

Network News

Alliance of IEEE Consultants Membership

IEEE-USA is excited to announce a new service for consultants! We are changing the membership structure for IEEE-USA consultant members. Consultants can now join the **AICN** (the Alliance of IEEE Consultants Networks) as individual members through the IEEE-USA Consultants Database. We are adding valuable services to go along with your consultants database listing, such as a free exclusive webinar, and further improvements to enhance the visibility of our consultant members to companies around the world. The Consultants Database homepage had more than 3,500 unique visitors last month and with other enhancements we believe we can increase the number of potential client searches of the Consultants Database. This latest step is part of IEEE-USA's continuing effort to improve its services for IEEE members who are consultants, or are considering becoming consultants.

How much does AICN membership cost — and what can I do with it?

For \$99 a year, you will be able to post your professional consulting profile on the IEEE-USA Consultants Database; get access to a free annual IEEE-USA e-book on consulting issues; and an annual invitation to an exclusive consultant webinar (or access to the webinar recording). As a bonus, we'll send you our free, quarterly AICN Newsletter that reports on timely consultant topics. And you will be listed as an IEEE Consultant—showing your customers that you are affiliated with the world's premiere technical organization.

We believe this offer is a great value for IEEE members, and we are committed to continuing to improve and market the database to make it even more valuable as a business development tool. As many of you know, last year we completed a major upgrade to your online listing. A highlight of this upgrade was making your online listing reachable by search engines, such as Google and Yahoo. In addition, we've added to your profile links, so you can review how many times people have been to your profile page.

Why become an AICN Member?

There are many other business-oriented networks, so why join AICN under IEEE-USA? Project managers have told us that they are more likely to engage IEEE member consultants over other engineers. For more than 20 years, members have asked to have their names listed in the consultants directory. Today, that listing is online and searchable, via our database. IEEE members have reported to us that membership in an IEEE-sponsored directory provides additional credibility to their skills, experience and background—while enhancing their business development efforts.

What a great deal!

If your AICN membership and consultants database listing gets you even one engagement in the next 10 years, it will have paid for itself many times over! Members have told us **"How could you not keep your listing?"** For \$99 a year, you give yourself the opportunity for potential employers and clients to



find you. Just one job engagement will more than cover the annual membership fee, while increasing your marketability, reputation, networking and continuing education. You can't afford **not** to be an AICN member.

How do I sign up?

Go to <http://www.ieeeusa.org/business/consultants/> and sign up today.

What if I am only interested in receiving the quarterly IEEE-USA Consultants Newsletter?

Express your interest in consulting to us, and keep your finger on the pulse of new services and opportunities in IEEE-USA for consultants. If you register, we will send you our IEEE-USA quarterly AICN Newsletter via email for free. To register please visit: http://www.ieeeusa.org/business/consultants_email.asp

I have more questions, who can I contact?

Email Daryll Griffin at d.r.griffin@ieee.org, or call him at +1 202 530-8337.

2011 Legislative Summary

Patent Law Overhaul Bill Passed

After a year-long effort in congressional offices and committee rooms, Congress cleared, and the president signed, bipartisan legislation in September to overhaul federal patent law. The *America Invents Act* changed the procedures for issuing patents, and for challenging the validity of patents, once they have been issued in hopes of making the U.S. patent system faster and more efficient.

Bill sponsors, Representative Lamar Smith, R-Texas, and Senator Patrick Leahy, D-Vt., dropped some contentious language that had stalled the bill in previous congresses, such as provisions on calculating damage awards in patent infringement lawsuits. They compromised on other aspects of the bill, such as creating a new process for reviewing patents. The new law also alters the basis for awarding patents from a *first-to-invent* principle to a *first-inventor-to-file* system. In another major change, it allows the U.S. Patent and Trademark Office (USPTO) to set its own fees as a way of giving it the resources to clear out a mounting backlog of patent applications. However, the legislation does not give the USPTO direct access to all the fees it collects, leaving appropriators with the power to decide how much revenue the

office could keep. Instead, the money is put into a specially created account, from which Congress can appropriate all or a portion of the collected fees. The Senate-passed version of the bill would have allowed the USPTO to directly keep and spend all fees collected from patent applicants, an issue which put the two chambers at odds over the bill. In the end, the House-passed version of the bill prevailed, and the money now goes into the "limbo" account.

IEEE-USA Coordinates with Federal Officials to Promote Small High-Tech Businesses

In December, IEEE-USA representatives met with federal officials to discuss ways U.S. IEEE members can take better advantage of programs that promote small high-tech businesses. Sen. Olympia Snowe, R-Maine, ranking member of the Senate Small Business and Entrepreneurship Committee, secured the committee hearing room for the discussion, and helped identify federal speakers. Representatives from the Commerce Department Office of Innovation and Entrepreneurship, the Export-Import Bank, and the United States Trade Representative attended. Jim Jefferies, 2011 IEEE-USA vice president for government relations, and Terry Wong, 2012 chair of the IEEE-USA Entrepreneurial Activities

Committee, led the contingent of IEEE-USA entrepreneurs.

Jefferies pointed out that a start-up technology-based business is different than a traditional business. "A high-tech company has intellectual property and may not have a fully developed product or firm customer commitments," Jefferies said. "It has a different risk profile." Participants agreed to five major action items:

- IEEE-USA would disseminate information on government resources available to high-tech entrepreneurs
- Federal officials will conduct some webinars through IEEE-USA
- Federal officials will investigate about the possibility of having IEEE members serve on federal advisory councils
- IEEE-USA will share information on local Export-Import Bank programs with IEEE members
- IEEE-USA and the Export-Import Bank have agreed to work together to improve access to the bank's resources

Follow this link to find out more about [IEEE-USA and federal resources for high-tech entrepreneurs](#).



Find us on
Facebook

The AICN is now on Facebook. Check us out at: <http://www.facebook.com/pages/IEEE-Consultants-Network/116356868419773>

[ieee-usa in action](#)

iPad/iPhone users, download the new *IEEE-USA in ACTION* app from the iTunes store. Read reviews, get customer ratings, see screenshots, and learn more about *IEEE-USA in ACTION*.



Network News

AICN Welcomes a New Network in Galveston Bay

The Alliance of IEEE Consultants Networks Coordinating Committee (AICNCC) congratulates **Zafar Taqvi** and the IEEE Galveston Bay Section Consultants Network on forming an Affinity Group.

This newest Consultants Network became official on 5 December 2011. Check the [IEEE-USA Web Site](#) for contact information for the Galveston Bay Section Consultants Network. If other groups are interested in forming one, the IEEE-USA Web site contains step by-step instructions about how to become a formal network.

We encourage new consultants networks to register as *Affinity Groups*. After groups form a network, they can take advantage of IEEE's branding and resources, and also qualify for funding through IEEE Section rebates.



If IEEE members belong to Consultants Networks, but you don't see any contact information for that network on the IEEE-USA Web Site, contact Daryll Griffin at d.r.griffin@ieee.org.

Send in Your Recommendation for an IEEE-USA Award

The 2012 Alliance of IEEE Consultants Networks Coordinating Committee (AICNCC) is encouraging Consultants Networks and Consultants Network members to think about who may be deserving of one of IEEE-USA's many awards. IEEE-USA Awards are given to recognize professionalism, technical achievement, entrepreneurship and literary contributions that increase public awareness and understanding of the engineering profession in the United States. IEEE-USA gives awards and recognition to recognize excellence, outstanding service, and contributions furthering its objectives.

IEEE-USA's Awards and Recognition Committee administers the awards program, and announce award recipients each

year at a special Awards Ceremony, held in conjunction with IEEE-USA's Annual Professional Activities Conference. The 2012 AICNCC wants to promote Consultants Networks — and nominate members who have added value to the consulting profession; who have helped build and maintain active networks; and who have made significant technical and literary contributions to increase public awareness and understanding of the engineering profession in the United States. 31 July 2012 is the deadline for submitting awards nominations.

For more information about IEEE-USA's Awards and Recognitions, visit: www.ieeeusa.org/volunteers/awards/

Consulting Tips

Tips for a More Successful Year

We all have our own resolutions for 2012, to make sure this year will be better than last year. However, consultants can always do some basic things to make every year successful:

- Follow-up on outstanding invoices
- Send thank you notes to your favorite client(s), after completing an assignment
- Do your homework on new companies that could offer you work
- File your annual or quarterly taxes on time
- Maintain contact with your local IEEE Consultant Network, and attend monthly meetings
- Review all insurance coverage (personal and private) to make sure the levels are appropriate
- Invest in your practice! Improve your online profile by learning more about how to use social media to market your practice. Consider signing up for the new AICN membership, where you will be able place an online profile; and have free access to an exclusive webinar training, and a downloadable IEEE-USA e-book on consulting

AICN Newsletter

The Quarterly Publication of the Alliance of IEEE Consultants Networks

Winter 2012

Consulting: Join Your Local Network

By Gary L. Blank, Ph.D.

In recent years, the engineering profession's employment landscape has been dramatically reshaped as a result of growing job dissatisfaction, downsizing, outsourcing, layoffs, and early retirements, to name but a few of the contributing factors. Many engineers have moved from salaried positions to independent consulting practices. Some engineers prefer working at home or on-site as self-employed independent contractors, full-time or part-time.

Consulting engineers quickly recognized the need to network with other consultants. IEEE-USA responded by promoting and facilitating the creation of consultants networks. The first such network was started in Long Island, N.Y., more than 20 years ago. Today, there are more than 30 consultants networks in the United States and more than half a dozen overseas in Regions 7 through 10.

IEEE-USA also created the Alliance of IEEE Consultants Networks (AICN) to bring all of those consultants networks under one umbrella. A committee, made up of practicing consultants from various networks, serves as the AICN Coordinating Committee (AICNCC). The AICNCC welcomes volunteers, and the committee membership changes frequently. It is estimated that the AICN and its networks include some 3,000 consultants.

A consultants network (CN) is a group of members who are interested in getting together with consultants to share ideas, contacts, leads, and to network. They learn from each other about consulting and consulting opportunities. CNs have regular meetings throughout the year. A typical meeting will include an optional dinner, time for networking and mentoring (a very important part of the meeting) and usually an invited speaker (often the best speakers are members of the network who can speak about their areas of expertise).

Most of the CNs are in metropolitan areas from coast-to-coast, and a few are in locations where a handful of consultants live. Some CNs have more than 200 members, while others have fewer than 20.

Networks are parented by an IEEE Section. Most networks are started by a group of three or four members, not necessarily practicing consultants, who want to start a network. There is virtually no cost to a network or to the Section to start a network. Sometimes a speaker may be invited to come and do a workshop to enhance the launch of a network. Rapid growth in network membership usually occurs when members of the Section learn that a network exists in that Section. IEEE members who have been inactive for many years are returning to the IEEE because of their interest in the consultants networks.

The AICN Coordinating Committee works with IEEE-USA staff to support local networks and their members. The committee also sponsors an annual fee survey of IEEE consultants, and provides the results free of charge to survey participants through an IEEE eBook offering. Non-participants can purchase that same eBook for small fee. Among the additional resource materials is a sample consulting agreement which many local network members find helpful. In some instances, AICN and staff have referred clients to local networks.

Almost all of the networks have applied for and have been granted IEEE Affinity Group status. This results in income to the parent Section. Members of the AICN Coordinating Committee and IEEE-USA staff are available to help with starting new networks, and with mentoring existing networks when requested.

AICN Newsletter

The Quarterly Publication of the Alliance of IEEE Consultants Networks

AICN Committee Chair's Report

Expanding the AICN's Reach

By William R. Kassebaum

Earlier this year the Alliance of IEEE Consultants Networks Coordinating Committee (AICNCC) was excited to announce a new effort asking IEEE Consultant members to become "[A part of the AICN](#)." This new effort involves combining our IEEE Consultants Database, eBooks and webinars into a unique program where IEEE members can sign-up for our Consultants Database and with that annual listing receive a free eBook and invitation to an exclusive consultant webinar. IEEE consultant members who sign up for this program along with having membership in a local consultants network will be able to remain current on all the matters that affect consultants.

We believe this effort is both for new and experienced consultants. This service gives engineering consultants a leg up in staying informed about new consulting trends and provides enhanced marketing of their services. In addition, it provides a great balance to the face to face networking and training consultants receive at their local consultants network meetings. This service is a win win for all of us. For a listing of the local consultants networks please go to the [Consultant Services](#) page on the [IEEE-USA website](#).

In addition, we are trying to do some direct outreach to those IEEE consultant members who have an interest in consulting and want to stay abreast and informed, but are still holding onto their full-time jobs. We have added a

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A Tribute to Irwin Weitman (1932-2012)

By Gary Blank and Bob Gauger

On 12 May 2012, Irwin Weitman passed away. Irwin was the founding father of IEEE Consultants Networks.

In July 1996, I (Gary) received a call from a gentleman I did not know. He introduced himself as Irwin Weitman, and explained that he was given my name and phone number by a mutual acquaintance. He wanted to know if I would be interested in starting an IEEE consultants network in the Northern Illinois area similar to the first IEEE Network he had started for the Long Island Section. I replied that I was not familiar with the concept. Irwin went on to explain how the network would provide an invaluable service to our members, and how it would function. With his guidance, I agreed to try it.

Our network was so successful that Irwin invited me to be a member of the Alliance of IEEE Consultants Networks (AICN) Coordinating Committee. I was privileged to serve on the committee, and Bob Gauger became the chair in 1997 and 1998. In 1999, I succeeded Bob, and I was appointed to chair the committee. Irwin volunteered to be a member of the committee.

Conducting meetings with Irwin Weitman present were delightful experiences. He always had many good suggestions. Although he was passionate and serious about the success of the program, he found ways to add humor.

I asked Bob Gauger for some of his thoughts and memories about our good friend and colleague. He replied with the following:

"Gary, as promised, I pulled my AICN history file when I reached home, and took a look at the many things that Irwin accomplished...

"My first notes about Irwin Weitman go back to 1990. As you can see, Irwin was a speaker at an IEEE seminar on *Benefits & Pitfalls of Using Consulting Engineers*. At that time, the Long Island Section was already publishing an IEEE Consultants Network newsletter, and I think that they and the New Jersey network had been in operation for several years.

When I first met Irwin in early 1992, he was at a PACE conference, trying hard to get PACE chairs to sponsor a consultants' network in their own sections. I was a PACE chair, and he convinced me — he was good at that. He was also very active in trying to

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Small Business Administration (SBA) Resources for Independent Contractor

The IEEE-USA Entrepreneurs Activities Committee (EAC) has often turned to the Small Business Administration for resources to provide to IEEE members interested in starting their own businesses. In a recent review of the SBA website, we have learned it does provide some basic guidance to people interested in becoming consultants. This information ranges from sections devoted to How to Become an *Independent Contractor to Federal Tax forms for Sole Proprietorship to Government Contracting Opportunities*.

Over the next few AICN newsletters, we'll try glean some information from the SBA website that IEEE consultants may find useful. We'll start with *Government Contracting Opportunities*. Consultants may find this entire [webpage](#) of interest to review.

Steps to Registering as a Federal Contractor

1. Obtain a D-U-N-S Number

You will need to obtain a Dun & Bradstreet D-U-N-S® Number. This is a unique nine-digit identification number for each physical location of your business. The assignment of a D-U-N-S Number is free for all businesses required to register with the federal government for contracts or grants. Visit the [D-U-N-S Request Service](#) to register, or read a quick overview [here](#).

2. Register your Business with the System of Award

Management (SAM)

You need to register your business with the federal government's [SAM](#), the primary database of vendors doing business with the federal government. Federal Acquisitions Regulations (FAR) require all prospective vendors to be registered in SAM prior to the award of a contract, basic agreement, basic ordering agreement, or blanket purchase agreement.

Using SAM, you will be able to register your business size and socio-economic status, while completing the required solicitation clauses and certification. By completing these steps, you certify that the information provided about your company and its business activities are correct. The certification information required on SAM is explained in the Federal Acquisitions Regulations, Section 52.212-3 https://www.acquisition.gov/far/current/html/52_212_213.html (Offer or Representations and Certifications - Commercial Items).

SAM is also a marketing tool for businesses. SAM allows government agencies and contractors to search for your company based on your ability, size, location, experience, ownership, and more. SAM also informs searchers of SBA-certified firms, under the [8\(a\) Development](#) and [HUBZone programs](#).

U.S. Small Business Administration



Your Small Business Resource

3. Register in ORCA

You need to complete the solicitation clauses and certifications of the [Online Representations and Certifications Application \(ORCA\)](#). This registration requires you to certify that the information provided about your company and its business activities is correct. Information ORCA asks for is explained in Federal Acquisitions Regulations, [Section 52.212-3](#), (Offer or Representations and Certifications - Commercial Items).

4. Find the NAICS Codes for Your Company

You may also find that you need a North American Industry Classification System (NAICS) code for administrative, contracting and tax purposes. The code classifies the economic sector, industry and country of your business. For federal contracting purposes, you will need to identify all the NAICS codes (industries) applicable to your business in the Central Contractor Registration (CCR). Read [Identifying Industry Codes](#), for more information.

5. Obtain Past Performance Evaluations

Businesses interested in getting on the U.S. General Services Administration (GSA) Schedule for contracts should obtain an [Open Ratings, Inc. Past Performance](#)

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Evaluation. Open Ratings, a Dun & Bradstreet Company, conducts an independent audit of customer references, and calculates a rating based upon a statistical analysis of various performance data and survey responses. While some GSA Schedule solicitations contain the form to request an Open Ratings Past Performance Evaluation, vendors may also submit an online request directly to Open Ratings.

Items Needed for Registration

Below are some of the items that you will need in order to complete registration processes.

- Your [NAICS codes](#)
- Your Data Universal Numbering System ([DUNS](#))
- Your Federal Tax Identification Number (TIN or [EIN](#))
- Your Standard Industrial Classification ([SIC](#)) codes
- Your [Product Service codes](#) (optional but useful)
- Your [Federal Supply Classification](#) codes (optional but useful)

More about Government Contracting

Contracting with the federal government can open the door to many opportunities for your small business, and can aid your business' growth. Visit the following pages for more information:

- [SUB-Net](#)
- [Mentor-Protégé Program](#)
- [Federal Business Opportunities](#)

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subscription service for our [AICN Quarterly Newsletter](#) for this type of IEEE member. This free subscription gives new consultants a chance to stick their toe in the water of consulting while maintaining their full time position. The subscription will also provide a way for IEEE members not serviced by local networks to stay abreast and informed.

Our last way in which we're trying to expand the reach of the AICN is to expand upon the Committee itself. We have a few opening on the Committee and will start looking very soon to fill those slots. We'll be doing some outreach to local network chairs to get recommendations for consultants they believe can add value to this Committee. Thanks in advance for any recommendations you may provide.

With these new services, we believe the AICNCC will be well positioned to provide meaningful guidance and information to those IEEE members that choose the fruitful endeavor of independent consulting. ■

Continued from "Tribute to Irwin Weitman" **page 1**

find a place for the consultants in the IEEE structure. This effort preceded affinity groups, and we did not fit. Irwin chaired the first Private Practitioner Task Force meeting in November 1992, with representatives from ten consultant networks. It was this group that later became the AICN-CC — and you know the rest of the story from there.

We all know that Irwin was a fighter. He fought the IEEE structure to get support for consultants, and to find a place for them in the IEEE organization. And, fortunately for us, he won. We owe him our gratitude and remembrance." ■

Consulting Tips

It's Always Good to Share Knowledge

By **R.H.Gauger, P.E.**

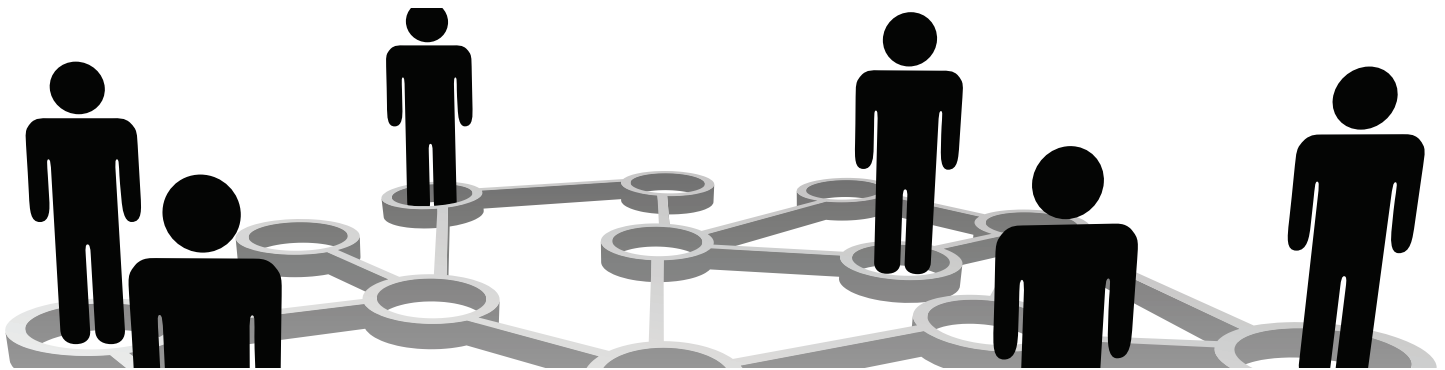
As consultants, we have often heard that we should write papers and publish articles to advertise our businesses. Well, I concur with that belief because it does pay off—but not right away.

My specialty is reliability engineering, and in 1983,

I wrote a paper on *Black Start Reliability*. Black Start Reliability is the probability of starting an on-site generator when a complete blackout occurs. As a result of my presenting the paper at a conference, it was published in the conference proceedings, and subsequently listed in the IEEE Xplore.

Recently Kawasaki, a Japanese turbine manufacturer, found the paper and called me. As a result, I just completed a six-week contract—updating the work I did almost 20 years ago!

I have written many papers—it helps to get contracts and add credibility to my reports—but this paper was the first one that resulted in a direct payback. ■



Build the Network You Think You Don't Need

By Mark Haas, CMC FIMC

The following story is taken from the Institute of Management Consultants' USA Daily Tips (IMC USA) column. For six years, the IMC USA provided a daily tips guide to its members. This daily tip is from 23 December 2012:

I've never found networking events to be particularly productive in the consulting business. I'd rather be getting to know potential clients, rather than other consultants, or professional service providers. If the goal is to build our consulting firm, shouldn't we focus on clients?

Networking is taken as an article of faith among consultants—as well as other professional service providers, and business people of all stripes. You may be asking the important questions in reverse order. The third question is: How valuable is networking? The second question is: What do you mean by networking? The first question is: What is the objective of networking?

Robert Kiyosaki, author of *Rich Dad, Poor Dad*, says: “*The richest people in the world look for and build networks, everyone else looks for work.*” His point is that, regardless of the size or breadth of your consulting practice, the pace, complexity and uncertainty of the business environment means that you will increasingly need fresh relationships, resources and information sources to thrive. A few colleagues or data sources are no longer sufficient to give you what you need. This is what networks are all about.

The next question about what networking is should not focus on “networking events.” Regardless of how well such events are designed, they are largely semi-structured aggregations of people who, if you are lucky, can connect with each other. Networking events may be what most people mean when they say “networking,” but it is not the same as building a network.

Building a network requires defining the people, information, skills, resources and access necessary to keep you current with trends in your industry and discipline. A network is defined, explicit and intentional. It is also continuously redefined. The final question about how valuable a network is, can be answered in terms of how critical network(s) are to your professional (and personal) growth. How damaging to your business is a loss of prospects, partners, or revenues when the market changes, key staff leave, or technologies or competitors devastate your market? Your networks are your safety valves. We can never have too many networks, and few consultants have enough.

TIP

Start by defining what you need to be agile in your business, to anticipate and respond to emerging trends. Like making a packing list for a trip, write down what you need to have, and be, over the next five years. What people or skills do you need to achieve these goals?

What different networks do you need to develop or strengthen? You may need 5-10 different networks. What is your plan to build, support and evaluate the effectiveness of those networks? How do you intend to not just connect others into your network, but to connect to other networks? The LinkedIn model of a “network of networks” is a good way to look at your own networking approach.

Finally, since you don't know what you will need a few years from now, how will you build your networks—so you have access to information and people you may think you don't need?

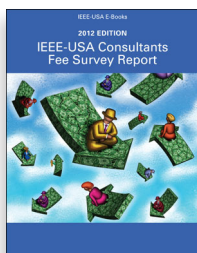
Source: Institute of Management Consultants USA, 725 Daily Tips, 12/23/2011. ■

AICN Newsletter

The Quarterly Publication of the Alliance of IEEE Consultants Networks

2012 IEEE-USA Consultants Fee Survey Report: Released!

In the spring of 2012, IEEE-USA conducted its annual survey focusing on the compensation of independent engineering consultants. Results from that survey are now published in the highly anticipated annual E-Book: *IEEE-USA Consultants Fee Survey Report*. The findings in this 2012 edition show median hourly rate charged by consultants have increased from 2011. The report also provides insight into what business sectors are hiring consultants. To get the full story, purchase this exciting publication today at the [IEEE-USA website](http://www.ieeeusa.org). The report represents only those who were identified as self-employed consultants; defined as the 1,275 individuals who indicated that 50% or more of their consulting hours came from working independently, with partners, or incorporated (from herein referred to as consultants).



IEEE Career Alert: Build Your Personal Brand on LinkedIn

The 5 September issue of the IEEE Job Site Career Alert newsletter contains an interesting piece about personal branding using [LinkedIn](http://www.linkedin.com). Click [here](#) to learn about crafting your personal headline, making sure that statement is consistent with what follows, associating with other trusted brands, and demonstrating your value (which will also improve your visibility) by providing helpful answers to other users' questions.

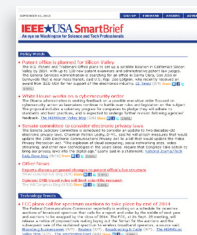


Contract Engineering Jobs

"Career contractors." That's what Joseph Salvucci, owner and CEO of Peak Technical Staffing USA, calls many of the engineers who find work through his firm. These highly trained professionals aren't looking for full-time jobs that will last them 20 or 30 years. Instead, they're looking for contract work: short-term jobs — anywhere from a few months to a couple of years — that pay well, offer certain degrees of flexibility and give them a chance to practice their craft at a

IEEE-USA Partners with Smart Brief for Weekly Newsletter

IEEE-USA has formed a new partnership with Smart Brief. This company specializes in hand-picking the most relevant and important news items of interest to IEEE's U.S. members, and summarizing them with links to the original sources.



[IEEE-USA SmartBrief](#) is replacing IEEE-USA's [Eye on Washington](#) publication, which focused on political activities affecting engineers. Since SmartBrief has such a vast network of publications partners, the AICN has requested that Smart Brief include news on consulting from time to time. The 23 August issue included the following brief:

Some tech leaders set to increase contracting for needed skills

Companies are expected to tap more contractors and consultants in the next year and a half to help with cloud, Big Data and mobile efforts, because of the shortage of sufficiently skilled workers, but that doesn't necessarily mean more will be sending IT jobs overseas, as the cloud becomes an increasingly important labor source, according to a *Bluewolf* report. About one in three companies polled said they plan to increase outsourcing during the coming 18 months, with application development the top in-demand skill. [InfoWorld/InfoWorld Tech Watch blog](#) (8/21), [ZDNet](#) (8/22)

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from **today's engineer**

very high technical level.

"These career contractors move from one very interesting and amazing job to another interesting and amazing job," Salvucci says. "It's always a situation where things need to get done and they need to get done now." In the process, contract engineers can often be earning a premium of 10 to 15 percent above the market rate for permanent employees...

Read the full article in the September 2012 *Today's Engineer*: <http://www.todaysengineer.org/2012/Sep/career-focus.asp>