

2020 Public Procurement
Compensation & Retention

Benchmark Study

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The Institute for
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EXECUTIVE SUMMARY

The National Institute of Governmental Purchasing (NIGP) is pleased to offer its eighth biennial Compensation Survey Report on positions within public sector procurement. The primary goal of this biennial study is to provide comparative compensation information to assist in classifying public procurement positions and determining appropriate salary ranges. This year's report also includes a supplement on retention and turnover rates.

NIGP issued its first Compensation Survey Report in 2003 in collaboration with Dr. Mohamad G. Alkadry, currently of the University of Connecticut's Department of Public Policy. The first study was conducted in January 2003, and was repeated in the first quarter of 2005, the first quarter of 2007, the first quarter of 2009, 2011, the first of quarter of 2016, the first quarter of 2018, and the first quarter of 2020. The current report, co-authored by Dr. Mohamad Alkadry and Dr. Susannah Ali, covers the 2020 study and reports key data from the previous seven studies. Each of the studies covered two years of data as respondents were asked to report their current year salary (as of the previous December) as well as their previous year's salary. Therefore, for the first time, this report includes an 18-year salary trend for procurement professionals starting with 2001 through 2019. No data was collected between 2011 and 2015. Although the current data was collected in 2020, it reports income from 2019, which is the most current full year of income. In other words, the 2019 income data is the most current data in 2020 because of how income reporting works.

In previous years, NIGP issued two survey instruments to its members in conducting this study. First, an Agency Survey that asked agency representatives to complete information on the number of people in each described position within their organizations, and salary information for each position for the current and previous year. The results provided salary information for eleven (11) procurement positions; four (4) positions related to stores, warehouse, and assets; and two (2) support positions. For each of the positions, this report summarizes the information by entity type, region, and annual procurement volume.

Second, NIGP issued a survey to all individuals receiving member benefits, which asked about their salary and various things that affect their salary including certification, education, benefits, and bonuses. The individual survey data allows NIGP to report average and median salaries summarized by level of government, highest education completed, field of education, number of certifications, gender, and race. The individual survey provides information for the same seventeen (17) positions. While for some positions, not enough people responded to allow for valid analysis, for most of the 17 positions, further breakdowns of salary data is provided for key variables that could affect how much an individual earns: entity type, education level, education field, and number of certifications. Finally, breakdowns by gender, race, and presence of a collective bargaining unit are provided for informational purposes only.

This year, and due to COVID complications and work from home orders from across the United States and the world, the two surveys were merged, and the team only conducted one survey to cover both individual data and agency-level data.

The survey was distributed to 10,500 NIGP professionals, and 3,191 responded thus generating our largest and most complete sample since 2003.

The responses cover small to large agencies at the federal, state, and local levels of government.

Figure 1a. Reporting Agencies by Region

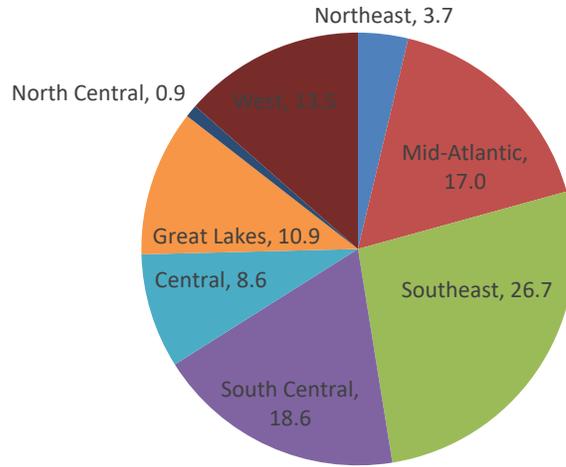


Figure 1b. Reporting Agencies

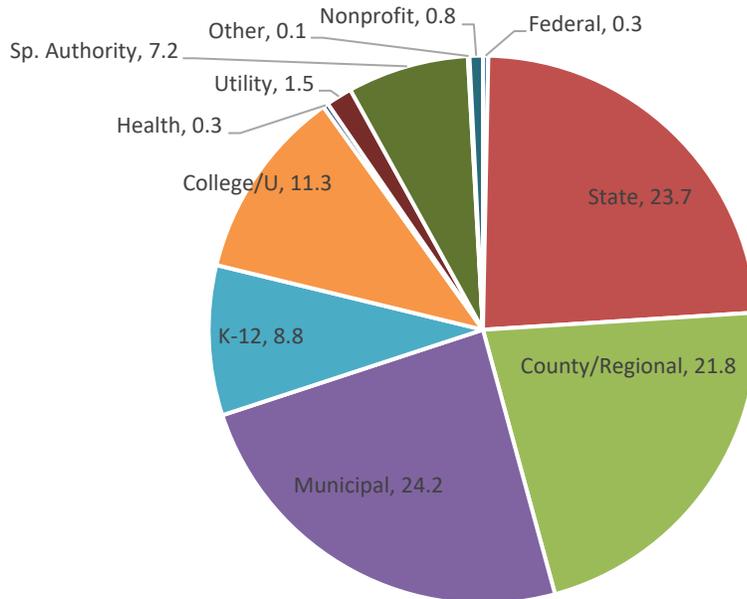
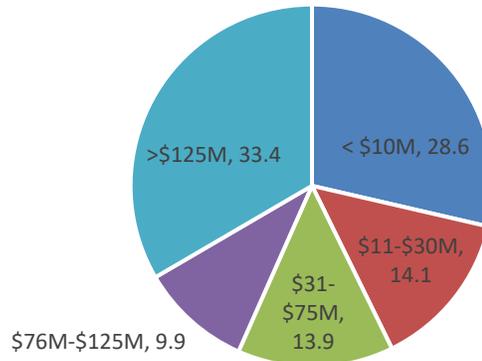


Figure 1c. Reporting Agency by Annual Procurement Volume



Salaries are Rising

Agencies reported that average salaries are rising. On average, between 2001 and 2019, all of the sixteen surveyed positions showed a cumulative increase in salaries ranging from 48% to 75%. Buyers saw a rise of 49% while senior buyers witnessed an increase of 50% over the same period. Titles for similar public procurement positions vary across the United States and Canada. This study uses a designated set of titles and descriptions, as shown in Exhibit A, to define the position regardless of the actual title used in each agency.

Figure 2. Salary Trend for Director Ranks

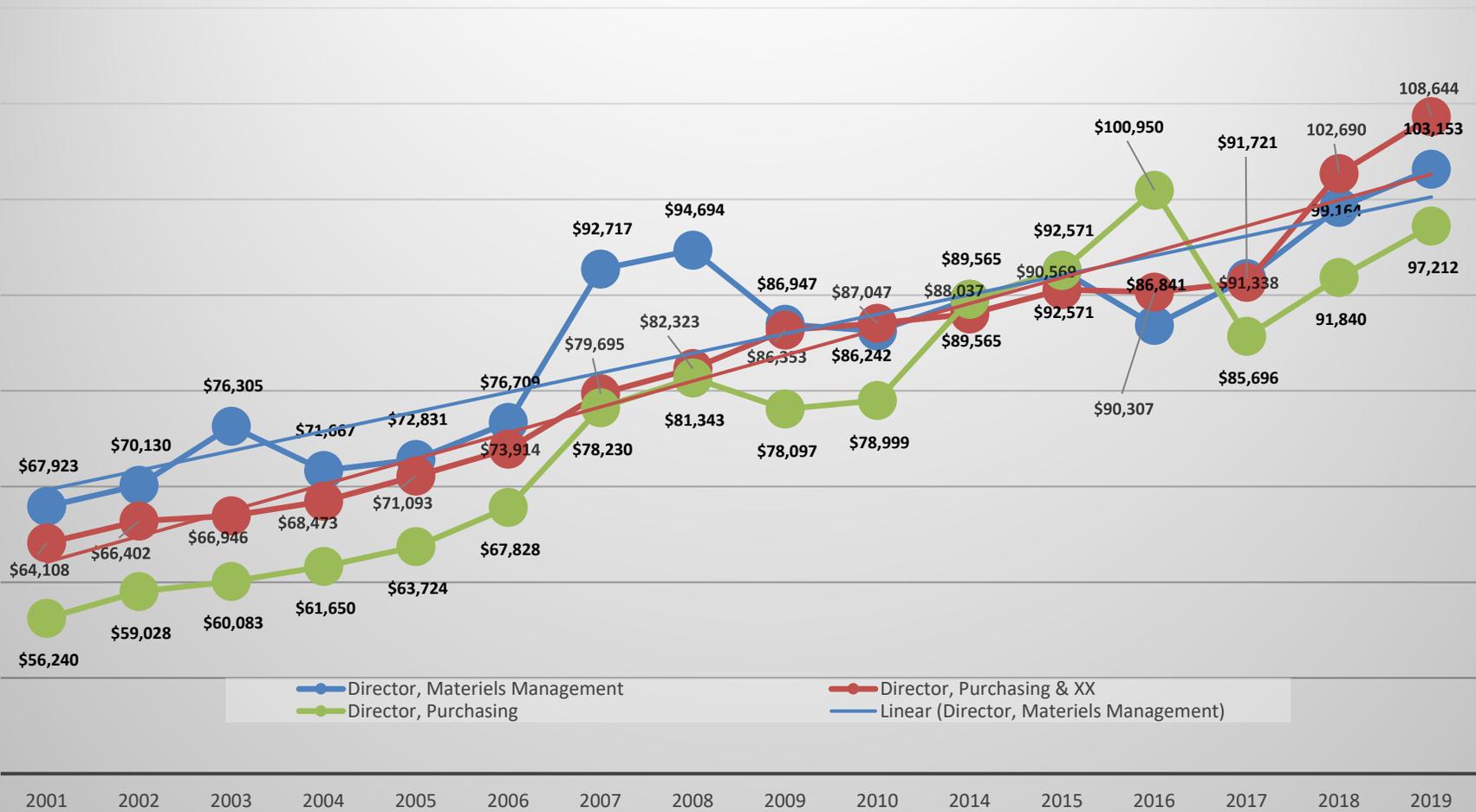


Figure 2a. Salary Trend for Manager Ranks

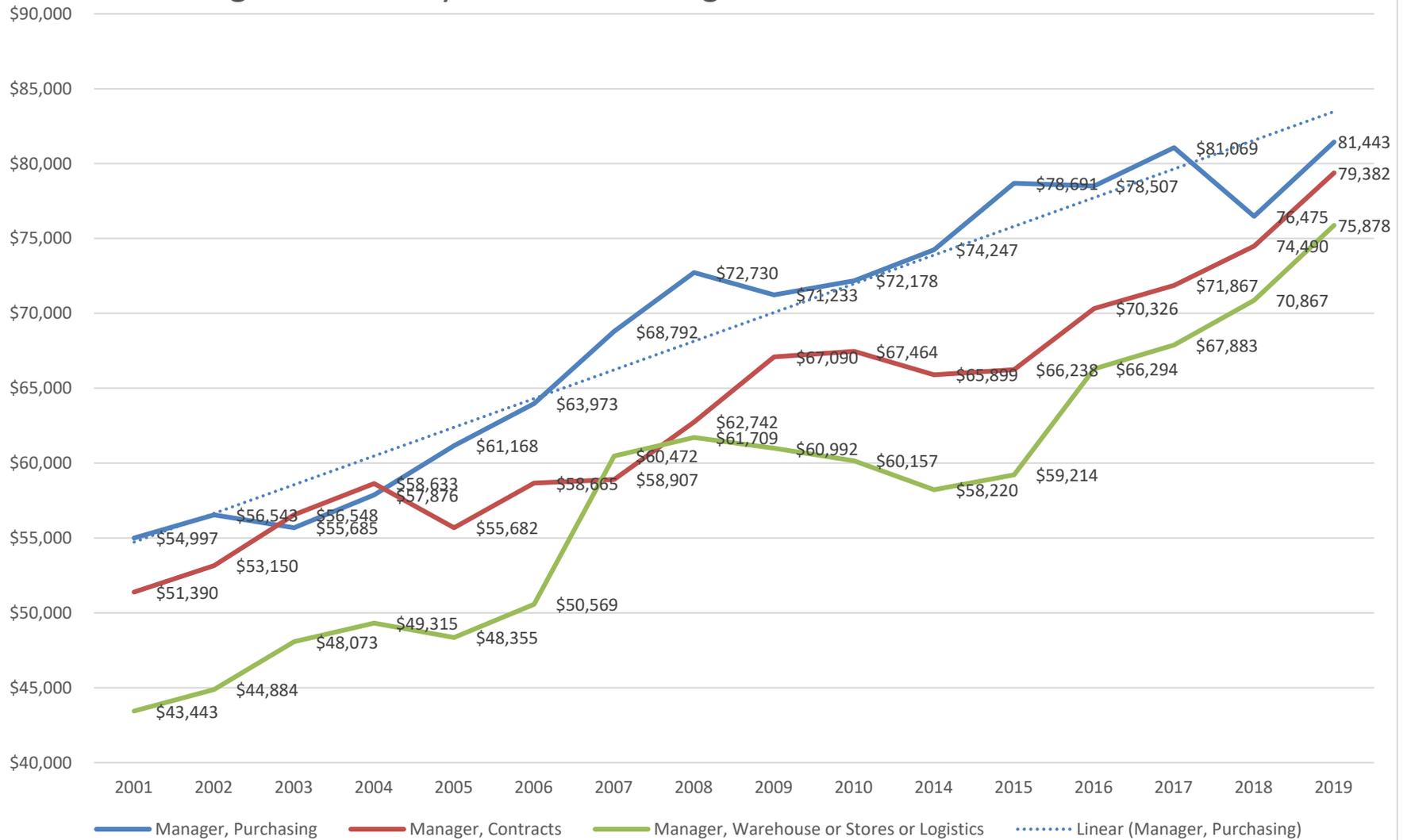
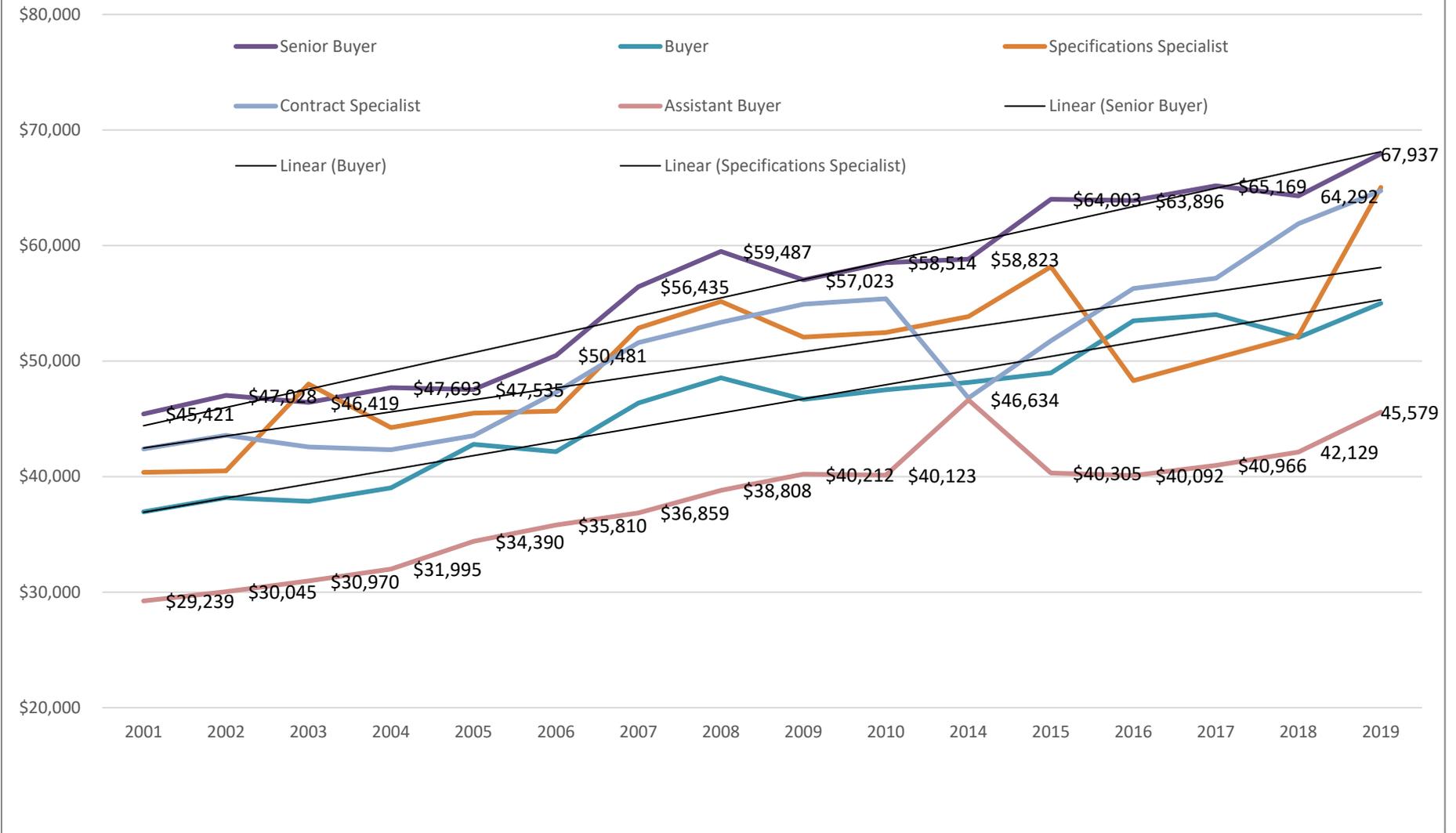


Figure 2b. Salary Trend for Professional Ranks



Certification Requirements

Of the 3,087 people who reported their positions, 58% reported that they held procurement-specific certification. That rate varies, but most managers and directors had a higher percentage. About 72-81% of directors hold procurement-related certifications, and 56-66% of managers, 61% of senior buyers and 42% of buyers hold procurement related certification.

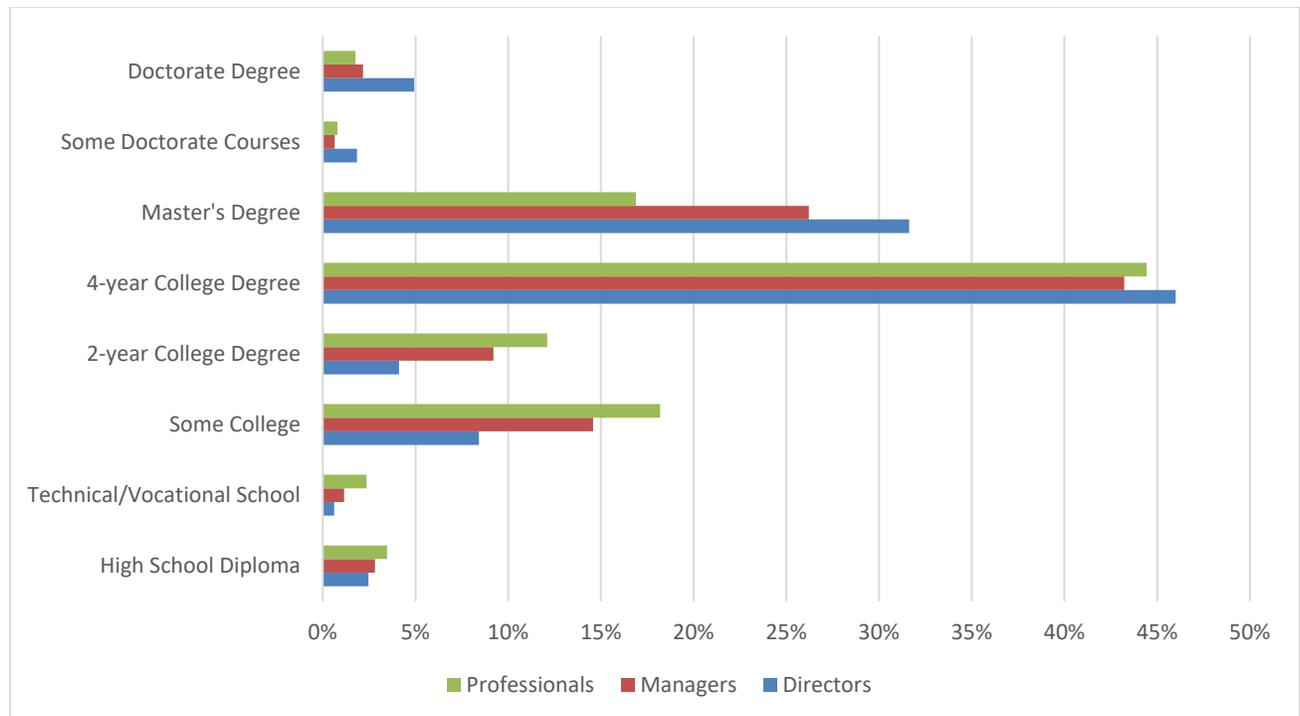
Table 1.1. Certification Status of Current Procurement Professionals.

	Hold Certifications	Did not Report Certifications	Total
Director, Materials Management	81%	19%	21
Director, Purchasing and XX	81%	19%	218
Director, Purchasing	72%	28%	278
Manager, Purchasing	66%	34%	641
Manager, Contracts	65%	35%	162
Manager, Warehouse or Stores or Logistics	56%	44%	34
Senior Buyer/Contracting Officer	61%	39%	600
Buyer	42%	58%	825
Specifications specialist	45%	55%	20
Contract specialist	50%	50%	191
Assistant buyer	29%	71%	34
Receiving Technician	33%	67%	3
Delivery Technician	100%	0%	1
Fixed Assets Technician	100%	0%	2
Administrative Assistant	35%	65%	52
Other	80%	20%	5
Total	58%	42%	3,087

Education Levels & Fields

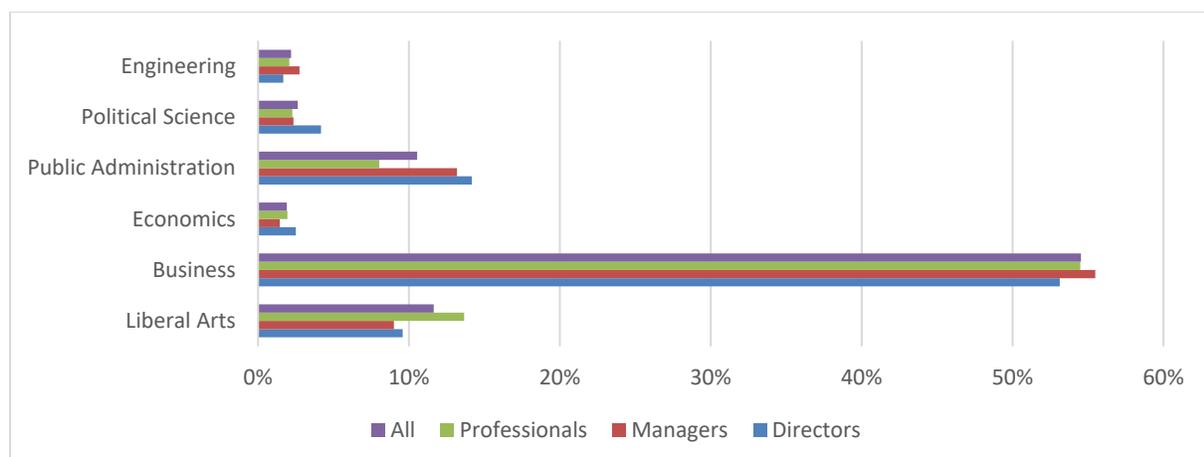
Education appears to play a major factor in public procurement as well. We looked at educational attainment of directors, managers, and professionals like buyers, senior buyers, and contract specialists. Overall, 70% of respondents have a four-year or higher degree (84% of directors, 72% of managers and 64% of professionals), and 22% of respondents held a master's degree or higher (38% of directors, 29% of managers and 19% of professionals). As can be expected, degrees are most common for managers and directors, and it becomes more critical as professionals become managers or directors.

Figure 3. Educational Attainment of Public Procurement Professionals (%)



The most common field of education reported is Business with 55% of respondents reporting having a business degree.

Figure 4. Fields of Education (%)

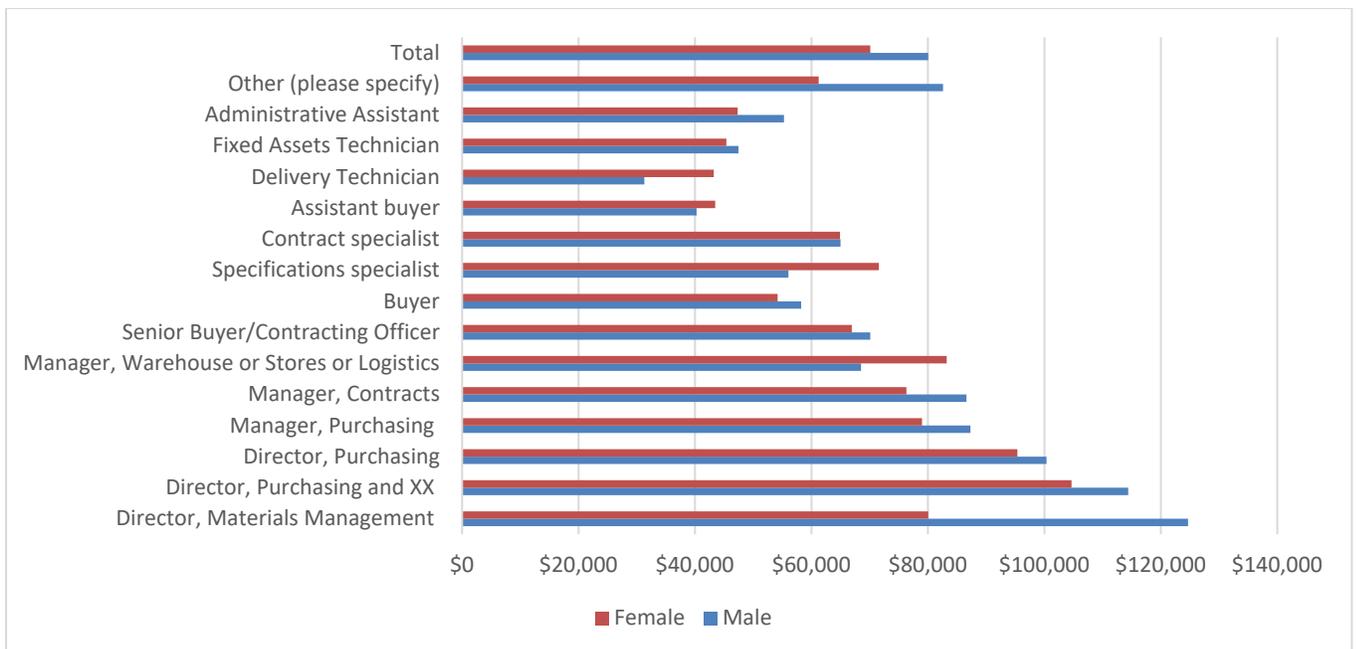


Gender & Salary

On average, women earn \$4,751 less than what men earn when serving in the same role. While women always earned less on average than men, the greatest salary discrepancies are noted for Directors, where differences ranged from 8% to 36%, purchasing managers and contract managers (with 10% and 12% difference respectively), and buyers and senior buyers (with 5% and 7% difference respectively).

	Average Male Salary	Average Female Salary	Male-Female	Female/Male
Director, Materials Management	\$124,676.33	\$80,058.50	\$44,618	64%
Director, Purchasing and XX	\$114,387.80	\$104,668.93	\$9,719	92%
Director, Purchasing	\$100,355.79	\$95,364.18	\$4,992	95%
Manager, Purchasing	\$87,305.54	\$78,988.31	\$8,317	90%
Manager, Contracts	\$86,611.83	\$76,316.80	\$10,295	88%
Manager, Warehouse or Stores or Logistics	\$68,524.00	\$83,221.33	\$(14,697)	121%
Senior Buyer/Contracting Officer	\$70,092.69	\$66,927.78	\$3,165	95%
Buyer	\$58,240.56	\$54,175.12	\$4,065	93%
Specifications specialist	\$56,035.00	\$71,571.54	\$(15,537)	128%
Contract specialist	\$64,983.50	\$64,904.71	\$79	100%
Assistant buyer	\$40,255.67	\$43,466.00	\$(3,210)	108%
Delivery Technician	\$31,286.00	\$43,213.00	\$(11,927)	138%
Fixed Assets Technician	\$47,460.00	\$45,381.00	\$2,079	96%
Administrative Assistant	\$55,272.00	\$47,318.98	\$7,953	86%
Other	\$82,585.00	\$61,235.50	\$21,350	74%
Total	\$80,049.60	\$70,097.23	\$9,952	88%

Figure 5. Gender Differences in Salaries



Employer-Provided Benefits

Employer-provided benefits, including retirement programs, and health, dental, life, and disability insurance, are common for public procurement jobs. Ninety-eight percent of all respondents participated in an employer-sponsored retirement program, 98% had health insurance, 95% had dental insurance, and 86% had disability insurance.

Race/Ethnicity

Of the 2,729 respondents answering this question, 75% of respondents were White, 16% were Black, and 11% were Hispanic.

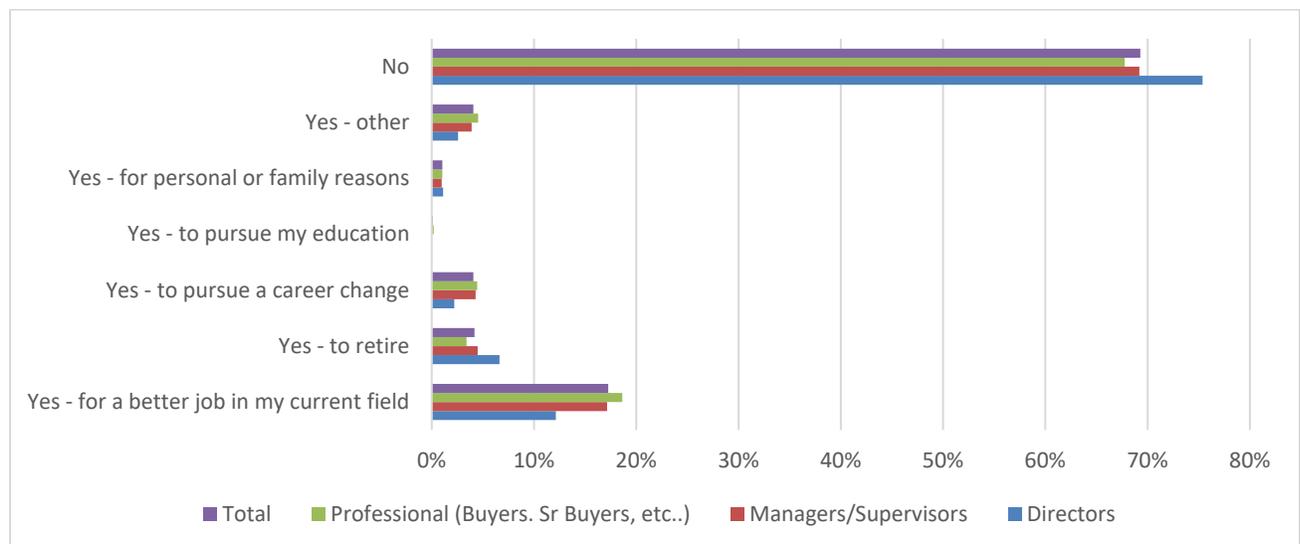
Willingness to Relocate

Respondents were asked about their willingness to relocate to a different geographic location if offered more pay for a similar job. Forty-five percent (1,376) of the 3,030 respondents were willing to relocate, while 55% (1,654) were not.

Intent to Change Jobs in the Next Year by Position and Future Job

Respondents were asked if during the next 12 months they would consider staying in their current job, finding a new job in their current field, retiring, or leaving for other reasons including family concerns, pursuit of a career change or to further their education. At the director level, 74% wanted to stay in their jobs, 13% wanted a new position, and 7% wanted to retire. Managers were more likely to want to leave their positions with 68% wanting to stay in their current positions, 18% wanting to look for new jobs and 5% considering retirement. Finally, Procurement Officers were the most likely to look for a new position with 66% staying in their current jobs, 20% seeking new positions, and 4% planning to retire.

Figure 6. Decision to Leave



For more information and to obtain a full copy of the 2020 NIGP Compensation Report visit www.nigp.org

Exhibit A. Position Descriptions

Directors, Managers and Supervisors

Director, Materials Management: Responsible for directing all activities of the purchasing department as well as warehousing, stores, or logistics activities and facilities to include direct and indirect supervision of all employees within these various functions.

Director, Purchasing and (XX): Responsible for directing all activities of the purchasing department to include direct and indirect supervision of all employees within the purchasing department as well as other related department or function of the entity other than warehousing or stores. Examples include Print Shop, Mail Room, and Insurance/Risk Management.

Director, Purchasing (interchangeable with Purchasing Agent or Chief Purchasing Officer): Responsible for directing all activities of the purchasing department to include direct and indirect supervision of all employees within the purchasing department.

Manager, Purchasing (interchangeable with Supervisor or Administrator): Responsible for managing a specific function or division within the purchasing department to include the supervision of employees within that function or division. (Note: use the "Director, Purchasing class" if this title manages all activities of the purchasing department rather than a specific section or division of purchasing.)

Manager, Contracts (interchangeable with Supervisor or Administrator): Responsible for managing or administering contracts to include monitoring performance, negotiating or modifying terms, and determining contract compliance and defaults.

Manager, Warehouse, or Stores or Logistics (interchangeable with Supervisor or Administrator): Responsible for managing a specific function or division within a warehouse, or stores or logistics function to include the supervision of employees within a warehouse, or stores or logistics function.

Buying and Contracting Classifications

Senior Buyer/Contracting Officer: Responsible for determining how customer requests for non-standard or complex purchases should be processed; develops, issues, evaluates, and recommends award of complex and non-standard procurements on behalf of the entity; may supervise or lead buyers within a specific function, section, or division.

Buyer: Responsible for determining how customer requests for standard purchases of goods and services should be processed; develops issues, evaluates, and recommends award of competitive bids and proposals on behalf of the entity.

Specifications Specialist (interchangeable with Specifications Analyst, Technician or Writer): Responsible for developing detailed, technical specifications for specific groups of procurements.

Contract Specialist: Responsible for some facets of managing or administering contracts to include monitoring performance, negotiating or modifying terms, and determining contract compliance and defaults.

Assistant Buyer (interchangeable with Purchasing Clerk): Responsible for assisting a buyer(s) or senior buyer(s) in developing, issuing and evaluating purchases on behalf of the entity; has limited or no authority to issue purchase orders or contracts.

Warehousing/Asset Classifications

Stores Technician: Responsible for monitoring stock levels of items maintained in stores and warehouses; may process orders to replenish stock; may issue stock based on customer requests.

Receiving Technician: Responsible for receiving, inspecting, testing, and accepting shipments of goods and equipment on behalf of an entity; may issue claims or damages or losses.

Delivery Technician: Responsible for delivering shipments from a centralized location (warehouse or stores) to locations throughout the entity; may be responsible for preparing shipments to include orders for stock items.

Fixed Assets Technician: Responsible for identifying, tracking, storing, and disposing of fixed assets and equipment of the entity as determined by regulations.

Support Classifications

Expediter: Responsible for expediting the delivery of goods in accordance with an order or contract; follows-up on delinquent orders; may coordinate changes to orders or damages/losses on behalf of a buyer or senior buyer.

Administrative Assistant (interchangeable with Secretary, Receptionist, or Program Assistant): Responsible for the administrative and clerical functions of the purchasing entity to include scheduling of meetings and conferences, coordinating communications efforts, etc.

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CHAPTER II. A GUIDE FOR USERS

We encourage users to employ multiple points of data in this report to create a benchmark for their own salary.

Using Main Factors

Procurement agency data are summarized using three major factors:

- ☒ Entity Type
- ☒ Geographic Region
- ☒ Procurement Volume

In analyzing a position, one or more of these factors may be used.

To use only one of these factors, for example, Entity Type, in looking at a Buyer position in a city, refer to the “Buyer” Agency Survey Results table provided on the next page as Sample Table i to see:

- ☒ The number of responses for Cities - 210
- ☒ The average salary in 2019 for a Buyer in those cities - \$54,949
- ☒ The percent change from the base year (2001) to the current year 2019 – 41%
- ☒ The percent change from the prior year (2018) to the current year 2019 – 7%

Table i. "Buyer": Survey Summaries – Single Agency Factor

	2020 N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-19 Change 49%	18-19 Change 6%
All	822	\$55,000	\$52,044	\$54,027	\$53,480	\$48,975	\$48,150	\$47,513	\$46,680	\$48,546	\$46,372	\$42,155	\$42,790	\$39,027	\$37,856	\$38,173	\$36,949		
Entity																			
Federal	2	\$56,211	\$32,677			\$68,000	\$65,000	\$51,613	\$48,224										
State	188	\$53,535	\$51,110	\$48,771	\$46,702	\$45,709	\$42,303	\$49,281	\$48,256	\$48,009	\$47,473	\$37,291	\$37,834	\$35,178	\$34,140	\$34,685	\$34,129	57%	5%
County	182	\$56,652	\$52,857	\$56,722	\$52,776	\$48,114	\$49,162	\$47,962	\$46,066	\$48,017	\$45,442	\$42,208	\$39,992	\$38,175	\$36,904	\$35,295	\$33,796	68%	7%
City	210	\$54,949	\$51,353	\$53,388	\$54,047	\$49,895	\$49,987	\$47,296	\$46,598	\$47,041	\$44,523	\$44,489	\$42,455	\$40,106	\$38,909	\$40,880	\$38,945	41%	7%
School	89	\$54,405	\$51,610	\$50,570	\$56,846	\$49,218	\$45,861	\$47,815	\$47,965	\$50,941	\$48,801	\$43,828	\$56,860	\$42,251	\$40,970	\$39,505	\$38,266	42%	5%
Higher Ed.	87	\$47,722	\$46,494	\$47,483	\$46,579	\$47,617	\$47,419	\$45,973	\$45,835	\$41,158	\$37,744	\$35,493	\$36,302	\$35,193	\$33,392	\$34,253	\$34,139	40%	3%
Health	2	\$49,823	\$45,475	\$74,000	\$72,000			\$50,471				\$27,000	\$30,000						10%
Utility	15	\$66,902	\$63,412			\$56,177	\$61,000	\$45,131	\$45,131	\$50,500	\$50,320	\$35,322	\$31,611	\$38,425	\$41,667	\$39,438	\$38,109	76%	6%
Sp. Auth.	44	\$66,338	\$63,393	\$60,504	\$65,883	\$48,610	\$44,588	\$46,601	\$45,994	\$57,167	\$54,671	\$49,347	\$45,781	\$46,005	\$42,869	\$44,230	\$43,877	51%	5%
Nonprofit	2	\$50,485	\$57,759																
Region																			
Northeast	24	\$66,813	\$64,472	\$59,257	\$58,751	\$58,000	\$56,000	\$49,816	\$50,253	\$53,045	\$48,682	\$49,486	\$49,706	\$45,145	\$43,763	\$43,470	\$41,184	62%	4%
Mid-Atlantic	134	\$56,782	\$55,288	\$56,238	\$53,867	\$51,590	\$46,620	\$49,451	\$49,476	\$48,781	\$46,247	\$44,534	\$43,678	\$38,904	\$37,467	\$38,821	\$37,198	53%	3%
Southeast	219	\$50,393	\$46,529	\$46,789	\$45,429	\$45,644	\$44,057	\$42,867	\$40,992	\$47,330	\$44,737	\$39,167	\$37,072	\$35,663	\$34,523	\$32,831	\$32,172	57%	8%
South Central	142	\$49,480	\$45,166	\$45,518	\$48,450	\$47,347	\$45,328	\$40,712	\$39,658	\$42,911	\$41,359	\$36,481	\$36,094	\$36,081	\$34,433	\$33,576	\$32,560	52%	10%
Central	93	\$51,179	\$47,902	\$55,634	\$51,317	\$51,487	\$50,992	\$45,142	\$44,906	\$45,943	\$44,913	\$40,934	\$58,656	\$38,803	\$38,535	\$40,338	\$37,454	37%	7%
Great Lakes	97	\$60,654	\$59,232	\$50,193	\$51,813	\$45,317	\$49,386	\$46,804	\$45,633	\$49,102	\$46,860	\$42,823	\$43,739	\$42,721	\$40,973	\$41,294	\$40,293	51%	2%
North Central	11	\$47,212	\$43,927	\$48,976	\$46,971	\$35,957	\$34,864	\$35,097	\$35,097	\$49,000	\$49,000	\$40,999	\$37,041	\$31,000	\$29,500	\$32,363	\$31,613	49%	7%
West	101	\$66,547	\$63,954	\$69,046	\$72,007	\$59,475	\$58,928	\$57,027	\$56,945	\$58,300	\$55,539	\$49,171	\$47,555	\$45,803	\$45,203	\$46,569	\$45,382	47%	4%
Canada				\$66,701	\$65,255	\$72,748	\$68,467	\$56,373	\$56,158	\$51,561	\$50,466	\$52,617	\$50,577	\$42,845	\$43,645	\$41,792	\$40,460		
Procur. Vol.																			
\$1-\$10M	243	\$50,976	\$47,729	\$50,348	\$44,394	\$45,786	\$45,365	\$44,510	\$43,378	\$45,778	\$42,837	\$38,525	\$37,510	\$35,292	\$33,314	\$36,219	\$35,369	44%	7%
\$11-\$30M	70	\$55,176	\$52,984	\$51,089	\$48,668	\$42,699	\$44,313	\$45,676	\$44,900	\$45,618	\$43,465	\$40,690	\$40,138	\$36,485	\$36,077	\$36,612	\$34,802	59%	4%
\$31-\$75M	65	\$60,452	\$58,817	\$50,533	\$54,923	\$50,963	\$51,963	\$46,650	\$46,043	\$46,879	\$46,477	\$39,731	\$38,673	\$40,426	\$38,432	\$37,380	\$35,834	69%	3%
\$76-\$125M	45	\$56,888	\$54,234	\$65,863	\$62,311	\$48,196	\$46,949	\$48,129	\$47,866	\$53,160	\$51,227	\$47,249	\$45,395	\$42,123	\$42,174	\$43,257	\$42,496	34%	5%
>\$125M	141	\$60,659	\$57,494	\$57,176	\$56,525	\$54,858	\$52,002	\$51,192	\$50,287	\$51,579	\$49,411	\$47,160	\$56,837	\$43,397	\$42,816	\$42,306	\$41,603	46%	6%

Using Multiple Factors

To use multiple factors, identify the relevant data for each factor and calculate the average.

As an example, in looking at a Buyer position with a city in Missouri with annual procurement volume of \$5 million, refer to the “**Buyer**” **Survey Results** Sample Table ii provided on the following page and find the desired factors. As shown in the following chart, Missouri falls in the Central Geographic Region:

Northeast: CT, MA, ME, NH, RI, NY, VT
Mid-Atlantic: DC, DE, MD, NJ, PA, VA, WV
Southeast: AL, FL, GA, MS, NC, SC, TN
South Central: AR, AZ, LA, NM, OK, TX
Central: CO, IA, KS, MO, NE, UT
Great Lakes: IL, IN, KY, MI, MN, OH, WI
North Central: ID, MT, ND, SD, WY
West: AK, CA, HI, NV, OR, WA
Canadian Provinces

Once all agency factors have been identified, the average is calculated. As shown below, in this example, the average 2019 salary for a buyer in a city with an annual procurement volume of \$5 million is \$50,976.

	2020 N	2019 Average
City	210	\$54949
Central	93	\$51,179
\$1 - \$10 M	243	\$50,976
AVERAGE		\$52,368

Table ii. "Buyer" Survey Summaries – Multiple Factors

	2020 N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-19 Change 49%	18-19 Change 6%
All	822	\$55,000	\$52,044	\$54,027	\$53,480	\$48,975	\$48,150	\$47,513	\$46,680	\$48,546	\$46,372	\$42,155	\$42,790	\$39,027	\$37,856	\$38,173	\$36,949		
Entity																			
Federal	2	\$56,211	\$32,677			\$68,000	\$65,000	\$51,613	\$48,224										
State	188	\$53,535	\$51,110	\$48,771	\$46,702	\$45,709	\$42,303	\$49,281	\$48,256	\$48,009	\$47,473	\$37,291	\$37,834	\$35,178	\$34,140	\$34,685	\$34,129	57%	5%
County	182	\$56,652	\$52,857	\$56,722	\$52,776	\$48,114	\$49,162	\$47,962	\$46,066	\$48,017	\$45,442	\$42,208	\$39,992	\$38,175	\$36,904	\$35,295	\$33,796	68%	7%
City	210	\$54,949	\$51,353	\$53,388	\$54,047	\$49,895	\$49,987	\$47,296	\$46,598	\$47,041	\$44,523	\$44,489	\$42,455	\$40,106	\$38,909	\$40,880	\$38,945	41%	7%
School	89	\$54,405	\$51,610	\$50,570	\$56,846	\$49,218	\$45,861	\$47,815	\$47,965	\$50,941	\$48,801	\$43,828	\$56,860	\$42,251	\$40,970	\$39,505	\$38,266	42%	5%
Higher Ed.	87	\$47,722	\$46,494	\$47,483	\$46,579	\$47,617	\$47,419	\$45,973	\$45,835	\$41,158	\$37,744	\$35,493	\$36,302	\$35,193	\$33,392	\$34,253	\$34,139	40%	3%
Health	2	\$49,823	\$45,475	\$74,000	\$72,000			\$50,471				\$27,000	\$30,000						10%
Utility	15	\$66,902	\$63,412			\$56,177	\$61,000	\$45,131	\$45,131	\$50,500	\$50,320	\$35,322	\$31,611	\$38,425	\$41,667	\$39,438	\$38,109	76%	6%
Sp. Auth.	44	\$66,338	\$63,393	\$60,504	\$65,883	\$48,610	\$44,588	\$46,601	\$45,994	\$57,167	\$54,671	\$49,347	\$45,781	\$46,005	\$42,869	\$44,230	\$43,877	51%	5%
Nonprofit	2	\$50,485	\$57,759																
Region																			
Northeast	24	\$66,813	\$64,472	\$59,257	\$58,751	\$58,000	\$56,000	\$49,816	\$50,253	\$53,045	\$48,682	\$49,486	\$49,706	\$45,145	\$43,763	\$43,470	\$41,184	62%	4%
Mid-Atlantic	134	\$56,782	\$55,288	\$56,238	\$53,867	\$51,590	\$46,620	\$49,451	\$49,476	\$48,781	\$46,247	\$44,534	\$43,678	\$38,904	\$37,467	\$38,821	\$37,198	53%	3%
Southeast	219	\$50,393	\$46,529	\$46,789	\$45,429	\$45,644	\$44,057	\$42,867	\$40,992	\$47,330	\$44,737	\$39,167	\$37,072	\$35,663	\$34,523	\$32,831	\$32,172	57%	8%
South Central	142	\$49,480	\$45,166	\$45,518	\$48,450	\$47,347	\$45,328	\$40,712	\$39,658	\$42,911	\$41,359	\$36,481	\$36,094	\$36,081	\$34,433	\$33,576	\$32,560	52%	10%
Central	93	\$51,179	\$47,902	\$55,634	\$51,317	\$51,487	\$50,992	\$45,142	\$44,906	\$45,943	\$44,913	\$40,934	\$58,656	\$38,803	\$38,535	\$40,338	\$37,454	37%	7%
Great Lakes	97	\$60,654	\$59,232	\$50,193	\$51,813	\$45,317	\$49,386	\$46,804	\$45,633	\$49,102	\$46,860	\$42,823	\$43,739	\$42,721	\$40,973	\$41,294	\$40,293	51%	2%
North Central	11	\$47,212	\$43,927	\$48,976	\$46,971	\$35,957	\$34,864	\$35,097	\$35,097	\$49,000	\$49,000	\$40,999	\$37,041	\$31,000	\$29,500	\$32,363	\$31,613	49%	7%
West	101	\$66,547	\$63,954	\$69,046	\$72,007	\$59,475	\$58,928	\$57,027	\$56,945	\$58,300	\$55,539	\$49,171	\$47,555	\$45,803	\$45,203	\$46,569	\$45,382	47%	4%
Canada				\$66,701	\$65,255	\$72,748	\$68,467	\$56,373	\$56,158	\$51,561	\$50,466	\$52,617	\$50,577	\$42,845	\$43,645	\$41,792	\$40,460		
Procur. Vol.																			
\$1-\$10M	243	\$50,976	\$47,729	\$50,348	\$44,394	\$45,786	\$45,365	\$44,510	\$43,378	\$45,778	\$42,837	\$38,525	\$37,510	\$35,292	\$33,314	\$36,219	\$35,369	44%	7%
\$11-\$30M	70	\$55,176	\$52,984	\$51,089	\$48,668	\$42,699	\$44,313	\$45,676	\$44,900	\$45,618	\$43,465	\$40,690	\$40,138	\$36,485	\$36,077	\$36,612	\$34,802	59%	4%
\$31-\$75M	65	\$60,452	\$58,817	\$50,533	\$54,923	\$50,963	\$51,963	\$46,650	\$46,043	\$46,879	\$46,477	\$39,731	\$38,673	\$40,426	\$38,432	\$37,380	\$35,834	69%	3%
\$76-\$125M	45	\$56,888	\$54,234	\$65,863	\$62,311	\$48,196	\$46,949	\$48,129	\$47,866	\$53,160	\$51,227	\$47,249	\$45,395	\$42,123	\$42,174	\$43,257	\$42,496	34%	5%
>\$125M	141	\$60,659	\$57,494	\$57,176	\$56,525	\$54,858	\$52,002	\$51,192	\$50,287	\$51,579	\$49,411	\$47,160	\$56,837	\$43,397	\$42,816	\$42,306	\$41,603	46%	6%

The procurement professionals' individual survey data are also summarized using other factors – some of these factors like education and field of education may be used to add to the benchmarks above, but one should never use gender and race/ethnicity as a benchmark. These data points are reported to provide an idea about the extent of disparities in pay in each of the positions:

- Education Level
- Field of Education
- Gender
- Race/Ethnicity

You may wish to incorporate some factors from the individual survey information (individual survey) to establish a more competitive estimate of a competitive salary. You simply find the education level, field of education, and entity type and construct a summary table to incorporate data reported by individuals who have similar characteristics. That would give you an average of the reported means and medians of individuals who are similar to you.

“Buyer” Individual Survey Results

Table iii. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	33	34
	Mean	\$56,849.70	\$53,312.53
	Median	\$49,072.00	\$43,476.00
Technical/Vocational School	N	14	13
	Mean	\$48,015.64	\$46,662.00
	Median	\$48,062.00	\$43,503.00
Some College	N	144	138
	Mean	\$52,874.49	\$49,889.55
	Median	\$49,113.00	\$45,858.00
2-year College Degree	N	102	96
	Mean	\$55,287.34	\$50,280.04
	Median	\$49,018.50	\$46,835.00
4-year College Degree	N	323	303
	Mean	\$55,121.56	\$52,829.97
	Median	\$52,144.00	\$50,056.00
Master's Degree	N	108	101
	Mean	\$59,661.57	\$57,786.73
	Median	\$53,406.00	\$50,812.00
Some Doctorate Courses	N	8	7
	Mean	\$49,371.50	\$48,970.14
	Median	\$43,418.50	\$43,919.00
Doctorate Degree	N	12	10
	Mean	\$64,851.33	\$64,783.30
	Median	\$58,714.00	\$54,541.50
Total	N	744	702
	Mean	\$55,406.45	\$52,657.32
	Median	\$51,101.00	\$48,320.00

Table iv. Reported Individual Salaries by Field of Education

Field of education?		2019 Salary	2018 Salary
Liberal Arts	N	95	89
	Mean	\$53,299.63	\$51,577.75
	Median	\$51,617.00	\$50,116.00
Business	N	394	376
	Mean	\$54,954.08	\$51,784.98
	Median	\$50,087.00	\$48,152.00
Economics	N	13	12
	Mean	\$57,554.46	\$55,948.17
	Median	\$58,891.00	\$57,506.00
Public Administration	N	54	48
	Mean	\$59,407.76	\$56,456.56
	Median	\$55,427.50	\$52,082.50
Political Science	N	14	13
	Mean	\$59,372.07	\$54,331.08
	Median	\$61,981.00	\$58,199.00
Engineering	N	13	13
	Mean	\$61,826.46	\$60,196.23
	Median	\$63,341.00	\$62,297.00
Other	N	144	132
	Mean	\$55,491.08	\$53,723.62
	Median	\$49,360.50	\$46,589.00
Total	N	727	683
	Mean	\$55,429.53	\$52,742.66
	Median	\$51,101.00	\$48,376.00

CHAPTER IV. DESCRIPTIVE DATA FOR INDIVIDUAL SURVEY

The individual survey was sent to 10,431 individuals and 3,191 responses were received.

Average Salary by Position

Table 4.1. 2019 & 2018 Average Salary

Current position		2019 Salary	2018 Salary
Director, Materials Management	Mean	\$103,152.62	\$99,164.29
	Median	\$99,306.00	\$93,533.00
	N	21	21
Director, Purchasing and XX	Mean	\$108,643.72	\$102,689.94
	Median	\$100,928.00	\$96,292.00
	N	219	212
Director, Purchasing	Mean	\$97,212.11	\$91,840.43
	Median	\$93,187.00	\$90,069.00
	N	279	267
Manager, Purchasing	Mean	\$81,442.71	\$76,474.54
	Median	\$77,781.00	\$73,356.50
	N	641	622
Manager, Contracts	Mean	\$79,382.30	\$74,489.58
	Median	\$77,868.00	\$71,792.00
	N	161	155
Senior Buyer/Contracting Officer	Mean	\$67,936.65	\$64,292.40
	Median	\$64,781.00	\$61,561.00
	N	599	574
Buyer	Mean	\$55,000.31	\$52,044.48
	Median	\$50,256.50	\$47,903.00
	N	822	768
Contract specialist	Mean	\$64,736.36	\$61,888.77
	Median	\$62,009.00	\$59,138.00
	N	191	182
Administrative Assistant	Mean	\$50,973.94	\$49,580.29
	Median	\$42,573.50	\$39,699.00
	N	52	49
Total	Mean	\$73,005.45	\$69,072.54
	Median	\$67,552.00	\$64,171.00
	N	3,082	2,945

*Positions with less than 50 respondents are not included in the table, but are included in the totals.

Raise Determinants

Respondents were asked to indicate what they thought most affected their raise. Of the 1,605 valid responses, “merit and productivity” had the highest scores, followed by cost of living, certification, seniority, and educational attainment.

Table 4.2. Raise Determinants

On a scale of 1 to 5 where 1 is completely unimportant and 5 is extremely important, how important do you think each of the following is for deciding your raises?

Current Position (Recoded)		Merit and productivity	Cost of living	Additional educational attainment	Certification	Seniority
Directors	Mean	3.8860	3.3958	2.9833	3.1995	2.9311
	N	228	239	192	197	180
	Std. Deviation	1.32714	1.33189	1.30080	1.39838	1.25695
Managers/Supervisors	Mean	4.0124	3.6657	3.1220	3.1971	2.9203
	N	450	446	391	384	380
	Std. Deviation	1.23032	1.34298	1.31807	1.36568	1.35116
Professional (Buyers, Sr. Buyers, etc.)	Mean	3.8367	3.7435	3.1571	3.2690	3.1108
	N	930	928	832	822	806
	Std. Deviation	1.33267	1.34968	1.37491	1.39076	1.37964
Total	Mean	3.8928	3.6705	3.1238	3.2396	3.0341
	N	1608	1613	1415	1403	1366
	Std. Deviation	1.30548	1.34967	1.34983	1.38447	1.35834

Certification

Of the 3,087 people who reported their positions, 58% reported that they held procurement-specific certification. That rate varies but most managers and directors had a higher percentage. About 72-81% of directors hold procurement-related certifications, and 56-66% of managers, 61% of senior buyers, and 42% of buyers hold procurement related certification.

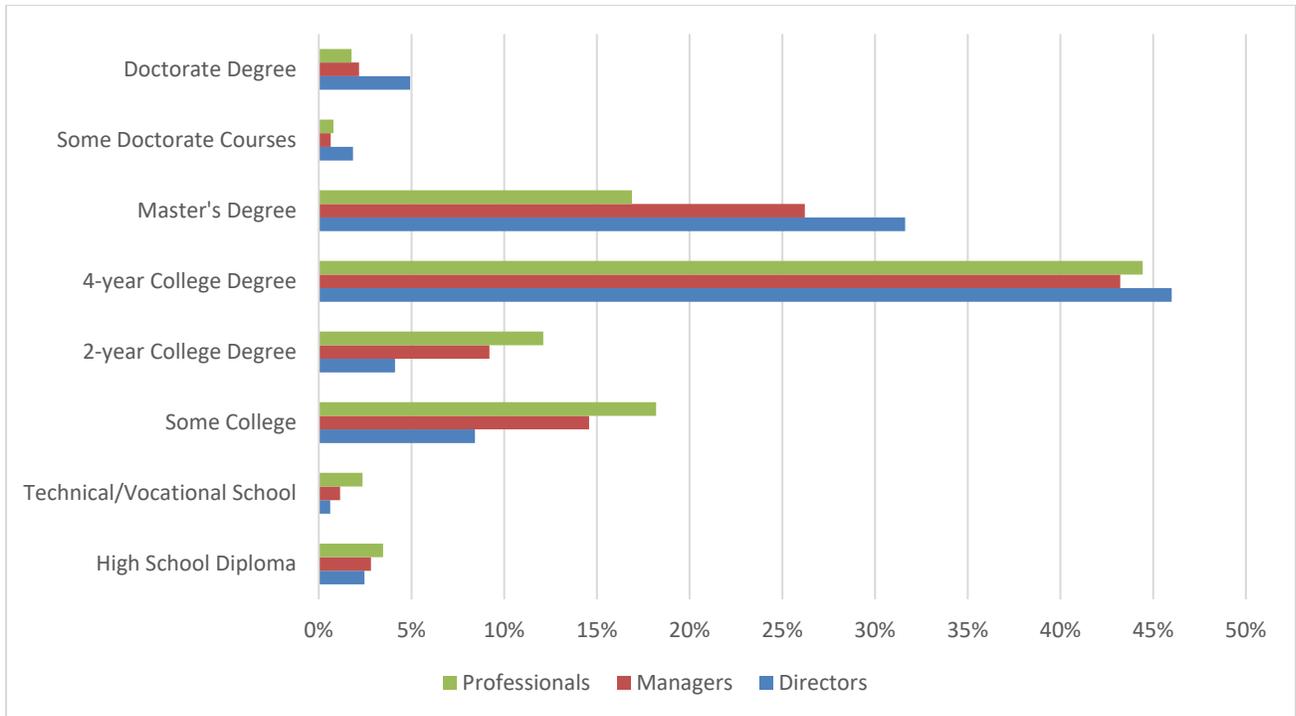
Table 4.3. Certifications

	Hold Certifications	Did not Report Certifications	Total
Director, Materials Management	81%	19%	21
Director, Purchasing and XX	81%	19%	218
Director, Purchasing	72%	28%	278
Manager, Purchasing	66%	34%	641
Manager, Contracts	65%	35%	162
Manager, Warehouse or Stores or Logistics	56%	44%	34
Senior Buyer/Contracting Officer	61%	39%	600
Buyer	42%	58%	825
Specifications specialist	45%	55%	20
Contract specialist	50%	50%	191
Assistant buyer	29%	71%	34
Receiving Technician	33%	67%	3
Delivery Technician	100%	0%	1
Fixed Assets Technician	100%	0%	2
Administrative Assistant	35%	65%	52
Other	80%	20%	5
Total	58%	42%	3,087

Education

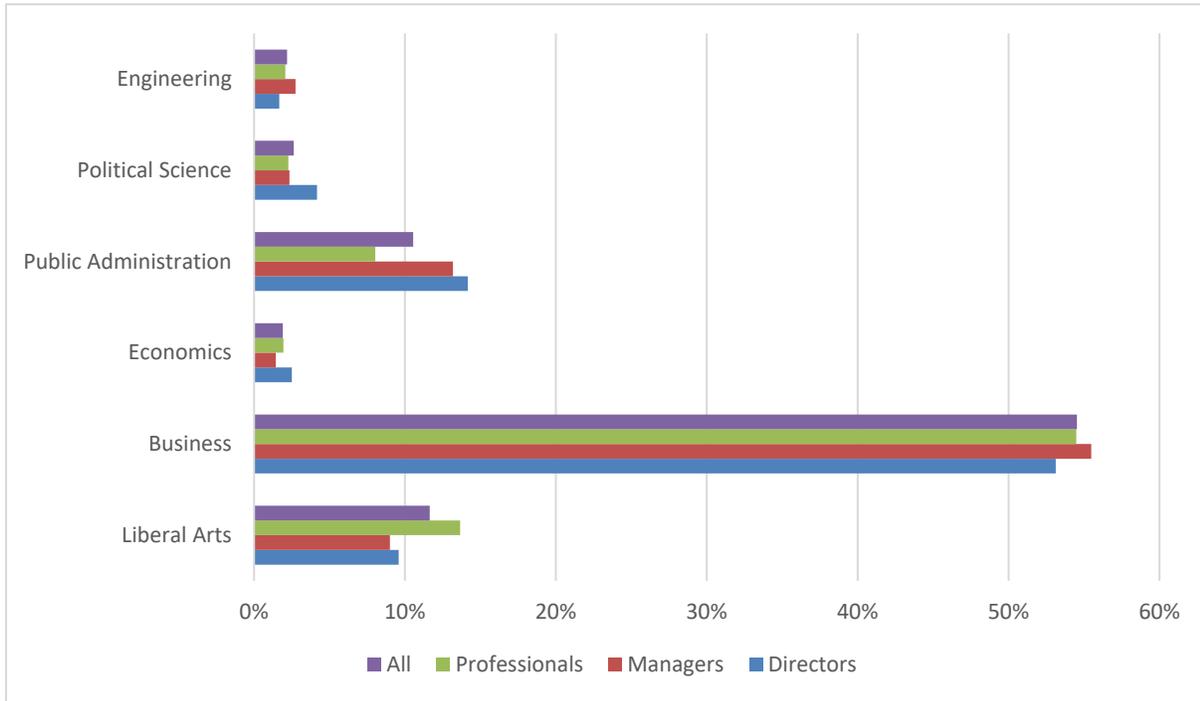
Education appears to play a major factor in public procurement as well. We looked at educational attainment of directors, managers, and professionals like buyers, senior buyers, and contract specialists. Overall, 70% of respondents have a four-year or higher degree (84% of directors, 72% of managers and 64% of professionals), and 22% of respondents held a master's degree or higher (38% of directors, 29% of managers and 19% of professionals). As can be expected, degrees are most common for managers and directors, and it becomes more critical as professionals become managers or directors.

Figure 3. Educational Attainment of Public Procurement Professionals (%)



The most common field of education reported is Business with 55% of respondents reporting having a business degree.

Table 4.5. Education Field



Gender

Thirty-three percent of respondents were male and sixty-seven percent were female. While the majority of respondents were women in all positions, 71% of procurement officers were women while 57% of directors and 67% of managers were women.

Table 4.6. Gender

		Male	Female	Total
Directors	Count	208	273	481
	%	43.2%	56.8%	100.0%
Managers/Supervisors	Count	258	515	773
	%	33.4%	66.6%	100.0%
Professional	Count	441	1065	1506
	%	29.3%	70.7%	100.0%
Total	Count	907	1853	2760
	%	32.9%	67.1%	100.0%

On average, women earn \$4,751 less than what men earn when serving in the same role. While women always earned less on average than men, the greatest salary discrepancies are noted for Directors, where differences ranged from 8% to 36%, purchasing managers and contract managers (with 10% and 12% difference respectively), and buyers and senior buyers (with 5% and 7% difference respectively).

	Average Male Salary	Average Female Salary	Male-Female	Female/Male
Director, Materials Management	\$124,676.33	\$80,058.50	\$44,618	64%
Director, Purchasing and XX	\$114,387.80	\$104,668.93	\$9,719	92%
Director, Purchasing	\$100,355.79	\$95,364.18	\$4,992	95%
Manager, Purchasing	\$87,305.54	\$78,988.31	\$8,317	90%
Manager, Contracts	\$86,611.83	\$76,316.80	\$10,295	88%
Manager, Warehouse or Stores or Logistics	\$68,524.00	\$83,221.33	\$(14,697)	121%
Senior Buyer/Contracting Officer	\$70,092.69	\$66,927.78	\$3,165	95%
Buyer	\$58,240.56	\$54,175.12	\$4,065	93%
Specifications specialist	\$56,035.00	\$71,571.54	\$(15,537)	128%
Contract specialist	\$64,983.50	\$64,904.71	\$79	100%
Assistant buyer	\$40,255.67	\$43,466.00	\$(3,210)	108%
Delivery Technician	\$31,286.00	\$43,213.00	\$(11,927)	138%
Fixed Assets Technician	\$47,460.00	\$45,381.00	\$2,079	96%
Administrative Assistant	\$55,272.00	\$47,318.98	\$7,953	86%
Other	\$82,585.00	\$61,235.50	\$21,350	74%
Total	\$80,049.60	\$70,097.23	\$9,952	88%

Race/Ethnicity

Of the 2,729 respondents answering this question, 75% of respondents were White, 16% were Black, and 11% of all respondents were Hispanic.

Table 4.7. Race Distribution

		Race?					Total
		White	Black	Asian	American Indian or Alaskan Native	Other	
Directors	Count	380	65	7	3	14	469
	%	81.0%	13.9%	1.5%	0.6%	3.0%	100.0%
Managers/Supervisors	Count	588	117	22	5	35	767
	%	76.7%	15.3%	2.9%	0.7%	4.6%	100.0%
Professional (Buyers, Sr. Buyers, etc.)	Count	1080	247	60	21	85	1493
	%	72.3%	16.5%	4.0%	1.4%	5.7%	100.0%
Total	Count	2048	429	89	29	134	2729
	%	75.0%	15.7%	3.3%	1.1%	4.9%	100.0%

		Hispanic	Non-Hispanic	Other	Total
Directors	Count	25	362	33	420
	%	6.0%	86.2%	7.9%	100.0%
Managers/Supervisors	Count	67	589	53	709
	%	9.4%	83.1%	7.5%	100.0%
Professional (Buyers, Sr. Buyers, etc.)	Count	185	1079	113	1377
	%	13.4%	78.4%	8.2%	100.0%
Total	Count	277	2030	199	2506
	%	11.1%	81.0%	7.9%	100.0%

Performance Appraisal

Respondents were asked about their last performance appraisal. Of the 2,753 respondents to this question, 56% indicated that they received “excellent,” 38% received “good,” 5% received “average,” and 1% received “satisfactory, but lower than average.” Only one respondent reported receiving unsatisfactory.

Table 4.8. Descriptor of Performance in Latest Performance Appraisal

		Unsatisfactory	Satisfactory, but lower than average	Average	Good	Excellent	Total
Directors	Count	0	0	17	133	317	467
	%	0.0%	0.0%	3.6%	28.5%	67.9%	100.0%
Managers/Supervisors	Count	2	6	21	262	479	770
	%	0.3%	0.8%	2.7%	34.0%	62.2%	100.0%
Professional (Buyers, Sr. Buyers, etc.)	Count	2	12	96	660	746	1516
	%	0.1%	0.8%	6.3%	43.5%	49.2%	100.0%
Total	Count	4	18	134	1055	1542	2753
	%	0.1%	0.7%	4.9%	38.3%	56.0%	100.0%

Satisfaction with Current Organization

More than three-quarters of our respondents are satisfied or extremely satisfied with their current work. The percentage that are extremely satisfied is higher among more senior ranks and shifts to somewhat satisfied among lower ranks.

Table 4.9. Degree of Satisfaction with Current Organization

		Dissatisfied	Satisfied	Total
Directors	Count	58	458	516
	%	11.2%	88.8%	100.0%
Managers/Supervisors	Count	146	692	838
	%	17.4%	82.6%	100.0%
Professional (Buyers, Sr. Buyers, etc.)	Count	312	1355	1667
	%	18.7%	81.3%	100.0%
Total	Count	516	2505	3021
	%	17.1%	82.9%	100.0%

		Satisfied with Current Salary		Total
		No	Yes	
Directors	Count	128	391	519
	%	24.7%	75.3%	100.0%
Managers/Supervisors	Count	258	583	841
	%	30.7%	69.3%	100.0%
Professional (Buyers, Sr. Buyers, etc.)	Count	650	1024	1674
	%	38.8%	61.2%	100.0%
Total	Count	1036	1998	3034
	%	34.1%	65.9%	100.0%

		Satisfied with Supervisor		Total
		No	Yes	
Directors	Count	58	457	515
	%	11.3%	88.7%	100.0%
Managers/Supervisors	Count	122	720	842
	%	14.5%	85.5%	100.0%
Professional (Buyers, Sr. Buyers, etc.)	Count	267	1401	1668
	%	16.0%	84.0%	100.0%
Total	Count	447	2578	3025
	%	14.8%	85.2%	100.0%

Willingness to Relocate

Respondents were asked about their willingness to relocate to a different geographic location if offered more pay for a similar job. Forty-five percent of the 3,030 respondents were willing to relocate while 55% were not.

Table 4.10. Willingness to Relocate

		Are you willing to relocate if offered more pay in a similar job but in a different geographic location?		
		No	Yes	Total
Directors	Count	290	230	520
	%	55.8%	44.2%	100.0%
Managers/Supervisors	Count	468	373	841
	%	55.6%	44.4%	100.0%
Professional (Buyers, Sr. Buyers, etc.)	Count	896	773	1669
	%	53.7%	46.3%	100.0%
	Count	1654	1376	3030
	%	54.6%	45.4%	100.0%

If you are willing to locate for a higher pay, what is the minimum increase in pay that will incentivize you to relocate?

		- at least 5%	- at least 10%	- at least 20%	- at least 30%	- 40% or more	
Directors	Count	4	30	111	61	20	226
	%	1.8%	13.3%	49.1%	27.0%	8.8%	100.0%
Managers/Supervisors	Count	5	62	183	92	30	372
	%	1.3%	16.7%	49.2%	24.7%	8.1%	100.0%
Professional (Buyers, Sr. Buyers, etc.)	Count	14	126	327	199	106	772
	%	1.8%	16.3%	42.4%	25.8%	13.7%	100.0%
	Count	23	218	621	352	156	1370
	%	1.7%	15.9%	45.3%	25.7%	11.4%	100.0%

Table 4.11. Willingness to Move at Time of Hiring

		At the time you were hired by your employer, were you willing to move?		Total
		No	Yes	
Directors	Count	342	176	518
	%	66.0%	34.0%	100.0%
Managers/Supervisors	Count	551	289	840
	%	65.6%	34.4%	100.0%
Professional (Buyers, Sr. Buyers, etc.)	Count	1096	575	1671
	%	65.6%	34.4%	100.0%
	Count	1989	1040	3029
	%	65.7%	34.3%	100.0%

Marital Status

Of the 2,760 respondents, 67% are married, 16% are single, and 11% are divorced.

Table 4.12. Marital Status

		Married	Single	Divorced	Widowed	Living with Someone	Total
Directors	Count	367	46	44	9	7	478
	%	76.8%	9.6%	9.2%	1.9%	1.5%	100.0%
Managers/ Supervisors	Count	527	124	84	12	21	771
	%	68.4%	16.1%	10.9%	1.6%	2.7%	100.0%
Professional	Count	947	284	188	28	52	1511
	%	62.7%	18.8%	12.4%	1.9%	3.4%	100.0%
Total	Count	1841	454	316	49	80	2760
	%	66.7%	16.4%	11.4%	1.8%	2.9%	100.0%

CHAPTER V. SUMMARY TABLES

This chapter provides a position-by-position summary of each of the 17 positions reported in this study. The first table for each position is a summary of agency data by entity type, geographic region, and annual procurement volume.

Following the Agency Summary table for each position is a chart showing the salary trend for the position from 2001 through 2016.

Finally, a set of individual survey data summary tables provide additional salary information broken down by:

- ☒ Education Level*
- ☒ Field of Education*
- ☒ Procurement Related Certifications Held*
- ☒ Gender*
- ☒ Race/Ethnicity*
- ☒ Presence of a Union*

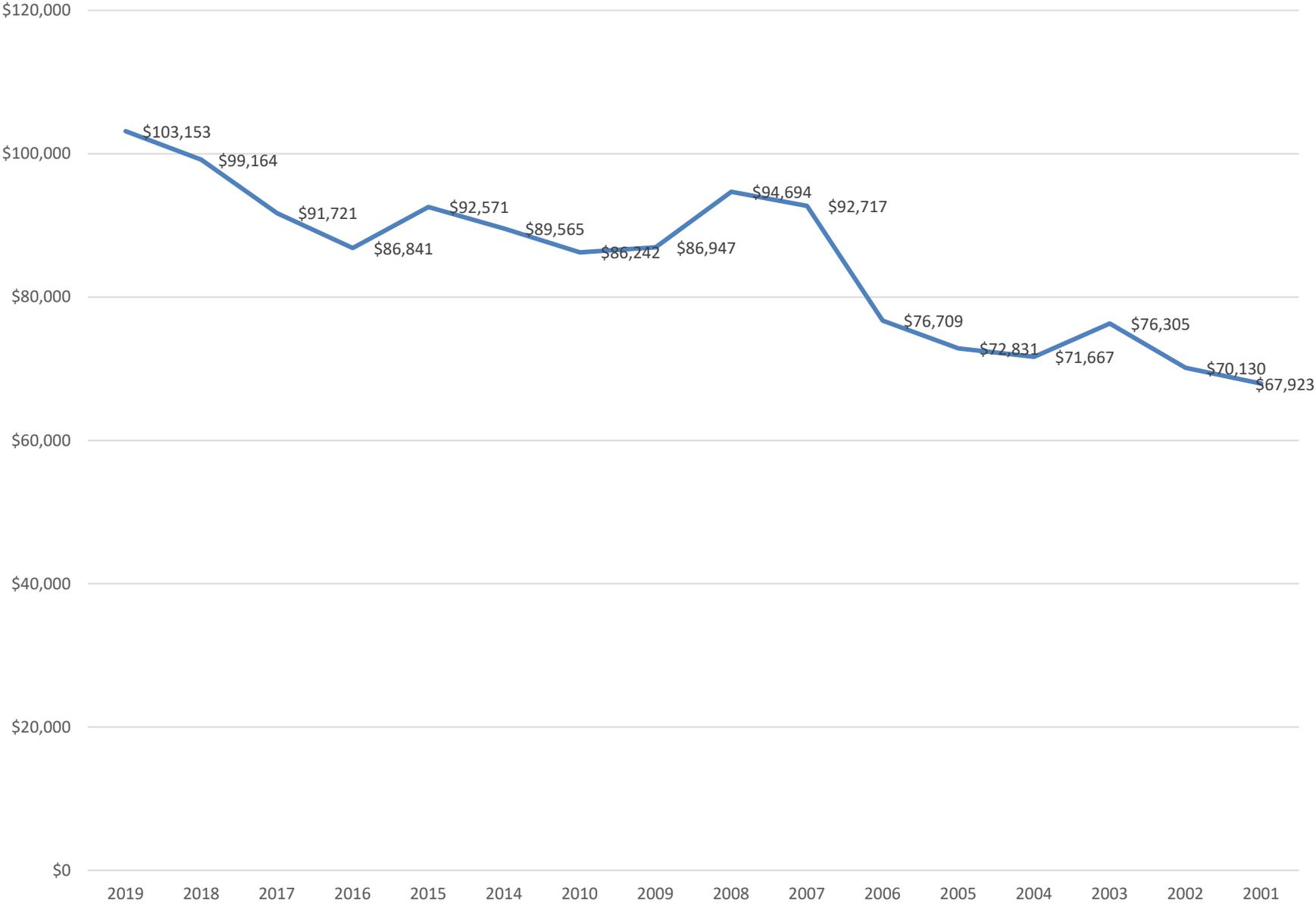
These tables report the mean salary, the median salary, and the number of respondents in each group (N).

Director, Materials Management

Table 5.1. Survey Summaries

	2020N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-19Change
All	21	\$103,153	\$99,164	\$91,721	\$86,841	\$92,571	\$89,565	\$86,242	\$86,947	\$94,694	\$92,717	\$76,709	\$72,831	\$71,667	\$76,305	\$70,130	\$67,923	52%
Entity																		
State	7	\$112,073	\$107,923	\$70,406	\$44,659	\$84,938	\$94,083	\$78,673	\$79,617	\$90,178	\$85,831	\$59,639	\$56,876	\$67,449	\$65,492	\$64,634	\$63,508	76%
County	2	\$59,878	\$55,537	\$91,930	\$94,777	\$85,108	\$78,237	\$83,518	\$82,752	\$87,383	\$83,470	\$86,670	\$76,754	\$71,809	\$66,410	\$67,720	\$68,438	-13%
City	4	\$91,518	\$88,482	\$90,131	\$75,195	\$95,033	\$95,137	\$85,279	\$85,372	\$94,560	\$91,463	\$77,336	\$74,363	\$68,752	\$65,805	\$65,480	\$62,021	48%
School	2	\$94,919	\$85,393	\$92,300	\$98,700	\$91,600	\$82,749	\$88,713	\$89,137	\$83,897	\$85,247	\$78,537	\$75,894	\$82,610	\$133,216	\$77,595	\$76,075	25%
HigherEd.	3	\$121,289	\$119,897	\$129,539	\$138,809	\$93,950	\$91,400	\$90,200	\$98,233	\$131,500	\$127,300	\$74,214	\$73,236	\$78,828	\$76,449	\$77,915	\$74,557	63%
Health	1	\$87,601	\$85,293	\$86,000	\$87,000			\$85,088	\$85,088			\$72,000	\$72,000					
Utility	1	\$118,129	\$115,012	\$84,495	\$88,625	\$145,000	\$145,000	\$143,000	\$141,000	\$119,333	\$115,333	\$103,175	\$75,600	\$61,750	\$59,600	\$70,000	\$70,000	
Sp.Auth.	1	\$136,427	\$131,206			\$94,786	\$89,000	\$94,566	\$95,679	\$113,921	\$116,750	\$76,678	\$71,725	\$84,831	\$81,526	\$81,320	\$76,616	54%
Nonprofit	1																	
Region																		
Northeast	1	\$136,427	\$131,206	\$122,842	\$177,500	\$75,500	\$57,000	\$96,000	\$96,500	\$84,350	\$80,200	\$92,425	\$89,687	\$85,200	\$85,560	\$92,795	\$103,585	32%
Mid-Atlantic	3	\$127,532	\$127,532	\$97,485	\$96,667	\$89,966	\$84,350	\$89,987	\$92,185	\$100,377	\$98,656	\$76,916	\$76,086	\$80,067	\$80,302	\$71,830	\$68,708	86%
Southeast	7	\$97,090	\$93,069	\$88,888	\$81,205	\$90,936	\$91,614	\$78,485	\$80,437	\$82,113	\$82,202	\$70,329	\$61,149	\$60,592	\$59,708	\$61,752	\$61,373	58%
SouthCentral	4	\$87,893	\$83,073	\$79,704	\$74,513	\$94,472	\$82,646	\$75,548	\$75,604	\$80,402	\$78,592	\$73,832	\$71,460	\$67,515	\$65,397	\$69,419	\$68,705	28%
Central	3	\$88,400	\$79,423	\$77,758	\$88,250	\$88,783	\$88,960	\$79,022	\$80,266	\$187,066	\$178,236	\$74,067	\$66,926	\$62,783	\$179,357	\$55,086	\$59,122	50%
GreatLakes	2	\$107,319	\$105,231	\$74,980	\$82,976	\$87,615	\$70,424	\$96,182	\$97,750	\$72,382	\$69,582	\$73,659	\$74,096	\$73,832	\$67,665	\$72,904	\$67,500	59%
NorthCentral				\$114,000	\$145,000			\$46,500	\$46,500			\$71,091	\$60,804	\$60,000	\$58,000			
West	1	\$136,143	\$136,143	\$120,210	\$90,360	\$91,081	\$97,715	\$114,555	\$115,340	\$110,279	\$103,735	\$84,169	\$83,024	\$86,270	\$83,338	\$79,189	\$76,092	79%
Canada				\$115,491	\$88,626	\$138,108	\$135,150	\$96,506	\$89,445	\$108,500	\$104,000	\$92,269	\$88,096	\$77,851	\$68,114	\$79,203	\$74,205	
Procur.Vol.																		
\$1-\$10M	2	\$107,715	\$105,104	\$72,946	\$57,733	\$62,111	\$51,200	\$67,499	\$63,349	\$106,681	\$110,135	\$57,568	\$56,435	\$57,855	\$56,657	\$55,461	\$55,490	94%
\$11-\$30M	2	\$84,322	\$75,314	\$81,856	\$80,680	\$85,442	\$78,053	\$77,040	\$77,755	\$81,095	\$77,395	\$70,115	\$68,568	\$64,600	\$64,145	\$61,341	\$59,512	42%
\$31-\$75M	2	\$107,319	\$105,231	\$89,578	\$81,250	\$92,440	\$96,501	\$83,161	\$84,281	\$70,561	\$69,664	\$77,881	\$71,491	\$78,589	\$74,443	\$66,993	\$64,645	66%
\$76-\$125M	2	\$108,320	\$103,633	\$101,142	\$109,576	\$92,933	\$94,295	\$91,627	\$93,957	\$107,665	\$112,274	\$86,990	\$82,761	\$80,512	\$74,727	\$86,761	\$83,015	30%
>\$125M	10	\$102,488	\$98,241	\$114,963	\$101,798	\$119,770	\$113,105	\$111,986	\$112,023	\$103,880	\$99,537	\$99,982	\$95,161	\$92,475	\$128,173	\$95,847	\$92,284	11%

Director, Materials Management Salary Trend 2001-2020



“Director, Materials Management” Individual Survey Results

Table 5.1a. 2020 Salary by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
Technical/Vocational School	N	1	1
	Mean	\$68,561.00	\$68,561.00
	Median	\$68,561.00	\$68,561.00
Some College	N	4	4
	Mean	\$77,831.50	\$68,992.50
	Median	\$72,716.50	\$68,039.00
4-year College Degree	N	8	8
	Mean	\$117,782.38	\$114,708.88
	Median	\$112,239.00	\$103,307.50
Master's Degree	N	5	5
	Mean	\$103,627.80	\$99,489.00
	Median	\$93,533.00	\$93,533.00
Doctorate Degree	N	1	1
	Mean	\$82,387.00	\$82,387.00
	Median	\$82,387.00	\$82,387.00
Total	N	19	19
	Mean	\$101,193.26	\$96,949.16
	Median	\$93,533.00	\$89,723.00

Table 5.1b. 2020 Salary by Field of Education

Field of education?		2019 Salary	2018 Salary
Liberal Arts	N	2	2
	Mean	\$136,405.50	\$131,902.00
	Median	\$136,405.50	\$131,902.00
Business	N	8	8
	Mean	\$92,799.25	\$88,525.25
	Median	\$93,453.50	\$91,718.50
Public Administration	N	5	5
	Mean	\$91,795.40	\$85,351.80
	Median	\$86,259.00	\$81,062.00
Political Science	N	2	2
	Mean	\$136,285.00	\$133,674.50
	Median	\$136,285.00	\$133,674.50
Total	N	19	19
	Mean	\$101,193.26	\$96,949.16
	Median	\$93,533.00	\$89,723.00

Table 5.1c. 2020 Salary by Gender

Gender?		2019 Salary	2018 Salary
Male	N	9	9
	Mean	\$124,676.33	\$118,926.89
	Median	\$122,158.00	\$109,122.00
Female	N	10	10
	Mean	\$80,058.50	\$77,169.20
	Median	\$83,283.50	\$78,646.50
Total	N	19	19
	Mean	\$101,193.26	\$96,949.16
	Median	\$93,533.00	\$89,723.00

Table 5.1d. 2020 Salary by Race

Race?		2019 Salary	2018 Salary
White	N	18	18
	Mean	\$102,238.06	\$97,758.17
	Median	\$96,419.50	\$91,628.00
Other	N	1	1
	Mean	\$82,387.00	\$82,387.00
	Median	\$82,387.00	\$82,387.00
Total	N	19	19
	Mean	\$101,193.26	\$96,949.16
	Median	\$93,533.00	\$89,723.00

Table 5.1e. 2020 Salary by Ethnicity

Ethnicity		2019 Salary	2018 Salary
Hispanic	N	1	1
	Mean	\$68,561.00	\$68,561.00
	Median	\$68,561.00	\$68,561.00
Non-Hispanic	N	15	15
	Mean	\$105,138.53	\$100,318.27
	Median	\$99,306.00	\$93,533.00
Total	N	18	18
	Mean	\$99,251.61	\$94,771.72
	Median	\$90,567.00	\$87,508.00

Table 5.1f. 2020 Salary by Certifications Held

Professional Certifications?		2019 Salary	2018 Salary
No	N	4	4
	Mean	\$100,695.50	\$96,960.25
	Median	\$103,926.00	\$103,233.00
Yes	N	17	17
	Mean	\$103,730.76	\$99,682.88
	Median	\$99,306.00	\$93,533.00
Total	N	21	21
	Mean	\$103,152.62	\$99,164.29
	Median	\$99,306.00	\$93,533.00

Table 5.1g. 2020 Salary by Presence of Collective Bargaining in Organization

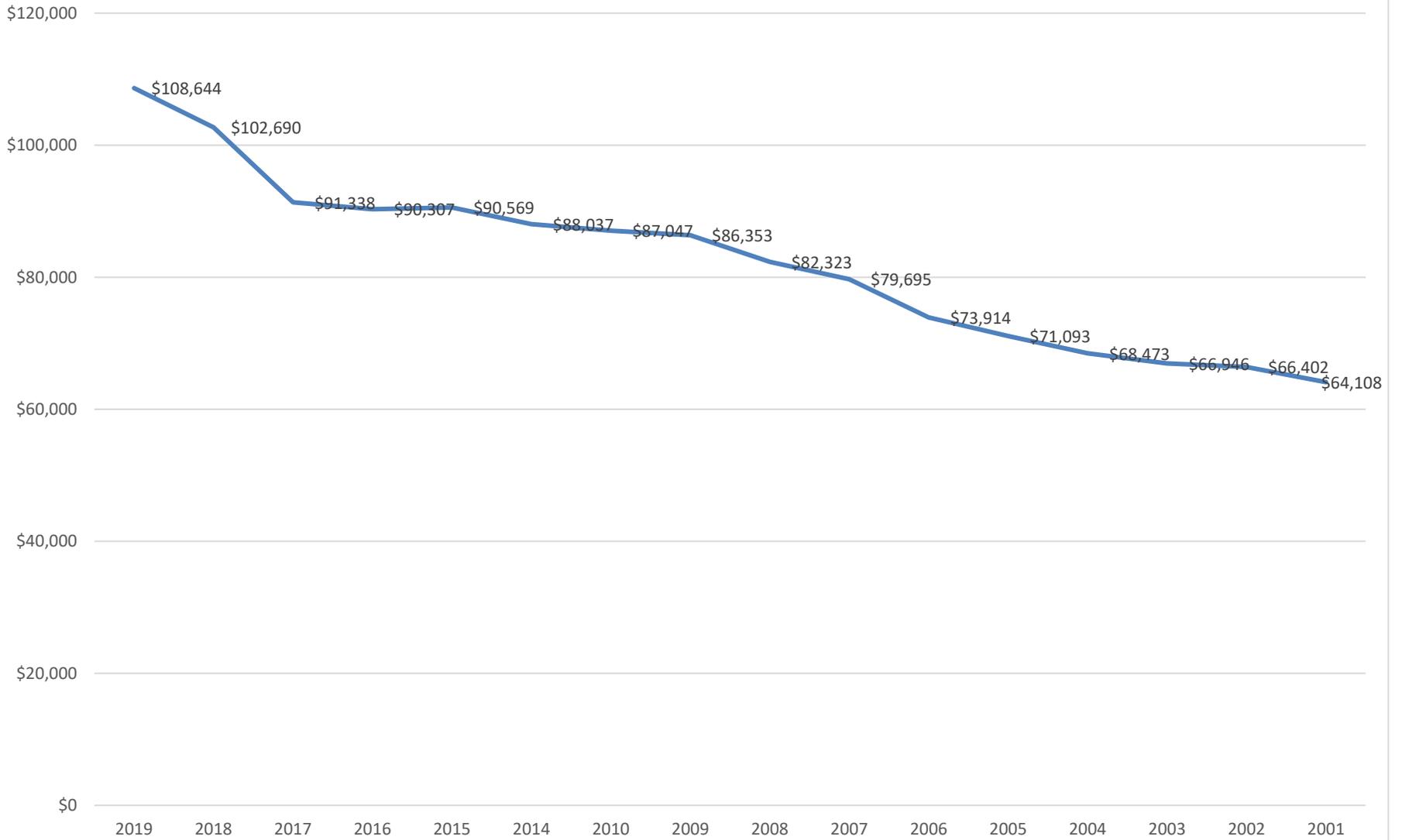
Is there a Union in your organization?		2019 Salary	2018 Salary
No	N	9	9
	Mean	\$99,134.89	\$95,404.11
	Median	\$99,306.00	\$98,144.00
Yes	N	9	9
	Mean	\$104,761.89	\$99,789.33
	Median	\$86,259.00	\$82,387.00
Total	N	18	18
	Mean	\$101,948.39	\$97,596.72
	Median	\$96,419.50	\$91,628.00

Director, Purchasing and XX

Table 5.2. Survey Summaries

	2020 N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-19 Change
All	219	\$108,644	\$102,690	\$91,338	\$90,307	\$90,569	\$88,037	\$87,047	\$86,353	\$82,323	\$79,695	\$73,914	\$71,093	\$68,473	\$66,946	\$66,402	\$64,108	69%
Entity																		
Federal						\$98,000	\$94,000	\$64,250	\$118,000									
State	59	\$103,392	\$95,783	\$90,473	\$91,266	\$79,151	\$80,715	\$76,500	\$77,811	\$77,194	\$74,456	\$57,844	\$52,844	\$60,571	\$55,077	\$59,007	\$55,830	85%
County	33	\$108,249	\$103,943	\$86,467	\$85,890	\$91,511	\$91,085	\$95,570	\$89,523	\$76,416	\$75,150	\$82,368	\$77,416	\$66,502	\$62,704	\$67,060	\$64,544	68%
City	32	\$108,819	\$100,643	\$93,875	\$93,847	\$93,073	\$90,674	\$87,370	\$86,952	\$80,944	\$77,454	\$74,279	\$71,173	\$72,480	\$73,065	\$65,374	\$64,304	69%
School	27	\$106,710	\$105,485	\$82,599	\$91,014	\$90,521	\$87,095	\$83,273	\$86,968	\$91,797	\$92,339	\$78,915	\$76,288	\$76,495	\$74,059	\$74,567	\$72,732	47%
Higher Ed.	44	\$105,451	\$100,650	\$96,083	\$91,653	\$83,100	\$77,038	\$79,928	\$82,113	\$74,686	\$72,850	\$64,601	\$61,976	\$64,970	\$63,935	\$63,012	\$59,432	77%
Health												\$105,000	\$105,000					
Utility	4	\$146,574	\$135,174			\$130,500	\$145,000	\$102,367	\$100,563	\$87,088	\$87,223	\$ 108		\$79,000	\$79,000	\$91,603	\$84,219	74%
Sp. Auth.	17	\$124,140	\$118,292	\$109,117	\$91,150	\$89,714	\$82,333	\$95,589	\$89,780	\$98,883	\$89,575	\$76,186	\$66,364	\$86,946	\$87,452	\$69,688	\$63,084	97%
Nonprofit	3	\$140,243	\$125,218															
Region																		
Northeast	8	\$110,237	\$108,051	\$105,750	\$115,750	\$77,513	\$77,391	\$86,317	\$84,186	\$72,555	\$71,050	\$85,297	\$82,733	\$62,349	\$59,202	\$68,506	\$66,664	65%
Mid-Atlantic	40	\$118,655	\$111,624	\$98,145	\$96,735	\$92,987	\$90,251	\$81,601	\$82,200	\$97,758	\$99,810	\$73,458	\$69,099	\$74,266	\$68,121	\$66,179	\$64,001	85%
Southeast	63	\$105,975	\$100,658	\$90,083	\$91,313	\$84,571	\$84,432	\$87,016	\$84,551	\$79,320	\$76,015	\$72,561	\$72,906	\$62,455	\$62,693	\$62,396	\$59,624	78%
South Central	49	\$104,535	\$97,712	\$79,603	\$78,129	\$95,797	\$83,557	\$80,138	\$81,760	\$83,388	\$80,997	\$64,193	\$60,252	\$66,385	\$69,419	\$60,961	\$58,919	77%
Central	15	\$98,123	\$89,593	\$111,890	\$97,891	\$78,926	\$69,320	\$62,364	\$67,184	\$87,547	\$82,468	\$66,381	\$59,888	\$75,341	\$71,879	\$67,531	\$66,934	47%
Great Lakes	20	\$94,677	\$89,284	\$84,839	\$81,549	\$93,945	\$91,222	\$89,209	\$90,790	\$84,538	\$80,181	\$79,026	\$77,217	\$74,930	\$69,738	\$70,661	\$69,627	36%
North Central	4	\$102,640	\$90,005	\$62,000	\$58,000	\$72,000	\$68,000	\$72,000	\$72,000			\$74,068				\$51,185	\$49,425	108%
West	19	\$131,692	\$128,548	\$93,154	\$102,325	\$109,099	\$114,417	\$104,784	\$96,370	\$88,399	\$83,766	\$94,541	\$92,332	\$76,874	\$77,744	\$77,228	\$71,758	84%
Canada				\$110,667	\$123,500	\$121,500	\$114,146	\$103,497	\$101,627	\$101,500	\$109,000	\$80,000	\$80,000	\$68,814	\$66,350	\$67,965	\$64,942	
Procur. Vol.																		
\$1-\$10M	41	\$98,065	\$90,497	\$79,212	\$77,224	\$56,393	\$56,456	\$77,901	\$79,337	\$70,562	\$68,129	\$54,410	\$49,840	\$56,324	\$57,532	\$57,585	\$55,940	75%
\$11-\$30M	27	\$95,052	\$90,184	\$84,991	\$81,291	\$77,809	\$79,127	\$79,251	\$78,058	\$69,907	\$65,021	\$68,349	\$68,485	\$61,184	\$60,542	\$60,088	\$56,935	67%
\$31-\$75M	33	\$100,696	\$96,422	\$91,949	\$92,789	\$90,697	\$87,261	\$75,181	\$74,179	\$90,368	\$88,276	\$70,434	\$74,515	\$77,320	\$74,141	\$69,581	\$67,628	49%
\$76-\$125M	11	\$108,045	\$98,391	\$94,412	\$95,877	\$91,753	\$90,929	\$95,419	\$94,320	\$88,953	\$86,820	\$89,975	\$86,432	\$87,003	\$94,488	\$78,202	\$73,519	47%
>\$125M	81	\$126,654	\$121,299	\$104,632	\$106,580	\$107,467	\$106,296	\$107,501	\$105,413	\$95,935	\$91,650	\$87,273	\$83,340	\$81,164	\$79,967	\$85,572	\$82,884	53%

Director, Purchasing & XX
Salary Trend 2001-2020



“Director, Purchasing and XX” Individual Survey Results

Table 5.2a. 2020 Salary by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	4	4
	Mean	\$95,305.00	\$86,035.75
	Median	\$85,228.00	\$84,706.50
Technical/Vocational School	N	1	1
	Mean	\$94,573.00	\$71,363.00
	Median	\$94,573.00	\$71,363.00
Some College	N	11	10
	Mean	\$91,298.36	\$87,062.20
	Median	\$88,581.00	\$85,962.50
2-year College Degree	N	7	6
	Mean	\$80,215.43	\$83,873.33
	Median	\$70,801.00	\$69,623.00
4-year College Degree	N	89	88
	Mean	\$104,652.94	\$98,466.44
	Median	\$99,538.00	\$91,599.00
Master's Degree	N	70	70
	Mean	\$119,248.20	\$113,249.63
	Median	\$116,397.00	\$113,626.00
Some Doctorate Courses	N	7	6
	Mean	\$145,331.14	\$127,169.00
	Median	\$127,283.00	\$111,149.00
Doctorate Degree	N	13	12
	Mean	\$103,726.46	\$104,359.25
	Median	\$100,928.00	\$86,137.00
Total	N	202	197
	Mean	\$109,251.64	\$103,539.16
	Median	\$102,430.00	\$96,651.00

Table 5.2b. 2020 Salary by Field of Education

Field of education?		2019 Salary	2018 Salary
Liberal Arts	N	15	15
	Mean	\$111,786.07	\$105,635.87
	Median	\$120,278.00	\$102,202.00
Business	N	108	106
	Mean	\$103,771.38	\$99,168.65
	Median	\$99,653.00	\$95,725.50
Economics	N	5	5
	Mean	\$127,733.40	\$122,843.40
	Median	\$105,452.00	\$100,463.00
Public Administration	N	27	27
	Mean	\$121,840.93	\$114,630.44
	Median	\$123,326.00	\$109,629.00
Political Science	N	8	7
	Mean	\$117,701.75	\$132,485.29
	Median	\$105,205.50	\$99,536.00
Engineering	N	4	4
	Mean	\$167,210.00	\$152,864.25
	Median	\$153,481.50	\$133,480.50
Other	N	31	29
	Mean	\$106,952.97	\$94,873.62
	Median	\$97,100.00	\$82,039.00
Total	N	198	193
	Mean	\$109,790.24	\$104,123.54
	Median	\$102,599.50	\$96,987.00

Table 5.2c. 2020 Salary by Gender

		2019 Salary	2018 Salary
Male	N	87	86
	Mean	\$114,387.80	\$108,803.17
	Median	\$105,452.00	\$98,959.00
Female	N	114	110
	Mean	\$104,668.93	\$99,093.84
	Median	\$99,073.00	\$95,892.50
Total	N	201	196
	Mean	\$108,875.61	\$103,354.06
	Median	\$102,320.00	\$96,533.50

Table 5.2d. 2020 Salary by Race

Race?		2019 Salary	2018 Salary
White	N	153	148
	Mean	\$109,782.44	\$104,227.94
	Median	\$102,668.00	\$96,819.00
Black	N	35	35
	Mean	\$103,619.69	\$97,580.66
	Median	\$93,511.00	\$85,267.00
Asian	N	3	3
	Mean	\$131,265.67	\$121,480.33
	Median	\$143,917.00	\$137,920.00
American Indian or Alaskan Native	N	2	2
	Mean	\$97,798.50	\$121,263.00
	Median	\$97,798.50	\$121,263.00
Other	N	3	3
	Mean	\$99,846.67	\$98,317.67
	Median	\$87,644.00	\$88,684.00
Total	N	196	191
	Mean	\$108,736.41	\$103,366.38
	Median	\$101,627.00	\$96,416.00

Table 5.2e. 2020 Salary by Ethnicity

Ethnicity		2019 Salary	2018 Salary
Hispanic	N	9	8
	Mean	\$107,108.56	\$102,602.63
	Median	\$98,030.00	\$93,707.00
Non-Hispanic	N	158	157
	Mean	\$109,226.80	\$103,356.74
	Median	\$102,084.00	\$96,292.00
Other	N	9	9
	Mean	\$122,780.00	\$116,003.11
	Median	\$132,679.00	\$124,018.00
Total	N	176	174
	Mean	\$109,811.54	\$103,976.19
	Median	\$102,540.00	\$96,819.00

Table 5.2f. 2020 Salary by Certifications Held

Professional Certifications?		2019 Salary	2018 Salary
No	N	40	39
	Mean	\$103,181.38	\$98,052.13
	Median	\$91,790.00	\$86,906.00
Yes	N	177	171
	Mean	\$109,366.48	\$103,305.00
	Median	\$101,848.00	\$97,803.00
Total	N	217	210
	Mean	\$108,226.37	\$102,329.47
	Median	\$100,811.00	\$96,125.00

Table 5.2g. 2020 Salary by Presence of Collective Bargaining in Organization

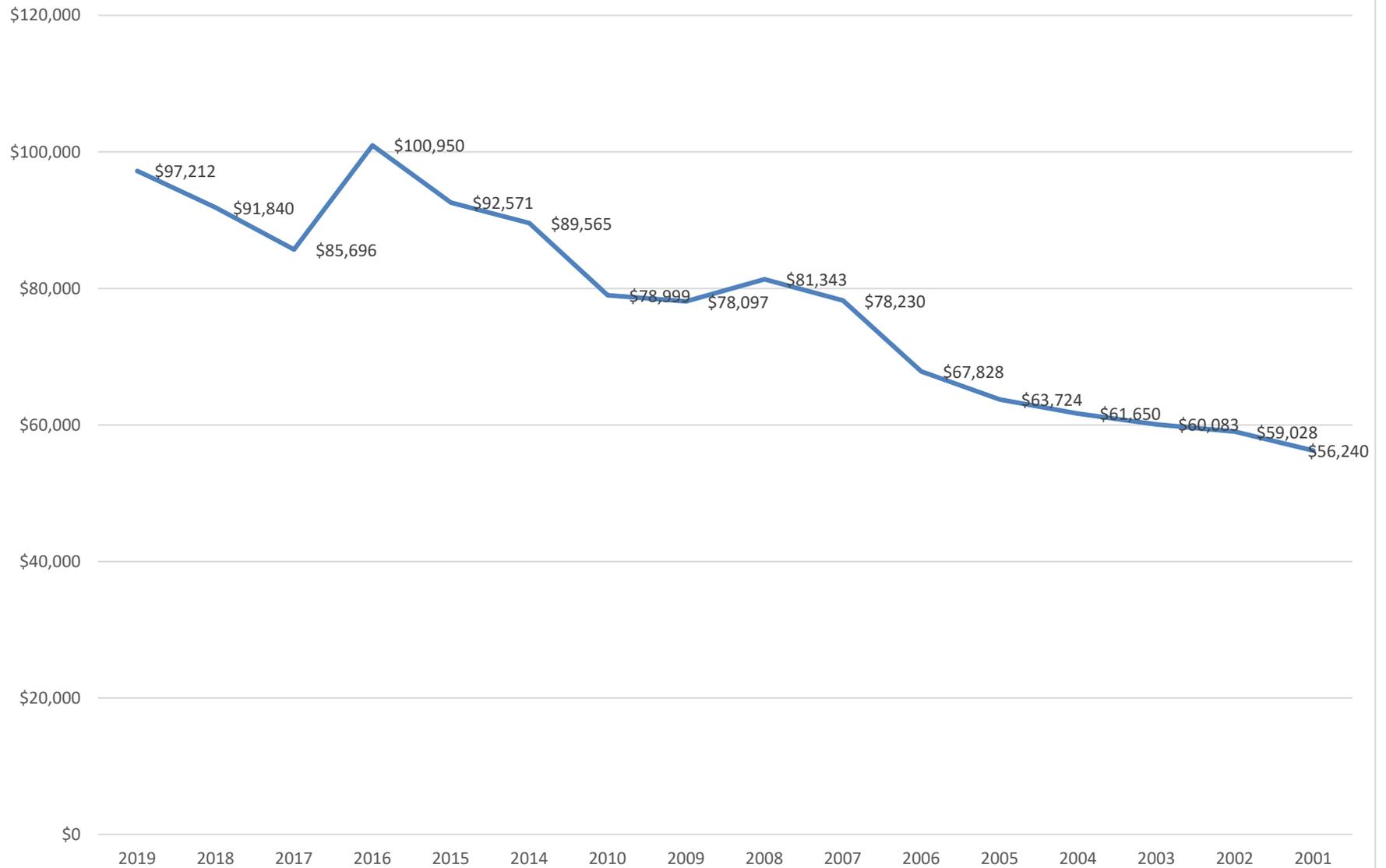
Union?		2019 Salary	2018 Salary
No	N	108	104
	Mean	\$104,915.19	\$100,833.56
	Median	\$100,869.50	\$96,116.00
Yes	N	92	91
	Mean	\$114,773.42	\$107,273.85
	Median	\$104,280.00	\$96,651.00
Total	N	200	195
	Mean	\$109,449.98	\$103,839.03
	Median	\$102,540.00	\$96,651.00

Director, Purchasing

Table 5.3. Survey Summaries

	2020 N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-19 Change	18-19 Change
All	279	\$97,212	\$91,840	\$85,696	\$100,950	\$92,571	\$89,565	\$78,999	\$78,097	\$81,343	\$78,230	\$67,828	\$63,724	\$61,650	\$60,083	\$59,028	\$56,240	73%	6%
Entity																			
Federal							\$94,083	\$65,084	\$61,350										
State	40	\$92,416	\$87,060	\$84,857	\$84,250	\$84,938	\$79,686	\$81,026	\$67,665	\$64,459	\$69,592	\$64,435	\$56,816	\$53,388	\$55,255	\$55,148	68%	6%	
County	67	\$92,166	\$87,450	\$87,225	\$128,606	\$85,108	\$78,237	\$86,079	\$89,254	\$89,329	\$83,928	\$67,397	\$63,595	\$60,381	\$59,028	\$58,945	\$56,971	62%	5%
City	78	\$96,439	\$91,743	\$81,594	\$83,153	\$95,033	\$95,137	\$71,926	\$69,759	\$79,513	\$76,177	\$67,314	\$63,150	\$59,895	\$58,961	\$58,587	\$55,136	75%	5%
School	33	\$97,115	\$89,828	\$77,172	\$84,107	\$91,600	\$82,749	\$92,478	\$85,711	\$80,816	\$82,608	\$73,144	\$73,940	\$72,671	\$69,684	\$57,605	\$54,736	77%	8%
Higher Ed.	41	\$100,102	\$93,528	\$93,410	\$95,895	\$93,950	\$91,400	\$77,358	\$79,518	\$80,300	\$80,500	\$66,699	\$61,323	\$67,040	\$70,742	\$65,229	\$60,515	65%	7%
Health	1	\$137,659	\$148,088					\$84,510				\$58,500		\$49,750	\$55,000				
Utility	2	\$108,221	\$124,297			\$145,000	\$145,000	\$93,598	\$66,398	\$75,975	\$74,150	\$52,307	\$41,861	\$73,769	\$72,269				
Sp. Auth.	15	\$128,658	\$120,556	\$89,980	\$98,845	\$94,786	\$89,000	\$81,500	\$82,698	\$94,896	\$91,122	\$69,893	\$55,059	\$59,352	\$55,773	\$53,846	\$51,287	151%	7%
Nonprofit	2	\$67,603	\$67,083																
Region																			
Northeast	16	\$108,842	\$101,372	\$111,813	\$108,008	\$75,500	\$57,000	\$84,673	\$72,195	\$81,637	\$80,201	\$66,139	\$60,150	\$57,669	\$57,423	\$56,471	\$55,925	95%	7%
Mid-Atlantic	50	\$95,030	\$91,366	\$88,424	\$93,276	\$89,966	\$84,350	\$93,915	\$93,304	\$76,367	\$75,759	\$76,316	\$71,433	\$65,808	\$64,986	\$65,621	\$62,505	52%	4%
Southeast	81	\$89,672	\$85,408	\$85,795	\$137,734	\$90,936	\$91,614	\$68,782	\$65,277	\$88,268	\$80,839	\$62,868	\$59,345	\$58,778	\$56,871	\$51,259	\$50,054	79%	5%
South Central	52	\$90,546	\$86,747	\$64,032	\$75,192	\$94,472	\$82,646	\$76,384	\$76,091	\$76,479	\$73,728	\$57,012	\$53,968	\$56,594	\$54,621	\$53,215	\$50,866	78%	4%
Central	20	\$87,815	\$81,462	\$82,689	\$79,352	\$88,783	\$88,960	\$74,117	\$74,545	\$84,538	\$82,243	\$62,623	\$59,736	\$62,589	\$61,477	\$64,761	\$55,821	57%	8%
Great Lakes	37	\$106,208	\$97,934	\$72,955	\$76,621	\$87,615	\$70,424	\$75,733	\$75,227	\$79,122	\$75,569	\$69,270	\$67,930	\$61,643	\$60,755	\$59,496	\$56,912	87%	8%
North Central				\$76,000	\$68,500			\$62,504	\$65,000			\$59,621	\$57,000	\$56,860	\$55,900	\$47,656	\$45,250		
West	23	\$129,188	\$119,635	\$93,320	\$107,574	\$91,081	\$97,715	\$105,408	\$109,430	\$86,111	\$82,883	\$84,541	\$79,951	\$68,993	\$68,551	\$77,323	\$76,434	69%	8%
Canada				\$120,463	\$153,587	\$138,108	\$135,150	\$84,321	\$85,694	\$91,500	\$84,750	\$94,429	\$87,000	\$86,161	\$76,816	\$70,161	\$65,872		
Procur. Vol.																			
\$1-\$10M	46	\$82,143	\$78,867	\$69,530	\$77,116	\$62,111	\$51,200	\$65,434	\$62,996	\$81,227	\$77,562	\$59,784	\$53,136	\$51,308	\$49,043	\$49,418	\$47,487	73%	4%
\$11-\$30M	47	\$88,632	\$85,074	\$76,066	\$75,665	\$85,442	\$78,053	\$68,688	\$68,103	\$70,027	\$68,389	\$61,086	\$57,180	\$57,907	\$56,770	\$55,321	\$52,631	68%	4%
\$31-\$75M	45	\$87,358	\$81,677	\$82,954	\$85,642	\$92,440	\$96,501	\$84,605	\$80,446	\$71,810	\$68,147	\$65,556	\$64,050	\$65,584	\$63,445	\$62,396	\$60,416	45%	7%
\$76-\$125M	32	\$95,571	\$89,698	\$90,606	\$98,257	\$92,933	\$94,295	\$83,257	\$85,242	\$89,020	\$90,142	\$78,117	\$74,545	\$74,177	\$76,158	\$65,410	\$63,484	51%	7%
>\$125M	79	\$118,711	\$111,114	\$105,489	\$143,827	\$119,770	\$113,105	\$98,238	\$99,541	\$94,917	\$89,679	\$94,396	\$90,154	\$74,752	\$73,570	\$79,355	\$77,318	54%	7%

Director, Purchasing Salary Trend 2001-2020



“Director, Purchasing” Individual Survey Results

Table 5.3a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	8	6
	Mean	\$67,967.25	\$70,324.67
	Median	\$59,656.00	\$61,734.00
Technical/Vocational School	N	1	1
	Mean	\$73,788.00	\$72,402.00
	Median	\$73,788.00	\$72,402.00
Some College	N	26	26
	Mean	\$82,254.81	\$77,304.65
	Median	\$73,576.50	\$72,064.50
2-year College Degree	N	13	12
	Mean	\$71,954.00	\$69,026.08
	Median	\$73,095.00	\$72,530.00
4-year College Degree	N	126	121
	Mean	\$99,505.81	\$94,758.74
	Median	\$95,332.00	\$93,187.00
Master's Degree	N	79	78
	Mean	\$105,413.75	\$97,506.12
	Median	\$102,540.00	\$96,869.50
Some Doctorate Courses	N	2	2
	Mean	\$104,230.00	\$99,420.50
	Median	\$104,230.00	\$99,420.50
Doctorate Degree	N	10	9
	Mean	\$121,827.10	\$111,965.78
	Median	\$114,342.50	\$110,855.00
Total	N	265	255
	Mean	\$98,051.71	\$92,589.81
	Median	\$93,619.00	\$91,801.00

Table 5.3b. Reported Individual Salaries (2020) by Field of Education

What Education?		2019 Salary	2018 Salary
Liberal Arts	N	29	28
	Mean	\$89,124.34	\$82,377.54
	Median	\$88,684.00	\$84,180.00
Business	N	138	132
	Mean	\$96,635.12	\$92,322.94
	Median	\$92,707.00	\$92,188.00
Economics	N	7	7
	Mean	\$104,045.86	\$103,450.29
	Median	\$104,046.00	\$100,808.00
Public Administration	N	36	35
	Mean	\$95,742.33	\$87,664.91
	Median	\$91,268.50	\$84,571.00
Political Science	N	10	10
	Mean	\$115,378.10	\$109,613.30
	Median	\$109,133.50	\$106,784.50
Engineering	N	4	4
	Mean	\$141,010.25	\$135,888.50
	Median	\$145,751.50	\$140,201.00
Other	N	38	37
	Mean	\$102,720.39	\$94,067.97
	Median	\$97,913.50	\$95,249.00
Total	N	262	253
	Mean	\$98,154.56	\$92,513.14
	Median	\$93,749.50	\$91,801.00

Table 5.3c. Reported Individual Salaries (2020) by Gender

What is your gender?		2019 Salary	2018 Salary
Male	N	111	105
	Mean	\$100,355.79	\$94,632.66
	Median	\$98,030.00	\$94,902.00
Female	N	149	145
	Mean	\$95,364.18	\$90,381.37
	Median	\$91,801.00	\$87,298.00

Total	N	260	250
	Mean	\$97,495.22	\$92,166.91
	Median	\$93,522.00	\$91,787.00

Table 5.3d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	209	201
	Mean	\$94,249.24	\$88,867.48
	Median	\$90,416.00	\$85,219.00
Black	N	30	29
	Mean	\$111,477.33	\$106,595.28
	Median	\$112,673.00	\$103,233.00
Asian	N	4	4
	Mean	\$135,730.00	\$124,033.25
	Median	\$141,552.50	\$125,607.00
American Indian or Alaskan Native	N	1	1
	Mean	\$93,619.00	\$92,575.00
	Median	\$93,619.00	\$92,575.00
Other	N	10	9
	Mean	\$105,032.20	\$100,603.00
	Median	\$107,390.50	\$98,030.00
Total	N	254	244
	Mean	\$97,359.34	\$91,999.02
	Median	\$93,349.00	\$90,921.00

Table 5.3e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity		2019 Salary	2018 Salary
Hispanic	N	15	15
	Mean	\$107,752.47	\$104,098.87
	Median	\$93,619.00	\$95,249.00
Non-Hispanic	N	189	180
	Mean	\$96,339.90	\$90,407.02
	Median	\$92,227.00	\$89,060.00
Other	N	22	21
	Mean	\$97,422.32	\$93,860.57

	Median	\$87,451.50	\$84,223.00
Total	N	226	216
	Mean	\$97,202.74	\$91,693.61
	Median	\$92,869.00	\$89,060.00

Table 5.3f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	78	74
	Mean	\$99,040.08	\$92,027.72
	Median	\$95,261.00	\$89,926.00
Yes	N	200	192
	Mean	\$96,507.28	\$91,565.81
	Median	\$92,134.50	\$89,217.50
Total	N	278	266
	Mean	\$97,217.92	\$91,694.31
	Median	\$92,707.00	\$89,217.50

Table 5.3g. 2016 Salary by Presence of Collective Bargaining in Organization

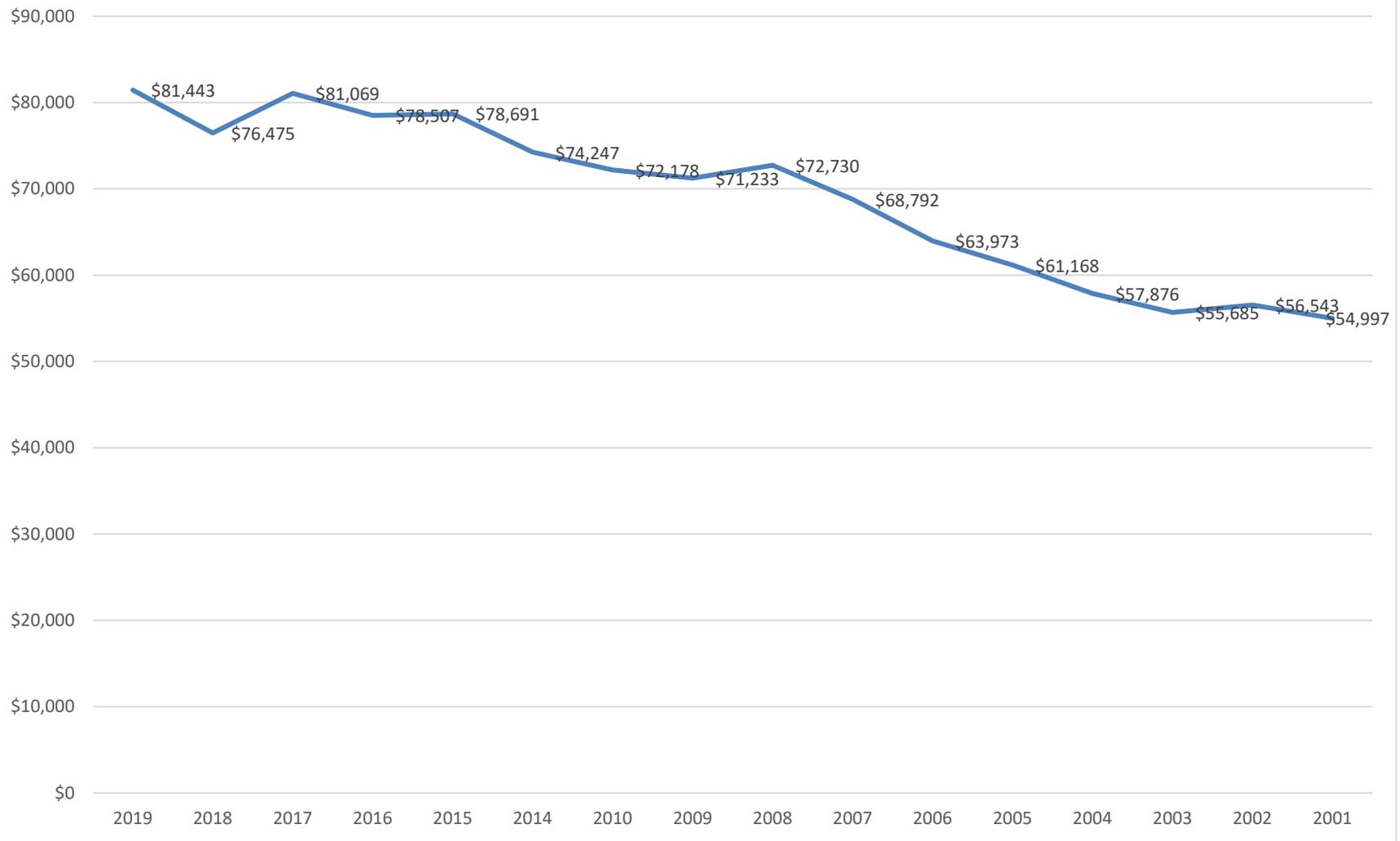
Union?		2019 Salary	2018 Salary
No	N	135	129
	Mean	\$88,017.02	\$84,403.24
	Median	\$86,129.00	\$80,301.00
Yes	N	120	116
	Mean	\$107,924.53	\$100,257.61
	Median	\$109,572.50	\$100,173.00
Total	N	255	245
	Mean	\$97,385.26	\$91,909.80
	Median	\$93,511.00	\$90,069.00

Manager, Purchasing

Table 5.4. Survey Summaries

	2020 N	2019	2018	2017	2016	2015 \$78,691	2014 \$74,247	2010 \$72,178	2009 \$71,233	2008 \$72,730	2007 \$68,792	2006 \$63,973	2005 \$61,168	2004 \$57,876	2003 \$55,685	2002 \$56,543	2001 \$54,997	01-19 Change	
All	641	\$81,443	\$76,475	\$81,069	\$78,507														48%
Entity																			
Federal	4	\$114,785	\$101,680					\$66,672	\$65,255										
State	145	\$74,647	\$69,703	\$74,529	\$80,823	\$75,604	\$70,979	\$63,766	\$63,281	\$79,707	\$78,551	\$63,082	\$60,564	\$53,026	\$49,976	\$57,764	\$56,630		32%
County	124	\$84,906	\$79,626	\$80,733	\$73,978	\$77,701	\$75,550	\$72,970	\$72,200	\$70,593	\$63,134	\$64,109	\$59,376	\$56,465	\$54,113	\$51,402	\$47,162		80%
City	183	\$82,476	\$77,606	\$80,118	\$79,495	\$77,759	\$75,793	\$73,418	\$72,736	\$71,072	\$70,155	\$65,219	\$63,736	\$59,785	\$56,645	\$59,030	\$58,379		41%
School	45	\$84,565	\$80,415	\$86,309		\$85,443	\$63,500	\$73,507	\$74,051	\$69,268	\$67,559	\$63,519	\$62,167	\$63,317	\$61,060	\$59,023	\$56,708		49%
Higher Ed.	66	\$71,352	\$67,486	\$80,090	\$76,795	\$70,727	\$60,791	\$72,081	\$71,681	\$67,579	\$64,505	\$57,051	\$55,101	\$52,709	\$52,064	\$52,684	\$51,591		38%
Health	3	\$84,965	\$83,580					\$64,235	\$64,000			\$72,000	\$70,000						
Utility	14	\$96,274	\$90,140			\$93,167	\$106,250	\$92,333	\$73,500	\$78,800	\$81,250	\$77,334		\$67,667	\$70,000	\$65,175	\$64,845		48%
Sp. Auth.	48	\$94,987	\$88,630	\$91,563	\$93,860	\$84,963	\$75,450	\$74,073	\$74,250	\$86,970	\$84,694	\$63,566	\$59,298	\$68,990	\$67,073	\$64,006	\$63,099		51%
Nonprofit	8	\$68,775	\$62,403																
Region																			
Northeast	19	\$96,086	\$91,997	\$98,000	\$97,500			\$70,929	\$71,000	\$73,488	\$72,598	\$59,791	\$58,516	\$62,375	\$62,000	\$55,171	\$53,492		80%
Mid-Atlantic	107	\$85,923	\$78,228	\$86,401	\$86,054	\$78,687	\$70,565	\$81,822	\$81,561	\$84,791	\$79,463	\$65,721	\$60,235	\$58,500	\$54,569	\$54,111	\$52,777		63%
Southeast	183	\$72,972	\$69,115	\$75,088	\$71,352	\$74,212	\$71,119	\$65,994	\$63,945	\$77,643	\$70,022	\$61,166	\$57,413	\$55,745	\$54,138	\$49,047	\$46,561		57%
South Central	116	\$77,854	\$71,628	\$64,059	\$61,891	\$76,847	\$70,089	\$61,978	\$61,443	\$58,705	\$57,917	\$61,930	\$58,502	\$49,839	\$48,454	\$54,592	\$54,780		42%
Central	56	\$79,751	\$74,854	\$82,633	\$64,788	\$78,094	\$68,986	\$67,946	\$69,661	\$69,335	\$68,368	\$56,739	\$52,496	\$61,687	\$56,439	\$59,563	\$55,585		43%
Great Lakes	85	\$79,404	\$75,673	\$76,168	\$76,793	\$74,174	\$67,253	\$70,149	\$71,261	\$60,052	\$54,706	\$60,797	\$58,846	\$64,429	\$63,065	\$58,579	\$58,983		35%
North Central	2	\$58,670	\$75,291	\$80,558	\$76,000			\$51,000	\$51,000			\$75,848	\$74,852	\$38,400	\$43,200	\$30,750	\$27,420		114%
West	72	\$102,602	\$98,375	\$113,481	\$108,236	\$94,829	\$95,823	\$82,797	\$82,272	\$86,953	\$82,866	\$68,577	\$70,823	\$66,137	\$65,065	\$71,541	\$67,766		51%
Canada			\$111,614	\$113,224		\$106,858	\$105,470	\$82,312	\$79,833	\$72,652	\$71,506			\$63,980	\$64,005	\$63,930	\$62,068		
Procur. Vol.																			
\$1-\$10M	134	\$72,910	\$68,520	\$58,774	\$66,165	\$66,038	\$62,286	\$69,632	\$68,870	\$69,376	\$66,009	\$56,077	\$54,211	\$52,153	\$50,693	\$50,327	\$49,721		47%
\$11-\$30M	67	\$78,629	\$76,365	\$80,971	\$86,756	\$60,460	\$55,115	\$58,108	\$59,230	\$52,870	\$51,109	\$59,190	\$58,031	\$49,773	\$48,752	\$44,357	\$41,785		88%
\$31-\$75M	73	\$82,175	\$77,276	\$72,589	\$69,367	\$84,794	\$84,083	\$71,198	\$70,318	\$74,791	\$70,567	\$59,346	\$57,281	\$59,193	\$57,518	\$53,564	\$51,990		58%
\$76-\$125M	54	\$84,476	\$79,845	\$83,390	\$81,025	\$83,147	\$73,208	\$72,748	\$72,405	\$66,068	\$60,725	\$67,440	\$62,538	\$64,164	\$61,830	\$62,038	\$59,515		42%
>\$125M	195	\$92,600	\$86,484	\$88,092	\$82,276	\$87,147	\$84,595	\$78,527	\$76,480	\$82,043	\$76,914	\$74,622	\$70,800	\$67,821	\$64,636	\$67,782	\$64,611		43%

Manager, Purchasing Salary Trend 2001-2020



“Manager, Purchasing” Individual Survey Results

Table 5.4a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	16	16
	Mean	\$74,588.06	\$65,405.44
	Median	\$64,310.50	\$58,924.00
Technical/Vocational School	N	7	7
	Mean	\$63,349.86	\$60,036.71
	Median	\$62,702.00	\$59,931.00
Some College	N	86	84
	Mean	\$72,188.66	\$68,839.01
	Median	\$70,220.00	\$65,511.00
2-year College Degree	N	55	55
	Mean	\$73,770.47	\$71,116.58
	Median	\$69,177.00	\$65,429.00
4-year College Degree	N	272	265
	Mean	\$81,894.80	\$76,836.92
	Median	\$79,878.50	\$76,130.00
Master's Degree	N	152	145
	Mean	\$91,523.82	\$85,399.74
	Median	\$87,254.00	\$81,409.00
Some Doctorate Courses	N	3	2
	Mean	\$66,831.67	\$58,891.50
	Median	\$69,630.00	\$58,891.50
Doctorate Degree	N	8	8
	Mean	\$97,271.50	\$89,011.50
	Median	\$96,305.00	\$91,261.50
Total	N	599	582
	Mean	\$81,916.75	\$76,864.70
	Median	\$77,958.00	\$74,087.50

Table 5.4b. Reported Individual Salaries (2019) by Field of Education

Education?		2019 Salary	2018 Salary
Liberal Arts	N	51	51
	Mean	\$80,806.96	\$76,930.20
	Median	\$71,611.00	\$69,258.00
Business	N	342	338
	Mean	\$80,402.95	\$74,904.39
	Median	\$76,963.50	\$72,006.50
Economics	N	6	6
	Mean	\$81,581.83	\$80,658.33
	Median	\$77,424.50	\$74,653.50
Public Administration	N	73	68
	Mean	\$85,569.86	\$80,762.03
	Median	\$81,409.00	\$77,173.00
Political Science	N	13	11
	Mean	\$90,317.23	\$75,390.55
	Median	\$83,141.00	\$82,794.00
Engineering	N	12	12
	Mean	\$94,265.08	\$103,725.67
	Median	\$88,041.00	\$93,119.50
Other	N	92	87
	Mean	\$82,969.47	\$78,893.72
	Median	\$82,794.50	\$80,023.00
Total	N	589	573
	Mean	\$81,992.45	\$77,058.73
	Median	\$78,291.00	\$74,392.00

Table 5.4c. Reported Individual Salaries (2020) by Gender

Gender?		2019 Salary	2018 Salary
Male	N	194	186
	Mean	\$87,305.54	\$82,993.34
	Median	\$81,928.50	\$78,717.50
Female	N	398	389
	Mean	\$78,988.31	\$73,691.58
	Median	\$75,651.00	\$70,323.00
Total	N	592	575
	Mean	\$81,713.89	\$76,700.50
	Median	\$77,951.50	\$73,893.00

Table 5.4d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	454	444
	Mean	\$80,708.96	\$75,839.47
	Median	\$77,987.50	\$73,794.50
Black	N	89	84
	Mean	\$86,824.38	\$81,619.56
	Median	\$77,520.00	\$71,694.00
Asian	N	14	13
	Mean	\$95,991.14	\$89,694.62
	Median	\$91,615.00	\$87,254.00
American Indian or Alaskan Native	N	3	3
	Mean	\$89,337.67	\$87,970.00
	Median	\$92,399.00	\$88,992.00
Other	N	27	27
	Mean	\$79,159.59	\$73,513.52
	Median	\$78,216.00	\$75,087.00
Total	N	587	571
	Mean	\$81,973.48	\$76,958.97
	Median	\$78,291.00	\$74,322.00

Table 5.4e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity		2019 Salary	2018 Salary
Hispanic	N	47	46
	Mean	\$83,021.04	\$76,362.61
	Median	\$78,216.00	\$70,128.00
Non-Hispanic	N	454	440
	Mean	\$80,453.16	\$75,886.72
	Median	\$77,257.00	\$72,549.50
Other	N	40	39
	Mean	\$94,063.35	\$88,362.69
	Median	\$91,868.00	\$84,085.00
Total	N	541	525
	Mean	\$81,682.55	\$76,855.21
	Median	\$77,958.00	\$74,134.00

Table 5.4f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	218	212
	Mean	\$75,788.05	\$70,981.46
	Median	\$72,696.00	\$67,126.50
Yes	N	419	406
	Mean	\$84,475.44	\$79,383.88
	Median	\$81,344.00	\$76,909.50
Total	N	637	618
	Mean	\$81,502.36	\$76,501.50
	Median	\$77,945.00	\$73,356.50

Table 5.4g. 2016 Salary by Presence of Collective Bargaining in Organization

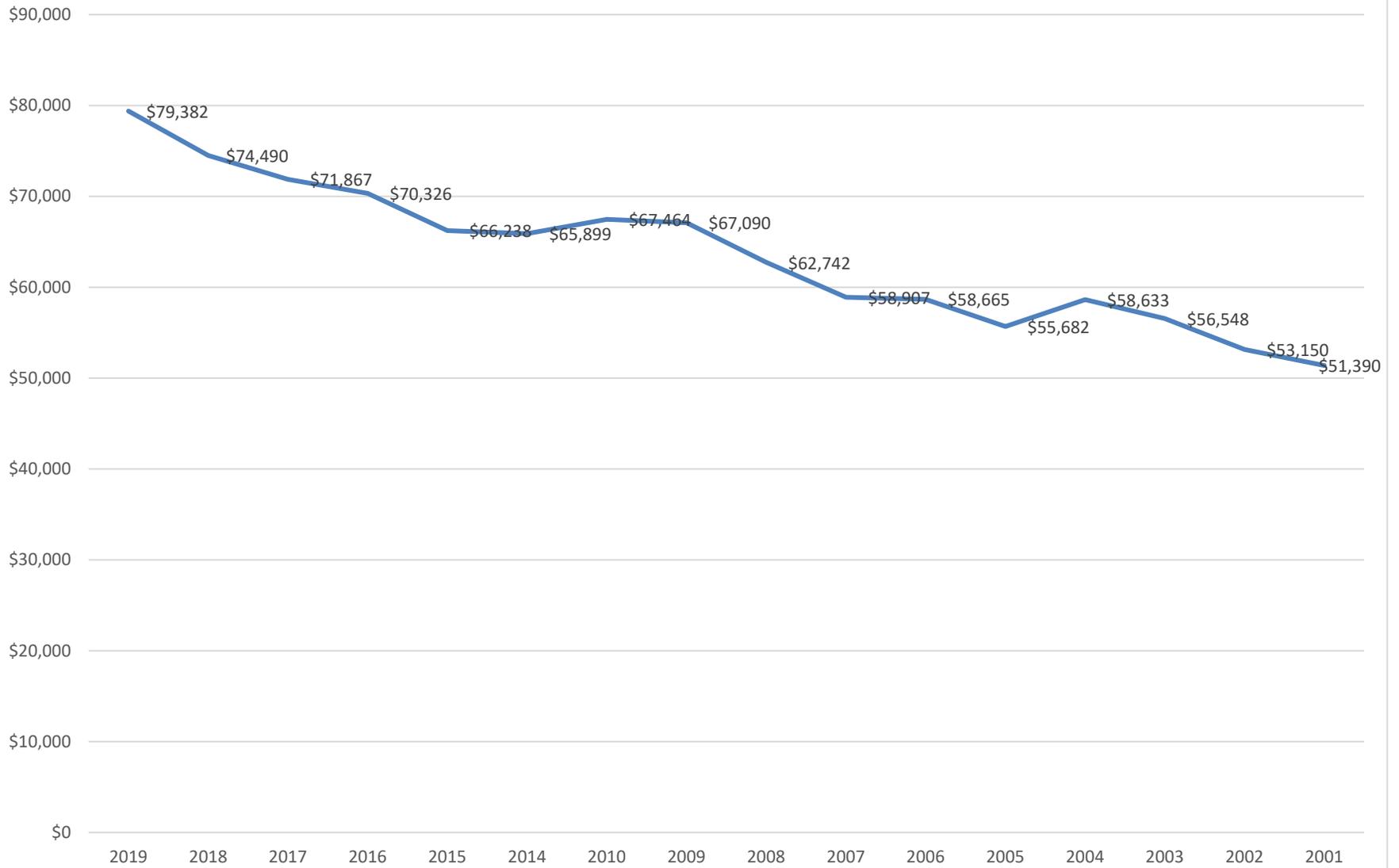
Union?		2019 Salary	2018 Salary
No	N	320	307
	Mean	\$75,167.02	\$69,615.81
	Median	\$72,354.00	\$66,976.00
Yes	N	263	260
	Mean	\$90,059.12	\$85,527.75
	Median	\$86,952.00	\$82,609.00
Total	N	583	567
	Mean	\$81,885.07	\$76,912.29
	Median	\$78,017.00	\$74,322.00

Manager, Contracts

Table 5.5. Survey Summaries

	2020 N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-19 Change
All	161	\$79,382	\$74,490	\$71,867	\$70,326	\$66,238	\$65,899	\$67,464	\$67,090	\$62,742	\$58,907	\$58,665	\$55,682	\$58,633	\$56,548	\$53,150	\$51,390	54%
Entity																		
Federal								\$91,423	\$88,000									
State	52	\$75,212	\$70,101	\$74,250	\$74,250	\$58,831	\$56,395	\$61,773	\$64,059	\$54,416	\$52,428	\$54,983	\$51,968	\$55,934	\$56,853	\$46,774	\$45,078	67%
County	34	\$81,686	\$77,110	\$65,973	\$65,891	\$67,323	\$66,993	\$62,918	\$64,443	\$66,866	\$60,536	\$53,589	\$48,330	\$50,267	\$48,099	\$51,439	\$48,770	67%
							\$62,002	\$60,884	\$60,085									
City	35	\$75,928	\$74,121	\$68,625	\$61,333	\$64,475		\$61,791	\$59,741	\$63,329	\$62,978	\$61,752	\$58,149	\$54,063	\$51,089			49%
School	1	\$44,496	\$49,015	\$65,000	\$70,000	\$47,000		\$75,503	\$69,794	\$58,858	\$49,036	\$58,936	\$57,473	\$58,369	\$55,589	\$63,250	\$72,861	-39%
Higher Ed.	13	\$69,148	\$66,082	\$81,451	\$78,140	\$69,045	\$67,333	\$59,016	\$59,016	\$76,540	\$74,333	\$62,393	\$64,019	\$56,358	\$59,523	\$56,944	\$55,429	25%
Health	1	\$119,931	\$94,355	\$74,000	\$72,000							\$58,500	\$65,000		\$48,000			
Utility	3	\$107,579	\$98,672			\$105,000	\$105,000	\$87,338	\$59,675	\$57,500	\$57,500			\$63,235		\$57,714	\$56,544	90%
Sp. Auth.	21	\$93,614	\$84,872	\$81,625	\$81,433	\$67,300	\$66,670	\$90,164	\$91,411	\$76,373	\$70,488	\$66,750	\$58,333	\$71,504	\$69,667	\$65,839	\$64,148	46%
Nonprofit	1	\$82,794	\$64,781															
Region																		
Northeast	21	\$91,782	\$86,939	\$82,500	\$81,500			\$72,500	\$69,000	\$67,500	\$63,500	\$56,667	\$55,000	\$71,000	\$67,667	\$57,333	\$57,500	60%
Mid-Atlantic	25	\$87,401	\$79,923	\$72,377	\$64,358	\$63,608	\$65,310	\$74,335	\$65,516	\$61,493	\$60,646	\$60,938	\$55,019	\$55,388	\$57,337	\$51,022	\$49,889	75%
Southeast	37	\$70,476	\$66,259	\$68,409	\$65,268	\$63,486	\$62,571	\$60,638	\$63,495	\$59,669	\$55,161	\$59,072	\$54,678	\$58,807	\$51,763	\$48,091	\$49,165	43%
South Central	33	\$65,416	\$62,005	\$63,507	\$67,742	\$68,029	\$67,576	\$62,448	\$61,708	\$63,324	\$65,301	\$54,662	\$53,180	\$55,581	\$54,313	\$46,710	\$45,188	45%
Central	3	\$78,522	\$83,450	\$68,833	\$53,664	\$64,833	\$73,500	\$62,818	\$61,213	\$57,061	\$49,620	\$61,544	\$59,456	\$53,137	\$50,089	\$57,438	\$54,971	43%
Great Lakes	14	\$72,671	\$70,162	\$60,667	\$60,667	\$52,488	\$52,926	\$62,040	\$61,669	\$61,334	\$58,554	\$71,133	\$70,057	\$63,825	\$59,732	\$52,307	\$49,117	48%
North Central	1	\$94,902	\$91,078					\$52,000	\$52,000			\$42,000	\$40,000					
West	27	\$94,589	\$86,624	\$95,161	\$89,577	\$78,056	\$69,670	\$95,229	\$96,155	\$78,016	\$69,586	\$54,650	\$54,767	\$73,070	\$68,587	\$67,160	\$62,546	51%
Canada						\$86,000	\$85,900	\$79,940	\$78,043	\$72,652	\$71,506	\$65,000	\$65,000	\$51,414	\$53,000	\$67,516	\$64,815	
Procur. Vol.																		
\$1-\$10M	16	\$67,632	\$64,179	\$54,517	\$56,500	\$53,000	\$50,333	\$62,842	\$62,833	\$56,464	\$54,473	\$49,050	\$49,194	\$54,465	\$55,215	\$52,259	\$50,534	34%
\$11-\$30M	17	\$73,539	\$66,600	\$76,200	\$71,200	\$65,833	\$66,591	\$67,280	\$64,783	\$48,557	\$46,253	\$49,154	\$49,367	\$60,531	\$48,384	\$46,183	\$44,087	67%
\$31-\$75M	16	\$81,728	\$77,969	\$70,333	\$64,000	\$57,708	\$62,550	\$58,593	\$56,992	\$60,988	\$55,213	\$43,891	\$37,288	\$54,003	\$47,743	\$48,570	\$47,748	71%
\$76-\$125M	10	\$78,592	\$75,969	\$76,189	\$78,676	\$65,659	\$64,753	\$72,800	\$71,597	\$68,748	\$69,007	\$51,804	\$49,840	\$58,664	\$61,205	\$56,677	\$56,834	38%
>\$125M	62	\$86,436	\$80,944	\$78,750	\$78,833	\$70,677	\$70,986	\$73,302	\$73,773	\$70,987	\$65,089	\$66,061	\$63,971	\$67,784	\$66,864	\$61,237	\$60,026	44%

Manager, Contracts Salary Trend 2001-2020



“Manager, Contracts” Individual Survey Results

Table 5.5a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	1	1
	Mean	\$32,564.00	\$32,910.00
	Median	\$32,564.00	\$32,910.00
Some College	N	4	4
	Mean	\$60,925.00	\$57,574.75
	Median	\$63,097.50	\$59,517.00
2-year College Degree	N	5	6
	Mean	\$63,493.60	\$59,084.17
	Median	\$53,695.00	\$50,918.50
4-year College Degree	N	10	9
	Mean	\$76,351.20	\$73,720.22
	Median	\$73,001.00	\$75,435.00
Master's Degree	N	7	7
	Mean	\$92,447.00	\$83,710.71
	Median	\$80,997.00	\$78,911.00
Some Doctorate Courses	N	1	1
	Mean	\$90,382.00	\$80,649.00
	Median	\$90,382.00	\$80,649.00
Total	N	28	28
	Mean	\$74,812.68	\$69,565.00
	Median	\$69,496.50	\$66,958.50

Table 5.5b. Reported Individual Salaries (2020) by Field of Education

Education Field?		2019 Salary	2018 Salary
Liberal Arts	N	3	4
	Mean	\$105,326.67	\$86,258.50
	Median	\$102,887.00	\$90,555.50
Business	N	17	16
	Mean	\$70,436.00	\$66,946.81
	Median	\$67,995.00	\$66,958.50
Public Administration	N	3	3
	Mean	\$105,411.67	\$90,688.67
	Median	\$122,506.00	\$90,835.00
Engineering	N	1	1
	Mean	\$53,695.00	\$52,309.00
	Median	\$53,695.00	\$52,309.00
Total	N	26	26
	Mean	\$76,807.50	\$71,196.27
	Median	\$74,471.50	\$71,351.00

Table 5.5c. Reported Individual Salaries (2020) by Gender

Gender?		2019 Salary	2018 Salary
Male	N	14	15
	Mean	\$68,524.00	\$63,535.07
	Median	\$60,697.00	\$62,297.00
Female	N	12	11
	Mean	\$83,221.33	\$78,287.18
	Median	\$74,817.50	\$75,520.00
Total	N	26	26
	Mean	\$75,307.38	\$69,776.35
	Median	\$69,496.50	\$66,958.50

Table 5.5d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	20	20
	Mean	\$77,340.90	\$71,134.40
	Median	\$74,471.50	\$71,351.00
Black	N	5	5
	Mean	\$70,931.40	\$68,108.60
	Median	\$67,995.00	\$62,297.00
Asian	N	2	2
	Mean	\$57,358.50	\$54,577.00
	Median	\$57,358.50	\$54,577.00
Total	N	27	27
	Mean	\$74,673.78	\$69,347.59
	Median	\$67,995.00	\$63,963.00

Table 5.5e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity?		2019 Salary	2018 Salary
Hispanic	N	2	2
	Mean	\$112,957.00	\$90,727.00
	Median	\$112,957.00	\$90,727.00
Non-Hispanic	N	20	20
	Mean	\$72,658.30	\$68,552.05
	Median	\$65,042.00	\$63,130.00
Other	N	2	2
	Mean	\$81,728.50	\$77,910.50
	Median	\$81,728.50	\$77,910.50
Total	N	24	24
	Mean	\$76,772.38	\$71,179.83
	Median	\$74,471.50	\$71,351.00

Table 5.5f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	15	15
	Mean	\$77,073.40	\$74,343.47
	Median	\$58,749.00	\$63,963.00
Yes	N	17	17
	Mean	\$74,822.47	\$67,799.12
	Median	\$67,995.00	\$62,297.00
Total	N	32	32
	Mean	\$75,877.59	\$70,866.78
	Median	\$67,717.00	\$63,130.00

Table 5.5g. 2016 Salary by Presence of Collective Bargaining in Organization

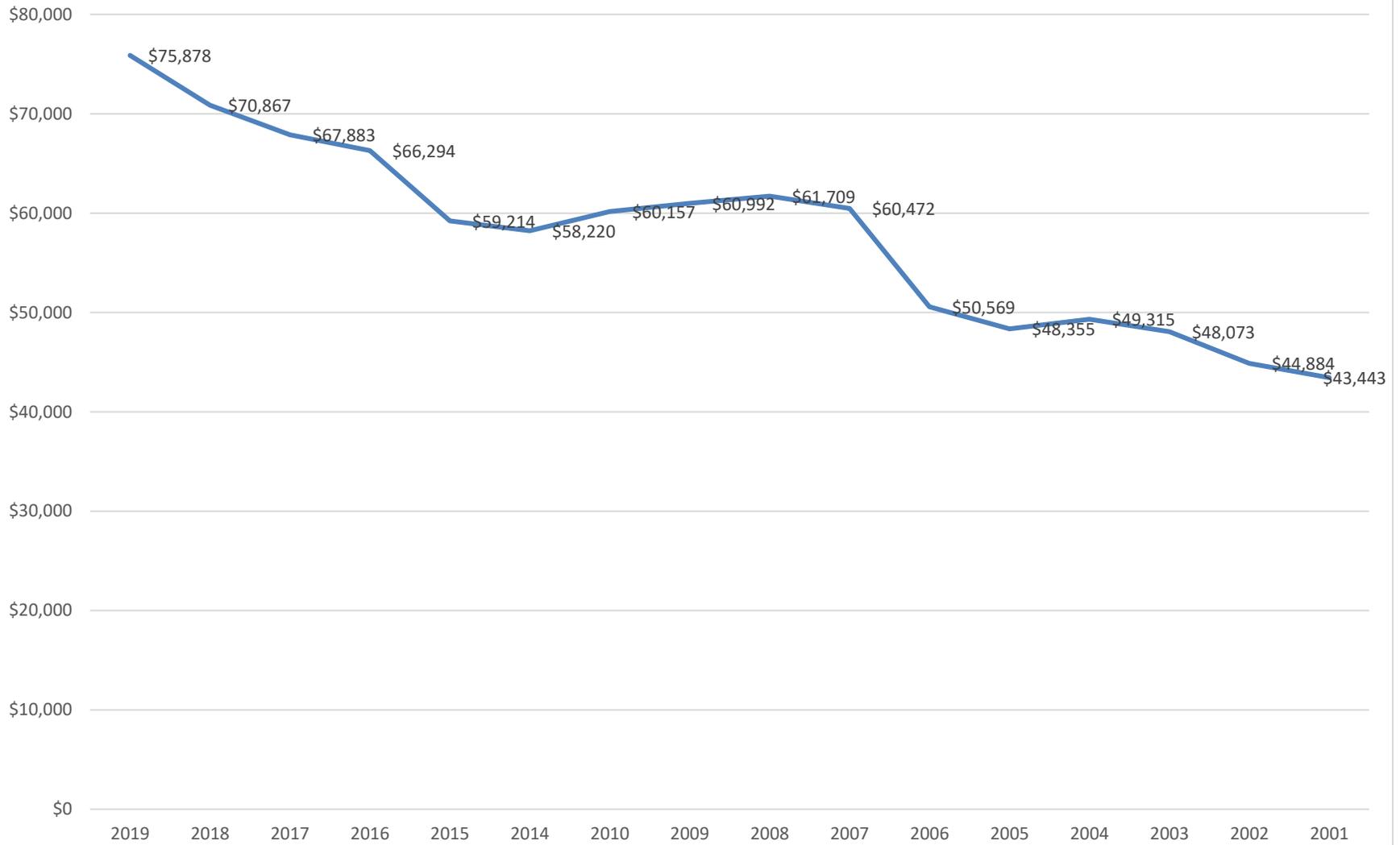
Union?		2019 Salary	2018 Salary
No	N	16	16
	Mean	\$72,968.56	\$68,292.69
	Median	\$72,692.00	\$67,522.50
Yes	N	12	12
	Mean	\$77,271.50	\$71,261.42
	Median	\$69,496.50	\$66,958.50
Total	N	28	28
	Mean	\$74,812.68	\$69,565.00
	Median	\$69,496.50	\$66,958.50

Manager, Warehouse or Stores, or Logistics

Table 5.6. Survey Summaries

	2020 N	2019	2018	2017	2016	2015	2014 \$58,220	2010 \$60,157	2009 \$60,992	2008	2007	2006	2005	2004	2003	2002	2001	01- 19Change	
All	32	\$75,878	\$70,867	\$67,883	\$66,294	\$59,214				\$61,709	\$60,472	\$50,569	\$48,355	\$49,315	\$48,073	\$44,884	\$43,443	75%	
Entity																			
State	7	\$80,879	\$76,619	\$76,380	\$76,380	\$60,000		\$52,846	\$55,461	\$55,947	\$54,520	\$40,096	\$39,796	\$50,565	\$46,224	\$38,717	\$38,017	113%	
County	5	\$67,076	\$59,488	\$81,000	\$78,571	\$66,294	\$77,025	\$55,424	\$57,188	\$54,681	\$50,363	\$50,808	\$49,071	\$46,502	\$47,644	\$46,037	\$44,795	50%	
City	12	\$77,283	\$73,193	\$61,641	\$62,732	\$50,560	\$51,519	\$58,973	\$60,032	\$61,024	\$60,726	\$50,728	\$51,510	\$47,152	\$45,123	\$44,817	\$42,977	80%	
School	4	\$79,015	\$74,601	\$77,491	\$76,737	\$58,988	\$52,845	\$68,025	\$67,300	\$60,326	\$58,703	\$56,103	\$52,554	\$52,881	\$52,347	\$49,887	\$48,018	65%	
HigherEd.	2	\$40,912	\$38,139	\$62,902	\$56,129	\$49,667	\$48,000	\$56,333	\$55,690	\$60,836	\$58,526	\$41,407	\$39,943	\$42,342	\$43,157	\$39,444	\$39,186	4%	
Health				\$42,500	\$42,000							\$40,000	\$40,000	\$33,000	\$32,000				
Utility	2	\$100,637	\$97,335			\$103,500	\$101,500	\$58,714	\$52,890	\$76,480	\$75,845	\$57,667	\$38,000	\$57,320	\$54,105	\$46,172	\$44,173	128%	
Sp.Auth.				\$53,333	\$50,250	\$62,975	\$59,988	\$69,202	\$70,240	\$82,491	\$80,616	\$59,244	\$49,891	\$59,128	\$57,518	\$59,232	\$57,057		
Region																			
Northeast	1	\$122,711	\$119,235	\$79,000	\$79,000			\$45,476	\$44,356	\$42,600	\$39,450	\$55,541	\$54,438	\$56,405	\$55,405	\$64,915	\$61,778	99%	
Mid-Atlantic	10	\$78,489	\$71,173	\$75,244	\$83,491			\$72,854	\$72,672	\$65,409	\$66,059	\$59,772	\$52,844	\$54,595	\$54,392	\$49,445	\$47,848	64%	
Southeast	10	\$77,415	\$74,286	\$58,656	\$53,816	\$56,732	\$53,175	\$49,222	\$51,073	\$54,802	\$53,691	\$45,477	\$43,741	\$45,011	\$42,606	\$34,929	\$35,116	120%	
SouthCentral	3	\$69,977	\$63,741	\$53,166	\$50,570	\$52,669	\$52,091	\$53,879	\$51,396	\$54,970	\$53,206	\$46,439	\$46,275	\$43,515	\$44,283	\$40,577	\$39,226	78%	
Central	2	\$56,874	\$55,315	\$62,667	\$52,019	\$72,965	\$90,536	\$54,695	\$54,133	\$80,015	\$79,286	\$55,722	\$47,338	\$42,283	\$42,012	\$43,467	\$41,385	37%	
GreatLakes	1	\$67,439	\$0	\$76,380	\$76,380	\$69,052	\$75,770	\$74,858	\$83,188	\$54,871	\$52,871	\$50,115	\$48,643	\$64,578	\$61,890	\$55,160	\$53,120	27%	
NorthCentral								\$54,850	\$54,850			\$38,517	\$37,517	\$43,000	\$43,000				
West	5	\$71,044	\$64,178	\$111,779	\$111,029	\$57,017	\$61,657	\$85,476	\$86,984	\$76,594	\$78,176	\$56,245	\$55,235	\$62,219	\$61,113	\$60,162	\$58,684	21%	
Canada				\$57,000	\$55,000	\$102,000	\$102,000	\$79,617	\$78,032	\$66,212	\$60,022	\$56,282	\$55,491	\$54,642	\$52,050	\$59,417	\$59,100		
Procur.Vol.																			
\$1-\$10M	10	\$75,258	\$71,582	\$53,333	\$49,500			\$48,388	\$50,014	\$66,377	\$65,446	\$43,203	\$41,589	\$44,381	\$43,146	\$36,674	\$35,062	115%	
\$11-\$30M	3	\$58,430	\$57,506	\$66,839	\$71,158	\$49,696	\$48,155	\$46,792	\$45,638	\$43,538	\$43,042	\$46,099	\$47,368	\$42,667	\$43,652	\$36,142	\$34,908	67%	
\$31-\$75M	1	\$45,886	\$43,453	\$53,897	\$52,772	\$54,788	\$57,934	\$54,832	\$54,507	\$52,250	\$50,921	\$47,656	\$45,730	\$53,767	\$47,863	\$44,959	\$41,005	12%	
\$76-\$125M	1	\$90,382	\$62,669	\$66,300	\$63,760	\$66,301	\$67,370	\$59,681	\$56,082	\$63,744	\$62,424	\$56,814	\$49,708	\$52,480	\$51,623	\$52,663	\$54,101	67%	
>\$125M	3	\$73,833	\$69,317	\$80,925	\$83,295	\$69,752	\$68,678	\$73,744	\$76,809	\$71,670	\$70,705	\$61,997	\$58,513	\$58,503	\$57,428	\$60,126	\$57,767	28%	

Manager, Warehouse or Stores, or Logistics Salary Trend 2001-2020



“Manager, Warehouse or Stores, or Logistics” Individual Survey Results

Table 5.6a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	1	1
	Mean	\$32,564.00	\$32,910.00
	Median	\$32,564.00	\$32,910.00
Some College	N	4	4
	Mean	\$60,925.00	\$57,574.75
	Median	\$63,097.50	\$59,517.00
2-year College Degree	N	5	6
	Mean	\$63,493.60	\$59,084.17
	Median	\$53,695.00	\$50,918.50
4-year College Degree	N	10	9
	Mean	\$76,351.20	\$73,720.22
	Median	\$73,001.00	\$75,435.00
Master's Degree	N	7	7
	Mean	\$92,447.00	\$83,710.71
	Median	\$80,997.00	\$78,911.00
Some Doctorate Courses	N	1	1
	Mean	\$90,382.00	\$80,649.00
	Median	\$90,382.00	\$80,649.00
Total	N	28	28
	Mean	\$74,812.68	\$69,565.00
	Median	\$69,496.50	\$66,958.50

Table 5.6b. Reported Individual Salaries (2020) by Field of Education

Education Field?		2019 Salary	2018 Salary
Liberal Arts	N	3	4
	Mean	\$105,326.67	\$86,258.50
	Median	\$102,887.00	\$90,555.50
Business	N	17	16
	Mean	\$70,436.00	\$66,946.81
	Median	\$67,995.00	\$66,958.50
Public Administration	N	3	3
	Mean	\$105,411.67	\$90,688.67
	Median	\$122,506.00	\$90,835.00
Engineering	N	1	1
	Mean	\$53,695.00	\$52,309.00
	Median	\$53,695.00	\$52,309.00
Total	N	26	26
	Mean	\$76,807.50	\$71,196.27
	Median	\$74,471.50	\$71,351.00

Table 5.6c. Reported Individual Salaries (2020) by Gender

Gender?		2019 Salary	2018 Salary
Male	N	14	15
	Mean	\$68,524.00	\$63,535.07
	Median	\$60,697.00	\$62,297.00
Female	N	12	11
	Mean	\$83,221.33	\$78,287.18
	Median	\$74,817.50	\$75,520.00
Total	N	26	26
	Mean	\$75,307.38	\$69,776.35
	Median	\$69,496.50	\$66,958.50

Table 5.6d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	20	20
	Mean	\$77,340.90	\$71,134.40
	Median	\$74,471.50	\$71,351.00
Black	N	5	5
	Mean	\$70,931.40	\$68,108.60
	Median	\$67,995.00	\$62,297.00
Asian	N	2	2
	Mean	\$57,358.50	\$54,577.00
	Median	\$57,358.50	\$54,577.00
Total	N	27	27
	Mean	\$74,673.78	\$69,347.59
	Median	\$67,995.00	\$63,963.00

Table 5.6e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity?		2019 Salary	2018 Salary
Hispanic	N	2	2
	Mean	\$112,957.00	\$90,727.00
	Median	\$112,957.00	\$90,727.00
Non-Hispanic	N	20	20
	Mean	\$72,658.30	\$68,552.05
	Median	\$65,042.00	\$63,130.00
Other	N	2	2
	Mean	\$81,728.50	\$77,910.50
	Median	\$81,728.50	\$77,910.50
Total	N	24	24
	Mean	\$76,772.38	\$71,179.83
	Median	\$74,471.50	\$71,351.00

Table 5.6f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	15	15
	Mean	\$77,073.40	\$74,343.47
	Median	\$58,749.00	\$63,963.00
Yes	N	17	17
	Mean	\$74,822.47	\$67,799.12
	Median	\$67,995.00	\$62,297.00
Total	N	32	32
	Mean	\$75,877.59	\$70,866.78
	Median	\$67,717.00	\$63,130.00

Table 5.6g. 2016 Salary by Presence of Collective Bargaining in Organization

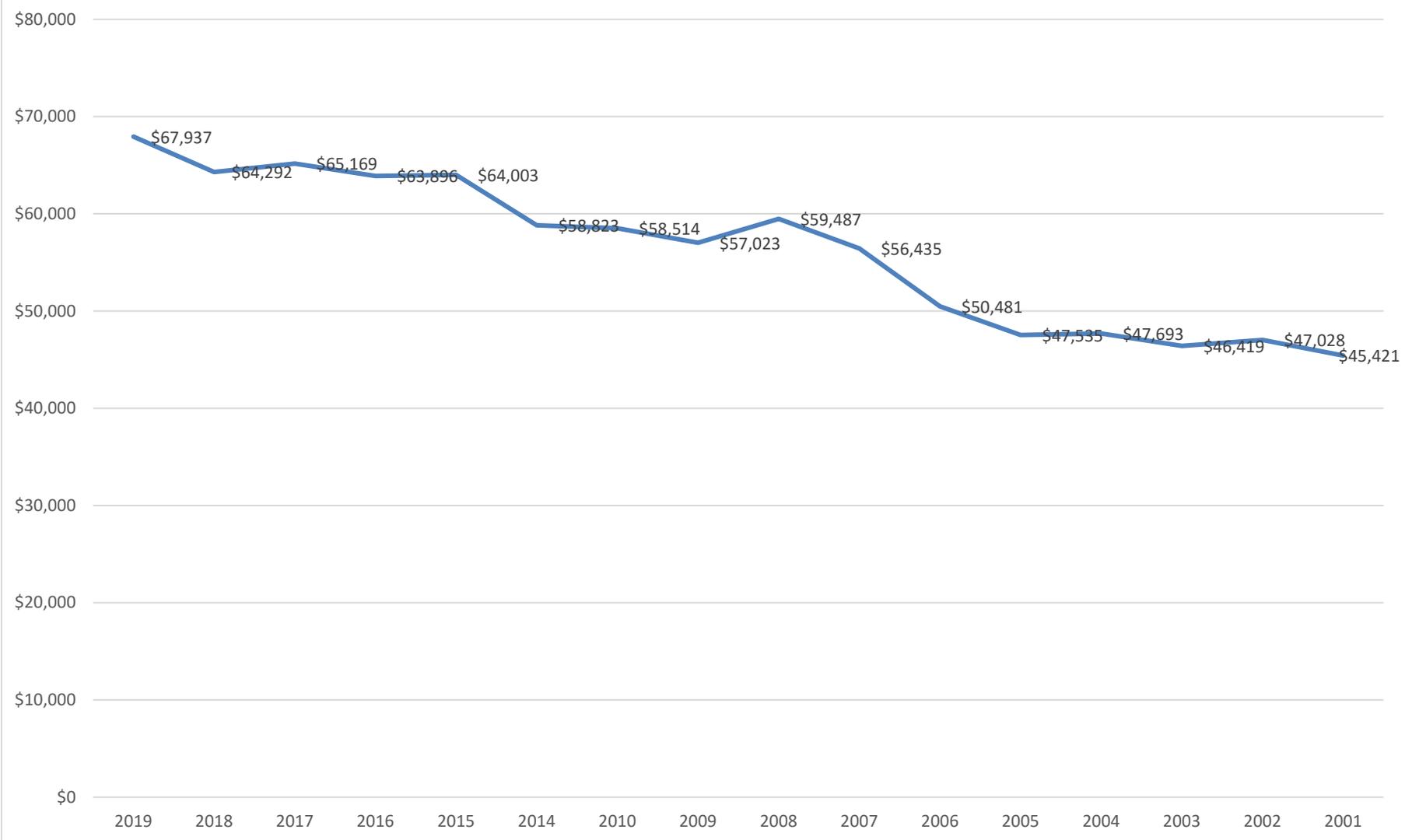
Union?		2019 Salary	2018 Salary
No	N	16	16
	Mean	\$72,968.56	\$68,292.69
	Median	\$72,692.00	\$67,522.50
Yes	N	12	12
	Mean	\$77,271.50	\$71,261.42
	Median	\$69,496.50	\$66,958.50
Total	N	28	28
	Mean	\$74,812.68	\$69,565.00
	Median	\$69,496.50	\$66,958.50

Senior Buyer - Contracting Officer

Table 5.7. Survey Summaries

	2020 N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01- 19Change
All	599	\$67,937	\$64,292	\$65,169	\$63,896	\$64,003	\$58,823	\$58,514	\$57,023	\$59,487	\$56,435	\$50,481	\$47,535	\$47,693	\$46,419	\$47,028	\$45,421	50%
Entity																		
Federal	1	\$131,054	\$127,578			\$90,000	\$86,000	\$67,961	\$66,417									
State	147	\$64,793	\$59,423	\$61,919	\$59,674	\$52,318	\$52,904	\$52,429	\$53,250	\$52,646	\$51,654	\$46,835	\$43,632	\$41,861	\$40,559	\$44,438	\$44,649	45%
County	137	\$67,007	\$64,120	\$67,318	\$65,332	\$81,782	\$58,531	\$58,254	\$53,963	\$62,926	\$60,354	\$50,342	\$47,668	\$47,358	\$46,446	\$45,585	\$42,853	56%
							\$62,755	\$57,907	\$57,271									
City	134	\$69,869	\$64,810	\$62,090	\$60,762	\$59,901				\$58,183	\$53,592	\$52,355	\$48,945	\$49,097	\$47,227	\$47,550	\$45,850	52%
School	48	\$66,779	\$67,004	\$62,026	\$63,890	\$58,329	\$58,474	\$62,610	\$61,937	\$53,347	\$47,871	\$52,241	\$48,404	\$50,160	\$49,969	\$46,466	\$45,880	46%
HigherEd.	70	\$58,271	\$57,517	\$63,163	\$64,626	\$48,423	\$48,600	\$57,450	\$55,380	\$58,090	\$56,577	\$43,840	\$43,134	\$44,224	\$42,797	\$45,218	\$43,299	35%
Health	1	\$82,248	\$79,189	\$74,000	\$72,000			\$56,305				\$46,500		\$33,000	\$32,000			
Utility	9	\$89,185	\$85,704			\$67,581	\$83,162	\$64,890	\$58,340	\$67,188	\$59,900	\$56,400	\$52,566	\$51,509	\$53,327	\$46,088	\$44,395	101%
Sp.Auth.	48	\$83,088	\$78,114	\$74,200	\$73,221	\$60,514	\$58,100	\$64,209	\$65,571	\$75,879	\$71,567	\$50,506	\$49,798	\$61,344	\$59,099	\$55,520	\$52,764	57%
Nonprofit	4	\$84,621	\$82,620															
Region																		
Northeast	6	\$74,255	\$72,734	\$67,278	\$65,775		\$58,000	\$60,981	\$59,994	\$73,400	\$76,667	\$56,833	\$58,000	\$54,688	\$52,911	\$55,225	\$54,605	36%
Mid-Atlantic	94	\$69,822	\$67,157	\$68,111	\$69,005	\$56,878	\$56,295	\$67,716	\$64,809	\$52,904	\$51,121	\$51,695	\$49,699	\$48,658	\$46,957	\$50,246	\$47,473	47%
Southeast	149	\$63,955	\$59,906	\$58,442	\$55,691	\$55,922	\$57,057	\$52,422	\$49,092	\$62,420	\$57,049	\$48,510	\$47,040	\$42,949	\$42,112	\$38,240	\$36,518	75%
SouthCentral	126	\$62,133	\$58,906	\$52,373	\$53,758	\$52,752	\$50,706	\$50,703	\$50,516	\$51,340	\$49,829	\$43,919	\$41,456	\$42,163	\$41,073	\$42,961	\$41,904	48%
Central	51	\$65,731	\$63,512	\$67,078	\$66,582	\$62,613	\$58,635	\$57,811	\$56,482	\$58,337	\$56,051	\$52,959	\$49,287	\$49,918	\$49,555	\$50,333	\$48,553	35%
GreatLakes	49	\$64,879	\$61,367	\$60,844	\$59,806	\$106,366	\$57,998	\$54,806	\$57,450	\$59,533	\$57,183	\$52,301	\$50,723	\$49,522	\$45,728	\$52,255	\$49,388	31%
NorthCentral	8	\$53,135	\$48,093	\$47,195	\$43,326	\$40,000	\$35,000	\$41,800	\$41,800	\$47,500	\$47,500	\$48,485	\$43,848	\$32,849	\$32,349	\$36,797	\$35,586	49%
West	116	\$80,783	\$76,016	\$83,885	\$82,428	\$68,983	\$74,745	\$71,843	\$72,690	\$71,156	\$67,317	\$56,002	\$51,633	\$57,937	\$57,697	\$55,719	\$54,239	49%
Canada			\$84,496	\$86,169	\$82,981	\$79,162	\$66,260	\$62,925	\$58,798	\$58,188	\$60,318	\$50,064	\$52,866	\$53,473	\$48,710	\$46,182		
Procur.Vol.																		
\$1-\$10M	114	\$65,925	\$61,897	\$66,038	\$50,852	\$54,436	\$58,104	\$53,587	\$51,907	\$56,849	\$50,295	\$43,189	\$42,517	\$40,183	\$37,272	\$40,709	\$40,329	63%
\$11-\$30M	68	\$62,497	\$59,048	\$61,602	\$59,344	\$49,286	\$49,793	\$52,684	\$49,892	\$50,364	\$50,737	\$47,317	\$44,494	\$45,953	\$45,008	\$45,429	\$44,440	41%
\$31-\$75M	60	\$69,688	\$68,660	\$62,693	\$62,490	\$60,755	\$60,513	\$60,149	\$58,469	\$54,428	\$52,084	\$45,145	\$44,225	\$47,543	\$46,445	\$43,965	\$42,104	66%
\$76-\$125M	57	\$72,355	\$69,525	\$68,222	\$68,756	\$59,514	\$56,444	\$58,223	\$58,287	\$59,628	\$59,094	\$55,834	\$53,670	\$53,400	\$53,421	\$52,859	\$49,588	46%
>\$125M	144	\$71,447	\$67,091	\$66,603	\$67,252	\$79,115	\$63,727	\$64,375	\$63,502	\$62,861	\$58,730	\$56,984	\$51,844	\$52,053	\$51,730	\$51,813	\$50,668	41%

Senior Buyer / Contracting Officer Salary Trend 2001-2020



“Senior Buyer” Individual Survey Results

Table 5.7a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	13	12
	Mean	\$72,613.15	\$68,223.92
	Median	\$72,402.00	\$70,649.50
Technical/Vocational School	N	13	13
	Mean	\$54,916.38	\$49,277.85
	Median	\$57,010.00	\$51,676.00
Some College	N	93	86
	Mean	\$64,506.88	\$60,828.41
	Median	\$60,624.00	\$58,126.00
2-year College Degree	N	59	55
	Mean	\$66,583.85	\$63,466.44
	Median	\$65,473.00	\$64,509.00
4-year College Degree	N	250	245
	Mean	\$66,903.78	\$64,169.83
	Median	\$64,409.50	\$60,139.00
Master's Degree	N	106	103
	Mean	\$75,592.13	\$69,605.76
	Median	\$71,139.50	\$67,394.00
Doctorate Degree	N	9	9
	Mean	\$76,996.33	\$72,324.11
	Median	\$79,258.00	\$66,049.00
Total	N	546	525
	Mean	\$68,090.82	\$64,368.66
	Median	\$64,868.50	\$62,009.00

Table 5.7b. Reported Individual Salaries (2020) by Field of Education

Education Field?		2019 Salary	2018 Salary
Liberal Arts	N	81	78
	Mean	\$70,587.56	\$64,601.09
	Median	\$67,865.00	\$64,645.00
Business	N	299	291
	Mean	\$67,058.96	\$64,466.86
	Median	\$64,434.00	\$60,970.00
Economics	N	12	11
	Mean	\$69,524.00	\$64,326.91
	Median	\$63,887.50	\$58,817.00
Public Administration	N	43	40
	Mean	\$67,501.98	\$61,808.28
	Median	\$63,741.00	\$63,362.00
Political Science	N	12	12
	Mean	\$71,040.58	\$68,429.83
	Median	\$68,244.50	\$59,728.00
Engineering	N	12	11
	Mean	\$71,839.75	\$67,093.82
	Median	\$68,308.50	\$65,777.00
Other	N	76	71
	Mean	\$68,743.80	\$64,387.07
	Median	\$65,933.00	\$62,993.00
Total	N	535	514
	Mean	\$68,119.97	\$64,415.06
	Median	\$64,781.00	\$62,009.00

Table 5.7c. Reported Individual Salaries (2020) by Gender

Gender?		2019 Salary	2018 Salary
Male	N	181	177
	Mean	\$70,092.69	\$67,527.20
	Median	\$68,324.00	\$65,284.00
Female	N	358	343
	Mean	\$66,927.78	\$62,754.94
	Median	\$63,843.00	\$60,277.00
Total	N	539	520
	Mean	\$67,990.58	\$64,379.34
	Median	\$64,781.00	\$62,009.00

Table 5.7d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	400	389
	Mean	\$67,211.79	\$63,654.63
	Median	\$64,409.50	\$60,624.00
Black	N	74	69
	Mean	\$69,206.38	\$66,508.86
	Median	\$65,414.00	\$66,166.00
Asian	N	23	22
	Mean	\$75,022.17	\$67,220.50
	Median	\$72,042.00	\$64,868.50
American Indian or Alaskan Native	N	7	7
	Mean	\$59,635.86	\$58,290.71
	Median	\$62,775.00	\$62,572.00
Other	N	31	29
	Mean	\$70,030.16	\$65,772.00
	Median	\$70,670.00	\$64,171.00
Total	N	535	516
	Mean	\$67,887.63	\$64,234.57
	Median	\$64,781.00	\$61,561.00

Table 5.7e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity?		2019 Salary	2018 Salary
Hispanic	N	68	66
	Mean	\$67,080.00	\$61,728.02
	Median	\$64,372.50	\$58,227.00
Non-Hispanic	N	387	377
	Mean	\$68,288.45	\$64,561.58
	Median	\$64,956.00	\$62,340.00
Other	N	32	30
	Mean	\$69,758.91	\$69,012.87
	Median	\$65,993.00	\$65,934.50
Total	N	487	473
	Mean	\$68,216.34	\$64,448.52
	Median	\$64,956.00	\$62,009.00

Table 5.7f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	230	218
	Mean	\$63,983.12	\$59,888.40
	Median	\$60,902.00	\$56,738.00
Yes	N	366	353
	Mean	\$70,459.13	\$67,064.57
	Median	\$68,631.00	\$64,781.00
Total	N	596	571
	Mean	\$67,959.99	\$64,324.81
	Median	\$64,781.00	\$61,592.00

Table 5.7g. 2016 Salary by Presence of Collective Bargaining in Organization

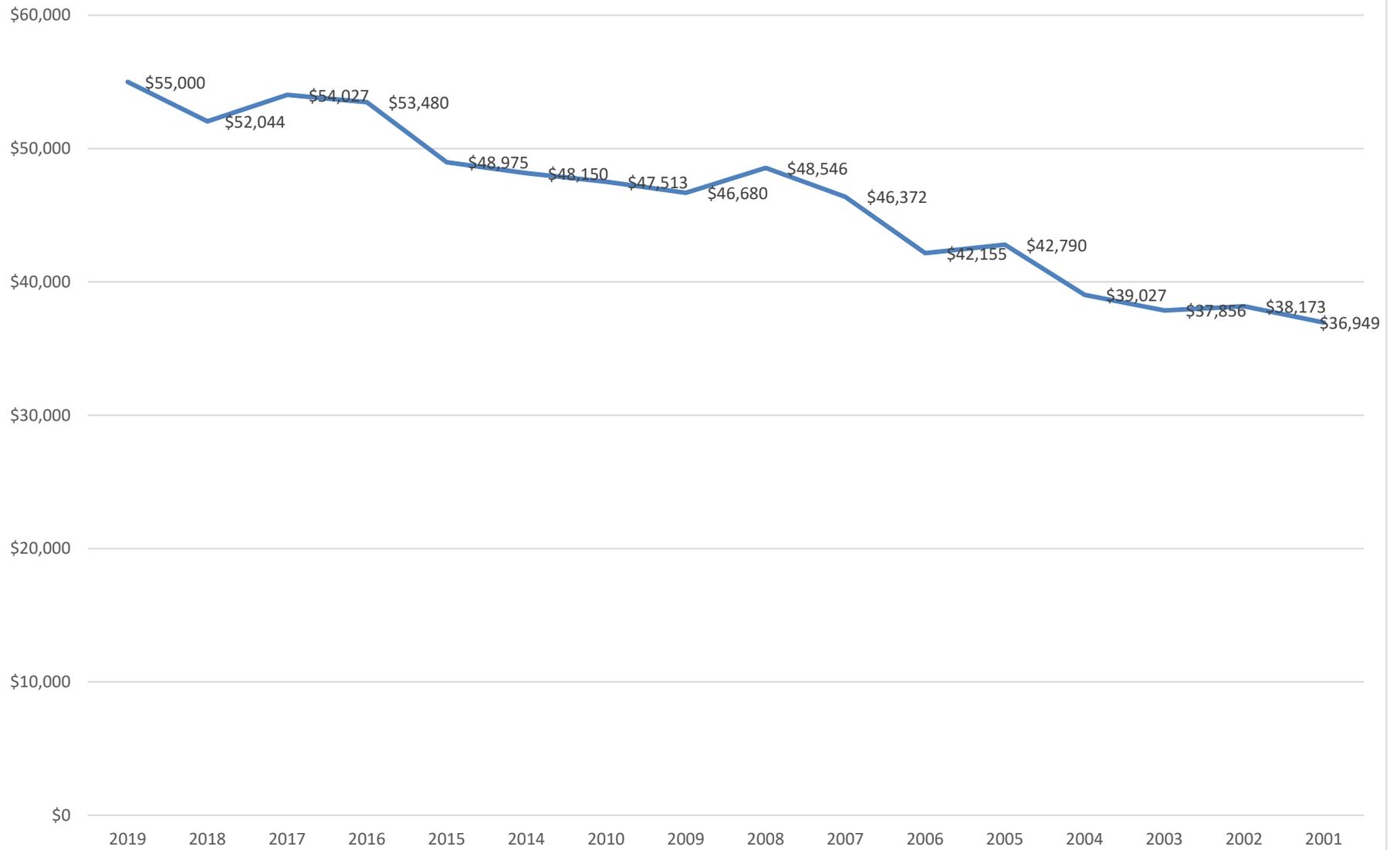
Union?		2019 Salary	2018 Salary
No	N	298	289
	Mean	\$64,201.88	\$59,901.83
	Median	\$60,891.50	\$56,129.00
Yes	N	230	219
	Mean	\$73,149.16	\$69,877.60
	Median	\$72,139.00	\$68,224.00
Total	N	528	508
	Mean	\$68,099.37	\$64,202.41
	Median	\$64,781.00	\$61,561.00

Buyer

Table 5.8. Survey Summaries

	2020 N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-19 Change
All	822	\$55,000	\$52,044	\$54,027	\$53,480	\$48,975	\$48,150	\$47,513	\$46,680	\$48,546	\$46,372	\$42,155	\$42,790	\$39,027	\$37,856	\$38,173	\$36,949	49%
Entity																		
Federal	2	\$56,211	\$32,677			\$68,000	\$65,000	\$51,613	\$48,224									
State	188	\$53,535	\$51,110	\$48,771	\$46,702	\$45,709	\$42,303	\$49,281	\$48,256	\$48,009	\$47,473	\$37,291	\$37,834	\$35,178	\$34,140	\$34,685	\$34,129	57%
County	182	\$56,652	\$52,857	\$56,722	\$52,776	\$48,114	\$49,162	\$47,962	\$46,066	\$48,017	\$45,442	\$42,208	\$39,992	\$38,175	\$36,904	\$35,295	\$33,796	68%
City	210	\$54,949	\$51,353	\$53,388	\$54,047	\$49,895	\$49,987	\$47,296	\$46,598	\$47,041	\$44,523	\$44,489	\$42,455	\$40,106	\$38,909	\$40,880	\$38,945	41%
School	89	\$54,405	\$51,610	\$50,570	\$56,846	\$49,218	\$45,861	\$47,815	\$47,965	\$50,941	\$48,801	\$43,828	\$56,860	\$42,251	\$40,970	\$39,505	\$38,266	42%
Higher Ed.	87	\$47,722	\$46,494	\$47,483	\$46,579	\$47,617	\$47,419	\$45,973	\$45,835	\$41,158	\$37,744	\$35,493	\$36,302	\$35,193	\$33,392	\$34,253	\$34,139	40%
Health	2	\$49,823	\$45,475	\$74,000	\$72,000			\$50,471				\$27,000	\$30,000					
Utility	15	\$66,902	\$63,412			\$56,177	\$61,000	\$45,131	\$45,131	\$50,500	\$50,320	\$35,322	\$31,611	\$38,425	\$41,667	\$39,438	\$38,109	76%
Sp. Auth.	44	\$66,338	\$63,393	\$60,504	\$65,883	\$48,610	\$44,588	\$46,601	\$45,994	\$57,167	\$54,671	\$49,347	\$45,781	\$46,005	\$42,869	\$44,230	\$43,877	51%
Nonprofit	2	\$50,485	\$57,759															
Region																		
Northeast	24	\$66,813	\$64,472	\$59,257	\$58,751	\$58,000	\$56,000	\$49,816	\$50,253	\$53,045	\$48,682	\$49,486	\$49,706	\$45,145	\$43,763	\$43,470	\$41,184	62%
Mid-Atlantic	134	\$56,782	\$55,288	\$56,238	\$53,867	\$51,590	\$46,620	\$49,451	\$49,476	\$48,781	\$46,247	\$44,534	\$43,678	\$38,904	\$37,467	\$38,821	\$37,198	53%
Southeast	219	\$50,393	\$46,529	\$46,789	\$45,429	\$45,644	\$44,057	\$42,867	\$40,992	\$47,330	\$44,737	\$39,167	\$37,072	\$35,663	\$34,523	\$32,831	\$32,172	57%
South Central	142	\$49,480	\$45,166	\$45,518	\$48,450	\$47,347	\$45,328	\$40,712	\$39,658	\$42,911	\$41,359	\$36,481	\$36,094	\$36,081	\$34,433	\$33,576	\$32,560	52%
Central	93	\$51,179	\$47,902	\$55,634	\$51,317	\$51,487	\$50,992	\$45,142	\$44,906	\$45,943	\$44,913	\$40,934	\$58,656	\$38,803	\$38,535	\$40,338	\$37,454	37%
Great Lakes	97	\$60,654	\$59,232	\$50,193	\$51,813	\$45,317	\$49,386	\$46,804	\$45,633	\$49,102	\$46,860	\$42,823	\$43,739	\$42,721	\$40,973	\$41,294	\$40,293	51%
North Central	11	\$47,212	\$43,927	\$48,976	\$46,971	\$35,957	\$34,864	\$35,097	\$35,097	\$49,000	\$49,000	\$40,999	\$37,041	\$31,000	\$29,500	\$32,363	\$31,613	49%
West	101	\$66,547	\$63,954	\$69,046	\$72,007	\$59,475	\$58,928	\$57,027	\$56,945	\$58,300	\$55,539	\$49,171	\$47,555	\$45,803	\$45,203	\$46,569	\$45,382	47%
Canada				\$66,701	\$65,255	\$72,748	\$68,467	\$56,373	\$56,158	\$51,561	\$50,466	\$52,617	\$50,577	\$42,845	\$43,645	\$41,792	\$40,460	
Procur. Vol.																		
\$1-\$10M	243	\$50,976	\$47,729	\$50,348	\$44,394	\$45,786	\$45,365	\$44,510	\$43,378	\$45,778	\$42,837	\$38,525	\$37,510	\$35,292	\$33,314	\$36,219	\$35,369	44%
\$11-\$30M	70	\$55,176	\$52,984	\$51,089	\$48,668	\$42,699	\$44,313	\$45,676	\$44,900	\$45,618	\$43,465	\$40,690	\$40,138	\$36,485	\$36,077	\$36,612	\$34,802	59%
\$31-\$75M	65	\$60,452	\$58,817	\$50,533	\$54,923	\$50,963	\$51,963	\$46,650	\$46,043	\$46,879	\$46,477	\$39,731	\$38,673	\$40,426	\$38,432	\$37,380	\$35,834	69%
\$76-\$125M	45	\$56,888	\$54,234	\$65,863	\$62,311	\$48,196	\$46,949	\$48,129	\$47,866	\$53,160	\$51,227	\$47,249	\$45,395	\$42,123	\$42,174	\$43,257	\$42,496	34%
>\$125M	141	\$60,659	\$57,494	\$57,176	\$56,525	\$54,858	\$52,002	\$51,192	\$50,287	\$51,579	\$49,411	\$47,160	\$56,837	\$43,397	\$42,816	\$42,306	\$41,603	46%

Buyer Salary Trend 2001-2020



“Buyer” Individual Survey Results

Table 5.8a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	33	34
	Mean	\$56,849.70	\$53,312.53
	Median	\$49,072.00	\$43,476.00
Technical/Vocational School	N	14	13
	Mean	\$48,015.64	\$46,662.00
	Median	\$48,062.00	\$43,503.00
Some College	N	144	138
	Mean	\$52,874.49	\$49,889.55
	Median	\$49,113.00	\$45,858.00
2-year College Degree	N	102	96
	Mean	\$55,287.34	\$50,280.04
	Median	\$49,018.50	\$46,835.00
4-year College Degree	N	323	303
	Mean	\$55,121.56	\$52,829.97
	Median	\$52,144.00	\$50,056.00
Master's Degree	N	108	101
	Mean	\$59,661.57	\$57,786.73
	Median	\$53,406.00	\$50,812.00
Some Doctorate Courses	N	8	7
	Mean	\$49,371.50	\$48,970.14
	Median	\$43,418.50	\$43,919.00
Doctorate Degree	N	12	10
	Mean	\$64,851.33	\$64,783.30
	Median	\$58,714.00	\$54,541.50
Total	N	744	702
	Mean	\$55,406.45	\$52,657.32
	Median	\$51,101.00	\$48,320.00

Table 5.8b. Reported Individual Salaries (2020) by Field of Education

Education Field?		2019 Salary	2018 Salary
Liberal Arts	N	95	89
	Mean	\$53,299.63	\$51,577.75
	Median	\$51,617.00	\$50,116.00
Business	N	394	376
	Mean	\$54,954.08	\$51,784.98
	Median	\$50,087.00	\$48,152.00
Economics	N	13	12
	Mean	\$57,554.46	\$55,948.17
	Median	\$58,891.00	\$57,506.00
Public Administration	N	54	48
	Mean	\$59,407.76	\$56,456.56
	Median	\$55,427.50	\$52,082.50
Political Science	N	14	13
	Mean	\$59,372.07	\$54,331.08
	Median	\$61,981.00	\$58,199.00
Engineering	N	13	13
	Mean	\$61,826.46	\$60,196.23
	Median	\$63,341.00	\$62,297.00
Total	N	727	683
	Mean	\$55,429.53	\$52,742.66
	Median	\$51,101.00	\$48,376.00

Table 5.8c. Reported Individual Salaries (2020) by Gender

Gender?		2019 Salary	2018 Salary
Male	N	192	181
	Mean	\$58,240.56	\$55,325.64
	Median	\$54,413.00	\$51,617.00
Female	N	545	512
	Mean	\$54,175.12	\$51,555.38
	Median	\$49,363.00	\$47,368.50
Total	N	737	693
	Mean	\$55,234.23	\$52,540.11
	Median	\$50,812.00	\$48,152.00

Table 5.8d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	528	500
	Mean	\$55,300.41	\$52,016.28
	Median	\$51,215.00	\$48,152.00
Black	N	122	112
	Mean	\$54,921.15	\$53,889.54
	Median	\$49,606.00	\$48,119.50
Asian	N	21	21
	Mean	\$57,096.10	\$53,774.10
	Median	\$54,438.00	\$52,213.00
American Indian or Alaskan Native	N	10	9
	Mean	\$49,326.40	\$48,995.56
	Median	\$45,182.00	\$44,688.00
Other	N	48	45
	Mean	\$60,254.42	\$59,395.73
	Median	\$56,566.00	\$53,534.00
Total	N	729	687
	Mean	\$55,532.91	\$52,819.21
	Median	\$51,160.00	\$48,320.00

Table 5.8e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity?		2019 Salary	2018 Salary
Hispanic	N	95	93
	Mean	\$58,847.51	\$55,510.81
	Median	\$52,144.00	\$49,988.00
Non-Hispanic	N	522	492
	Mean	\$54,707.28	\$51,999.78
	Median	\$50,404.00	\$47,966.50
Other	N	60	55
	Mean	\$56,955.35	\$54,291.75
	Median	\$52,648.50	\$49,885.00
Total	N	677	640
	Mean	\$55,487.49	\$52,706.94
	Median	\$51,160.00	\$48,152.00

Table 5.8f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	476	444
	Mean	\$53,223.90	\$49,961.01
	Median	\$48,545.50	\$45,634.00
Yes	N	340	320
	Mean	\$57,658.74	\$55,024.89
	Median	\$55,037.50	\$52,000.00
Total	N	816	764
	Mean	\$55,071.75	\$52,082.01
	Median	\$50,520.50	\$47,966.50

Table 5.8g. 2016 Salary by Presence of Collective Bargaining in Organization

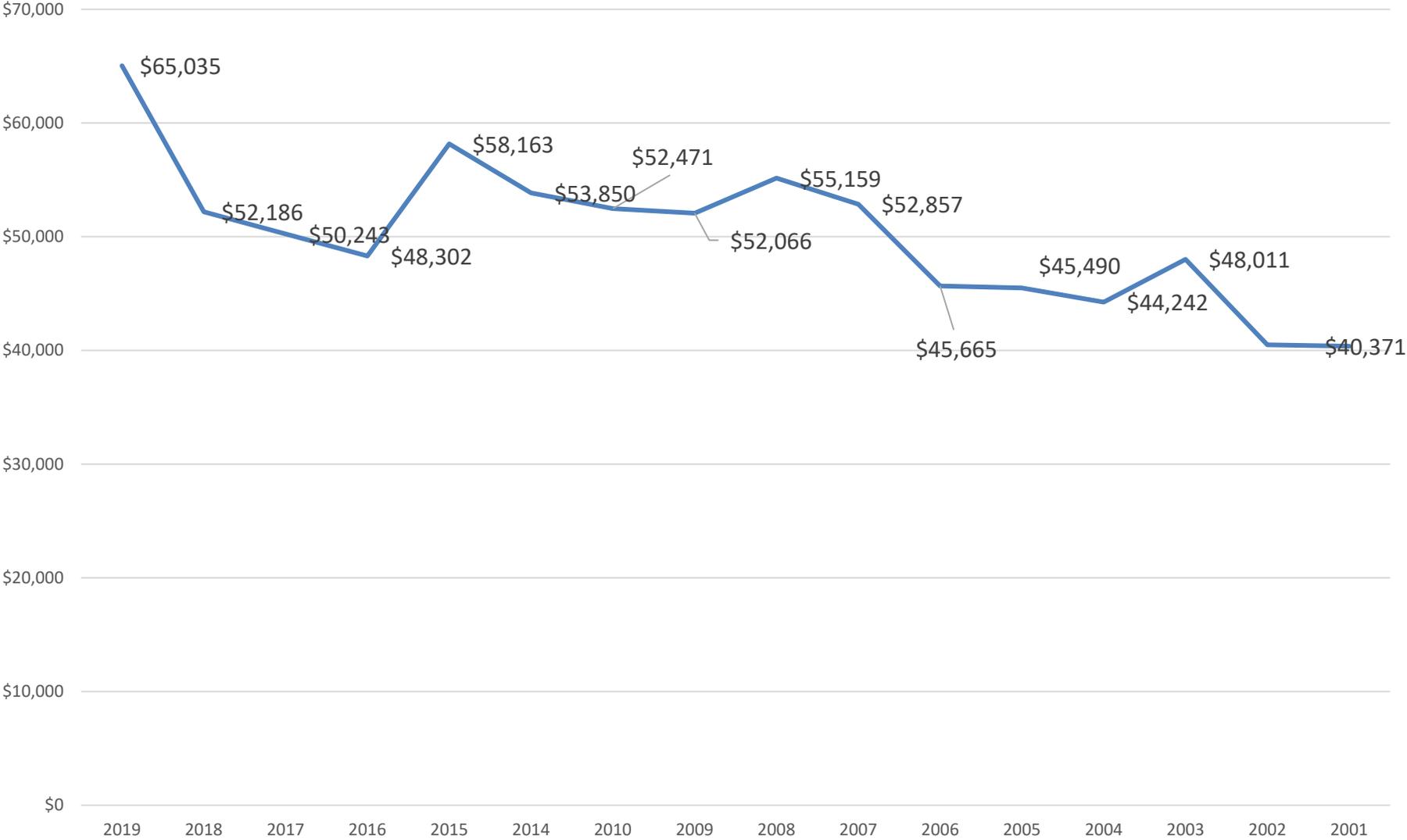
Union?		2019 Salary	2018 Salary
No	N	414	383
	Mean	\$52,235.06	\$49,504.11
	Median	\$48,152.00	\$45,035.00
Yes	N	309	297
	Mean	\$59,400.67	\$56,535.90
	Median	\$56,120.00	\$53,349.00
Total	N	723	680
	Mean	\$55,297.54	\$52,575.35
	Median	\$51,101.00	\$48,320.00

Specifications Specialist

Table 5.9. Survey Summaries

	2020 N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01- 19Change	
All	20	\$65,035	\$52,186	\$50,243	\$48,302	\$58,163	\$53,850	\$52,471	\$52,066	\$55,159	\$52,857	\$45,665	\$45,490	\$44,242	\$48,011	\$40,492	\$40,371	61%	
Entity																			
Federal								\$48,000	\$45,500										
State	5	\$63,416	\$57,792	\$52,000	\$52,000			\$57,667	\$57,667	\$41,311	\$41,502			\$34,875	\$38,031	\$39,573	\$42,534	49%	
County	6	\$60,700	\$54,872	\$50,467	\$49,004	\$67,800	\$59,400	\$50,837	\$43,528	\$70,784	\$59,726	\$37,177	\$37,322	\$37,250	\$41,900	\$39,048	\$36,278	67%	
							\$63,000												
City	4	\$93,955	\$48,171	\$48,958	\$43,901	\$46,567		\$51,033	\$51,188										
School	1	\$37,239	\$33,411					\$42,420	\$42,754	\$63,000	\$60,700	\$50,706	\$50,215	\$41,528	\$41,386	\$36,839	\$36,380	2%	
HigherEd.	2	\$50,693	\$48,090	\$34,000		\$46,000	\$42,000									\$39,000			
Health	1	\$40,672	\$39,977									\$38,000							
Utility								\$33,000	\$33,000	\$53,500	\$52,000	\$48,500							
Sp.Auth.	1	\$64,311	\$63,268	\$59,500	\$55,000	\$72,000	\$51,000	\$100,000	\$100,000	\$72,000	\$70,000	\$60,000	\$50,880	\$86,631	\$85,687				
Region																			
Northeast								\$43,528	\$43,528	\$63,000	\$49,000	\$34,362	\$33,689	\$58,339	\$58,858	\$32,249	\$34,459		
Mid-Atlantic	2	\$57,828	\$54,703	\$47,000	\$46,000	\$60,600	\$59,400	\$55,580	\$55,580	\$79,587	\$74,000	\$45,880	\$44,533	\$38,333	\$43,000	\$46,515	\$46,408	25%	
Southeast	8	\$52,958	\$49,545	\$53,843	\$49,923	\$43,000	\$51,000	\$58,146		\$58,943	\$62,408	\$49,821	\$50,376	\$45,719	\$49,511	\$38,498	\$37,245	42%	
SouthCentral	1	\$231,096	\$46,582	\$41,700	\$45,550	\$68,000	\$42,000	\$41,000	\$40,625	\$47,969	\$49,215	\$39,358	\$37,600	\$35,031	\$36,041	\$35,857	\$33,352	593%	
Central	3	\$61,353	\$56,617					\$46,598	\$41,101	\$52,250	\$50,000	\$37,000	\$37,000	\$38,295	\$37,000	\$44,124	\$54,168	13%	
GreatLakes	4	\$57,427	\$55,163	\$46,426	\$46,426			\$41,200	\$41,200	\$40,000	\$40,000	\$50,029	\$60,000	\$26,500	\$50,000	\$39,586	\$38,836	48%	
NorthCentral																			
West	2	\$58,263	\$50,430	\$59,500	\$55,000	\$69,851	\$63,000	\$65,000	\$65,000	\$45,000	\$40,000			\$47,123	\$49,369	\$44,870	\$44,870	30%	
Canada								\$70,279	\$70,788							\$38,750	\$38,750		
Procur.Vol.																			
\$1-\$10M	4	\$63,855	\$57,530	\$46,446	\$45,550	\$54,000	\$51,000	\$48,176	\$47,343	\$62,722	\$39,444	\$40,055	\$33,689	\$38,638	\$40,324	\$36,101	\$35,001	82%	
\$11-\$30M	2	\$69,574	\$65,572	\$56,498	\$55,458	\$37,500		\$66,500	\$66,500			\$66,412	\$53,595	\$35,000	\$40,425	\$41,211	\$39,852	75%	
\$31-\$75M	1	\$40,603	\$36,431	\$56,333	\$46,000	\$62,651	\$61,200	\$49,333	\$48,833	\$64,627	\$60,800			\$51,577	\$53,214	\$32,358	\$32,596	25%	
\$76-\$125M	4	\$93,366	\$48,971					\$52,095		\$47,784	\$45,784	\$54,785	\$50,067	\$48,348	\$63,821	\$41,739	\$39,843	134%	
>\$125M	4	\$58,064	\$56,355	\$46,366	\$46,676	\$70,333	\$42,000	\$51,574	\$51,065	\$54,905	\$56,854	\$45,533	\$43,882	\$48,706	\$48,168	\$42,912	\$44,147	32%	

Specifications Specialist Salary Trend 2001-2020



“Specifications Specialist” Individual Survey Results

Table 5.9a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
Technical/Vocational School	N	1	1
	Mean	\$50,116.00	\$48,028.00
	Median	\$50,116.00	\$48,028.00
Some College	N	4	4
	Mean	\$49,283.25	\$44,081.50
	Median	\$51,963.00	\$43,995.00
2-year College Degree	N	2	2
	Mean	\$62,225.00	\$61,529.50
	Median	\$62,225.00	\$61,529.50
4-year College Degree	N	9	9
	Mean	\$76,567.89	\$53,407.44
	Median	\$59,444.00	\$51,270.00
Master's Degree	N	3	3
	Mean	\$68,610.00	\$61,911.33
	Median	\$75,435.00	\$70,670.00
Total	N	19	19
	Mean	\$66,665.26	\$53,358.63
	Median	\$55,968.00	\$51,270.00

Table 5.9b. Reported Individual Salaries (2020) by Field of Education

Education Level?		2019 Salary	2018 Salary
Liberal Arts	N	3	3
	Mean	\$62,722.33	\$57,967.33
	Median	\$64,385.00	\$61,253.00
Business	N	8	8
	Mean	\$78,319.88	\$54,184.75
	Median	\$57,706.00	\$56,027.00
Public Administration	N	3	3
	Mean	\$55,180.00	\$48,568.00
	Median	\$60,557.00	\$42,459.00
Political Science	N	2	2
	Mean	\$50,404.00	\$45,554.00
	Median	\$50,404.00	\$45,554.00
Engineering	N	1	1
	Mean	\$45,727.00	\$50,924.00
	Median	\$45,727.00	\$50,924.00
Total	N	19	19
	Mean	\$66,665.26	\$53,358.63
	Median	\$55,968.00	\$51,270.00

Table 5.9c. Reported Individual Salaries (2020) by Gender

Gender?		2019 Salary	2018 Salary
Male	N	6	6
	Mean	\$56,035.00	\$54,361.17
	Median	\$52,060.00	\$53,097.50
Female	N	13	13
	Mean	\$71,571.54	\$52,895.92
	Median	\$60,139.00	\$48,152.00
Total	N	19	19
	Mean	\$66,665.26	\$53,358.63
	Median	\$55,968.00	\$51,270.00

Table 5.9d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	12	12
	Mean	\$70,353.17	\$52,805.00
	Median	\$54,312.00	\$51,097.00
Black	N	3	3
	Mean	\$56,999.33	\$49,026.00
	Median	\$40,672.00	\$39,977.00
Asian	N	2	2
	Mean	\$58,262.50	\$50,430.00
	Median	\$58,262.50	\$50,430.00
Total	N	17	17
	Mean	\$66,574.18	\$51,858.71
	Median	\$55,968.00	\$50,924.00

Table 5.9e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity		2019 Salary	2018 Salary
Hispanic	N	3	3
	Mean	\$109,259.67	\$45,707.33
	Median	\$59,444.00	\$46,582.00
Non-Hispanic	N	13	13
	Mean	\$55,571.77	\$52,521.77
	Median	\$55,968.00	\$51,270.00
Other	N	1	1
	Mean	\$89,723.00	\$70,670.00
	Median	\$89,723.00	\$70,670.00
Total	N	17	17
	Mean	\$67,055.00	\$52,386.76
	Median	\$55,968.00	\$51,270.00

Table 5.9f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	11	11
	Mean	\$49,602.00	\$47,024.73
	Median	\$51,270.00	\$48,152.00
Yes	N	9	9
	Mean	\$83,898.33	\$58,493.11
	Median	\$64,385.00	\$61,253.00
Total	N	20	20
	Mean	\$65,035.35	\$52,185.50
	Median	\$55,968.00	\$51,097.00

Table 5.9g. 2016 Salary by Presence of Collective Bargaining in Organization

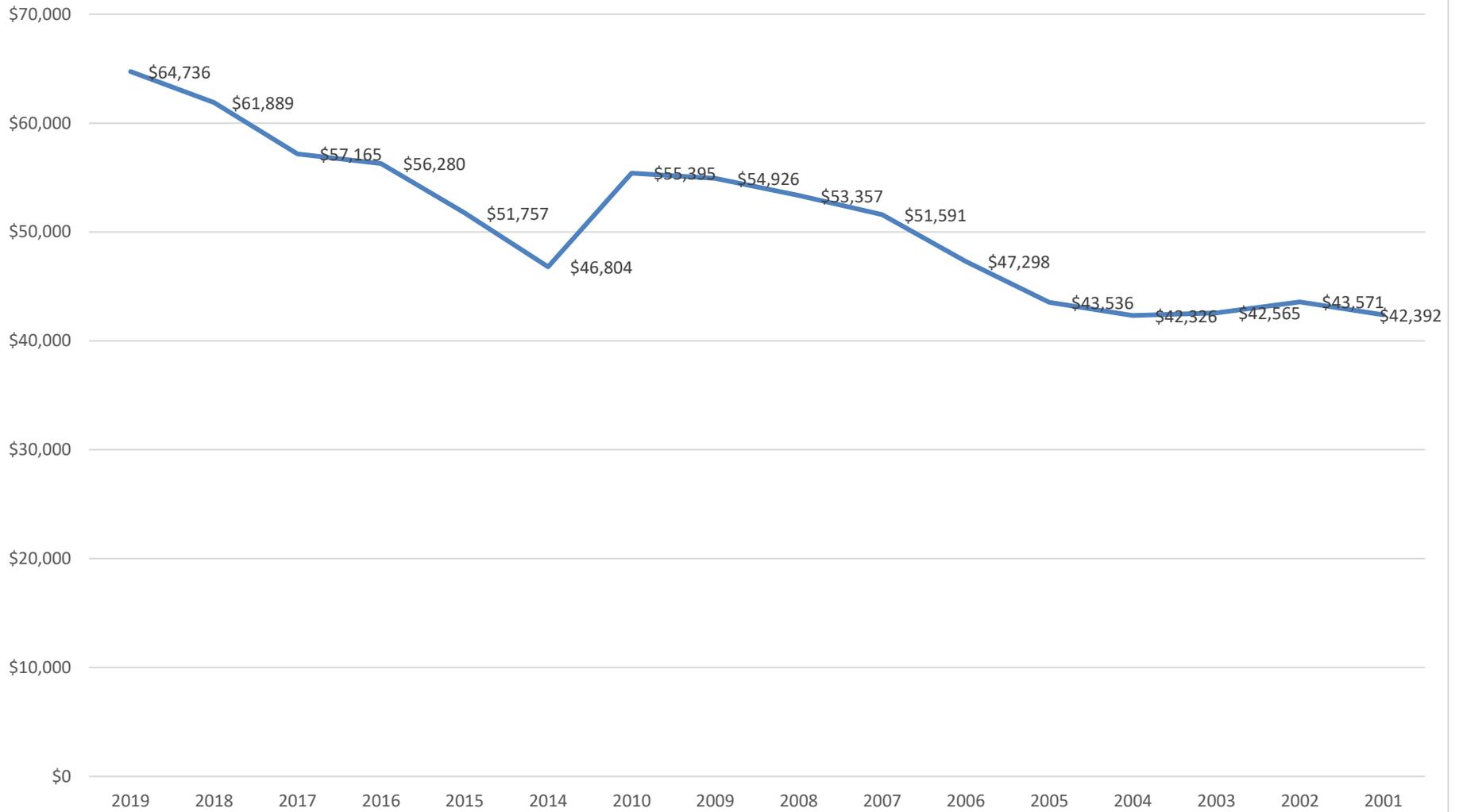
Union?		2019 Salary	2018 Salary
No	N	9	9
	Mean	\$81,193.89	\$55,267.22
	Median	\$60,139.00	\$54,925.00
Yes	N	9	9
	Mean	\$53,975.44	\$52,042.33
	Median	\$51,270.00	\$51,270.00
Total	N	18	18
	Mean	\$67,584.67	\$53,654.78
	Median	\$57,706.00	\$53,097.50

Contract Specialist

Table 5.10. Survey Summaries

	2020 N	2019	2018	2017	2016	2015	2014		2009	2008	2007	2006	2005	2004	2003	2002	2001	01- 19Change
All	191	\$64,736	\$61,889	\$57,165	\$56,280	\$51,757	\$46,804	\$55,395	\$54,926	\$53,357	\$51,591	\$47,298	\$43,536	\$42,326	\$42,565	\$43,571	\$42,392	53%
Entity																		
Federal	1	\$39,718	\$38,028			\$51,000	\$49,000	\$50,888	\$50,138									
State	58	\$64,101	\$60,733	\$68,500	\$68,500	\$53,960		\$55,857	\$52,740	\$45,500	\$44,950	\$41,653	\$42,875	\$39,648	\$38,724	\$41,208	\$41,451	55%
County	52	\$63,416	\$59,088	\$56,759	\$54,794	\$43,119	\$55,060	\$48,942	\$48,719	\$49,949	\$50,656	\$47,042	\$42,672	\$38,701	\$38,260	\$37,904	\$36,708	73%
City	34	\$62,600	\$62,551	\$53,500	\$58,250	\$50,868	\$44,851	\$55,467	\$58,056	\$57,044	\$50,121	\$47,308	\$43,482	\$44,051	\$44,534	\$46,968	\$44,420	41%
School	10	\$66,740	\$65,142	\$62,750	\$65,000	\$46,495		\$66,110	\$65,874	\$50,844	\$53,429	\$45,097	\$42,545	\$38,000		\$46,560	\$45,370	47%
HigherEd.	13	\$61,775	\$58,361	\$60,204	\$60,204	\$57,000	\$55,000	\$55,223	\$55,223	\$68,912	\$58,304	\$46,170	\$37,524	\$37,138	\$34,509	\$39,820	\$38,601	60%
Health				\$42,000	\$42,000			\$64,788				\$50,000						
Utility								\$55,000		\$54,971	\$54,221	\$46,000		\$45,000	\$45,000	\$47,820	\$46,385	
Sp.Auth.	21	\$74,205	\$70,637	\$56,825	\$52,000	\$64,000	\$53,667	\$64,185	\$67,945	\$71,454	\$71,506	\$56,008	\$53,000	\$55,975	\$52,821	\$48,075	\$44,425	67%
Nonprofit	2	\$76,137	\$80,124															
Region																		
Northeast	13	\$84,412	\$83,405							\$65,382	\$57,778	\$55,806	\$54,947	\$52,518	\$50,806	\$50,574	\$54,480	55%
Mid-Atlantic	30	\$72,056	\$69,629	\$50,000	\$39,663	\$51,816	\$35,834	\$66,044	\$65,562	\$43,592	\$53,106	\$53,627	\$41,809	\$46,744	\$46,393	\$53,175	\$48,959	47%
Southeast	38	\$54,280	\$52,516	\$57,785	\$58,097	\$52,058	\$43,779	\$52,101	\$49,096	\$48,696	\$47,848	\$41,622	\$36,728	\$38,462	\$38,266	\$39,721	\$36,545	49%
SouthCentral	40	\$59,119	\$56,758	\$50,146	\$51,866	\$55,258	\$45,237	\$50,224	\$48,159	\$43,745	\$46,025	\$48,981	\$45,447	\$38,686	\$38,930	\$37,068	\$35,914	65%
Central	11	\$58,936	\$54,278	\$71,450	\$68,700	\$52,236	\$63,357	\$57,055	\$55,700	\$57,615	\$57,163	\$42,815	\$41,859	\$40,956	\$40,420	\$49,084	\$49,961	18%
GreatLakes	14	\$64,924	\$61,832	\$52,000	\$52,000	\$55,469	\$54,965	\$52,667	\$63,000	\$50,060	\$47,172	\$45,639	\$45,706	\$43,263	\$48,626	\$44,143	\$42,438	53%
NorthCentral	3	\$63,691	\$60,130									\$37,000	\$35,000					
West	42	\$69,759	\$65,092	\$65,335	\$64,735	\$48,182	\$48,182	\$61,934	\$63,725	\$73,369	\$69,656	\$51,836	\$50,170	\$51,852	\$51,670	\$52,051	\$50,476	38%
Canada						\$51,000	\$49,000	\$53,036	\$52,440	\$72,000	\$70,000							
Procur.Vol.																		
\$1-\$10M	40	\$57,972	\$54,870	\$43,225	\$44,525	\$54,000	\$51,000	\$53,437	\$55,364	\$59,471	\$56,408	\$40,006	\$36,677	\$45,148	\$42,264	\$47,956	\$43,468	33%
\$11-\$30M	21	\$61,198	\$56,896	\$57,073	\$56,588	\$48,423	\$47,862	\$51,333	\$55,000	\$44,663	\$42,054	\$44,356	\$42,378	\$44,778	\$47,548	\$46,139	\$43,976	39%
\$31-\$75M	20	\$58,937	\$57,617	\$57,200	\$56,850	\$60,399	\$42,238	\$67,075	\$62,967	\$45,200	\$55,171	\$42,185	\$39,050	\$41,261	\$40,199	\$37,979	\$36,072	63%
\$76-\$125M	11	\$72,684	\$70,330	\$69,375	\$69,465	\$55,208	\$58,408	\$52,024	\$48,750	\$59,083	\$57,347	\$52,482	\$51,815	\$47,347	\$47,931	\$47,131	\$43,955	65%
>\$125M	45	\$71,133	\$67,501	\$59,147	\$57,500	\$54,024	\$49,167	\$56,289	\$56,538	\$54,827	\$52,911	\$53,897	\$46,779	\$43,639	\$43,143	\$45,862	\$45,847	55%

Contract Specialist Salary Trend 2001-2020



“Contract Specialist” Individual Survey Results

Table 5.10a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	4	4
	Mean	\$67,326.50	\$65,117.00
	Median	\$66,166.50	\$63,741.50
Technical/Vocational School	N	2	2
	Mean	\$47,113.50	\$45,900.50
	Median	\$47,113.50	\$45,900.50
Some College	N	29	27
	Mean	\$63,954.24	\$61,401.93
	Median	\$58,545.00	\$55,227.00
2-year College Degree	N	17	17
	Mean	\$67,185.53	\$64,981.29
	Median	\$66,014.00	\$62,903.00
4-year College Degree	N	82	80
	Mean	\$62,839.83	\$59,718.33
	Median	\$58,473.00	\$54,907.50
Master's Degree	N	38	36
	Mean	\$68,802.39	\$65,323.22
	Median	\$68,938.00	\$66,109.50
Some Doctorate Courses	N	1	1
	Mean	\$68,134.00	\$80,649.00
	Median	\$68,134.00	\$80,649.00
Doctorate Degree	N	5	5
	Mean	\$68,055.20	\$65,143.00
	Median	\$65,473.00	\$64,088.00
Total	N	178	172
	Mean	\$64,809.70	\$61,920.17
	Median	\$61,836.00	\$58,789.00

Table 5.10b. Reported Individual Salaries (2020) by Field of Education

Education Level?		2019 Salary	2018 Salary
Liberal Arts	N	22	21
	Mean	\$58,847.41	\$55,998.43
	Median	\$58,473.00	\$56,315.00
Business	N	88	84
	Mean	\$65,105.05	\$62,322.76
	Median	\$65,261.50	\$61,111.50
Economics	N	3	3
	Mean	\$62,129.67	\$60,391.00
	Median	\$56,315.00	\$54,577.00
Public Administration	N	18	17
	Mean	\$70,944.61	\$69,147.71
	Median	\$63,478.50	\$72,055.00
Political Science	N	6	6
	Mean	\$62,462.33	\$59,808.17
	Median	\$59,347.50	\$56,568.50
Engineering	N	3	3
	Mean	\$79,531.00	\$75,362.00
	Median	\$85,912.00	\$79,606.00
Other	N	38	38
	Mean	\$64,091.61	\$60,462.39
	Median	\$56,389.00	\$52,829.00
Total	N	178	172
	Mean	\$64,809.70	\$61,920.17
	Median	\$61,836.00	\$58,789.00

Table 5.10c. Reported Individual Salaries (2020) by Gender

Gender?		2019 Salary	2018 Salary
Male	N	56	52
	Mean	\$64,983.50	\$61,629.71
	Median	\$62,899.00	\$60,426.00
Female	N	119	117
	Mean	\$64,904.71	\$62,272.79
	Median	\$60,905.00	\$58,401.00
Total	N	175	169
	Mean	\$64,929.92	\$62,074.92
	Median	\$62,009.00	\$58,829.00

Table 5.10d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	114	112
	Mean	\$64,403.93	\$61,582.32
	Median	\$61,419.00	\$58,473.00
Black	N	40	38
	Mean	\$67,306.13	\$65,006.45
	Median	\$62,956.50	\$59,315.50
Asian	N	12	10
	Mean	\$71,378.75	\$63,791.20
	Median	\$69,059.00	\$64,521.00
American Indian or Alaskan Native	N	4	4
	Mean	\$52,159.25	\$51,169.75
	Median	\$53,456.00	\$51,692.50
Other	N	5	5
	Mean	\$53,870.80	\$55,321.60
	Median	\$45,732.00	\$49,885.00
Total	N	175	169
	Mean	\$64,964.74	\$62,051.27
	Median	\$62,009.00	\$58,829.00

Table 5.10e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity?		2019 Salary	2018 Salary
Hispanic	N	16	14
	Mean	\$67,695.94	\$66,437.29
	Median	\$67,898.50	\$67,205.50
Non-Hispanic	N	129	128
	Mean	\$63,952.32	\$60,819.45
	Median	\$61,053.00	\$55,698.00
Other	N	16	15
	Mean	\$68,720.50	\$65,954.07
	Median	\$66,321.50	\$65,127.00
Total	N	161	157
	Mean	\$64,798.21	\$61,810.97
	Median	\$62,009.00	\$58,829.00

Table 5.10f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	95	90
	Mean	\$60,829.14	\$58,890.63
	Median	\$58,401.00	\$56,250.00
Yes	N	96	92
	Mean	\$68,602.88	\$64,821.74
	Median	\$63,478.50	\$62,948.00
Total	N	191	182
	Mean	\$64,736.36	\$61,888.77
	Median	\$62,009.00	\$59,138.00

Table 5.10. 2016 Salary by Presence of Collective Bargaining in Organization

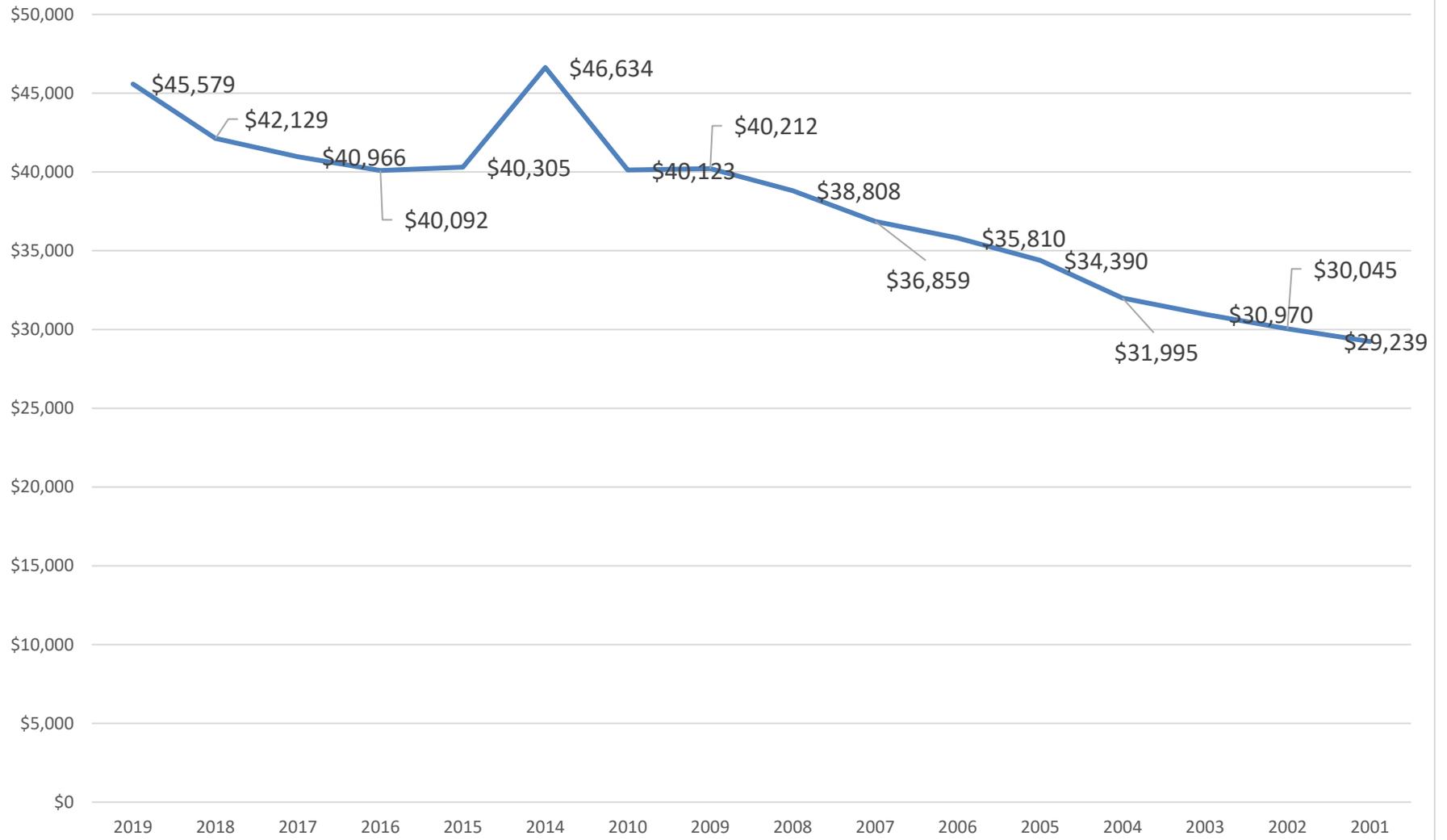
Union?		2019 Salary	2018 Salary
No	N	70	69
	Mean	\$57,969.16	\$56,484.97
	Median	\$57,852.00	\$54,734.00
Yes	N	105	100
	Mean	\$69,039.21	\$65,388.37
	Median	\$65,429.00	\$62,993.00
Total	N	175	169
	Mean	\$64,611.19	\$61,753.25
	Median	\$61,663.00	\$58,749.00

Assistant Buyer

Table 5.11. Survey Summaries

	2020 N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01- 19Change	
All	33	\$45,579	\$42,129	\$40,966	\$40,092	\$40,305	\$46,634	\$40,123	\$40,212	\$38,808	\$36,859	\$35,810	\$34,390	\$31,995	\$30,970	\$30,045	\$29,239	56%	
Entity																			
Federal								\$32,000	\$28,000										
State	3	\$40,539	\$35,517	\$44,338	\$44,500	\$35,379	\$34,896	\$39,674	\$40,763	\$34,728	\$33,237	\$32,525	\$29,741	\$28,889	\$28,335	\$27,288	\$28,708	41%	
County	10	\$48,813	\$45,228	\$41,015	\$41,120	\$41,263	\$37,988	\$42,468	\$42,969	\$36,816	\$35,531	\$33,583	\$32,346	\$31,624	\$29,741	\$30,306	\$28,581	71%	
City	10	\$43,863	\$40,247	\$41,104	\$39,823	\$40,110	\$64,148	\$39,427	\$39,000	\$40,313	\$39,074	\$38,295	\$36,842	\$33,087	\$32,267	\$30,631	\$29,063	51%	
School	8	\$48,027	\$46,083	\$40,000		\$39,198	\$27,000	\$40,659	\$40,209	\$39,636	\$36,849	\$33,375	\$31,753	\$32,362	\$30,728	\$29,958	\$30,620	57%	
HigherEd.	2	\$35,754	\$33,676	\$36,250	\$34,204	\$37,829	\$32,816	\$35,097	\$35,081	\$31,091	\$28,690	\$28,948	\$28,506	\$27,521	\$26,835	\$26,204	\$25,949	38%	
Health																			
Utility						\$55,000	\$55,000	\$40,370	\$39,037	\$45,833	\$45,833	\$51,377	\$45,593	\$36,945	\$38,081	\$32,084	\$31,121		
Sp.Auth.						\$47,367	\$45,833	\$46,947	\$50,990	\$60,755	\$55,819	\$37,959	\$36,653	\$42,102	\$38,246	\$36,393	\$36,424		
Region																			
Northeast						\$46,000		\$42,880	\$45,350	\$40,365	\$37,234	\$36,363	\$34,053	\$34,545	\$33,495	\$33,058	\$31,446		
Mid-Atlantic	9	\$49,266	\$48,223	\$48,667	\$46,000	\$35,734	\$30,149	\$42,465	\$41,537	\$41,823	\$39,718	\$38,827	\$37,984	\$34,174	\$32,461	\$30,925	\$30,913	59%	
Southeast	9	\$34,748	\$32,599	\$33,075	\$35,208	\$37,814	\$35,736	\$35,439	\$34,778	\$34,761	\$33,422	\$33,688	\$31,859	\$27,505	\$26,402	\$25,835	\$25,221	38%	
SouthCentral	5	\$46,888	\$34,752	\$41,002	\$42,828	\$37,169	\$35,657	\$35,592	\$34,196	\$31,130	\$29,858	\$30,378	\$30,280	\$28,088	\$27,591	\$26,387	\$26,008	80%	
Central	3	\$58,104	\$55,997	\$45,372	\$42,347	\$39,205	\$160,441	\$36,832	\$36,549	\$42,100	\$41,270	\$37,455	\$34,333	\$31,533	\$29,419	\$30,368	\$27,984	108%	
GreatLakes	2	\$50,197	\$47,771	\$38,518	\$37,970	\$40,861	\$40,339	\$37,951	\$40,581	\$38,062	\$39,344	\$37,235	\$36,728	\$35,699	\$34,451	\$32,640	\$31,474	59%	
NorthCentral								\$35,000	\$35,000					\$23,000	\$22,300				
West	5	\$47,765	\$44,019	\$52,418	\$50,740	\$47,528	\$44,832	\$48,656	\$48,154	\$47,227	\$41,946	\$40,776	\$39,226	\$40,399	\$39,298	\$34,750	\$34,568	38%	
Canada					\$46,250	\$45,000	\$57,428	\$56,904	\$47,871	\$47,252	\$38,175	\$38,327	\$41,055	\$36,813	\$35,104	\$41,833	\$30,381	\$28,174	
Procur.Vol.																			
\$1-\$10M	7	\$44,961	\$42,234	\$52,000	\$49,167	\$33,364	\$32,959	\$39,185	\$38,072	\$37,617	\$35,134	\$33,934	\$32,780	\$30,311	\$29,220	\$28,261	\$27,009	66%	
\$11-\$30M	2	\$47,206	\$45,642	\$34,993	\$36,314	\$38,067	\$35,638	\$36,018	\$35,023	\$34,134	\$32,850	\$35,367	\$35,677	\$29,670	\$28,614	\$28,132	\$27,750	70%	
\$31-\$75M	4	\$49,351	\$47,962	\$37,037	\$39,033	\$37,788	\$28,781	\$39,940	\$40,742	\$39,100	\$37,075	\$32,850	\$32,152	\$32,542	\$31,939	\$30,937	\$29,802	66%	
\$76-\$125M	1	\$32,910	\$25,289	\$44,519	\$40,831	\$38,110	\$89,313	\$44,077	\$45,995	\$46,937	\$44,630	\$42,012	\$39,798	\$37,246	\$35,933	\$33,281	\$33,176	-1%	
>\$125M	4	\$44,542	\$41,574	\$39,184	\$33,400	\$43,560	\$42,636	\$42,168	\$42,152	\$40,560	\$39,060	\$37,806	\$36,161	\$33,349	\$32,599	\$32,807	\$32,305	38%	

Assistant Buyer Salary Trend 2001-2020



“Assistant Buyer” Individual Survey Results

Table 5.11a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	2	2
	Mean	\$57,969.50	\$55,714.00
	Median	\$57,969.50	\$55,714.00
Technical/Vocational School	N	4	4
	Mean	\$50,119.50	\$47,948.75
	Median	\$45,801.00	\$43,545.50
Some College	N	8	8
	Mean	\$40,890.63	\$40,109.75
	Median	\$37,912.50	\$36,694.50
2-year College Degree	N	5	5
	Mean	\$45,133.60	\$40,323.20
	Median	\$45,191.00	\$28,853.00
4-year College Degree	N	8	8
	Mean	\$44,190.13	\$42,606.63
	Median	\$44,547.50	\$41,763.50
Master's Degree	N	2	2
	Mean	\$40,704.50	\$35,508.00
	Median	\$40,704.50	\$35,508.00
Total	N	29	29
	Mean	\$44,970.34	\$42,675.38
	Median	\$41,763.00	\$36,848.00

Table 5.11b. Reported Individual Salaries (2020) by Field of Education

Education Field?		2019 Salary	2018 Salary
Liberal Arts	N	2	2
	Mean	\$45,381.00	\$42,436.50
	Median	\$45,381.00	\$42,436.50
Business	N	18	18
	Mean	\$46,634.56	\$44,001.61
	Median	\$42,189.50	\$38,087.50
Economics	N	1	1
	Mean	\$31,323.00	\$31,323.00
	Median	\$31,323.00	\$31,323.00
Public Administration	N	2	2
	Mean	\$41,715.00	\$40,185.50
	Median	\$41,715.00	\$40,185.50
Engineering	N	2	2
	Mean	\$37,336.50	\$30,155.50
	Median	\$37,336.50	\$30,155.50
Other	N	1	1
	Mean	\$26,674.00	\$26,674.00
	Median	\$26,674.00	\$26,674.00
Total	N	26	26
	Mean	\$44,087.85	\$41,368.50
	Median	\$41,224.00	\$36,284.50

Table 5.11c. Reported Individual Salaries (2020) by Gender

Gender?		2019 Salary	2018 Salary
Male	N	3	3
	Mean	\$40,255.67	\$40,022.00
	Median	\$41,917.00	\$44,200.00
Female	N	24	24
	Mean	\$43,466.00	\$40,924.54
	Median	\$41,224.00	\$36,284.50
Total	N	27	27
	Mean	\$43,109.30	\$40,824.26
	Median	\$41,224.00	\$36,541.00

Table 5.11d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	20	20
	Mean	\$43,418.95	\$41,473.30
	Median	\$42,536.00	\$40,102.50
Black	N	5	5
	Mean	\$35,035.20	\$32,605.60
	Median	\$32,677.00	\$31,323.00
Asian	N	2	2
	Mean	\$60,198.00	\$54,880.50
	Median	\$60,198.00	\$54,880.50
Other	N	1	1
	Mean	\$67,787.00	\$65,701.00
	Median	\$67,787.00	\$65,701.00
Total	N	28	28
	Mean	\$43,990.64	\$41,712.71
	Median	\$41,493.50	\$36,694.50

Table 5.11e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity?		2019 Salary	2018 Salary
Hispanic	N	3	3
	Mean	\$42,688.00	\$41,069.00
	Median	\$32,910.00	\$32,217.00
Non-Hispanic	N	21	21
	Mean	\$43,648.33	\$41,275.62
	Median	\$41,763.00	\$36,541.00
Other	N	3	3
	Mean	\$46,302.33	\$44,078.00
	Median	\$41,224.00	\$40,878.00
Total	N	27	27
	Mean	\$43,836.52	\$41,564.04
	Median	\$41,224.00	\$36,541.00

Table 5.11f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	23	22
	Mean	\$44,135.35	\$41,599.82
	Median	\$41,917.00	\$36,284.50
Yes	N	10	9
	Mean	\$48,898.60	\$43,423.67
	Median	\$43,851.50	\$40,878.00
Total	N	33	31
	Mean	\$45,578.76	\$42,129.32
	Median	\$41,917.00	\$36,848.00

Table 5.11g. 2016 Salary by Presence of Collective Bargaining in Organization

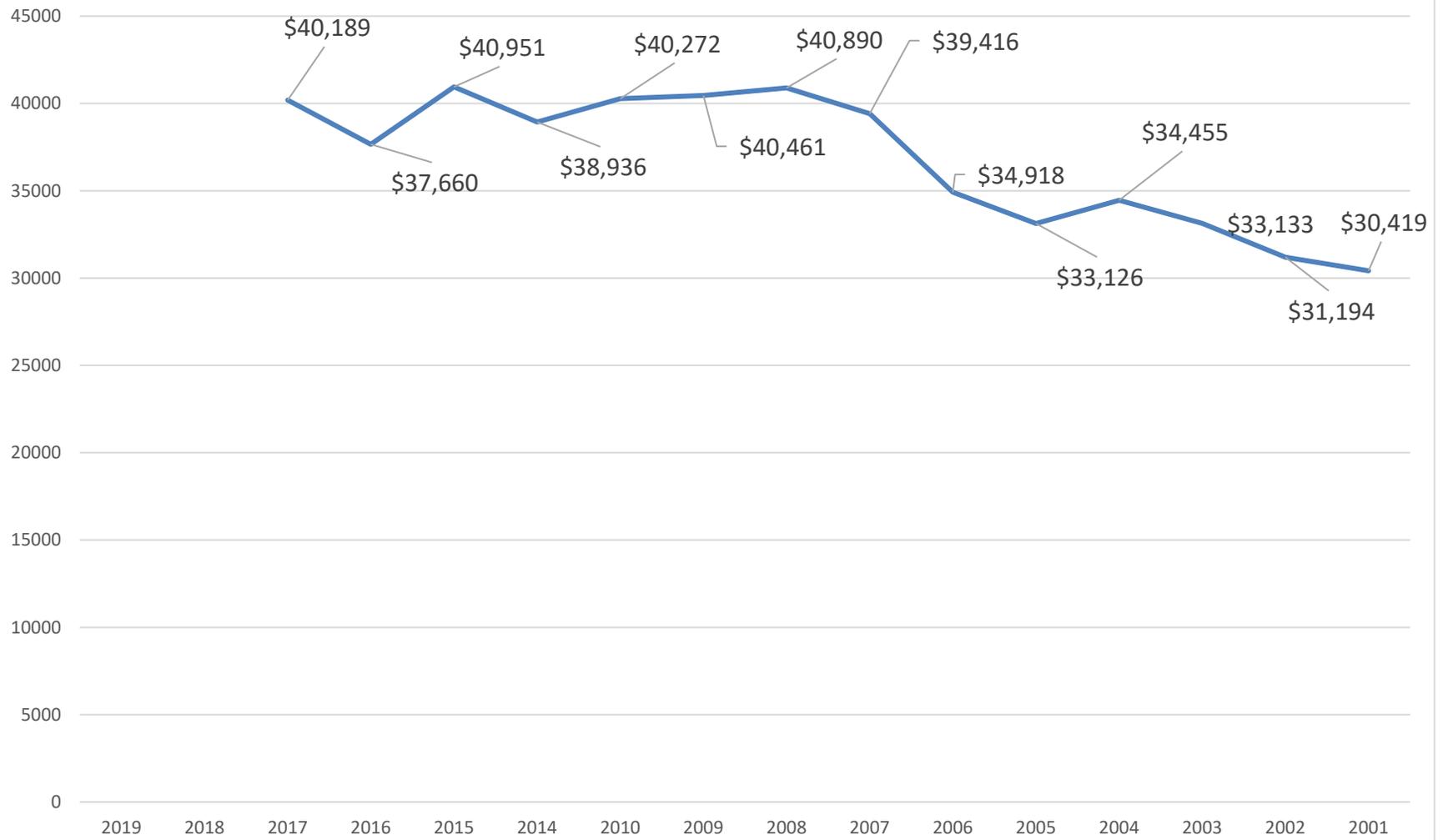
Union?		2019 Salary	2018 Salary
No	N	15	15
	Mean	\$42,134.47	\$39,488.93
	Median	\$41,224.00	\$36,028.00
Yes	N	14	14
	Mean	\$48,008.79	\$46,089.43
	Median	\$47,046.00	\$44,963.50
Total	N	29	29
	Mean	\$44,970.34	\$42,675.38
	Median	\$41,763.00	\$36,848.00

Stores Technician (No reported data in 2020)

Table 5.12. Survey Summaries

	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
All	\$40,189	\$37,660	\$40,951	\$38,936	\$40,272	\$40,461	\$40,890	\$39,416	\$34,918	\$33,126	\$34,455	\$33,133	\$31,194	\$30,419
Entity														
Federal					\$38,057	\$37,101								
State			\$37,000	\$37,000	\$42,403	\$41,701	\$38,425	\$37,062	\$29,242	\$27,811	\$29,740	\$27,494	\$30,331	\$29,721
County	\$30,920	\$30,000		\$65,275	\$41,335	\$39,959	\$39,841	\$30,534	\$34,538	\$32,112	\$29,208	\$27,520	\$26,817	\$26,292
City	\$40,321	\$39,271	\$36,998	\$36,774	\$39,910	\$39,748	\$37,948	\$37,604	\$35,112	\$33,329	\$36,019	\$34,362	\$31,799	\$30,467
School	\$35,000		\$39,759	\$38,428	\$40,522	\$40,944	\$41,725	\$39,536	\$35,901	\$34,151	\$35,503	\$34,994	\$33,850	\$33,124
HigherEd.	\$35,250	\$30,000	\$35,000	\$33,416	\$34,494	\$33,994	\$43,240	\$42,120	\$23,969	\$23,501	\$30,926	\$30,774	\$28,125	\$27,214
Health					\$42,550	\$42,550			\$30,000	\$30,000	\$23,000	\$23,000		
Utility			\$61,070	\$60,503	\$42,839	\$39,909	\$51,090	\$51,050	\$34,634	\$33,676	\$36,089	\$35,330	\$33,795	\$37,519
Sp.Auth.	\$46,540	\$39,375	\$39,867	\$41,000	\$40,001	\$47,332	\$47,199	\$44,949	\$48,170	\$46,206	\$42,482	\$41,855	\$34,990	\$33,291
Region														
Northeast					\$50,000	\$48,000	\$39,509	\$39,530	\$42,037	\$39,241	\$36,175	\$35,945	\$32,749	\$30,222
Mid-Atlantic	\$37,750				\$41,830	\$40,931	\$42,919	\$38,981	\$38,055	\$34,713	\$35,399	\$33,841	\$32,068	\$31,030
Southeast	\$35,811	\$34,975	\$36,564	\$35,610	\$35,438	\$36,714	\$37,083	\$36,050	\$31,486	\$29,667	\$31,507	\$30,291	\$27,726	\$26,990
SouthCentral	\$40,625	\$39,583	\$32,867	\$31,983	\$31,865	\$30,946	\$36,266	\$34,526	\$28,979	\$27,639	\$27,955	\$25,731	\$26,199	\$25,453
Central			\$41,558	\$39,350	\$34,397	\$35,526	\$41,668	\$40,693	\$34,050	\$30,540	\$30,269	\$28,922	\$28,755	\$27,462
GreatLakes	\$40,000	\$40,000			\$40,424	\$40,424	\$38,427	\$38,727	\$42,653	\$41,646	\$37,137	\$34,669	\$31,744	\$30,678
NorthCentral					\$30,410	\$30,410	\$45,000	\$45,000	\$31,196	\$29,862	\$25,792	\$25,792	\$26,055	\$24,919
West	\$65,058	\$47,933	\$51,396	\$49,432	\$54,830	\$56,007	\$52,075	\$50,408	\$44,666	\$43,061	\$44,816	\$44,718	\$41,354	\$40,252
Canada	\$61,500	\$55,000	\$67,428	\$58,808	\$51,161	\$50,418	\$52,968	\$48,970	\$34,922	\$34,962	\$41,200	\$39,650	\$36,510	\$37,210
Procur.Vol.														
\$1-\$10M	\$45,500	\$45,333			\$36,188	\$35,048	\$36,141	\$34,436	\$33,445	\$32,982	\$29,083	\$28,220	\$29,468	\$29,667
\$11-\$30M	\$41,521	\$33,760	\$34,099	\$29,368	\$33,850	\$34,214	\$34,638	\$32,126	\$33,323	\$31,850	\$33,689	\$33,180	\$27,855	\$26,903
\$31-\$75M	\$38,680	\$37,158	\$43,725	\$43,165	\$39,631	\$40,688	\$41,373	\$39,384	\$34,074	\$32,420	\$35,368	\$33,174	\$29,684	\$29,219
\$76-\$125M	\$39,333	\$34,000	\$35,888	\$32,950	\$36,468	\$37,222	\$42,909	\$41,781	\$33,682	\$31,501	\$29,774	\$27,339	\$29,768	\$28,146
>\$125M	\$34,100	\$30,291	\$47,921	\$50,719	\$48,875	\$48,537	\$46,213	\$45,117	\$39,824	\$36,614	\$41,259	\$40,393	\$41,221	\$39,051

Stores Technician Salary Trend 2001-2020

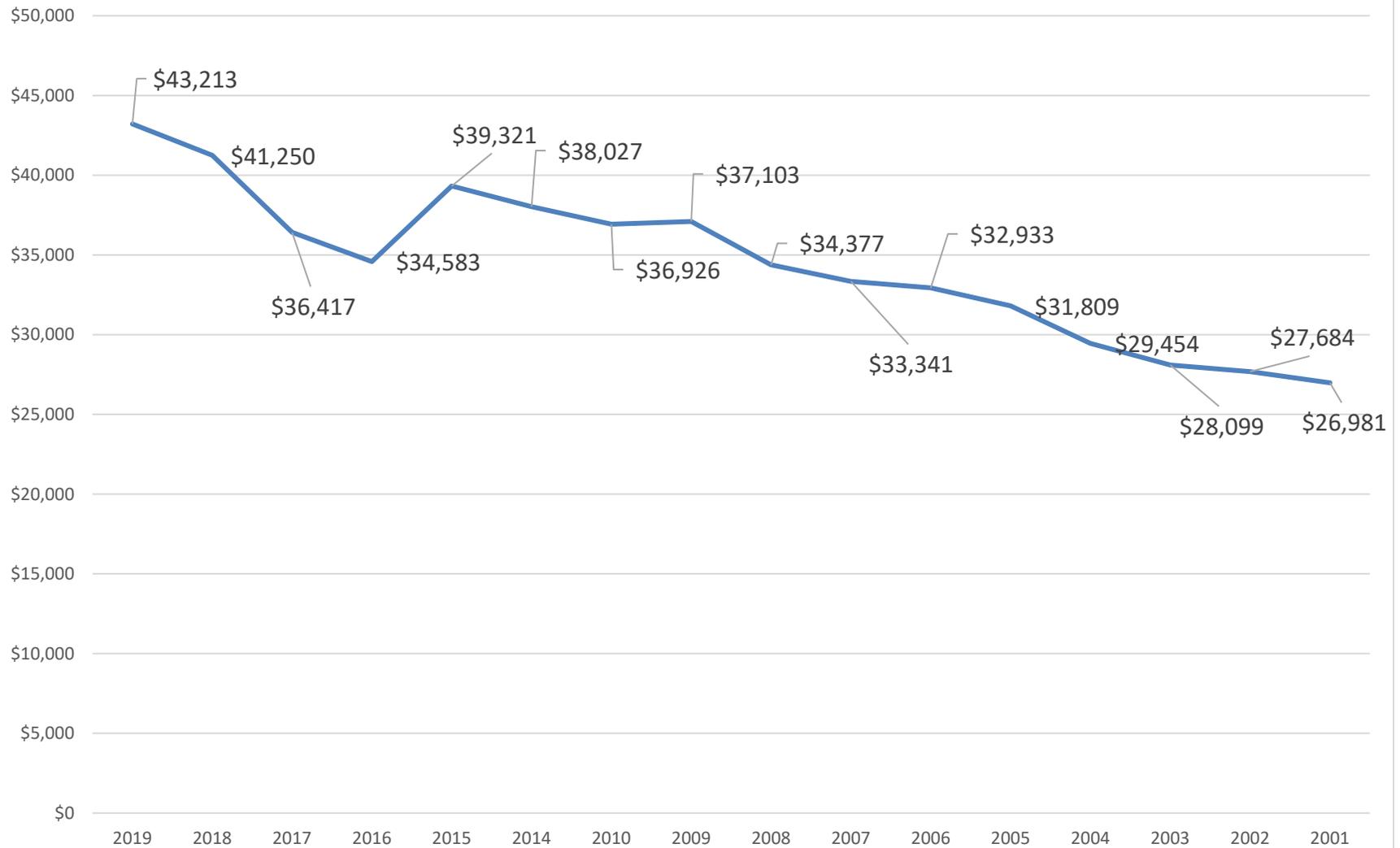


Receiving Technician

Table 5.13. Survey Summaries

	2020N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
All	3	\$43,213	\$41,250	\$36,417	\$34,583	\$39,321	\$38,027	\$36,926	\$37,103	\$34,377	\$33,341	\$32,933	\$31,809	\$29,454	\$28,099	\$27,684	\$26,981
Entity																	
Federal								\$28,000	\$26,800								
State							\$30,000	\$40,387	\$45,195	\$28,878	\$27,493	\$34,002	\$32,476	\$25,766	\$25,724	\$26,036	\$25,591
County				\$35,280	\$29,500			\$38,943	\$37,886	\$26,720	\$25,816	\$34,351	\$31,765	\$28,343	\$24,438	\$28,273	\$27,191
City				\$52,000	\$52,000	\$38,119	\$40,102	\$38,049	\$37,105	\$37,741	\$37,878	\$29,659	\$30,152	\$31,601	\$29,132	\$31,166	\$29,402
							\$38,748										
School				\$32,000	\$31,000	\$42,377		\$33,787	\$33,281								
HigherEd.				\$33,833	\$32,750	\$30,336	\$24,690	\$31,747	\$31,976	\$34,074	\$33,035	\$35,382	\$33,106	\$31,355	\$29,842	\$31,624	\$32,031
Health								\$44,000	\$44,000	\$29,863	\$29,023	\$28,066	\$28,659	\$26,418	\$26,355	\$24,059	\$23,577
Utility								\$50,235	\$51,853	\$44,427	\$51,750	\$30,000	\$30,000				
Sp.Auth.						\$44,000	\$51,000	\$43,216	\$55,208	\$42,470	\$40,386	\$39,829	\$37,697	\$36,251	\$35,174	\$21,000	\$19,000
Region																	
Northeast								\$25,847	\$24,432	\$31,200	\$28,000	\$32,822	\$28,094	\$53,491	\$51,886	\$31,000	\$29,000
Mid-Atlantic				\$39,750		\$9,000	\$9,000	\$44,017	\$48,953	\$33,289	\$32,208	\$37,597	\$35,139	\$31,584	\$27,282	\$30,558	\$29,111
Southeast				\$27,420	\$26,250	\$35,085	\$34,863	\$32,475	\$33,026	\$33,329	\$32,447	\$32,772	\$30,664	\$27,732	\$26,723	\$25,435	\$24,531
SouthCentral				\$39,250	\$38,750	\$33,859	\$33,500	\$32,211	\$32,857	\$25,228	\$24,184	\$25,324	\$24,802	\$25,557	\$24,369	\$25,696	\$26,165
Central						\$50,896	\$49,245	\$32,655	\$32,159	\$40,950	\$40,418	\$34,559	\$31,047	\$26,736	\$25,067	\$27,103	\$27,735
GreatLakes								\$38,902	\$38,569	\$29,910	\$-			\$30,750	\$29,750	\$29,533	\$27,104
NorthCentral								\$42,927	\$43,180	\$21,000	\$21,000	\$27,248				\$27,539	\$26,713
West						\$35,000		\$52,312	\$53,190	\$42,846	\$40,643	\$39,244	\$39,468	\$31,953	\$31,156	\$32,363	\$31,474
Canada				\$56,000		\$52,602	\$51,682			\$45,359	\$44,800	\$41,295	\$40,459	\$36,428	\$35,630		
Procur.Vol.																	
\$1-\$10M				\$39,667	\$39,333	\$54,000	\$40,500	\$39,650	\$39,159	\$32,402	\$30,953	\$29,901	\$28,626	\$25,854	\$26,404	\$24,706	\$24,214
\$11-\$30M				\$30,946	\$29,833	\$35,000		\$28,144	\$28,406	\$29,578	\$28,157	\$24,726	\$24,284	\$29,552	\$29,492	\$24,718	\$24,626
\$31-\$75M				\$39,750		\$37,014	\$37,681	\$32,104	\$32,567	\$32,163	\$30,877	\$33,341	\$33,715	\$28,946	\$25,129	\$27,629	\$26,127
\$76-\$125M						\$34,961	\$35,202	\$43,709	\$44,958	\$35,229	\$34,583	\$39,983	\$31,632	\$27,321	\$29,770	\$27,429	\$28,491
>\$125M						\$40,643	\$37,665	\$39,478	\$38,543	\$41,750	\$40,564	\$36,343	\$36,521	\$35,023	\$32,437	\$36,215	\$35,158

Receiving Technician Salary Trend 2001-2020



“Receiving Technician” Individual Survey Results

Table 5.13a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	1	1
	Mean	\$22,248.00	\$22,248.00
	Median	\$22,248.00	\$22,248.00
Technical/Vocational School	N	1	1
	Mean	\$38,453.00	\$38,106.00
	Median	\$38,453.00	\$38,106.00
2-year College Degree	N	1	1
	Mean	\$68,938.00	\$63,395.00
	Median	\$68,938.00	\$63,395.00
Total	N	3	3
	Mean	\$43,213.00	\$41,249.67
	Median	\$38,453.00	\$38,106.00

Table 5.13b. Reported Individual Salaries (2020) by Field of Education

Education Field?		2019 Salary	2018 Salary
Business	N	1	1
	Mean	\$22,248.00	\$22,248.00
	Median	\$22,248.00	\$22,248.00
Other	N	2	2
	Mean	\$53,695.50	\$50,750.50
	Median	\$53,695.50	\$50,750.50
Total	N	3	3
	Mean	\$43,213.00	\$41,249.67
	Median	\$38,453.00	\$38,106.00

Table 5.13c. Reported Individual Salaries (2020) by Gender

Gender?		2019 Salary	2018 Salary
Female	N	3	3
	Mean	\$43,213.00	\$41,249.67
	Median	\$38,453.00	\$38,106.00
Total	N	3	3
	Mean	\$43,213.00	\$41,249.67
	Median	\$38,453.00	\$38,106.00

Table 5.13d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	3	3
	Mean	\$43,213.00	\$41,249.67
	Median	\$38,453.00	\$38,106.00
Total	N	3	3
	Mean	\$43,213.00	\$41,249.67
	Median	\$38,453.00	\$38,106.00

Table 5.13e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity		2019 Salary	2018 Salary
Non-Hispanic	N	2	2
	Mean	\$30,350.50	\$30,177.00
	Median	\$30,350.50	\$30,177.00
Other	N	1	1
	Mean	\$68,938.00	\$63,395.00
	Median	\$68,938.00	\$63,395.00
Total	N	3	3
	Mean	\$43,213.00	\$41,249.67
	Median	\$38,453.00	\$38,106.00

Table 5.13f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	2	2
	Mean	\$30,350.50	\$30,177.00
	Median	\$30,350.50	\$30,177.00
Yes	N	1	1
	Mean	\$68,938.00	\$63,395.00
	Median	\$68,938.00	\$63,395.00
Total	N	3	3
	Mean	\$43,213.00	\$41,249.67
	Median	\$38,453.00	\$38,106.00

Table 5.13g. 2016 Salary by Presence of Collective Bargaining in Organization

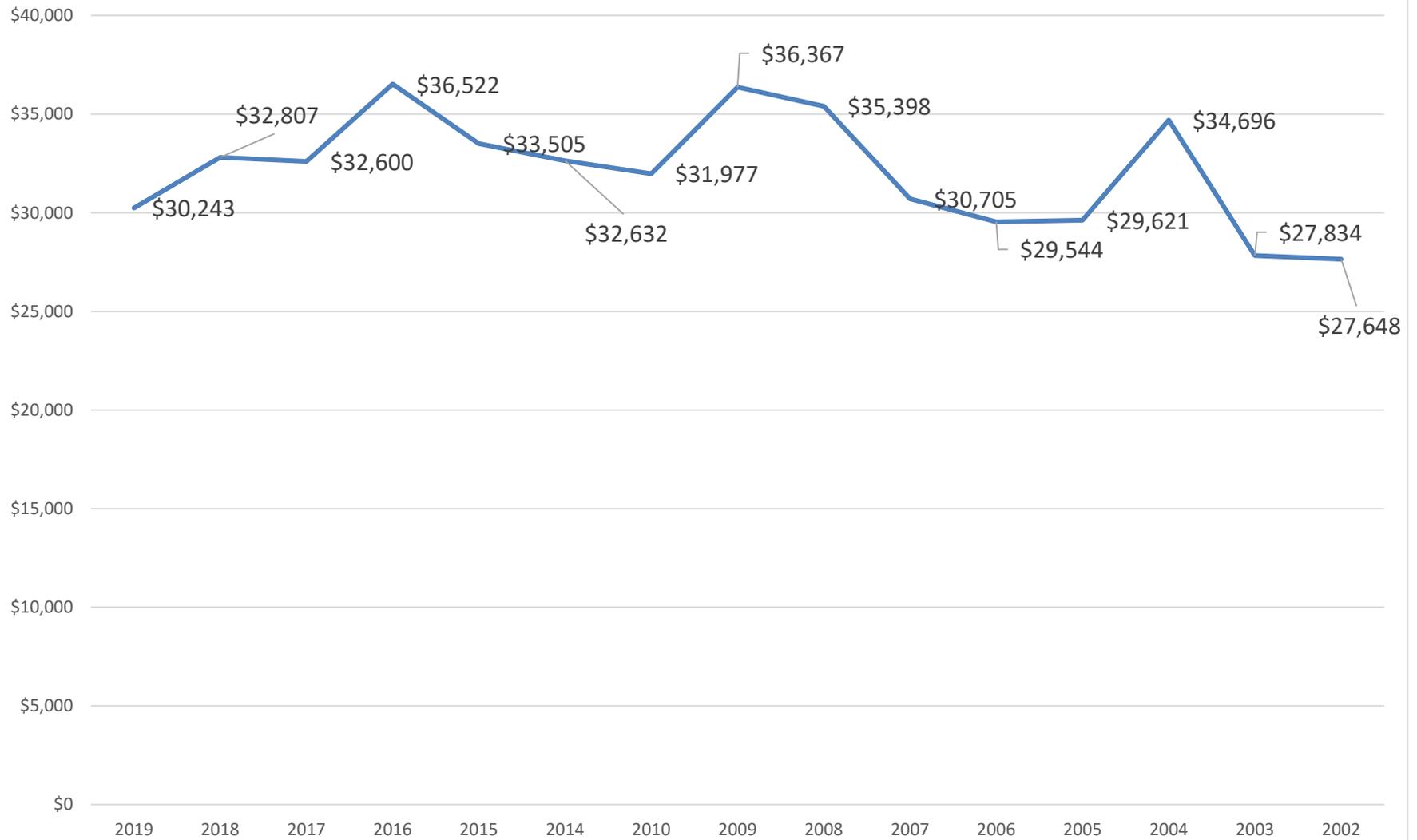
Union?		2019 Salary	2018 Salary
No	N	2	2
	Mean	\$30,350.50	\$30,177.00
	Median	\$30,350.50	\$30,177.00
Yes	N	1	1
	Mean	\$68,938.00	\$63,395.00
	Median	\$68,938.00	\$63,395.00
Total	N	3	3
	Mean	\$43,213.00	\$41,249.67
	Median	\$38,453.00	\$38,106.00

Delivery Technician

Table 5.14. Survey Summaries

	2020N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
All	1	\$31,286	\$30,243	\$32,807	\$32,600	\$36,522	\$33,505	\$32,632	\$31,977	\$36,367	\$35,398	\$30,705	\$29,544	\$29,621	\$34,696	\$27,834	\$27,648
Entity																	
Federal								\$28,000	\$26,800								
State								\$40,010	\$39,689	\$33,497	\$32,623	\$26,245	\$26,410	\$27,708	\$27,872	\$27,253	\$26,124
County				\$25,839	\$24,000			\$36,631	\$33,034	\$39,696	\$38,981	\$33,721	\$32,287	\$24,795	\$24,579	\$22,276	\$22,532
City				\$52,000	\$52,000			\$36,813	\$39,226	\$33,962	\$36,858	\$34,060	\$32,663	\$32,011	\$29,470	\$33,747	\$30,033
School				\$28,000	\$27,000	\$39,528	\$38,758	\$31,272	\$31,478	\$37,101	\$35,290	\$32,409	\$31,530	\$30,926	\$56,639	\$31,346	\$30,982
HigherEd.				\$28,000	\$25,000	\$24,500	\$23,000	\$26,483	\$24,822	\$24,019	\$24,549	\$21,727	\$22,616	\$22,854	\$22,109	\$23,255	\$24,619
Health														\$93,150	\$93,150		
Utility								\$45,000		\$27,000	\$27,000						
Sp.Auth.				\$35,000	\$35,000			\$39,409	\$50,567	\$48,039	\$47,034	\$28,941	\$28,482	\$33,920	\$32,746	\$24,420	\$23,500
Region																	
Northeast								\$37,190	\$35,914					\$40,892	\$40,237	\$21,181	\$29,000
Mid-Atlantic				\$30,000				\$36,993	\$29,615	\$36,961	\$34,466	\$33,173	\$30,972	\$27,675	\$26,547	\$31,044	\$30,269
Southeast				\$25,839	\$24,000	\$24,500	\$23,000	\$28,588	\$29,698	\$32,578	\$32,630	\$29,465	\$26,934	\$32,255	\$49,707	\$24,921	\$24,772
SouthCentral				\$35,250	\$34,750	\$28,764	\$28,270	\$30,009	\$29,613	\$24,238	\$23,648	\$25,163	\$24,675	\$24,013	\$22,122	\$24,623	\$22,920
Central						\$43,116	\$49,245	\$33,818	\$33,931	\$37,254	\$34,832	\$31,331	\$29,773	\$25,086	\$24,102	\$23,753	\$23,523
GreatLakes								\$26,000	\$26,000	\$31,327	\$33,448	\$47,609	\$46,675	\$27,243	\$29,252	\$20,697	\$16,575
NorthCentral												\$24,718	\$23,436		\$27,539	\$26,713	
West								\$40,535	\$41,382	\$44,836	\$43,972	\$37,844	\$38,451	\$36,398	\$39,131	\$33,483	\$32,041
Canada								\$42,000		\$40,467	\$40,600				\$35,000	\$44,124	\$42,224
Procur.Vol.																	
\$1-\$10M				\$40,000	\$39,500			\$35,639	\$34,564	\$34,221	\$34,575	\$30,124	\$28,938	\$30,421	\$32,321	\$25,475	\$24,931
\$11-\$30M				\$25,920	\$24,500			\$26,914	\$25,981	\$30,593	\$29,417	\$28,396	\$26,431	\$26,417	\$24,785	\$25,563	\$26,115
\$31-\$75M				\$32,500	\$35,000	\$39,005	\$38,758	\$28,375	\$27,987	\$34,444	\$32,909	\$27,827	\$26,967	\$27,527	\$26,552	\$26,581	\$27,481
\$76-\$125M						\$30,000		\$34,154	\$34,154	\$33,237	\$32,444	\$30,828	\$28,217	\$28,482	\$27,156	\$28,117	\$26,004
>\$125M						\$37,301	\$23,000	\$37,892	\$36,797	\$43,052	\$41,523	\$38,079	\$35,883	\$33,954	\$53,650	\$34,359	\$34,088

Delivery Technician Salary Trend 2001-2020



Fixed Assets Technician

Table 5.15. Survey Summaries

	2020N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001
All	2	\$46,421	\$43,822	\$48,952	\$51,477	\$40,396	\$38,661	\$43,691	\$42,175	\$41,988	\$40,607	\$34,696	\$33,331	\$35,323	\$33,982	\$34,062	\$33,042
Entity																	
Federal								\$38,000	\$46,500								
State				\$56,160	\$56,160	\$41,850	\$40,320	\$47,100	\$46,864	\$41,618	\$38,822	\$37,145	\$35,997	\$32,586	\$30,143	\$30,314	\$30,288
County				\$50,048	\$49,958	\$39,593	\$35,712	\$39,160	\$35,201	\$40,055	\$40,475	\$36,383	\$32,073	\$31,797	\$31,179	\$33,314	\$30,388
City				\$57,154	\$57,510	\$47,000	\$48,000	\$42,317	\$38,570	\$45,164	\$42,232	\$35,737	\$35,236	\$32,816	\$34,166	\$38,186	\$36,561
School				\$35,833	\$37,302	\$26,631	\$27,118	\$48,370	\$45,612	\$39,249	\$37,872	\$35,759	\$36,141	\$37,636	\$31,360	\$33,193	\$32,777
Higher Ed.						\$37,901	\$37,125	\$40,363	\$41,138	\$30,418	\$30,842	\$25,611	\$25,877	\$34,101	\$33,162	\$30,510	\$30,142
Health																	
Utility										\$50,000	\$49,000					\$40,133	\$38,052
Sp. Auth.				\$35,720		\$51,000	\$65,000	\$49,100	\$48,625	\$57,806	\$56,131	\$47,545	\$32,777	\$51,689	\$50,083	\$50,994	\$43,667
Region																	
Northeast						\$46,000		\$39,546	\$38,932	\$40,601	\$38,721	\$37,378	\$36,169	\$41,200	\$40,473	\$39,547	\$36,908
Mid-Atlantic						\$32,871	\$32,506	\$46,778	\$45,454	\$44,184	\$46,067	\$41,014	\$35,420	\$39,106	\$34,667	\$37,383	\$37,963
Southeast				\$45,591	\$49,641	\$40,351	\$38,473	\$41,860	\$40,713	\$38,771	\$38,368	\$33,823	\$34,597	\$30,646	\$30,277	\$30,447	\$29,543
South Central				\$40,952	\$41,132	\$42,277	\$40,813	\$38,449	\$35,669	\$39,853	\$37,534	\$31,811	\$30,994	\$14	\$12	\$31,401	\$29,821
Central				\$60,899	\$57,329	\$37,000	\$37,000	\$43,042	\$42,797	\$50,000	\$49,000	\$42,607	\$35,714	\$35,157	\$33,712	\$38,176	\$40,932
Great Lakes				\$71,160	\$75,160	\$48,719	\$46,965	\$57,000		\$40,495	\$39,436		\$32,500	\$35,533	\$38,245	\$33,334	\$31,833
North Central								\$33,114	\$33,114			\$28,874	\$29,500		\$28,289	\$27,440	
West				\$37,440		\$31,500	\$30,375	\$56,555	\$60,806	\$56,315	\$53,296	\$26,184	\$26,184	\$45,471	\$44,299	\$40,854	\$38,499
Canada								\$50,242	\$52,690	\$49,800	\$19,140					\$35,321	\$33,800
Procur. Vol.																	
\$1-\$10M				\$47,460	\$46,777	\$56,275	\$63,500	\$42,280	\$38,293	\$40,974	\$40,783	\$28,161	\$27,362	\$31,563	\$30,812	\$27,556	\$27,098
\$11-\$30M				\$60,658	\$59,618	\$45,972	\$44,676	\$31,648	\$31,290	\$36,862	\$35,962	\$34,657	\$34,454	\$28,603	\$28,087	\$34,084	\$33,911
\$31-\$75M				\$56,900	\$70,450	\$39,050	\$32,100	\$38,115	\$36,242	\$36,808	\$35,358	\$36,848	\$34,578	\$36,718	\$36,051	\$39,088	\$35,107
\$76-\$125M						\$39,076	\$38,154	\$49,027	\$49,027	\$51,742	\$45,533	\$33,934	\$30,373	\$44,015	\$45,950	\$36,193	\$35,989
>\$125M				\$39,375	\$42,802	\$33,261	\$32,800	\$53,489	\$52,640	\$45,744	\$46,099	\$37,816	\$31,687	\$39,899	\$40,051	\$39,105	\$37,549

Fixed Assets Technician Salary Trend 2001-2020



Expeditior

Table 5.16. Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	13	\$43,140	\$43,761	\$38,776	\$38,556	\$44,201	\$42,481	\$44,459	\$44,705	\$38,114	\$35,418	\$28,428	\$29,554	\$30,674	\$30,324	42%	-1%
Entity																	
Federal																	
State						\$44,438	\$42,980	\$28,920	\$27,690			\$30,080	\$29,847	\$27,018	\$26,357		
County	10	\$42,210	\$43,142	\$39,697	\$40,977	\$35,360	\$44,000	\$41,500	\$39,236	\$36,028	\$25,889	\$25,870	\$23,308	\$22,718		86%	-2%
City	2	\$52,000	\$52,000	\$33,000	\$31,000	\$40,227	\$38,561	\$42,457	\$41,521	\$38,611	\$39,569	\$30,094	\$33,311	\$34,745	\$33,501	55%	0%
School	1	\$38,000	\$38,000	\$39,644	\$38,851	\$44,813	\$42,985	\$37,396	\$41,505	\$37,079	\$34,496	\$29,426	\$27,618	\$31,186	\$33,800	12%	0%
Higher Ed.						\$40,196	\$35,786	\$34,000	\$32,000	\$23,184	\$22,300	\$26,964	\$26,054	\$24,348	\$23,587		
Health														\$50,700	\$49,179		
Utility														\$37,624	\$46,176		
Sp. Auth.	-			\$40,000		\$74,090	\$74,090	\$73,817	\$70,750	\$50,200	\$46,000	\$36,256	\$34,958				
Region																	
Northeast	-					\$45,209	\$43,626	\$44,000	\$41,500	\$45,347	\$43,850			\$35,000	\$33,213		
Mid-Atlantic	1	\$48,000	\$45,000			\$49,544	\$47,469	\$44,471	\$49,681	\$37,244	\$34,286	\$26,068	\$25,164	\$30,555	\$31,359	53%	7%
Southeast	1	\$25,839	\$24,000	\$35,283	\$34,000	\$35,360				\$34,559	\$29,094	\$25,990	\$28,116	\$25,667	\$22,242	16%	8%
South Central	7	\$43,500	\$43,500	\$37,881	\$36,426	\$42,185	\$37,088	\$27,751	\$26,856	\$56,000	\$46,000	\$26,760	\$26,060	\$28,154	\$27,288	59%	0%
Central	-							\$32,000	\$31,000	\$48,514	\$51,118	\$26,620	\$25,992	\$33,127	\$33,532		
Great Lakes	-			\$51,938	\$51,930	\$36,000	\$35,500			\$30,850	\$32,850	\$30,361	\$37,667	\$31,227	\$29,741		
North Central										\$36,500	\$35,000						
West	4	\$49,000	\$53,284			\$55,437	\$55,437	\$64,045	\$61,833			\$33,339	\$32,964	\$39,414	\$40,205	22%	-8%
Canada	-					\$38,000	\$36,000							\$35,321	\$33,800		
Procur. Vol.																	
\$1-\$10M	7	\$43,500	\$43,500			\$48,363	\$43,620	\$75,000	\$71,000	\$31,100	\$30,067	\$25,443	\$25,910	\$28,624	\$28,016	55%	0%
\$11-\$30M	1	\$25,839	\$24,000	\$43,894	\$51,930	\$32,324	\$31,907	\$40,414	\$39,042	\$44,500	\$41,500	\$27,951	\$27,551	\$27,189	\$26,432	-2%	8%
\$31-\$75M	3	\$54,000	\$56,784					\$38,396	\$42,005	\$31,800	\$30,900	\$30,042	\$32,640	\$28,533	\$26,777	102%	-5%
\$76-\$125M	1	\$38,000	\$38,000	\$39,644	\$38,851	\$38,000	\$36,000	\$37,000	\$35,750	\$42,800	\$40,522	\$40,000	\$38,000	\$42,110	\$40,996	-7%	0%
>\$125M	1			\$36,000	\$34,000	\$46,102	\$46,327	\$48,685	\$47,397	\$40,566	\$38,695	\$28,816	\$31,263	\$36,868	\$35,722		

Expeditor Salary Trend 2001-2018



“Expeditor” Individual Survey Results

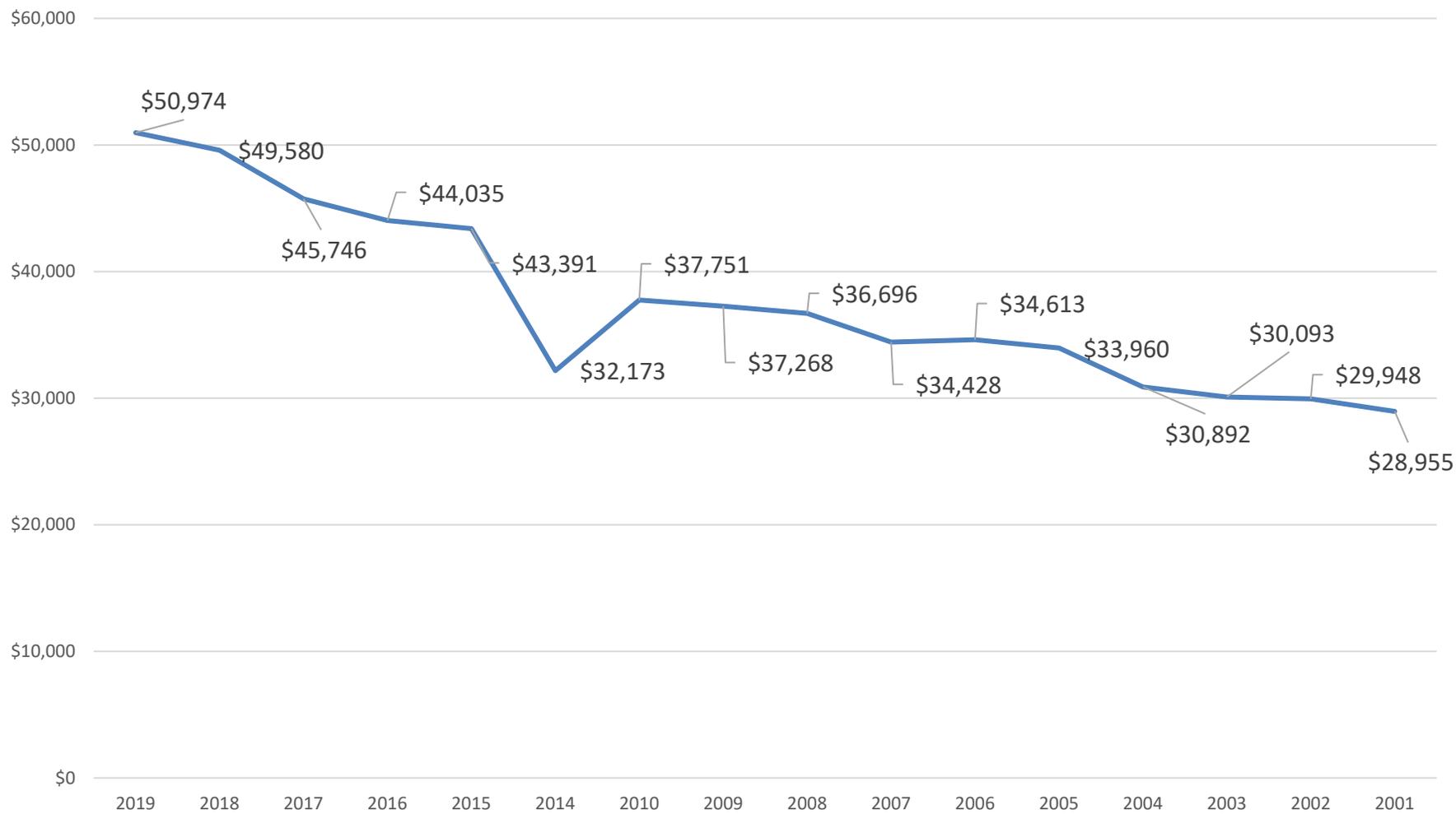
Due to low response rate from employees in this job category, analysis of individual survey results for this job was not feasible.

Administrative Assistant

Table 5.17. Survey Summaries

	2020N	2019	2018	2017	2016	2015	2014	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-19Change
All	52	\$50,974	\$49,580	\$45,746	\$44,035	\$43,391	\$32,173	\$37,751	\$37,268	\$36,696	\$34,428	\$34,613	\$33,960	\$30,892	\$30,093	\$29,948	\$28,955	76%
Entity																		
Federal	1	\$46,074	\$43,303					\$36,000	\$32,000									
State	14	\$48,230	\$44,825	\$40,000	\$40,000	\$34,929	\$25,344	\$36,382	\$37,906	\$33,157	\$32,313	\$31,317	\$31,296	\$27,195	\$26,418	\$26,556	\$26,367	83%
County	13	\$44,124	\$42,747	\$41,326	\$40,481	\$39,754	\$36,385	\$37,501	\$36,124	\$37,519	\$34,808	\$36,536	\$34,567	\$31,311	\$30,681	\$29,151	\$27,706	59%
City	11	\$79,150	\$77,199	\$48,443	\$46,096	\$44,457	\$31,912	\$39,495	\$38,305	\$36,808	\$35,202	\$35,864	\$35,044	\$31,427	\$31,136	\$30,883	\$29,727	166%
School	5	\$36,137	\$36,263	\$46,797	\$43,409	\$44,550	\$39,775	\$35,024	\$36,007	\$35,082	\$33,383	\$36,049	\$35,474	\$31,030	\$29,250	\$29,064	\$28,016	29%
HigherEd.	5	\$38,544	\$37,016	\$39,296	\$37,806	\$44,800	\$39,108	\$35,730	\$35,922	\$31,372	\$29,548	\$30,668	\$30,919	\$27,876	\$26,286	\$27,903	\$26,857	44%
Health												\$30,000		\$25,000	\$19,000			
Utility						\$57,083	\$-	\$43,702	\$41,070	\$42,465	\$33,500	\$19,150	\$24,200	\$31,721	\$32,961	\$31,486	\$31,004	
Sp.Auth.	2	\$39,037	\$38,236	\$59,375	\$58,213	\$39,645	\$31,400	\$40,303	\$40,453	\$41,551	\$39,335	\$34,188	\$32,857	\$37,044	\$35,685	\$36,823	\$37,142	5%
Nonprofit	1	\$33,603	\$32,564															
Region																		
Northeast				\$50,250	\$49,000	\$34,000		\$41,067	\$32,099	\$37,846	\$36,384	\$39,519	\$36,318	\$34,935	\$33,970	\$34,871	\$34,770	
Mid-Atlantic	12	\$42,368	\$40,603	\$41,800	\$32,625	\$40,589	\$27,690	\$39,342	\$39,488	\$39,789	\$36,586	\$36,238	\$35,470	\$44	\$36	\$31,778	\$30,934	37%
Southeast	16	\$66,852	\$71,353	\$41,127	\$36,806	\$41,952	\$28,716	\$35,736	\$34,880	\$36,323	\$33,939	\$31,230	\$31,514	\$28,195	\$28,887	\$25,825	\$24,861	169%
SouthCentral	9	\$45,145	\$42,678	\$42,211	\$43,362	\$41,005	\$27,217	\$31,519	\$31,812	\$32,823	\$31,187	\$29,887	\$29,271	\$26,888	\$25,486	\$28,244	\$26,343	71%
Central	5	\$46,429	\$44,981	\$40,880	\$39,087	\$33,621	\$26,498	\$32,035	\$31,344	\$33,107	\$31,146	\$34,598	\$31,783	\$31,379	\$29,980	\$26,612	\$25,712	81%
GreatLakes	4	\$45,192	\$43,836	\$49,371	\$46,094	\$50,824	\$42,987	\$36,143	\$35,935	\$34,401	\$33,264	\$39,823	\$38,997	\$33,845	\$32,776	\$31,280	\$30,059	50%
NorthCentral	1	\$23,557	\$23,557					\$31,210	\$31,210	\$30,000	\$30,000	\$25,578	\$24,546	\$27,000	\$25,200	\$25,554	\$23,980	-2%
West	5	\$45,966	\$41,342	\$59,759	\$61,166	\$51,805	\$39,249	\$48,214	\$48,818	\$47,078	\$45,044	\$37,525	\$39,802	\$36,694	\$35,944	\$34,013	\$33,211	38%
Canada			\$49,277	\$48,592		\$56,748	\$48,343	\$44,504	\$44,208	\$46,796	\$42,449	\$43,050	\$38,945	\$34,639	\$32,860	\$31,944	\$30,088	
Procur.Vol.																		
\$1-\$10M	11	\$54,734	\$51,351	\$45,820	\$48,000	\$48,313	\$34,752	\$36,871	\$36,604	\$38,540	\$35,748	\$31,314	\$28,448	\$29,834	\$28,421	\$26,887	\$26,798	104%
\$11-\$30M	4	\$46,436	\$42,798	\$45,106	\$40,918	\$42,603	\$15,942	\$37,849	\$36,237	\$33,612	\$32,258	\$33,375	\$34,143	\$28,045	\$27,249	\$29,489	\$27,939	66%
\$31-\$75M	3	\$55,239	\$54,752	\$43,984	\$38,138	\$38,662	\$25,753	\$36,456	\$37,565	\$33,662	\$32,260	\$33,606	\$33,117	\$31,952	\$30,788	\$30,304	\$29,410	88%
\$76-\$125M	3	\$26,937	\$25,681	\$45,298	\$48,811	\$41,438	\$37,556	\$39,368	\$38,925	\$38,176	\$36,222	\$41,199	\$39,629	\$34,887	\$34,238	\$31,558	\$30,557	-12%
>\$125M	5	\$43,631	\$41,153	\$46,936	\$46,087	\$44,620	\$37,084	\$39,148	\$37,464	\$39,246	\$36,406	\$36,715	\$36,109	\$33,769	\$32,458	\$33,358	\$32,304	35%

Administrative Assistant Salary Trend 2001-2020



“Administrative Assistant” Individual Survey Results

Table 5.17a. Reported Individual Salaries by Highest Education Completed

Education Level?		2019 Salary	2018 Salary
High School Diploma	N	2	2
	Mean	\$41,911.50	\$38,315.50
	Median	\$41,911.50	\$38,315.50
Some College	N	9	9
	Mean	\$41,004.78	\$39,551.56
	Median	\$36,848.00	\$36,153.00
2-year College Degree	N	11	11
	Mean	\$45,101.45	\$42,030.73
	Median	\$44,844.00	\$39,699.00
4-year College Degree	N	16	15
	Mean	\$56,223.75	\$54,331.80
	Median	\$49,569.00	\$48,667.00
Master's Degree	N	6	5
	Mean	\$39,857.00	\$40,882.80
	Median	\$40,696.50	\$40,719.00
Total	N	44	42
	Mean	\$47,447.82	\$45,579.14
	Median	\$43,899.50	\$40,798.50

Table 5.17b. Reported Individual Salaries (2020) by Field of Education

Education Field?		2019 Salary	2018 Salary
Liberal Arts	N	4	3
	Mean	\$40,487.75	\$38,816.67
	Median	\$39,355.50	\$39,699.00
Business	N	28	27
	Mean	\$49,367.89	\$47,251.59
	Median	\$43,940.00	\$40,878.00
Political Science	N	3	3
	Mean	\$38,787.00	\$38,207.67
	Median	\$39,282.00	\$38,239.00
Other	N	9	9
	Mean	\$47,454.56	\$45,273.11
	Median	\$46,074.00	\$44,496.00
Total	N	44	42
	Mean	\$47,447.82	\$45,579.14
	Median	\$43,899.50	\$40,798.50

Table 5.17c. Reported Individual Salaries (2020) by Gender

Gender?		2019 Salary	2018 Salary
Male	N	1	1
	Mean	\$55,272.00	\$50,058.00
	Median	\$55,272.00	\$50,058.00
Female	N	42	40
	Mean	\$47,318.98	\$45,489.45
	Median	\$43,169.50	\$40,209.00
Total	N	43	41
	Mean	\$47,503.93	\$45,600.88
	Median	\$43,303.00	\$40,719.00

Table 5.17d. Reported Individual Salaries (2020) by Race

Race?		2019 Salary	2018 Salary
White	N	30	29
	Mean	\$45,465.13	\$43,213.00
	Median	\$43,899.50	\$40,719.00
Black	N	10	9
	Mean	\$57,293.10	\$57,624.33
	Median	\$48,897.00	\$46,767.00
American Indian or Alaskan Native	N	1	1
	Mean	\$38,934.00	\$33,372.00
	Median	\$38,934.00	\$33,372.00
Other	N	1	1
	Mean	\$33,603.00	\$32,564.00
	Median	\$33,603.00	\$32,564.00
Total	N	42	40
	Mean	\$47,843.38	\$45,943.30
	Median	\$44,670.00	\$41,744.00

Table 5.17e. Reported Individual Salaries (2020) by Ethnicity

Ethnicity?		2019 Salary	2018 Salary
Hispanic	N	7	7
	Mean	\$41,537.14	\$39,840.43
	Median	\$39,282.00	\$38,239.00
Non-Hispanic	N	33	31
	Mean	\$48,496.45	\$46,503.71
	Median	\$44,496.00	\$40,878.00
Total	N	41	39
	Mean	\$47,720.37	\$45,792.03
	Median	\$44,496.00	\$40,878.00

Table 5.17f. Reported Individual Salaries (2020) by Certification Status

Professional Certifications?		2019 Salary	2018 Salary
No	N	34	31
	Mean	\$42,406.76	\$40,617.06
	Median	\$39,163.50	\$36,374.00
Yes	N	17	17
	Mean	\$69,069.00	\$66,864.82
	Median	\$47,806.00	\$46,767.00
Total	N	51	48
	Mean	\$51,294.18	\$49,913.15
	Median	\$43,036.00	\$40,209.00

Table 5.17g. 2016 Salary by Presence of Collective Bargaining in Organization

Union?		2019 Salary	2018 Salary
No	N	27	26
	Mean	\$47,032.52	\$45,184.27
	Median	\$42,111.00	\$40,209.00
Yes	N	16	15
	Mean	\$48,311.38	\$46,938.33
	Median	\$46,074.00	\$44,688.00
Total	N	43	41
	Mean	\$47,508.37	\$45,826.00
	Median	\$43,303.00	\$40,878.00

RETENTION AND TURNOVER SUPPLEMENTARY REPORT

Individual Level Data

We use data from the survey of all NIGP members to assess turnover intent among respondents. Many of the tables are based on a question that asks whether people are looking to leave their position in the next year. The possible responses are:

- a. Yes – for a better job in my current field
- b. Yes – to retire
- c. Yes – to pursue a career change
- d. Yes – to pursue my education
- e. Yes – for personal or family reasons
- f. Yes – other
- g. No

Because there were very few people that were changing for career changes, education, or personal or family reasons, those responses were combined with Yes – other to create an “other” category. The tables show what percentage of people in each category want to stay, find a new job in their current field, retire, or leave for other reasons.

This approach to summarizing turnover intent is applied to salary, years in one’s position, gender, race/ethnicity, marital status, education level, field of education, and last performance appraisal. It is then applied to measure of satisfaction including satisfaction with one’s organization, supervisor, and salary. We use the same method to analyze two comparative questions about pay. The questions ask whether respondent’s pay is better or worse than others at the same level within their organization, and then whether pay is better or worse than people in similar jobs at other organizations.

We also present information about how important pay, location, opportunities for advancement, frustration with the organization/leadership, frustration with the supervisor, and work/life balance were in the decision to leave a previous position. Finally, we ask if people were willing to move for a job before they took their current job, and whether they would move for a new job now.

Descriptive Information Based on Individual Level Data

Data for All Respondents

Data for All Respondents by Position

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Directors	N	67	36	14	0	5	13	379	514
	%	13.0%	7.0%	2.7%	0.0%	1.0%	2.5%	73.7%	100.0%
Managers	N	148	44	39	0	10	29	564	834
	%	17.7%	5.3%	4.7%	0.0%	1.2%	3.5%	67.6%	100.0%
Professional	N	334	58	76	5	16	71	1103	1663
	%	20.1%	3.5%	4.6%	0.3%	1.0%	4.3%	66.3%	100.0%
Total	N	549	138	129	5	31	113	2046	3011
	%	18.2%	4.6%	4.3%	0.2%	1.0%	3.8%	68.0%	100.0%

Data for All Respondents by Gender

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Male	N	180	53	47	2	10	35	583	910
	%	19.8%	5.8%	5.2%	0.2%	1.1%	3.8%	64.1%	100.0%
Female	N	327	81	81	2	19	79	1308	1897
	%	17.2%	4.3%	4.3%	0.1%	1.0%	4.2%	69.0%	100.0%
Total	N	507	134	128	4	29	114	1891	2807
	%	18.1%	4.8%	4.6%	0.1%	1.0%	4.1%	67.4%	100.0%

Data for All Respondents by Race/Ethnicity

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
White	N	334	102	87	4	22	83	1447	2079
	%	16.1%	4.9%	4.2%	0.2%	1.1%	4.0%	69.6%	100.0%
Black	N	113	23	23	0	2	17	262	440
	%	25.7%	5.2%	5.2%	0.0%	0.5%	3.9%	59.5%	100.0%
Asian	N	18	2	7	0	1	4	58	90
	%	20.0%	2.2%	7.8%	0.0%	1.1%	4.4%	64.4%	100.0%
American Indian or Alaskan Native	N	7	0	2	0	1	2	18	30
	%	23.3%	0.0%	6.7%	0.0%	3.3%	6.7%	60.0%	100.0%
Other	N	30	5	6	0	3	8	84	136
	%	22.1%	3.7%	4.4%	0.0%	2.2%	5.9%	61.8%	100.0%
Total	N	502	132	125	4	29	114	1869	2775
	%	18.1%	4.8%	4.5%	0.1%	1.0%	4.1%	67.4%	100.0%

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Hispanic	N	55	7	13	1	3	9	197	285
	%	19.3%	2.5%	4.6%	0.4%	1.1%	3.2%	69.1%	100.0%
Non-Hispanic	N	373	89	94	3	22	82	1401	2064
	%	18.1%	4.3%	4.6%	0.1%	1.1%	4.0%	67.9%	100.0%
Other	N	35	19	5	0	2	12	128	201
	%	17.4%	9.5%	2.5%	0.0%	1.0%	6.0%	63.7%	100.0%
Total	N	463	115	112	4	27	103	1726	2550
	%	18.2%	4.5%	4.4%	0.2%	1.1%	4.0%	67.7%	100.0%

Data for All Respondents by Marital Status

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Married	N	335	92	71	1	19	73	1270	1861
	%	18.0%	4.9%	3.8%	0.1%	1.0%	3.9%	68.2%	100.0%
Single	N	98	18	35	1	4	23	289	468
	%	20.9%	3.8%	7.5%	0.2%	0.9%	4.9%	61.8%	100.0%
Divorced	N	48	16	13	2	4	11	231	325
	%	14.8%	4.9%	4.0%	0.6%	1.2%	3.4%	71.1%	100.0%
Widowed	N	4	5	0	0	0	0	43	52

	%	7.7%	9.6%	0.0%	0.0%	0.0%	0.0%	82.7%	100.0%
Living with Someone	N	16	2	7	0	1	5	48	79
	%	20.3%	2.5%	8.9%	0.0%	1.3%	6.3%	60.8%	100.0%
Other	N	5	0	0	0	1	3	13	22
	%	22.7%	0.0%	0.0%	0.0%	4.5%	13.6%	59.1%	100.0%
Total	N	506	133	126	4	29	115	1894	2807
	%	18.0%	4.7%	4.5%	0.1%	1.0%	4.1%	67.5%	100.0%

Data for All Respondents by Field of Education

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Liberal Arts	N	62	14	17	2	4	11	212	322
	%	19.3%	4.3%	5.3%	0.6%	1.2%	3.4%	65.8%	100.0%
Business	N	290	71	55	1	15	53	1038	1523
	%	19.0%	4.7%	3.6%	0.1%	1.0%	3.5%	68.2%	100.0%
Economics	N	8	1	2	0	1	1	37	50
	%	16.0%	2.0%	4.0%	0.0%	2.0%	2.0%	74.0%	100.0%
Public Administration	N	53	15	19	0	2	11	193	293
	%	18.1%	5.1%	6.5%	0.0%	0.7%	3.8%	65.9%	100.0%
Political Science	N	13	3	5	0	1	4	48	74
	%	17.6%	4.1%	6.8%	0.0%	1.4%	5.4%	64.9%	100.0%
Engineering	N	14	4	1	0	1	1	38	59
	%	23.7%	6.8%	1.7%	0.0%	1.7%	1.7%	64.4%	100.0%
Other	N	71	20	30	1	4	31	307	464
	%	15.3%	4.3%	6.5%	0.2%	0.9%	6.7%	66.2%	100.0%
Total	N	511	128	129	4	28	112	1873	2785
	%	18.3%	4.6%	4.6%	0.1%	1.0%	4.0%	67.3%	100.0%

Data for All Respondents by Professional Certifications

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
No	N	223	41	65	3	16	50	883	1281
	%	17.4%	3.2%	5.1%	0.2%	1.2%	3.9%	68.9%	100.0%
Yes	N	334	102	72	2	14	67	1199	1790
	%	18.7%	5.7%	4.0%	0.1%	0.8%	3.7%	67.0%	100.0%
Total	N	557	143	137	5	30	117	2082	3071

%	18.1%	4.7%	4.5%	0.2%	1.0%	3.8%	67.8%	100.0%
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Data for All Respondents by Last Performance Appraisal

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Unsatisfactory	N	2	1	0	0	0	0	2	5
	%	40.0%	20.0%	0.0%	0.0%	0.0%	0.0%	40.0%	100.0%
Satisfactory, but lower than average	N	6	1	3	0	0	1	8	19
	%	31.6%	5.3%	15.8%	0.0%	0.0%	5.3%	42.1%	100.0%
Average	N	28	8	11	1	4	10	71	133
	%	21.1%	6.0%	8.3%	0.8%	3.0%	7.5%	53.4%	100.0%
Good	N	191	40	56	1	14	46	727	1075
	%	17.8%	3.7%	5.2%	0.1%	1.3%	4.3%	67.6%	100.0%
Excellent	N	283	72	55	3	11	54	1088	1566
	%	18.1%	4.6%	3.5%	0.2%	0.7%	3.4%	69.5%	100.0%
Total	N	510	122	125	5	29	111	1896	2798
	%	18.2%	4.4%	4.5%	0.2%	1.0%	4.0%	67.8%	100.0%

Data for All Respondents by Organization Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	40	6	10	0	0	5	31	92
	%	43.5%	6.5%	10.9%	0.0%	0.0%	5.4%	33.7%	100.0%
Dissatisfied	N	65	8	18	0	1	17	20	129
	%	50.4%	6.2%	14.0%	0.0%	0.8%	13.2%	15.5%	100.0%
Somewhat Dissatisfied	N	120	17	27	0	4	32	100	300
	%	40.0%	5.7%	9.0%	0.0%	1.3%	10.7%	33.3%	100.0%
Neither Satisfied Nor Dissatisfied	N	60	12	15	0	1	13	112	213
	%	28.2%	5.6%	7.0%	0.0%	0.5%	6.1%	52.6%	100.0%
Somewhat Satisfied	N	150	22	34	2	10	24	410	652
	%	23.0%	3.4%	5.2%	0.3%	1.5%	3.7%	62.9%	100.0%
Satisfied	N	96	53	29	2	13	22	881	1096
	%	8.8%	4.8%	2.6%	0.2%	1.2%	2.0%	80.4%	100.0%
Very Satisfied	N	26	24	3	1	2	2	529	587
	%	4.4%	4.1%	0.5%	0.2%	0.3%	0.3%	90.1%	100.0%
Total	N	557	142	136	5	31	115	2083	3069
	%	18.1%	4.6%	4.4%	0.2%	1.0%	3.7%	67.9%	100.0%

Data for All Respondents by Supervisor Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	59	5	13	0	0	12	45	134
	%	44.0%	3.7%	9.7%	0.0%	0.0%	9.0%	33.6%	100.0%
Dissatisfied	N	51	5	13	0	0	9	38	116
	%	44.0%	4.3%	11.2%	0.0%	0.0%	7.8%	32.8%	100.0%
Somewhat Dissatisfied	N	62	14	18	0	2	12	96	204
	%	30.4%	6.9%	8.8%	0.0%	1.0%	5.9%	47.1%	100.0%
Neither Satisfied Nor Dissatisfied	N	66	15	19	1	3	13	108	225
	%	29.3%	6.7%	8.4%	0.4%	1.3%	5.8%	48.0%	100.0%
Somewhat Satisfied	N	86	19	18	0	7	21	238	389
	%	22.1%	4.9%	4.6%	0.0%	1.8%	5.4%	61.2%	100.0%
Satisfied	N	120	45	37	3	9	20	702	936
	%	12.8%	4.8%	4.0%	0.3%	1.0%	2.1%	75.0%	100.0%
Very Satisfied	N	112	37	19	1	9	30	861	1069
	%	10.5%	3.5%	1.8%	0.1%	0.8%	2.8%	80.5%	100.0%
Total	N	556	140	137	5	30	117	2088	3073
	%	18.1%	4.6%	4.5%	0.2%	1.0%	3.8%	67.9%	100.0%

Data for All Respondents by Salary Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	100	10	19	0	0	15	65	209
	%	47.8%	4.8%	9.1%	0.0%	0.0%	7.2%	31.1%	100.0%
Dissatisfied	N	124	16	19	1	5	21	150	336
	%	36.9%	4.8%	5.7%	0.3%	1.5%	6.3%	44.6%	100.0%
Somewhat Dissatisfied	N	114	22	28	1	2	19	328	514
	%	22.2%	4.3%	5.4%	0.2%	0.4%	3.7%	63.8%	100.0%
Neither Satisfied Nor Dissatisfied	N	39	11	12	1	1	17	148	229
	%	17.0%	4.8%	5.2%	0.4%	0.4%	7.4%	64.6%	100.0%
Somewhat Satisfied	N	117	30	28	2	11	25	572	785
	%	14.9%	3.8%	3.6%	0.3%	1.4%	3.2%	72.9%	100.0%
Satisfied	N	54	43	26	0	10	14	641	788
	%	6.9%	5.5%	3.3%	0.0%	1.3%	1.8%	81.3%	100.0%
Very Satisfied	N	10	11	5	0	2	5	186	219
	%	4.6%	5.0%	2.3%	0.0%	0.9%	2.3%	84.9%	100.0%
Total	N	558	143	137	5	31	116	2090	3080
	%	18.1%	4.6%	4.4%	0.2%	1.0%	3.8%	67.9%	100.0%

Data for All Respondents by Pay Compared to Others in the Same Organization

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Much Worse	N	43	2	8	0	0	8	34	95
	%	45.3%	2.1%	8.4%	0.0%	0.0%	8.4%	35.8%	100.0%
Worse	N	82	13	20	1	0	18	125	259
	%	31.7%	5.0%	7.7%	0.4%	0.0%	6.9%	48.3%	100.0%
Somewhat Worse	N	147	30	23	0	8	28	438	674
	%	21.8%	4.5%	3.4%	0.0%	1.2%	4.2%	65.0%	100.0%
About the Same	N	223	71	66	4	13	40	1082	1499
	%	14.9%	4.7%	4.4%	0.3%	0.9%	2.7%	72.2%	100.0%
Somewhat Better	N	37	10	13	0	6	11	221	298
	%	12.4%	3.4%	4.4%	0.0%	2.0%	3.7%	74.2%	100.0%
Better	N	10	12	4	0	3	8	131	168
	%	6.0%	7.1%	2.4%	0.0%	1.8%	4.8%	78.0%	100.0%
Much Better	N	11	3	0	0	0	2	35	51
	%	21.6%	5.9%	0.0%	0.0%	0.0%	3.9%	68.6%	100.0%
Total	N	553	141	134	5	30	115	2066	3044
	%	18.2%	4.6%	4.4%	0.2%	1.0%	3.8%	67.9%	100.0%

Data for All Respondents by Pay Compared to Other Organizations

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving to Pursue more Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Much Worse	N	92	8	14	0	1	12	86	213
	%	43.2%	3.8%	6.6%	0.0%	0.5%	5.6%	40.4%	100.0%
Worse	N	128	15	15	1	1	21	251	432
	%	29.6%	3.5%	3.5%	0.2%	0.2%	4.9%	58.1%	100.0%
Somewhat Worse	N	147	46	35	2	10	41	605	886
	%	16.6%	5.2%	4.0%	0.2%	1.1%	4.6%	68.3%	100.0%
About the Same	N	106	37	36	2	10	17	566	774
	%	13.7%	4.8%	4.7%	0.3%	1.3%	2.2%	73.1%	100.0%
Somewhat Better	N	46	23	21	0	4	14	262	370
	%	12.4%	6.2%	5.7%	0.0%	1.1%	3.8%	70.8%	100.0%
Better	N	20	7	10	0	1	7	171	216
	%	9.3%	3.2%	4.6%	0.0%	0.5%	3.2%	79.2%	100.0%
Much Better	N	13	1	3	0	2	2	69	90
	%	14.4%	1.1%	3.3%	0.0%	2.2%	2.2%	76.7%	100.0%
Total	N	552	137	134	5	29	114	2010	2981
	%	18.5%	4.6%	4.5%	0.2%	1.0%	3.8%	67.4%	100.0%

Data for Directors

Data for Directors by Gender

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Male	N	30	17	8	2	6	141	204
	%	14.7%	8.3%	3.9%	1.0%	2.9%	69.1%	100.0%
Female	N	33	18	6	3	7	205	272
	%	12.1%	6.6%	2.2%	1.1%	2.6%	75.4%	100.0%
Total	N	63	35	14	5	13	346	476
	%	13.2%	7.4%	2.9%	1.1%	2.7%	72.7%	100.0%

Data for Directors by Race/Ethnicity

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
White	N	44	28	9	5	9	280	375
	%	11.7%	7.5%	2.4%	1.3%	2.4%	74.7%	100.0%
Black	N	11	5	4	0	3	42	65
	%	16.9%	7.7%	6.2%	0.0%	4.6%	64.6%	100.0%
Asian	N	1	1	0	0	0	5	7
	%	14.3%	14.3%	0.0%	0.0%	0.0%	71.4%	100.0%
American Indian or Alaskan Native	N	1	0	1	0	0	1	3
	%	33.3%	0.0%	33.3%	0.0%	0.0%	33.3%	100.0%
Other	N	4	0	0	0	1	9	14
	%	28.6%	0.0%	0.0%	0.0%	7.1%	64.3%	100.0%
Total	N	61	34	14	5	13	337	464
	%	13.1%	7.3%	3.0%	1.1%	2.8%	72.6%	100.0%

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Hispanic	N	2	2	2	0	0	19	25
	%	8.0%	8.0%	8.0%	0.0%	0.0%	76.0%	100.0%
Non-Hispanic	N	48	22	10	5	8	264	357
	%	13.4%	6.2%	2.8%	1.4%	2.2%	73.9%	100.0%
Other	N	5	4	0	0	3	21	33
	%	15.2%	12.1%	0.0%	0.0%	9.1%	63.6%	100.0%
Total	N	55	28	12	5	11	304	415
	%	13.3%	6.7%	2.9%	1.2%	2.7%	73.3%	100.0%

Data for Directors by Marital Status

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Married	N	46	24	10	4	8	270	362
	%	12.7%	6.6%	2.8%	1.1%	2.2%	74.6%	100.0%
Single	N	7	6	3	1	2	27	46
	%	15.2%	13.0%	6.5%	2.2%	4.3%	58.7%	100.0%
Divorced	N	5	4	0	0	0	35	44
	%	11.4%	9.1%	0.0%	0.0%	0.0%	79.5%	100.0%
Widowed	N	1	0	0	0	0	8	9
	%	11.1%	0.0%	0.0%	0.0%	0.0%	88.9%	100.0%
Living with Someone	N	2	0	1	0	2	2	7
	%	28.6%	0.0%	14.3%	0.0%	28.6%	28.6%	100.0%
Other	N	2	0	0	0	1	2	5
	%	40.0%	0.0%	0.0%	0.0%	20.0%	40.0%	100.0%
Total	N	63	34	14	5	13	344	473
	%	13.3%	7.2%	3.0%	1.1%	2.7%	72.7%	100.0%

Data for Directors by Field of Education

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Liberal Arts	N	4	4	2	0	0	36	46
	%	8.7%	8.7%	4.3%	0.0%	0.0%	78.3%	100.0%
Business	N	37	19	8	3	3	182	252
	%	14.7%	7.5%	3.2%	1.2%	1.2%	72.2%	100.0%
Economics	N	1	0	0	1	0	9	11
	%	9.1%	0.0%	0.0%	9.1%	0.0%	81.8%	100.0%
Public Administration	N	6	5	3	1	3	50	68
	%	8.8%	7.4%	4.4%	1.5%	4.4%	73.5%	100.0%
Political Science	N	2	1	0	0	1	16	20
	%	10.0%	5.0%	0.0%	0.0%	5.0%	80.0%	100.0%
Engineering	N	2	0	0	0	0	5	7
	%	28.6%	0.0%	0.0%	0.0%	0.0%	71.4%	100.0%
Other	N	11	5	1	0	5	49	71
	%	15.5%	7.0%	1.4%	0.0%	7.0%	69.0%	100.0%
Total	N	63	34	14	5	12	347	475
	%	13.3%	7.2%	2.9%	1.1%	2.5%	73.1%	100.0%

Data for Directors by Professional Certifications

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
No	N	12	11	3	2	3	90	121
	%	9.9%	9.1%	2.5%	1.7%	2.5%	74.4%	100.0%
Yes	N	55	25	11	3	10	286	390
	%	14.1%	6.4%	2.8%	0.8%	2.6%	73.3%	100.0%
Total	N	67	36	14	5	13	376	511
	%	13.1%	7.0%	2.7%	1.0%	2.5%	73.6%	100.0%

Data for Directors by Performance Appraisal

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Average	N	4	0	1	1	1	10	17
	%	23.5%	0.0%	5.9%	5.9%	5.9%	58.8%	100.0%
Good	N	18	9	6	3	6	91	133
	%	13.5%	6.8%	4.5%	2.3%	4.5%	68.4%	100.0%
Excellent	N	40	23	6	1	5	239	314
	%	12.7%	7.3%	1.9%	0.3%	1.6%	76.1%	100.0%
Total	N	62	32	13	5	12	340	464
	%	13.4%	6.9%	2.8%	1.1%	2.6%	73.3%	100.0%

Data for Directors by Organization Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	1	1	0	0	1	8	11
	%	9.1%	9.1%	0.0%	0.0%	9.1%	72.7%	100.0%
Dissatisfied	N	7	2	1	0	1	0	11
	%	63.6%	18.2%	9.1%	0.0%	9.1%	0.0%	100.0%
Somewhat Dissatisfied	N	12	3	3	0	5	11	34
	%	35.3%	8.8%	8.8%	0.0%	14.7%	32.4%	100.0%
Neither Satisfied Nor Dissatisfied	N	8	2	3	0	0	11	24
	%	33.3%	8.3%	12.5%	0.0%	0.0%	45.8%	100.0%
Somewhat Satisfied	N	19	3	2	2	3	56	85
	%	22.4%	3.5%	2.4%	2.4%	3.5%	65.9%	100.0%
Satisfied	N	14	15	5	3	1	147	185
	%	7.6%	8.1%	2.7%	1.6%	0.5%	79.5%	100.0%
Very Satisfied	N	6	9	0	0	0	145	160
	%	3.8%	5.6%	0.0%	0.0%	0.0%	90.6%	100.0%
Total	N	67	35	14	5	11	378	510
	%	13.1%	6.9%	2.7%	1.0%	2.2%	74.1%	100.0%

Data for Directors by Supervisor Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	7	1	2	0	0	11	21
	%	33.3%	4.8%	9.5%	0.0%	0.0%	52.4%	100.0%
Dissatisfied	N	4	0	1	0	0	2	7
	%	57.1%	0.0%	14.3%	0.0%	0.0%	28.6%	100.0%
Somewhat Dissatisfied	N	9	4	1	1	2	12	29
	%	31.0%	13.8%	3.4%	3.4%	6.9%	41.4%	100.0%
Neither Satisfied Nor Dissatisfied	N	9	3	2	0	2	15	31
	%	29.0%	9.7%	6.5%	0.0%	6.5%	48.4%	100.0%
Somewhat Satisfied	N	14	4	0	1	3	39	61
	%	23.0%	6.6%	0.0%	1.6%	4.9%	63.9%	100.0%
Satisfied	N	12	10	7	2	3	117	151
	%	7.9%	6.6%	4.6%	1.3%	2.0%	77.5%	100.0%
Very Satisfied	N	12	12	1	0	3	181	209
	%	5.7%	5.7%	0.5%	0.0%	1.4%	86.6%	100.0%
Total	N	67	34	14	4	13	377	509
	%	13.2%	6.7%	2.8%	0.8%	2.6%	74.1%	100.0%

Data for Directors by Salary Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	11	2	1	0	2	6	22
	%	50.0%	9.1%	4.5%	0.0%	9.1%	27.3%	100.0%
Dissatisfied	N	9	4	1	0	2	21	37
	%	24.3%	10.8%	2.7%	0.0%	5.4%	56.8%	100.0%
Somewhat Dissatisfied	N	14	3	2	0	3	45	67
	%	20.9%	4.5%	3.0%	0.0%	4.5%	67.2%	100.0%
Neither Satisfied Nor Dissatisfied	N	3	2	3	0	0	19	27
	%	11.1%	7.4%	11.1%	0.0%	0.0%	70.4%	100.0%
Somewhat Satisfied	N	16	9	2	1	3	102	133
	%	12.0%	6.8%	1.5%	0.8%	2.3%	76.7%	100.0%
Satisfied	N	13	12	3	4	2	138	172
	%	7.6%	7.0%	1.7%	2.3%	1.2%	80.2%	100.0%
Very Satisfied	N	1	4	2	0	1	47	55
	%	1.8%	7.3%	3.6%	0.0%	1.8%	85.5%	100.0%
Total	N	67	36	14	5	13	378	513
	%	13.1%	7.0%	2.7%	1.0%	2.5%	73.7%	100.0%

Data for Directors by Pay Compared to Others in the Organization

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Much Worse	N	5	1	2	0	2	5	15
	%	33.3%	6.7%	13.3%	0.0%	13.3%	33.3%	100.0%
Worse	N	10	3	1	0	2	26	42
	%	23.8%	7.1%	2.4%	0.0%	4.8%	61.9%	100.0%
Somewhat Worse	N	20	9	2	0	3	105	139
	%	14.4%	6.5%	1.4%	0.0%	2.2%	75.5%	100.0%
About the Same	N	24	17	6	2	4	177	230
	%	10.4%	7.4%	2.6%	0.9%	1.7%	77.0%	100.0%
Somewhat Better	N	6	3	1	3	1	42	56
	%	10.7%	5.4%	1.8%	5.4%	1.8%	75.0%	100.0%
Better	N	0	3	1	0	1	20	25
	%	0.0%	12.0%	4.0%	0.0%	4.0%	80.0%	100.0%
Much Better	N	1	0	0	0	0	4	5
	%	20.0%	0.0%	0.0%	0.0%	0.0%	80.0%	100.0%
Total	N	66	36	13	5	13	379	512
	%	12.9%	7.0%	2.5%	1.0%	2.5%	74.0%	100.0%

Data for Directors by Pay Compared to Other Organizations

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Much Worse	N	10	1	0	0	2	9	22
	%	45.5%	4.5%	0.0%	0.0%	9.1%	40.9%	100.0%
Worse	N	12	4	1	0	0	42	59
	%	20.3%	6.8%	1.7%	0.0%	0.0%	71.2%	100.0%
Somewhat Worse	N	20	13	3	0	6	111	153
	%	13.1%	8.5%	2.0%	0.0%	3.9%	72.5%	100.0%
About the Same	N	11	6	4	2	1	118	142
	%	7.7%	4.2%	2.8%	1.4%	0.7%	83.1%	100.0%
Somewhat Better	N	10	7	3	2	3	44	69
	%	14.5%	10.1%	4.3%	2.9%	4.3%	63.8%	100.0%
Better	N	2	3	3	1	1	31	41
	%	4.9%	7.3%	7.3%	2.4%	2.4%	75.6%	100.0%
Much Better	N	1	0	0	0	0	11	12
	%	8.3%	0.0%	0.0%	0.0%	0.0%	91.7%	100.0%
Total	N	66	34	14	5	13	366	498
	%	13.3%	6.8%	2.8%	1.0%	2.6%	73.5%	100.0%

Data for Managers

Data for Managers by Gender

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Male	N	49	18	15	4	9	161	256
	%	19.1%	7.0%	5.9%	1.6%	3.5%	62.9%	100.0%
Female	N	88	23	22	5	20	355	513
	%	17.2%	4.5%	4.3%	1.0%	3.9%	69.2%	100.0%
Total	N	137	41	37	9	29	516	769
	%	17.8%	5.3%	4.8%	1.2%	3.8%	67.1%	100.0%

Data for Managers by Race/Ethnicity

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
White	N	91	33	27	6	22	408	587
	%	15.5%	5.6%	4.6%	1.0%	3.7%	69.5%	100.0%
Black	N	31	7	5	0	3	69	115
	%	27.0%	6.1%	4.3%	0.0%	2.6%	60.0%	100.0%
Asian	N	6	0	1	1	2	11	21
	%	28.6%	0.0%	4.8%	4.8%	9.5%	52.4%	100.0%
American Indian or Alaskan Native	N	2	0	0	0	0	3	5
	%	40.0%	0.0%	0.0%	0.0%	0.0%	60.0%	100.0%
Other	N	6	1	2	2	2	22	35
	%	17.1%	2.9%	5.7%	5.7%	5.7%	62.9%	100.0%
Total	N	136	41	35	9	29	513	763
	%	17.8%	5.4%	4.6%	1.2%	3.8%	67.2%	100.0%

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Hispanic	N	13	1	3	0	1	49	67
	%	19.4%	1.5%	4.5%	0.0%	1.5%	73.1%	100.0%
Non- Hispanic	N	110	29	24	7	27	389	586
	%	18.8%	4.9%	4.1%	1.2%	4.6%	66.4%	100.0%
Other	N	3	5	1	2	0	41	52
	%	5.8%	9.6%	1.9%	3.8%	0.0%	78.8%	100.0%
Total	N	126	35	28	9	28	479	705
	%	17.9%	5.0%	4.0%	1.3%	4.0%	67.9%	100.0%

Data for Managers by Marital Status

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Married	N	97	32	17	6	18	353	523
	%	18.5%	6.1%	3.3%	1.1%	3.4%	67.5%	100.0%
Single	N	27	5	9	0	4	79	124
	%	21.8%	4.0%	7.3%	0.0%	3.2%	63.7%	100.0%
Divorced	N	11	2	6	2	4	58	83
	%	13.3%	2.4%	7.2%	2.4%	4.8%	69.9%	100.0%
Widowed	N	0	1	0	0	0	11	12
	%	0.0%	8.3%	0.0%	0.0%	0.0%	91.7%	100.0%
Living with Someone	N	1	1	3	1	2	13	21
	%	4.8%	4.8%	14.3%	4.8%	9.5%	61.9%	100.0%
Other	N	0	0	0	0	1	2	3
	%	0.0%	0.0%	0.0%	0.0%	33.3%	66.7%	100.0%
Total	N	136	41	35	9	29	516	766
	%	17.8%	5.4%	4.6%	1.2%	3.8%	67.4%	100.0%

Data for Managers by Field of Education

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Liberal Arts	N	15	1	2	2	4	45	69
	%	21.7%	1.4%	2.9%	2.9%	5.8%	65.2%	100.0%
Business	N	72	23	16	4	15	292	422
	%	17.1%	5.5%	3.8%	0.9%	3.6%	69.2%	100.0%
Economics	N	2	0	0	0	0	9	11
	%	18.2%	0.0%	0.0%	0.0%	0.0%	81.8%	100.0%
Public Administration	N	22	7	9	1	1	61	101
	%	21.8%	6.9%	8.9%	1.0%	1.0%	60.4%	100.0%
Political Science	N	2	2	1	0	1	11	17
	%	11.8%	11.8%	5.9%	0.0%	5.9%	64.7%	100.0%
Engineering	N	4	1	1	0	1	14	21
	%	19.0%	4.8%	4.8%	0.0%	4.8%	66.7%	100.0%
Other	N	20	5	9	1	6	79	120
	%	16.7%	4.2%	7.5%	0.8%	5.0%	65.8%	100.0%
Total	N	137	39	38	8	28	511	761
	%	18.0%	5.1%	5.0%	1.1%	3.7%	67.1%	100.0%

Data for Managers by Professional Certifications

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
No	N	40	10	22	4	11	201	288
	%	13.9%	3.5%	7.6%	1.4%	3.8%	69.8%	100.0%
Yes	N	108	34	17	6	18	360	543
	%	19.9%	6.3%	3.1%	1.1%	3.3%	66.3%	100.0%
Total	N	148	44	39	10	29	561	831
	%	17.8%	5.3%	4.7%	1.2%	3.5%	67.5%	100.0%

Data for Managers by Performance Appraisal

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Unsatisfactory	N	1	0	0	0	0	1	2
	%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	100.0%
Satisfactory, but lower than average	N	3	0	0	0	0	3	6
	%	50.0%	0.0%	0.0%	0.0%	0.0%	50.0%	100.0%
Average	N	2	3	1	1	2	11	20
	%	10.0%	15.0%	5.0%	5.0%	10.0%	55.0%	100.0%
Good	N	58	14	13	4	4	166	259
	%	22.4%	5.4%	5.0%	1.5%	1.5%	64.1%	100.0%
Excellent	N	72	22	22	4	20	338	478
	%	15.1%	4.6%	4.6%	0.8%	4.2%	70.7%	100.0%
Total	N	136	39	36	9	26	519	765
	%	17.8%	5.1%	4.7%	1.2%	3.4%	67.8%	100.0%

Data for Managers by Organization Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	8	1	2	0	2	7	20
	%	40.0%	5.0%	10.0%	0.0%	10.0%	35.0%	100.0%
Dissatisfied	N	11	1	6	1	4	5	28
	%	39.3%	3.6%	21.4%	3.6%	14.3%	17.9%	100.0%
Somewhat Dissatisfied	N	40	5	8	1	12	28	94
	%	42.6%	5.3%	8.5%	1.1%	12.8%	29.8%	100.0%
Neither Satisfied Nor Dissatisfied	N	10	3	4	1	0	27	45
	%	22.2%	6.7%	8.9%	2.2%	0.0%	60.0%	100.0%
Somewhat Satisfied	N	48	10	10	3	4	108	183
	%	26.2%	5.5%	5.5%	1.6%	2.2%	59.0%	100.0%
Satisfied	N	27	15	7	3	6	247	305
	%	8.9%	4.9%	2.3%	1.0%	2.0%	81.0%	100.0%
Very Satisfied	N	4	9	2	1	1	138	155
	%	2.6%	5.8%	1.3%	0.6%	0.6%	89.0%	100.0%
Total	N	148	44	39	10	29	560	830
	%	17.8%	5.3%	4.7%	1.2%	3.5%	67.5%	100.0%

Data for Managers by Supervisor Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	12	1	4	0	3	10	30
	%	40.0%	3.3%	13.3%	0.0%	10.0%	33.3%	100.0%
Dissatisfied	N	17	1	5	0	4	11	38
	%	44.7%	2.6%	13.2%	0.0%	10.5%	28.9%	100.0%
Somewhat Dissatisfied	N	18	2	4	0	4	24	52
	%	34.6%	3.8%	7.7%	0.0%	7.7%	46.2%	100.0%
Neither Satisfied Nor Dissatisfied	N	20	7	5	2	3	25	62
	%	32.3%	11.3%	8.1%	3.2%	4.8%	40.3%	100.0%
Somewhat Satisfied	N	20	5	6	2	6	64	103
	%	19.4%	4.9%	5.8%	1.9%	5.8%	62.1%	100.0%
Satisfied	N	38	17	8	4	4	202	273
	%	13.9%	6.2%	2.9%	1.5%	1.5%	74.0%	100.0%
Very Satisfied	N	23	11	7	2	5	228	276
	%	8.3%	4.0%	2.5%	0.7%	1.8%	82.6%	100.0%
Total	N	148	44	39	10	29	564	834
	%	17.7%	5.3%	4.7%	1.2%	3.5%	67.6%	100.0%

Data for Managers by Salary Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	15	1	5	0	1	10	32
	%	46.9%	3.1%	15.6%	0.0%	3.1%	31.3%	100.0%
Dissatisfied	N	36	3	3	3	9	36	90
	%	40.0%	3.3%	3.3%	3.3%	10.0%	40.0%	100.0%
Somewhat Dissatisfied	N	28	11	7	0	5	81	132
	%	21.2%	8.3%	5.3%	0.0%	3.8%	61.4%	100.0%
Neither Satisfied Nor Dissatisfied	N	6	2	3	1	2	41	55
	%	10.9%	3.6%	5.5%	1.8%	3.6%	74.5%	100.0%
Somewhat Satisfied	N	40	6	13	3	5	152	219
	%	18.3%	2.7%	5.9%	1.4%	2.3%	69.4%	100.0%
Satisfied	N	22	18	6	1	5	182	234
	%	9.4%	7.7%	2.6%	0.4%	2.1%	77.8%	100.0%
Very Satisfied	N	1	3	2	2	2	61	71
	%	1.4%	4.2%	2.8%	2.8%	2.8%	85.9%	100.0%
Total	N	148	44	39	10	29	563	833
	%	17.8%	5.3%	4.7%	1.2%	3.5%	67.6%	100.0%

Data for Managers by Pay Compared to Others in the Organization

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Much Worse	N	11	0	3	0	0	10	24
	%	45.8%	0.0%	12.5%	0.0%	0.0%	41.7%	100.0%
Worse	N	27	2	5	0	11	34	79
	%	34.2%	2.5%	6.3%	0.0%	13.9%	43.0%	100.0%
Somewhat Worse	N	39	9	8	4	8	113	181
	%	21.5%	5.0%	4.4%	2.2%	4.4%	62.4%	100.0%
About the Same	N	52	23	18	3	4	282	382
	%	13.6%	6.0%	4.7%	0.8%	1.0%	73.8%	100.0%
Somewhat Better	N	11	3	5	1	2	66	88
	%	12.5%	3.4%	5.7%	1.1%	2.3%	75.0%	100.0%
Better	N	5	5	0	1	4	40	55
	%	9.1%	9.1%	0.0%	1.8%	7.3%	72.7%	100.0%
Much Better	N	2	2	0	0	0	11	15
	%	13.3%	13.3%	0.0%	0.0%	0.0%	73.3%	100.0%
Total	N	147	44	39	9	29	556	824
	%	17.8%	5.3%	4.7%	1.1%	3.5%	67.5%	100.0%

Data for Managers by Pay Compared to Other Organizations

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Much Worse	N	20	1	4	1	2	22	50
	%	40.0%	2.0%	8.0%	2.0%	4.0%	44.0%	100.0%
Worse	N	27	3	4	1	8	57	100
	%	27.0%	3.0%	4.0%	1.0%	8.0%	57.0%	100.0%
Somewhat Worse	N	40	15	10	3	5	168	241
	%	16.6%	6.2%	4.1%	1.2%	2.1%	69.7%	100.0%
About the Same	N	36	14	12	3	6	158	229
	%	15.7%	6.1%	5.2%	1.3%	2.6%	69.0%	100.0%
Somewhat Better	N	12	7	6	1	3	79	108
	%	11.1%	6.5%	5.6%	0.9%	2.8%	73.1%	100.0%
Better	N	6	3	1	0	4	40	54
	%	11.1%	5.6%	1.9%	0.0%	7.4%	74.1%	100.0%
Much Better	N	5	0	1	0	0	20	26
	%	19.2%	0.0%	3.8%	0.0%	0.0%	76.9%	100.0%
Total	N	146	43	38	9	28	544	808
	%	18.1%	5.3%	4.7%	1.1%	3.5%	67.3%	100.0%

Data for Procurement Officers

Data for Procurement Officers by Gender

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Male	N	100	17	24	2	4	19	274	440
	%	22.7%	3.9%	5.5%	0.5%	0.9%	4.3%	62.3%	100.0%
Female	N	197	36	47	2	11	48	717	1058
	%	18.6%	3.4%	4.4%	0.2%	1.0%	4.5%	67.8%	100.0%
Total	N	297	53	71	4	15	67	991	1498
	%	19.8%	3.5%	4.7%	0.3%	1.0%	4.5%	66.2%	100.0%

Data for Procurement Officers by Race/Ethnicity

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
White	N	192	37	49	4	11	49	731	1073
	%	17.9%	3.4%	4.6%	0.4%	1.0%	4.6%	68.1%	100.0%
Black	N	69	10	11	0	2	9	145	246
	%	28.0%	4.1%	4.5%	0.0%	0.8%	3.7%	58.9%	100.0%
Asian	N	11	1	6	0	0	2	40	60
	%	18.3%	1.7%	10.0%	0.0%	0.0%	3.3%	66.7%	100.0%
American Indian or Alaskan Native	N	4	0	1	0	1	2	13	21
	%	19.0%	0.0%	4.8%	0.0%	4.8%	9.5%	61.9%	100.0%
Other	N	19	4	4	0	1	5	52	85
	%	22.4%	4.7%	4.7%	0.0%	1.2%	5.9%	61.2%	100.0%
Total	N	295	52	71	4	15	67	981	1485
	%	19.9%	3.5%	4.8%	0.3%	1.0%	4.5%	66.1%	100.0%

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Hispanic	N	36	4	7	1	3	8	126	185
	%	19.5%	2.2%	3.8%	0.5%	1.6%	4.3%	68.1%	100.0%
Non-Hispanic	N	209	34	56	3	10	44	716	1072
	%	19.5%	3.2%	5.2%	0.3%	0.9%	4.1%	66.8%	100.0%
Other	N	27	9	4	0	0	8	65	113
	%	23.9%	8.0%	3.5%	0.0%	0.0%	7.1%	57.5%	100.0%
Total	N	272	47	67	4	13	60	907	1370
	%	19.9%	3.4%	4.9%	0.3%	0.9%	4.4%	66.2%	100.0%

Data for Procurement Officers by Marital Status

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Married	N	189	33	40	1	9	46	623	941
	%	20.1%	3.5%	4.3%	0.1%	1.0%	4.9%	66.2%	100.0%
Single	N	61	6	22	1	3	13	178	284
	%	21.5%	2.1%	7.7%	0.4%	1.1%	4.6%	62.7%	100.0%
Divorced	N	29	10	6	2	2	7	131	187
	%	15.5%	5.3%	3.2%	1.1%	1.1%	3.7%	70.1%	100.0%
Widowed	N	2	3	0	0	0	0	23	28
	%	7.1%	10.7%	0.0%	0.0%	0.0%	0.0%	82.1%	100.0%
Living with Someone	N	13	1	3	0	0	1	33	51
	%	25.5%	2.0%	5.9%	0.0%	0.0%	2.0%	64.7%	100.0%
Other	N	3	0	0	0	1	1	7	12
	%	25.0%	0.0%	0.0%	0.0%	8.3%	8.3%	58.3%	100.0%
Total	N	297	53	71	4	15	68	995	1503
	%	19.8%	3.5%	4.7%	0.3%	1.0%	4.5%	66.2%	100.0%

Data for Procurement Officers by Field of Education

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Liberal Arts	N	43	8	12	2	2	7	129	203
	%	21.2%	3.9%	5.9%	1.0%	1.0%	3.4%	63.5%	100.0%
Business	N	173	26	28	1	8	33	540	809
	%	21.4%	3.2%	3.5%	0.1%	1.0%	4.1%	66.7%	100.0%
Economics	N	5	1	2	0	0	1	19	28
	%	17.9%	3.6%	7.1%	0.0%	0.0%	3.6%	67.9%	100.0%
Public Administration	N	23	3	7	0	0	6	81	120
	%	19.2%	2.5%	5.8%	0.0%	0.0%	5.0%	67.5%	100.0%
Political Science	N	9	0	2	0	1	2	20	34
	%	26.5%	0.0%	5.9%	0.0%	2.9%	5.9%	58.8%	100.0%
Engineering	N	8	3	0	0	1	0	19	31
	%	25.8%	9.7%	0.0%	0.0%	3.2%	0.0%	61.3%	100.0%
Other	N	40	9	20	1	3	18	169	260
	%	15.4%	3.5%	7.7%	0.4%	1.2%	6.9%	65.0%	100.0%
Total	N	301	50	71	4	15	67	977	1485
	%	20.3%	3.4%	4.8%	0.3%	1.0%	4.5%	65.8%	100.0%

Data for Procurement Officers by Professional Certifications

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
No	N	164	18	37	3	10	33	570	835
	%	19.6%	2.2%	4.4%	0.4%	1.2%	4.0%	68.3%	100.0%
Yes	N	168	40	39	2	5	38	529	821
	%	20.5%	4.9%	4.8%	0.2%	0.6%	4.6%	64.4%	100.0%
Total	N	332	58	76	5	15	71	1099	1656
	%	20.0%	3.5%	4.6%	0.3%	0.9%	4.3%	66.4%	100.0%

Data for Procurement Officers by Performance Appraisal

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Unsatisfactory	N	1	1	0	0	0	0	0	2
	%	50.0%	50.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
Satisfactory, but lower than average	N	3	1	2	0	0	1	5	12
	%	25.0%	8.3%	16.7%	0.0%	0.0%	8.3%	41.7%	100.0%
Average	N	22	4	9	1	2	7	50	95
	%	23.2%	4.2%	9.5%	1.1%	2.1%	7.4%	52.6%	100.0%
Good	N	111	17	34	1	7	33	453	656
	%	16.9%	2.6%	5.2%	0.2%	1.1%	5.0%	69.1%	100.0%
Excellent	N	167	24	25	3	6	27	489	741
	%	22.5%	3.2%	3.4%	0.4%	0.8%	3.6%	66.0%	100.0%
Total	N	304	47	70	5	15	68	997	1506
	%	20.2%	3.1%	4.6%	0.3%	1.0%	4.5%	66.2%	100.0%

Data for Procurement Officers by Organization Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	30	4	7	0	0	2	15	58
	%	51.7%	6.9%	12.1%	0.0%	0.0%	3.4%	25.9%	100.0%
Dissatisfied	N	47	5	11	0	0	12	15	90
	%	52.2%	5.6%	12.2%	0.0%	0.0%	13.3%	16.7%	100.0%
Somewhat Dissatisfied	N	65	6	14	0	3	15	57	160
	%	40.6%	3.8%	8.8%	0.0%	1.9%	9.4%	35.6%	100.0%
Neither Satisfied Nor Dissatisfied	N	41	7	8	0	0	11	69	136
	%	30.1%	5.1%	5.9%	0.0%	0.0%	8.1%	50.7%	100.0%
Somewhat Satisfied	N	79	8	18	2	5	16	236	364
	%	21.7%	2.2%	4.9%	0.5%	1.4%	4.4%	64.8%	100.0%
Satisfied	N	54	23	16	2	7	13	468	583
	%	9.3%	3.9%	2.7%	0.3%	1.2%	2.2%	80.3%	100.0%
Very Satisfied	N	16	5	1	1	1	1	237	262
	%	6.1%	1.9%	0.4%	0.4%	0.4%	0.4%	90.5%	100.0%
Total	N	332	58	75	5	16	70	1097	1653
	%	20.1%	3.5%	4.5%	0.3%	1.0%	4.2%	66.4%	100.0%

Data for Procurement Officers by Supervisor Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	39	3	7	0	0	9	24	82
	%	47.6%	3.7%	8.5%	0.0%	0.0%	11.0%	29.3%	100.0%
Dissatisfied	N	30	3	7	0	0	5	23	68
	%	44.1%	4.4%	10.3%	0.0%	0.0%	7.4%	33.8%	100.0%
Somewhat Dissatisfied	N	34	6	11	0	1	5	56	113
	%	30.1%	5.3%	9.7%	0.0%	0.9%	4.4%	49.6%	100.0%
Neither Satisfied Nor Dissatisfied	N	35	5	11	1	1	8	65	126
	%	27.8%	4.0%	8.7%	0.8%	0.8%	6.3%	51.6%	100.0%
Somewhat Satisfied	N	50	10	10	0	4	11	130	215
	%	23.3%	4.7%	4.7%	0.0%	1.9%	5.1%	60.5%	100.0%
Satisfied	N	70	17	20	3	3	11	368	492
	%	14.2%	3.5%	4.1%	0.6%	0.6%	2.2%	74.8%	100.0%
Very Satisfied	N	73	13	10	1	7	21	433	558
	%	13.1%	2.3%	1.8%	0.2%	1.3%	3.8%	77.6%	100.0%
Total	N	331	57	76	5	16	70	1099	1654
	%	20.0%	3.4%	4.6%	0.3%	1.0%	4.2%	66.4%	100.0%

Data for Procurement Officers by Salary Satisfaction

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Very Dissatisfied	N	70	5	11	0	0	10	47	143
	%	49.0%	3.5%	7.7%	0.0%	0.0%	7.0%	32.9%	100.0%
Dissatisfied	N	77	9	15	1	2	9	89	202
	%	38.1%	4.5%	7.4%	0.5%	1.0%	4.5%	44.1%	100.0%
Somewhat Dissatisfied	N	71	7	15	1	2	11	191	298
	%	23.8%	2.3%	5.0%	0.3%	0.7%	3.7%	64.1%	100.0%
Neither Satisfied Nor Dissatisfied	N	28	6	6	1	0	15	85	141
	%	19.9%	4.3%	4.3%	0.7%	0.0%	10.6%	60.3%	100.0%
Somewhat Satisfied	N	61	14	11	2	7	15	309	419
	%	14.6%	3.3%	2.6%	0.5%	1.7%	3.6%	73.7%	100.0%
Satisfied	N	19	13	17	0	5	7	309	370
	%	5.1%	3.5%	4.6%	0.0%	1.4%	1.9%	83.5%	100.0%
Very Satisfied	N	8	4	1	0	0	2	71	86
	%	9.3%	4.7%	1.2%	0.0%	0.0%	2.3%	82.6%	100.0%
Total	N	334	58	76	5	16	69	1101	1659
	%	20.1%	3.5%	4.6%	0.3%	1.0%	4.2%	66.4%	100.0%

Data for Procurement Officers by Pay Compared to Others in the Organization

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Much Worse	N	26	1	3	0	0	5	17	52
	%	50.0%	1.9%	5.8%	0.0%	0.0%	9.6%	32.7%	100.0%
Worse	N	42	7	13	1	0	5	63	131
	%	32.1%	5.3%	9.9%	0.8%	0.0%	3.8%	48.1%	100.0%
Somewhat Worse	N	85	11	12	0	4	15	206	333
	%	25.5%	3.3%	3.6%	0.0%	1.2%	4.5%	61.9%	100.0%
About the Same	N	145	29	38	4	8	30	602	856
	%	16.9%	3.4%	4.4%	0.5%	0.9%	3.5%	70.3%	100.0%
Somewhat Better	N	19	4	6	0	2	8	110	149
	%	12.8%	2.7%	4.0%	0.0%	1.3%	5.4%	73.8%	100.0%
Better	N	5	4	3	0	2	3	68	85
	%	5.9%	4.7%	3.5%	0.0%	2.4%	3.5%	80.0%	100.0%
Much Better	N	8	1	0	0	0	2	19	30
	%	26.7%	3.3%	0.0%	0.0%	0.0%	6.7%	63.3%	100.0%
Total	N	330	57	75	5	16	68	1085	1636
	%	20.2%	3.5%	4.6%	0.3%	1.0%	4.2%	66.3%	100.0%

Data for Procurement Officers by Pay Compared to Other Organizations

		Leaving for a Better Position	Retiring	Leaving to Pursue a New Career	Leaving for More Education	Leaving for Family Reasons	Leaving for Other Reasons	Not Leaving	Total
Much Worse	N	59	6	9	0	0	8	54	136
	%	43.4%	4.4%	6.6%	0.0%	0.0%	5.9%	39.7%	100.0%
Worse	N	85	7	9	1	0	12	150	264
	%	32.2%	2.7%	3.4%	0.4%	0.0%	4.5%	56.8%	100.0%
Somewhat Worse	N	85	16	20	2	7	27	306	463
	%	18.4%	3.5%	4.3%	0.4%	1.5%	5.8%	66.1%	100.0%
About the Same	N	58	16	18	2	5	10	279	388
	%	14.9%	4.1%	4.6%	0.5%	1.3%	2.6%	71.9%	100.0%
Somewhat Better	N	24	9	11	0	1	8	131	184
	%	13.0%	4.9%	6.0%	0.0%	0.5%	4.3%	71.2%	100.0%
Better	N	12	1	6	0	0	2	98	119
	%	10.1%	0.8%	5.0%	0.0%	0.0%	1.7%	82.4%	100.0%
Much Better	N	7	1	2	0	2	1	37	50
	%	14.0%	2.0%	4.0%	0.0%	4.0%	2.0%	74.0%	100.0%
Total	N	330	56	75	5	15	68	1055	1604
	%	20.6%	3.5%	4.7%	0.3%	0.9%	4.2%	65.8%	100.0%

Exhibit A. Position Descriptions

Directors, Managers, and Supervisors

Director, Materials Management: Responsible for directing all activities of the purchasing department as well as warehousing, inventory, or logistics activities and facilities to include direct and indirect supervision of all employees within these various functions.

Director, Purchasing and (XX): Responsible for directing all activities of the purchasing department to include direct and indirect supervision of all employees within the purchasing department as well as other related department or function of the entity other than warehousing or stores. Examples include Print Shop, Mail Room, and Insurance/Risk Management.

Director, Purchasing (interchangeable with Purchasing Agent or Chief Purchasing/Procurement Officer): Responsible for directing all activities of the purchasing department to include direct and indirect supervision of all employees within the purchasing department.

Manager, Purchasing (interchangeable with Supervisor or Administrator): Responsible for managing a specific function or division within the purchasing department to include the supervision of employees within that function or division. (Note: use the "Director, Purchasing class" if this title manages all activities of the purchasing department rather than a specific section or division of purchasing)

Manager, Contracts (interchangeable with Supervisor or Administrator): Responsible for managing or administering contracts to include monitoring performance, negotiating or modifying terms, and determining contract compliance and defaults.

Manager, Warehouse, or Stores or Logistics (interchangeable with Supervisor or Administrator): Responsible for managing a specific function or division within a warehouse, or stores or logistics function to include the supervision of employees within a warehouse, stores or logistics function.

Buying and Contracting Classifications

Senior Buyer/Contracting Officer: Responsible for determining how customer requests for non-standard or complex purchases should be processed; develops, issues, evaluates, and recommends award of complex and non-standard procurements on behalf of the entity; may supervise or lead buyers within a specific function, section, or division.

Buyer: Responsible for determining how customer requests for standard purchases of goods and services should be processed; develops issues, evaluates, and recommends award of competitive bids and proposals on behalf of the entity.

Specifications Specialist (interchangeable with Specifications Analyst, Technician, or Writer): Responsible for developing detailed, technical specifications for specific groups of procurements.

Contract Specialist: Responsible for some facets of managing or administering contracts to include monitoring performance, negotiating or modifying terms, and determining contract compliance and defaults.

Assistant Buyer (interchangeable with Purchasing Clerk): Responsible for assisting a buyer(s) or senior buyer(s) in developing, issuing, and evaluating purchases on behalf of the entity; has limited or no authority to issue purchase orders or contracts.

Warehousing/Asset Classifications

Stores Technician: Responsible for monitoring stock levels of items maintained in stores and warehouses; may process orders to replenish stock; may issue stock based on customer requests.

Receiving Technician: Responsible for receiving, inspecting, testing, and accepting shipments of goods and equipment on behalf of an entity; may issue claims or damages or losses.

Delivery Technician: Responsible for delivering shipments from a centralized location (warehouse or stores) to locations throughout the entity; may be responsible for preparing shipments to include orders for stock items.

Fixed Assets Technician: Responsible for identifying, tracking, storing, and disposing of fixed assets and equipment of the entity as determined by regulations.

Support Classifications

Expediter: Responsible for expediting the delivery of goods in accordance with an order or contract; follows-up on delinquent orders; may coordinate changes to orders or damages/losses on behalf of a buyer or senior buyer.

Administrative Assistant (interchangeable with Secretary, Receptionist, or Program Assistant): Responsible for the administrative and clerical functions of the purchasing entity to include scheduling of meetings and conferences, coordinating communications efforts, etc.



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