



2005 Salary Survey

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

by Dirk Dusharme

The last year has been tough for many industries, and when times get tough the budget for one department tends to get hit harder than others. Can you guess which? It starts with “Q” and rhymes with “frivolity,” only it isn’t so funny. Many of our readers who perform a quality function have experienced layoffs or salary and benefits cuts. Therefore, it’s not surprising that we’ve gotten more than the average number of requests regarding our next salary survey.

Let me save you some time—if you simply want to know how your salary (assuming you have one) compares to others

Know & Go

- Depending on region, women earn 10–20 percent less than men.
- Going to college for four years rather than two can increase your salary by more than \$10,000.
- Technical certificates such as those issued by ASQ can increase your salary potential.
- Older employees may find it harder to be hired than younger employees.

with the same or similar titles, see the tables on pages 36 and 37. If you’re in middle or upper management, the table on page 38 may be a better representation of salary for your position. Keep in mind that these figures are only guidelines. Many other factors come into play: gender, region, years of experience and education, to name just a few. To get the best idea of what your salary should be, look at all the tables presented here, as

well as surveys from other sources. A good source for quality professionals is the American Society for Quality’s yearly salary survey (www.asq.org). Industry-specific associations and credit unions may also have salary information, which is often sent to a company’s human resources department, so be sure to check there as well. If you’re unsure whether your industry has an association, try looking it up on the American Society of Association Executives Web site (www.asaenet.org).

Sex!

If you’re a woman, you should count on making less than your male counterparts—but you already know that.

Even though passage of the Equal Pay Act in 1963 led to a downward trend in wage disparity based on sex, the glass ceiling is still alive and well. A June 1998 report, “Explaining Trends in the Gender Wage Gap” by the Council of Economic Advisors, tried to explain some of the gap, stating that “about one-third of the gender pay gap was explained by differences in the skills and experience that women bring to the labor market and about 28 percent was due to differences in industry, occupation, and union status among men and women.” Despite that, the report acknowledged that “these differences raised the female/male pay ratio in the late 1980s from about 72 percent to about 88 percent, leaving around 12 percent as an ‘unexplained’ difference.”

That pesky 12 percent is still with us. Although it varies by region, in our survey women earn anywhere from 10 percent to 19 percent less than men. The gap is less in Western and Northeastern states, where the gap is 14 percent and 10 percent respectively, and jumps appreciably in the Southern and North Central states, where the gap is 19 percent and 18 percent respectively. Women directors, managers and engineers had a smaller wage gap (9%) than women with other titles. As shown on the table on the right-hand side of this page, the gap is consistent with last year's findings. It is also consistent with ASQ's annual survey.

For those tempted to think that the gap is a result of a large number of unskilled or unschooled women pulling down the overall female average, the table on page 38 shows that the gap holds true no matter how you slice it. Whether by age, years experience or years at company, women make less than men. Education doesn't seem to help, as shown on the graph at the bottom right-hand side of this page.

We beat on this subject year after year because seven out of 10 of you reading this article are managers and most likely have a say over how much your employees are getting paid.

If anyone cares to discuss this issue, we have opened a topic-specific forum on our Web site. Go to www.qualitydigest.com and click on the "Glass Ceiling" link on the home page. This discussion will be open until June 3.

Education

In general, a higher education means a better income. Our survey shows that a

vocational/technical degree or two-year college degree only provides a small increase in potential salary compared to a high school diploma or GED. The average woman will increase her potential salary by about \$11,500 by attending college for an extra two years. The average man will increase his potential salary by about \$12,500. Put another way, if you grind through an extra two years of college to get a four-year degree, you can just about pay it off in the next two years of employment. That's a quick return on investment by anyone's standards.

Pursuing a master's or doctorate will increase your salary potential even further, as seen on the table at the bottom of this page.

Attaining industry certificates is another good way to beef up your résumé and increase your salary potential. The ASQ and other industry associations offer a variety of certificate courses, as do private training and consulting firms. Earning a technical or management certificate from the ASQ can help increase your salary, as seen on the table on page 38. You'll note a couple of anomalies on the table—the titles of ISO coordinator and technician show a decrease in salary as a result of certification. We don't know why. But because it doesn't make a whole lot of sense (why would you be penalized for learning?), we assume that some other influence is at work.

Six Sigma certification can also be very important, depending on your company. For companies with a Six Sigma program in place, the value of Six

Sigma is recognized, and employees are usually rewarded for achieving a Six Sigma belt. In some companies, you can't even be promoted if you haven't had Six Sigma training.

We don't know what the value is for companies without a Six Sigma program. This most likely will depend upon man-

Percent More Earned by Men

Region	2002 Survey	2004 Survey	2005 Survey
Western	7%	18%	14%
North Central	20%	18%	18%
Southern	18%	14%	19%
Northeastern	17%	14%	10%

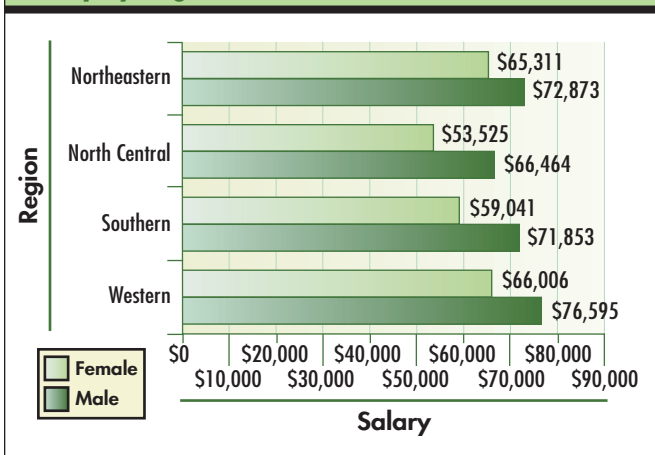
Respondent Breakdown by Sector

Manufacturing	73%
Service	14%
Consulting	4%
Government	5%
Health Care	4%
Education	1%

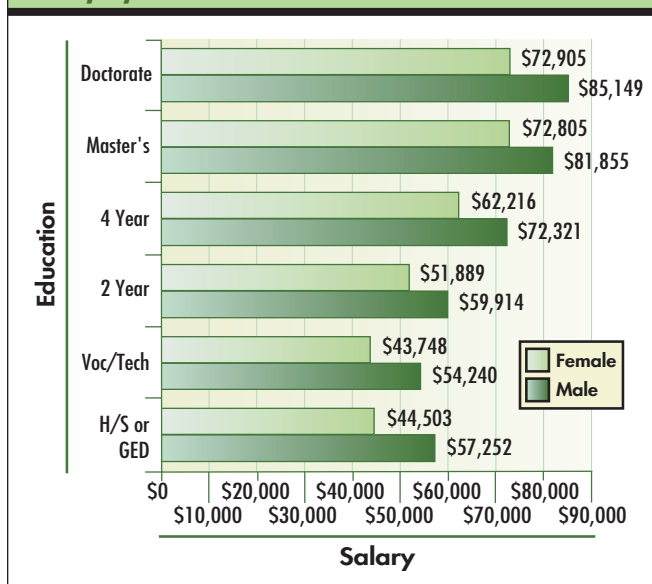
Respondent Breakdown by Job Title

Managers	37%
Technical (<i>specialist, engineer, technician, analyst</i>)	26%
Executives (<i>president, vice president, CEO, director</i>)	13%
Supervisors	4%
Other	19%

Salary by Region—All Titles



Salary by Education—All Titles



Salary by Industrial Classification (NAICS) and Job Title

NAICS Code*	Industry	Manager	Engineer	Director	Supervisor	Coordinator	Specialist	ISO Coordinator
11	Agriculture, forestry, fishing and hunting	\$44,000 ²	\$70,233 ²	N/A ⁰	\$67,248 ¹	N/A ⁰	N/A ⁰	N/A ⁰
21	Mining	\$60,625 ²	\$64,500 ¹	\$82,500 ²	\$100,000 ¹	\$26,800 ¹	\$43,680 ¹	\$42,300 ²
22	Utilities	\$85,000 ⁴	\$65,000 ²	N/A ⁰	\$78,000 ¹	\$33,333 ³	\$65,000 ¹	\$50,000 ¹
23	Construction	\$68,764 ⁷	N/A ⁰	\$117,333 ³	\$60,000 ¹	N/A ⁰	\$55,000 ¹	N/A ⁰
31-33	Manufacturing	\$67,389 ¹⁸⁷	\$62,076 ⁹⁰	\$96,205 ⁴⁵	\$53,804 ²⁶	\$49,586 ¹⁸	\$58,920 ¹⁷	\$50,113 ¹⁷
311	Food manufacturing	\$60,209 ¹⁷	\$55,000 ¹	\$68,857 ⁷	\$46,710 ⁵	N/A ⁰	N/A ⁰	N/A ⁰
312	Beverage and tobacco product manufacturing	\$84,800 ⁵	\$103,000 ¹	N/A ⁰	\$50,300 ¹	\$38,000 ¹	\$70,300 ¹	\$26,000 ¹
313-314	Textile mills and textile product mills	\$61,850 ⁴	\$45,000 ¹	\$85,000 ¹	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰
322	Paper manufacturing	\$72,400 ⁵	N/A ⁰	N/A ⁰	N/A ⁰	\$57,500 ²	\$68,250 ²	\$61,700 ²
323	Printing and related support activities	\$61,482 ¹⁴	\$67,630 ²	\$81,500 ²	\$58,667 ³	\$38,000 ¹	\$36,250 ²	N/A ⁰
324	Petroleum and coal products manufacturing	\$57,667 ³	\$51,200 ¹	N/A ⁰	\$85,000 ²	\$78,425 ²	N/A ⁰	N/A ⁰
325	Chemical manufacturing	\$77,904 ²⁹	\$79,920 ⁵	\$89,017 ⁶	\$67,167 ³	\$52,278 ⁶	\$56,843 ⁸	\$70,325 ⁴
326	Plastics and rubber products manufacturing	\$64,252 ⁸¹	\$56,471 ²⁶	\$83,409 ¹¹	\$53,625 ⁴	\$41,976 ⁵	\$64,643 ⁷	\$45,007 ⁷
331	Primary metal manufacturing	\$62,666 ²⁸	\$64,610 ¹⁵	\$91,167 ⁶	\$41,000 ¹	\$44,459 ³	\$45,722 ²	\$60,700 ²
332	Fabricated metal product manufacturing	\$62,407 ⁷⁵	\$54,631 ³⁰	\$80,402 ¹²	\$55,830 ⁵	\$58,067 ³	\$58,125 ⁴	\$49,167 ³
333	Machinery manufacturing	\$71,903 ²²	\$58,460 ⁵	\$75,000 ¹	\$83,720 ¹	\$40,700 ³	\$81,000 ¹	\$76,000 ¹
334	Computer and electronic product manufacturing	\$80,085 ³⁴	\$65,644 ³⁰	\$120,200 ¹²	\$43,167 ³	\$62,833 ³	\$52,525 ⁴	\$93,000 ¹
335	Electrical equipment, appliance and component manufacturing	\$75,503 ³⁹	\$67,888 ¹⁶	\$96,083 ¹²	\$59,150 ⁴	\$36,000 ²	\$46,000 ¹	\$40,843 ³
336	Transportation equipment manufacturing	\$72,945 ¹⁷	\$64,364 ³⁰	\$80,513 ⁶	\$67,701 ²	\$54,678 ⁴	\$66,000 ²	N/A ⁰
339	Miscellaneous manufacturing	\$69,275 ⁴⁸	\$63,021 ²⁷	\$103,434 ¹¹	\$63,307 ⁵	\$33,864 ⁵	\$58,367 ⁶	\$92,867 ⁶
48	Transportation	\$64,142 ²⁰	\$74,166 ³	\$96,325 ⁴	N/A ⁰	\$56,000 ¹	\$60,000 ¹	\$59,607 ³
51	Information	\$70,035 ¹³	\$61,000 ²	\$133,833 ⁶	\$60,000 ¹	N/A ⁰	\$58,667 ³	\$64,820 ⁵
52-525	Finance and insurance, banking, credit, bonds	\$70,357 ⁷	N/A ⁰	\$98,286 ⁷	\$37,500 ²	\$49,000 ²	\$48,400 ²	N/A ⁰
54	Professional, scientific and technical services	\$80,024 ¹⁹	\$54,183 ²	\$85,426 ⁵	\$37,814 ¹	N/A ⁰	\$70,075 ⁴	\$52,400 ²
61	Educational services	\$63,750 ²	N/A ⁰	\$70,680 ¹¹	N/A ⁰	N/A ⁰	\$65,000 ¹	N/A ⁰
62-624	Health care and social assistance, hospitals, residential care	\$72,983 ¹²	\$67,000 ²	\$85,089 ¹⁴	\$54,480 ³	\$48,223 ¹²	\$42,320 ⁴	N/A ⁰
92-928	Public administration	\$86,535 ¹³	\$80,356 ¹¹	\$111,400 ⁵	\$73,000 ²	\$73,000 ²	\$67,750 ²	N/A ⁰

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

Salary by Job Title, Gender and Region

Title	Western		Southern		North Central		Northeastern	
	Male	Female	Male	Female	Male	Female	Male	Female
President/CEO	\$144,500 ²	\$91,000 ¹	\$148,333 ³	N/A ⁰	\$102,900 ¹⁰	\$43,000 ³	\$41,667 ³	N/A ⁰
Vice President	\$138,817 ⁶	\$110,000 ¹	\$97,444 ⁹	\$90,296 ⁵	\$101,182 ¹¹	\$80,333 ³	\$119,540 ¹⁰	\$102,000 ⁵
Director	\$98,476 ³⁵	\$89,938 ⁸	\$96,636 ⁴⁵	\$74,525 ¹⁰	\$88,893 ⁴⁹	\$80,400 ¹⁰	\$95,240 ³⁴	\$89,300 ⁹
Manager	\$74,004 ⁷⁵	\$70,325 ³⁹	\$70,468 ¹²²	\$63,839 ⁴⁹	\$67,960 ²³⁶	\$59,400 ⁶⁵	\$71,533 ¹³²	\$69,851 ²⁵
Supervisor	\$60,617 ¹⁵	\$55,439 ⁷	\$56,194 ¹⁷	\$53,250 ⁴	\$61,212 ¹³	\$54,020 ⁷	\$63,351 ¹⁰	\$46,102 ⁶
Specialist	\$72,700 ⁸	\$60,275 ⁸	\$60,609 ¹⁴	\$52,420 ¹⁰	\$58,950 ²²	\$46,913 ⁶	\$50,775 ⁸	\$48,348 ⁸
Coordinator	\$51,900 ⁵	\$59,324 ⁴	\$56,206 ¹⁴	\$45,764 ¹⁸	\$53,822 ¹⁵	\$41,358 ¹⁹	\$57,240 ⁵	\$27,000 ²
Engineer	\$69,452 ³⁹	\$60,358 ⁸	\$62,902 ⁶⁸	\$69,567 ⁶	\$61,053 ¹²⁴	\$53,821 ²⁴	\$67,897 ⁴⁶	\$60,520 ⁵
Technician	\$48,214 ⁷	\$33,575 ⁴	\$38,035 ¹⁴	\$32,500 ²	\$40,632 ³⁵	\$33,640 ¹⁶	\$43,830 ⁷	\$40,520 ⁵
Consultant	\$99,208 ⁶	\$92,000 ²	\$92,000 ⁸	N/A ⁰	\$81,675 ⁸	\$96,000 ¹	\$60,200 ⁶	\$111,450 ²
Analyst	\$74,463 ⁴	\$55,280 ⁷	\$66,333 ⁶	\$47,282 ⁷	\$54,000 ³	\$56,186 ⁷	\$63,627 ⁵	\$63,667 ³
Auditor	\$38,929 ⁷	\$49,233 ³	\$53,684 ⁷	\$48,718 ⁶	\$63,700 ⁵	\$57,500 ⁵	\$92,000 ⁷	\$58,700 ³
ISO Coordinator	\$59,003 ³	\$26,000 ¹	\$98,158 ⁹	\$50,000 ⁶	\$56,219 ¹⁷	\$42,498 ¹⁷	\$57,400 ⁵	\$58,433 ⁶
Inspector	\$55,000 ¹	N/A ⁰	\$48,992 ⁵	N/A ⁰	\$54,978 ⁹	\$40,500 ²	\$44,125 ⁴	\$34,500 ¹

Note: Numbers in superscript represent the number of respondents. States by region are: Western: AK, AZ, CA, CO, HI, ID, MT, NM, NV, OR, UT, VA, WV; North Central: IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI; Northeastern: CT, DC, DE, MA, MD, ME, NH, NJ, NY, PA, RI, VT.

Vice President	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	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰	\$200,000 ¹
N/A ⁰	N/A ⁰	N/A ⁰	\$78,000 ²	\$86,100 ¹	N/A ⁰
N/A ⁰	N/A ⁰	\$109,300 ³	N/A ⁰	\$61,500 ²	N/A ⁰
\$116,414 ⁷	\$40,512 ³⁶	\$67,029 ⁷	\$50,670 ⁵	\$65,700 ⁵	\$91,667 ³
\$126,000 ²	\$26,000 ¹	N/A ⁰	N/A ⁰	\$33,200 ¹	N/A ⁰
N/A ⁰	N/A ⁰	\$96,000 ¹	N/A ⁰	\$103,000 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	N/A ⁰
\$67,000 ¹	N/A ⁰	N/A ⁰	\$58,000 ¹	\$39,800 ¹	N/A ⁰
N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰
\$163,333 ³	\$60,000 ¹	\$97,500 ²	\$60,300 ¹	\$92,000 ¹	N/A ⁰
\$110,000 ¹	\$31,438 ⁹	N/A ⁰	N/A ⁰	N/A ⁰	\$250,000 ¹
N/A ⁰	\$52,000 ²	N/A ⁰	N/A ⁰	\$45,688 ¹	N/A ⁰
\$71,000 ¹	\$35,451 ¹⁰	N/A ⁰	N/A ⁰	\$43,000 ¹	N/A ⁰
N/A ⁰	\$65,000 ¹	N/A ⁰	N/A ⁰	\$35,000 ¹	N/A ⁰
\$128,400 ⁵	\$39,375 ⁴	\$120,000 ¹	N/A ⁰	\$52,300 ²	N/A ⁰
\$190,000 ¹	\$32,941 ⁵	N/A ⁰	\$63,000 ¹	\$55,000 ²	\$81,600 ¹
\$75,000 ¹	\$38,637 ⁷	N/A ⁰	\$78,000 ¹	N/A ⁰	N/A ⁰
\$95,000 ²	\$33,500 ⁶	\$94,667 ³	\$39,050 ²	\$50,900 ³	\$175,000 ¹
N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰	\$62,733 ³	N/A ⁰
\$55,000 ²	\$38,400 ¹	\$87,000 ²	\$71,000 ⁴	\$50,000 ¹	N/A ⁰
\$96,429 ⁷	N/A ⁰	\$108,700 ²	\$50,392 ⁵	N/A ⁰	N/A ⁰
\$106,000 ²	\$45,450 ⁴	\$90,392 ⁶	\$56,000 ¹	\$74,125 ⁴	\$55,667 ³
N/A ⁰	N/A ⁰	\$52,500 ²	N/A ⁰	N/A ⁰	\$25,000 ¹
\$109,247 ⁶	\$60,000 ¹	\$88,000 ²	\$58,440 ⁸	\$53,750 ⁴	\$80,000 ¹
N/A ⁰	N/A ⁰	N/A ⁰	\$70,308 ⁴	\$54,600 ¹	N/A ⁰

Overall		Overall	<=10 Years Exp.	>10 Years Exp.
Male	Female	All	All	All
\$104,889 ¹⁸	\$55,000 ⁴	\$100,348 ²³	\$90,000 ²	\$96,400 ²⁰
\$115,482 ³⁸	\$93,749 ¹⁴	\$109,449 ⁵³	\$113,778 ⁹	\$108,265 ⁴³
\$94,905 ¹⁶⁷	\$86,665 ⁴⁰	\$92,758 ²¹²	\$82,921 ³²	\$94,799 ¹⁷⁶
\$70,168 ⁵⁸⁵	\$63,841 ¹⁸⁸	\$68,866 ⁷⁹⁷	\$61,402 ¹⁹⁵	\$71,449 ⁵⁸⁷
\$59,242 ⁵⁹	\$52,396 ²⁵	\$56,590 ⁸⁸	\$51,261 ³⁰	\$60,157 ⁵⁵
\$60,168 ⁵⁵	\$51,887 ⁹⁴	\$56,671 ⁹⁵	\$51,216 ³⁵	\$61,204 ⁵⁴
\$53,491 ⁴¹	\$43,186 ⁴⁶	\$48,043 ⁸⁷	\$45,296 ⁴⁴	\$50,854 ⁴³
\$63,558 ²⁸¹	\$58,013 ⁴³	\$62,832 ³³⁶	\$55,396 ¹¹⁶	\$67,219 ²⁰⁸
\$40,997 ⁶⁹	\$34,820 ²⁷	\$39,145 ⁹⁶	\$35,975 ³⁹	\$41,726 ⁵⁵
\$83,995 ³¹	\$100,580 ⁵	\$85,385 ³⁷	\$81,250 ⁸	\$87,741 ²⁸
\$65,332 ¹⁸	\$54,090 ²⁵	\$59,278 ⁴⁴	\$55,443 ²⁵	\$65,119 ¹⁸
\$61,953 ²⁶	\$52,256 ¹⁸	\$58,529 ⁴⁷	\$45,412 ²⁴	\$70,809 ²¹
\$67,740 ³⁴	\$46,640 ³²	\$57,845 ⁶⁷	\$55,211 ³⁵	\$60,104 ³¹
\$51,119 ¹⁹	\$38,500 ³	\$50,099 ²⁴	\$42,589 ⁷	\$53,478 ¹⁶

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Salary by Region for Executives and Managers

	Western		Southern		North Central		Northeastern		Overall	
Age	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
<30	\$39,000 ²	\$55,478 ²	\$51,325 ⁴	\$57,500 ¹	\$46,500 ³	\$41,120 ²	\$49,250 ²	\$44,271 ³	\$47,391 ¹¹	\$48,001 ⁹
30-39	\$79,378 ²⁶	\$69,348 ¹⁴	\$66,345 ³³	\$66,047 ¹⁴	\$66,004 ⁴⁸	\$53,089 ²⁵	\$69,503 ²⁶	\$48,749 ¹⁰	\$69,225 ¹³⁵	\$59,066 ⁶⁴
40-49	\$84,742 ⁴⁷	\$71,921 ²⁰	\$75,878 ⁷³	\$65,064 ²⁷	\$72,079 ¹³⁸	\$65,307 ³⁹	\$75,728 ⁶⁴	\$84,769 ²⁰	\$75,491 ³³¹	\$69,078 ¹¹²
50-59	\$79,611 ⁴⁶	\$78,059 ¹⁷	\$81,572 ⁶⁵	\$69,770 ²⁴	\$78,217 ¹⁰⁴	\$62,835 ²⁰	\$81,113 ⁷⁸	\$82,890 ¹⁰	\$80,349 ³⁰⁶	\$73,267 ⁷⁷
>59	\$103,442 ¹²	\$67,000 ²	\$92,263 ¹⁹	N/A ⁰	\$74,705 ²¹	\$100,000 ²	\$81,866 ¹⁹	\$109,000 ¹	\$84,871 ⁷⁵	\$88,600 ⁵
Years at Company										
<3	\$81,593 ²⁷	\$74,467 ¹⁵	\$75,321 ⁵³	\$60,884 ¹²	\$74,908 ⁵⁸	\$52,336 ¹¹	\$71,610 ³⁷	\$72,560 ⁵	\$75,514 ¹⁸²	\$68,434 ⁴⁴
3-5	\$75,181 ³³	\$75,867 ¹²	\$72,682 ⁴⁴	\$67,125 ¹³	\$69,767 ⁷⁰	\$58,244 ²¹	\$74,056 ³³	\$101,005 ⁶	\$72,238 ¹⁸²	\$68,729 ⁵⁶
6-10	\$85,437 ³¹	\$60,516 ¹⁴	\$81,879 ⁴⁴	\$65,766 ¹⁷	\$68,182 ⁷⁷	\$57,208 ²⁵	\$78,167 ⁴⁰	\$63,282 ¹³	\$76,511 ¹⁹⁹	\$60,522 ⁷⁴
11-15	\$76,843 ¹⁴	\$68,000 ⁵	\$61,321 ¹⁷	\$59,404 ¹⁰	\$72,662 ⁴¹	\$78,445 ¹¹	\$76,387 ²⁴	\$65,786 ⁷	\$72,032 ⁹⁹	\$68,407 ³³
16-20	\$98,747 ¹³	\$78,175 ⁴	\$96,748 ¹⁵	\$74,700 ⁵	\$75,969 ²⁸	\$57,660 ⁹	\$80,558 ²⁴	\$84,149 ⁸	\$84,668 ⁸³	\$70,152 ²⁹
21-30	\$70,373 ¹¹	\$87,321 ⁶	\$82,161 ¹⁵	\$80,698 ⁸	\$75,821 ²⁸	\$73,480 ¹⁰	\$83,388 ²⁰	\$68,880 ⁵	\$78,841 ⁸⁰	\$78,090 ³⁰
>30	\$140,500 ⁴	N/A ⁰	\$84,033 ⁶	\$76,500 ²	\$97,775 ¹⁶	N/A ⁰	\$94,190 ¹⁰	\$67,000 ¹	\$99,697 ³⁸	\$73,333 ³
Years' Experience										
<2	N/A ⁰	\$44,400 ¹	\$30,000 ¹	\$57,330 ²	\$70,000 ¹	\$55,000 ¹	\$47,000 ²	N/A ⁰	\$54,800 ⁵	\$53,515 ⁴
2-5	\$60,572 ¹¹	\$70,233 ³	\$71,373 ¹²	\$58,698 ⁶	\$61,995 ¹⁹	\$48,697 ⁷	\$85,320 ⁵	\$58,900 ⁵	\$66,538 ⁴⁷	\$56,671 ²²
6-10	\$78,353 ¹⁷	\$60,933 ¹⁰	\$67,360 ²²	\$70,107 ¹⁴	\$63,024 ⁵³	\$56,657 ²⁵	\$69,581 ²⁴	\$68,874 ¹³	\$67,069 ¹¹⁸	\$62,790 ⁶⁶
11-15	\$77,333 ²¹	\$74,128 ¹⁸	\$74,809 ³⁵	\$61,254 ¹⁴	\$74,772 ⁵¹	\$63,408 ¹⁷	\$75,182 ²⁵	\$60,000 ⁴	\$74,778 ¹³⁷	\$64,678 ⁵⁹
16-20	\$87,641 ²³	\$70,844 ⁹	\$83,513 ³⁵	\$71,138 ¹³	\$71,218 ⁶³	\$65,180 ¹⁵	\$74,378 ³⁵	\$84,581 ¹¹	\$78,053 ¹⁶⁰	\$72,302 ⁴⁸
>20	\$88,362 ⁶¹	\$80,995 ¹⁵	\$80,765 ⁸⁸	\$69,816 ¹⁸	\$79,265 ¹³¹	\$67,183 ²³	\$80,822 ⁹⁷	\$85,485 ¹¹	\$81,603 ³⁹⁵	\$76,188 ⁷⁰
Employees Supervised										
0	\$84,024 ¹⁷	\$61,364 ¹⁴	\$76,542 ⁴³	\$69,306 ¹⁶	\$68,920 ⁵⁸	\$58,399 ¹⁵	\$72,375 ³³	\$74,339 ¹⁴	\$73,431 ¹⁵⁴	\$65,947 ⁶¹
1-5	\$79,048 ⁵³	\$71,138 ²³	\$69,109 ⁷¹	\$62,069 ³⁶	\$68,352 ¹⁴⁴	\$58,077 ⁴⁷	\$71,634 ⁶⁹	\$68,733 ¹⁹	\$71,062 ³⁴⁷	\$62,789 ¹³³
6-15	\$81,025 ³⁸	\$76,441 ¹⁶	\$83,301 ⁵³	\$79,113 ¹³	\$74,899 ⁷¹	\$64,416 ²⁰	\$79,986 ⁵⁸	\$87,167 ⁹	\$80,108 ²³¹	\$73,588 ⁶¹
16-25	\$101,412 ¹³	\$111,462 ²	\$78,835 ¹⁷	\$64,000 ²	\$88,066 ¹⁸	\$74,750 ²	\$87,756 ¹⁶	N/A ⁰	\$86,983 ⁶⁸	\$83,404 ⁶
>25	\$84,406 ¹²	\$110,000 ¹	\$107,311 ⁹	\$38,000 ¹	\$98,630 ²²	\$92,425 ⁴	\$99,583 ¹²	\$84,700 ²	\$96,394 ⁵⁷	\$101,344 ⁹

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

agers' knowledge of Six Sigma and their perception of whether those skills are valuable to the company even if it doesn't have a Six Sigma program in place. Our advice is that if you can pursue a Six Sigma belt, do it. Even if Six Sigma is a passing fad (some say the interest is waning), the statistical and problem-solving tools are tried and true, invaluable and, as with any

job knowledge, at some point will improve your personal bottom line.

Changing jobs

Whether you quit, are contemplating quitting or were part of your company's latest economic revitalization program (i.e., laid off), take heart. Although not as high as expected, employment is up

nationwide. So is voluntary turnover (i.e., "take this job and..."), according to the February 2005 issue of *BusinessWeek*.

Our survey, past surveys and experience have shown us that new hires tend to earn more than those who already have up to five years or so into

a company (see table above). During a decent economy, companies need to pay a premium to bring good employees onboard. It's not unusual for a new hire to be paid more than an existing employee with the same level of skill and experience.

Of course, the more education and certificates you hold, the more valuable you may be to a prospective employer.

The flip side of this, and this is aimed at managers, is that the more knowledgeable an employee, the more likely he or she is to leave the company, unless there's an incentive for him or her to stay. Young, energetic employees in particular are likely to job hop, taking advantage of the aforementioned salary boost for new hires, unless your company is willing to put on the golden handcuffs. An excellent article on this can be found in the February 2005 issue of *BusinessWeek*, "It's Time to Plug Talent Leaks," by Jennifer Merritt and Louis Lavelle.

Value of ASQ Certification by Top Job Titles

Job Title	With Certification	Without Certification	Difference
Manager	\$70,555 ²⁸²	\$67,940 ⁵¹⁵	3.8%
Engineer	\$64,335 ¹⁴⁵	\$61,691 ¹⁹¹	4.3%
Director	\$97,383 ⁷⁴	\$90,278 ¹³⁸	7.9%
Coordinator	\$52,125 ²⁸	\$46,106 ⁵⁹	13.1%
ISO Coordinator	\$57,429 ²¹	\$58,035 ⁴⁶	-1.0%
Technician	\$38,606 ²⁷	\$39,356 ⁶⁹	-1.9%

Note: Numbers in superscript represent the number of respondents.

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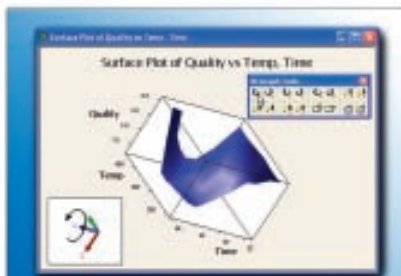
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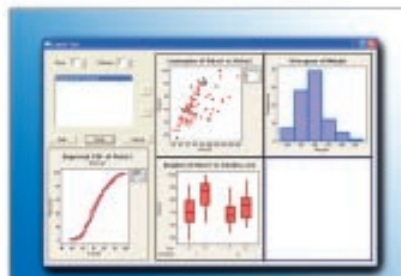
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Age vs. Hired in Last Three Years

Age	<30	30-39	40-49	50-59	>59
% of those hired in last three years	11%	28%	34%	23%	4%
% of total survey respondents	5%	21%	37%	31%	7%
Ratio	2.13	1.36	0.92	0.74	0.63

I'm experienced, not old

Just for the heck of it, we crunched a few numbers to see if there was any hint of ageism within our profession. This is hardly scientific, and we don't claim to have looked at this from every angle, but here is what we found.

The first check was to compare wages for employees of different ages but the same years of experience and the same job title of "manager." We found that younger employees earned *less* than their older colleagues with the same years of experience, with those less than 30 years old making about 20 percent less than those aged 60 and older. We suspect that even though the title and years of experience in this field are the same, older workers bring more work experience and knowledge to the game, and are thus perceived as being more valuable.

A more interesting finding was to compare younger vs. older employees in terms of hiring. What we were particularly interested in was the distribution of ages for those who had worked at a company for fewer than three years. The question in our mind was "Do companies hire younger people more readily than older people?" The table at the top of this page shows our findings. It does seem that a higher percentage of younger respondents were hired in the last three years than older respondents. While those under the age of 30 make up only 5 percent of the total number of respondents, they represent 11 percent of those hired in the last three years. As respondent age increased, the ratio of their representation in the "new hire" pool vs. their total representation decreased.

Methodology

Quality Digest contacted 37,189 subscribers by e-mail and invited them to take the salary survey online. From those, we received about 2,200 responses. Weeding out invalid or incomplete responses, there were 2,155 valid submissions.

More than 83 percent of the respondents indicated that they were quality professionals, although we assume that 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 page 35.

About the author

Dirk Dusharme is Quality Digest's editor in chief.

Comments

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