

2006 Salary Survey

Sex, region, experience and education all count when it comes to how much you earn.

by Dirk Dusharme

The one thing that can honestly be said about salary surveys is that they have numbers—lots and lots of numbers, and lots and lots of tables. How you use these numbers and graphics largely depends upon whether you're an optimist or pessimist, which in turn depends upon how much money you earn compared to others. This is why salary surveys are so popular. Who doesn't want to know where they stand in relation to their peers?

In our experience, generic salary tables, such as those shown here, should only be used as a rough estimate as to how much you should be earning. There are just too many variables—age, education, years of experience, industry, region and so forth—that can affect your income for tables to be used as more than a general guide. To help make them as useful as possible, we have provided several different views into the salary data to give you a better feel for what you should be earning. It's probably best to use figure 3 on page 58 as a starting point. Then browse some of the other tables to see how salaries shift according to region, years of experience and gender. After that,

Know & Go

- **Want more money?** Three words: education, education, education.
- **No matter how you slice it, men make more than women.**
- **Although regional differences have a huge effect on salaries, these may be offset by cost-of-living differences.**
- **Staying at a company for too long may hurt your income.**
- **With pension plans disappearing, there's less incentive for employees to spend the majority of their career at one company.**

you have to use your intuition as to whether your salary seems to be in line with your industry's average. Your best bet when trying to find more accurate comparative salaries is to first go to your union (if you're in a union), or your industry association office or credit union—they often have industry/title-specific salary survey data that are unique to your region. If those options aren't available, then this survey, as well as the annual

survey conducted by the American Society for Quality, are good starting points.

Education

Not enough can be said about this. Put simply, knowledge equals money. If you're new to the workforce, then this is all the information you need to know: The more education you get, whether college, vocational or industry certificates, the more you're going to earn. Just spending two extra years after high school in order to earn a vocational or associate's degree can mean around a 10-percent salary increase, and it gets better from there. See figure 6 on page 59.

If you're already working full time, supporting a spouse and 2.5 children, and going to school isn't an option, at least consider some sort of industry certificate. In the case of those involved in quality, one of the many American Society for Quality certificates or a Six Sigma belt will affect your personal bottom line. For instance, if you look at figure 7 on page 60, you can see that an ASQ certificate can mean a 5- to 8-percent increase in salary. Strangely, as we have mentioned each year, we can't explain why having an ASQ certificate should appear to *negatively* affect ISO coordinators or technicians. We've seen this three years running and it makes no sense. Although we're just guessing, this may have something to do with a higher prevalence of ASQ certificates in lower-paying industries than higher-paying ones.

Six Sigma training is still a hot topic and worth pursuing even if your company doesn't have a Six Sigma program. The analytical skills are invaluable for quality professionals and may give you the edge you need during your next job search.

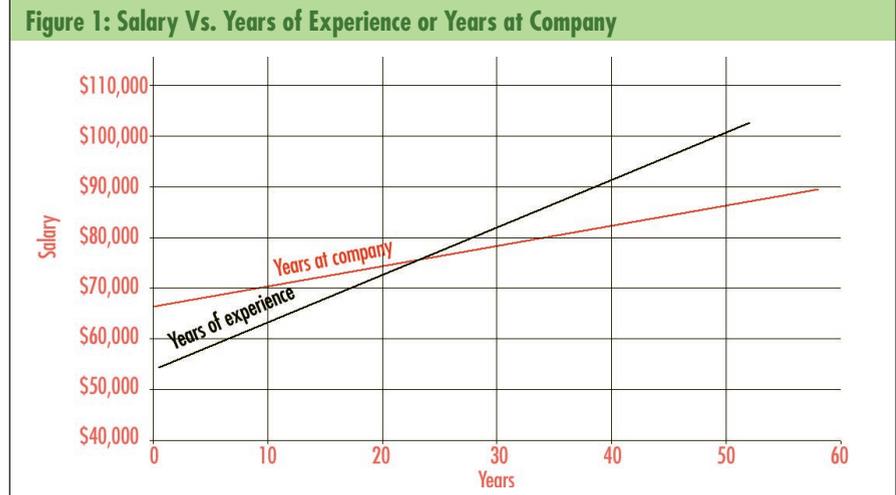
In figure 8 on page 60 you can see the difference in average salaries for those with Six Sigma certificates within a few job titles. While we feel that this is a fairly accurate indication of the importance of Six Sigma training, it must be noted that this

training may be valued only in companies that have a Six Sigma program. Because our survey didn't ask whether the respondent's company had a Six Sigma program or not, we aren't really able to draw too strong a conclusion. It stands to reason, though, that such knowledge is valued.

Speaking of job searching, both this year's and last year's survey show that 29 percent of companies have cut their quality departments in the last five years. The good news for those of you in that 29 percent is that 39 percent of companies have *increased* their quality departments. Any extra training you have will help you get your foot in the door.

Gender differences

The disparity in pay between men and women always comes up, and for good reason. No matter how we cut up our data, we can't find a slice that doesn't show some sort of gender bias—and usually a



sizeable one. Whether by education, age or years of experience, there's almost always a difference. The two exceptions to this that have appeared in all of our surveys is that gender pay differences in the western United States are less pronounced and sometimes even nonexistent compared to

other parts of the country (see figure 4 on page 58), and that, across all regions, male and female executives under the age of 30 seem to be more closely matched.

There could be a reason (other than discrimination) for the pay difference. Some suggest that women work fewer hours and

Figure 2: Salary by Region for Executives and Managers

	Western		Southern		North Central		Northeastern		Overall	
Age	Male	Female								
<30	\$58,600 ⁴	\$67,373 ³	\$50,400 ⁵	\$45,000 ³	\$49,860 ¹⁰	\$55,370 ⁵	\$30,250 ²	\$36,000 ²	\$49,785 ²¹	\$52,766 ¹³
30-39	\$76,775 ²⁹	\$71,136 ¹¹	\$62,735 ³³	\$62,545 ²⁵	\$67,446 ⁶⁰	\$53,764 ²²	\$81,375 ²⁸	\$56,083 ¹²	\$70,984 ¹⁵⁴	\$59,679 ⁷²
40-49	\$80,562 ⁵⁴	\$88,409 ¹⁴	\$75,705 ¹⁰²	\$65,013 ²⁹	\$80,039 ¹⁵⁶	\$64,044 ⁴³	\$85,352 ⁷⁸	\$75,726 ¹⁹	\$79,982 ³⁹⁷	\$69,271 ¹¹⁰
50-59	\$85,647 ⁶⁴	\$87,962 ¹⁹	\$80,201 ⁹³	\$74,932 ³³	\$78,347 ¹⁵¹	\$69,382 ²¹	\$82,831 ⁸⁵	\$74,052 ¹⁶	\$81,513 ³⁹⁹	\$75,472 ⁹⁵
>59	\$113,403 ¹⁰	\$84,440 ⁵	\$82,846 ³⁴	\$72,429 ²	\$83,687 ²⁹	\$66,137 ³	\$82,443 ¹⁸	\$72,500 ²	\$85,986 ⁹³	\$74,819 ¹⁴
Years at company										
<3	\$79,645 ⁴¹	\$88,333 ⁹	\$77,351 ⁶³	\$67,335 ²⁷	\$73,364 ⁸⁸	\$63,112 ¹⁸	\$82,891 ⁵³	\$64,444 ⁹	\$77,668 ²⁵¹	\$69,401 ⁶⁵
3-5	\$83,318 ⁴³	\$60,810 ¹⁰	\$70,612 ⁵¹	\$54,734 ¹³	\$70,149 ⁵²	\$57,222 ¹⁶	\$88,710 ³⁴	\$56,117 ¹⁸	\$76,852 ¹⁸²	\$57,238 ⁶⁰
6-10	\$75,984 ³¹	\$94,268 ¹²	\$72,382 ⁶²	\$63,844 ¹⁶	\$73,883 ¹⁰⁶	\$59,166 ³⁵	\$80,711 ⁴³	\$79,359 ⁷	\$75,886 ²⁴⁹	\$67,247 ⁷⁷
11-15	\$96,116 ²⁵	\$82,885 ⁷	\$77,450 ³⁷	\$70,592 ¹³	\$81,230 ⁵⁸	\$71,397 ¹⁰	\$77,852 ²²	\$70,250 ⁴	\$82,116 ¹⁴³	\$73,319 ³⁴
16-20	\$85,066 ¹²	\$82,990 ²	\$76,076 ²⁶	\$68,490 ⁷	\$88,885 ⁴²	\$64,124 ¹⁰	\$83,665 ²⁰	\$84,571 ⁷	\$84,052 ¹⁰⁰	\$71,023 ²⁸
21-30	\$86,119 ⁹	\$87,756 ¹¹	\$84,129 ²⁸	\$79,588 ¹⁶	\$83,918 ⁴⁵	\$73,400 ⁵	\$83,842 ³²	\$77,333 ⁶	\$84,143 ¹¹⁶	\$79,736 ³⁹
>30	\$89,500 ²	\$70,000 ¹	\$110,500 ³	\$65,000 ²	\$76,249 ¹⁴	\$86,400 ¹	\$78,850 ⁷	\$80,000 ¹	\$82,034 ²⁷	\$73,280 ⁵
Years of experience										
<2	\$76,000 ¹	N/A ⁰	N/A ⁰	\$43,600 ²	\$91,666 ³	\$39,000 ¹	\$50,650 ²	\$40,000 ²	\$75,383 ⁶	\$41,240 ⁵
2-5	\$62,653 ¹³	\$48,975 ⁴	\$58,992 ¹³	\$59,266 ⁹	\$57,357 ²⁸	\$59,856 ¹³	\$60,510 ¹¹	\$48,000 ⁴	\$59,258 ⁶⁵	\$58,046 ³¹
6-10	\$68,108 ¹⁷	\$84,722 ¹⁰	\$65,871 ²⁹	\$61,125 ¹⁹	\$65,677 ⁵⁸	\$53,946 ²²	\$72,669 ²⁸	\$64,930 ¹⁰	\$68,486 ¹³⁴	\$62,329 ⁶⁶
11-15	\$79,756 ²⁵	\$80,964 ¹¹	\$68,929 ⁵¹	\$61,558 ²¹	\$67,789 ⁶⁶	\$58,750 ¹⁷	\$86,182 ³⁴	\$70,100 ⁸	\$73,299 ¹⁷⁹	\$65,136 ⁵⁸
16-20	\$82,846 ⁴²	\$96,255 ⁹	\$81,466 ⁴⁵	\$64,534 ¹⁹	\$78,829 ⁷¹	\$66,710 ¹⁵	\$77,854 ³⁴	\$64,189 ⁸	\$79,814 ¹⁹⁷	\$70,557 ⁵⁵
>20	\$94,008 ⁶⁶	\$84,211 ¹⁸	\$80,515 ¹³²	\$85,449 ²⁴	\$86,031 ¹⁸⁰	\$72,755 ²⁶	\$89,467 ¹⁰²	\$78,350 ²⁰	\$86,572 ⁴⁸⁹	\$78,991 ⁹²
Employees supervised										
0	\$81,889 ²⁰	\$73,544 ⁹	\$78,472 ⁴⁶	\$59,832 ²⁰	\$72,045 ⁷²	\$55,686 ¹¹	\$74,071 ³³	\$61,319 ¹¹	\$75,176 ¹⁷²	\$61,715 ⁵⁴
1-5	\$77,868 ⁷⁰	\$73,933 ²³	\$70,531 ¹⁰²	\$67,467 ⁴³	\$73,511 ¹⁶⁴	\$58,958 ⁵²	\$76,263 ⁸⁷	\$70,970 ²³	\$74,503 ⁴³³	\$65,295 ¹⁴⁸
6-15	\$93,620 ⁴³	\$93,110 ¹¹	\$73,982 ⁷⁷	\$72,276 ¹⁸	\$81,039 ¹²²	\$64,503 ²²	\$87,860 ⁶⁴	\$61,628 ¹⁴	\$82,249 ³⁰⁸	\$70,957 ⁶⁹
16-25	\$78,184 ¹³	\$108,742 ³	\$84,887 ²²	\$96,720 ⁵	\$77,592 ¹⁴	\$79,900 ⁵	\$88,330 ¹⁵	\$104,000 ²	\$83,678 ⁶⁷	\$93,582 ¹⁶
>25	\$86,782 ¹⁷	\$100,500 ⁶	\$90,729 ²⁴	\$58,664 ⁸	\$90,160 ³⁵	\$80,267 ⁶	\$128,781 ¹¹	\$92,500 ²	\$94,791 ⁹⁰	\$79,041 ²²

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

Figure 3: 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	N/A ⁰	\$58,133 ³	N/A ⁰	N/A ⁰	\$55,720 ¹	N/A ⁰	N/A ⁰
21	Mining	\$82,200 ⁵	\$83,949 ¹	N/A ⁰	\$65,598 ³	\$170,000 ¹	\$50,000 ¹	\$39,000 ¹
22	Utilities	\$81,297 ⁸	\$76,000 ²	\$108,850 ²	\$90,229 ³	\$66,491 ⁴	N/A ⁰	N/A ⁰
23	Construction	\$75,686 ⁷	\$82,500 ²	\$97,167 ⁶	\$44,900 ¹	N/A ⁰	\$83,000 ¹	\$32,000 ¹
31-33	Manufacturing	\$66,710 ²²⁴	\$60,181 ⁹⁷	\$96,495 ⁵⁷	\$56,717 ³³	\$41,323 ³¹	\$57,282 ²³	\$47,770 ³⁴
311	Food manufacturing	\$75,469 ²⁴	\$100,200 ¹	\$85,184 ¹³	\$45,375 ⁴	\$42,500 ¹	N/A ⁰	N/A ⁰
312	Beverage and tobacco product manufacturing	\$82,000 ²	\$57,412 ²	\$120,000 ¹	\$57,000 ¹	N/A ⁰	N/A ⁰	N/A ⁰
313-314	Textile mills and textile product mills	\$56,347 ⁹	\$58,000 ⁵	\$80,000 ¹	N/A ⁰	N/A ⁰	\$32,000 ¹	N/A ⁰
322	Paper manufacturing	\$71,278 ⁹	\$54,667 ³	N/A ⁰	N/A ⁰	\$69,000 ¹	\$38,000 ¹	\$92,800 ¹
323	Printing and related support activities	\$61,941 ¹⁷	\$76,501 ⁴	\$78,000 ⁴	\$56,000 ¹	\$42,833 ³	\$41,600 ¹	\$53,333 ³
324	Petroleum and coal products manufacturing	\$74,500 ²	\$82,000 ²	N/A ⁰	\$96,366 ¹	N/A ⁰	\$122,000 ¹	N/A ⁰
325	Chemical manufacturing	\$81,807 ⁴¹	\$78,280 ⁵	\$108,659 ¹¹	\$73,050 ¹⁰	\$42,511 ²	\$59,710 ⁵	\$66,333 ³
326	Plastics and rubber products manufacturing	\$79,379 ⁶⁸	\$57,999 ²⁷	\$89,380 ¹⁷	\$48,300 ¹⁰	\$39,333 ³	\$50,833 ⁶	\$58,475 ⁴
331	Primary metal manufacturing	\$67,630 ³⁵	\$69,261 ⁹	\$87,937 ⁸	\$54,500 ¹	\$44,714 ¹⁰	\$36,750 ²	\$49,527 ⁶
332	Fabricated metal product manufacturing	\$68,029 ⁸⁵	\$57,700 ²¹	\$82,364 ¹⁸	\$64,142 ⁷	\$41,160 ⁷	\$73,333 ³	\$56,396 ⁷
333	Machinery manufacturing	\$75,678 ¹⁸	\$59,598 ⁷	\$114,900 ⁴	\$71,800 ³	\$50,833 ³	\$65,000 ²	\$37,000 ¹
334	Computer and electronic product manufacturing	\$78,912 ³⁶	\$76,377 ²⁹	\$93,084 ¹⁰	\$40,333 ³	\$42,667 ³	\$59,409 ⁴	\$59,625 ⁴
335	Electrical equipment, appliance and component manufacturing	\$70,279 ³⁵	\$71,659 ³⁵	\$101,387 ⁸	\$60,000 ¹	\$50,000 ¹	\$67,075 ⁴	N/A ⁰
336	Transportation equipment manufacturing	\$78,322 ²⁵	\$67,180 ¹⁹	\$89,971 ⁷	\$56,500 ²	\$48,333 ³	N/A ⁰	\$74,225 ²
339	Miscellaneous manufacturing	\$65,217 ⁶⁴	\$63,876 ³³	\$96,740 ¹³	\$61,925 ⁸	\$40,960 ⁴	\$62,003 ¹⁰	\$46,984 ⁵
48	Transportation	\$70,487 ²⁴	\$70,625 ⁴	\$88,779 ⁷	\$64,000 ²	N/A ⁰	\$66,500 ²	\$55,900 ²
51	Information	\$67,760 ¹⁴	\$82,148 ³	\$97,067 ⁶	N/A ⁰	\$78,000 ¹	\$63,500 ²	\$74,267 ³
52-525	Finance and insurance, banking, credit, bonds	\$73,126 ⁸	N/A ⁰	\$96,585 ⁹	N/A ⁰	N/A ⁰	\$47,500 ²	N/A ⁰
54	Professional, scientific and technical services	\$71,018 ¹⁶	\$79,067 ³	\$84,162 ⁸	N/A ⁰	\$69,000 ²	\$65,066 ³	\$84,166 ³
61	Educational services	\$86,667 ³	\$71,000 ²	\$97,111 ⁹	\$80,000 ¹	\$55,300 ¹	\$70,553 ¹	\$57,500 ²
62-624	Health care and social assistance, hospitals, residential care	\$80,947 ¹⁰	\$62,592 ³	\$82,033 ²³	\$69,468 ³	\$52,445 ⁸	\$62,030 ⁵	N/A ⁰
92-928	Public administration	\$78,930 ²²	\$89,376 ¹¹	\$127,500 ⁴	\$77,067 ³	\$60,000 ¹	\$67,728 ⁷	\$52,000 ¹

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

Figure 4: Salary by Job Title, Gender and Region

Title	Western		Southern		North Central		Northeastern	
	Male	Female	Male	Female	Male	Female	Male	Female
President/CEO	\$125,000 ⁶	\$71,666 ³	\$112,800 ¹⁰	N/A ⁰	\$92,033 ⁹	\$80,000 ¹	\$111,333 ⁶	N/A ⁰
Vice President	\$132,375 ⁹	N/A ⁰	\$103,370 ¹⁰	\$69,570 ³	\$123,052 ¹⁹	\$73,333 ³	\$136,278 ¹³	\$78,500 ⁵
Director	\$98,165 ³⁶	\$108,000 ¹¹	\$89,327 ⁴¹	\$80,938 ²¹	\$91,209 ⁷⁹	\$81,077 ¹⁹	\$98,866 ³⁸	\$85,376 ¹²
Manager	\$76,033 ¹⁰⁵	\$76,017 ³⁵	\$71,334 ¹⁸⁶	\$65,484 ⁵⁸	\$71,413 ²⁶⁷	\$57,213 ⁶⁴	\$74,613 ¹⁴⁴	\$63,081 ³²
Supervisor	\$60,351 ¹¹	\$84,066 ³	\$61,132 ²⁵	\$53,762 ¹²	\$58,917 ³⁵	\$55,340 ¹⁰	\$60,556 ¹²	\$47,750 ⁴
Specialist	\$68,618 ⁸	\$47,182 ⁷	\$72,305 ¹²	\$52,481 ¹⁹	\$63,352 ¹⁹	\$58,015 ¹⁰	\$59,800 ¹¹	\$63,085 ¹¹
Coordinator	\$47,633 ³	\$57,285 ⁷	\$59,798 ²⁰	\$45,805 ¹⁸	\$44,963 ¹⁷	\$40,653 ²³	\$57,083 ⁶	\$38,166 ³
Engineer	\$75,011 ⁴⁸	\$85,719 ¹¹	\$65,950 ⁷⁴	\$64,360 ²³	\$65,878 ¹⁰⁸	\$57,422 ²⁸	\$63,550 ⁴⁴	\$54,024 ⁹
Technician	\$51,250 ¹⁰	\$44,900 ²	\$39,947 ¹⁰	\$34,279 ⁶	\$42,135 ⁴⁰	\$33,379 ¹³	\$53,677 ⁸	\$37,023 ⁴
Consultant	\$81,428 ⁷	\$116,400 ⁵	\$96,984 ¹⁹	\$99,000 ²	\$101,898 ¹⁶	\$53,120 ⁵	\$139,500 ⁸	\$106,000 ¹
Analyst	N/A ⁰	\$55,385 ⁸	\$59,801 ¹⁴	\$42,866 ³	\$56,833 ⁶	\$50,392 ¹³	\$79,950 ⁴	\$61,750 ⁴
Auditor	\$67,300 ⁵	\$75,500 ²	\$63,770 ¹¹	\$58,142 ⁵	\$50,683 ¹¹	\$49,428 ⁷	\$81,857 ⁷	\$73,000 ²
ISO Coordinator	\$40,000 ¹	\$41,000 ²	\$53,325 ¹²	\$48,788 ¹⁶	\$65,780 ²⁰	\$43,112 ²¹	\$66,689 ¹³	\$46,400 ⁸
Inspector	\$53,500 ⁴	\$21,000 ¹	\$40,920 ¹³	\$44,000 ²	\$49,941 ¹⁵	\$34,500 ⁴	\$40,488 ⁵	N/A ⁰

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, WA, 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	\$40,000 ¹	N/A ⁰	\$58,000 ¹	N/A ⁰	\$60,000 ¹
N/A ⁰	\$44,000 ²	\$86,000 ¹	N/A ⁰	\$70,000 ¹	N/A ⁰
\$72,000 ¹	N/A ⁰	\$224,000 ²	N/A ⁰	\$91,000 ¹	N/A ⁰
\$97,333 ¹³	\$38,454 ²⁶	\$83,683 ¹²	\$56,862 ⁴	\$58,467 ¹⁶	\$111,875 ¹²
N/A ⁰	\$56,000 ¹	N/A ⁰	N/A ⁰	\$36,500 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	\$90,000 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	N/A ⁰	N/A ⁰
N/A ⁰	\$43,000 ¹	N/A ⁰	N/A ⁰	N/A ⁰	N/A ⁰
\$172,500 ⁴	\$43,664 ⁵	\$65,000 ¹	\$45,000 ¹	\$74,500 ¹	N/A ⁰
N/A ⁰	\$43,600 ⁵	N/A ⁰	\$60,000 ¹	\$51,000 ³	N/A ⁰
\$104,000 ²	\$37,367 ³	N/A ⁰	\$39,300 ²	\$60,750 ²	N/A ⁰
\$80,000 ¹	\$42,280 ¹⁴	\$45,000 ¹	\$58,333 ³	N/A ⁰	N/A ⁰
\$140,000 ¹	N/A ⁰	\$59,000 ¹	N/A ⁰	N/A ⁰	N/A ⁰
\$107,500 ⁶	\$27,022 ¹	\$70,000 ¹	N/A ⁰	\$49,000 ²	N/A ⁰
\$156,400 ⁵	\$41,160 ⁵	N/A ⁰	\$50,000 ¹	\$53,000 ²	\$85,000 ¹
\$120,000 ¹	\$43,459 ⁵	N/A ⁰	\$86,000 ¹	N/A ⁰	N/A ⁰
\$97,200 ⁶	\$40,939 ⁶	\$135,000 ⁵	\$44,000 ³	\$35,200 ³	\$100,000 ¹
\$110,000 ²	N/A ⁰	\$64,333 ³	\$58,800 ⁴	\$50,500 ²	\$100,000 ¹
\$120,000 ²	N/A ⁰	\$87,000 ³	\$55,000 ⁴	\$77,000 ³	N/A ⁰
\$75,000 ¹	N/A ⁰	\$88,300 ²	\$48,306 ⁸	\$56,500 ¹	N/A ⁰
\$128,340 ⁵	\$44,025 ⁴	\$112,307 ¹³	N/A ⁰	\$67,856 ⁴	\$84,829 ⁷
N/A ⁰	N/A ⁰	\$165,250 ⁴	\$59,191 ¹	N/A ⁰	\$50,000 ¹
\$109,376 ⁷	\$53,667 ³	\$100,500 ²	\$63,147 ⁴	N/A ⁰	\$70,000 ²
N/A ⁰	\$43,000 ²	\$102,093 ⁴	\$71,214 ⁹	\$74,904 ⁵	N/A ⁰

Overall		Overall	<=10 Years Exp.	>10 Years Exp.
Male	Female	All	All	All
\$111,342 ³³	\$80,833 ⁶	\$107,178 ⁴¹	\$125,000 ⁴	\$105,119 ³⁶
\$124,046 ⁵¹	\$74,655 ¹¹	\$115,395 ⁶³	\$131,000 ³	\$116,586 ⁵⁷
\$94,230 ¹⁹⁹	\$85,631 ⁶⁶	\$92,205 ²⁷⁰	\$79,827 ³⁶	\$94,237 ²³⁰
\$72,649 ⁷¹¹	\$63,720 ¹⁹⁷	\$70,635 ⁹³²	\$62,022 ²²³	\$73,673 ⁶⁹⁵
\$60,438 ⁸⁵	\$56,733 ³¹	\$59,448 ¹¹⁶	\$51,261 ⁴⁴	\$64,451 ⁷²
\$65,963 ⁵²	\$55,696 ⁴⁹	\$60,982 ¹⁰¹	\$56,502 ⁴⁵	\$64,939 ⁵⁵
\$53,015 ⁴⁷	\$44,278 ⁵⁴	\$48,357 ¹⁰³	\$47,827 ⁵⁷	\$49,014 ⁴⁴
\$66,996 ²⁸⁰	\$63,475 ⁷²	\$66,169 ³⁶²	\$57,333 ¹¹³	\$70,518 ²⁴¹
\$44,765 ⁶⁹	\$34,211 ²⁶	\$41,693 ⁹⁷	\$35,743 ³⁵	\$45,698 ⁶⁰
\$101,279 ⁵⁴	\$90,328 ¹⁴	\$97,839 ⁷⁰	\$75,575 ⁸	\$101,460 ⁶¹
\$63,040 ²⁵	\$52,635 ²⁸	\$57,727 ⁵⁴	\$52,690 ²¹	\$60,091 ³²
\$63,779 ³⁴	\$56,224 ¹⁷	\$61,250 ⁵³	\$51,938 ²⁴	\$69,903 ²⁶
\$62,227 ⁴⁶	\$45,391 ⁴⁹	\$53,543 ⁹⁵	\$48,843 ⁴⁷	\$58,745 ⁴⁷
\$45,879 ³⁷	\$33,500 ⁸	\$43,348 ⁴⁶	\$37,420 ¹⁸	\$47,850 ²⁷

WY; Southern: AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX, VA, WV;

are less committed to completely immersing themselves in a job, whether out of choice (there is more to life than work) or necessity (got to get home to take care of the kids). The hypothesis is that men are more likely to work 60- to 80-hour weeks. Others suggest that women may be more attracted to jobs that traditionally pay less (a school teacher vs. an engineer, for instance). These are possibilities that we will try to explore in next year's survey with the addition of a few new questions.

Meanwhile, *Quality Digest* would be very interested in hearing opinions from human-resources people or others involved in hiring as to why we consistently see such a difference.

Regional differences

The West and Northeast consistently show higher average salaries than the rest of the country, which may lead some to quickly start shoving their skivvies, jogging shoes and cat into a suitcase and heading for California (see figure 5 below). But, while New York and San Diego may pay considerably more than Tuscaloosa, Alabama, for the same job, the cost of living is also much higher.

If you anticipate being transferred or are looking to move to another part of the United States for a new job, you need to con-

Figure 5: Salary by Region—All Titles

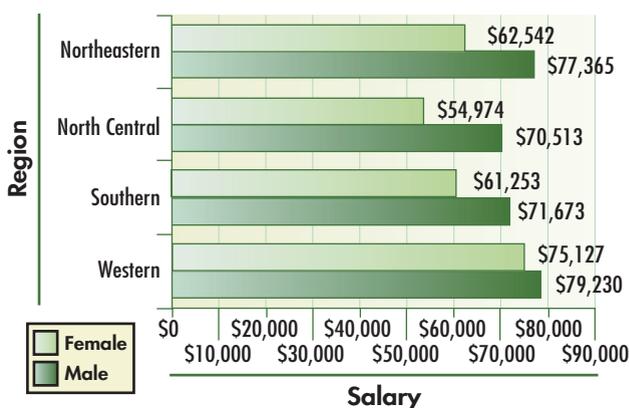


Figure 6: Salary by Education—All Titles



sider more than salary. You need to look at a regional cost of living index, many of which are available on the Web simply by searching for “cost-of-living calculator.” You may find that relocating from Atlanta to San Francisco isn’t worth it, even with a 25-percent increase in pay. In fact, you would need to almost double your salary to break even. The inverse is also true. You could move from San Diego to Lubbock, Texas, take a significant cut in salary and still be able to buy a home and sock money away for your child’s education. Of course, the surfing isn’t as good.

Experience

As we reported in last year’s salary survey, it isn’t unusual for new hires to earn more than those with the same experience at the same company. The reason posited was that new hires are generally hired to fill a skill set that the company needs or wants to upgrade, and companies are willing to pay a premium for those skills. It’s not unusual for new hires to be offered a job at 10- or 20-percent more money than what they

earned at their last job. At the same time, most companies limit the size of raises given to employees. The result is that a qualified worker can make more money job-hopping than he or she can by staying in one place... to a point.

As you can see in figure 1 on page 57, the trend line for time at company vs. salary is shallower than years of experience vs. salary. One interpretation of this is that salary increases at a company are typically capped and you can only expect a fairly steady but moderate salary increase over time. With increased experience, on the other

hand, your value increases much more quickly—but only if you change jobs often enough to take advantage of that increased worth.

Figure 7: Value of ASQ Certification by Top Job Titles

Job Title	With Certification	Without Certification	Difference
Manager	\$74,371 ³³⁸	\$68,572 ⁵⁷⁹	8.5%
Engineer	\$68,518 ¹⁶⁹	\$63,580 ¹⁸⁶	7.8%
Director	\$95,391 ⁸⁸	\$90,524 ¹⁷⁴	5.4%
Coordinator	\$50,726 ²⁸	\$47,478 ⁷³	6.8%
ISO Coordinator	\$53,321 ²⁹	\$53,743 ⁶⁵	-0.8%
Technician	\$37,599 ²³	\$43,007 ⁷³	-12.6%

Note: Numbers in superscript represent the number of respondents.

Figure 8: Salaries With/Without Six Sigma Certification

Job Title	With Certification	Without Certification	Difference
Director	\$94,804 ⁵⁶	\$91,332 ²¹⁸	4%
Engineer	\$71,694 ¹⁰³	\$64,203 ²⁷⁵	10%
Manager	\$77,806 ¹⁶⁷	\$69,293 ⁷⁹²	11%
Supervisor	\$69,966 ³¹	\$55,854 ⁸⁸	20%

Note: Numbers in superscript represent the number of respondents.

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That said, there traditionally have been advantages to staying with a company, usually in the form of retirement benefits or job security due to seniority. In those cases, staying with a company for the long term may be more beneficial than cutting short a pension plan, even if your pay is somewhat less than what it could be.

Pension plans are largely going the way of the Dodo, however, and most have been supplanted by company contributions into an employee's individual retirement account (IRA) or 401(k). In that case, since any money contributed to those accounts is yours, there should be no effect when moving from one company to the next. When considering a job change, the question then turns to how much a new company would pay (if anything) into that type of account.

Methodology

Quality Digest contacted 34,272 subscribers by e-mail and invited them to take the salary survey online. We also included a survey form in the April 2006 issue of the magazine instructing readers to participate online or to fax in the survey. To increase the response rate, participants were entered into a random drawing for an Apple iPod. From both sources, we

received a total of about 2,700 responses. Weeding out invalid, duplicate or incomplete responses, there were 2,594 valid submissions.

More than 85 percent of the respondents indicated that they were quality professionals. The actual percentage is probably higher because many respondents may have generic titles, such as technician, yet perform a quality function. For the rough

breakdown of respondents, see figures 10 and 11 below.

About the author

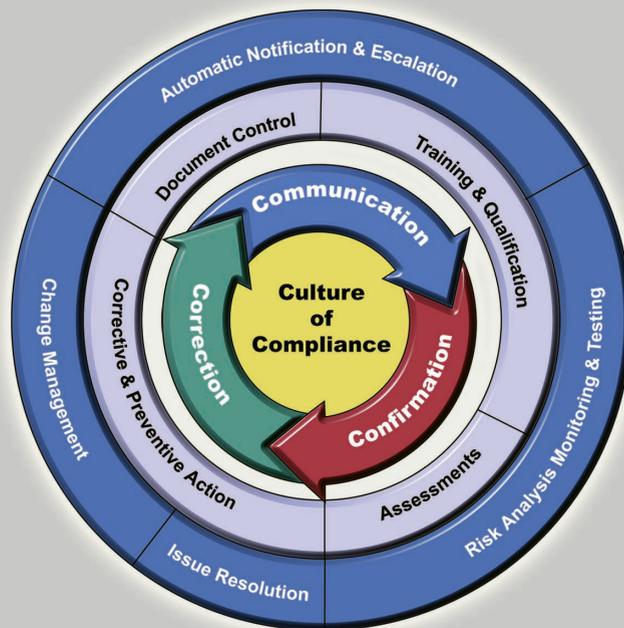
Dirk Dusharme is Quality Digest's editor in chief. **QD**

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Figure 9: Percent Less Earned by Women

Region	2002 Survey	2004 Survey	2005 Survey	2006 Survey
Western	7%	18%	14%	5%
North Central	20%	18%	18%	22%
Southern	18%	14%	19%	14%
Northeastern	17%	14%	10%	19%

Figure 10: Breakdown by Sector

Manufacturing	72%
Service	14%
Consulting	5%
Government	4%
Health Care	4%
Education	1%

Figure 11: Breakdown by Job Title

Managers	36%
Technical (specialist, engineer, technician, analyst)	24%
Executives (president, vice president, CEO, director)	14%
Supervisors	4%
Other	22%