



2008 Salary Survey

Our annual look at who makes what in the quality industry

by Mike Richman

Surveys in general, and salary surveys in particular, lend support to Mark Twain's observation that "there are lies, damn lies, and statistics." In other words, when dealing with large sets of respondents broken down into numerous categories and subcategories, the granularity is such that you can make the numbers say pretty much anything you want.

So, this year we're going to say less and let you do your own interpreting of the data. We will, however, note that certain general trends keep coming up as we look at these numbers year after year:

- **Gender disparities.** There still appears to be a difference between what men and women get paid. However, the issue may be related to industry or title, rather than sex. In other words, there may be more women working in lower-paying positions or industries than men, but getting the same pay.
- **Regional differences.** Want to make more money? Pick a coast, either coast, and move there: That's where quality professionals earn the most.
- **The advantage of education.** It's no surprise that those with doctorate degrees earn nearly twice that of those with GEDs or high-school educations.

The last point regarding education is an important one. Quite simply, we need more and better-prepared quality professionals

to emerge from the ranks of academia. Industry professionals with whom we've spoken, particularly within metrology, have decried the lack of young people entering the field. To be sure, institutions such as North Carolina State, Georgia Tech, Arizona State University, California State University at Dominguez Hills, Cerritos College, and others offer programs in quality principles, including Six Sigma and the measurement sciences. However, the number of graduates entering our industry from these programs represents a mere drop in bucket compared to those who become accountants, lawyers, and general corporate managers. Might sala-

Figure 1: Breakdown by Sector

Manufacturing	70%
Service	13%
Health care	6%
Consulting	5%
Government (nonmilitary)	3%
Education	2%
Military	1%

Figure 2: Breakdown by Job Title

Managers	34%
Technical (specialist, engineer, technician, analyst)	26%
Executives	15%
Supervisors	4%
Other	21%

ries be part of the problem? We're not sure, but this is an issue that we'll continue to discuss both in the magazine and online at www.qualitydigest.com during the coming months.

Overall, this year's survey indicates that salaries are flat or even down in some regions of the United States, which surely is a symptom of the generally worsening economic picture for the nation as a whole. In figure 9 on page 39, you'll note salaries by region for all respondents. When comparing those data to the same chart from last year's survey, we find that female respondents in the Northeast earn 4.8 percent more than last year, while their male counterparts in the region earn 2.0 percent more; in the North Central region, women show a decrease of 0.2 percent, and men an increase of 5.0 percent; in the Southeast, women are up 5.0 percent, and

men are down 1.2 percent; finally, in the West, women are down 0.9 percent, and men are up 2.1 percent.

What's it all mean? Simply that salary increases have cooled along with the rest of the economy. U.S. companies are feeling the pinch of higher gas prices, a bad balance of trade, and the lingering effects of credit and housing crises. The survey reflects that quality professionals are feeling the pain along with

Figure 4: Distribution of Six Sigma Belts

27 percent of our respondents hold one or more Six Sigma Belts. Among those, the distribution is as follows:

Green Belt	48%
Black Belt	39%
Master Black Belt	10%
Other	9%

Figure 5: Distribution of ASQ Certifications

45 percent of our respondents hold one or more ASQ certificates. Among those respondents that do hold ASQ certificates, the distribution is as follows:

Quality Auditor	46%
Quality Engineer	29%
Quality Manager	22%
Six Sigma Black Belt	15%
Quality Technician	11%
Mechanical Inspector	8%
Quality improvement Associate	5%
Certified Calibration Technician	3%
Reliability Engineer	3%
Software Quality Engineer	2%
Quality Auditor-Biomedical	2%
Quality Auditor-HACCP	2%
Other	17%

Figure 3: 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	\$26,000 ¹	\$70,667 ³	\$68,633 ³	\$62,620 ⁵	\$92,909 ¹¹	\$55,000 ²	\$85,000 ¹	\$43,300 ³	\$83,681 ¹⁶	\$58,846 ¹³
30-39	\$83,930 ³⁹	\$64,533 ²¹	\$80,979 ⁴⁸	\$67,520 ¹⁵	\$77,284 ⁷⁰	\$61,457 ¹⁴	\$84,772 ²⁵	\$73,318 ¹⁷	\$80,711 ¹⁸²	\$66,788 ⁶⁷
40-49	\$90,378 ⁷⁶	\$77,908 ³⁷	\$80,397 ¹¹⁰	\$83,056 ⁴²	\$85,774 ¹⁴⁷	\$79,074 ⁵⁸	\$101,117 ⁷⁵	\$85,990 ³⁹	\$88,002 ⁴⁰⁸	\$81,312 ¹⁷⁶
50-59	\$97,152 ⁶⁴	\$93,281 ⁴²	\$91,391 ¹¹⁴	\$84,535 ³¹	\$86,915 ¹³⁷	\$73,989 ⁴¹	\$91,898 ⁸⁸	\$78,348 ³⁴	\$90,895 ⁴⁰³	\$82,674 ¹⁴⁸
>59	\$106,603 ²⁵	\$91,625 ⁴	\$96,081 ³⁹	\$76,000 ³	\$83,406 ⁵⁷	\$86,000 ²	\$95,905 ³⁹	\$97,400 ⁵	\$93,167 ¹⁶⁰	\$89,536 ¹⁴
Years at company										
<3	\$90,000 ⁶¹	\$97,295 ²⁶	\$83,329 ⁶²	\$82,915 ²⁴	\$80,394 ⁸²	\$108,550 ¹⁶	\$97,502 ⁴⁸	\$82,004 ²³	\$86,675 ²⁵³	\$91,489 ⁸⁹
3-5	\$953,587 ⁴¹	\$77,534 ¹⁸	\$81,655 ⁷¹	\$68,323 ²²	\$86,776 ⁷⁸	\$66,467 ²¹	\$89,892 ⁴⁰	\$77,573 ¹⁵	\$87,267 ²³⁰	\$71,817 ⁷⁶
6-10	\$92,742 ⁴³	\$76,879 ²⁴	\$87,742 ⁶⁴	\$86,509 ²⁰	\$78,369 ⁹¹	\$68,042 ⁴⁰	\$108,235 ⁴¹	\$73,702 ²⁴	\$88,588 ²³⁹	\$74,683 ¹⁰⁸
11-15	\$90,700 ³¹	\$93,791 ¹²	\$84,844 ⁶⁸	\$74,239 ²⁵	\$82,478 ⁹⁷	\$64,858 ²²	\$95,696 ⁵⁷	\$85,376 ¹³	\$86,769 ²⁷¹	\$75,714 ⁷⁶
16-20	\$104,125 ⁸	\$76,356 ⁹	\$93,734 ³⁰	\$77,833 ⁴	\$93,959 ²⁹	\$76,444 ⁹	\$85,926 ²¹	\$77,456 ⁷	\$92,890 ⁸⁸	\$76,916 ³¹
>20	\$91,250 ²²	\$81,557 ¹⁴	\$96,253 ⁴²	\$79,117 ¹⁴	\$92,331 ⁸⁶	\$70,922 ¹⁶	\$90,965 ⁴⁷	\$91,463 ¹⁵	\$92,720 ¹⁹⁷	\$80,612 ⁵⁹
Years of experience										
<1	\$26,000 ¹	NA	\$35,000 ¹	\$56,000 ¹	\$65,750 ²	NA	NA	NA	\$48,125 ⁴	\$56,000 ¹
1-2	\$52,000 ¹	\$73,300 ⁴	\$103,500 ⁴	\$40,000 ¹	\$53,960 ⁷	\$38,500 ²	\$86,250 ⁴	\$91,000 ⁴	\$74,295 ¹⁶	\$70,382 ¹¹
3-5	\$66,697 ¹²	\$59,167 ⁶	\$61,420 ¹⁵	\$67,833 ⁶	\$99,413 ¹⁵	\$50,500 ¹⁰	\$65,473 ⁹	\$72,929 ⁷	\$74,552 ⁵¹	\$61,293 ²⁹
6-10	\$77,057 ²⁵	\$69,325 ¹⁹	\$72,765 ⁴²	\$66,207 ²²	\$77,632 ⁵⁷	\$57,269 ²⁴	\$82,555 ²²	\$74,236 ²⁵	\$76,875 ¹⁴⁶	\$66,712 ⁹⁰
11-15	\$88,649 ³⁸	\$70,778 ²³	\$81,519 ⁵⁵	\$82,867 ²³	\$78,830 ⁷⁴	\$102,926 ¹⁹	\$94,112 ³⁴	\$75,991 ¹⁸	\$84,007 ²⁰¹	\$82,618 ⁸³
16-20	\$101,695 ³¹	\$94,426 ¹⁹	\$82,412 ⁴⁹	\$83,165 ¹⁷	\$88,220 ⁸⁹	\$80,813 ³²	\$91,740 ⁴¹	\$83,292 ¹⁷	\$89,541 ²¹⁰	\$84,822 ⁸⁵
>20	\$100,936 ⁹⁸	\$95,346 ³³	\$95,017 ¹⁵¹	\$89,377 ²⁸	\$85,941 ¹⁸⁰	\$73,739 ³²	\$99,643 ¹¹⁷	\$92,635 ²⁸	\$94,079 ⁵⁴⁶	\$87,623 ¹²¹
Employees supervised										
0	\$77,030 ²²	\$76,830 ²³	\$79,065 ³⁴	\$79,500 ¹⁵	\$81,342 ⁴⁸	\$61,174 ¹⁵	\$85,870 ²²	\$78,359 ²⁰	\$80,765 ¹²⁶	\$74,581 ⁷³
1-5	\$82,086 ⁸¹	\$75,662 ⁵¹	\$81,753 ¹³¹	\$69,830 ⁴³	\$77,776 ²⁰²	\$62,281 ⁵⁶	\$95,340 ¹⁰⁴	\$80,837 ⁵²	\$82,982 ⁵¹⁸	\$72,043 ²⁰²
6-10	\$101,643 ³⁹	\$88,389 ¹⁸	\$89,469 ⁵⁶	\$89,576 ¹⁴	\$89,631 ⁶⁷	\$103,512 ²⁵	\$94,270 ⁴²	\$75,261 ¹⁴	\$92,838 ²⁰⁴	\$91,359 ⁷¹
11-20	\$100,631 ³¹	\$82,556 ⁹	\$88,882 ⁴⁶	\$87,399 ⁶	\$92,811 ⁵³	\$81,800 ¹²	\$92,606 ³¹	\$108,200 ⁵	\$93,155 ¹⁶¹	\$87,187 ³²
21-50	\$102,717 ²⁰	\$119,800 ⁵	\$85,356 ²⁹	\$90,933 ¹²	\$92,981 ³⁰	\$8,444 ⁹	\$108,465 ¹⁷	\$85,680 ⁵	\$95,448 ⁹⁶	\$92,858 ³¹
50-100	\$101,578 ⁹	\$175,200 ¹	\$82,096 ¹⁴	\$86,000 ⁶	\$94,107 ¹⁴	\$63,750 ²	\$90,151 ¹¹	\$80,500 ⁴	\$91,098 ⁴⁸	\$87,746 ¹³
>100	\$151,429 ⁷	NA	\$156,222 ⁹	\$85,000 ³	\$126,354 ¹²	\$88,000 ¹	\$87,550 ⁴	NA	\$135,389 ³²	\$85,750 ⁴

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 6: Salary By Industrial Classification (NAICS) and Job Title

NAICS code*	Industry	Manager	Engineer	Director	Supervisor	Coordinator	Specialist	ISO coordinator
21	Mining	\$94,160 ¹⁰	\$60,000 ¹	\$57,500 ¹	NA	\$52,100 ²	\$180,000 ¹	NA
22	Utilities	\$85,000 ⁷	NA	\$142,200 ¹	\$91,667 ³	NA	NA	NA
23	Construction	\$90,100 ¹²	\$107,528 ⁴	\$101,250 ⁴	\$39,140 ²	NA	\$89,000 ¹	NA
31-33	Manufacturing	\$75,976 ²⁶⁸	\$75,335 ¹⁶²	\$106,010 ⁸⁰	\$56,823 ³⁸	\$48,375 ³⁸	\$61,324 ³⁵	\$48,692 ³²
311	Food manufacturing	\$75,957 ²⁶	NA	\$102,409 ¹¹	\$54,000 ²	\$30,000 ¹	\$72,750 ⁴	\$90,000 ¹
322	Paper manufacturing	\$143,940 ¹⁰	\$59,300 ¹	\$116,000 ²	\$64,000 ²	\$57,500 ¹	NA	\$52,000 ¹
323	Printing and related support activities	\$69,438 ¹²	\$66,800 ¹	\$77,620 ⁵	\$49,000 ¹	NA	\$38,150 ⁴	\$51,333 ³
324	Petroleum and coal products manufacturing	\$76,813 ³	\$67,333 ³	NA	\$93,000 ²	\$70,200 ¹	\$100,000 ¹	\$110,000 ¹
325	Chemical manufacturing	\$84,051 ⁴³	\$72,979 ⁷	\$117,888 ¹⁶	\$77,750 ⁴	\$48,575 ⁴	\$66,618 ⁸	\$49,500 ²
326	Plastics and rubber products manufacturing	\$69,667 ⁷³	\$67,201 ³⁰	\$90,202 ¹³	\$82,369 ¹³	\$38,917 ⁶	\$70,750 ⁸	\$36,000 ⁴
331	Primary metal manufacturing	\$76,482 ²⁶	\$68,795 ¹³	\$112,571 ⁷	\$85,567 ³	\$57,833 ³	\$66,375 ²	\$52,125 ⁴
332	Fabricated metal product manufacturing	\$81,276 ⁹⁹	\$62,027 ²⁶	\$98,953 ¹⁴	\$54,250 ⁷	\$49,689 ⁹	\$65,857 ⁷	\$50,099 ¹⁰
333	Machinery manufacturing	\$75,846 ²⁸	\$74,867 ⁶	\$101,700 ⁴	\$49,065 ⁴	\$43,750 ²	\$62,395 ⁴	\$55,000 ¹
334	Computer and electronic product manufacturing	\$86,140 ⁴⁴	\$82,418 ³⁶	\$107,960 ¹⁵	NA	\$62,333 ³	\$61,166 ⁸	\$67,250 ⁴
335	Electrical equipment, appliance, and component manufacturing	\$81,005 ⁵¹	\$76,925 ³³⁵	\$104,436 ¹⁰	\$58,750 ⁴	\$42,913 ³	\$50,600 ³	\$57,667 ³
336	Transportation equipment manufacturing	\$85,858 ³¹	\$75,500 ²⁷	\$97,375 ⁸	\$70,430 ⁶	\$37,333 ³	\$67,333 ³	\$81,000 ¹
339	Miscellaneous manufacturing	\$83,402 ⁵⁴	\$75,585 ²³	\$103,915 ¹¹	\$64,667 ⁶	\$59,000 ²	\$66,436 ¹¹	\$41,652 ¹
42	Wholesale trade	\$61,951 ¹⁰	NA	\$72,500 ²	\$68,000 ¹	NA	\$48,250 ²	\$31,507 ¹
44-45	Retail trade	\$74,000 ¹¹	\$120,000 ¹	\$83,250 ⁴	\$25,000 ¹	NA	\$42,000 ¹	\$48,000 ¹
48	Transportation	\$72,300 ⁶	\$70,333 ³	\$92,790 ¹⁰	\$80,000 ¹	\$45,050 ⁴	NA	\$43,000 ¹
51	Information	\$78,694 ¹⁶	\$56,900 ⁵	\$108,622 ⁹	\$60,000 ²	NA	\$64,200 ⁵	\$83,700 ¹
52-525	Finance and insurance, banking, credit, bonds	\$93,400 ¹⁰	\$94,500 ²	\$117,000 ²	\$48,000 ¹	\$53,800 ¹	\$67,150 ¹⁰	NA
54	Professional, scientific, and technical services	\$81,400 ⁴⁶	\$72,400 ⁵	\$105,649 ¹⁹	\$61,717 ²	\$58,540 ²	\$155,518 ⁵	\$94,250 ⁴
61	Educational services	\$76,333 ⁹	\$68,000 ¹	\$59,667 ³	NA	\$56,167 ³	\$36,000 ¹	NA
62-624	Health care and social assistance, hospitals, residential care	\$83,223 ³⁴	\$72,000 ⁴	\$104,286 ⁴⁰	\$65,250 ⁴	\$55,067 ⁶	\$60,393 ¹⁴	NA
81	Other services (except public administration)	\$68,107 ²⁵	\$67,667 ³	\$84,444 ⁹	\$42,600 ⁵	\$52,667 ³	\$66,000 ²	\$43,000 ¹
92-928	Public administration	\$92,302 ¹³	\$82,827 ¹⁸	\$112,048 ⁴	\$80,000 ²	\$44,667 ³	\$91,389 ⁹	\$82,009 ²

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

Figure 7: Salary By Title, Region, Gender, and ≥32-Hour Week

Title	Western		Southern		North Central		Northeastern	
	Male	Female	Male	Female	Male	Female	Male	Female
President/CEO	\$119,625 ⁸	NA	\$105,000 ⁶	\$101,000 ²	\$128,643 ¹⁴	NA	\$114,750 ⁸	\$70,000 ¹
Vice president	\$160,308 ¹³	\$178,333 ⁶	\$136,901 ¹⁹	\$114,940 ⁶	\$102,673 ¹⁶	\$74,833 ³	\$130,292 ¹³	\$120,000 ²
Director	\$109,212 ²⁰	\$102,430 ²⁰	\$104,359 ⁶⁹	\$102,100 ²⁰	\$98,266 ⁷⁰	\$90,326 ²⁷	\$112,409 ⁴⁸	\$100,359 ²³
Manager	\$80,442 ¹²	\$73,159 ⁶¹	\$78,494 ¹⁹	\$72,181 ⁶²	\$79,935 ²⁹	\$73,620 ⁸⁰	\$88,033 ¹⁴²	\$77,373 ⁶⁴
Supervisor	\$72,534 ¹²	\$55,958 ¹⁰	\$62,637 ²³	\$45,857 ⁷	\$71,843 ³⁶	\$44,043 ⁷	\$65,776 ¹⁷	\$56,994 ⁸
Specialist	\$79,677 ¹³	\$55,958 ¹⁰	\$65,993 ¹³	\$86,316 ¹⁹	\$71,179 ⁴¹	\$57,167 ³¹	\$61,688 ¹⁶	\$59,250 ¹⁴
Coordinator	\$48,625 ⁴	\$39,427 ³	\$58,838 ¹³	\$45,550 ¹²	\$49,881 ²¹	\$45,377 ³¹	\$52,164 ¹¹	\$50,625 ⁸
Engineer	\$86,134 ⁵⁷	\$71,173 ¹⁴	\$80,243 ⁹⁰	\$71,023 ¹⁴	\$71,341 ¹¹¹	\$61,526 ⁴⁰	\$73,710 ⁷⁸	\$83,516 ¹¹
Technician	\$49,139 ¹⁶	\$34,750 ²	\$40,155 ²¹	\$47,200 ⁵	\$44,354 ³¹	\$35,258 ²³	\$49,727 ¹¹	\$38,580 ⁴
Consultant	\$113,550 ⁸	\$103,000 ³	\$49,230 ⁹	\$99,467 ⁶	\$43,600 ¹⁰	\$88,607 ⁶	\$99,700 ¹⁰	\$113,000 ⁴
Analyst	\$70,833 ⁶	\$78,113 ⁶	\$64,393 ⁹	\$58,083 ¹¹	\$116,853 ¹⁹	\$66,508 ⁹	\$69,918 ¹¹	\$83,842 ⁹
Auditor	\$72,286 ⁷	\$60,533 ⁶	\$70,974 ⁸	\$65,050 ¹⁰	\$66,690 ¹⁵	\$53,334 ¹³	\$84,901 ⁶	\$69,500 ⁴
ISO coordinator	\$62,333 ⁶	\$52,450 ⁶	\$61,989 ¹⁶	\$48,801 ¹⁰	\$66,040 ¹⁰	\$51,583 ¹⁹	\$45,387 ⁷	\$40,400 ⁵
Inspector	\$48,634 ⁷	NA	\$49,230 ⁹	\$42,286 ⁵	\$43,600 ¹⁰	\$31,454 ¹⁰	\$51,222 ⁹	\$42,000 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, WA, WY; 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
	\$280,000 ¹	NA	NA	\$63,000 ¹	\$77,000 ¹	NA
	\$175,000 ¹	\$65,000 ¹	\$250,000 ²	\$70,000 ¹	NA	NA
	NA	\$35,000 ¹	NA	\$52,000 ¹	\$60,500 ²	NA
	\$156,223 ²³	\$42,922 ⁴⁶	\$87,364 ¹¹	\$61,240 ¹²	\$59,590 ²¹	\$105,778 ⁹
	NA	\$38,667 ³	\$80,000 ¹	NA	NA	\$50,000 ¹
	NA	NA	NA	NA	\$45,000 ¹	NA
	\$92,000 ²	\$40,000 ¹	\$84,000 ¹	NA	NA	NA
	NA	NA	NA	NA	NA	NA
	\$120,000 ¹	\$64,000 ²	\$86,833 ³	\$71,100 ²	\$69,200 ³	\$270,000 ¹
	\$105,000 ¹	\$34,768 ¹⁰	NA	\$54,000 ²	NA	NA
	\$74,000 ¹	\$41,000 ¹	NA	\$53,000 ¹	\$120,907 ¹	\$104,000 ¹
	\$114,167 ⁶	\$35,622 ⁹	\$25,000 ¹	\$69,000 ¹	\$72,500 ²	\$60,000 ¹
	\$145,500 ²	\$40,000 ¹	\$69,500 ²	\$63,450 ²	NA	NA
	\$120,000 ¹	\$35,848 ⁴	\$100,667 ³	\$70,000 ¹	\$54,750 ²	NA
	\$175,000 ¹	\$42,720 ¹⁰	NA	\$73,000 ¹	\$68,125 ⁴	NA
	\$97,667 ³	\$38,000 ²	\$74,700 ¹	\$59,200 ²	\$62,000 ²	NA
	\$101,500 ⁴	\$43,549 ⁶	\$125,000 ¹	\$36,000 ¹	\$80,000 ¹	NA
	\$72,000 ¹	\$58,000 ¹	\$96,000 ¹	\$40,000 ¹	\$44,750 ²	NA
	\$83,500 ²	NA	NA	\$67,275 ¹	NA	NA
	NA	\$67,000 ¹	NA	\$250,000 ¹	\$61,500 ¹	NA
	\$65,000 ³	NA	\$66,867 ⁶	\$45,227 ⁵	\$70,500 ³	NA
	\$116,400 ⁵	NA	\$82,000 ²	\$69,665 ⁷	\$55,000 ¹	NA
	\$124,000 ³	\$44,000 ³	\$100,661 ²⁷	\$104,200 ⁵	\$69,456 ⁵	\$128,222 ¹⁸
	\$140,000 ¹	NA	\$58,333 ³	NA	\$77,000 ¹	\$68,501 ²
	\$127,349 ⁷	\$42,667 ³	\$85,875 ⁴	\$67,676 ¹³	\$58,375 ²	\$63,667 ³
	\$86,250 ²	NA	\$143,200 ¹⁰	\$42,160 ¹	\$83,667 ¹	\$68,750 ⁴
	\$95,767 ¹	\$50,650 ²	\$65,036 ⁴	\$76,659 ⁸	\$93,875 ⁴	\$150,000 ¹

	Overall		Overall All	>10 years experience	
	Male	Female		Male	Female
	\$119,611 ³⁶	\$90,667 ³	\$117,385 ³⁹	\$165,000 ³	\$113,417 ³⁶
	\$131,503 ⁶¹	\$130,832 ¹⁷	\$131,357 ⁷⁸	\$112,250 ¹²	\$134,831 ⁶⁶
	\$104,181 ²³⁷	\$98,196 ⁹⁰	\$103,282 ³²⁷	\$86,763 ⁵⁷	\$106,770 ²⁷⁰
	\$105,214 ⁷⁵⁴	\$74,080 ²⁶⁷	\$79,315 ¹⁰²¹	\$71,462 ²⁵⁵	\$81,930 ⁷⁶⁶
	\$81,169 ⁸⁸	\$51,401 ³²	\$63,837 ¹²⁰	\$52,633 ³²	\$67,911 ⁸⁸
	\$68,359 ⁸³	\$66,187 ⁵⁴	\$68,096 ¹⁶⁰	\$63,872 ⁶³	\$70,840 ⁹⁷
	\$60,828 ⁶⁸	\$50,600 ⁵⁶	\$56,209 ¹²⁴	\$65,642 ⁴⁰	\$52,967 ²⁹
	\$71,042 ⁴⁰⁹	\$65,397 ¹⁰³	\$69,907 ⁵¹²	\$74,654 ²⁹⁴	\$70,268 ⁶⁰
	\$50,495 ⁹¹	\$38,415 ³¹	\$47,425 ¹²²	\$54,911 ⁵⁸	\$40,104 ²⁰
	\$113,714 ⁴²	\$91,408 ¹⁵	\$107,844 ⁵⁷	\$106,548 ³⁵	\$90,471 ¹³
	\$67,658 ⁴¹	\$70,307 ³⁵	\$68,878 ⁷⁶	\$65,649 ⁴²	\$72,867 ³⁴
	\$72,374 ³¹	\$60,153 ³³	\$66,072 ⁶⁴	\$57,509 ²⁸	\$72,733 ³⁶
	\$61,243 ⁴⁰	\$49,620 ⁴⁰	\$55,432 ⁸⁰	\$46,223 ³⁷	\$63,355 ⁴³
	\$48,015 ³⁵	\$35,498 ¹⁶	\$44,088 ⁵¹	\$39,327 ¹⁹	\$46,915 ³²

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

everyone else. This quick and dirty, last-year vs. this-year analysis doesn't even take into account the number of people in our industry who've lost their jobs completely. In that light, a smaller-than-hoped-for pay increase—or even a salary cut—doesn't look so bad.

It will be interesting to see how these trends continue to play out. Next year's survey will provide more insight into the factors that affect the earning power of everyone in our industry, including a yet-to-be-determined change that will certainly have far-reaching implications—the elections in November. The question is, will John McCain or Barack Obama work as hard for his salary as you and I work for ours?

About the author

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QD

Comments

Send feedback to comments@qualitydigest.com.

Figure 8: Salary by Education—All Titles, ≥ 32-Hour Week

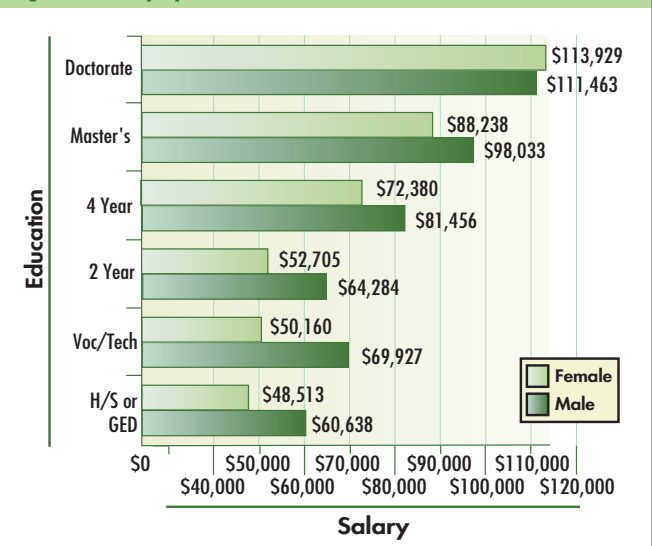


Figure 9: Salary by Region—All Titles, ≥ 32-Hour Week

