



2008 Six Sigma Compensation Survey

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Job Matching 101

Match your organization's incumbents to survey jobs in 3 easy steps...

When participating in a compensation survey the most important stage involves correctly matching your organization's jobs to the survey jobs. A correct match helps ensure that the survey results represent an "apples to apples" comparison -- and makes the final report more accurate and meaningful.

- 1 Review job functions:** look over the list of job functions included in the survey to determine which incumbents at your organizations fall into these functions. This will help you narrow down the number of possible matches.
- 2 Review leveling matrices:** once potential matches are identified, review the survey leveling matrices and compare the responsibilities listed to those of the incumbents at your organization.
- 3 Utilize the Job Function Quick Reference:** for the combinations of function and level of incumbents at your organization, find the match in the Job Function Quick Reference. If present, match your organization's incumbents to the survey jobs where there is at least a 70% overlap in responsibilities between the two.



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JOB CODE	JOB TITLE	JOB FUNCTION DESCRIPTION
EA	Top Six Sigma Executive	Plans and directs all aspects of an organization's Six Sigma quality improvement function. Oversees organization-wide Six Sigma project portfolios in order to accomplish measurable business process improvements. Employs Six Sigma methodology and analytics into organizational operations in order to implement business objectives. Works with Six Sigma professionals in the planning, designing, and accomplishing of key projects.
ED	Director of Deployment	Responsible for directing and implementing Six Sigma operational excellence policies, programs, and initiatives within an organization or functional area. Educates, trains and motivates employees to achieve a culture of continuous improvement.
SM	Six Sigma Master Black Belt	Leads and manages Six Sigma project portfolios in order to accomplish measurable business process improvements. Employs Six Sigma methodology and analytics into organizational operations in order to accomplish business objectives. Mentors and trains Black Belt and Green Belt-certified professionals in the planning, designing, and implementation of key projects. Requires training and certification through a Six Sigma accredited organization.
GB	Black Belt - Manufacturing/Engineering Functions	Assists Master Black Belts who lead and manage Six Sigma project portfolios in order to accomplish measurable business process improvements. Employs Six Sigma methodology and analytics into organizational operations in order to accomplish business objectives. Works with Six Sigma-certified professionals in the planning, designing, and implementation of key projects. Spends majority of time on Six Sigma projects in manufacturing or engineering and may spend a small portion of their time filling their other roles in the organization. Requires training and certification through a Six Sigma accredited organization.
AB	Black Belt - Administrative/Staff Functions	Assists Master Black Belts who lead and manage Six Sigma project portfolios in order to accomplish measurable business process improvements. Employs Six Sigma methodology and analytics into organizational operations in order to accomplish business objectives. Works with Six Sigma-certified professionals in the planning, designing, and implementation of key projects. Typically manages staff functions such as Accounting or Human Resources, utilizing Six Sigma techniques to create improvements in administrative processes. Requires training and certification through a Six Sigma accredited organization.
GG	Green Belt - Manufacturing/Engineering Functions	Assists Black Belts and Master Black Belts who lead and manage Six Sigma project portfolios in order to accomplish measurable business process improvements. Employs Six Sigma methodology and analytics into organizational operations in order to accomplish business objectives. Works with Six Sigma-certified professionals in the implementation of key projects through process and quality improvement. Spends majority of their time on Six Sigma projects in manufacturing or engineering and may spend a small portion of their time filling their other roles in the corporation.
AG	Green Belt - Administrative/Staff Functions	Assists Black Belts and Master Black Belts who lead and manage Six Sigma project portfolios in order to accomplish measurable business process improvements. Employs Six Sigma methodology and analytics into organizational operations in order to accomplish business objectives. Works with Six Sigma-certified professionals in the implementation of key projects through process and quality improvement. May spend less than fifty percent of their time on their Six Sigma projects while also filling other administrative roles in the corporation.



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Management Leveling Matrix

Level	Complexity/Contribution	Independence	Skills/Experience
Executive - M5 (e.g. CFO, COO)	Responsible for highest level functions in the organization. Provides strategic direction at the corporate level. Likely a direct report to the CEO.	Relied upon to successfully develop and execute the strategies of the corporation. Direction is given by the CEO.	Previous experience running multi-function organizations or corporate divisions with full P/L responsibility.
Sr. Management - M4 (e.g. VP Engineering, Top Six Sigma Executive)	Heads a major functional area in the organization. Determines functional strategy as it impacts corporate goals.	Full accountability for division or function within the general direction of the Company's Executive team.	Extensive management background within the function. Has managed multiple related functional areas.
Middle Management - M3 (e.g. Director of Deployment, HR Director)	Manages one or more sub functions. Provides direction through subordinate managers. Works closely with function head to implement functional strategies.	Works toward goals established by the function head. Means of accomplishing goals is determined by incumbent. Measured on broad goal achievement.	Maintains a broad knowledge of functional policy and procedure. Will become involved in critical issues that are of significant consequence to the success of the function.
1st Level Management - M2 (e.g. Manager - Quality Control, Marketing Manager)	Manages a given discipline/ department/ function. Ensures that goals and objectives are met on time and within budget. Usually directs a staff of exempt employees and/or supervisors.	Incumbents assist in the development and work toward the achievement of functional objectives. Objectives are reviewed, modified and approved by higher levels of management.	Maintains a strong knowledge of the detail within the function. Will become involved in day-to-day issues that impact critical deadlines and deliverables.
Supervisory- M1 (e.g. Assembly Line Supervisor, Payroll Supervisor)	Supervisors have a thorough understanding of the processes and procedures in the function they supervise. Often handle more complex and unusual issues that cannot be resolved by direct reports.	Incumbents ensure that created procedures and processes are completed. May recommend procedural changes, but require more senior management approval to implement change.	Functional expertise may have been acquired from on the job training or from related experience, training and/or certification.



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Professional Leveling Matrix

Level Name	Complexity/Contribution	Independence	Skills/Experience
Specialist - P4 (e.g. Lead Process Engineer, Process Improvement Principal)	Internally recognized specialist on complex technical and business matters. Will champion significant projects using demonstrated creativity and ingenuity.	Work is independent and collaborative in nature. Provides regular updates to supervisor on project/account status.	Completely mastered relevant technical business skills required to accomplish the job. Typically requires a college degree (or equivalent) and 8+ years experience.
Senior - P3 (e.g. Senior Planner, Senior Process Engineer) "Career Level"	Contributes to moderately complex aspects of a project. May assist more junior staff members with aspects of their job.	Work is generally accomplished without direction. Solves most problems without assistance.	Strong competence with the various tools, procedures, programming languages used to accomplish the job. Typically requires a college degree (or equivalent) and 6-8 years experience.
Intermediate - P2 (e.g. Process Improvement Analyst II, Business Systems Analyst II)	Incumbents are gaining exposure to some of the complex tasks within the job function. Has mastered most of the basic job duties.	Incumbents are still occasionally directed in several aspects of their work. However more straightforward tasks are accomplished without assistance.	General proficiency with tools, systems, and procedures required to accomplish the job. May need to consult with Sr/Specialist staff members on some technical issues. Typically requires a college degree (or equivalent) and 3-5 years experience.
Entry - P1 (e.g. Design Engineer I, Financial Analyst I)	Works on projects of limited complexity or with accounts in a support role. Emphasis in on learning the key aspects of the job to be performed.	Incumbents are closely managed by more senior staff members. Work is reviewed regularly by supervisor or more senior peers.	Knowledge base generally acquired from a college degree or equivalent course training. Typically requires a college degree (or equivalent) and 0-2 years experience.



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Non-Exempt Leveling Matrix

Level Name	Complexity/Contribution	Independence	Skills/Experience
Senior - N3	Provides administrative or technical support at a senior or specialist level. Incumbents are highly proficient in the various competencies relevant to their job. May act as a lead or mentor to more junior technical or administrative support personnel.	Incumbents generally work independently within established procedures associated with the specific job function.	Typically requires a high school diploma or equivalent, plus 4-7 years of related experience as well as some post secondary education.
Intermediate - N2	Provides administrative or technical support at an intermediate level. Incumbents at this level are gaining or have attained full proficiency in their specific area of discipline.	Works under moderate supervision. May seek the advice of senior personnel in the functional area.	Typically requires a high school diploma or equivalent, plus 2-4 years of related experience.
Entry - N1	Apprentice or trainee. Possesses moderate understanding of general aspects of job.	Works under close direction of senior personnel in the functional area.	Typically requires a high school diploma or equivalent and 0-2 years of general work experience.



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Job Function	Function Code	Job Levels											
		M5	M4	M3	M2	M1	P4	P3	P2	P1	N3	N2	N1
Executive/Management/Professional													
Top Six Sigma Executive	EA		EAM4										
Director of Deployment	ED		EDM4	EDM3									
Six Sigma Master Black Belt	SM			SMM3	SMM2		SMP4	SMP3					
Management/Professional													
Black Belt - Engineering/Manufacturing Functions	GB				GBM2	GBM1	GBP4	GBP3	GBP2				
Black Belt - Administrative/Staff Functions	AB				ABM2	ABM1	ABP4	ABP3	ABP2				
Professional/Non-Exempt													
Green Belt - Manufacturing/Engineering Functions	GG								GGP2	GGP1	GGN3		
Green Belt - Administrative/Staff Functions	AG								AGP2	AGP1	AGN3		