – Certified Management Consultant*

**International Association of Emergency Managers (IAEM) – <http://www.iaem.com>**

*AEM – Associate Emergency Manager*

*CEM – Certified Emergency Manager*

**International Facility Management Association (IFMA) – <http://www.ifma.org>**

*CFM – Certified Facility Manager*

**International Information Systems Security Certification Consortium ((ISC) 2) – <http://www.isc2.org>**

*CISSP – Certified Information Systems Security Professional*

*ISSMP – Information Systems Security Management Professional*

*SSCP – Systems Security Certified Practitioner*

**IT Infrastructure Library (ITIL) Certifications – <http://itsm.fwtk.org/Certification.htm>**

*The Foundation Certificate*

*The Practitioner Certificate*

*The Manager's Certificate*

**Project Management Institute (PMI) – <http://www.pmi.org>**

*PMP – Project Management Professional*

**SOX Institute – <http://www.soxinstitute.org>**

*CSOX – Certified in Sarbanes-Oxley*

*CSOXP – Certified SOX Professional*

**United States Search and Rescue Task Force – <http://www.ussartf.org>**

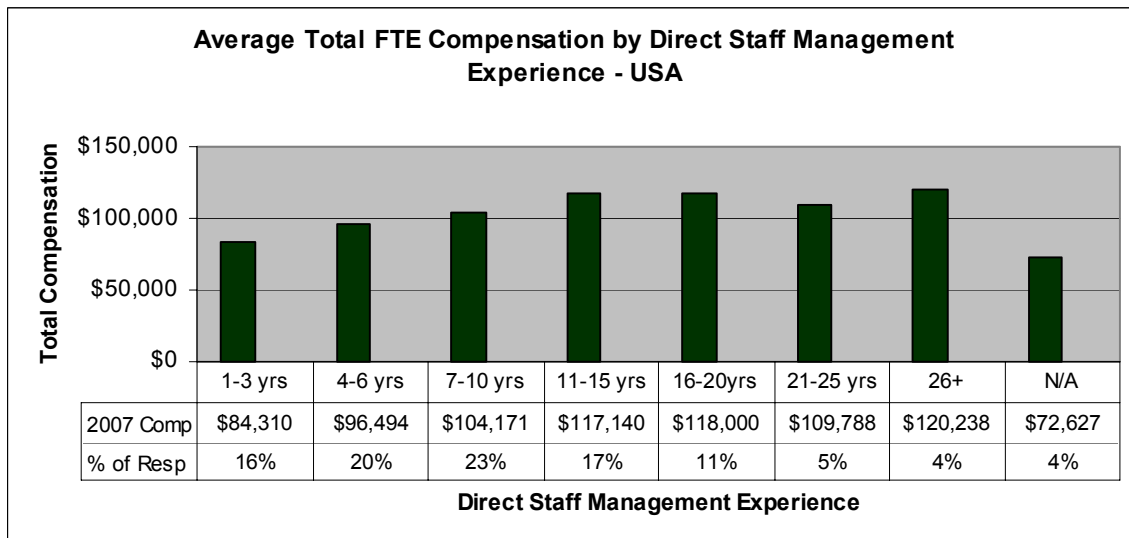
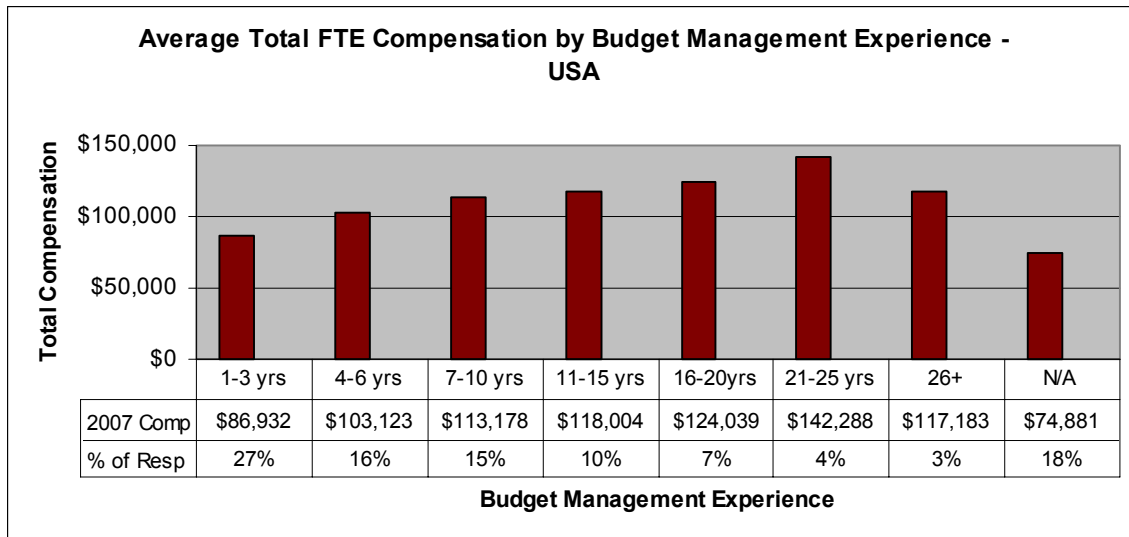
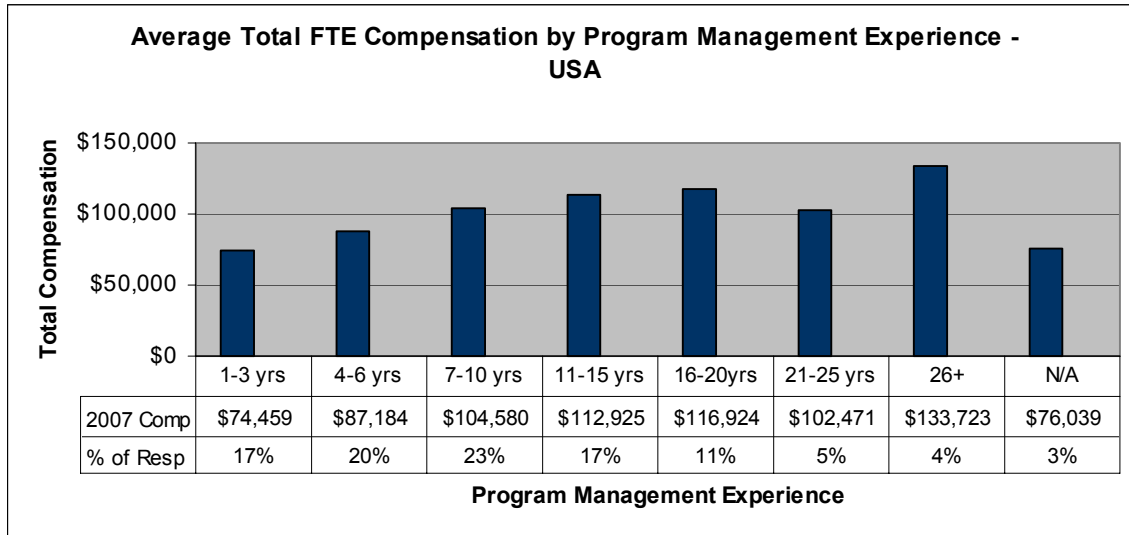
*CERT – Community Emergency Response Team*

**University of Richmond – <http://www.richmond.edu>**

*CRP – Certified Recovery Planner (Program used to be owned by the Harris Recovery Group)*

## Transferable Skills Affect your Continuity Compensation

Companies have responded to the increased awareness and visibility of their continuity programs and thus executive management is desiring continuity professionals with developed program management, staff management and budget management credentials. Each figure illustrates total compensation for 2007 along with the percentage of respondents for each category. This is the second year we have analyzed the effect of soft skills on compensation. In comparing to the previous year, we noticed that in every chart the average total compensation decreased for those respondents who indicated "N/A" as a selection.



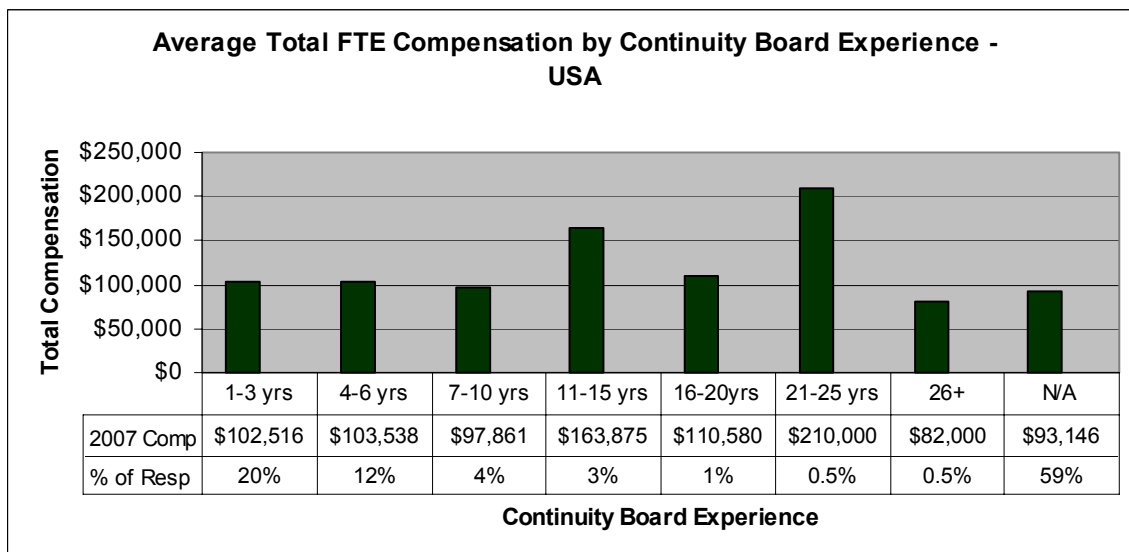
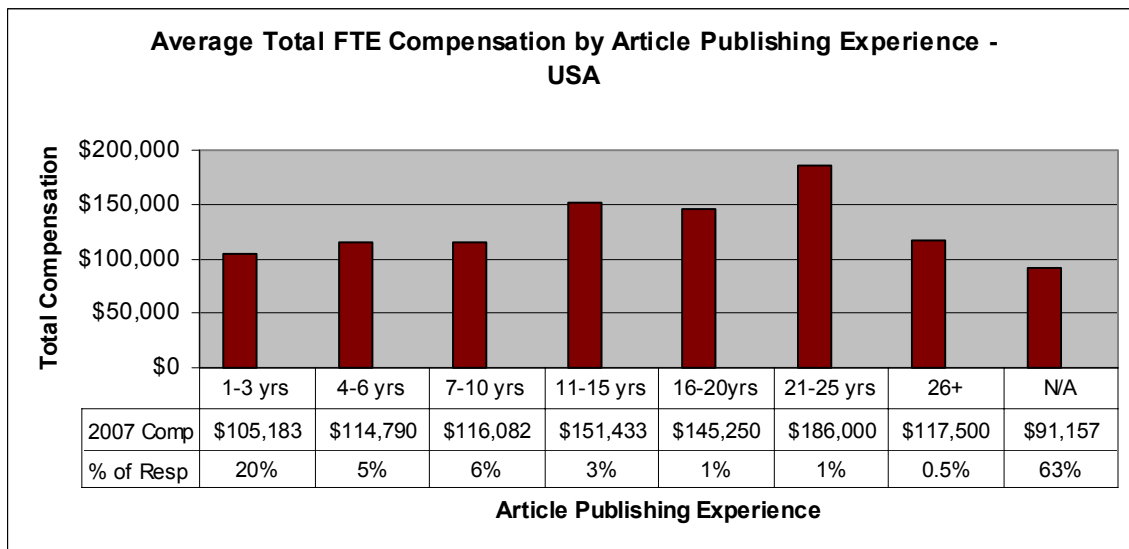
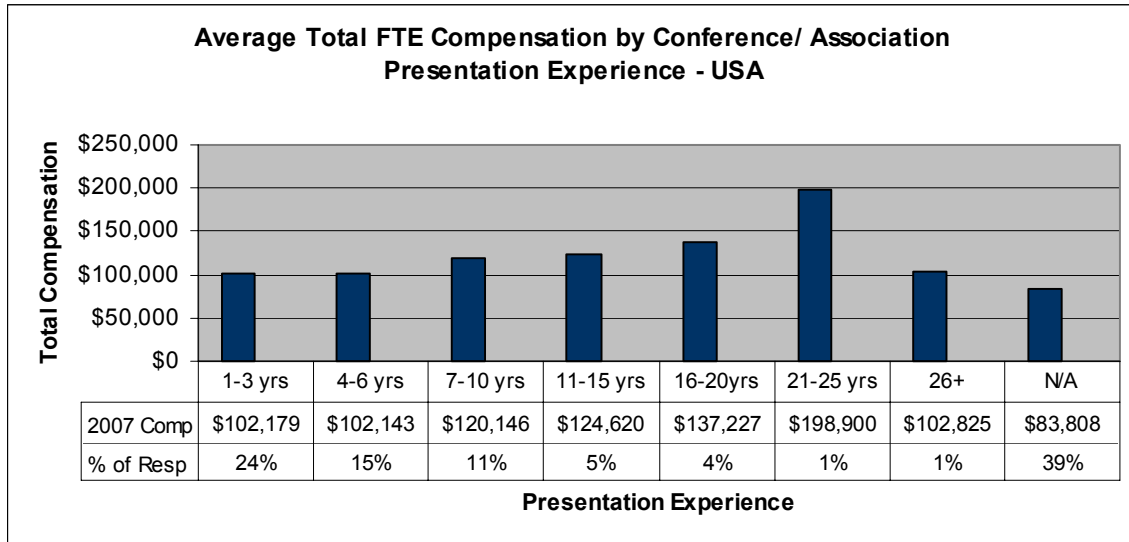
## Average Total Compensation by Region—Full Time, Permanent Employee

Region	Comp 2006	Comp 2007	% Resp
<b>Arizona</b>	\$91,186	\$94,033	1.0%
<b>Arkansas</b>	\$64,341	\$73,126	13.7%
<b>California</b>	\$95,828	\$102,926	7.4%
<i>Los Angeles</i>	\$103,148	\$108,847	5.5%
<i>Oakland/ Pleasanton/ Concord</i>	\$148,000	\$130,917	-11.5%
<i>Orange County</i>	\$62,571	\$78,857	26.00%
<i>Sacramento</i>	\$60,246	\$65,752	9.1%
<i>San Diego</i>	\$107,333	\$116,750	8.8%
<i>San Fernando Valley</i>	\$107,230	\$105,262	-1.8%
<i>San Francisco</i>	\$101,000	\$107,591	6.5%
<b>Colorado</b>	\$95,106	\$99,401	4.5%
<i>Denver</i>	\$90,994	\$98,580	8.3%
<b>Connecticut</b>	\$99,758	\$109,826	10.1%
<i>Hartford</i>	\$85,166	\$91,963	8.0%
<i>Stamford</i>	\$126,857	\$143,000	12.7%
<b>Delaware</b>	\$71,961	\$80,646	12.1%
<b>District of Columbia</b>	\$104,500	\$116,550	11.5%
<b>Florida</b>	\$92,871	\$95,857	3.2%
<i>Ft Lauderdale</i>	\$88,160	\$90,496	2.6%
<i>Jacksonville</i>	\$87,331	\$86,615	-0.8%
<i>Tampa Bay/ Clearwater</i>	\$94,111	\$104,520	11.1%
<b>Georgia</b>	\$120,611	\$124,529	3.2%
<b>Idaho</b>	\$94,584	\$103,760	9.7%
<b>Illinois</b>	\$92,072	\$98,693	7.2%
<i>Chicago</i>	\$109,841	\$118,727	8.1%
<i>Naperville/ Aurora</i>	\$96,267	\$98,364	2.2%
<i>North Chicago</i>	\$75,175	\$80,828	7.5%
<b>Indiana</b>	\$82,341	\$86,947	5.6%
<b>Iowa</b>	\$88,643	\$89,914	1.4%
<i>Des Moines</i>	\$77,000	\$80,333	4.3%
<i>Iowa City/ Cedar Rapids Area</i>	\$96,500	\$104,467	8.3%
<b>Kansas</b>	\$89,500	\$93,486	4.5%
<i>Kansas City</i>	\$99,700	\$104,380	4.7%
<b>Kentucky</b>	\$94,500	\$109,250	15.6%
<b>Louisiana</b>	\$67,250	\$71,625	6.5%
<b>Maine</b>	\$79,350	\$84,450	6.4%
<b>Maryland</b>	\$118,560	\$127,601	7.6%
<i>Baltimore</i>	\$116,138	\$125,051	7.7%
<i>Potomac/ Rockville/ Bethesda</i>	\$122,920	\$132,700	8.0%
<b>Massachusetts</b>	\$103,183	\$114,774	11.2%
<i>Boston</i>	\$101,320	\$116,990	15.5%
<i>North of Boston Proper</i>	\$133,118	\$133,295	0.1%
<i>South of Boston</i>	\$73,500	\$89,438	21.7%
<b>Michigan</b>	\$88,425	\$92,872	5.0%
<i>Detroit</i>	\$94,429	\$99,274	5.1%
<b>Minnesota</b>	\$81,091	\$85,316	5.2%
<i>Minneapolis</i>	\$90,187	\$94,152	4.4%
<i>St. Paul</i>	\$77,007	\$80,509	4.5%

<b>Region</b>	<b>Comp 2006</b>	<b>Comp 2007</b>	<b>Diff %</b>
<b>Missouri</b>	\$72,702	\$75,605	4.0%
<i>Kansas City</i>	\$62,394	\$62,979	0.9%
<i>St. Louis</i>	\$100,190	\$109,273	9.1%
<b>Nebraska</b>	\$91,933	\$94,978	3.3%
<b>Nevada</b>	\$80,833	\$91,500	13.2%
<b>New Hampshire</b>	\$138,000	\$141,667	2.7%
<b>New Jersey</b>	\$125,878	\$148,519	18.0%
<i>Northern</i>	\$110,784	\$134,348	21.3%
<i>Southern</i>	\$161,097	\$191,030	18.6%
<b>New York</b>	\$108,096	\$117,100	8.3%
<i>Albany</i>	\$87,555	\$91,496	4.5%
<i>Buffalo</i>	\$119,500	\$141,000	18.0%
<i>New York City</i>	\$129,413	\$144,763	11.9%
<i>Rochester</i>	\$84,625	\$89,800	6.1%
<i>Syracuse</i>	\$76,333	\$89,667	17.5%
<b>North Carolina</b>	\$88,160	\$102,681	16.5%
<i>Charlotte</i>	\$97,020	\$114,962	18.5%
<i>Raleigh/ Durham</i>	\$76,820	\$88,960	15.8%
<b>Ohio</b>	\$90,034	\$97,678	8.5%
<i>Cincinnati</i>	\$69,750	\$80,167	14.9%
<i>Cleveland</i>	\$113,333	\$115,000	1.5%
<i>Columbus</i>	\$83,377	\$90,332	8.3%
<b>Oklahoma</b>	\$81,460	\$83,644	2.7%
<i>Oklahoma City</i>	\$71,000	\$74,333	4.7%
<b>Oregon</b>	\$83,680	\$93,445	11.7%
<b>Pennsylvania</b>	\$81,111	\$86,357	6.5%
<i>Harrisburg</i>	\$75,921	\$77,137	1.6%
<i>Philadelphia</i>	\$85,484	\$92,163	7.8%
<i>Pittsburgh</i>	\$71,667	\$75,500	5.3%
<b>Rhode Island</b>	\$85,667	\$96,167	12.3%
<b>Tennessee</b>	\$112,971	\$120,402	6.6%
<i>Chattanooga</i>	\$62,833	\$59,667	-5.0%
<i>Memphis</i>	\$100,750	\$114,083	13.2%
<b>Texas</b>	\$95,586	\$104,466	9.3%
<i>Austin</i>	\$71,557	\$71,025	-0.7%
<i>Dallas</i>	\$89,141	\$95,796	7.5%
<i>Ft. Worth</i>	\$88,000	\$113,467	28.9%
<i>Houston</i>	\$113,378	\$127,467	12.4%
<i>San Antonio</i>	\$109,667	\$109,737	0.1%
<b>Virginia</b>	\$94,880	\$100,268	5.7%
<i>Arlington</i>	\$104,669	\$111,140	6.2%
<i>Richmond</i>	\$88,066	\$96,390	9.5%
<b>Washington</b>	\$81,420	\$86,570	6.3%
<i>Everett</i>	\$82,820	\$89,093	7.6%
<i>Seattle</i>	\$77,455	\$82,600	6.6%
<b>Wisconsin</b>	\$68,190	\$71,773	5.3%
<i>Milwaukee</i>	\$58,367	\$67,429	15.5%

## Being a Leader in the Continuity Profession has Compensation Benefits

Leaders in the continuity profession are being sought out in today's competitive employment market; therefore, these individuals on average are enjoying higher compensations. Companies are seeking these experienced leaders to meet the demands of their dynamic, highly visible contingency programs. Professionals with polished presentation and publishing experience within the continuity profession coupled with serving on a continuity association board are in demand, especially in management and executive management roles. Each figure below illustrates total compensation for 2007 along with the percentage of respondents for each category. This is the second year we have assessed the effect of leadership skills on compensation. In comparing to the previous year we noticed that in every chart the average total compensation decreased for those respondents who indicated "N/A" as a selection.



## Survey Job Descriptions

*The business continuity profession tends to have varied job titles from company to company. For the purpose of our annual compensation report, we have requested that each survey respondent select a job title from the list below that best suits their current role and responsibilities within their current company. These are general, abbreviated job descriptions for the sole purpose of assisting the survey respondents in selecting a job category and to ensure BC Management can properly assess and analyze compensations.*

**Entry-level/ Analyst** – Assists with the program only for the department, company or government sector (includes US and/or global). No program management responsibilities. No staff management.

**Planner/ Coordinator/ Administrator** – Partial program management for a department of a corporation or government sector (includes US and/or global). No staff management.

**Manager/ Assistant Vice President/ Project Manager** – Program management for an entire division, corporation or government sector (local country only). No staff management.

**Vice President/ Director** – Manages the entire program for a large division, entire company or government sector (local country only). Direct staff management.

**Global Manager** – Similar responsibilities as a Vice President/ Director. Manages and oversees the global program for the entire company. Direct staff management.

**Chief Officer** – Executive level within a corporation. Includes Chief Continuity Officer, Chief Risk Officer and Chief Security Officer.

**President** – President of a company (Not Professional Consulting) providing BC/ DR/ Risk Management/ Information Security/ Emergency or Crisis Management services.

**Sales/ Marketing/ Product Management (Non Management – no staff management)**

**Sales/ Marketing/ Product Management (Management – direct staff management)**

**Consultant/ Professional Services – Specify role within professional services below.**

**Consultant** – Assists client companies with a variety of BC/ DR engagements. Does not directly manage direct staff.

**Sr. Consultant** – May manage a client engagement through a full-life cycle and indirectly manage staff.

**Managing Consultant/ Project Manager** – Manages multiple client engagements, manages direct staff, and little to no business development responsibility.

**Sr. Manager/ Director** – Manages multiple client engagements, manages direct staff, and responsible for business development of new client engagements.

**Practice Leader/ Principle** – Manages a regional or national practice with managing client engagements, staff management and business development.

**Global Practice Leader** – Manages a global practice with managing client engagements, staff management and business development.

**Principal/ President** – Partial or full owner of a consulting practice.

## Educational Institutions

American Public University – BA & MS  
Anna Maria College – MS  
Arkansas Tech University – BS & MS  
Arizona State University – BAsC & MS  
Boston University, Metropolitan College – MSM  
California State University at Long Beach – MS  
Capella University – MS & Ph.D.  
Eastern Michigan University – MS  
Elmira College – MS  
Florida A&M University – BA  
Florida Atlantic University – MBA  
Florida State University – MPA  
George Washington University – MS & D.Sc.  
Georgia State University – MPA & Ph.D. (Ph.D. jointly with Georgia Tech)  
Jacksonville State University – BS, MS, MPA  
Louisiana State University – MA & Ph.D.  
Massachusetts Maritime University – BS & MS  
Metropolitan College of New York – MPA  
Millersville University of Pennsylvania – MSDM  
North Dakota State University – BS, MS & Ph.D.  
Oklahoma State University – MS  
Saint Louis University – MS  
Savannah State University – BA  
State University of New York (SUNY) – BT  
University of Akron – BS  
University of Central Missouri – BS  
University of Delaware – MS & Ph.D.  
University of Florida – BS & MS  
University of Illinois at Chicago – MS  
University of Maryland – BS  
University of Nevada at Las Vegas – MS  
University of New Orleans – MPA  
University of North Carolina at Chapel Hill – MSDM  
University of North Carolina at Charlotte – MPA  
University of North Texas – BS, MPA & Ph.D.  
University of Richmond – BS & MS  
University of Tennessee at Chattanooga – BS  
University of Tennessee at Knoxville – MS  
University of Washington – MS  
Upper Iowa University – BS  
Virginia Commonwealth University – BA & MA  
West Texas A&M University – BAAS  
Western Carolina University – BS  
Western Illinois University – BS  
Western Washington University – BA



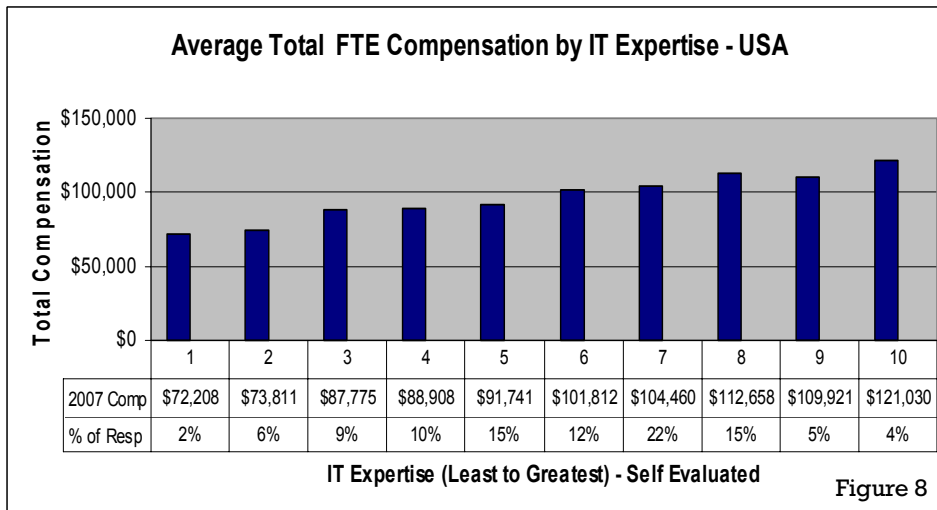
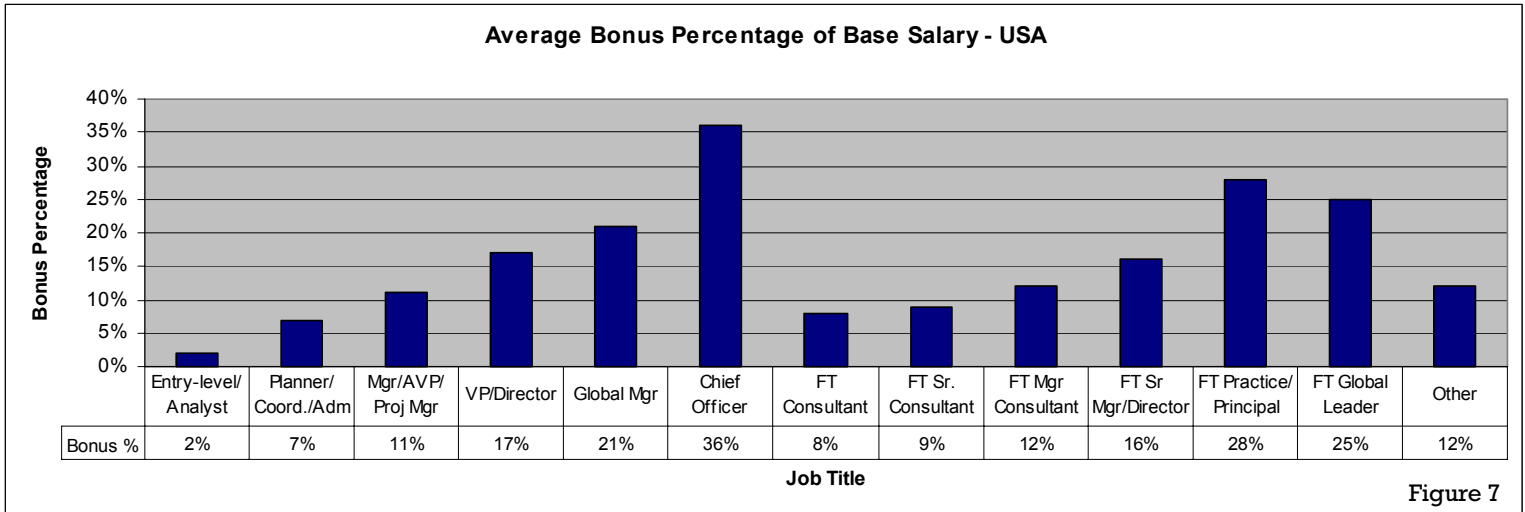
### Further Information

This document highlights a few of the educational institutions offering Bachelor, Masters or Doctorate programs within Business Continuity, Disaster Recovery, Crisis Management, and Emergency Management. This list is not all encompassing. Please refer to the following link to find a program near you.

<http://www.training.fema.gov/EMLweb/edu/collelist/>

## Bonuses on the Rise

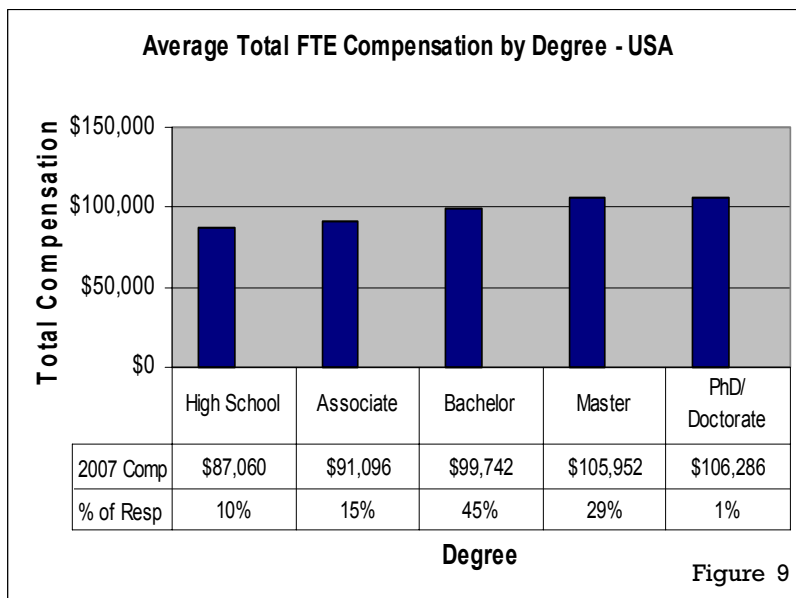
The survey results indicate that 63% of the respondents received a bonus in 2006 and 2007. The average bonus in 2007 and 2006 was \$14,608 and \$11,385 respectively. The largest bonus paid in 2007 was \$175,000, and the minimum was \$150, compared to \$120,000 and \$250 respectively in 2006. Figure 7 highlights the bonus received for each job title as a percentage of base salary. The data noted in Figure 7 only focused on those respondents who received bonuses. In comparison to the previous compensation report it is interesting to note that the percentage bonus payouts increased on average for a majority of the job titles, with the exception of Entry-level/ Analyst and Chief Officer. Percentages highlighted below do not add up to 100% due to these percentages comparing the amount of bonus received in relation to base salary for each individual job title.



The data in Figure 8 is based on self-evaluation of Information Technology expertise. Overall the data from the survey reveals a steady incline upwards in compensation by IT expertise except for the slight dip for those rating themselves a 9. In comparing to the previous report there were less respondents by percentage who rated themselves as an 8, 9, or 10 in IT expertise.

Figure 9 details the average total compensation by degree and indicates a steady incline based on advanced education. In comparing to the previous report, those respondents with an Associate, Bachelor or Master's degree enjoyed on average an increase in their total compensation. We also noticed in this comparison that those respondents with a Master's degree increased from 26% in 2006 to 29% in 2007.

Figure 10 details the wide array of career paths leading to the continuity profession along with average total compensations. IT related professionals are in the majority, however, we continue to notice a slight drop in percentage of respondents for these combined IT categories.



Career Experience Prior to BC/DR - USA		
Career	Avg Comp	% of Resp
Business Analyst	\$86,978	4.2%
Compliance	\$95,317	1.2%
Consultant	\$103,690	2.5%
Emergency Mgmt	\$85,409	1.8%
Facilities	\$81,534	1.5%
Finance	\$122,216	3.7%
Fire Fighter	\$102,781	0.7%
Gov't Response (FEMA)	\$79,875	1.3%
Gov't (County, State, Federal & Int'l)	\$66,633	0.7%
Health & Safety	\$100,057	1.8%
Human Resources	\$81,278	1.7%
Info Security	\$111,666	2.0%
Internal/ External Audit	\$95,818	1.8%
IT - Data Center Recovery	\$101,317	4.4%
IT - Database Admin	\$106,978	1.2%
IT - Networking	\$89,779	3.9%
IT - Systems	\$101,031	17.7%
Management	\$114,423	10.4%
Military Services	\$84,336	3.0%
Non-Profit Emergency Resp	\$92,500	0.3%
Operations	\$99,980	7.0%
Physical Security	\$91,500	1.5%
Police Officer	\$74,325	1.3%
Project Mgmt	\$102,314	8.7%
Records Mgmt	\$92,500	0.5%
Risk Mgmt	\$142,393	1.2%
Sales	\$226,000	0.3%
Student	\$96,223	3.0%
Other	\$84,923	10.7%

Figure 10

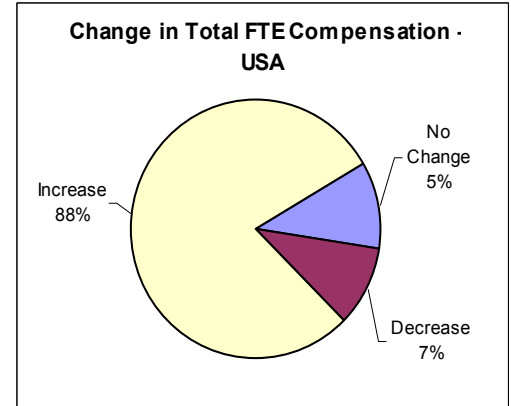
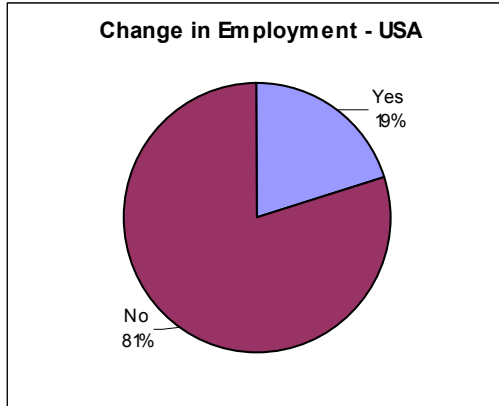
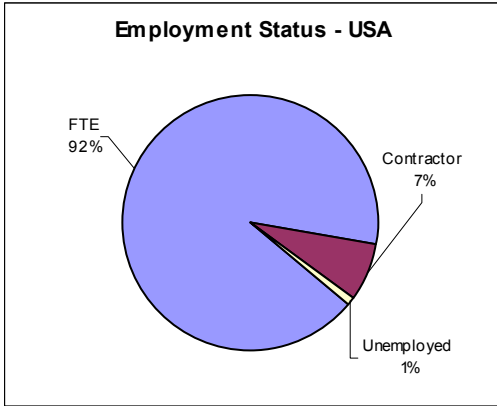
## Study Methodology & Statistics

BC Management is pleased to announce that internationally 1,987 individuals took part in this year's survey. After careful review, those responses were trimmed to 1,050 valuable data points. Duplicate responses, missing salary data and unintelligible data were eliminated.

A majority of the respondents came from the United States, which totaled 809. Of those respondents, 744 were full-time employees (FTE), 59 were independent contractors and 6 were unemployed. The information presented throughout this survey represents full-time, permanent employees in the United States.

The data used in this report was collected between January 2008 and March 2008 via an on-line survey. The survey tool used for gathering the data was BIA Professional, which was provided to BC Management compliments of Strohl Systems. The survey was dispersed internationally among multiple associations and organizations involved in the business continuity community. Respondents were given the option of keeping their identity confidential. This survey accounts for 2006 and 2007 compensations, which includes base and bonus only. Other benefits and incentives were not included.

### Respondent Characteristics



Distribution of Respondents by Industry - USA		
Industry	Avg Comp	% of Resp
Biotechnology	\$139,943	0.3%
Brokerage/ Invest	\$170,513	1.7%
Chemical/ Petro	\$106,875	0.6%
Comm/ Media	\$115,571	1.1%
Comp Hardware	\$110,065	0.5%
Comp Services	\$114,416	3.5%
Comp Software	\$98,449	0.9%
Consulting	\$120,040	11.0%
e-Business	\$89,500	0.3%
Education	\$64,089	2.0%
Energy	\$118,389	1.4%
Entertainment	\$115,167	0.9%
Financial	\$92,796	28.7%
Food Services	\$95,026	0.8%
Government	\$84,375	7.4%
Healthcare	\$96,565	6.8%
Insurance	\$101,486	11.3%
IT/ Data	\$103,808	3.0%
Legal	\$100,167	0.5%
Logistics	\$116,000	0.3%
Manufacturing	\$107,080	3.1%
Non-Profit	\$88,993	1.1%
Pharmaceutical	\$107,526	1.1%
Retail	\$93,420	1.7%
Telecom	\$100,808	2.2%
Transport	\$113,788	1.6%
Utilities	\$109,603	3.1%
Other	\$106,560	2.7%

Distribution of Respondents by Job Title - USA	
Job Title	% of Resp
Entry-Level/Analyst	2.0%
Planner/Coord/ Admin	34.0%
Mgr/AVP/Proj Mgr	31.0%
VP/Director	13.0%
Global Mgr	5.0%
Chief Officer	1.0%
President	0.4%
Sales (Non-Mgmt)	1.0%
Sales Mgmt	0.1%
FTE Consultant	2.0%
FTE Sr. Consultant	3.0%
FTE Mging Consultant	3.0%
FTE Sr. Mgr/ Director	3.0%
FTE Practice Leader/Principal	1.0%
Other	1.1%

Distribution of Respondents by Field - USA	
Field	% of Resp
Audit	2.8%
Business Continuity (Business Focus)	44.5%
Change Management	2.0%
Compliance	4.1%
Crisis Management	7.5%
Disaster Recovery (IT Focus)	21.6%
Emergency Management	12.4%
Facilities Management	2.0%
Health/Safety	1.7%
High Availability	1.4%
Information Security	3.4%
Information Technology	6.3%
Physical Security	2.3%
Project Management	1.9%
Records Management	6.3%
Risk Management	1.8%
Other	4.8%

\* Percentages add up to over 100% due to survey responses.

### Salary Benchmarking

Based on the large number of respondents, BC Management is able to offer salary benchmarking. For a fee, we will analyze our data according to your specifications, which can include job title, geography, years of field experience, industry, certification, years work experience, IT expertise, degree and travel. Please contact BC Management for more information.

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Survey tool provided to BC Management—compliments of Strohl Systems.

Distribution of Respondents by Years of Total Work Experience - USA	
Field	% of Resp
1-5 Years	3%
6-10 Years	6%
11-15 Years	10%
16-20 Years	12%
21-25 Years	18%
26-30 Years	20%
31-35 Years	15%
36-40 Years	11%
41+ Years	5%

For more information, please contact:



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