



WEB SKILL & PRICE GUIDE

2.0
version

USING THIS GUIDE



In the highly specialized and explosively growing field of the Web, it becomes increasingly difficult to objectively quantify people's skills. Job titles and hot skills change as quickly as the technology itself. In addition, the Web has opened up a new avenue for creative and multimedia specialists, all with a unique set of skills.

The purpose of this guide is to help clarify, for our clients and talent, the distinctions between the many Web specialties and the levels of expertise within those areas. We hope that this will aid our clients in accurately determining their staffing needs and help our talent plan their personal career paths.

This guide should not be considered an absolute, however. Every person has a unique set of skills and abilities that must be assessed on an individual basis and often does not fit neatly into a category. With that being said, we think this guide will prove to be an invaluable resource for understanding the complexities of having a career in the Web or hiring Web talent today.

<i>p. 3</i>	<i>Web Page Production</i>
<i>p. 4</i>	<i>Web Graphics Production</i>
<i>p. 5</i>	<i>Web Design</i>
<i>p. 6</i>	<i>Digital Artists</i>
<i>p. 7</i>	<i>Web Programming</i>
<i>p. 8</i>	<i>Web Systems Administration</i>
<i>p. 9</i>	<i>Web Management</i>
<i>p. 10</i>	<i>Web Content Development</i>
<i>p. 11</i>	<i>Other Web Functions</i>
<i>p. 12</i>	<i>CD-Rom Developers</i>

TABLE OF CONTENTS

Level	HTML Skills	Software	Years	Client Rate
2.0 I	Very basic skill level. Mostly uses GUI Web editors, or even just "HTML export" from non-Web programs, rather than hand-coding. May be able to tweak some code manually but with uncertain results.	Basic GUI editors, such as: Adobe PageMill Symantec Visual Page HotMetal Pro Microsoft FrontPage NetObjects Fusion	1 or less	\$15–25 per hour or \$75–150 per page or \$20–30K per year
II	Can hand-code basic HTML tags acceptably, but may not be able to hand-code tables or frames. (May use GUI table editors in conjunction with hand-coding other tags.) Little or no experience creating imagemaps.	An HTML-enhanced text editor such as BBedit, Alpha, or Web Weaver (Mac) or Home Site, HotDog, WebEdit, or HTML Assistant Pro 97 (Windows); or a plain text editor such as NotePad (Windows) May also use a basic GUI editor (as in Level I above). FTP front-end programs (for file transfers to servers) such as Fetch or Anarchie (Mac); or CuteFTP or Ws_FTP (Windows), etc.	1+ 2+ 1+	\$35–50 per hour or \$200–400 per page or \$30–40K per year
III	Can hand-code all HTML including nested tables, frames, meta tags, and hooks to embedded media or scripts. Has experience with clientside imagemap creation. However, not expert in tactical tradeoffs related to code for different Web browsers, platforms, etc. Same text editors and FTP programs as in Level II.	Same text editors and FTP programs as in Level II <i>Possibly</i> an advanced GUI editor, such as: Dreamweaver II GoLive IV At this level or above, may not know any GUI editor (codes directly) Light Photoshop (but see "Web-Graphics Production" page for specialists in Photoshop).	2+ 3+ 1+	\$50–75 per hour or \$400–1,000 per page or \$40–65K per year
IV	HTML guru, capable of tactical coding tradeoffs, newest coding proposals, code validation, predicting problems, possibly JavaScript. Knowledgeable about different MIME types and streaming-media issues. Knows CSS (Cascading Stylesheets). May be able to code some DHTML (Dynamic HTML) by hand, but mainly uses a front-end program like Dreamweaver.	Same as above. May have knowledge of Unix-based text editors such as emacs, or HTML-enhanced Unix text editors such as tkHTML, AsWedit, or HTML Tools for emacs. May have knowledge of direct Unix command-line (shell).	3+	\$75–200 per hour or \$1,000+ per page or \$65–90K per year

Level	Technical & Graphic Skills	Artistic Skills	Software	Years	Client Rate
2.0 I	Uses clip art and graphic elements provided by others.	Should have decent eye for color and layout spacing.	Photoshop (basic)	1	\$25-35 per hour or \$20-30K per year
II	As above, plus: Can create simple graphic buttons or background textures. Basic understanding of color-palette and graphic-compression issues.	Probably has some print production background. Good sense of color and layout; can interpret a designer's intentions.	Photoshop (intermediate) Illustrator or FreeHand	3+ 2+	\$35-50 per hour or \$30-40K per year
III	As above, plus: Can create complex graphic buttons, button bars, banners, and logo-like or iconic elements. Can create animated GIFs (mostly of the alternating-image or revolving-icon type, not morphing or true organic-motion animations). Good understanding of color-palette and graphic-compression issues.	As above, plus: can draw from photographic reference. May scan photos and then filter them in Photoshop or other programs to approximate hand-painted look.	As above, plus: DeBabelizer (for automating the batch-processing of large numbers of images) GifBuilder or GIF mation (Mac), or Ulead GIF Animator (Windows) Flash Director (basic, including Shockwave export but not Lingo programming)	1+ 2+ 3+	\$50-75 per hour or \$40-65K per year
IV	As above, plus: Can create complex animations of inorganic forms, including dancing type, flying logos, and morphing. Can assemble animations in a variety of programs and optimize them for download time/color/other issues.	As above, plus: may be able to draw pencil sketches, scan them, and then overpaint them in Photoshop or Painter, with pleasing results. (However, the emphasis here is still technical; may not be a true illustrator, who has years of art training or experience and a distinctive style.	As above, plus: Photoshop (advanced) Painter Director (as above); or possibly other animation software, such as ObjectDancer, Future-Splash Animator, or any 3D software Flash	5-7 2+ 3+	\$75-200 per hour or \$65-160K per year

2.0 version	Level	Artistic Skills	Strategic & Tactical Skills	Years	Software	Client Rate
I	Should have decent eye for layout spacing and color. Can understand tactical goals and follow instructions.	Can understand tactical goals and follow instructions.	1	See "Web Page Production" page for HTML-editing software. Typically a Web designer would know the same software as an HTML coder at the same level. A few Web designers (especially at higher levels or on larger Web teams) may just prototype in Photoshop, QuarkXPress, Illustrator, or FreeHand and not actually do any HTML editing. Nonetheless, knowledge of the HTML language and HTML-editing software allows designers to better understand the limitations of HTML, and to better supervise coders.	\$35–45 per hour <i>or</i> \$30–40K per year	
II	Art direction skill basic to intermediate; design experience may be limited to having worked on Web sites.	As above, plus can understand your marketing or other organizational strategy. Can help implement that strategy with some direct supervision.	2+		\$45–60 per hour <i>or</i> \$40–50K per year	
III	Probably has some print design background, and strong art-direction skills (managing production and/or creative people). Good sense of color, layout and drama.	Can help you refine your Web strategy; understands copy/design integration. Good knowledge of information design (how to organize information and create a navigational structure that makes sense) and its relationship to visual design.	3+		\$60–75 per hour <i>or</i> \$50–65K per year	
IV	Can build a Web site from scratch that is a unified work of art. Can combine content, navigational structure, and appearance into a powerful integrated experience.	Web architect. Can help you develop a successful Web strategy from scratch and the interface design/ "look and feel" to implement it.	4+		As above, plus: Possibly Inspiration or similar "brainstorming"/flowchart programs.	\$75–125 per hour <i>or</i> \$65–85K per year

Version 2.0 Level	Artistic Skills	Technical Computer-Graphics	Portfolio	Software	Years	Client Rate
I	Basic digital retouching and color correction of photos. Can customize clip art, but may not be able to draw.	Object: Basic Bézier-curve (PostScript) drawing using manual (pen) tool, not just autotrace or freehand tool. Can use many features of drawing programs. Bitmap: Basic Photoshop skills, working with preexisting materials.	Has created elements used in Web sites, presentations or multimedia projects.	Object ("drawing"): Illustrator, FreeHand, CorelDraw, Canvas Bitmap ("painting"): PhotoDeluxe	1+ 1+	Per project or \$20-\$45 per hour \$20-\$35K per year
II	Has basic drawing skills. Can create attractive new images, usually in mannered, iconic, or flat clip-art styles. Has some digital photo-montage experience. Can create realistic drop shadows, beveled buttons, "warp" existing artwork in perspective. Understands lighting for three-dimensional objects and can maintain consistent lighting throughout a scene.	Object: Multilayered Bézier-curve drawing, optimized for printing. Bitmap: Intermediate-level Photoshop skills include layers, ink modes, simple mask and channel operations, filters. Understands all Unsharp Mask parameters in Photoshop.	Editorial illustrations in smaller publications. Advertising illustrations for smaller company campaigns.	Object ("drawing"): Illustrator FreeHand Bitmap ("painting"): PhotoDeluxe	2+ 2+	Per project or \$35-\$55 per hour \$30-\$45K per year
III	As above. Also, can create specific moods through lighting, shadows and color. Can integrate object and bitmap elements seamlessly. Intermediate-level drawing skills. Can create numerous objects in several styles without looking at reference.	Object: As above. Also, can trouble-shoot problem files. Bitmap: Advanced Photoshop skills include color separation; understanding of dot gain (for press) and gamma (for Web); real understanding of resolution, line-screen, and color-palette issues. Can perform a range of moderately complex channel and masking operations.	Editorial illustrations for national publications. Advertising illustrations for Fortune-500 campaigns.	Object ("Drawing"): Illustrator FreeHand Bitmap ("Painting"): Photoshop Painter	3+ 4+ 2+	Per project or \$45-\$100 per hour \$40-\$85K per year (unusual to be salaried employee)
IV	As above. Also, can create work digitally, from scratch, that is indistinguishable from traditional illustration. Can alter photographs as desired, so that only a forensic specialist could tell they have been altered. Results comparable in quality to a Level IV traditional illustrator (see Illustrators). Note that Level IV digital artists are much less common than Level IV traditional illustrators.	Can create stunning effects with the program(s) used, most likely a bitmap program (Painter or Photoshop). Has complete mastery of a wide range of computer graphics programs, operating at the "unconscious skill" level (achieves desired effect rapidly without consciously thinking about how it's being done). Mastery of issues and tradeoffs related to graphic file formats, compression algorithms, color management (calibration, etc.), advanced prepress, and much more.	Illustrations have been reproduced in much the same contexts as a Level IV traditional illustrator; and/or in major CD-ROM games or TV animations, top Web sites.	Object ("Drawing"): If any, possibly Illustrator FreeHand Bitmap ("Painting"): Photoshop Painter	3+ 5+	Per project or \$75+ per hour (very unusual to work by the hour) \$70K+ per year (unusual to be salaried employee)

Level	Programming Skills	Languages, Programs, or Programming Environments	Typical Applications	Years	Client Rate
2.0 I	Can code simple CGIS using scripting languages, often by customizing off-the-shelf scripts. Can hand-code fairly advanced HTML and use code-validators. Can create simple connections between a Web site and a database, using off-the-shelf tools like Tango or Lasso.	AppleScript JavaScript Lasso Perl	CGIS to process forms JavaScript to validate forms HTML pages created "on the fly" by the server in response to user input	1+ 1+ 1+	\$45-60 per hour <i>or</i> \$45-50K per year
II	As above, plus: Knowledge of basic Unix commands, symbolic links, GREP search & replace, etc. Can hand-code advanced HTML, including links to includes (both serverside includes and local author/template includes). Can custom-configure complex HTML-code validators and is adept at interpreting results of error reports. Basic-to-intermediate Web/database interactions using off-the-shelf tools.	Shell Tango Visual Basic	Database-driven responses to user searches. Web pages automatically updated from databases (for example, employment listings, inventory lists, etc.)	2+ 1+	\$60-100 per hour <i>or</i> \$50-80K per year
III	Code CGIS in C or in scripting languages. May use object-oriented languages, but perhaps not in a highly object-oriented way. Can perform complex functions (including database integration) using off-the-shelf Web programming environments such as Cold Fusion, ASP, etc. May not have HTML skills.	C Metrowerks CodeWarrior or similar environment Cold Fusion ASP	Authentication Encryption Simple Web commerce systems	1+ 1-2 1	\$75-125 per hour <i>or</i> \$60-100K per year
IV	Can create NSAPI/ISAPI programs (Web-server plug-ins) in C or C++. If Java programmer, has created applets and/or servlets from scratch (by writing code directly) that demonstrably work and will run cross-platform. May not have HTML skills.	C++ Objective C Java	Complex Web commerce systems including transactional processing (money transfer). Can create Web-based applications, moving towards using the Web as a Java-based operating system. Work on advanced-functionality intranets, secure sites, distributed computing.	2+ (C, C++) 1+ (Java)	\$100-250 per hour <i>or</i> \$80-190K per year

Level	Server Skills	Programming Skills	HTML & Related Skills	Software & Environments	Years	Client Rate
2.0 I	Can maintain a Macintosh or Windows-NT-based Web server.	Can create simple connections between a Web site and a database, using off-the-shelf tools like Tango or Lasso.	Can hand-code HTML and use code-validators. Understands both clientside and serverside imagemaps, and HTML to link to forms.	BBedit, Home Site or other programmers' text editors WebSTAR (if Mac-based server) or Internet Information Server (if NT-based) Tango, Lasso, or similar database tool (if Mac) or hooks to Microsoft Access (if NT)	1+ 1 <1	\$35-50 per hour <i>or</i> \$30-45K per year
II	As above, plus: Can maintain a Unix-based Web server. Knowledge of basic Unix commands, symbolic links, General Expressions (GREP), search & replace, etc. Understands server-side includes, CGIs.	As above, plus: Can write simple CGIs (probably in Perl, possibly in Bourne Shell or AppleScript). Probably knows JavaScript (but not Java). Can create complex Web/database interactions using off-the-shelf tools.	As above, plus: experienced at cross-platform and cross-browser compatibility issues and other tradeoffs. Can configure complex code-validators and is adept at interpreting results of error reports.	BBedit, Home Site or other programmers' text editors emacs (Unix text editor) Various Unix-based Web servers, either NCSA-type (such as Apache) or CERN-type or both Basic skills within a Web programming environment such as Cold Fusion, ASP, etc.	2+ 2+ 2+ <1	\$50-100 per hour <i>or</i> \$40-80K per year
III	As above, plus: Unix guru. Understands routers, switching, telephone company issues (if relevant), LAN/WAN troubleshooting.	(See Web Programming page.)	As above, plus: can create complex framed structures and tables in a plain text editor. Can code complex behaviors into Web pages, integrating JavaScript and HTML.	BBedit, Home Site, emacs, Web servers: same as above Advanced skills within a Web programming environment such as Cold Fusion, ASP, etc.	3+ <1	\$75-125 per hour <i>or</i> \$60-100K per year
IV	As above, plus: Internet technical guru, with understanding of IP packet structures, firewalls, authentication/security, interpretation of headers and logs, advanced troubleshooting.	(See Web Programming page.)	As above, plus: can coordinate hardware/software issues relating to many plug-ins, streaming-media, security and online payment systems.	Specific development environment varies widely. Capable of quickly learning new programming or diagnostic tools needed for a particular project.	4+	\$100-200 per hour <i>or</i> \$80-150K per year

NOTE: At higher levels, the major difference between a Web System Administrator and a Web Programmer may be a matter of emphasis. The programmer may be more focused on application functionality- and the SysAdmin on hardware, networking, and server issues; but the skills and even the job functions may overlap.

Level	Title*	Function	Skills	Client Rate
2.0 version	<i>Executive Producer</i>	Overall charge and responsibility for implementing company goals for site. Connect senior management's strategic vision with site's artistic, technical, budgetary, time, and staffing implementation. May also function as client contact or account executive (if working for an agency). Essentially an executive position; the Web project may be only one part of this person's job.	Executive, managerial, communication skills. Understanding of company's marketing and/or operational strategy. Familiar with budgetary process. Generally familiar with Web, especially competitors' sites.	\$75-125 per hour** or \$65-100+K per year
WEB MANAGEMENT	<i>Producer or Project Manager</i>	In charge of actual day-to-day functioning of the Web-development team. On smaller projects, this person may also fill the role of Executive Producer and/or Editor.	Generally knowledgeable about Web-development process. May know HTML. Familiar with programming and database concepts and options but is not a programmer. Managerial and general communication skills. Flexible and creative orientation.	\$50-100 per hour or \$45-80K per year
WEB SKILL & PRICE GUIDE	<i>Assistant Producer or Assistant Project Manager</i>	Position exists on large Web teams only. Coordinates writing/design team of specific subsection of site; or may coordinate only one function for entire site, such as graphics, content research, writing, programming, etc.	Probably knows HTML or at least how to use graphical Web-editing program. May know how to perform specific graphics-production tasks as well (see Web-Graphics Production page).	\$35-50 per hour or \$30-40K per year
© Aquent 1998	<i>Site Manager</i>	Emphasis here is on ongoing maintenance and upgrading of existing site. Typically not an agency position; works for company that owns site. May have been the producer of the site; then became site manager once the initial build stage was complete. Specific functions similar to Producer.	Generally knowledgeable about Web-development process. May know HTML. Familiar with programming and database concepts and options but is not a programmer. Managerial and general communication skills.	\$50-100 per hour** or \$45-80K per year

*Titles on this page are not arranged hierarchically.

** Usually a salaried staff member

Title*	Function	Skills	Client Rate
<i>Writer</i>	Research into client company's subject matter, policies and standards, etc. Discuss existing text materials with various company departments and adapt for Web. Write text for major portions of site, plus phrases or short passages as "connecting copy" to help "glue the site together." Integrate efforts with site editors, managers, and graphic designers.	Excellent writing skills. Also requires good verbal communication and interpersonal skills to integrate efforts with other team members. Understands company's subject matter to a reasonable depth, but will probably rely on other people and materials for in-depth expertise.	\$25-75 per hour <i>or</i> \$20-60K per year**
<i>Editor</i>	Adapt textual content for the Web from pre-existing sources (note that "repurpose" is a dirty word on some Web teams, but almost all large company sites do this to varying extents). Copyedit prose from writers. May work with site architect on development of site map (also known as "flow chart," "tree chart" or "site plan"). Decide on linking structure (where things go, what links to what), usually in consultation with site architects/ designers. May also function as Creative Director of site, in which case graphic decisions (but not implementation) are also part of job.	Copyediting and writing skills. Knowledge of subject matter of site. Knowledge of company organizational structure and politics. Diplomatic. Understanding of Web interface and flow issues. General understanding of technical limitations of Web, but does not need to know how to actually construct Web pages.	
<i>Managing Editor</i>	Position exists on large Web teams only. Coordinates writing/design team of specific subsection of site; or may coordinate only one function for entire site, such as graphics, content research, writing, programming, etc.	Highly organized individual. Good diplomatic skills. Understanding of subject matter very useful. May also function as Editor on some projects, in which case copyediting skills are important.	\$25-75 per hour <i>or</i> \$25-65K per year
<i>Content Developer</i>	Arrange for new subjects and implementation. Similar to Editor or Managing Editor, but the emphasis here is more on conceptual development of new kinds of content, working from scratch rather than creating new iterations of existing or standard content types; and perhaps researching and utilizing more outside sources.	Highly creative. Excellent knowledge of Web resources and past successes and failures of other, competing sites. Editorial and planning skills. Ability to create outlines, flowcharts, and other conceptual roughs.	

*Titles on this page are not arranged hierarchically.

** Usually a salaried staff member

Title	Function	Skills	Software	Client Rate
<i>Illustrator</i>	Creates illustrations from scratch; or, more commonly, integrates illustrational, photographic, and navigational elements.	Can draw well from photos, life, or without any reference. Can draw and paint directly onscreen. Knowledge of both paint and draw software.	Photoshop Painter Illustrator FreeHand	Typically works by the piece (flat rate), or \$60-165 per hour
<i>Icon Illustrator</i>	Creates small, tight, polished illustrations for buttons and other design elements. Cross between illustration and logo design. Hard to do well because of need for clarity in very small space.	Same as above, but perhaps less emphasis on personal style and spontaneity, more emphasis on clarity, precision, and economy.	Photoshop Illustrator FreeHand	\$75-150 per hour
<i>Digital Video Producer</i>	Creates movies in QuickTime or other formats. Typically these are small, short, and highly focused. Often brief clips rather than highly produced pieces.	Knowledge of general video issues, but especially of compression and file compatibility issues (for example, codecs and MIME types).	Premiere After Effects Proprietary software	\$100-200 per hour
<i>Music Composer</i>	Create music for site — either background music or soundtrack to be synchronized with animation (the latter is unusual on the Web at this time).	Ability to write or play music. Possibly knowledge of MIDI.	Performer Master Tracks Pro	Often flat rate (per sound or per second of sound), <i>or</i> \$100-200 per hour
<i>Sound Engineer</i>	Records and optimizes background sounds or soundtracks.	Knowledge of codecs, file formats, streaming and conversion issues. May have knowledge of MIDI.	As above, plus: Deck II SoundEdit 16	
<i>2D Animator</i>	Creates cartoon or other cel animation. May work in pixmap (bitmap) form, or with vector animation, or both.	Drawing, motion study, and anatomy/animation skills. Knowledge of file type and compression issues.	Director Flash GifBuilder or GIF mation ObjectDancer	\$75-165 per hour
<i>3D Animator</i>	Creates 3D or virtual-reality animation, such as tumbling logos, rotating "block" type, imaginary worlds, etc.	Knowledge of modeling, animation & related timing issues, procedural shading, texture maps, bump maps, rendering, file-format conversions & optimization, streaming, plug-ins.	Low-end to midrange: Infiniti-D; RayDream Designer; Strata Studio Pro; Adobe Dimensions; etc. (high-end 3D rare on Web)	\$75-200 per hour
<i>Technical Advisor</i>	Advises creative director or project manager on feasibility and tradeoffs inherent in different Web technologies. Evaluates programmers' proposals or work. This is really a catchall category for any technical oversight that doesn't fall into any of the other categories.	Knowledge of operating system that server runs on; HTML and advanced Web technologies; database connectivity; etc. Exact skill set depends on nature of the Web site.	Various operating systems, Web server software, application development environments, and database systems	

Job Category	Typical Tasks and Skills	Software	Years	Client Rate
<i>Tester</i>	(Also known as QA or Quality Control.) Detail oriented; able to identify bugs in scripting or programming, isolate repeatable bugs, and document them accurately.	Whatever the playback (end-user) software is for the product.		\$20-\$40 per hour \$25-\$45K per year
<i>Assistant Production Manager</i>	Aids Project Manager and/or Creative/Art Director in production tasks. Internal liaison between groups. Able to work independently and with team. Responsible for traffic management. Basic writing ability. Helps track and execute project map. Technical: can burn preliminary (beta) versions of CD-ROMs.	Technical: Toast, Photoshop, DeBabelizer Organizational: Word, Excel, MS Project	1+	\$30-\$50 per hour \$30-\$40K per year
<i>Project Manager</i>	Proven written and verbal communication skills. People-management skills, including supervision of both staff and freelancers. Able to see big picture while simultaneously being detail oriented; good at prioritizing tasks. Can work with clients. Can create project map. Able to plan production time, assess time cost of revisions, create budgets, and more. Technical: breadth rather than depth of software knowledge.	MS Project, Word, Excel, various databases	1+	\$35-\$70 per hour \$30-\$65K per year
<i>Content Manager</i>	Responsible for coordinating text, graphics, audio, video. May also be known as "Editor" at the high end or "Traffic Manager" at the low end.	As above.	1+	\$30-\$75 per hour \$25-\$60K per year
<i>Interface Designer</i>	Understands human/computer interaction, perceptual psychology, graphic design, typography. Good at creating graphic layouts and "elements" (buttons, banners, etc.). Probably knows HTML.	Photoshop Director SuperCard <i>or</i> HyperCard, Authorware	2+ 4+ 4+	\$40-\$100 per hour \$35-\$80K per year
<i>Creative Director or Art Director</i>	Integrates different types of content (script, design, video, audio, etc.) into artistically powerful whole. Grasp of interface-design issues. Understands optimization of different elements for CD-ROM throughput tradeoffs. Many years of design experience.	Pencil and paper Photoshop DeBabelizer Pro, others	6+ 4+ 2+	\$75-\$125 per hour \$45-\$100K per year
<i>Multimedia Programmer</i>	Intermediate: Knows Lingo (Director), Toolbook, Authorware, IconAuthor, HTML, JavaScript, Visual Basic. Advanced: Can write code directly in one or more of the following: C, C++, Objective C, Java. Helps prepare preliminary and final (mastering) version of CD-ROMs.	Director, Authorware, CodeWarrior, other development environments, BBedit, Nisus, other text editors	4+	\$40-\$150 per hour \$40-\$125K per year
<i>Audio/Video Engineer</i>	Knowledge of current A/V formats for both Windows and Mac. Can record (capture), digitize, edit. In-depth knowledge of codecs (compression/decompression methods) and related tradeoffs. Helps prepare preliminary and final (mastering) version of CD-ROMs.	Audio: ProTools, SoundDesigner, DeckII, SoundEdit 16 Video: Premiere, After Effects, Media 100, Avid Media Composer, Movie Cleaner Pro	3+ 2+	\$60-\$100 per hour \$40-\$75K per year

Who we are

Aquent Partners is one of the largest and fastest growing specialty talent agencies that focuses on Print Creative and Production, Web, and Technical experts. For both contract and permanent work, we make the best matches for our talent and our clients. With offices in over 40 markets and 10 countries, Aquent Partners provides global solutions for specialized staffing needs.



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