

# 8th Annual Business Continuity Compensation Report



## USA—FTE, Full Report April 2009

BC Management's 8th Annual Business Continuity Compensation Study received over 2,500 participants in over 50 countries. Over 1,000 business continuity management and related professionals across the United States completed the study, which gathered data on 2007 and 2008 compensations. The data throughout this report highlights full-time, permanent employees (FTE) in the United States, and average total compensation, unless otherwise noted. Total compensation includes base, bonuses and any commissions earned. Other job related benefits, such as stock options and profit sharing are not included. BC Management's study remains open all year. The data displayed throughout this report reflects the most recent data findings. Future reports will be published throughout the year in order to reflect the most recent data gathered.

**Average Total Compensation - USA**

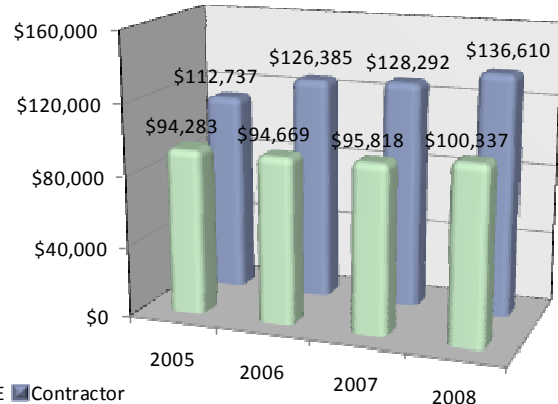


Figure 1

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

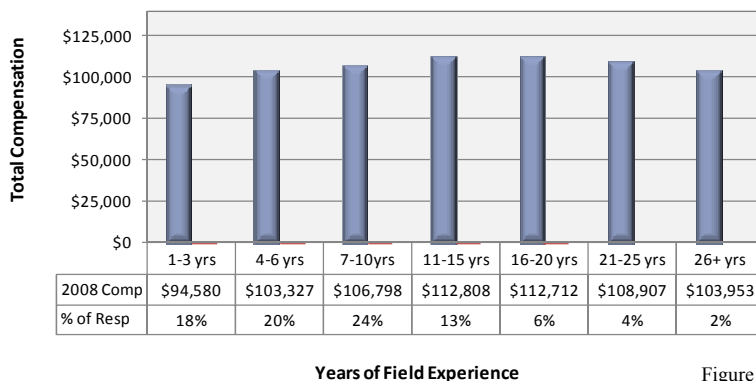


Figure 2

Please note that 2007 and 2008 figures displayed throughout this report reflect the most recent data gathered from BC Management's annual study. Figure 1 highlights average total compensation for both FTE and independent contractors. This is the only figure that includes independent contractors within this report.

Figure 2 highlights the average total compensation based on years of experience in the Business Continuity, Disaster Recovery, Emergency Management, Crisis Management, or related disciplines. The study results indicate an increase in average total compensation based on years of experience with the exception of 21-25 years and 26+ years experience, which shows a slight decline in average total compensation. The decline may be attributed to the smaller data pool of 4% and 2%.

The average total compensation within figure 3 shows a steady climb upwards based on job title. Study respondents were given general job titles to choose from when completing the study. Detailed job title descriptions are included within this report on page 9. The designation "FT" refers to professionals who are full-time employees for 3rd party consulting firms.

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



Figure 3



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Our study results show that 73% of the respondents are certified as shown in Figure 4. The results also indicate that continuity professionals are increasingly earning multiple certifications. In comparing the data findings in Figure 4 to previous reports we discovered that those respondents with 3 and 4+ certifications enjoyed the highest increases in average total compensation. Those respondents with no certifications and one certification saw a slight dip in average total compensation when comparing to the 2008 report.

Average Total FTE Compensation by Certification - USA			
Certification	2007 Avg Comp	2008 Avg Comp	% of Resp
<b>Business Continuity Certifications</b>			
CBCI (BCI)	\$91,171	\$93,271	0.9%
AMBCI (BCI)	\$96,475	\$101,119	0.6%
MBCI (BCI)	\$130,641	\$137,994	2.6%
FBCI (BCI)	\$151,667	\$159,833	0.6%
CBRP (BRCCI)	\$109,686	\$126,186	0.8%
CBRM (BRCCI)	\$107,620	\$114,370	1.1%
CBRA (BRCCI)	\$124,236	\$130,918	1.3%
ABCP (DRII)	\$80,416	\$84,312	7.1%
CFCP (DRII)	\$103,700	\$109,698	1.6%
CBCP (DRII)	\$103,765	\$107,827	46.8%
MBCP (DRII)	\$119,830	\$123,925	3.3%
CORS (The ICOR)	\$92,750	\$95,819	0.4%
LCSC (SunGard)	\$127,250	\$123,750	0.4%
<b>Emergency Management Certifications</b>			
CHS - I (ACFEI)	\$131,167	\$116,100	0.4%
CHS - II (ACFEI)	\$132,700	\$113,333	0.4%
CHS - III (ACFEI)	\$98,896	\$103,475	1.1%
CHS - IV (ACFEI)	\$120,000	\$121,750	0.5%
CHMP (IHMM)	\$74,500	\$64,750	0.4%
CHMM (IHMM)	\$91,000	\$97,814	0.9%
AEM (IAEM)	\$76,258	\$81,175	1.0%
CEM (IAEM)	\$82,986	\$87,290	6.9%
<b>Risk Management Certifications</b>			
ARM (CPCU)	\$106,000	\$114,763	1.1%
<b>Audit Certifications</b>			
CISA (ISACA)	\$97,758	\$98,020	2.6%
CISM (ISACA)	\$103,016	\$110,006	1.1%
CIA (IIA)	\$108,250	\$113,786	0.8%
<b>Security Certifications</b>			
CISSP (ISC)2	\$113,686	\$120,419	2.3%
CPP (ASIS)	\$138,167	\$134,600	1.2%
<b>Technology Certifications</b>			
ACP (ICCP)	\$9,400	\$94,950	0.4%
CDPCP (The ICOR)	\$152,700	\$156,380	0.5%
ITIL (Foundation)	\$104,451	\$107,914	8.9%
ITIL (Practitioner)	\$83,800	\$86,376	0.8%
<b>Other Certifications</b>			
SSGB (ASQ)	\$102,491	\$97,393	0.6%
PMP (PMI)	\$103,571	\$105,605	5.0%

Figure 5

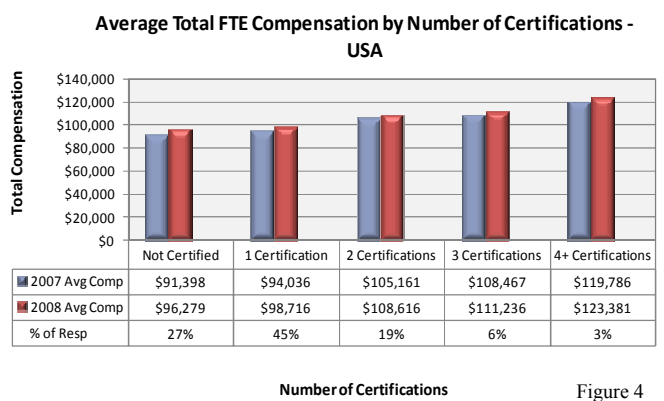


Figure 4

Figure 5 details the percentage of respondents by certification. We are frequently asked why professionals with BCI certifications earn higher compensations on average. We have found that a high percentage of BCI certified professionals within the USA are located in the northeast and they tend to have higher level positions. 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.

Another interesting trend in our reporting is the increasing percentage of respondents who attribute an increase in their compensation as a result of obtaining a certification. Over a four year period this trend has increased from 13% to 31%. The average increase in compensation as a result of obtaining a certification was \$8,159 in 2008, which was an 11% jump from the previous year. The maximum increase in compensation as a result of obtaining a certification was \$50,000 while the minimum was \$500. Over 48% of the respondents who attributed an increase in their compensation as a result of obtaining a certification had obtained the CBCP from the DRI International. Over 8% attributed a compensation increase to the CEM certification from the International Association of Emergency Managers.

Figure 6 details the individual certifications that respondents attributed a compensation increase to. Only those certifications with a significant response are highlighted within this table.

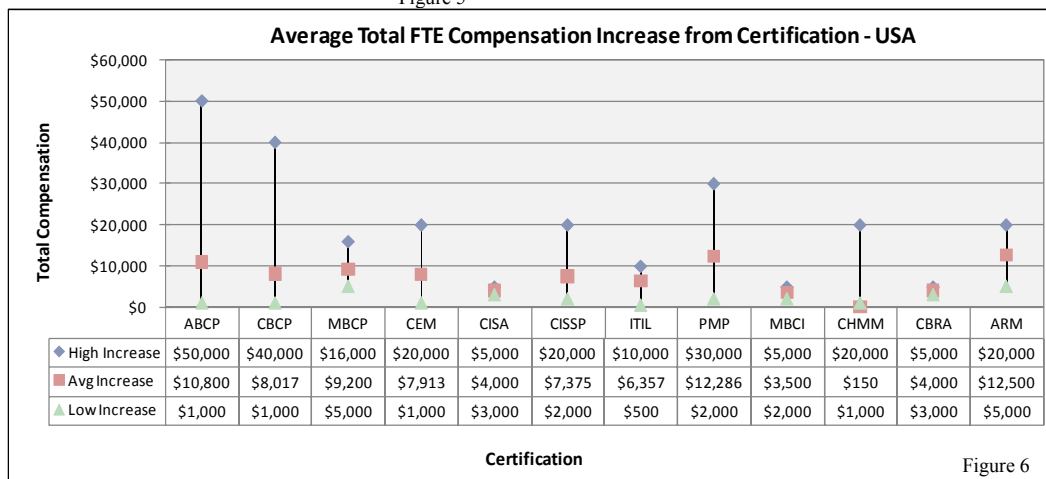


Figure 6



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### 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 (DRII)** – <http://www.drii.org>  
*ABCP – Associate Business Continuity Professional*  
*CFCP – Certified Functional Continuity Professional*  
*CBCP – Certified Business Continuity Professional*  
*MBCP – Master Business Continuity Professional*

**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/>



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### **Professional Certifications (continued)**

**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 (IIA)** – <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)*

#### **Further Information**

*This document highlights the well-known certifying bodies and their certifications relating to Business Continuity, Disaster Recovery, Crisis Management, or Emergency Management. This list may not be all encompassing as new certifications are created regularly.*

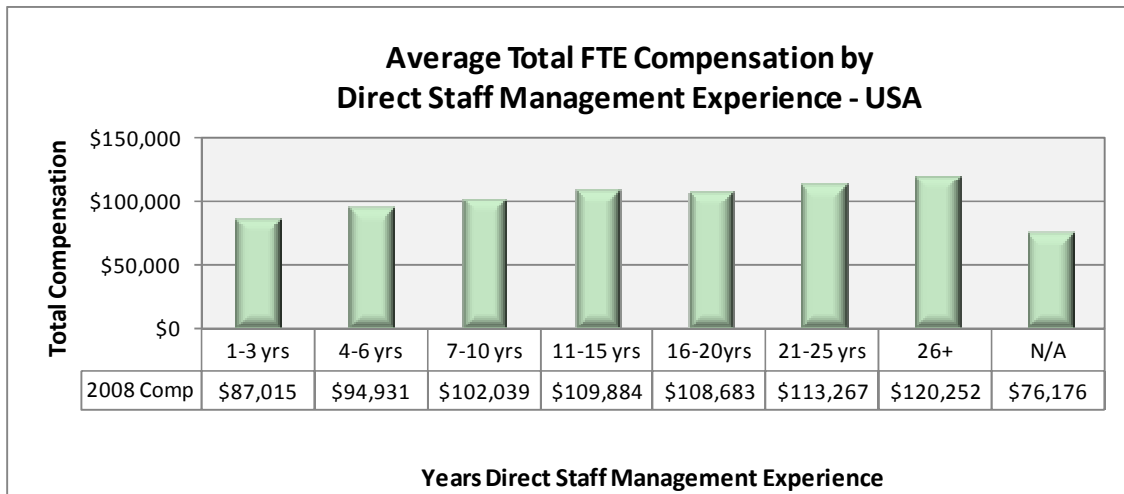
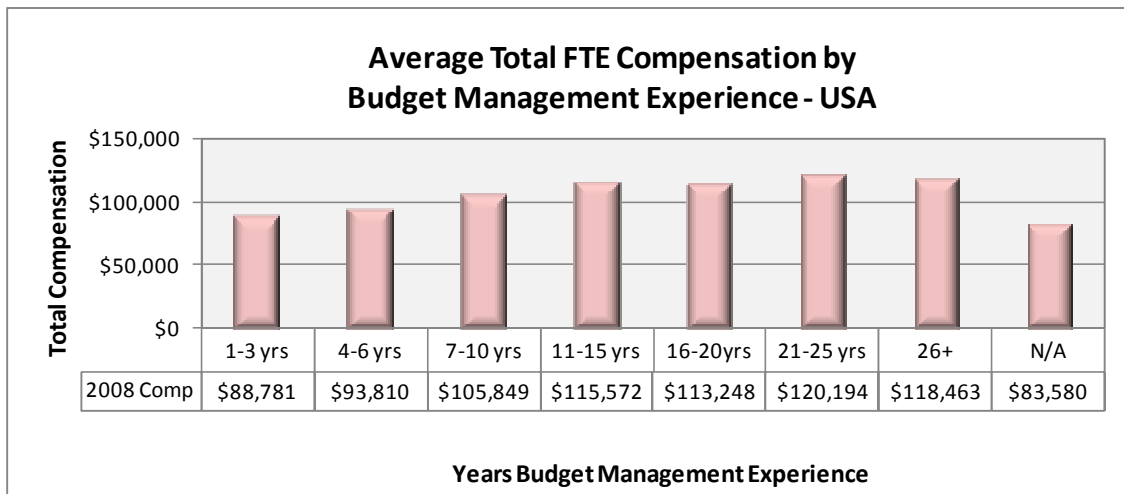
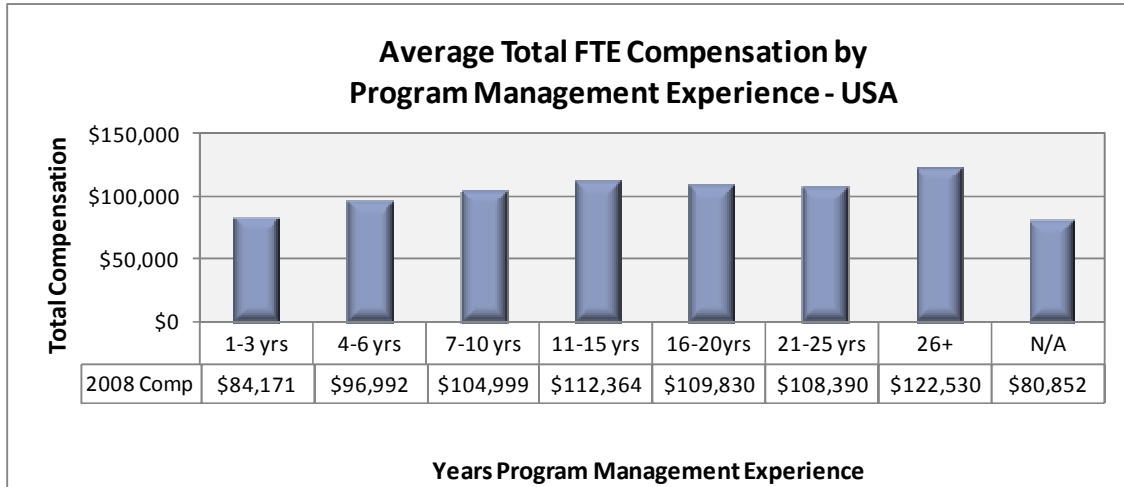


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## Transferable Skills

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 2008.





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### Average Total Compensation by Region—FTE

Region	Comp 2007	Comp 2008	% Resp
<b>Alaska</b>	\$113,833	\$104,875	0.4%
<b>Arizona</b>	\$90,638	\$92,845	2.1%
<i>Phoenix (Proper)</i>	\$89,013	\$90,434	1.7%
<b>California</b>	\$108,814	\$114,110	10.2%
<i>Los Angeles (Proper)</i>	\$89,848	\$99,655	2.5%
<i>North of Los Angeles County</i>	\$100,200	\$108,760	0.6%
<i>Orange County</i>	\$111,800	\$109,364	1.2%
<i>Sacramento</i>	\$111,200	\$106,150	0.6%
<i>San Bernardino/ Ontario/ Riverside</i>	\$83,350	\$87,500	0.5%
<i>San Diego (Proper)</i>	\$109,333	\$110,000	0.3%
<i>San Francisco (Proper)</i>	\$126,127	\$131,225	3.4%
<b>Colorado</b>	\$85,802	\$92,386	3.2%
<i>Denver</i>	\$86,979	\$93,711	3.0%
<b>Connecticut</b>	\$96,931	\$103,448	2.1%
<i>Hartford</i>	\$82,575	\$92,430	1.3%
<i>Stamford/ Bridgeport</i>	\$140,000	\$136,500	0.5%
<b>Delaware</b>	\$82,875	\$84,225	1.3%
<b>District of Columbia</b>	\$94,659	\$99,518	1.2%
<b>Florida</b>	\$93,009	\$97,957	4.5%
<i>Ft Lauderdale</i>	\$104,000	\$117,167	0.7%
<i>Jacksonville</i>	\$110,400	\$112,800	0.6%
<i>Orlando</i>	\$74,000	\$82,667	0.3%
<i>St. Petersburg</i>	\$86,850	\$91,500	0.5%
<i>Tallahassee</i>	\$74,250	\$81,063	0.9%
<i>Tampa</i>	\$106,940	\$118,500	0.6%
<b>Georgia</b>	\$90,452	\$90,193	3.4%
<i>Atlanta (Proper)</i>	\$93,691	\$92,243	2.9%
<i>Columbus/ Augusta</i>	\$69,400	\$77,383	0.0%
<b>Idaho</b>	\$90,333	\$93,467	0.3%
<b>Illinois</b>	\$106,727	\$114,188	5.4%
<i>Chicago (Proper)</i>	\$105,367	\$111,402	4.6%
<i>Peoria/ Bloomington/ Moline</i>	\$138,000	\$161,333	0.3%
<b>Indiana</b>	\$98,127	\$104,124	1.5%
<i>Evansville</i>	\$123,000	\$125,250	0.5%
<i>Indianapolis</i>	\$75,880	\$79,450	0.6%
<b>Iowa</b>	\$98,127	\$104,124	1.0%
<i>Cedar Rapids/ Iowa City</i>	\$81,000	\$84,750	0.5%
<i>Des Moines</i>	\$115,738	\$126,260	0.0%
<b>Kansas</b>	\$79,396	\$83,028	1.1%
<i>Kansas City</i>	\$104,963	\$109,180	0.6%
<i>Wichita</i>	\$55,620	\$58,125	0.3%
<b>Kentucky</b>	\$82,175	\$88,816	0.8%
<i>Louisville/ Frankfort</i>	\$94,540	\$102,292	0.6%
<b>Maryland</b>	\$108,705	\$119,080	2.1%
<i>Baltimore/ Annapolis</i>	\$107,240	\$119,162	1.1%
<i>Potomac/ Rockville/ Bethesda</i>	\$122,792	\$125,921	0.5%
<b>Massachusetts</b>	\$110,416	\$113,637	4.3%
<i>Boston (Proper)</i>	\$109,870	\$111,636	3.4%
<i>Lowell/ Lawrence/ Fitchburg</i>	\$116,476	\$128,274	0.5%
<b>Michigan</b>	\$81,208	\$83,625	1.3%
<i>Detroit (Proper)</i>	\$81,875	\$82,875	0.9%
<b>Minnesota</b>	\$94,581	\$98,748	3.0%
<i>Minneapolis (Proper)</i>	\$100,055	\$101,373	2.2%
<i>St. Paul</i>	\$71,250	\$78,750	0.5%
<b>Mississippi</b>	\$83,333	\$84,690	0.4%



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### Average Total Compensation by Region—FTE (continued)

Region	Comp 2007	Comp 2008	Diff %
<b>Missouri</b>	\$80,159	\$84,583	2.3%
<i>Kansas City/ St. Joseph</i>	\$85,089	\$88,750	0.9%
<i>St. Louis</i>	\$84,167	\$89,071	0.7%
<b>New Hampshire</b>	\$68,000	\$71,159	0.5%
<b>New Jersey</b>	\$106,080	\$110,511	2.7%
<i>Northern</i>	\$99,167	\$106,100	1.7%
<i>Southern</i>	\$120,893	\$119,964	0.8%
<b>New Mexico</b>	\$76,000	\$82,167	0.3%
<b>New York</b>	\$125,227	\$126,398	6.7%
<i>Albany/ Schenectady</i>	\$89,750	\$89,125	0.5%
<i>Buffalo</i>	\$92,360	\$98,080	0.6%
<i>Long Island</i>	\$110,200	\$116,600	0.3%
<i>New York City (Proper)</i>	\$142,510	\$142,670	3.4%
<b>North Carolina</b>	\$91,110	\$94,846	3.6%
<i>Charlotte</i>	\$105,625	\$112,661	1.1%
<i>Greensboro/ Winston-Salem</i>	\$71,093	\$72,193	0.3%
<i>Raleigh/ Durham</i>	\$75,204	\$77,032	1.1%
<b>Ohio</b>	\$81,470	\$85,551	3.0%
<i>Akron/ Canton</i>	\$77,533	\$78,625	0.3%
<i>Cincinnati</i>	\$73,667	\$80,667	0.3%
<i>Cleveland (Proper)</i>	\$60,000	\$68,660	0.6%
<i>Columbus</i>	\$100,119	\$102,250	1.0%
<b>Oklahoma</b>	\$81,000	\$74,250	0.4%
<i>Oklahoma City</i>	\$99,667	\$90,667	0.3%
<b>Oregon</b>	\$89,169	\$98,585	1.0%
<i>Portland/ Salem</i>	\$96,892	\$107,700	0.7%
<b>Pennsylvania</b>	\$79,892	\$83,685	3.8%
<i>Harrisburg</i>	\$38,450	\$40,710	0.3%
<i>Philadelphia (Proper)</i>	\$94,890	\$99,778	1.7%
<i>Pittsburgh</i>	\$84,296	\$88,134	0.6%
<i>Scranton/ Wilkes-Barre</i>	\$50,567	\$52,133	0.3%
<b>Rhode Island</b>	\$85,167	\$91,938	0.6%
<b>South Carolina</b>	\$86,867	\$89,500	0.6%
<i>Columbia/ Aiken/ Sumter</i>	\$85,300	\$88,000	0.5%
<b>Tennessee</b>	\$82,116	\$90,592	2.4%
<i>Memphis</i>	\$71,583	\$79,050	0.7%
<i>Nashville</i>	\$86,845	\$98,563	1.5%
<b>Texas</b>	\$99,365	\$103,570	7.9%
<i>Austin</i>	\$81,216	\$84,334	0.8%
<i>Dallas</i>	\$107,657	\$110,929	3.2%
<i>Ft. Worth</i>	\$93,520	\$98,845	0.6%
<i>Houston</i>	\$105,172	\$108,801	1.0%
<i>San Antonio</i>	\$90,745	\$98,643	1.2%
<b>Utah</b>	\$58,768	\$61,107	0.8%
<b>Virginia</b>	\$93,190	\$98,159	4.0%
<i>Arlington/ McLean/ Reston</i>	\$108,932	\$115,171	1.9%
<i>Harrisonburg/ Roanoke</i>	\$66,000	\$71,833	0.3%
<i>Richmond</i>	\$84,693	\$86,543	1.5%
<b>Washington</b>	\$84,443	\$92,715	3.1%
<i>Olympia/ Bellingham</i>	\$70,038	\$77,263	0.7%
<i>Seattle (Proper)</i>	\$88,765	\$97,595	2.2%
<b>Wisconsin</b>	\$85,369	\$89,160	2.1%
<i>Kenosha/ Racine/ Waukesha</i>	\$79,381	\$82,881	0.7%
<i>Madison/ La Crosse</i>	\$80,800	\$84,340	0.6%
<i>Milwaukee</i>	\$99,458	\$104,250	0.7%



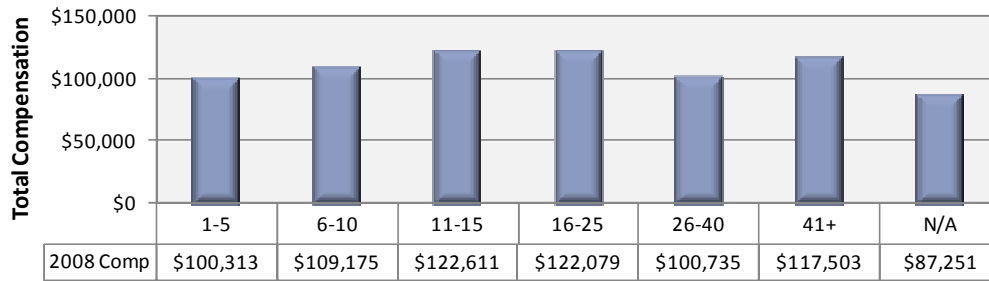
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## Transferable Skills (continued)

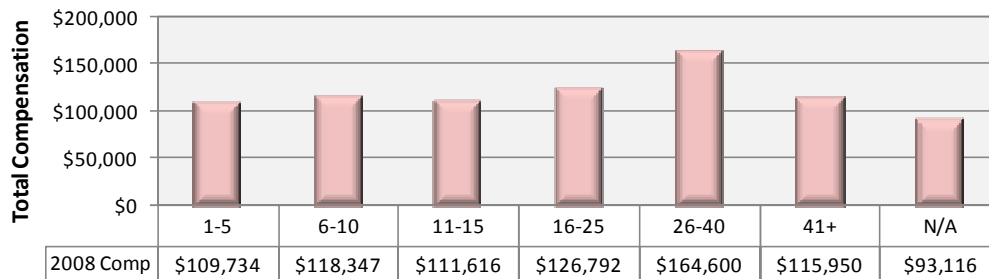
Leaders in the continuity profession are being sought out; therefore, these individuals on average are enjoying higher compensations. Companies are seeking these experienced leaders to meet the demands of their dynamic, highly visible contingency programs. Professionals with polished presentation and 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 2008.

**Average Total FTE Compensation by  
Conference/ Association Presentation Experience - USA**



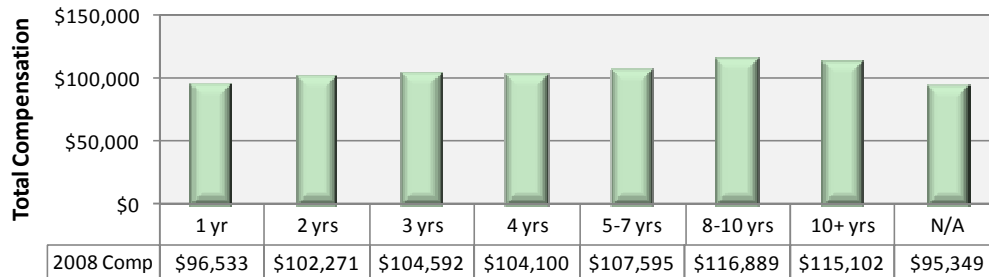
Times Presented at Continuity Conferences/ Associations

**Average Total FTE Compensation by  
Article Publishing Experience - USA**



Times Published Continuity Articles/White Papers

**Average Total FTE Compensation by  
Continuity Board Experience - USA**



Years of Continuity Board Experience



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### 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.



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### Educational Institutions

American Public University/ American Military 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, Long Beach – MS  
Capella University – MS & Ph.D.  
Columbia Southern University – BS & MS  
Eastern Kentucky University – MS  
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.  
Norwich University – MS  
Oklahoma State University – MS  
Saint Louis University – MS  
Savannah State University – BA  
State University of New York (SUNY) – BT  
Temple University – BBA  
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



#### **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 within the United States.*

*This list is not all encompassing. Please refer to the following link to find a program near you.*

**<http://www.training.fema.gov/EMIweb/edu/collegelist/>**



# 8th Annual Business Continuity Compensation Report

## USA—FTE, Full Report April 2009

The survey results indicate that 51% of respondents received a bonus in 2008, and 52% in 2007. This is a drop from 2006 when 62% received a bonus. The average bonus payout was \$15,707 in 2008, which was a 7% increase from the previous year. Percentages in Figure 7 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 and have no relation to one another. Again, the designation “FT” refers to professionals who are full-time employees for 3rd party consulting firms.

### Average Bonus Percentage of Base Salary - USA

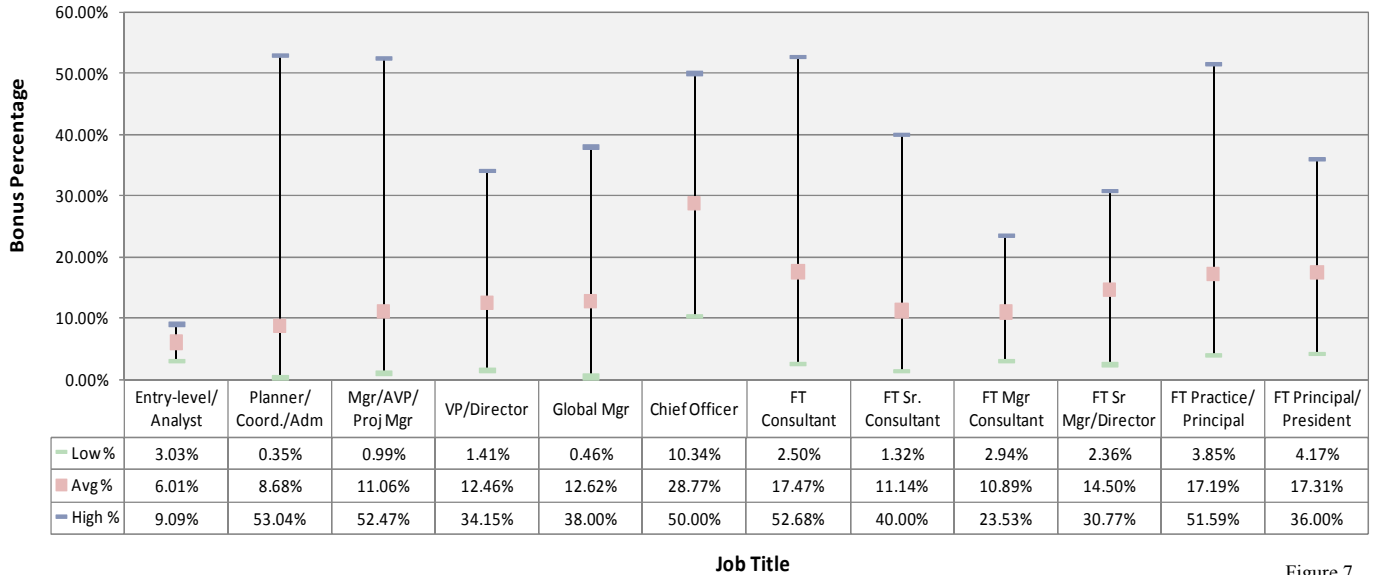


Figure 7

Figure 8 highlights compensation by degree. In comparing to the previous year we noticed that those professionals with a Bachelor, Masters or Doctorate degrees on average enjoyed an increase in total compensation. Our annual study not only reviews compensation by degree, but it also assesses compensation for those professionals who have obtained a college degree specifically in business continuity planning. The percentage of respondents with a degree in business continuity has increased over the last four years from 1.0% to 2.4%. This is an emerging trend that we see being driven by business continuity professionals that do not have a college education pursuing a degree catered to their career path. We are also seeing a trend where every year more universities are creating business continuity curriculums to satisfy the demand for a formal education in this field. We expect both of these trends to continue as business continuity gains more visibility within corporations and the general public.

### Average Total FTE Compensation by Degree - USA

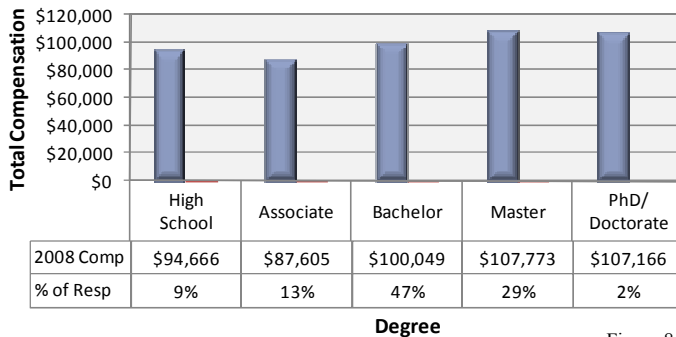


Figure 8

Average Total FTE Compensation by Career Experience Prior to BC/DR - USA	
Career	Avg Comp
Business Analyst	\$96,174
Compliance	\$100,048
Consultant	\$109,940
Facilities	\$98,820
Finance	\$111,113
Fire Fighter	\$83,225
Gov't (City, County, State/Province, Nat'l or Int'l)	\$92,366
Health & Safety	\$93,582
Human Resources	\$105,293
Internal/ External Audit	\$100,647
IT - Data Center Recovery	\$107,664
IT - Database Administration	\$100,852
IT - Networking	\$97,593
IT - Systems	\$103,844
Management	\$106,116
Manufacturing	\$108,733
Military Services	\$100,200
Operations	\$103,340
Police Officer	\$87,648
Program Management	\$111,366
Records Management	\$94,739
Risk Management	\$108,133
Sales Executive	\$100,826
Security - Information	\$95,668
Security - Physical	\$101,110
Student	\$92,077
Other	\$97,519



# 8th Annual Business Continuity Compensation Report

USA—FTE, Full Report  
April 2009

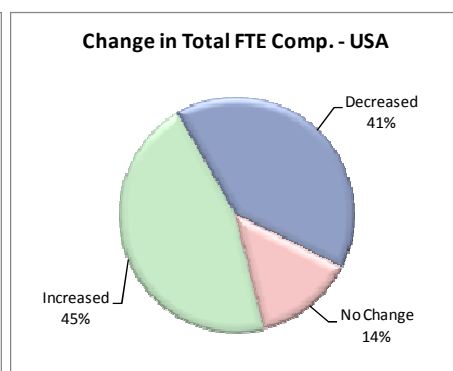
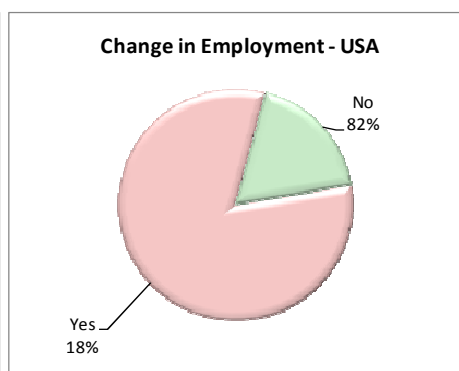
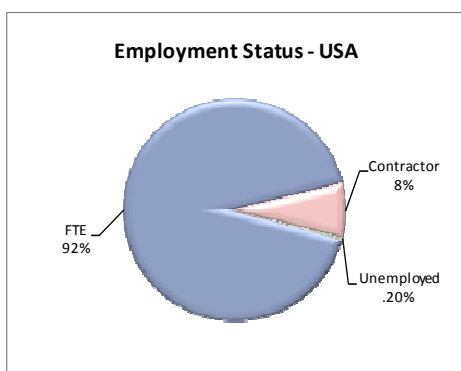
## Study Methodology & Statistics

BC Management's 8th Annual Business Continuity Compensation study received over 2,500 participants in over 50 countries. Over 1,000 professionals responded from the USA, 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 full-time, permanent employees based in the USA. The study received a total of 932 full-time, permanent employee respondents from the USA.



Distribution of Respondents by Job Title - USA	
Job Title	% of Resp
Entry-Level/Analyst	1.5%
Planner/Coord/ Admin	28.3%
Mgr/AVP/Proj Mgr	31.6%
VP/Director	17.5%
Global Mgr	4.6%
Chief Officer	0.7%
President	0.2%
Sales/ Marketing/ Product Mgmt	0.6%
FTE Consultant	1.0%
FTE Sr. Consultant	2.4%
FTE Mging Consultant	1.1%
FTE Sr. Mgr/ Director	0.5%
FTE Practice Leader/Principal	0.4%
Other	9.5%

Distribution of Respondents by Field - USA	
Field	% of Resp
Audit	4.5%
Business Continuity Process (Business Focus)	13.8%
Change Management	3.7%
Compliance	5.5%
Crisis Management	9.1%
Disaster Recovery Process (IT Focus)	9.8%
Emergency Management	9.2%
Facilities Management	2.7%
Health & Safety - Environmental	2.1%
Health & Safety - Occupational	2.5%
High Availability/ Operational Resilience	4.3%
Information Technology	4.4%
Project Management	7.6%
Records Management	2.6%
Risk Management - Enterprise	4.0%
Risk Management - Insurance	1.4%
Risk Management - Operational	3.9%
Security - Information	3.3%
Security - Physical	3.6%
Other	2.2%

Distribution of Respondents by Years of Total Work Experience - USA		
Field	2008 Comp	% of Resp
1-5 Years	\$67,430	8%
6-10 Years	\$80,395	9%
11-15 Years	\$91,616	11%
16-20 Years	\$93,824	11%
21-25 Years	\$100,757	12%
26-30 Years	\$106,196	12%
31-35 Years	\$105,254	12%
36-40 Years	\$113,205	13%
41+ Years	\$104,821	12%

**For more information, please contact:**  
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 Website: [www.bcmanagement.com](http://www.bcmanagement.com)  
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