

# 8th Annual Business Continuity Compensation Report



## Independent Consultant/Contractor April 2009

BC Management, Inc. is pleased to release the Third Annual Business Continuity Compensation Report exclusively for independent contractors. Over 100 independent contractors participated with a majority of the respondents being based in the United States and Canada. The compensation information throughout this report highlights independent contractors only. Total compensation, as referenced in this report, includes base, bonuses and any commissions earned in 2007 and 2008.

Figure 1 highlights the compensations for independent contractors by geographic region, thus detailing compensations by individual country currencies. Only those geographic locations with suitable responses were included in the first table. The study received the greatest response from independent contractors based in the United States; therefore, the remaining tables and charts will focus on the United States unless otherwise noted.

Average Hourly Rate & Average Total Compensation by Region - Independent Consultant					
Region	Avg Hourly Low	Avg Hourly	Avg Hourly High	Avg Comp 2007	Avg Comp 2008
Australia	117 AUD	173 AUD	229 AUD	190,000 AUD	151,250 AUD
Canada	78 CAD	94 CAD	111 CAD	130,319 CAD	93,713 CAD
United States	\$77 USD	\$100 USD	\$123 USD	\$129,124 USD	\$137,432 USD

Figure 1

Overall, a majority of independent contractors noticed a decline in their earnings between 2007 and 2008. Our study indicated that 54.8% of all international independent contractor respondents experienced a decrease in their compensation. This can certainly be attributed to the recession that has resulted in many cancelled projects. Average hourly rates have continued to decline for the most part, while on average total compensations within the USA have climbed slightly.

Average Hourly Rates & Total Compensation by Years of Independent Contracting Experience - USA				
Ind Exp	Avg Hourly Low	Avg Hourly High	Avg 2008 Comp	% of Resp
< 1 Yr	\$75	\$111	\$133,300	10%
1-3 Yrs	\$72	\$107	\$163,000	9%
4-6 Yrs	\$87	\$160	\$155,010	12%
7-10 Yrs	\$95	\$169	\$102,443	14%
11-15 Yrs	\$77	\$117	\$95,000	10%
16-20 Yrs	\$92	\$147	\$120,000	13%
21-25 Yrs	\$115	\$275	\$65,000	21%
26+ Yrs	\$90	\$120	\$127,339	11%

Total Compensation by Years of Field (BC/DR/EM/CM) Experience - USA		
Field Exp	Avg 2008 Comp	% of Resp
1-3 Yrs	\$117,775	9%
4-6 Yrs	\$142,897	8%
7-10 Yrs	\$136,155	8%
11-15 Yrs	\$125,948	6%
16-20 Yrs	\$122,250	5%
21-25 Yrs	\$138,771	3%
26+ Yrs	\$126,089	4%

Total Compensation by Years of Total Working Experience - USA		
Work Exp	Avg 2008 Comp	% of Resp
1-5 Yrs	Insufficient Data	
6-10 Yrs	\$96,500	10%
11-15 Yrs	\$124,857	12%
16-20 Yrs	\$185,841	18%
21-25 Yrs	\$107,082	11%
26-30 Yrs	\$127,318	13%
31-35 Yrs	\$124,000	12%
36-40 Yrs	\$140,900	14%
41+ Yrs	\$109,500	11%



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Average Hourly Rates & Total Compensation by Certification - USA				
Certification	Avg Hourly Low	Avg Hourly High	Avg 2008 Comp	% of Resp
MBCI - BCI	\$64	\$113	\$111,250	5%
ABCP - DRI Int'l	\$83	\$135	\$158,667	4%
CBCP - DRI Int'l	\$78	\$117	\$127,477	34%
MBCP - DRI Int'l	\$68	\$127	\$82,820	7%
CHS - ADFEI	\$58	\$125	\$110,000	4%
CEM - IAEM	\$65	\$129	\$84,552	5%
ITIL (Foundation)	\$57	\$105	\$120,000	5%

Note — Only those certifications with a sufficient response are included above.

Figure 2

Figure 2 highlights compensation by individual certifications. According to our study the CBCP certification was the leading international certification for independent contractors (34%), and ABCP certified professionals are out earning their certified counterparts. When reviewing the data it was discovered that the majority of these respondents were working 3-4 months longer in 2008.

Figure 3 highlights compensation by the number of certifications. Interestingly enough, the data indicated that those professionals with no certifications enjoyed higher compensations compared to their certified counterparts. Upon reviewing the data we found that the majority of non-certified professionals were degreed (81%) with 19.6% achieving a Doctorate/ PhD.

Total Compensation by Number of Certifications - USA		
# of Certifications	Avg 2008 Comp	% of Resp
None	\$154,321	32%
1	\$136,742	29%
2	\$114,050	20%
3	\$125,250	12%
4+	\$86,750	6%

Figure 3

Average Hourly Rates & Total Compensation by Years of Program Management Experience - USA				
PM Exp	Avg Hourly Low	Avg Hourly High	Avg 2008 Comp	% of Resp
1-3 Yrs	\$66	\$77	\$150,036	9%
4-6 Yrs	\$66	\$118	\$88,218	13%
7-10 Yrs	\$70	\$125	\$111,024	21%
11-15 Yrs	\$89	\$143	\$139,580	21%
16-20 Yrs	\$95	\$131	\$153,184	13%
21-25 Yrs	\$86	\$140	\$108,267	9%
26+ Yrs	\$99	\$160	\$116,375	5%
No Experience	\$48	\$70	\$96,062	9%

Average Hourly Rates & Total Compensation by Times of Presentation Experience - USA				
Presentation Exp	Avg Hourly Low	Avg Hourly High	Avg 2008 Comp	% of Resp
1-5 Times	\$70	\$113	\$99,878	29%
6-10 Times	\$64	\$137	\$120,687	16%
11-15 Times	\$86	\$134	\$148,763	11%
16-25 Times	\$86	\$124	\$110,007	11%
26-40 Times	\$115	\$161	\$132,200	6%
41+ Times	\$126	\$187	\$175,833	7%
No Experience	\$62	\$84	\$121,515	20%

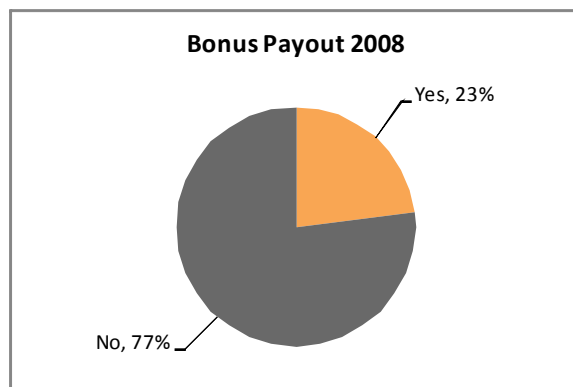


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Distribution of 2008 Engagement Work	
Engagement Work	% of Resp
<b>Assessment</b>	<b>48%</b>
<i>BIA</i>	38%
<i>Technical</i>	36%
<i>Gap Analysis</i>	38%
<i>Risk Assessment</i>	38%
<i>Facility Evaluation</i>	35%
<i>Other</i>	35%
<b>Regulatory Compliance</b>	<b>28%</b>
<i>BS 25999 Part 2 BCM Systems</i>	50%
<i>BS 31100 (Risk Mgmt)</i>	50%
<i>COBIT</i>	46%
<i>DRI Int'l Professional Practices</i>	50%
<i>FFIEC</i>	67%
<i>Good Practice Guidelines 2008 (BCI)</i>	40%
<i>HIPAA</i>	40%
<i>ISO 27001 Information Security</i>	46%
<i>Joint Commission (Hospitals)</i>	40%
<i>NFPA 1600</i>	48%
<i>OSHA Compliance</i>	44%
<i>Patriot Act</i>	67%
<i>SEC Regulations</i>	100%
<i>Title IX</i>	44%
<i>Other</i>	70%
<b>BC Program</b>	<b>68%</b>
<i>Strategy Development</i>	31%
<i>Strategy Implementation</i>	28%
<i>Plan Documentation</i>	32%
<i>Exercise</i>	30%
<i>Awareness &amp; Training</i>	28%
<i>Crisis Mgmt (EOC)</i>	27%
<i>Pandemic Preparation</i>	29%
<i>Other</i>	27%
<b>DR Program</b>	<b>58%</b>
<i>Strategy Development</i>	37%
<i>Strategy/ Implementation</i>	32%
<i>Plan Documentation</i>	38%
<i>Exercise</i>	37%
<i>Back-up/ Resiliency</i>	32%
<i>High Availability/ Operational Resilience</i>	31%
<i>Other</i>	25%
<b>General</b>	<b>63%</b>
<i>Recommendations</i>	33%
<i>Strategic Planning</i>	33%
<i>Executive Buy-in</i>	31%
<i>Customer Training</i>	32%
<i>Project Management</i>	33%
<i>Software Implementation</i>	27%
<i>Operational Risk</i>	28%
<i>Electronic Risk</i>	26%
<i>Other</i>	23%

Average Hourly Rates & Total Compensation by Highest Degree Attained - USA				
Degree	Avg Hourly Low	Avg Hourly High	Avg 2008 Comp	% of Resp
High School	\$105	\$146	\$155,500	9%
Associate	\$61	\$100	\$133,375	17%
Bachelor	\$50	\$120	\$135,014	42%
Master	\$70	\$95	\$117,133	28%
PhD/ Doctorate	\$133	\$240	\$182,500	4%



Bonus Payout - USA		
	2007	2008
Max	\$140,000	\$141,000
Avg	\$34,144	\$35,652
Min	\$2,500	\$2,000

Months Actively Working	
Months	% of Resp
1 Month	0.30%
2 Months	4.91%
3 Months	0.25%
4 Months	43.11%
5 Months	0.23%
6 Months	0.49%
7 Months	48.17%
8 Months	0.99%
9 Months	0.38%
10 Months	0.46%
11 Months	0.29%
12 Months	0.42%

Note — Total percentage exceeds 100% due to multiple responses.



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## Study Methodology & Statistics

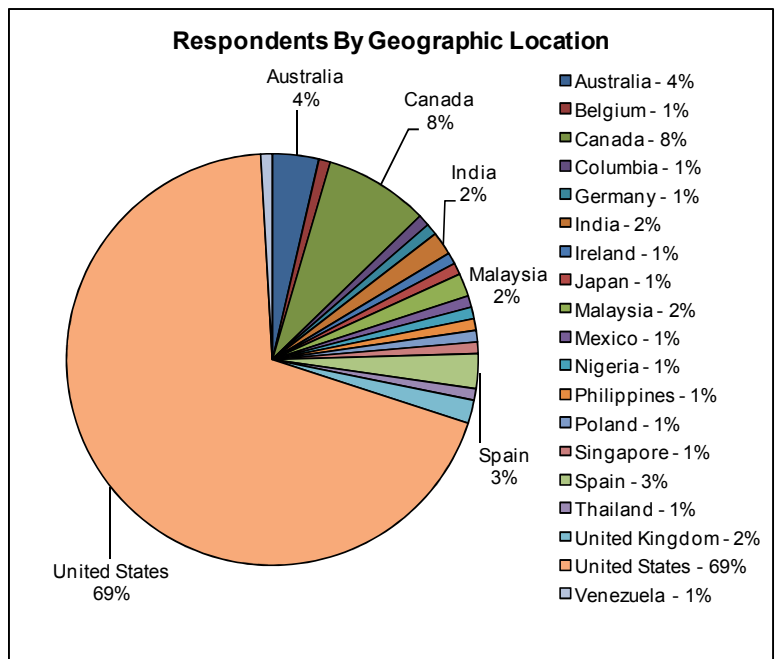
BC Management's 8th Annual Business Continuity Compensation study received over 2,500 participants in over 50 countries. Over 100 independent contractors responded to the study, which collected data on 2007 and 2008 compensations. The study focused on the different factors that impact compensations. Duplicate responses, missing salary data and unintelligible data were eliminated.

The data used in these results was collected between February and April of 2009 via an on-line survey by WorldAPP Key Survey, an independent survey company. The survey was dispersed internationally among multiple associations and organizations involved in the business continuity community and related professions. Respondents were given the option of keeping their identity confidential.

## Respondent Characteristics

This report concentrates on Independent Contractors. The study received a total of 114 Independent Contractor respondents. A majority of those respondents were from the United States (76). A significant response was also received from Canada (9) and Australia (4). Responses were also received from several other countries as highlighted below.

Distribution of Respondents by Field - Independent	
Field	% of Resp
Audit	5%
Business Continuity (Business Focus)	15%
Change Management	4%
Compliance	5%
Crisis Management	9%
Disaster Recovery (IT Focus)	9%
Emergency Management	8%
Facilities Management	2%
Health & Safety - Environmental	2%
Health & Safety - Occupational	3%
High Availability/ Operational Resilience	4%
Information Technology	5%
Project Management	3%
Records Management	8%
Risk Management - Enterprise	2%
Risk Management - Insurance	4%
Risk Management - Operational	1%
Security - Information	3%
Security - Physical	4%
Other	4%



Distribution of Respondents by Contract Length	
Contract Length	% of Resp
1 - 4 Weeks	15%
1 - 2 Months	2%
3 - 6 Months	26%
7 - 9 Months	13%
10 - 12 Months	23%
13 - 18 Months	7%
18+ Months	14%

Distribution of Respondents by Billing	
Billing	% of Resp
Hourly	49%
Daily	20%
Weekly	Insufficient Data
Semi-Monthly	Insufficient Data
Monthly	5%
Delivery Based	22%
Others	4%

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