

Voice Report

The Leading Independent Source of News and Best Practices for Communications Technology Professionals

This Issue...

2007 National Salary Survey Special Report

- ▶ Average & Median Salaries..... 2
- ▶ 12 Wireless Tasks & What They Pay..... 3
- ▶ 5 Plays to Score Your Next Raise..... 8
- ▶ 10 Coolest Telecom Job Openings..... 10
- ▶ Is the Grass Greener as a Consultant? 14



Telecom question or comment?

Contact
Publisher
Jason Huffman
at (301) 287-2476
or jhuffman@thevoicereport.com
or
Editor
Jessica Gdowski
at (301) 287-2704
jgdowski@thevoicereport.com

2007 National Salary Survey

\$79K is Median, Wireless another Opportunity to be Integral

Don't bother applying to replace the telecom manager who's retiring in April from a Southern California-based manufacturer.

The enterprise is moving from Avaya to Cisco at its many U.S. locations and considering giving PBX responsibilities to its network engineering team with all other telecom duties going to a consultant. It's just one example of why communications technology professionals are worried about their careers sinking in the IT ocean.

But there may be at least one life raft for telecom managers not interested in becoming IT professionals and too young to hang it up in the next few years, as illustrated by a communications pro in Northern New Jersey. She's received a 19% raise after taking over all wireless duties, with the exception of signing contracts.

The increasing anxiety surrounding IP convergence and the growing career opportunities being created by wireless technology are just two of the trends apparent in *Voice Report's 2007 National Salary Survey*. A record 435 communication technology professionals – including 252 telecom managers, 103 lower-level telecom staffers and 34 IT directors with telecom duties – responded this year, revealing their compensation levels, recent raises, responsibilities, best accomplishments and biggest anxieties.

Read on for the ammunition you'll need to get yourself a bigger paycheck, further your career or just survive the changes facing you and your peers. [And see p. 14 if you're wondering whether the grass is greener as a consultant or vendor employee.]

IP Telephony Skills Worth \$5,000 More

Don't be disappointed if your salary stayed relatively flat in 2007. The median salary for telecom managers is \$79,000, while lower-level telecom staffers are getting \$60,000 and IT directors with telecom duties are getting \$92,000, according to our survey. The numbers are slightly lower than last year's, though our database represents a new batch of respondents. And 87% of this year's respondents did report receiving raises. [See p. 8]

The influence of convergence continues to grow, our survey reveals, as only 8% of all survey respondents reported working in a telecom

About Our Survey

Voice Report's 2007 National Salary Survey revealed \$79,000 as the median salary among 252 telecom managers surveyed, compared to \$79,500 in 2006. But that doesn't mean telecom managers' salaries are decreasing. Many of those filling out our 2007 survey did not participate in our 2006 survey. Note that the median raise for telecom managers was 4.28%.

Also, be careful in comparing our latest figures to 2005's "average" salary: \$65,226 [VR 9/5/05]. Salaries in 2006 and 2007 were calculated as medians – the number in the middle when responses are ranked from least to greatest.

Also, we were careful to distinguish telecom managers from other titles. Of the record 435 respondents to this year's survey, 175 described themselves as telecom managers/directors. In analyzing all the responses, we determined that 77 other respondents also could be grouped in this category. For example, we listed "telecom analysts" who supervise staff in the "telecom managers/directors" category. [We also determined a median salary for all respondents who described themselves as telecom analysts, regardless of their supervisory responsibilities. See p. 15.]

We included respondents without a "telecom manager/director" title who do not supervise staff in the group labeled "telecom staffers." Respondents whose duties are more IT oriented and who supervise staff – namely those with the title "IT manager/director," "CIO" and "network manager" – are identified as "IT managers/directors." ☎

department that was independent of an IT department. Much larger percentages reported working in an IT department (35%) or within a telecom department that was within the IT department (40%).

Telecom managers are feeling the pinch. Seven reported in our survey that surviving reorganization or outsourcing at their enterprise is his or her proudest accomplishment over the past 24 months.

Take one telecom manager at a California-based TV broadcasting enterprise who is breathing a sigh of relief after "successfully navigating through change, several layoffs and staff changes [that] have moved telecom directly under IT and reporting to new personnel who understand data but not voice." In fact, with her 4% raise in 2007, she's now getting paid \$130,000 to manage four telecom staff, while overseeing bill auditing and LD negotiation as well as the procurement and maintenance of PBXs.

The California telecom manager also is one of the 69% of telecom managers in our study to have IP implementation or management as a responsibility, compared to 64% last year. Just as last year [VR 10/30/06], the median pay for telecom managers with this task is \$84,000, about \$5,000 more than the median for all telecom managers this year.

Not Interested in Convergence? Become 'Master of Wireless'

But not everyone is taking the IP convergence route. As many as 73% of your telecom manager peers report being responsible for at least one wireless management duty. No wonder. The median enterprise manages one wireless device for every 4.3 employees, *Voice Report* found in its *Wireless Survey 2007* [VR 4/30/07].

Consider the fate of Jeff Mazzabufi, the telecom manager at Hubbell Inc., in Orange, Conn. Hubbell has gone from an enterprise relying on just a few cell phones used by top execs to a company with 1,000 wireless devices in the field, including 300 Windows Mobile Smartphones, says Mazzabufi, who estimates that wireless now consumes about 50% of his job.

"It quickly becomes a full-time job once they start handing [smart

Average and Median Salaries Paid to Telecom Professionals in 2007			
Title	Average Salary	Median Salary	Salary Range
Telecom Managers/Directors (252 resp.)	\$80,061*	\$79,000	Low: \$27,000 High: More than \$200,001
IT Managers/Directors (34 resp.)	\$94,636	\$92,000	Low: \$52,000 High: \$162,000
All Non-Management Telecom Staffers (103 resp.)	\$63,107	\$60,000	Low: \$22,000 High: \$140,000
Source: <i>Voice Report's 2007 National Salary Survey</i> *Average excludes up to three survey respondents who reported making salaries of "More than \$200,001"			

phones] out like candy,” says Mazzabufi, who warns that deploying a smart device takes twice as much work as a regular cell phone.

A growing number of telecom managers are soon likely to have the same experience, predicts John Estes, a VP at Menlo Park, Calif.-based Robert Half Technologies, a large technology staffing company. Though surveys don't yet include figures to back it up, Estes says his firm anecdotally has observed that employers are beginning to see wireless as its own silo in telecom.

“We definitely see on the horizon where we will absolutely have separate mobility administrator categories, and a lot of our clients are already talking about that,” Estes says. “It's one of those areas where – I mean you don't necessarily go to school to be the wireless administrator – it's something that's really on the front lines of what people are learning. It's so new in the grand scheme of things that everybody has a great opportunity right now to kind of jump on that and learn about it.”

Telecom consultant Robert Lee Harris sees the opportunity, too. “Telecom managers will become cell phone administrators and will eventually be tasked with administering links between the telephone system and cellular, instead of activating digital or IP station ports,” Harris, president of Communications Advantage Inc., in Bellflower, Calif., predicted recently after appearing on an episode of *Telecom Junkies* dedicated to telecom expense management. (www.thevoicereport.com/TelecomJunkiesArchive-TEM.html)

Note that 79% of our survey respondents expressed an interest in learning more about WiFi, fixed mobile convergence and mobile-to-mobile convergence.

But telecom managers aren't the only ones who might turn the wireless phenomenon into a new career. Robert Half's latest survey highlights the emergence of the “messaging administrator” position, responsible for administering e-mail, groupware and wireless

Telecom Managers' Average and Median Salary by Wireless Responsibility		
Responsibility	% of Telecom Managers with this Responsibility	Salary
Negotiate with wireless carriers (142 resp.)	56%	Avg: \$82,871* Med: \$82,000
Select wireless carriers (142 resp.)	56%	Avg: \$81,986* Med: \$79,000
Audit wireless bills (134 resp.)	53%	Avg: \$78,598* Med: \$75,000
Device Procurement (128 resp.)	51%	Avg: \$81,617 Med: \$80,500
Optimize wireless plans (127 resp.)	50%	Avg: \$81,384* Med: \$78,000
Set and/or enforce wireless device usage policies (117 resp.)	46%	Avg: \$81,922 Med: \$76,500
Decide device types supported (ex. Determining that you'll be a BlackBerry-only or Windows Mobile-only shop) (111 resp.)	44%	Avg: \$85,736 Med: \$84,000
Provide help desk support for wireless devices (99 resp.)	39%	Avg: \$76,612 Med: \$73,000
Compose wireless RFPs (96 resp.)	38%	Avg: \$88,129* Med: \$87,500
Set and/or enforce wireless security policies (76 resp.)	30%	Avg: \$82,413 Med: \$82,000
Provide e-mail and network support for smart phones (i.e. Set up corporate e-mail on devices) (50 resp.)	20%	Avg: \$85,140 Med: \$82,000
Process stipends or reimbursements for end users for business-related use of personal cell phones (38 resp.)	15%	Avg: \$85,684 Med: \$83,500
Have at least one wireless responsibility listed above (184 resp.)	73%	Avg: \$80,315* Med: \$76,500
None of the above (47 resp.)	19%	Avg: \$77,136* Med: \$78,000
We do not have corporate ownership of the wireless phones in use at my enterprise (17 resp.)	7%	Avg: \$83,353 Med: \$85,000
Source: <i>Voice Report's 2007 National Salary Survey</i> *Average excludes up to three survey respondents who reported making salaries of “More than \$200,001”		

Telecom Managers' Salary by Job Responsibility		
Responsibility	% of Telecom Managers with this Responsibility	Salary
Local Phone Service (212 resp.)	84%	Avg: \$79,531*; Med: \$76,500
PBX Moves, Adds, Changes (200 resp.)	79%	Avg: \$78,626 Med: \$76,000
PBX Maintenance (198 resp.)	79%	Avg: \$79,929; Med: \$79,500
Phone Installation (198 resp.)	79%	Avg: \$78,444; Med: \$75,500
Voicemail (198 resp.)	79%	Avg: \$78,751; Med: \$76,000
PBX Purchase (194 resp.)	77%	Avg: \$80,466; Med: \$80,000
Telecom Budget (191 resp.)	76%	Avg: \$81,835*; Med: \$80,000
Bill Auditing (190 resp.)	75%	Avg: \$78,796*; Med: \$75,000
Teleconferencing (188 resp.)	75%	Avg: \$79,627*; Med: \$76,500
Long Distance Rate Negotiations (182 resp.)	72%	Avg: \$82,302* Med: \$82,500
PBX Security (178 resp.)	71%	Avg: \$80,452; Med: \$80,000
Telecom Fraud Prevention (177 resp.)	70%	Avg: \$81,394* Med: \$81,500
IP Telephony Implementation or Management (175 resp.)	69%	Avg: \$84,468 Med: \$84,000
Disaster Planning (147 resp.)	58%	Avg: \$79,690*; Med: \$79,000
Unified Messaging (118 resp.)	47%	Avg: \$83,821; Med: \$84,000
Unified Communications (113 resp.)	45%	Avg: \$86,821 Med: \$86,500
Pagers (105 resp.)	42%	Avg: \$80,429; Med: \$80,000
Regulatory Compliance (103 resp.)	41%	Avg: \$81,245* Med: \$77,000
Video (83 resp.)	33%	Avg: \$89,183; Med: \$88,500
Data Networking (52 resp.)	21%	Avg: \$89,863; Med: \$86,000
Network Management (51 resp.)	20%	Avg: \$92,353; Med: \$92,000
Server Management (39 resp.)	15%	Avg: \$79,718; Med: \$76,000
Server Maintenance (38 resp.)	15%	Avg: \$80,526; Med: \$80,500
Data Network Security (14 resp.)	6%	Avg: \$104,000; Med: \$104,500
E-Mail (responsible for servers, applications, spam filters, etc.) (7 resp.)	3%	Avg: \$94,571 Med: \$90,000
Web Site Hosting (6 resp.)	2%	Avg: \$81,833; Med: \$79,000
None of the Above (3 resp.)	1%	Avg: \$79,000*; Med: \$94,000
Other (42 resp.)	17%	Avg: \$77,927*; Med: \$76,000

Source: Voice Report's 2007 National Salary Survey

*Average excludes up to three survey respondents who reported making salaries of "More than \$200,001"

devices like BlackBerries. The pay given messaging administrators is predicted to jump 7.1% in 2008 to a range of \$55,000 to \$77,750.

11 Wireless Tasks Include Smart Phone Management

Still not a believer in the emergence of wireless device management as a key role at your enterprise?

Just over half (53%) of our salary survey respondents report that the growth of wireless has made them more integral to their enterprises. Plus, while nearly three quarters of all survey respondents agree that actively managing wireless spend presents a significant cost-saving opportunity for their enterprises, 58% believe they're doing an adequate job managing wireless costs.

And wireless responsibilities don't yet equal higher pay, our survey indicates. Those responsible for at least one wireless duty make a median \$76,500.

But are telecom managers and others missing the boat?

Mazzabufi believes so, especially as smart phones grow in popularity. He lists pooled plans, volume discounts, national contracts, turning off non-essential text messaging and the policing of excessive texting as a few of the opportunities for cutting costs. He says pooling and volume discounts alone helped him save Hubbell \$325,000.

And he lists the following tasks that he tackles regularly:

- ✓ Counsel new users on their options and what standard devices and plans are available;
- ✓ Order and take delivery of devices;
- ✓ Coordinate activation with end users;
- ✓ Configure ActiveSync (Microsoft's program for automatically transferring e-mails, contacts and other content to devices);
- ✓ Box up devices and ship them out overnight to the end users;
- ✓ Troubleshoot problems with end users;
- ✓ Keep an internal intranet site – featuring standards, manuals and procedures – up to date;
- ✓ Maintain Web links for employees to get corporate discounts on their personal cell phones;
- ✓ Receive and audit wireless bills, track monthly usage and make sure minutes used don't exceed the pool;
- ✓ Check excessive text messaging and call users to see if they need a text messaging plan; and
- ✓ Get bills approved and submitted for payment.



Telecom Managers' Salaries by Number of Wireless Devices in Use at Enterprise		
# of Wireless Devices in Use at Enterprise (including smart phones like BlackBerries, Treos and Windows Mobile devices)	Average Salary	Median Salary
1 to 10 devices (10 resp.)	\$81,300	\$86,500
11 to 50 devices (21 resp.)	\$67,190	\$56,000
51 to 100 devices (21 resp.)	\$66,857	\$64,000
101 to 300 devices (54 resp.)	\$69,962	\$69,000
301 to 500 devices (31 resp.)	\$77,400*	\$80,000
501 to 1,000 devices (25 resp.)	\$87,040	\$84,000
1,001 to 2,500 devices (28 resp.)	\$90,889*	\$93,000
2,501 to 5,000 devices (19 resp.)	\$94,789	\$92,000
5,001 to 10,000 devices (14 resp.)	\$89,929	\$83,000
10,001 to 20,000 devices (8 resp.)	\$91,714	\$94,000
More than 20,001 devices (13 resp.)	\$106,346*	\$109,000

Source: Voice Report's 2007 National Salary Survey
*Average excludes up to three survey respondents who reported making salaries of "More than \$200,001"

3 Case Studies Featured at Mobile Explosion '08

Stop escalating wireless costs from blowing up your telecom budget while simultaneously increasing your value at your enterprise. Attend *Mobile Explosion '08*, Jan. 24-25, at Caesars Palace, in Las Vegas (www.MobileExplosion.com).

This year, communication technology pros at three enterprises will present case studies: Hear how **Jeff Mazzabufi**, the telecom manager at Hubbell Inc., uncovered more than \$325,000 in savings after taking over the management of 1,000 wireless devices. Discover how **David Sproul**, the manager of emerging technologies and IT capital projects at University of California, San Francisco Medical Center, plans to save thousands of dollars each month in cellular bills after implementing a converged mobile network for both voice and data. And follow the steps **John McCaulley**, the manager of voice technologies, and **Brendan O'Malley**, the manager of supply chain programs, took to select and contract with a TEM company that helped Eaton Corp. save 26% on its wireless spend.

And that's not all. Attendees will also take home wireless-related guidance:

- spend metrics, pulled directly from the wireless bills of 100 enterprises;
- carrier RFPs and contracts;
- user policies;
- optimization tricks;
- data efficiencies; and
- the latest on mobile devices.

Register online at www.MobileExplosion.com or call (866) 675-4753. And if you register by Dec. 10, you can take advantage of our \$150 early bird discount.

See you in Vegas!



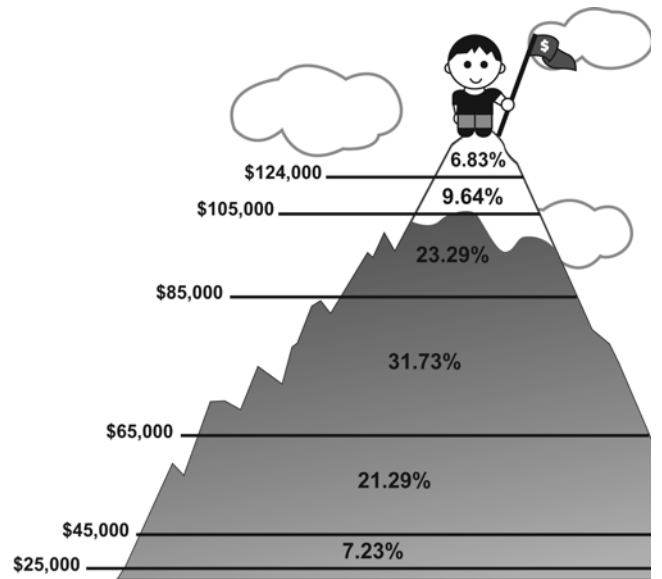
Telecom Managers' Salaries by Years with Current Employer

Loyalty does not pay, at least for telecom managers, *Voice Report* finds in a breakdown of salaries by longevity with employer.

Years with Current Employer	Average Salary	Median Salary
1 to 3 years (31 resp.)	\$83,613	\$88,000
4 to 6 years (44 resp.)	\$81,071*	\$83,500
7 to 9 years (42 resp.)	\$79,025	\$75,500
10 to 14 years (35 resp.)	\$76,457	\$72,000
15 to 19 years (30 resp.)	\$76,867	\$69,000
20 to 24 years (25 resp.)	\$74,750	\$80,000
25 years or more (42 resp.)	\$85,634*	\$80,000

Source: *Voice Report's 2007 National Salary Survey*
 *Average excludes up to three survey respondents who reported making salaries of "More than \$200,001"

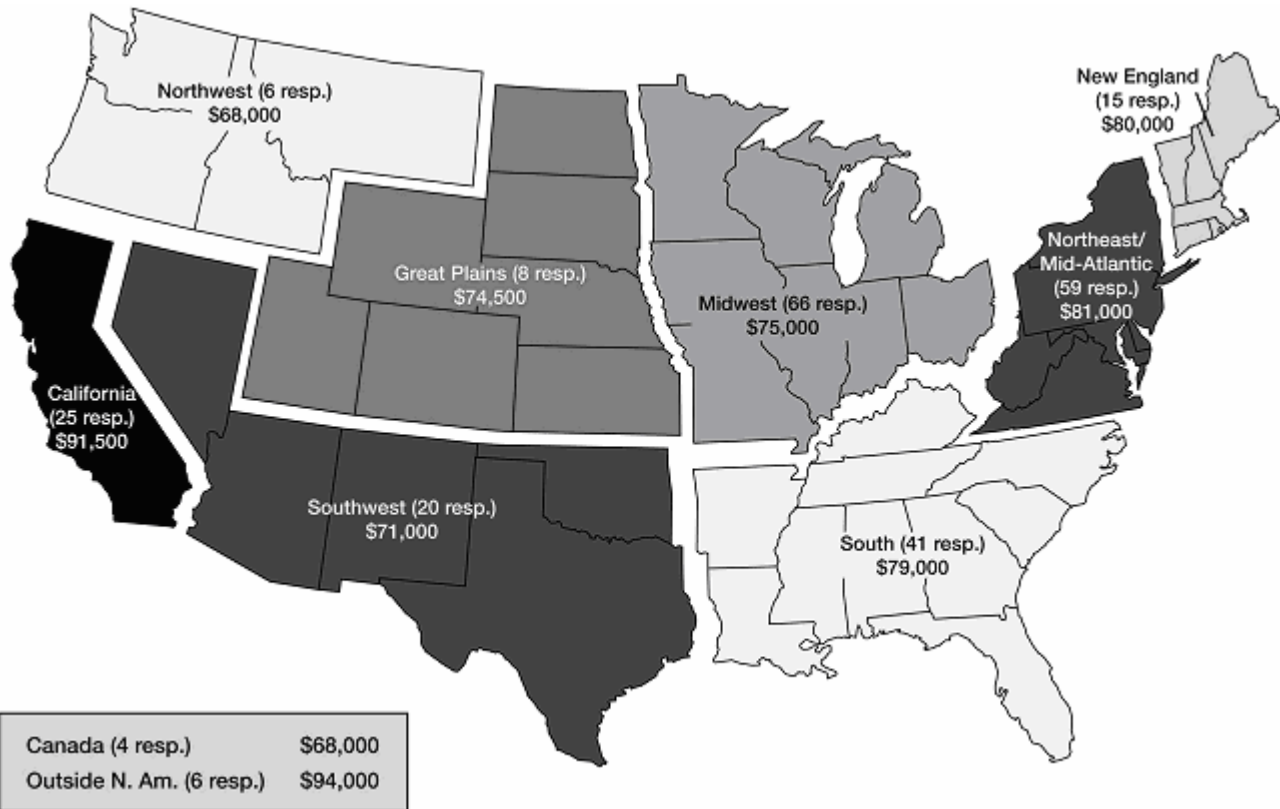
How Close Are You to the Top of Telecom Managers' Salary Mountain '07?



Source: *Voice Report's 2007 National Salary Survey*

Telecom Managers' Median Salaries by Region

For the second year in a row, California-based enterprises pay their telecom managers the most of any region in the United States, but good luck if you work in the Northwest.



Source: *Voice Report's 2007 National Salary Survey*

Average and Median Salaries For Telecom Managers By Certification

Maybe PBX certification isn't the career-boosting magic bullet it's cracked up to be. Our survey shows specializing in other areas – including asset management, contract negotiation and general management – might command a higher salary.

Type of Certification	% With Certification	Average Salary	Median Salary
Asset Management Certification (9 resp.)	4%	\$91,375*	\$97,000
Contract Negotiation Certification (31 resp.)	12%	\$88,034*	\$91,000
General Management Certification (57 resp.)	23%	\$87,527*	\$85,000
Project Management Certification (50 resp.)	20%	\$87,188*	\$85,000
Data Network Certification (34 resp.)	13%	\$83,938*	\$85,000
IP Telephony Certification (22 resp.)	9%	\$88,864	\$84,500
Voicemail Certification (80 resp.)	32%	\$85,000	\$84,000
Bill Auditing Certification (26 resp.)	10%	\$82,692	\$83,500
Certification in One or More PBXs (118 resp.)	47%	\$82,709	\$82,000
Traffic Analysis Certification (25 resp.)	10%	\$79,750	\$79,000
None, All Self-Taught or On-The-Job (96 resp.)	38%	\$76,261*	\$75,000
Carrier Certification (8 resp.)	3%	\$79,571	\$73,000

Source: Voice Report's 2007 National Salary Survey

*Average excludes up to three survey respondents who reported making salaries of "More than \$200,001"

How Telecom Pros Feel About New Technologies

Telecom managers, telecom staffers and IT directors as a whole are excited about the prospect of Unified Communications, but respondents also feel the pressure to learn IT skills in order to keep their jobs.

	Strongly Agree	Agree	Disagree	Strongly Disagree
Actively managing wireless spend presents a significant cost-saving opportunity for my enterprise (421 resp.)	27%	46%	23%	4%
My enterprise already does an adequate job of managing wireless costs (417 resp.)	10%	48%	34%	7%
The growth of wireless phone use has made me more integral to my enterprise (418 resp.)	13%	40%	38%	9%
The introduction of Unified Communications will be good for my career (414 resp.)	18%	61%	19%	3%
To maintain employment, I need to learn more about IT and data-related issues (419 resp.)	29%	51%	15%	5%

Source: Voice Report's 2007 National Salary Survey

Average and Median Salary for Telecom Managers by Number of Staff Supervised

Supervising more staff does mean a bigger paycheck, our survey confirms.

# of Staffers Supervised	% of Telecom Managers with # of Staff	Average Salary	Median Salary	Salary Range
Identified themselves as Telecom Managers but supervised no staff (30 resp.)	12%	\$65,483	\$64,000	Low: \$34,000 High: \$115,000
One part-time staffer (9 resp.)	4%	\$55,111	\$51,000	Low: \$41,000; High: \$76,000
1 to 3 staffers (87 resp.)	35%	\$74,644	\$74,000	Low: \$30,000; High: \$139,000
4 to 10 staffers (76 resp.)	30%	\$86,811*	\$86,000	Low: \$27,000 High: More than \$200,001
11 to 20 staffers (30 resp.)	12%	\$86,533	\$87,000	Low: \$33,000; High: \$160,000
21 to 50 staffers (13 resp.)	5%	\$111,417*	\$115,000	Low: \$73,000 High: More than \$200,001
51 or more staffers (5 resp.)	2%	\$91,750*	\$118,000	Low: \$50,000 High: More than \$200,001

Source: Voice Report's 2007 National Salary Survey

*Average excludes up to three survey respondents who reported making salaries of "More than \$200,001"

4.28% is Median Raise among Telecom Managers

Touchdown! 5 Plays to Score Your Next Raise

Steve Tullgren got a nearly 6% raise by putting his resume on the Web, though he had no intention of changing jobs.

The telecom manager at DJO Incorporated, a Vista, Calif.-based medical device company, got hits from headhunters and recruiters when he solicited job openings on Monster.com. Tullgren combined the salaries he was offered with information from sites like Salary.com and presented it to his VP of IT in a mid-year review.

Such a play might be a good one to run if you didn't receive the median 4.28% raise *Voice Report* tallied from 252 telecom manager respondents to our 2007 National Salary Survey. As many as 435 respondents – including IT directors and telecom staffers – responded to the survey. They shared with us as many as 329 strategies they used to seek raises. Here are the five we deemed the most innovative.



Proceed with Caution when Running the Resume Fake

Tullgren says his supervisor was supportive when he informed him that he was putting his resume out there just to get salary information, DJO's Tullgren warns. But yours might not be.

Allowing employees to post their resume "is a daring gamble because we are still in the middle of the tightest middle management market we've ever seen – especially in telecom," says Keith Pearson, president of Dallas-based executive search firm Pearson Partners International Inc.

Average and Median Raises by Job			
Job	% Who Got a Raise	Average Raise Among Those Who Got One	Median Raise Among Those Who Got One
All Telecom Managers/Directors (244 resp.)	87.70% (214 resp.)	6.43%	4.28%
Telecom Managers with Supervisory Responsibility (214 resp.)	87.85% (188 resp.)	6.33%	4.28%
Identified themselves as Telecom Managers but supervised no staff (29 resp.)	86.21% (25 resp.)	7.28%	4.92%
Identified themselves as being a "one-person telecom department" (111 resp.)	84.68% (94 resp.)	8.73%	4.84%
IT Managers (32 resp.)	93.75% (30 resp.)	5.76%	4.05%
Staffers (100 resp.)	90.00% (90 resp.)	6.28%	4.44%
All Survey Respondents (417 resp.)	87.05% (363 resp.)	8.19%	4.35%

Source: *Voice Report's* 2007 National Salary Survey

And supervisors don't like being bullied by counteroffers, adds Steve White, IT account exec at Fort Lauderdale, Fla.-based staffing firm Spherion. "The counteroffer is the kiss of death," he says. It indicates you're not committed to your current job – and you'll be the first let go when the business takes a downturn, White warns.



Add Up Your Yardage Totals and Points Scored

The telecom manager at a Los Angeles hospital says he "quantified performance" to score a massive 43.75% raise in 2007.

Describe your performance in terms of what you did, how you did it and how much it saved, advises Craig Nathanson, a San Francisco-area man who has trademarked his title as "the vocational coach." Start each

accomplishment with a verb, he says, like this: “Designed and implemented new phone system, resulting in savings of \$1 million.”

Make sure the accomplishments you list are those you’re proud of, not those that frustrated you, because you’ll have to discuss them in-depth, Nathanson says. Another way to present your triumphs is with a “T chart,” which describes the business problem at the top of the T, what you did to solve it on the left side and what the positive results were on the right side, he advises.



Turn Your Fans’ Accolades into Cash

Collect all those glowing letters of praise you get from your customers, vendors and partners and present them in your next salary evaluation. Such kudos, coupled with increased revenue and customer satisfaction, won a 9% raise for Marvin Golden, network manager at Internet provider Thomasville Utilities CNS, in Thomasville, Ga.

Golden says he also saves endorsements he receives from colleagues on networking Web site LinkedIn (www.linkedin.com). “If you’re doing your job really well, you shouldn’t have to ask for those,” he says. “They should just come.”

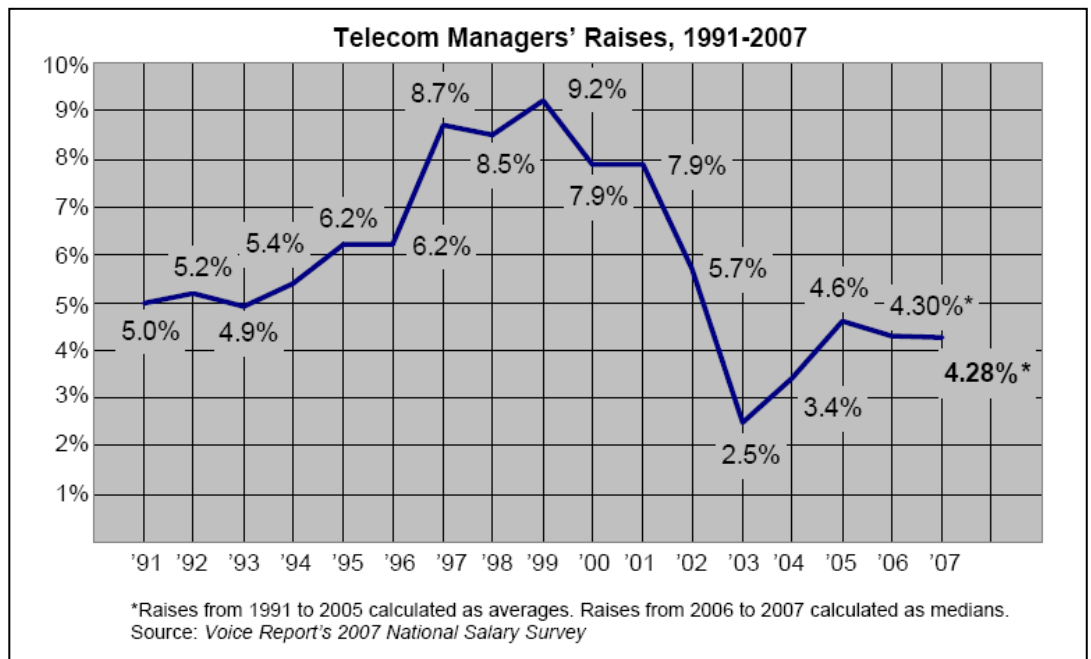
Drawing your boss’ attention to all the times people say “we couldn’t have done it without you” is a good idea, seconds recruiter Pearson. It might be as close as telecom managers can get to quantifying their value, unlike salespeople who can show the direct dollar impact they’ve made on the company, he says.

Golden says he paired his kudos with evidence that he met his annual goals – including boosting revenue above the \$3 million mark by decreasing travel and overtime and increasing efficiency during staffers’ downtime.



Get Credit for Adding New Technology to Playbook

It’s no wonder telecom managers who just wait to fix phones that break don’t get raises, says Chip Powell, who handles only telecom for the California Office of Legislative Counsel. Powell, who recently earned a promotion to



WARNING: Copyright violations will be prosecuted. Voice Report shares 10% of net proceeds of settlements or jury awards with individuals who provide essential evidence of illegal photocopying or electronic redistribution. To report violations contact Roger Klein at Howrey & Simon, 1299 Pennsylvania Ave., N.W., Washington, D.C. 20004-2402. Confidential line: (202) 383-6846. Copyright 2007. Price: \$429/year. For photocopying or electronic distribution permission, call (888) 275-2264, and ask for our copyright waiver, bulk subscription or site license programs. Email: customer@thevoicereport.com. **Voice Report** (ISSN 1527-3032), is published biweekly by UCG, 11300 Rockville Pike, Suite 1100, Rockville, MD 20852.

the title of “information technology specialist II,” says he has taken responsibility for bringing IP telephony and unified messaging to the enterprise. That includes adding a signaling server to the organization’s Nortel Meridian server to make it IP-capable and connecting a remote call center to the main site via IP.

Powell says his superiors recognized that he takes ownership for his job and also rewarded him with a raise in excess of 18% – no small feat when working for a government entity.

Spherion’s White agrees that bragging about the new technology you’ve implemented is a good way to get attention at raise time. But don’t forget to demonstrate the bottom-line value of the technologies, he says.



Play on Both Sides of the Ball – Take on IT Responsibilities

A handful of telecom managers reported scoring raises by helping with other IT duties. One respondent employed at a California-based biotech research firm even redefined her position from telecom manager to “IT project manager” to score a 5.26% raise.

As telecom managers increasingly find themselves folded into IT organizations, exposing yourself to IT tasks is a good way to climb the corporate ladder, recruiter Pearson says. He says he’d give the same advice to a raise-seeking telecom manager as he gives to CIOs longing to be CEOs: Get involved in other business areas and demonstrate your abilities.

Make sure you’ve exhausted all of your opportunities for growth in telecom before pursuing IT tasks, so it doesn’t look like you’re neglecting any part of your job, White says. ☎

And the 20 Most In-Demand Skills

The 10 Coolest Job Openings in Telecom

Glide past the blackjack tables and roulette wheels, while the ding-ding-ding of one-armed bandits and clang of coins falling into small plastic buckets celebrate your arrival. A singing gondolier pushes off beneath faux Roman archways and a ceiling painted to look like the sky.

This is Sin City, baby, but you’re not on vacation. You’re headed to work at the Venetian Resort Hotel Casino, in Las Vegas... that is, if you’re lucky enough to fill one of the 10 coolest job openings in telecom. You might be if you have experience overseeing landlines, wireless, radio-based communications and IP telephony. Oh, and you must be able to routinely tolerate cigarette smoke.

A record 435 communication technology professionals – including telecom managers, staffers, IT directors, consultants and vendor employees – responded to *Voice Report’s 2007 National Salary Survey [VR 10/25/07]*, providing their salaries, recent raises, responsibilities, best accomplishments and biggest anxieties. We went beyond our usual crunching of the numbers to search multiple job ad sites, identifying the skills and experience most in demand for your profession.

We also circled the 10 job openings that we thought were most interesting, or at least the ones that we thought you would have the most fun talking about with other telecom pros. [See p. 12 for the complete list]

Sites VR Used in Quest for Telecom Manager Jobs

Americasjobexchange.com
Careerbuilder.com
Computerjobs.com
Dice.com
Flipdog.com
Gojobs.com
Higheredjobs.com
Hotjobs.yahoo.com
Indeed.com
Monster.com
Tech-centric.net
Washingtonpost.com

We also found jobs posted on the *Telecom-Talk* listserv. (www.thevoicereport.com/telecomtalk) ☎

81% Satisfied, But Relocating Means 15%-to-20% Raise

You probably aren't looking for another employment opportunity if you're like 81% of those who filled out this year's salary survey and said they "agreed" with the statement that they were "satisfied with [their] job," including 20% who said they "strongly agreed." Though only 53% said they feel like management recognizes their worth.

Taking another job might not mean better recognition, but it typically does translate into higher pay – as much as 15% to 20% more – says Keith Pearson, president of Dallas-based executive search firm Pearson Partners International Inc. The salary bump doesn't necessarily reflect what you're worth on the open market, but rather should be chalked up to employers trying to entice you, he adds.

The results of *Voice Report's* salary survey confirm Pearson's notion. The more recently telecom managers joined their current employers, the more they are getting paid, we found [VR 10/25/07]. In fact, in the widest of disparities, the 12% of telecom managers who have been with their current employers for one to three years got the highest median salary (\$88,000), while the 12% who have been with their employers for 15 to 19 years got the lowest median rate (\$69,000).

In search of higher pay? Consider the opening for a telecom director at the New York State Department of Public Service, for example. The job, which involves overseeing the state's utility regulatory functions and supervising a staff of 50, comes with a salary between \$116,000 and \$144,000.

IP Telephony Skills Hot, But Pixar Needs Avaya Know-How

Another way to up your pay, besides becoming a policymaker, is to develop a working knowledge of IP telephony. It was the most commonly referenced skill requirement in the job ads *Voice Report* examined. A full 42% of them mentioned it.

Consider the opening at Bethesda, Md.-based real estate information service CoStar Group Inc., which is offering a \$100,000 salary for a telecom manager who knows VoIP.

Also in demand: wireless management skills. It showed up in 24% of the openings we found, including one for a "global telecommunications manager" at Latrobe, Pa.-based metalworking and tool production company Kennametal.

But familiarity with a particular PBX remains one of the most valuable attributes to mention on your resume. Take the opening at Pixar Animation Studios, in Emeryville, Calif. The creators of "Toy Story," "Monsters, Inc." and "Ratatouille" seek a telecom manager

20 Most In-Demand Telecom Skills

As a follow up to our recent salary survey special report, *Voice Report* recently collected and analyzed 50 telecom manager job openings, flagging the skills employers most often are looking for. Here are the 20 that were mentioned the most along with some other important findings.

Employers want familiarity with:	% seeking applicants with that skill:
VoIP/IP telephony	42%
Wireless/Cellular	24%
Avaya equipment	22%
Call/contact center	22%
Cisco equipment	20%
Nortel equipment	16%
IVR	12%
ACD	10%
Disaster recovery/business continuity	8%
TCP/IP protocols	8%
EIA standards	6%
SIP	6%
TIA standards	6%
Video conferencing	6%
ANSI standards	4%
Audio conferencing	4%
Change management	4%
IEEE standards	4%
ITIL concepts	4%
QoS protocols	4%
Employers' minimum education requirements:	% of employers with this requirement:
Bachelor's Degree	50%
Associate's Degree	6%
Master's Degree	4%
High School Diploma	2%
Average salary offered	\$87,597
Average years of experience employers requested	6
Source: <i>Voice Report</i> analysis of 50 telecom manager job ads posted online	

with Avaya certification or equivalent experience. Additional Nortel, Lucent, Siemens, Mitel and Toshiba experience are desired. Pixar's new hire will get to manage all aspects of telecom support, including voicemail, while overseeing joint projects with the IT department and acting as a liaison with other studio groups.

Indeed, 22% of telecom manager job openings analyzed by *Voice Report* stipulate familiarity with Avaya equipment, making it the most popular vendor among employers looking for telecom managers with skills in a particular system.

10 Coolest Job Openings in Telecom

1. **Federal Emergency Management Agency** (<http://federalgovernmentjobs.us/jobs/Telecommunications-Manager-Radio-Frequency-1048153.html#jobdescription>) As a telecom manager specializing in radio frequency for FEMA's Mobile Emergency Response Support Detachment, you would be responsible for overseeing the installation and operation of radio frequency gear at deployed locations. As if the excitement, thrill and danger weren't enough, you'd be paid \$77,590 to \$100,869. The job is in Thomasville, Ga.
2. **Pixar Animation Studios** (<http://jobsearch.innua.monster.com/getjob.asp?JobID=61819942>) This is the classic telecom manager job – supporting voicemail and other voice-related systems – but it's at a seemingly creative and happening enterprise. And you'll get to live in the Bay Area (Emeryville, Calif., to be exact).
3. **New York State Department of Public Service** (Contact barbara_herbert@dps.state.ny.us) You become *the* VIP as director of telecom. You would participate in several national utility regulatory organizations, while advocating to the FCC, state legislature and congress. It's a bureaucratic post that pays well: \$116,000 to \$144,000.
4. **The Venetian Resort Hotel Casino** (<http://blackent.careercast.com/texis/jobsearch/details.html?id=46f8c0856d6e0&q=telecom&qField=All&qInd=categoryother&pp=25&qlookidu=national&view=1&page=1>) It sounds like all glitz and glamour for the telecom manager who has experience in landlines, wireless, IP telephony and radio-based communications. You'd work in a "fast-paced, busy and somewhat stressful environment." The key question: Will you still love Vegas after the first week?
5. **Department of Homeland Security, Customs and Border Protection Agency** (<http://federalgovernmentjobs.us/jobs/Telecommunications-Manager-992980.html>) And you've been worried about others spying on your current enterprises' network. As telecom manager, you'd configure and maintain the telecom network to service law enforcement mission applications such as intrusion detection systems, encrypted voice land/mobile radio communication systems, video surveillance systems and the local area network. Take your pick; there are openings in multiple locations. Pays \$66,951 to \$87,039.
6. **California State University, Fullerton** (www.higheredjobs.com/institution/details.cfm?JobCode=175273577) Want to work at a place that's geeked about new technology? Part of the telecom manager job is to "assess in-place and new state-of-the-art telecom and wireless technologies for product applications and campus impact. "Start packing your bags for Fullerton, Calif., if you're lucky enough to land this job.
7. **Focus on the Family** (www.flipdog.com/job/network-engineering-telecom-manager/64500013/) Ideal for those who can refrain from cursing out the PBX when it crashes. You're expected to be a "consistent witness for Jesus Christ" and "maintain a Christ-like attitude." Network engineering and telecom manager will determine service level objectives and adhere to SLAs for PBX functionality, ACD functionality, network functionality, WAN, LAN and PSTN connectivity. Join the pious in Colorado Springs, Colo.
8. **National Institute of Standards and Technology** (<http://jobsearch.usajobs.opm.gov/getjob.asp?JobID=64509460>) Buy some skis on your way to Boulder, Colo., and work at a place that's dedicated to fostering new technology. As telecom manager, you would supervise the administration of all aspects of the Nortel PBX, Meridian voicemail and cabling infrastructure. Expect to take home \$56,378 to \$87,847.
9. **Stanley Works** (http://jobs.brassring.com/EN/asp/tg/cim_jobdetail.asp?sec=1&partnerid=165&siteid=20&jobid=398093) Maybe working for Stanley Tools gets you an employee discount on some hammers and saws. Design and support enterprise voice infrastructure throughout Stanley facilities plus provide leading-edge call center recommendations and support. Tune up your snow blower before moving to New Britain, Conn.
10. **Volkswagen** (www.flipdog.com/job/manager-data-networking-and-telecom-strategy/64230965/) It's telecom fahrvergnugan! Be the manager of data network and telecom strategy to define, maintain and govern enterprise-wide network and telecom strategy, while ensuring the support of VWoA's business objectives and requirements. The bad news: The job is in Detroit, not Germany. ☎



Cisco experience is almost as hot, though. As many as 20% of the openings we found wanted a telecom manager who knows Cisco. Knowledge of Cisco IPCC Express, Unity and CallManager could score you the \$90,000 to \$100,000 “VoIP/telecom leader” position advertised by Seattle-based Parker Staffing Services, for example.

Look to FEMA for Excitement

So, while high pay might be just the thing you are looking for, don't discount the thrill of having a job with national renown and maybe a little danger. Consider the opening at the Federal Emergency Management Agency, for example.

FEMA is looking to hire a telecom manager specializing in radio frequency for its Mobile Emergency Response Support Detachment. The job involves acquiring, configuring, maintaining and evaluating RF-related equipment performance at deployed locations while monitoring the work of “subordinates.” Though the only requirements listed are a commercial driver's license and the ability to lift 45 lbs, the government job grade comes with a salary range of \$77,590 to \$100,869.

Knowing what you want in a job is the first thing you need to figure out before hitting the open market, advises Craig Nathanson, a San Francisco-area man who has trademarked his title as “the vocational coach.” Next, envision your work day – the more specific you are, the better – and then build a network list of people you know who are hiring in your field, he suggests. In-person networking is always more effective than general online resume postings, Nathanson says.

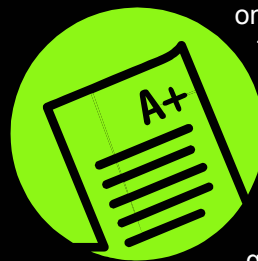
If you're like many telecom managers, the part of your job you love most is the chance to implement new technology. It was the characteristic most often mentioned by telecom managers in *Voice Report's 2007 National Salary Survey* as the feature they most liked about their current jobs.

If that's true about you, then check out the telecom manager opening at California State University, Fullerton. The college is looking for a telecom manager to assess “in-place and new state-of-the-art telecommunications and wireless technologies for product applications and campus impact.”

Autonomy, problem solving, saving money and negotiating also topped the list of favorite attributes telecom managers reported in our survey. Chief among the complaints in this latest survey: billing issues, office politics, routines, being on call and dealing with end users and supervisors who don't understand telecom. ☎

Rate Your Switch

The PBX market is in turmoil, with the performance and policies of long-entrenched manufacturers changing as quickly as the technology. You need to know – before plunking down as much as seven figures on your next purchase – about the reliability and functionality of each switch as well as the quality of customer service delivered by vendors and maintenance techs.



That's why this year it's more important than ever to fill out and receive the results of *Voice Report's* PBX survey. The survey is just 30 questions long and 100% confidential, with data aggregated by computer and reported as groups.

[www.TheVoiceReport.com/
PBXSURVEY07-08](http://www.TheVoiceReport.com/PBXSURVEY07-08)

We'll send every one who takes the survey the special report we write from the results. Take the survey before it closes Nov. 30 and make sure to include your e-mail address at the end!

2007 National Salary Survey, Part 2

Grass Might Not Be Greener as Consultant, But Money Is

Think you might win some independence and a little more moola by becoming a telecom consultant? Well, you might get at least half of what you desire, our latest salary survey results reveal.

While the 252 telecom managers to fill out our latest survey get paid a median salary of \$79,000 [VR 10/25/07], 21 respondents who identified themselves as telecom consultants reported a median \$100,000 in annual compensation. One consultant even reported more than \$200,000 in pay, while the lowest paid consultant in our survey got \$62,000.

But don't expect instant success as a telecom consultant, warns Byron Battles, principal consultant at The Battles Group, in Silver Spring, Md. You're competing against as many as 5,000 peers – including brokers, dealers and others that offer consulting services – across the U.S., including the 150 members of the Society of Telecom Consultants.

The biggest obstacle to success, he says: Being able to sell yourself. If you're not comfortable with constant self-marketing and networking, perhaps consider working for a larger consulting firm, recommends Battles, who worked for consulting giant Booz Allen Hamilton before beginning his own practice. Though he notes he was expected to find enough work to make 75% to 80% of his time billable.

Battles also debunks the fantasy of working from home in your PJs. "If I'm doing my job, I'm not at home," he says. "I'm at a client site."

Hustle & Networking Required

Martha Buyer, a telecom attorney since 1996, occasionally provides consulting services. She knows what it's like to be networking with other communications technology professionals seemingly nonstop, frequently accepting speaking engagements and writing opportunities when they are offered as a way to increase her exposure.

Buyer says she is regularly educating enterprises about how her services might save them money and trouble before they make deals with carriers and other vendors. Whether it be due to cost or somebody's ego, enterprises aren't typically looking for such help in a proactive fashion, she warns.

It was a quest for independence, not more money, that Ken Krupp says recently led him to leave his job as global telecom manager at Bothell, Wash.-based Panasonic Avionics Corp. and hang out his consulting shingle

Telecom Managers' Salaries vs. Consultants' and Vendor Employees'				Consultants' Salaries by Years with Current Title		
Title	Avg Salary	Median Salary	Salary Range	Years with Current Title	Average Salary	Median Salary
Telecom Managers (252 resp.)	\$80,061*	\$79,000	Low: \$27,000 High: More than \$200,001	1 to 3 years (6 resp.)	\$96,333	\$91,500
Consultants (21 resp.)	\$101,950*	\$100,000	Low: \$62,000 High: More than \$200,001	4 to 6 years (9 resp.)	\$109,444	\$100,000
Vendor Employees (25 resp.)	\$89,455*	\$87,500	Low: \$29,000 High: More than \$200,001	7 years or more (6 resp.)	\$95,200*	\$108,000
Source: Voice Report's 2007 National Salary Survey *Average excludes up to three survey respondents who reported making salaries of "More than \$200,001"				Source: Voice Report's 2007 National Salary Survey *Average excludes one survey respondent who reported making a salary "More than \$200,001"		

after 28 years as a telecom pro. Thanks to a new 20-hour per week gig he just signed with a client, Krupp says he's a little less anxious now about knowing when and where his next project will arrive.

Likewise, Ken Agress, senior consultant at Midvale, Utah-based Burton Group, says it was the variety of consulting, not the lure of more money, that led him to switch after 10 years in enterprise network management and carrier presales support. He says he enjoys doing an RFP one week, an implementation the next and a strategy document after that.

Agress contemplated returning to employment on the enterprise side while in the midst of his recent job search. But he says he'd likely have to accept a lower salary and he'd miss the opportunities he gets to speak and attend conferences as a consultant.

Agress cautions those considering consulting that the bar is set higher on the work produced by a consultant than that done by an enterprise telecom employee, because the consultant is the "hired gun" brought on specifically for the task. ☎

Telecom Managers' Salary, Raise and Bonus by Gender				
There does appear to be a gender bias in telecom, with the median female survey respondent getting paid nearly 16% less than the median male respondent. With few exceptions, the trend persists across raises and bonuses, too.				
Gender	# Years with Current Employer	Salary	Raise Among Those Who Got One	Bonus Among Those Who Got One
Men	1 to 3 years (19 resp.)	Avg: \$86,421 Med: \$88,000	Avg: 9.91% Med: 5.05%	Avg: \$20,346 Med: \$8,500
	4 to 6 years (25 resp.)	Avg: \$84,957* Med: \$90,000	Avg: 6.36% Med: 5.00%	Avg: \$27,077 Med: \$13,000
	7 to 9 years (26 resp.)	Avg: \$73,692 Med: \$73,500	Avg: 4.04% Med: 3.94%	Avg: \$32,160 Med: \$18,500
	10 to 14 years (20 resp.)	Avg: \$78,350 Med: \$72,500	Avg: 5.29% Med: 4.77%	Avg: \$21,357 Med: \$10,000
	15 to 19 years (17 resp.)	Avg: \$85,882 Med: \$75,000	Avg: 11.10% Med: 4.17%	Avg: \$22,160 Med: \$15,000
	20 to 24 years (15 resp.)	Avg: \$82,214 Med: \$84,500	Avg: 8.11% Med: 3.64%	Avg: \$10,250 Med: \$8,000
	25 years or more (22 resp.)	Avg: \$96,381* Med: \$97,500	Avg: 4.96% Med: 4.35%	Avg: \$47,786 Med: \$16,500
Men Overall (146 resp.)		Avg: \$83,803* Med: \$84,000	Avg: 6.99% Med: 4.62%	Avg: \$28,655 Med: \$12,000
Women	1 to 3 years (12 resp.)	Avg: \$79,167 Med: \$86,500	Avg: 6.56% Med: 4.76%	Avg: \$6,638 Med: \$4,750
	4 to 6 years (19 resp.)	Avg: \$76,368 Med: \$75,000	Avg: 6.00% Med: 4.23%	Avg: \$31,796 Med: \$12,500
	7 to 9 years (16 resp.)	Avg: \$88,929 Med: \$89,000	Avg: 6.22% Med: 4.17%	Avg: \$27,679 Med: \$12,000
	10 to 14 years (15 resp.)	Avg: \$73,933 Med: \$72,000	Avg: 4.37% Med: 3.80%	Avg: \$26,769 Med: \$14,400
	15 to 19 years (13 resp.)	Avg: \$65,077 Med: \$63,000	Avg: 5.27% Med: 3.49%	Avg: \$12,192 Med: \$4,825
	20 to 24 years (10 resp.)	Avg: \$64,300 Med: \$64,500	Avg: 7.92% Med: 3.70%	Avg: \$13,600 Med: \$20,000
	25 years or more (20 resp.)	Avg: \$75,350 Med: \$72,000	Avg: 4.66% Med: 3.96%	Avg: \$12,992 Med: \$7,000
Women Overall (106 resp.)		Avg: \$74,952 Med: \$72,500	Avg: 5.67% Med: 4.08%	Avg: \$20,213 Med: \$9,000

Source: *Voice Report's 2007 National Salary Survey*
 *Average excludes up to three survey respondents who reported making salaries of "More than \$200,001"

What's in a Name?
Telecom Analyst Duties Vary

As many as 82 telecom analysts responded to *Voice Report's* recent 2007 *National Salary Survey*. But there seems to be little consistency in the job duties and managerial responsibilities assigned to telecom analysts. Just over 40% of telecom analysts in our survey don't supervise anyone, while the other 60% supervise between one part-time staffer and 15 staffers. Here's how those with the title "telecom analysts" are compensated:

Average salary: \$62,650
Median salary: \$60,000
Salary range: \$22,000 to \$165,000

Is Wireless a Life Boat?

Go now to www.thevoicereport.com/TelecomJunkiesArchive-WirelessLifeRaft to hear *Voice Report* Editor **Jessica Gdowski** break down our latest salary survey with the help of **Jeff Mazzabufi**, a telecom manager championing wireless cost containment at Hubbell Inc., and **John Estes**, a VP at technology staffing giant Robert Half Technologies.



Subscriber Services

We want to help you in every way. Here's how to reach us:

EDITORIAL: Want more details on a story? Contact editor Jessica Gdowski at (301) 287-2704 or jgdowski@thevoicereport.com. Or contact publisher Jason Huffman at (301) 287-2476 or jhuffman@thevoicereport.com.

OUR STANDARD FOR EDITORIAL EXCELLENCE: Our goal is to provide you with the most accurate and balanced information available anywhere. If you ever feel we're not living up to this standard, we want to know about it. Contact CCMi President George David directly at (301) 287-2240 or [gdavid@ccmi.com](mailto:g david@ccmi.com).

SUBSCRIPTIONS: \$429/year for 24 issues. For questions about newsletter delivery and account status, call (888) 275-2264, or e-mail customer@thevoicereport.com.

TELECOM-TALK: Join our free, online discussion group. Get advice from your peers and share your experience on daily challenges such as LD rate negotiations, PBX troubleshooting, bill audits, LEC provisioning and VoIP. To sign up, go to www.thevoicereport.com, click on "Telecom-Talk Forum," and enter the requested information.

OUR ADDRESS: *Voice Report* (ISSN 1527-3032), 11300 Rockville Pike, Suite 1100, Rockville, MD 20852-3030.

Legal & Distribution Firms Pay Telecom Managers Best

Frustrated by the pay you're earning at your current job? Look for a new employer in the legal, distribution or technology industries, which pay telecom managers best, according to our survey.

Industry	% of Respondents in Industry	Average Salary	Median Salary
Legal (7 resp.)	3%	\$100,143	\$105,000
Distribution (6 resp.)	2%	\$93,600*	\$97,500
Technology Provider/ Developer (5 resp.)	2%	\$92,000*	\$93,000
Transportation (7 resp.)	3%	\$88,167	\$92,000
Manufacturing (26 resp.)	10%	\$88,000	\$84,000
Consulting (5 resp.)	2%	\$87,200	\$92,000
Media (TV, newspaper, radio) (10 resp.)	4%	\$84,200	\$77,000
Retail (7 resp.)	3%	\$83,857	\$83,000
Banking/Finance (18 resp.)	7%	\$82,294*	\$84,500
Insurance (14 resp.)	6%	\$82,571	\$82,000
Telecom Carrier (9 resp.)	4%	\$80,778	\$78,000
Advertising/PR (4 resp.)	2%	\$78,500	\$74,000
Health Care (32 resp.)	13%	\$73,594	\$73,500
Education (55 resp.)	22%	\$72,037	\$70,000
Government (13 resp.)	5%	\$71,923	\$67,000
Association/Non-Profit (8 resp.)	3%	\$66,500	\$65,000
Other (25 resp.)	13%	\$86,720	\$88,000

Source: *Voice Report's 2007 National Salary Survey*
 *Average excludes up to three survey respondents who reported making salaries of "More than \$200,001"

\$75 DISCOUNT SUBSCRIPTION ORDER FORM

YES! I want to subscribe to *Voice Report* and benefit from the tips and insight in every issue. Start my 1-year subscription (24 issues) right away! The special subscription price is \$354 (that's a \$75 savings!).

Name _____ Title _____

Company _____

Address _____

City _____ State _____ Zip _____

Phone _____ Fax _____

E-mail _____

(Required for web access to current and archived issues on TheVoiceReport.com.)

Option 1 Check for \$354, made payable to *Voice Report*, is enclosed. (TIN 52-2205881)

Option 2 Charge \$354 to my:
 ___ Visa ___ MasterCard ___ AmEx
 Acct # _____

Exp Date _____

Signature _____

Option 3 Bill me \$354. Initials _____

3 EASY WAYS TO ORDER!

1) **MAIL** this Form to:
Voice Report
 11300 Rockville Pike, Ste. 1100
 Rockville, MD 20852

2) **CALL** toll-free: (888) 275-2264

3) **FAX** Form to: (301) 287-2535

VR-SPCRPT