

2002 Salary Survey

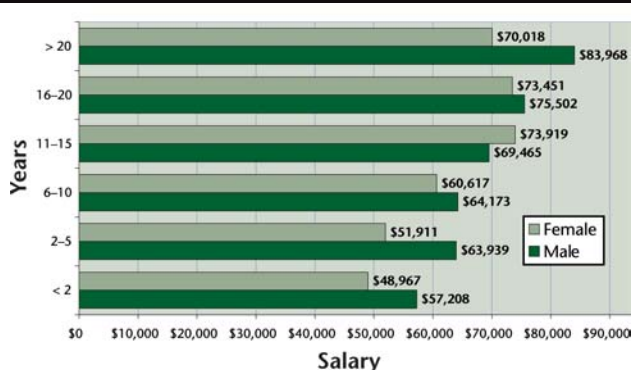
Are you getting what you're worth?

by Dirk Dusharme

Statistics can be boring—even salary statistics. But we know that the first thing you're going to do is flip through this survey, find the job title that most closely matches yours in the industry that most closely matches yours and see how your salary compares. If you come out on the short end, you might try to find a reason that makes you feel more comfortable with the idea that you aren't paid enough; we call this "cognitive dissonance." You could do this by looking at the regional differences charts on pages 26 and 27 or the industry comparisons table on pages 24 and 25. If you end up ahead of the curve, you may be tempted to drop this issue on the desk of your least favorite lower-paid colleague and talk about how great this survey is; we call this "passive aggression." (It helps to put a little tick mark next to each of your titles.)

Fun with statistics aside, the real goal of this year's survey is not so much to give you a yardstick by which to compare yourself to your colleagues or give you leverage with your boss, but to provide a snapshot of the quality profession as a whole and to point out general information that might be useful in an interview or in planning your next career-enhancing move.

Salary by Years of Experience



For example, if you're a woman, it wouldn't hurt to read the section on the gender-based salary gap and how things haven't really changed since *Quality Digest's* last salary survey in 1996. If you're planning to hang your hat in another part of the country, you might want to look at regional salary differences. Or maybe you want to work in a different industry; some definitely pay more than others. Have you been thinking about furthering your education or getting a specialized certificate? If so, take a look at the salary by certification chart to the right.

Whatever your future goals, we hope this survey provides some of the information you need to steer your career.

That darn glass ceiling

The new millennium hasn't brought any changes as far as pay discrepancies between men and women are concerned. Men are still paid more than women, regardless of years of experience, education or years at the company. This is true for managers and executives as well as those in technical positions. Looking at the difference between men's and women's salaries across years of experience, we see a difference of anywhere from 3 percent to 19 percent (which is only marginally better than it was six years ago). In 1996, the same gap ranged from 6 to 19 percent. It's most pronounced in those men and women with zero to five years of experience, where the difference in salary ranges from 14 to 19 percent. For those with six to 20 years of experience, the gap drops significantly (3 to 6 percent). But it pops back up to about 17 percent for those with more than 20 years of experience. There is less disparity in Western states, with men and women almost at parity. In fact, female respondents from Western states often earn more than their male counterparts with the same amount of experience. Although the gender gap in the quality industry still exists, it's much better than the average U.S. male-female salary gap, which is around 24 percent, according to the Bureau of Labor Statistics (www.bls.gov).

The ratio of women to men in management and executive positions has increased to about 1 in 4, compared to six years ago when the ratio was 1 in 6. The ratio of women to men in executive positions alone has remained the same at about 1 in 5.

Regional differences

As we have seen in the past, quality professionals in Western and Northeastern states tend to have higher average salaries—\$72,200 and \$71,000 respectively—than those in the Southern and North Central states, which have average

salaries of \$65,800 and \$63,800 respectively. Although this is probably attributable strictly to regional economics, it could also be related to the types of industries that dominate those regions. The majority of higher paying high-tech industries are concentrated in the East

Salary by ASQ Certification and Job Type				
United States	Executive	Management	Technical	Other
Mechanical inspector certification (CMI)	\$93,911 ⁹	\$60,358 ³⁵	\$49,842 ³¹	\$54,500 ¹⁰
Quality auditor certification (CQA)	\$89,894 ⁸⁰	\$66,837 ²³¹	\$58,869 ¹¹⁶	\$58,727 ¹⁰¹
Quality auditor certification—biomedical (CQA-Biomedical)		\$60,500 ²		
Quality auditor certification—HACCP (CQA-HACCP)	\$74,000 ²	\$52,766 ³		
Quality engineer certification (CQE)	\$93,918 ⁷⁷	\$62,795 ¹²⁹	\$73,619 ¹⁹⁹	\$78,069 ⁴⁵
Quality improvement associate certification (CQIA)	\$90,142 ⁷	\$81,857 ⁷	\$49,385 ⁷	\$84,100 ⁵
Quality manager certification	\$100,147 ⁶⁹	\$69,851 ¹⁴²	\$70,543 ³²	\$76,887 ³⁵
Quality technician certification (CQT)	\$98,700 ¹¹	\$59,304 ⁶²	\$49,386 ⁷⁵	\$55,654 ¹⁹
Reliability engineer certification (CRE)	\$82,333 ⁶	\$76,222 ¹⁸	\$73,818 ¹¹	\$65,283 ⁶
Six Sigma Black Belt certification	\$107,541 ¹²	\$69,925 ¹⁷	\$72,835 ⁸	\$73,166 ¹⁸
Software quality engineer certification (CSQE)	\$137,000 ¹	\$88,500 ⁵	\$69,571 ⁷	
None	\$92,853 ²⁹²	\$63,363 ⁸⁴⁵	\$55,261 ³⁸⁶	\$59,627 ²⁴⁸
Canada (In Canadian Dollars)	Executive	Management	Technical	Other
Mechanical inspector certification (CMI)				
Quality auditor certification (CQA)	\$73,000 ⁶	\$64,490 ²¹	\$61,595 ⁴	\$57,800 ¹⁰
Quality auditor certification—biomedical (CQA-Biomedical)		\$60,000 ¹		
Quality auditor certification—HACCP (CQA-HACCP)				
Quality engineer certification (CQE)		\$72,500 ²	\$59,530 ⁵	\$68,614 ⁷
Quality improvement associate certification (CQIA)		\$64,000 ¹		
Quality manager certification	\$81,000 ²	\$70,500 ⁸	\$61,500 ²	
Quality technician certification (CQT)	\$65,000 ¹	\$66,333 ³	\$50,798 ³	\$30,000 ¹
Reliability engineer certification (CRE)		\$60,000 ¹		
Six Sigma Black Belt certification		\$60,000 ¹		
Software quality engineer certification (CSQE)	\$90,000 ¹			
None	\$71,558 ¹²	\$64,423 ⁵⁷	\$50,264 ²⁶	\$54,040 ³¹
Note: Numbers in superscript represent the number of respondents				
Note: "Technical" refers to those with titles of engineer, technician, specialist or analyst				

and West, whereas the preponderance of major manufacturing is centered in the Central and Southern states.

Education

If you ever need to prove a point to your children about the value of going to college, just share with them the following:

Although salaries for those with high school or GED, vocational/technical training and two-year degrees are comparable (roughly \$55,000), an extra two years of hitting the books will increase your salary by 22 percent, or \$12,000. That's enough to buy a new car. Spend an extra two years to get a master's degree and your salary

averages \$81,275, an increase of \$26,000 compared to what you can expect with just a high school education (and enough to purchase a new sports utility vehicle).

The importance of a college education is most pronounced in technical jobs; our survey shows an average salary of around \$48,400 for those with less than a four-year degree to about \$67,700 for those with a master's or doctorate, a 40-percent difference. Executives with less than a four-year degree can expect to earn about \$82,200, compared to \$102,500 for those with a master's or doctorate, a 25-percent difference. For managers the difference is \$56,400 for

Salary by Certification			
Job Function	Without Certification	With Certification	Difference
QA/QC	\$55,926 ⁴²⁸	\$59,241 ²⁸⁷	+6%
Quality management	\$66,577 ⁸⁰⁹	\$71,786 ⁴⁸⁵	+8%
Inspection	\$52,706 ²⁹	\$53,391 ¹⁵	+1%
Engineering	\$78,847 ⁸⁶	\$85,423 ⁴⁷	+8%
Manufacturing	\$69,562 ¹⁰³	\$63,418 ⁵⁴	-10%

Salary by Industrial Classification (NAICS) and Job Title									
NAICS Codes	Industry	Manager	Engineer	Director	Supervisor	Coordinator	Specialist	ISO Coordinator	Vice President
11	Agriculture, forestry, fishing and hunting	\$54,000 ¹	\$71,500 ²	\$54,000 ¹	\$65,000 ¹				
21	Mining	\$68,000 ³		\$79,250 ²	\$61,200 ¹	\$35,500 ²	\$65,333 ³	\$31,500 ²	
22	Utilities	\$68,156 ⁷	\$72,814 ²	\$120,000 ¹	\$84,833 ⁶		\$63,772 ⁴		
23	Construction	\$80,033 ¹⁵	\$72,500 ²	\$73,150 ⁶	\$70,000 ¹	\$80,000 ¹		\$37,440 ¹	
31-33	Manufacturing	\$63,079 ³¹⁴	\$57,480 ⁹⁶	\$99,546 ⁶³	\$52,850 ⁴⁰	\$41,781 ²⁵	\$53,222 ²²	\$45,843 ³¹	\$108,125 ²⁰
311	Food manufacturing	\$62,926 ²⁰	\$42,900 ¹	\$66,625 ⁸				\$42,000 ¹	\$94,500 ²
312	Beverage and tobacco product manufacturing	\$68,050 ⁴		\$70,800 ¹	\$52,000 ¹		\$87,600 ¹		
313	Textile mills and textile product mills	\$61,535 ⁷	\$53,500 ³	\$62,400 ²					\$109,000 ¹
322	Paper manufacturing	\$70,272 ¹¹	\$60,086 ⁶	\$84,812 ⁴	\$50,500 ²			\$88,500 ⁴	
323	Printing and related support activities	\$61,017 ³³	\$62,024 ⁴	\$75,420 ⁵	\$66,000 ¹		\$50,666 ³	\$44,107 ³	\$103,000 ¹
324	Petroleum and coal product manufacturing	\$72,142 ⁷	\$52,500 ²		\$64,666 ³	\$35,600 ²	\$96,000 ¹	\$60,750 ²	\$130,000 ¹
325	Chemical manufacturing	\$73,884 ⁴³	\$63,762 ⁸	\$110,909 ¹¹	\$60,714 ⁷	\$53,993 ⁶	\$63,875 ¹²	\$51,977 ⁹	\$150,000 ¹
326	Plastics and rubber products manufacturing	\$64,977 ⁹⁵	\$54,114 ³⁶	\$80,966 ¹⁵	\$48,097 ¹²	\$36,887 ⁴	\$44,980 ¹	\$42,695 ⁸	\$100,666 ³
331	Primary metal manufacturing	\$62,933 ⁴¹	\$55,608 ¹²	\$73,540 ⁵	\$61,166 ³	\$38,500 ²	\$50,000 ²	\$47,000 ⁵	\$96,500 ²
332	Fabricated metal product manufacturing	\$63,954 ¹⁰⁸	\$58,878 ²⁵	\$74,529 ¹⁷	\$46,550 ⁶	\$50,547 ⁹	\$31,200 ¹	\$40,666 ³	\$96,000 ⁵
333	Machinery manufacturing	\$64,413 ²⁶	\$54,756 ¹¹	\$83,028 ⁷	\$38,500 ¹	\$46,333 ³	\$42,500 ²	\$78,000 ¹	\$145,000 ²
334	Computer and electronic product manufacturing	\$71,678 ⁶⁴	\$67,024 ³³	\$106,381 ¹⁸	\$49,333 ³	\$56,666 ⁶	\$49,380 ²	\$51,893 ⁵	\$108,800 ⁶
335	Electrical equipment, appliance and component manufacturing	\$63,248 ⁵⁸	\$60,416 ³⁶	\$89,355 ¹⁷	\$53,871 ⁷	\$75,000 ¹	\$49,814 ³	\$51,440 ³	\$101,700 ⁵
336	Transportation equipment manufacturing	\$68,791 ³¹	\$57,281 ²²	\$91,302 ⁷	\$65,706 ³	\$47,500 ⁶	\$52,000 ¹	\$120,000 ¹	\$150,000 ¹
339	Miscellaneous manufacturing	\$61,347 ⁶⁴	\$64,194 ³¹	\$94,192 ¹³	\$49,500 ⁸	\$45,500 ⁴	\$49,136 ¹⁸	\$47,700 ⁵	\$133,600 ⁵
48	Transportation	\$86,476 ²¹	\$53,861 ⁹	\$84,230 ¹³		\$38,600 ⁵	\$68,500 ¹	\$60,000 ²	
51	Information	\$68,949 ²⁶	\$77,222 ⁹	\$90,000 ⁷	\$77,000 ¹	\$55,500 ²	\$57,333 ³	\$54,925 ³	\$126,833 ³
54	Professional, scientific and technical services	\$70,958 ¹⁷	\$70,000 ⁴	\$92,894 ⁹		\$38,500 ²	\$43,950 ²	\$48,333 ³	\$92,500 ²
61	Educational services	\$62,962 ⁸		\$76,708 ¹⁰		\$52,000 ⁷	\$50,666 ³	\$57,000 ¹	\$102,000 ¹
62	Health care and social assistance	\$69,403 ¹²	\$105,000 ¹	\$74,939 ²⁹	\$46,300 ²	\$54,048 ¹⁰	\$41,775 ⁴		\$11,600 ⁴
92	Public administration	\$77,896 ¹³	\$78,054 ⁷	\$104,847 ⁸	\$52,000 ¹	\$61,000 ¹	\$69,571 ⁷	\$70,000 ¹	\$194,500 ²

Note: Numbers in superscript represent the number of respondents

less than a four-year degree to \$75,600 for a master's or doctorate, a 34-percent difference.

What does all this mean for a person who is already working? Check with your human resources department; many companies encourage employees to increase their education by giving them more flexible hours in order to attend classes or sometimes even subsidizing tuition costs if the education is directly related to your job. Although going to school part time can be difficult, you become a more valuable asset to your company, for which they will usually pay. If they won't, others probably will.

Change can be good

While we're on the subject, it's probably no secret to most people that one of the quickest ways to increase your salary is to change companies. Our survey bears this out. Looking at the salary levels vs. experience in the Salary by Job Title and

	Technician	Consultant	Analyst	Auditor	President/CEO
		\$110,000 ¹			
		\$74,000 ²	\$81,000 ²		
					\$92,500 ²
	\$37,469 ³³	\$104,200 ¹¹	\$45,096 ⁹	\$43,466 ¹¹	\$100,000 ¹
		\$101,000 ²			
	\$45,500 ¹				
	\$28,000 ¹	\$73,000 ¹	\$63,000 ²		
				\$43,000 ¹	
	\$35,000 ¹	\$70,000 ¹	\$43,847 ²	\$46,997 ³	
	\$32,129 ⁹	\$47,000 ¹		\$38,730 ¹	
	\$39,940 ⁵	\$79,500 ²	\$54,000 ²		
	\$39,875 ⁴		\$64,333 ³		
	\$50,250 ¹	\$100,000 ¹	\$46,680 ¹	\$36,000 ²	
			\$51,000 ¹	\$46,333 ³	\$50,000 ¹
	\$36,000 ⁴		\$37,112 ²	\$51,833 ³	
	\$34,333 ³	\$95,500 ²		\$56,440 ²	
	\$39,440 ⁷	\$82,500 ²	\$49,723 ³	\$51,325 ⁴	\$117,500 ²
	\$50,000 ⁴	\$68,000 ¹	\$71,333 ⁴	\$65,000 ¹	
		\$73,285 ⁷	\$53,416 ⁶	\$47,500 ¹	
	\$38,400 ¹	\$107,800 ¹⁵	\$104,433 ³	\$75,700 ¹	\$120,312 ⁸
	\$28,000 ¹	\$79,250 ⁸			\$146,666 ³
	\$42,000 ¹	\$86,500 ²	\$55,000 ¹		
	\$49,792 ³				

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Region table on pages 26 and 27, it's apparent that the most recent hires earn more than employees with longer employment at that company. Salaries break even somewhere between five and 10 years. You have probably even experienced this yourself learning that a new hire with the same qualifications as yourself is earning more.

The reason is that in a good job market, companies will woo a prospect with valuable skills. The current market price for good employees is often higher than what the same employee would be paid after several years with the same company. Once hired, employees find that salary increases are locked in by salary caps, salary levels (e.g., steps or grades), increase caps and so forth.

Increasing your education and gaining certificates can make you more valuable as a new hire than it does as an existing employee, but there is a downside. Too much job hopping can look bad on a résumé. But for younger workers, an obvious trend on the résumé that shows the potential new hire has been gaining education and moving up the ladder (say from assembler to test

Salary by Job Title and Region										
Title	Western		Southern		North Central		Northeastern		Overall	< 10 Years Exp.
	Male	Female	Male	Female	Male	Female	Male	Female	All	All
Manager	\$68,840 ¹³⁶	\$65,635 ³⁷	\$68,811 ²⁶²	\$52,785 ⁵²	\$66,243 ³⁵⁶	\$60,538 ⁹¹	\$68,039 ¹⁷³	\$59,878 ⁴³	\$66,088 ¹¹⁵⁰	\$59,815 ³⁸⁶
Engineer	\$66,190 ⁵⁴	\$58,757 ¹²	\$56,230 ⁶⁸	\$70,176 ¹³	\$58,877 ¹³⁶	\$52,156 ³⁴	\$63,664 ⁵⁶	\$60,087 ¹⁶	\$59,955 ³⁸⁹	\$55,363 ¹⁶³
Director	\$101,997 ⁵⁰	\$96,996 ¹²	\$78,625 ⁶⁴	\$80,563 ¹¹	\$86,483 ¹⁰¹	\$70,847 ¹⁷	\$94,387 ⁵⁴	\$92,741 ¹⁴	\$88,286 ³²³	\$79,542 ⁶⁰
Supervisor	\$65,181 ¹²	\$60,333 ³	\$57,283 ²⁷	\$43,981 ⁸	\$55,980 ³⁰	\$48,277 ⁹	\$52,086 ²¹	\$51,962 ⁸	\$54,958 ¹¹⁸	\$47,666 ⁴⁴
Coordinator	\$54,166 ⁶	\$48,452 ⁷	\$60,155 ¹⁰	\$46,846 ¹⁸	\$48,860 ³²	\$36,164 ²²	\$55,231 ⁸	\$42,761 ⁷	\$47,357 ¹¹⁰	\$45,599 ⁷⁴
Specialist	\$47,170 ¹⁰	\$54,542 ⁷	\$64,400 ¹⁷	\$46,130 ¹¹	\$58,195 ³²	\$51,031 ¹¹	\$56,627 ⁹	\$51,042 ¹¹	\$55,096 ¹⁰⁸	\$46,544 ⁵³
ISO coordinator	\$53,218 ⁹	\$46,910 ⁵	\$59,687 ²⁰	\$38,810 ¹⁰	\$50,954 ²²	\$38,299 ¹⁸	\$52,929 ¹⁵	\$59,833 ⁶	\$50,082 ¹⁰⁵	\$48,705 ⁶⁹
Vice president	\$116,133 ¹⁵	\$101,250 ⁴	\$90,657 ¹⁹	\$90,785 ⁷	\$116,860 ²³	\$67,000 ³	\$124,333 ¹⁸	\$132,500 ²	\$108,755 ⁹¹	\$91,062 ¹⁶
Technician	\$43,675 ⁸	\$39,000 ¹	\$39,242 ¹⁶	\$24,000 ¹	\$40,679 ³⁸	\$32,292 ¹³	\$45,500 ⁴	\$29,650 ⁴	\$38,900 ⁸⁵	\$36,015 ⁴⁵
Consultant	\$73,688 ¹⁵	\$77,750 ⁴	\$85,833 ¹⁸	\$82,250 ⁴	\$87,320 ²⁵	\$80,800 ⁵	\$115,282 ¹³	\$45,000 ¹	\$87,305 ⁸⁵	\$72,332 ¹⁰
Analyst	\$68,400 ⁵	\$53,734 ⁵	\$74,666 ⁷	\$58,805 ⁵	\$51,518 ¹⁰	\$46,784 ⁵	\$56,600 ⁵	\$64,004 ⁹	\$59,519 ⁵¹	\$52,846 ³¹
Auditor	\$55,934 ¹⁴	\$44,192 ⁵	\$38,750 ⁴	\$44,557 ⁸	\$60,456 ¹⁰	\$52,205 ⁴	\$55,087 ⁴	\$52,600 ²	\$52,047 ⁵¹	\$45,495 ²⁷
President/CEO	\$125,000 ²	\$225,000 ²	\$87,083 ⁶	\$50,000 ¹	\$96,170 ¹⁴	\$20,000 ¹	\$123,750 ⁸		\$106,731 ³⁴	\$20,000 ¹

Note: Numbers in superscript represent the number of respondents

Salary by Region For Executives and Managers										
Age	Western		Southern		North Central		Northeastern		Overall	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
< 30	\$35,590 ⁴	\$38,667 ³	\$47,346 ⁷	\$46,900 ⁷	\$61,666 ⁹	\$29,275 ⁴	\$53,786 ⁷	\$64,000 ³	\$52,047 ²⁷	\$44,318 ¹⁷
30-39	\$69,400 ⁴¹	\$66,622 ¹⁴	\$59,102 ⁸⁸	\$60,556 ²⁸	\$62,766 ¹³⁴	\$58,637 ⁴⁶	\$68,530 ⁵⁸	\$59,342 ²⁵	\$63,650 ³²¹	\$60,258 ¹¹³
40-49	\$83,611 ⁷⁷	\$73,832 ²⁵	\$73,698 ¹⁴⁵	\$60,121 ³³	\$74,875 ²⁰⁸	\$65,020 ⁴²	\$78,456 ¹⁰⁴	\$71,526 ²⁹	\$76,513 ⁵³⁴	\$66,937 ¹²⁹
50-59	\$82,758 ⁷⁰	\$113,639 ¹⁴	\$77,371 ¹¹¹	\$61,653 ¹⁰	\$76,470 ¹⁴⁸	\$63,361 ²⁸	\$83,926 ⁸²	\$76,125 ⁸	\$79,272 ⁴¹¹	\$76,510 ⁶⁰
> 59	\$87,168 ²²	\$23,000 ¹	\$75,755 ²⁷	\$44,000 ¹	\$88,891 ²³		\$76,839 ²⁰	\$58,000 ¹	\$82,004 ⁹²	\$41,667 ³
Years at Company										
< 3	\$79,878 ⁴⁸	\$72,561 ¹³	\$70,114 ⁶¹	\$54,320 ¹⁵	\$72,530 ⁹⁸	\$69,408 ²⁵	\$77,019 ⁶⁵	\$61,344 ¹⁶	\$74,358 ²⁷²	\$64,852 ⁶⁹
3-5	\$78,101 ⁵⁶	\$65,285 ¹⁴	\$67,029 ⁹⁴	\$57,436 ²⁸	\$73,588 ¹⁴³	\$56,573 ³⁶	\$76,717 ⁵⁷	\$63,388 ¹⁸	\$73,058 ³⁵⁰	\$59,373 ⁹⁶
6-10	\$71,623 ⁴⁷	\$84,568 ¹⁴	\$64,084 ⁹⁰	\$63,530 ¹³	\$68,552 ¹¹⁰	\$57,573 ²⁶	\$80,375 ⁵²	\$71,263 ¹²	\$69,746 ²⁹⁹	\$67,106 ⁶⁵
11-15	\$86,230 ¹⁹	\$90,125 ⁸	\$82,541 ⁴⁷	\$56,760 ¹⁰	\$70,513 ⁶⁶	\$57,225 ¹⁶	\$64,943 ³⁴	\$78,000 ⁴	\$74,577 ¹⁶⁶	\$66,216 ³⁸
16-20	\$99,122 ¹⁸	\$99,750 ¹	\$73,633 ³⁰	\$58,933 ⁹	\$68,886 ⁴¹	\$63,000 ⁸	\$72,499 ¹⁸	\$60,896 ⁶	\$75,911 ¹⁰⁷	\$62,480 ²⁴
21-30	\$81,402 ¹⁹	\$95,807 ⁸	\$77,382 ⁴⁷	\$80,375 ⁴	\$76,547 ⁵⁵	\$68,740 ⁵	\$87,091 ³⁶	\$86,088 ⁹	\$79,802 ¹⁵⁷	\$84,863 ²⁶
> 30	\$84,490 ⁷		\$96,928 ⁷		\$98,687 ⁸	\$67,360 ⁵	\$81,581 ¹¹	\$62,000 ²	\$89,600 ³³	\$65,828 ⁷
Years of Experience										
< 2	\$45,000 ¹	\$28,800 ¹	\$45,500 ³	\$86,500 ²	\$57,597 ³	\$30,667 ³	\$68,750 ⁴		\$57,208 ¹¹	\$48,967 ⁶
2-5	\$46,817 ⁹	\$49,462 ⁸	\$78,976 ³¹	\$50,155 ¹⁸	\$56,877 ⁴⁴	\$45,615 ¹³	\$63,892 ²⁸	\$63,000 ¹²	\$63,939 ¹¹²	\$51,911 ⁵¹
6-10	\$69,570 ³⁶	\$71,766 ¹³	\$61,590 ⁷²	\$60,052 ¹⁹	\$62,152 ⁹²	\$58,813 ³⁸	\$68,970 ³⁷	\$57,161 ¹⁹	\$64,173 ²³⁷	\$60,617 ⁸⁹
11-15	\$71,117 ⁴⁶	\$83,754 ¹¹	\$67,707 ⁷¹	\$66,083 ¹⁶	\$70,867 ⁹⁸	\$76,308 ²³	\$67,792 ⁵³	\$71,013 ¹³	\$69,465 ²⁶⁸	\$73,919 ⁶³
16-20	\$79,725 ⁴³	\$102,655 ¹¹	\$72,887 ⁶⁴	\$58,843 ⁸	\$71,750 ¹¹²	\$60,417 ²⁹	\$84,332 ⁴⁶	\$87,916 ¹²	\$75,502 ²⁶⁵	\$73,451 ⁶⁰
> 20	\$95,048 ⁷⁹	\$87,178 ¹⁴	\$75,940 ¹³⁴	\$62,702 ¹³	\$83,658 ¹⁷⁴	\$62,783 ¹⁵	\$86,416 ¹⁰⁴	\$66,690 ¹¹	\$83,968 ⁴⁹¹	\$70,018 ⁵³
Employees Supervised										
0	\$71,679 ²¹	\$71,000 ²	\$68,452 ⁴⁴	\$53,084 ¹¹	\$73,956 ⁵⁸	\$55,520 ¹⁹	\$75,032 ²⁷	\$70,463 ¹¹	\$72,216 ¹⁵⁰	\$59,440 ⁴³
1-5	\$76,936 ⁸⁴	\$70,310 ²⁵	\$66,246 ¹³⁸	\$55,929 ³⁷	\$68,504 ²¹⁶	\$53,072 ⁴⁹	\$69,454 ¹¹⁴	\$62,894 ³¹	\$69,306 ⁵⁵²	\$58,995 ¹⁴²
6-15	\$78,929 ⁷⁰	\$73,440 ²⁰	\$73,022 ¹³¹	\$64,156 ²⁰	\$71,468 ¹⁶⁷	\$62,709 ³⁶	\$80,868 ⁹⁰	\$60,611 ¹⁸	\$74,900 ⁴⁵⁸	\$64,898 ⁹⁴
16-25	\$76,511 ¹²	\$104,852 ⁴	\$73,299 ²³	\$56,708 ⁶	\$81,646 ³⁶	\$127,100 ⁶	\$90,176 ¹⁷	\$79,000 ¹	\$80,412 ⁸⁸	\$94,191 ¹⁷
> 25	\$104,158 ²⁶	\$106,750 ⁶	\$82,650 ³⁶	\$80,350 ⁴	\$89,489 ⁴¹	\$67,912 ⁸	\$100,945 ²⁰	\$104,400 ⁵	\$92,451 ¹²³	\$88,139 ²³

Note: Numbers in superscript represent the number of respondents • Note: "Executive" refers to those with titles of president, CEO, vice president or director. "Manager" refers to those

technician to associate engineer) shows the employer that you're excited about your line of work and are willing to do what it takes to be the best at your job.

Don't fear change, but do it wisely.

Certification

If you're wondering whether pursuing an ASQ certificate is worth your while,

the answer is yes. Our survey indicates that ASQ certification can enhance your personal bottom line.

Depending on your job title (see the table on pages 24 and 25), holding an ASQ certificate could mean anywhere from a 3- to 10-percent higher salary. In the table on page 23, we have looked at the value of holding an ASQ certificate

while working in one of several functional areas.

In most departments, having an ASQ certificate works to your benefit. We're not sure why the manufacturing category so dramatically showed the opposite. One possible explanation is that "manufacturing" is a very broad term, encompassing a lot of disciplines, which could have muddled

> 10 Years Exp.	Canada Overall		
	All	Male	Female
	\$69,353 ⁷⁶¹	\$67,640 ⁶⁵	\$52,818 ¹⁶
	\$63,257 ²²⁷	\$55,706 ¹⁰	\$56,500 ²
	\$90,393 ²⁶⁴	\$74,746 ¹³	
	\$59,191 ⁷⁴	\$68,000 ⁴	\$56,667 ³
	\$50,825 ³⁵	\$56,600 ¹³	\$44,800 ⁵
	\$63,137 ⁵⁵	\$60,571 ⁷	\$45,375 ⁴
	\$53,292 ³⁶	\$49,594 ¹⁰	\$50,166 ³
	\$112,405 ⁷⁶	\$82,500 ²	
	\$42,144 ⁴⁰	\$43,069 ¹⁰	
	\$89,302 ⁷⁵	\$45,000 ²	\$100,666 ³
	\$69,631 ²¹	\$39,400 ¹	
	\$59,418 ²⁴	\$52,000 ¹	\$43,000 ¹
	\$109,652 ³²	\$76,000 ⁵	
	(In Canadian Dollars)		

Canada Overall (In Canadian Dollars)	
Male	Female
\$46,919 ²¹	\$40,758 ¹²
\$62,215 ⁴⁴	\$62,812 ⁸
\$65,382 ⁴⁶	\$59,650 ¹⁰
\$71,117 ²⁸	\$63,400 ⁵
\$70,766 ⁶	
\$55,484 ²¹	\$55,806 ¹⁵
\$57,531 ⁴⁹	\$47,666 ⁶
\$63,676 ³⁶	\$47,142 ⁷
\$70,958 ²⁰	\$64,125 ⁴
\$72,000 ⁵	\$58,500 ²
\$75,192 ¹³	\$67,500 ³
	\$75,000 ²
	\$36,000 ¹
\$47,773 ³⁷	\$49,508 ¹²
\$61,517 ²⁸	\$46,291 ¹²
\$68,771 ²⁷	\$61,083 ⁶
\$71,733 ²⁰	\$78,000 ⁴
\$71,232 ³³	\$82,500 ²
\$55,949 ⁴⁰	\$58,214 ¹⁴
\$60,323 ⁴⁹	\$53,346 ¹³
\$70,943 ³⁶	\$59,120 ⁵
\$74,500 ⁶	\$40,000 ¹
\$74,357 ⁷	

with titles of manager or supervisor

STAT-A-MATRIX announces...

ISO 9001:2000 Transition Services

ISO 9001:2000 Gap Analysis:
 Whether you're starting from scratch or from ISO 9000:1994 (or you want to upgrade to TL 9000, AS 9100, or ISO/TS 16949), the best way to start is with a STAT-A-MATRIX gap analysis. In a few short days we'll tell you where you stand and what you need to do to build a quality management system that will pass audit, and more important, improve the way you operate.

Enhance Your Continual Improvement Process:
 Keeping up with the competition requires an effective continual improvement process (as does ISO 9001:2000). Our gap analysis includes a specific evaluation of your continual improvement activities and results in planning outputs that include customized suggestions for upgrading your continual improvement efforts.


ISO 9001:2000 Transition Training:
 This two-day course is an excellent way to introduce your staff to the upgraded requirements and help kick off your ISO 9001:2000 compliance process. This course satisfies the RAB, IRCA, and IATCA ISO 9001:2000 transition training requirements for auditors and lead auditors.

STAT-A-MATRIX also offers a full range of training and consulting services for the quality disciplines:

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the results. It seems unlikely that an ASQ certificate would actually harm you.

Another interesting observation is that although at least 75 percent of our respondents (and possibly more) are quality professionals, only about half have an ASQ certificate, despite the fact that it could increase their salary.


Unlike ASQ certification, which shows value no matter where you are, any salary

benefits derived from Six Sigma training would most likely be evident only in companies that are implementing Six Sigma. As we pointed out in our Six Sigma survey in the November 2001 issue, Six Sigma is primarily used in large companies. In order to properly examine the impact of Six Sigma training on salary levels, one would have to compare salaries from like positions *only*

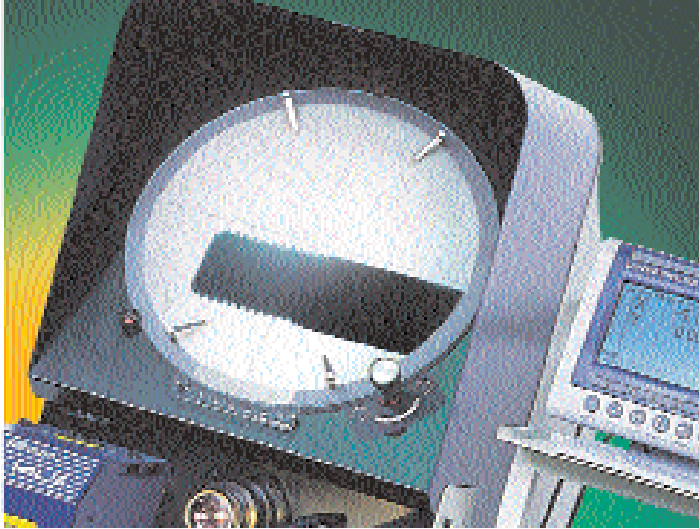
from companies that are implementing Six Sigma. Because there's no way to stratify our data that way, there's no point in trying to draw any conclusions here. Common sense dictates that if your company is pursuing Six Sigma, it will probably compensate its Six Sigma practitioners more than the others. Your human resources director will be able to answer that question.

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Methodology

Quality Digest contacted more than 33,000 subscribers by e-mail and invited them to take the salary survey online. Of those 33,000, we received more than 3,200 responses. Weeding out invalid or incomplete responses, there were 2,775 from the United States and 186 responses from Canada, which became the basis for our analysis.

Because of the relatively small amount of Canadian responses, we were only able to do a broad analysis of Canadian salaries. Therefore, regional and industry breakdowns were not performed for Canadian participants.

More than 75 percent of the respondents indicated that they were quality professionals (the actual percentage is probably higher). The rough breakdown of respondents is as follows:

Breakdown by Job Title	
Managers.....	41%
Technical (specialist, engineer, technician, analyst).....	23%
Executives (president, vice president, CEO, director).....	16%
Supervisors.....	4%
Other.....	15%

Breakdown by Sector	
Manufacturing.....	76%
Service.....	12%
Consulting.....	5%
Government.....	3%
Health care.....	3%
Education.....	1%

About the author

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