

2004 Salary Survey

Your salary is affected by where you live, your gender, your education and more.

by Dirk Dusharme

If you like numbers (And what self-respecting quality professional doesn't?), salary surveys present hours of entertainment. This is particularly true if you try to correlate survey results to your own situation or if you compare one year's results to another's.

Questions abound: "Why don't I make as much as what the survey shows I should?" "Why does a vice president make more than a president or CEO?" "Should I move to the West Coast, home of higher salaries, Starbucks and a governor who can bench press twice his weight in quality consultants?"

Unfortunately, we can't answer these questions. However, we can present all the data, let you draw your own conclusions and offer a few observations of our own.

If you're new to salary surveys, here are some of the rules: A survey of this type is only a guideline, a yardstick that gives some indication of where your salary should be relative to other positions—not an absolute indicator of how much you should be making. To get the most out of the data, look at your position from every angle: regional, industry and broad title classification (e.g., executive, manager, technical). This will give you a general idea of where you stand. If you find your salary is much lower than the average salary, no matter which table you look at, you may have cause for concern.

Keep in mind that as table categories get more specific (e.g., female supervisor in the Western United States), the number of respondents contributing to that category gets smaller. Therefore, the data may not be as representative as a larger sample. So be sure you take into account both the average salary and the number of respondents shown in superscript (e.g., \$29,300³⁷).

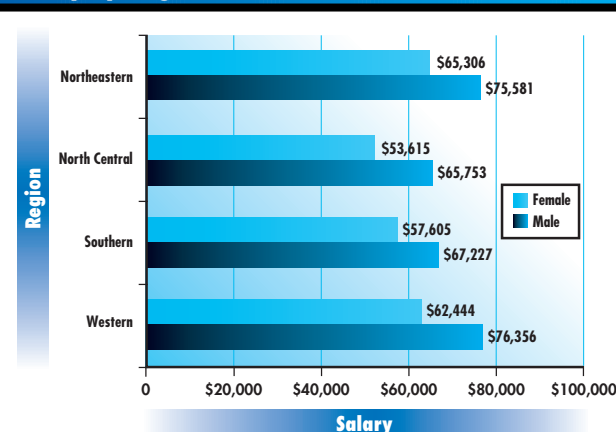
Try to find similar surveys to compare with this one. The more data you have, the better. If you're a member of the American

Society for Quality, you have access to its yearly salary survey at www.asq.org. Your particular industry association may also have salary guidelines. The American Society of Association Executives (www.asaenet.org) is a good place to find an association that represents your industry.

Gender and location

It's still here, and it's still worth mentioning. No matter how you slice it—by region, by age or by years of experience—women make less money than men in the same position. By region, women earn anywhere from 14 to 18 percent less than men. With the exception of the Western region, this is somewhat less disparate than we found two years ago, as illustrated at the top of page 23.

Salary by Region



Gender Gap by Region Percent More Earned by Men

Region	2002 Survey	2004 Survey
Western	7%	18%
North Central	20%	18%
Southern	18%	14%
Northeastern	17%	14%

We can't explain the huge jump in the wage gap in the Western states from 2002 to 2004. Even omitting some outliers (one male executive earned close to \$1 million) only brought the gap down to about 14 percent, still a big jump from 2002 and consistent with the other regions.

By title, the gender gap ranges from 5 to 30 percent; this excludes two job titles, president/CEO and inspector, for which there were too few female respondents from which to derive meaningful results.

Did we mention location? The graph on page 22 shows that for better salaries, one needs only to head west or east. Salaries in the West and Northeast are about the same, close to 10 percent higher than in the Southern or North Central states.

Go to school

It should be no surprise that education improves your personal bottom line. Whether formal schooling, in-house training or certification courses such as those offered by ASQ or other industry trade associations, you're more valuable

to your employer if you have more training.

How much more? In general, you can expect to earn about 4 to 5 percent more with a two-year college degree (i.e., associate's degree) than you would with only a high-school/GED or vocational school degree.

Hang out in college for another couple of years, party light and pick up a bachelor's degree for a salary increase of about an additional 13 to 15 percent. About 39 percent of our respondents have a four-year degree.

For the truly devoted, the survey shows at least an additional 15 percent increase

Value of ASQ Certification by Top Job Titles (U.S. Only)

Job Title	Without Certification	With Certification	Difference
Manager	\$64,907 ⁶⁸⁹	\$66,003 ³⁵⁹	1.7%
Engineer	\$59,422 ²¹⁵	\$62,488 ¹⁷⁰	5.2%
Director	\$89,565 ¹⁷⁰	\$87,581 ⁹⁸	-2.2%
Coordinator	\$44,553 ⁸⁶	\$49,127 ³⁷	10.3%
ISO Coordinator	\$49,046 ⁸⁹	\$51,778 ³²	5.6%
Technician	\$40,122 ⁵⁸	\$39,822 ³⁰	-0.7%

Salary by ASQ Certification and Job Type

United States	Executive	Management	Technical	Other
Mechanical Inspector Certification (CMI)	\$79,608 ⁵	\$58,293 ⁴¹	\$51,486 ³⁶	\$56,965 ²⁰
Quality Auditor Certification (CQA)	\$91,981 ⁶⁸	\$64,223 ²¹⁶	\$62,325 ¹²⁰	\$60,445 ¹¹⁵
Quality Auditor Certification-Biomedical (CQA-Biomedical)	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰
Quality Auditor Certification-HACCP (CQA-HACCP)	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰
Quality Engineer Certification (CQE)	\$92,203 ⁵³	\$70,358 ¹³⁷	\$64,602 ¹²⁴	\$74,470 ⁵¹
Quality Improvement Associate Certification (CQIA)	\$92,666 ³	\$58,300 ¹²	\$58,317 ¹¹	\$52,956 ⁹
Quality Manager Certification	\$93,999 ⁶¹	\$70,798 ¹⁰⁹	\$71,469 ³⁷	\$72,701 ³⁶
Quality Technician Certification (CQT)	\$68,448 ⁶	\$57,704 ⁵³	\$50,661 ⁶⁶	\$54,176 ²⁷
Reliability Engineer Certification (CRE)	\$111,533 ³	\$72,027 ¹¹	\$75,233 ¹⁵	\$81,680 ⁵
Six Sigma Black Belt Certification	\$102,250 ¹⁴	\$68,904 ²⁷	\$61,775 ¹²	\$82,989 ²²
Software Quality Engineer Certification (CSQE)	\$123,666 ³	\$95,000 ³	\$59,933 ⁶	\$107,294 ³
None	\$98,522 ²⁵¹	\$63,723 ⁷⁷²	\$56,144 ³⁸¹	\$57,086 ²⁹⁰
Any ASQ Certification	\$90,551 ¹³⁶	\$65,402 ³⁸⁹	\$60,364 ²⁵¹	\$63,368 ¹⁷⁵
Canada	Executive	Management	Technical	Other
Mechanical Inspector Certification (CMI)	\$80,000 ¹	\$88,000 ¹	N/A ⁰	\$48,000 ¹
Quality Auditor Certification (CQA)	\$58,575 ⁸	\$62,473 ³⁰	\$64,950 ⁵	\$30,000 ²²
Quality Auditor Certification-Biomedical (CQA-Biomedical)	N/A ⁰	\$46,000 ¹	\$75,000 ¹	\$60,000 ¹
Quality Auditor Certification-HACCP (CQA-HACCP)	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰
Quality Engineer Certification (CQE)	\$72,000 ²	\$67,285 ⁷	\$73,000 ³	\$57,333 ³
Quality Improvement Associate Certification (CQIA)	N/A ⁰	N/A ⁰	N/A ⁰	\$70,000 ¹
Quality Manager Certification	\$61,514 ⁷	\$63,500 ¹⁵	\$75,000 ³	\$55,000 ⁵
Quality Technician Certification (CQT)	\$56,000 ¹	\$70,500 ⁴	\$52,166 ³	\$54,611 ²
Reliability Engineer Certification (CRE)	N/A ⁰	\$66,000 ²	\$72,000 ¹	\$65,000 ¹
Six Sigma Black Belt Certification	N/A ⁰	\$67,000 ³	\$62,500 ¹	\$75,000 ²
Software Quality Engineer Certification (CSQE)	N/A ⁰	N/A ⁰	N/A ⁰	\$70,000 ¹
None	\$76,355 ²⁸	\$62,775 ¹¹⁶	\$50,675 ⁴³	\$51,624 ⁴³
Any ASQ Certification	\$59,216 ¹²	\$63,014 ⁴⁸	\$64,229 ¹²	\$53,050 ²⁹

Note: Numbers in superscript represent the number of respondents. Technical refers to those with titles of engineer, technician, specialist or analyst.

Respondent Breakdown by Job Title

	U.S.	Canada
Managers	40%	43%
Technical (specialist, engineer, technician, analyst)	24%	16%
Executives (president, vice president, CEO, director)	15%	11%
Supervisors	4%	4%
Other	18%	26%

Respondent Breakdown by Sector

	U.S.	Canada
Manufacturing	73%	67%
Service	14%	19%
Consulting	5%	8%
Government	4%	4%
Health Care	3%	1%
Education	1%	2%

for master's and doctorate degrees. See the chart on page 28 for a bird's-eye view of salary averages for men and women for various education levels.

In rough terms, by going to college for four years, you will increase your potential salary by about 30 percent. Get your Ph.D., and your income potential is almost 70 percent higher than a high school or vocational school graduate.

If you can't go to school full-time, consider going part-time. Our survey

results show that as useful as technical certificates are, they're no substitute—from a salary perspective—for a college degree.

This isn't to say you should pass up acquiring relevant certificates; they can enhance your salary, too. Most industry associations and some large companies offer training relative to your job function. ASQ offers training and certification for 11 technical or auditing certificates. Both ASQ and *Quality Digest* tabulate the benefits of those certificates on salaries. You

might expect these certificates to have a positive effect. However, it's tough to gauge, as it's largely dependent on the industry and the specific function that an employee performs within a company.

At the bottom of each of the executive, management, technical and other categories at the bottom of page 23 is a comparison of overall salaries with and without ASQ certification. For both the United States and Canada, the survey shows a slight salary advantage for those with an

Salary by Industrial Classification (NAICS) and Job Title

NAICS* Code	Industry	Manager	Engineer	Director	Supervisor	Coordinator	Specialist	ISO Coordinator	Vice President
11	Agriculture, Forestry, Fishing and Hunting	\$54,666 ³	N/A ⁰	\$150,000 ²	\$41,900 ¹	\$58,300 ²	\$42,000 ¹	N/A ⁰	N/A ⁰
21	Mining	\$83,500 ²	\$64,372 ²	N/A ⁰	\$68,500 ²	\$95,000 ¹	N/A ⁰	\$57,000 ¹	N/A ⁰
22	Utilities	\$81,210 ⁵	\$75,333 ³	\$138,800 ¹	\$76,521 ³	\$54,000 ¹	\$82,700 ²	N/A ⁰	N/A ⁰
23	Construction	\$78,125 ⁸	\$61,500 ²	\$77,500 ²	N/A ⁰	N/A ⁰	\$65,000 ²	\$29,000 ¹	N/A ⁰
31–33	Manufacturing	\$63,205 ²⁸⁸	\$57,168 ¹¹⁸	\$87,026 ⁵⁴	\$49,587 ³⁶	\$43,510 ⁴³	\$59,624 ³⁴	\$46,836 ³²	\$111,533 ⁹
311	Food Manufacturing	\$73,266 ¹⁵	N/A ⁰	\$77,345 ⁷	\$47,475 ⁴	N/A ⁰	N/A ⁰	N/A ⁰	\$82,500 ²
312	Beverage and Tobacco Product Manufacturing	\$85,935 ⁵	\$80,400 ¹	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰
313–314	Textile Mills and Textile Product Mills	\$64,714 ⁷	\$61,500 ²	N/A ⁰	\$40,000 ¹	\$27,000 ¹	\$56,333 ³	\$27,000 ¹	N/A ⁰
322	Paper Manufacturing	\$63,204 ¹²	\$59,675 ⁴	\$102,500 ²	\$81,700 ¹	\$51,000 ¹	\$85,000 ¹	\$63,000 ¹	N/A ⁰
323	Printing and Related Support Activities	\$61,471 ¹³	\$52,000 ¹	\$80,000 ²	\$46,100 ²	\$53,000 ¹	N/A ⁰	\$49,100 ²	\$115,000 ³
324	Petroleum and Coal Products Manufacturing	\$62,425 ⁴	\$145,000 ¹	\$50,000 ¹	N/A ⁰	\$56,125 ²	\$36,000 ¹	N/A ⁰	N/A ⁰
325	Chemical Manufacturing	\$72,995 ⁴²	\$84,522 ⁸	\$92,046 ¹¹	\$60,200 ⁸	\$53,666 ⁶	\$64,038 ⁹	\$70,500 ⁴	\$138,500 ²
326	Plastics and Rubber Products Manufacturing	\$62,750 ⁹¹	\$52,807 ²⁶	\$92,339 ¹⁸	\$42,582 ⁸	\$39,789 ⁸	\$37,000 ¹	\$40,055 ⁹	\$65,000 ¹
331	Primary Metal Manufacturing	\$62,595 ³⁹	\$61,625 ¹³	\$77,125 ⁴	\$60,400 ⁴	\$36,252 ²	\$30,400 ¹	\$46,430 ⁵	\$70,000 ¹
332	Fabricated Metal Product Manufacturing	\$60,408 ⁹⁴	\$57,113 ³⁸	\$75,447 ¹⁹	\$60,270 ⁵	\$47,156 ⁸	N/A ⁰	\$47,966 ⁴	\$101,000 ³
333	Machinery Manufacturing	\$59,791 ²²	\$57,799 ⁶	\$84,724 ⁴	\$50,000 ¹	\$49,750 ²	\$46,000 ¹	\$42,000 ⁴	N/A ⁰
334	Computer and Electronic Product Manufacturing	\$77,550 ⁴⁴	\$67,622 ³²	\$99,608 ¹⁴	\$36,533 ³	\$46,085 ⁴	\$49,000 ²	\$68,900 ²	\$130,000 ²
335	Electrical Equipment, Appliance and Component Manufacturing	\$65,816 ⁵³	\$64,392 ³³	\$96,227 ¹¹	\$45,000 ²	\$53,907 ⁵	\$62,100 ²	\$53,806 ⁴	\$103,400 ⁵
336	Transportation Equipment Manufacturing	\$73,810 ²⁰	\$66,955 ⁹	\$104,571 ⁷	\$70,500 ²	\$52,992 ⁴	\$90,080 ⁵	\$54,500 ²	N/A ⁰
339	Miscellaneous Manufacturing	\$70,156 ⁶¹	\$60,825 ³²	\$94,702 ²¹	\$53,787 ⁷	\$45,160 ⁵	\$57,884 ⁹	\$44,177 ¹¹	\$97,875 ⁴
48	Transportation	\$56,730 ²³	\$51,200 ³	\$79,914 ⁷	\$122,500 ²	\$31,000 ³	N/A ⁰	\$47,011 ⁵	N/A ⁰
51	Information	\$74,000 ⁵	\$40,000 ²	\$116,333 ³	\$33,790 ¹	N/A ⁰	\$78,900 ²	\$65,666 ³	\$90,000 ¹
52–525	Finance and Insurance, Banking, Credit, Bonds	\$77,070 ¹⁰	\$75,000 ¹	\$111,100 ³	N/A ⁰	\$48,700 ¹	\$37,900 ⁴	N/A ⁰	\$169,437 ⁸
54	Professional, Scientific and Technical Services	\$73,842 ²¹	\$56,020 ⁵	\$89,802 ⁷	\$65,188 ⁵	\$40,550 ²	\$65,033 ³	\$73,250 ²	\$114,250 ⁴
61	Educational Services	\$80,000 ³	\$70,000 ¹	\$71,857 ⁷	N/A ⁰	N/A ⁰	N/A ⁰	\$55,000 ¹	N/A ⁰
62–624	Health Care and Social Assistance, Hospitals, Residential Care	\$72,000 ⁴	\$72,526 ³	\$78,664 ²⁵	\$39,000 ¹	\$42,915 ⁴	\$56,770 ¹⁰	N/A ⁰	\$87,000 ¹
92–928	Public Administration	\$71,119 ¹⁵	\$80,560 ¹⁰	\$107,575 ⁸	\$65,434 ³	\$60,000 ³	\$69,034 ⁸	\$75,000 ¹	\$188,400 ²

Note: Numbers in superscript represent the number of respondents. * North America Industry Classification System

ASQ certificate. The exception for both countries is the executive category.

Another table on page 23 displays the specific job titles that make up the top three-quarters of survey respondents. Again, for the most part, these titles benefit from certification. There are two exceptions: As with the previous table, the executive title of “director” was not helped by certification, nor was the title of “technician.” About the same results for director and technician titles are also reflected in ASQ’s 2003 salary survey.

A possible reason executive positions receive no value from certification is that employees in these positions probably don’t require certification to perform their jobs. It’s likely many of these

	Technician	Consultant	Analyst	Auditor	President/ CEO
	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰
	N/A ⁰	N/A ⁰	\$54,500 ²	N/A ⁰	N/A ⁰
	\$47,124 ²	\$95,000 ¹	\$92,000 ¹	\$76,500 ²	N/A ⁰
	\$26,000 ¹	\$69,000 ²	N/A ⁰	\$63,500 ²	\$510,000 ²
	\$40,386 ⁴⁰	\$61,553 ¹¹	\$48,356 ⁵	\$53,121 ¹⁶	\$114,750 ⁰
	\$25,500 ¹	\$41,600 ¹	\$80,000 ¹	\$45,000 ¹	\$90,000 ²
	N/A ⁰	\$96,000 ¹	N/A ⁰	N/A ⁰	N/A ⁰
	N/A ⁰	\$59,000 ¹	N/A ⁰	N/A ⁰	N/A ⁰
	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰
	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰	\$76,000 ¹
	N/A ⁰	\$30,000 ¹	N/A ⁰	N/A ⁰	N/A ⁰
	\$60,000 ²	\$90,466 ³	N/A ⁰	\$46,000 ²	N/A ⁰
	\$33,329 ⁹	\$120,000 ¹	N/A ⁰	\$70,000 ¹	N/A ⁰
	\$43,551 ²	\$86,000 ¹	N/A ⁰	N/A ⁰	\$65,000 ¹
	\$36,828 ⁷	N/A ⁰	\$48,126 ³	\$41,000 ⁴	N/A ⁰
	N/A ⁰	\$70,000 ¹	N/A ⁰	N/A ⁰	N/A ⁰
	\$47,000 ²	N/A ⁰	\$62,200 ³	\$46,841 ⁴	\$260,000 ¹
	\$44,512 ¹	N/A ⁰	\$63,000 ¹	\$43,000 ¹	N/A ⁰
	\$44,354 ⁶	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰
	\$33,519 ⁴	\$86,000 ³	\$46,829 ³	N/A ⁰	N/A ⁰
	\$42,500 ²	\$106,500 ²	\$77,267 ²	\$52,000 ¹	\$150,000 ¹
	N/A ⁰	\$75,000 ³	\$60,500 ¹	N/A ⁰	\$175,000 ²
	N/A ⁰	N/A ⁰	\$59,806 ⁶	N/A ⁰	N/A ⁰
	N/A ⁰	\$96,618 ¹¹	N/A ⁰	\$52,000 ¹	\$102,357 ¹⁴
	N/A ⁰	\$88,062 ⁸	N/A ⁰	N/A ⁰	\$87,000 ³
	\$45,000 ¹	\$66,000 ³	\$67,000 ²	\$89,500 ²	N/A ⁰
	\$50,000 ¹	\$82,083 ⁶	\$81,776 ⁷	\$71,064 ²	N/A ⁰

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respondents earned their certificates well before moving to executive positions.

A belt by any color

More than 15 percent of survey respondents have some sort of Six Sigma title:

Green Belt, Black Belt or Master Black Belt. Our yearly Six Sigma survey has shown that companies with a Six Sigma program in place usually reward those employees who have a Six Sigma certification. From Green Belt to Master Black

Belt, the higher the belt, the more responsibility and the higher the salary.

Because relatively few companies have a Six Sigma program in place and because we don't know whether a respondent without a belt works for a Six Sigma com-

Salary by Job Title, Experience, Gender and Region

Title	Western		Southern		North Central		Northeastern		Overall	<10 Years Exp.
	Male	Female	Male	Female	Male	Female	Male	Female	All	All
President/CEO	\$187,000 ¹²	N/A ⁰	\$85,538 ¹³	\$40,500 ²	\$94,464 ¹⁴	\$28,000 ¹	\$113,732 ¹³	N/A ⁰	\$112,033 ⁶⁰	\$105,754 ⁴
Vice President	\$106,428 ⁷	\$48,000 ²	\$130,600 ⁵	\$81,125 ⁴	\$94,906 ¹⁶	\$87,560 ⁵	\$134,900 ¹²	\$111,700 ²	\$119,050 ⁶⁰	\$91,309 ¹¹
Director	\$101,181 ³³	\$81,968 ¹⁶	\$86,822 ⁴¹	\$95,990 ¹¹	\$87,578 ⁷⁵	\$73,327 ¹⁹	\$93,313 ⁴⁷	\$86,100 ¹⁰	\$88,839 ²⁶⁸	\$86,118 ⁴⁴
Manager	\$70,509 ¹¹⁹	\$56,772 ³¹	\$66,136 ²¹⁶	\$61,657 ⁴⁰	\$65,716 ³⁰⁷	\$57,929 ⁸¹	\$68,392 ¹⁴⁵	\$66,383 ⁴²	\$65,282 ¹⁰⁴⁸	\$57,278 ²⁸⁶
Supervisor	\$58,568 ¹⁷	\$38,750 ²	\$63,381 ¹⁸	\$48,426 ¹²	\$52,674 ³¹	\$55,680 ⁵	\$54,239 ¹⁴	\$49,422 ⁵	\$55,042 ¹¹³	\$45,355 ³⁷
Specialist	\$61,890 ⁶	\$53,698 ⁷	\$57,746 ²⁰	\$52,823 ¹⁵	\$62,345 ²²	\$65,243 ¹²	\$68,054 ¹⁵	\$64,660 ¹⁰	\$60,657 ¹¹¹	\$49,271 ⁴⁸
Coordinator	\$38,833 ³	\$48,706 ⁸	\$58,408 ¹¹	\$39,807 ¹³	\$49,058 ²⁰	\$39,402 ³⁵	\$55,426 ¹⁰	\$46,642 ¹⁰	\$45,929 ¹²³	\$41,705 ⁴³
Engineer	\$68,918 ⁴²	\$79,518 ¹³	\$64,500 ⁶⁷	\$54,944 ⁹	\$59,224 ¹³²	\$51,002 ³⁰	\$62,499 ⁵²	\$58,200 ¹⁰	\$60,776 ³⁸⁵	\$52,355 ¹²⁵
Technician	\$42,494 ⁷	\$42,516 ⁵	\$38,500 ¹¹	\$30,000 ¹	\$40,911 ³⁶	\$36,090 ¹³	\$43,686 ⁶	\$43,000 ²	\$40,020 ⁸⁸	\$36,482 ²⁴
Consultant	\$79,257 ¹²	\$95,333 ³	\$70,000 ¹⁴	\$71,600 ⁵	\$80,717 ¹⁷	\$73,942 ⁷	\$108,576 ¹³	\$75,000 ²	\$84,772 ⁸³	\$71,405 ¹⁴
Analyst	\$50,300 ⁵	\$66,488 ¹	\$64,625 ⁸	\$47,117 ⁸	\$54,969 ⁶	\$42,702 ⁴	\$83,033 ⁵	\$81,083 ⁴	\$60,189 ⁴⁸	\$52,631 ¹⁹
Auditor	\$57,214 ⁷	N/A ⁰	\$60,375 ⁸	\$44,950 ⁴	\$58,118 ⁷	\$47,673 ⁵	\$89,500 ²	\$60,883 ³	\$56,373 ⁴⁴	\$48,805 ¹⁸
ISO Coordinator	\$53,909 ¹¹	\$42,973 ⁷	\$52,268 ¹⁶	\$36,293 ⁸	\$54,361 ¹⁸	\$39,652 ²²	\$62,149 ¹⁶	\$53,850 ⁸	\$49,769 ¹²¹	\$44,696 ⁴⁵
Inspector	\$54,643 ⁴	N/A ⁰	\$58,880 ⁶	N/A ⁰	\$37,244 ⁴	\$37,750 ²	N/A ⁰	N/A ⁰	\$48,277 ²⁴	\$34,310 ⁷

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	\$51,750 ⁴	\$37,000 ¹	\$47,900 ⁴	\$37,868 ⁵	\$43,540 ⁵	\$51,128 ⁷	\$50,500 ²	\$54,250 ⁴	\$47,820 ¹⁵	\$45,602 ¹⁹
30-39	\$76,210 ¹⁸	\$57,215 ¹³	\$61,602 ⁴⁰	\$67,035 ¹⁴	\$63,421 ⁸⁴	\$57,817 ³³	\$63,889 ³⁷	\$63,703 ⁸	\$64,017 ¹⁸³	\$60,143 ⁶⁹
40-49	\$96,971 ⁷²	\$65,148 ²²	\$71,167 ⁹⁸	\$66,759 ²⁸	\$67,896 ¹⁴⁹	\$63,052 ⁴³	\$73,790 ⁶⁵	\$71,331 ²²	\$75,328 ³⁹⁹	\$65,052 ¹³⁰
50-59	\$77,056 ⁶⁶	\$67,617 ¹²	\$74,048 ¹²¹	\$98,454 ²¹	\$76,057 ¹⁶²	\$66,627 ²¹	\$83,748 ⁹⁸	\$68,465 ²³	\$77,209 ⁴⁶⁹	\$76,091 ⁸⁰
>59	\$75,227 ²⁵	\$73,166 ³	\$73,853 ²⁶	\$38,200 ¹	\$75,161 ⁴⁰	\$73,300 ²	\$95,173 ²⁷	\$124,500 ²	\$80,074 ¹²⁷	\$76,700 ⁹
Years at Company										
<3	\$75,921 ⁴⁸	\$73,300 ⁶	\$68,568 ⁵⁴	\$111,364 ¹⁴	\$67,207 ⁷⁸	\$61,419 ²⁷	\$72,416 ⁵⁶	\$57,090 ⁹	\$70,417 ²⁴³	\$74,483 ⁵⁶
3-5	\$99,281 ³³	\$60,028 ¹⁴	\$66,820 ⁷⁰	\$53,834 ¹⁴	\$65,421 ⁹⁸	\$53,593 ²⁷	\$72,894 ⁵⁸	\$68,833 ²⁰	\$71,848 ²⁷⁴	\$58,508 ⁸³
6-10	\$71,435 ⁴⁶	\$62,188 ¹⁷	\$70,140 ⁷⁰	\$61,908 ¹⁶	\$71,256 ¹⁰⁶	\$60,282 ²²	\$77,412 ⁴⁰	\$61,325 ⁸	\$72,476 ²⁷⁵	\$59,739 ⁷⁰
11-15	\$82,521 ²²	\$67,337 ⁸	\$70,190 ³⁶	\$59,083 ⁶	\$67,713 ⁵⁵	\$68,942 ¹⁸	\$78,120 ²¹	\$60,060 ⁴	\$72,749 ¹⁴¹	\$66,227 ³⁷
16-20	\$104,990 ¹⁵	\$58,772 ⁵	\$71,718 ²⁴	\$79,900 ⁵	\$71,221 ⁴⁰	\$70,831 ⁹	\$83,917 ¹⁷	\$77,033 ⁹	\$78,723 ¹⁰¹	\$71,007 ³⁰
21-30	\$71,311 ¹²	\$75,000 ¹	\$80,891 ²⁸	\$69,347 ¹³	\$77,654 ³⁷	\$69,452 ⁶	\$102,541 ²⁵	\$90,428 ⁷	\$84,206 ¹⁰⁶	\$75,772 ³¹
>30	\$106,298 ¹¹	N/A ⁰	\$91,900 ⁷	\$90,000 ²	\$91,708 ²³	\$54,000 ¹	\$81,900 ¹¹	\$86,000 ²	\$92,172 ⁵³	\$81,200 ⁵
Employees Supervised										
<2	\$34,000 ¹	\$43,500 ²	\$45,000 ²	\$51,933 ³	\$113,600 ³	\$61,000 ²	\$55,500 ⁴	N/A ⁰	\$68,680 ¹⁰	\$52,114 ⁷
2-5	\$58,649 ¹²	\$47,137 ⁸	\$59,206 ²¹	\$44,755 ⁸	\$52,191 ²⁸	\$51,541 ¹¹	\$71,229 ¹¹	\$57,641 ⁸	\$58,041 ⁷³	\$49,113 ³⁹
6-10	\$64,377 ²⁶	\$64,016 ¹²	\$65,013 ⁴⁷	\$62,332 ¹⁴	\$62,645 ⁷⁵	\$56,675 ²⁸	\$73,001 ³¹	\$70,266 ¹²	\$64,964 ¹⁸²	\$61,512 ⁶⁹
11-15	\$75,775 ¹⁶	\$60,222 ⁹	\$65,445 ⁴⁸	\$108,178 ¹⁷	\$66,391 ⁷⁰	\$62,773 ²²	\$79,179 ²⁹	\$57,541 ¹²	\$69,334 ¹⁷⁴	\$72,970 ⁶⁶
16-20	\$80,982 ²⁷	\$68,438 ¹²	\$74,193 ³⁵	\$71,716 ¹²	\$72,279 ⁸⁵	\$59,606 ²³	\$72,830 ³¹	\$86,174 ¹²	\$73,607 ¹⁹²	\$68,970 ⁶¹
>20	\$93,432 ¹⁰⁶	\$81,175 ⁸	\$75,885 ¹⁴⁰	\$68,113 ¹⁵	\$76,661 ¹⁸¹	\$72,075 ²⁵	\$82,933 ¹²⁴	\$72,713 ¹⁵	\$81,536 ⁵⁷⁴	\$71,639 ⁷⁰
Employees Supervised										
0	\$72,336 ²⁵	\$56,246 ¹⁵	\$75,555 ⁵⁰	\$59,886 ²⁰	\$64,089 ⁷²	\$57,209 ²⁷	\$80,516 ⁴⁷	\$57,444 ⁹	\$71,840 ¹⁹⁸	\$57,633 ⁷⁶
1-5	\$77,289 ⁸⁰	\$59,765 ²⁰	\$63,740 ¹¹⁸	\$60,150 ³²	\$64,193 ¹⁹⁷	\$57,868 ⁴⁴	\$71,763 ¹⁰⁵	\$64,971 ²⁷	\$68,151 ⁵²⁷	\$60,531 ¹³³
6-15	\$96,564 ⁴⁸	\$70,458 ¹³	\$74,667 ⁸⁰	\$79,311 ⁹	\$78,868 ¹¹⁵	\$67,323 ²⁸	\$83,202 ⁵¹	\$74,700 ¹⁵	\$80,720 ³⁰⁸	\$69,752 ⁷⁰
16-25	\$83,693 ¹⁵	\$90,000 ²	\$71,637 ²³	\$92,500 ²	\$79,046 ²⁸	\$59,570 ⁴	\$90,800 ¹⁰	\$49,300 ²	\$78,868 ⁷⁸	\$67,323 ¹²
>25	\$99,020 ¹⁴	\$110,000 ¹	\$79,705 ²⁰	\$81,250 ⁶	\$83,705 ²⁸	\$79,785 ⁷	\$95,033 ¹⁵	\$110,860 ⁵	\$89,872 ⁸¹	\$90,015 ¹⁹

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

pany or not (and therefore whether a belt is valued), it's a little misleading to compare Six Sigma belt holders to nonholders. We'll do it anyway, but keep that caveat in mind.

The table to the right compares the top three job titles that have belts to those

same titles without belts. Of those respondents who have a Six Sigma belt, 50 percent are Green Belts with an average salary of \$70,533. About 35 percent are Black Belts, earning an average salary of \$76,233. Master Black Belts earn an average of \$99,442 and make up 9 percent of those with a Six Sigma belt. The remaining 7 percent are made up of those with something other than one of the

standard belts with an average salary of \$58,400.

Salaries With/Without Six Sigma Certification

	With	Without
Director	\$95,050	\$87,876
Engineer	\$65,098	\$59,606
Manager	\$73,034	\$64,038

	>10 Years Exp.	Canada Overall*	
	All	Male	Female
	\$113,990 ³²	\$87,777 ⁹	\$60,000 ¹
	\$125,277 ⁴⁹	\$75,166 ⁶	\$65,566 ³
	\$89,308 ²²²	\$65,691 ¹⁷	\$62,033 ³
	\$68,499 ⁷⁵⁵	\$66,342 ¹¹⁹	\$53,752 ²⁸
	\$59,887 ⁷⁴	\$55,718 ¹¹	\$51,833 ³
	\$69,331 ⁶³	\$68,000 ⁶	\$50,000 ²
	\$50,637 ⁵⁹	\$58,920 ¹⁶	\$46,700 ¹⁹
	\$65,150 ²⁵⁶	\$59,283 ¹⁵	\$58,520 ⁷
	\$42,511 ⁵³	\$46,754 ¹¹	\$36,333 ³
	\$87,902 ⁶⁷	\$70,600 ⁵	\$72,000 ¹
	\$64,151 ²⁷	\$50,517 ⁷	\$46,000 ²
	\$61,613 ²⁸	\$68,500 ²	\$31,000 ²
	\$56,218 ⁵⁴	\$48,906 ¹⁶	\$42,490 ²¹
	\$56,463 ¹⁵	\$51,500 ²	N/A ⁰
		* In Canadian Dollars	

	Canada Overall*	
	Male	Female
	\$45,009 ¹¹	\$43,290 ¹⁷
	\$56,494 ⁵⁴	\$49,609 ²⁶
	\$64,026 ⁹³	\$53,740 ³⁸
	\$71,791 ⁶⁷	\$47,207 ¹³
	\$67,125 ¹⁶	\$60,000 ¹
	\$57,361 ⁴⁴	\$47,846 ¹⁶
	\$62,646 ⁵⁸	\$48,906 ³⁷
	\$61,360 ⁶⁷	\$51,401 ²²
	\$69,490 ³³	\$49,807 ¹⁴
	\$64,946 ²⁰	\$55,100 ²
	\$73,083 ²⁰	\$59,366 ⁶
	\$77,680 ⁵	N/A ⁰
	\$47,944 ⁹	\$41,226 ³
	\$53,994 ³⁴	\$44,400 ³²
	\$58,381 ⁶¹	\$51,031 ²⁷
	\$66,005 ⁴⁴	\$56,552 ¹⁷
	\$68,401 ³⁴	\$55,742 ⁷
	\$71,129 ⁶⁴	\$55,150 ¹⁰
	\$58,506 ⁹¹	\$46,940 ⁶²
	\$63,743 ⁹⁰	\$54,440 ²⁵
	\$71,135 ³⁹	\$60,922 ⁹
	\$74,111 ⁹	\$50,000 ¹
	\$71,615 ¹³	N/A ⁰
	* In Canadian Dollars	

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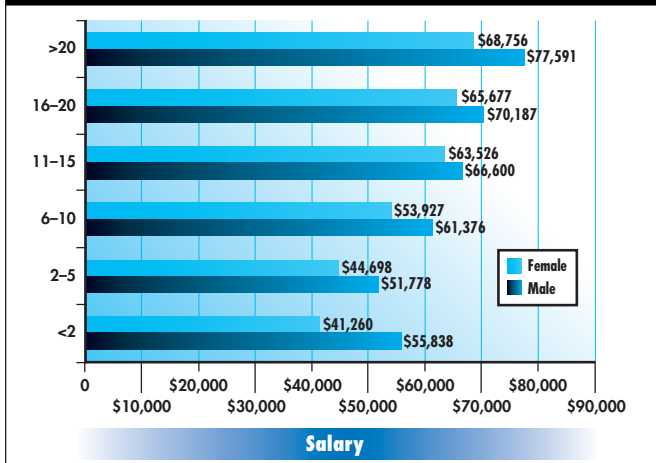
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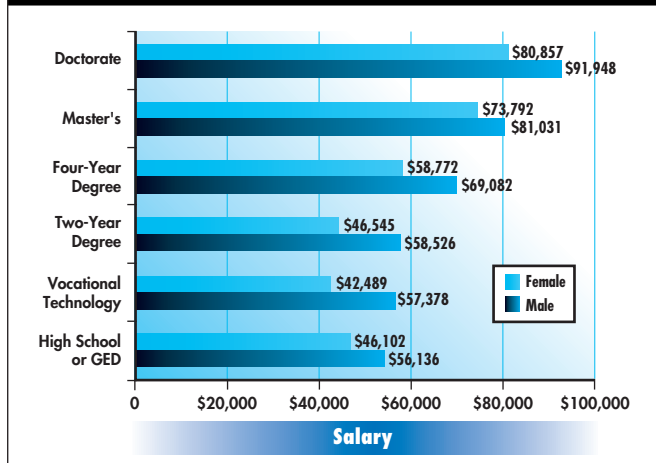
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Salary by Years of Experience



Salary by Education



Methodology

Quality Digest contacted 43,303 subscribers by e-mail and invited them to take the salary survey online. Of those, we received more than 3,000 responses. Weeding out invalid or incomplete responses, there were 2,645 valid submissions from the United States and 351 from Canada. These two groups became the basis for our analysis.

Because of the relatively small number of Canadian responses, we were only

able to do a broad analysis of Canadian salaries.

More than 84 percent of the respondents indicated that they were quality professionals, although, we presume the actual percentage is probably higher; many respondents may have generic titles, like technician, yet perform a quality function. For the rough breakdown of respondents, see the tables on pages 23.

About the author

Dirk Dusharme is Quality Digest's technology editor.

Comments

Quality Digest highly values feedback from its readers. Please e-mail your comments to comments@qualitydigest.com. **qd**

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