

2019



Workforce Insights 2019

in partnership with  Shirley Parsons

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1. Introduction



CQI and IRCA members, who on average are happier and better paid than others.

However, we should not rest on our laurels. Once more, we see that women are paid less than their male counterparts and are poorly represented among the most senior quality roles. Employers struggle to plug skills gaps in their workforce, and the quality profession is at times frustrated by a lack of understanding of the value that quality management delivers.

Our hope is that the results of this survey will show employers what really drives satisfaction in the quality profession. It will also help our members and others in the profession to benchmark their salaries, and will shine a light on opportunities for professional development.

2019 is the CQI's centenary year. As we reflect on the past 100 years for the institute and the profession, this survey provides a snapshot of the present, and can help guide us as we move into the future, to keep delivering improvement in the profession, value to business, and trust to society.

Estelle Clark, Executive Director – Policy, CQI

The CQI's second Workforce Insights survey, which we conducted in partnership with Shirley Parsons Ltd, again paints a picture of a profession across the world which is well rewarded, satisfied, and offers a varied and long-term career. Satisfaction and salaries continue to compare favourably with other professions, especially for

2. About the survey



The 2019 Workforce Insights survey asked questions about remuneration, satisfaction, opportunities for – and barriers to – career progression, and skills gaps identified by employers.

2,546 individuals from 80 countries around the world took the time to give their views, providing a valuable insight into our profession. These included CQI members, IRCA certificated

auditors, Corporate Partners, Special Interest Group representatives, and non-members of the CQI or IRCA working in quality and management systems auditing.

The main survey was global and conducted in English. Our Japan office also conducted a Japanese language version of the main survey in parallel. The results of this are included in this report.

3. Results

3.1. Remuneration

The mean average salary for those in permanent full-time employment was £44,385. This was down from the 2017 figure of £57,677 – however we believe this difference to be mainly due to a larger number of responses this time around from less senior members of the profession, and from countries with lower average salaries. Of greater interest are the variations between countries, professions, genders, seniority levels, and levels of professional recognition.

3.1.1. Salaries by seniority

There are evident increases in salary as individuals progress through the profession. Quality management and management systems audit remain attractive careers in managerial and leadership roles, and senior executives can expect to command salaries comparable to similar professions, as discussed below.

It is encouraging to note that, even at the junior levels, quality professionals can expect to receive good salaries, in excess of the average earnings in their country.

Average salary by role



3.1.2. Salaries by professional organisational membership and grade

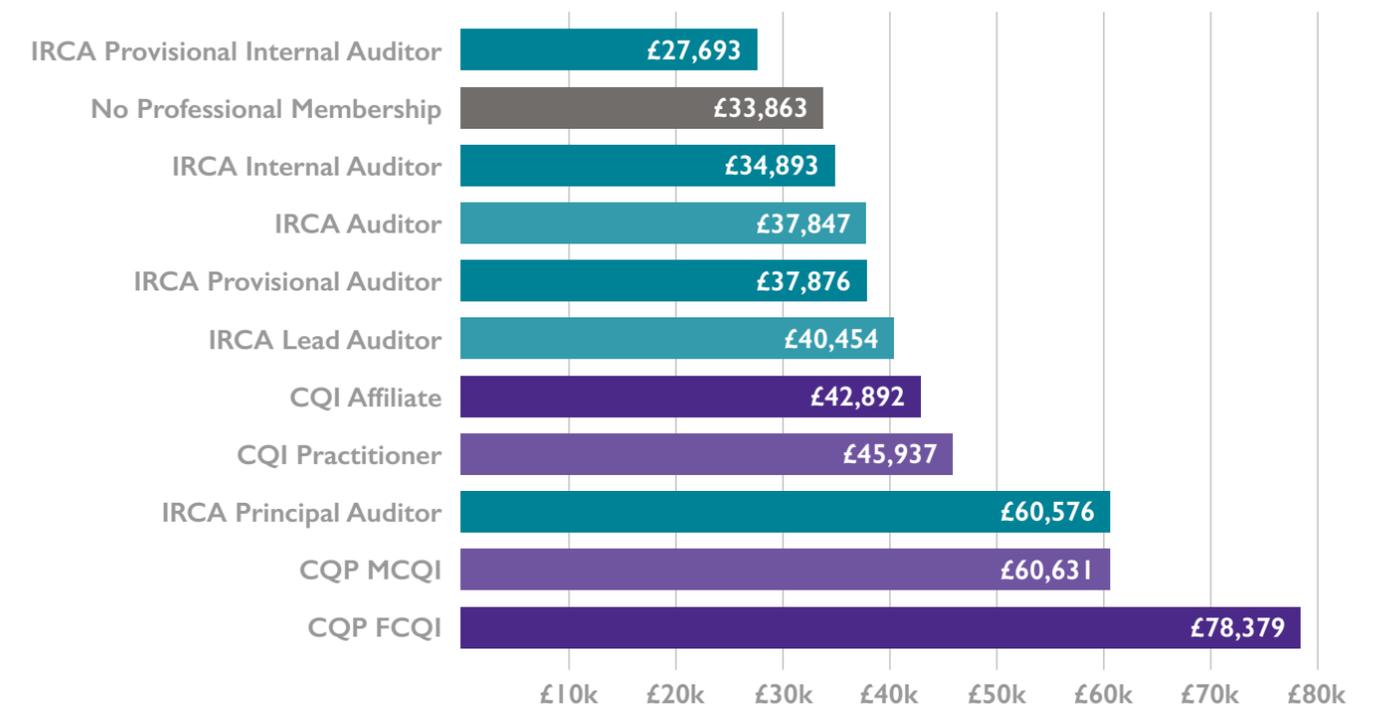
We asked respondents whether they were a member of a professional organisation, including the CQI and IRCA, and what grade of membership they held.

Those with no professional membership had an average salary of just £33,863 – well below the overall survey average of £44,385.

The majority of respondents belonged to the CQI or IRCA, so we can show the mean average global salary for each level of membership and compare each grade with those who have no professional membership.

There are significant increases in salary when members advance through CQI/IRCA grades, and the results suggest a pay premium of over a third between the grades of CQI Affiliate and Chartered Member (CQP MCQI).

Average salary by professional membership and grade



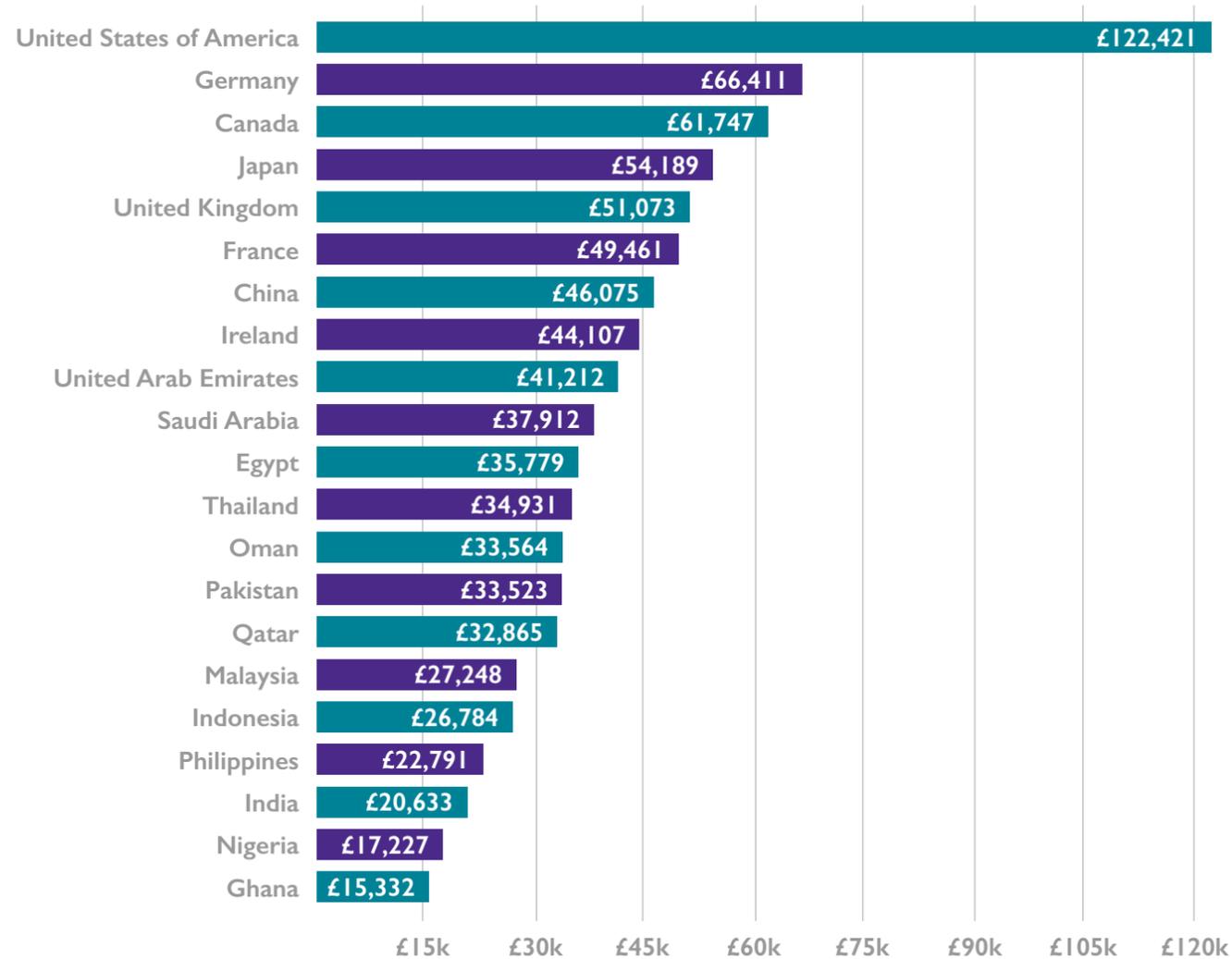
3.1.3. Salaries by country

Individuals from more than 80 countries responded to the survey.

The UK had the highest number of responses: the mean average annual salary was £51,073. The second highest number of responses came from Japan, where the mean average annual salary was £54,189.

When we analyse the average salaries by country of work, the highest average salary of the countries that had at least 20 respondents to the survey, was £122,421 in the USA (29 respondents), followed by £66,411 in Germany. By contrast, respondents from India reported a mean average salary of £20,633, and from Ghana £15,332. This may be attributed in part to differences in average salaries between these countries, as well as to the relatively small sample size.

Average salary by country

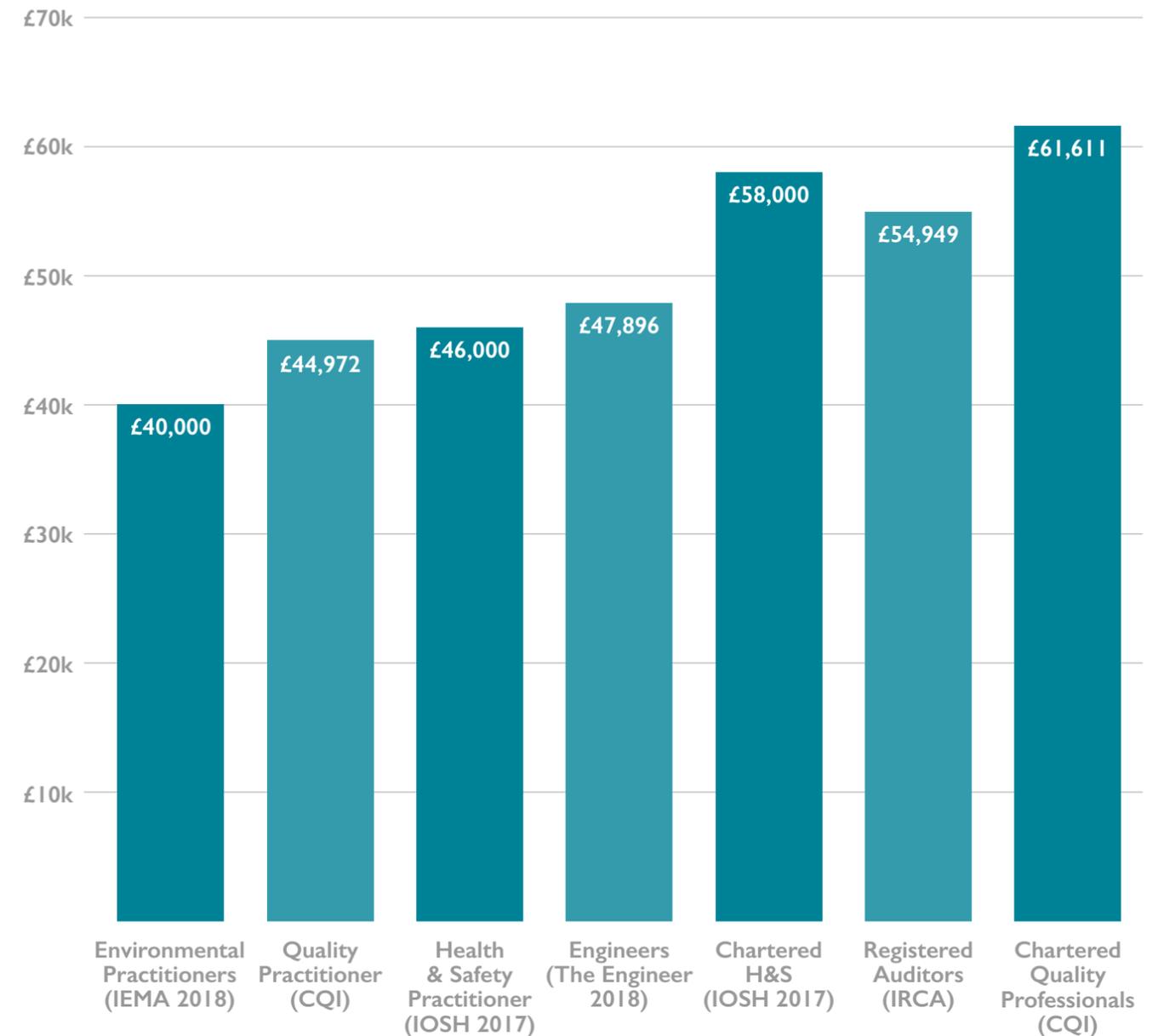


3.1.4. Salaries compared to other professions (UK)

We compared the salary data with results of surveys published by similar professional bodies in the UK (see page 14). To make meaningful comparisons, we only included full-time, UK-based respondents.

Chartered Quality Professionals (CQPs) enjoy higher salaries than Chartered Occupational Health and Safety professionals, environmental managers and assessors who are full members of the IMEA professional body, and engineers. There is less variation in the salaries of people at the lower level of practitioner.

Average salaries by profession (UK)



3.2. Gender diversity

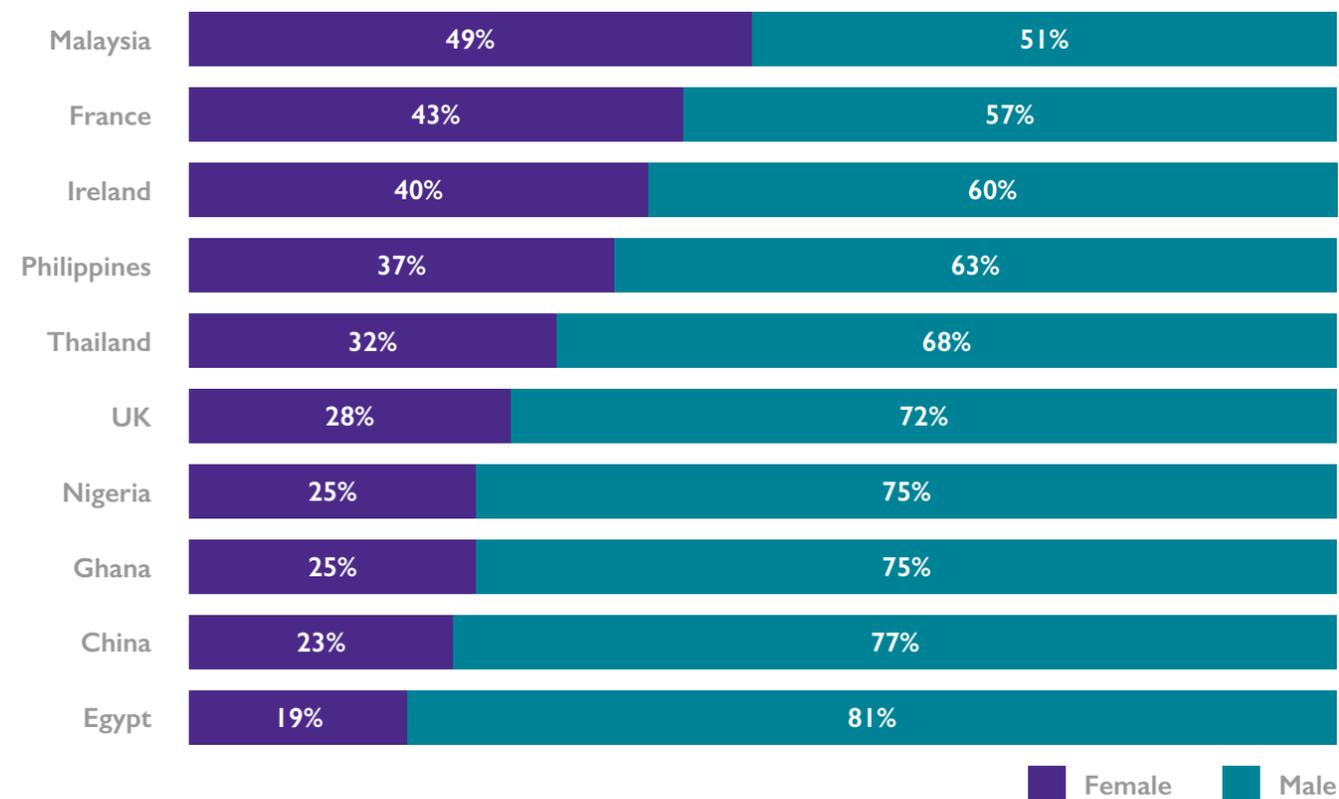
The gender balance of the quality profession has shifted slightly compared to 2017, with women comprising 23% of respondents, up from 20%. This is consistent with CQI and IRCA membership, which consists of approximately 25% women.

The figure is significantly higher than the proportion of women in engineering (9%, as reported by *The Engineer*, 2018¹), and comparable with the figure for occupational health and safety (IOSH 2017 salary survey²). However, this still indicates that the profession is failing to attract and retain women.

The imbalance is most pronounced in the United Arab Emirates (13%), United States of America (12%) and Japan (8%). There were no female respondents from Saudi Arabia from a sample size of 57.

By contrast, the results show a more balanced ratio in Malaysia (38 responses), France (31 responses) and the Republic of Ireland (31 responses), where women make up 44% of the profession on average.

Countries with highest female percentage



¹ <https://s3-eu-central-1.amazonaws.com/centaur-wp/theengineer/prod/content/uploads/2018/06/18100816/2018-Salary-Survey.pdf>

² <https://www.ioshmagazine.com/article/2017-salary-survey>

3.2.1. Gender seniority gap

The ratio is less balanced as one progresses through levels of seniority. Only 19% of directors who responded were women, compared with nearly 30% at student and practitioner level.

3.2.2. Gender pay gap

General

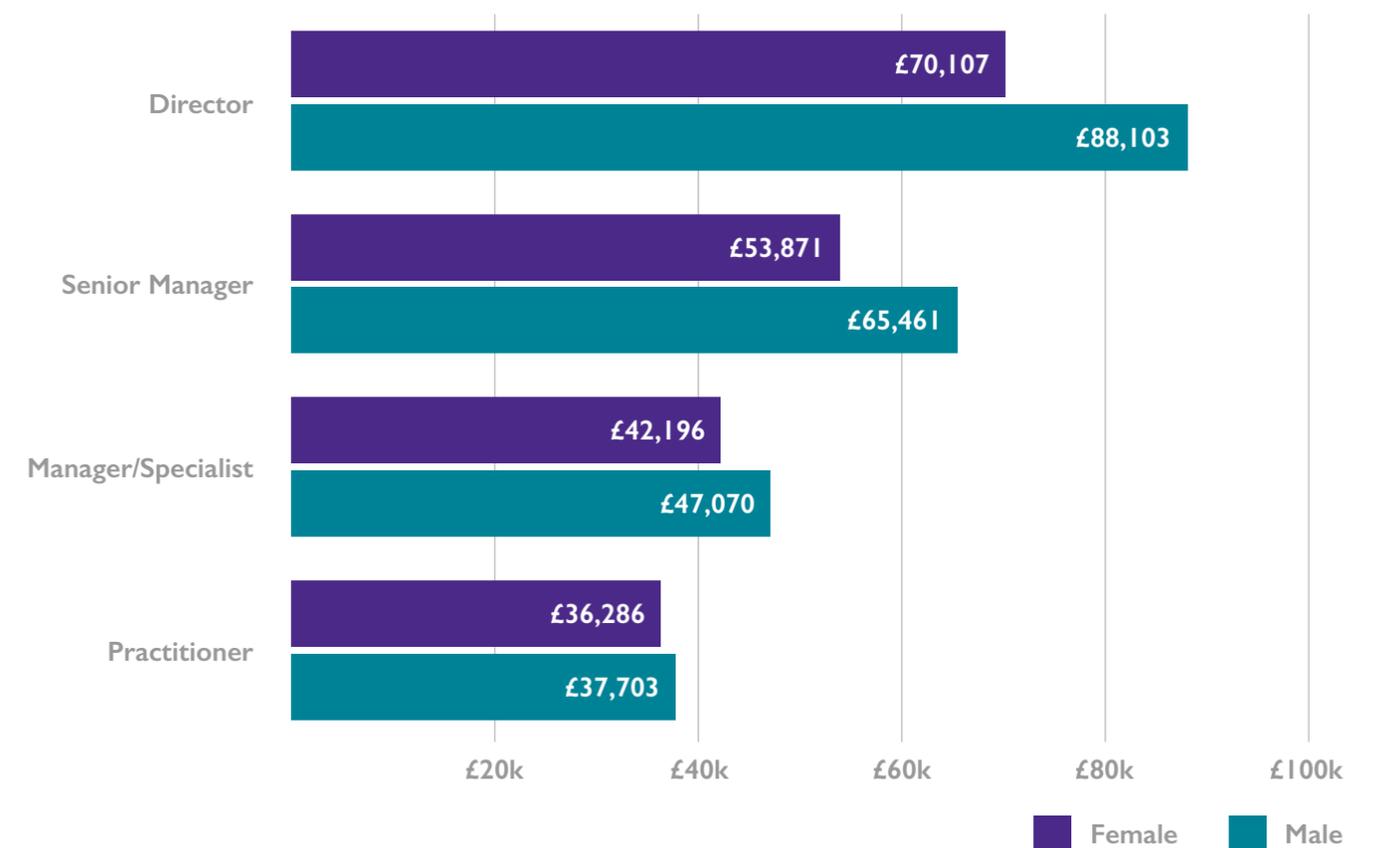
The mean average global salary for men (£46,119) is 18% higher than that for women (£39,111). This gap is five percentage points narrower than the figure reported in the 2017 survey (23%), although this should be considered in the context of the greater number and diversity of respondents.

By seniority

The results demonstrate that not only are there more women at practitioner level, but also that the pay gap is narrower at this level. For example, in the UK, men at practitioner level earn an average of £37,703, only 3% more than women at the same grade, who earn £36,286.

The gap gets wider with seniority, reaching its widest at director level, where men earn 26% more than women.

Gender pay gap by seniority



By age

In the 16-24 age group, pay for men and women was close to equal (in fact, women earned slightly more at £26,782 compared to £26,503). In every other age group there is a clear gap in favour of men. The gap is widest in the 55-65+ age group, at 28%.

Gender pay gap by age group



3.3. Job satisfaction

The survey reveals a high level of job satisfaction in the profession, with 71% of respondents either satisfied or very satisfied. Only 11% are dissatisfied or very dissatisfied.

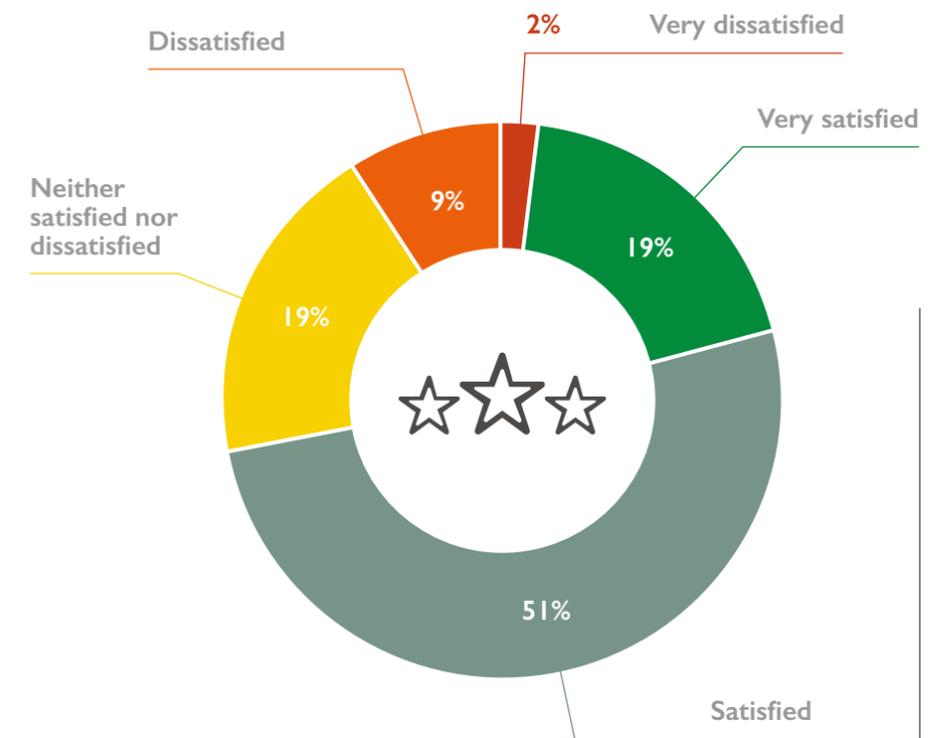
This is consistent with the results of the 2017 survey, where the figures were 72% and 12% respectively.

The main reasons given for this high level of satisfaction were:

1. Independence
2. Flexibility
3. Variety
4. Development
5. Job content / interesting work

“I work for a valued team undertaking both internal and external audits, which is something I am good at and enjoy doing.”

How satisfied are you with your current role?



“I enjoy and get satisfaction from overcoming the challenges I face, the opportunities for learning, the significance of the industry, the people I work with and the chance I have to make a difference.”

3.3.1. Dissatisfaction

Reasons cited for dissatisfaction appear to vary depending on grade and seniority. Among top earners, causes of dissatisfaction are described as related to poor sector performance and industry uncertainty.

A lack of senior management engagement or support, poor leadership, and difficulty in achieving professional development and career progression were commonly cited reasons for dissatisfaction among middle managers and middle earners.

Perhaps unsurprisingly, among those earning less than £25,000 a year, poor salary was the most common reason cited for dissatisfaction, but so too were organisational culture and the perceived value of quality.

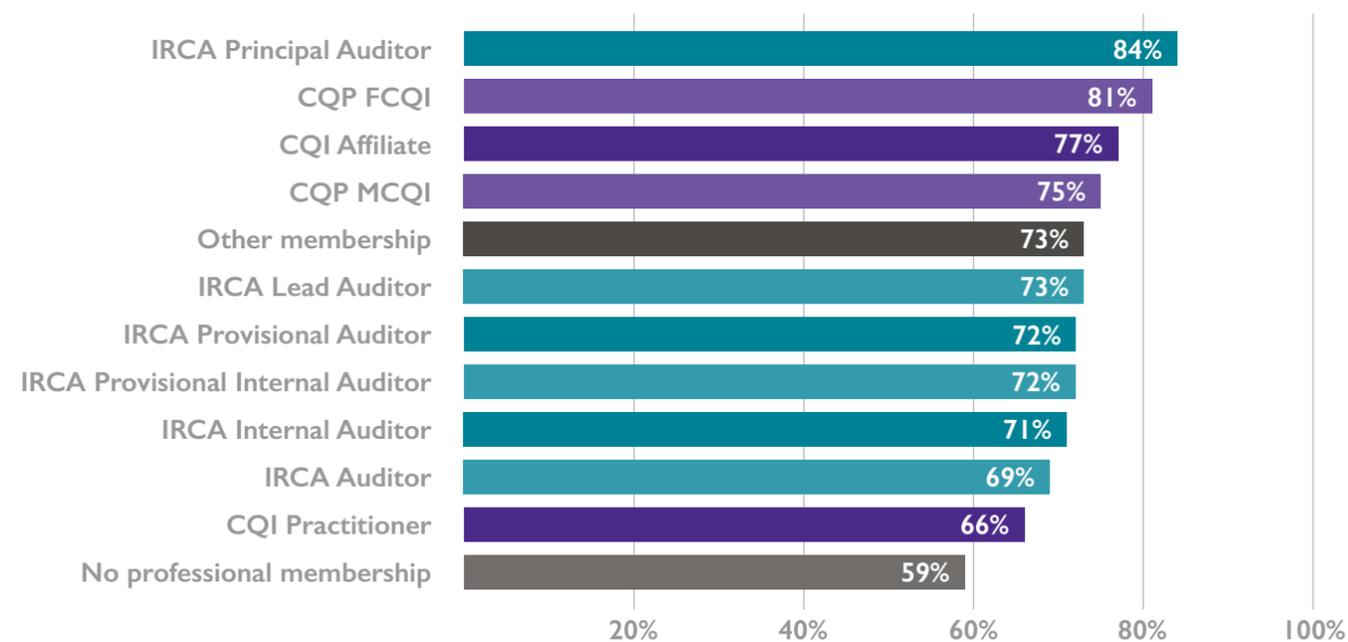
3.3.2. Satisfaction among CQI/IRCA members

When the job satisfaction score for survey respondents is broken down by their professional membership, CQI members and IRCA auditors are significantly more satisfied than those with no professional membership.

The most satisfied membership category is the IRCA Principal Auditor level where 84% of respondents are either very satisfied or satisfied. 81% of Fellows (CQP FCQI) who responded to the survey are satisfied or very satisfied, 77% of CQI Affiliates, and 75% of Members (CQP MCQI).

The least satisfied group of respondents are those with no professional membership, where just 59% are satisfied or very satisfied.

Satisfaction by qualification

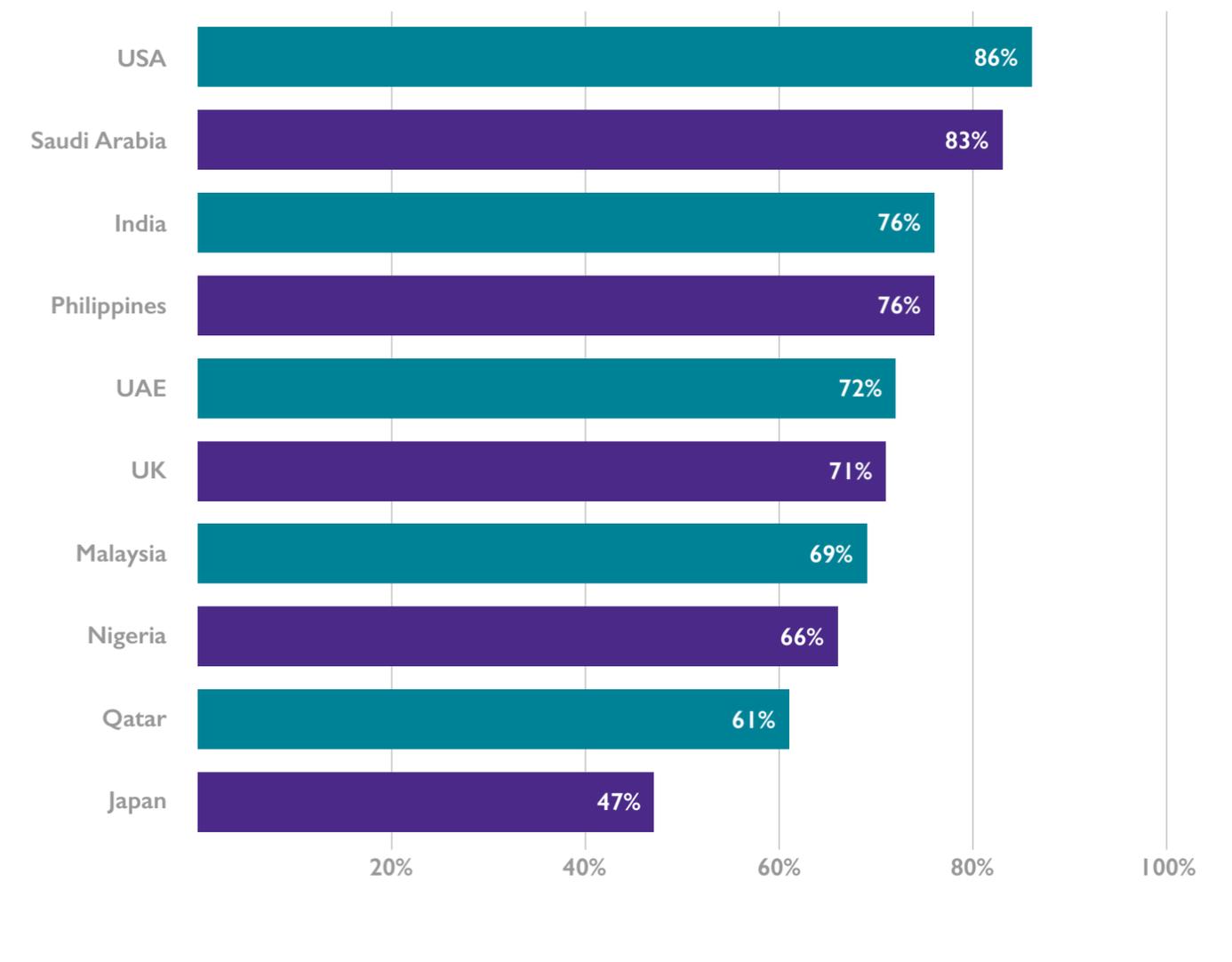


3.3.3. Satisfaction by country

Looking at the ten largest countries by numbers of respondents, professionals who work in the USA are the most satisfied, with 86% stating that they are very satisfied or satisfied. Of the respondents in Saudi Arabia, 83% are satisfied, followed by those in India and the Philippines, of which 76% were satisfied.

Japan, which has the second largest quality population in our survey, also has the lowest satisfaction of the ten largest countries. This may reflect low overall levels of job satisfaction in Japan³. Qualitative responses are similar to those for the rest of the world, suggesting a broadly similar experience among quality professionals.

Satisfaction by country



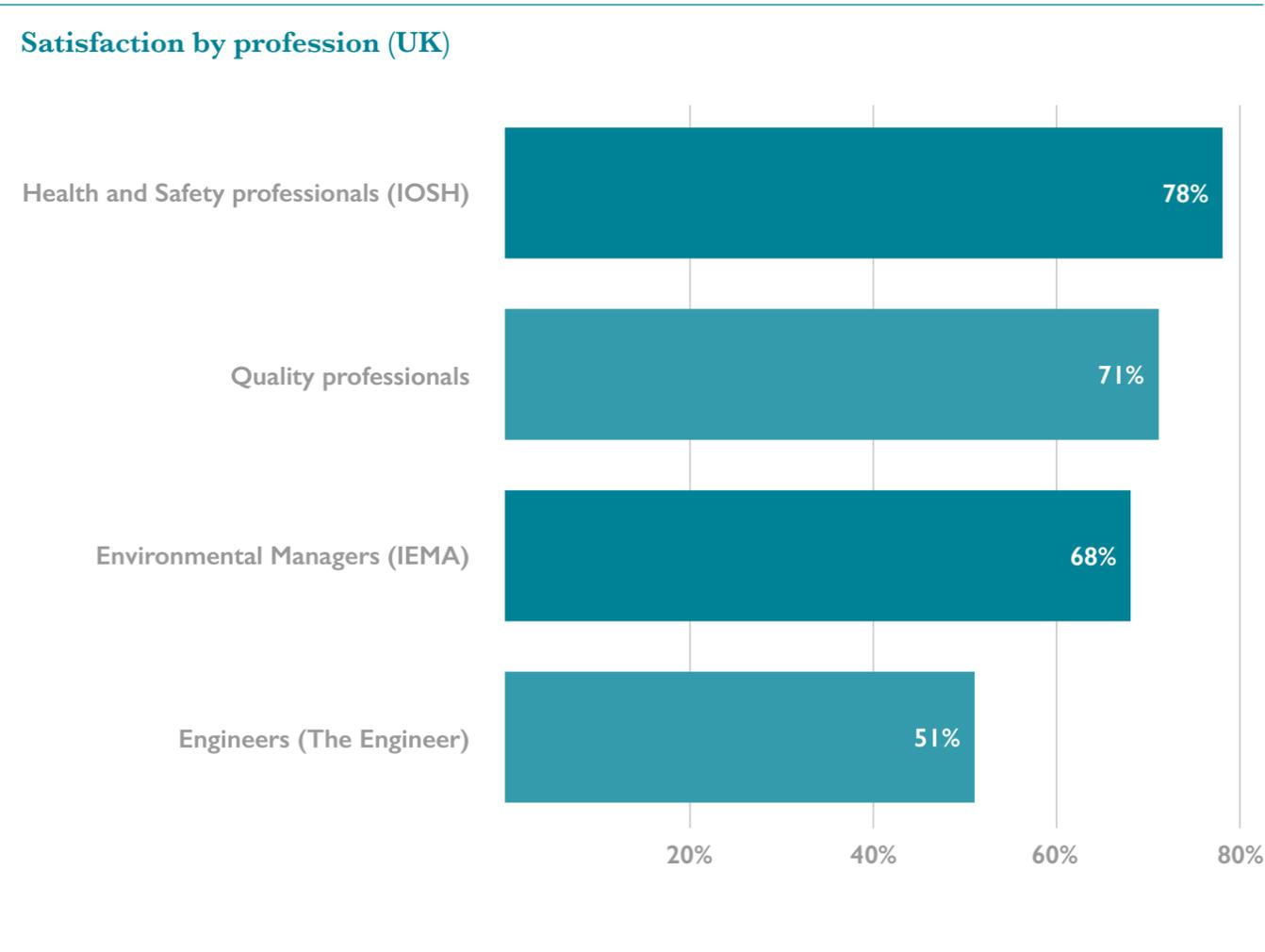
³ <https://blogs.wsj.com/japanrealtime/2014/08/19/survey-finds-more-job-dissatisfaction-in-japan/>

3.3.4. Satisfaction compared with other professions

To allow comparisons of satisfaction levels in the quality and audit profession against other professions, we looked at publicly available data from:

- The Institution of Occupational Safety and Health (IOSH) 2017 Salary Survey⁴
- The Institute of Environmental Management and Assessment (IEMA) State of the Profession Survey 2018⁵
- The Engineer Salary Survey 2018⁶

This comparison suggests that job satisfaction among quality and audit professionals is higher than it is among engineers and environmental managers.



⁴ <https://www.ioshmagazine.com/article/2017-salary-survey>

⁵ https://transform.iema.net/sites/default/files/iema_state_of_the_profession_survey_2018.pdf

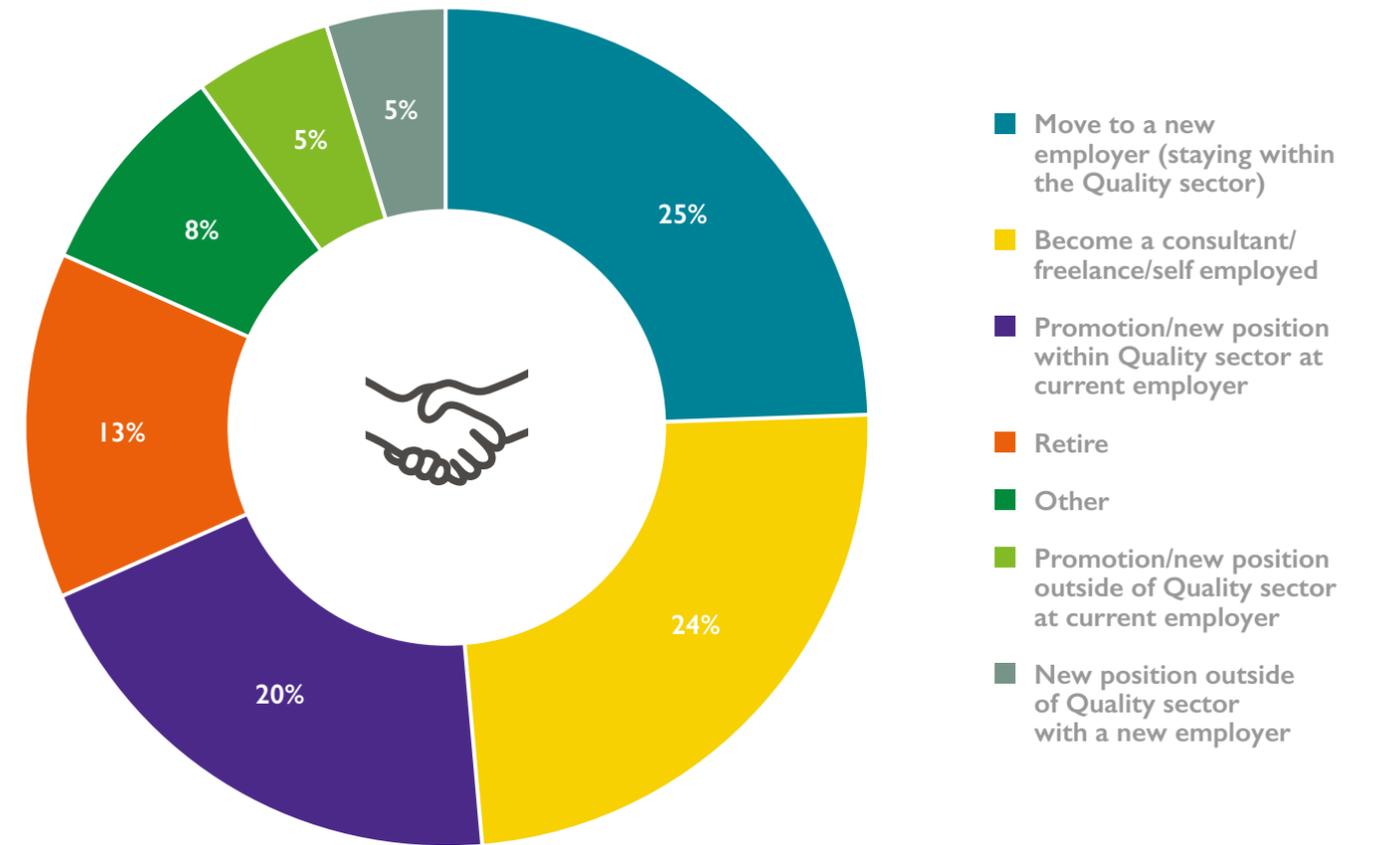
⁶ <https://s3-eu-central-1.amazonaws.com/centaur-wp/theengineer/prod/content/uploads/2018/06/18100816/2018-Salary-Survey.pdf>

3.4. Progression and career

Quality and auditing appear to offer attractive careers. Approximately 10% of respondents see their next career move as being outside the profession.

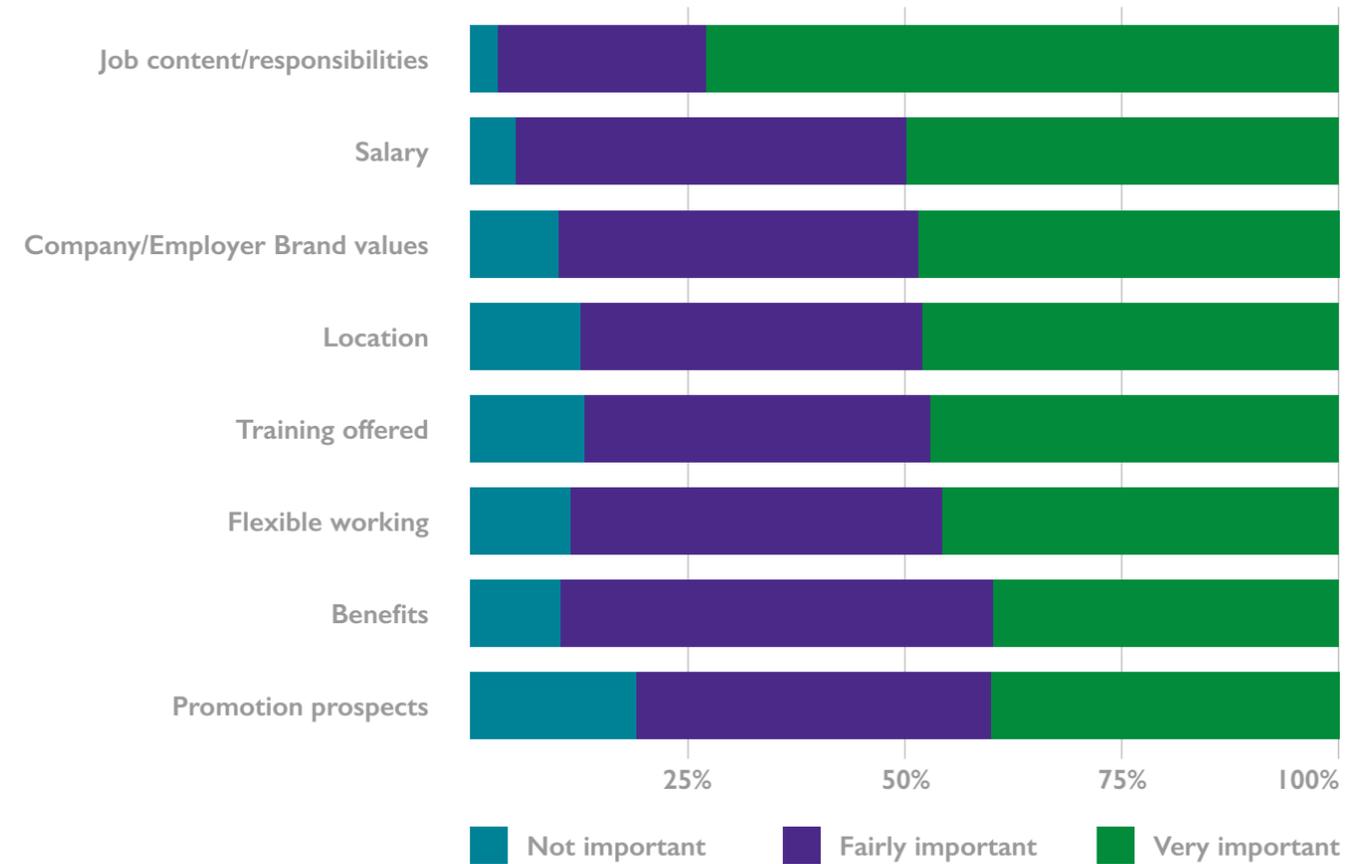
Nearly 70% of respondents anticipate remaining in the quality profession, either seeking promotion (44%) or becoming a consultant or freelance quality professional (24%).

What do you anticipate your next career move will be?



When asked about the factors most important in securing a new role, the content of the role and the responsibilities took precedence over factors such as salary and promotion prospects. Almost three quarters of respondents stated that job content was “very important”.

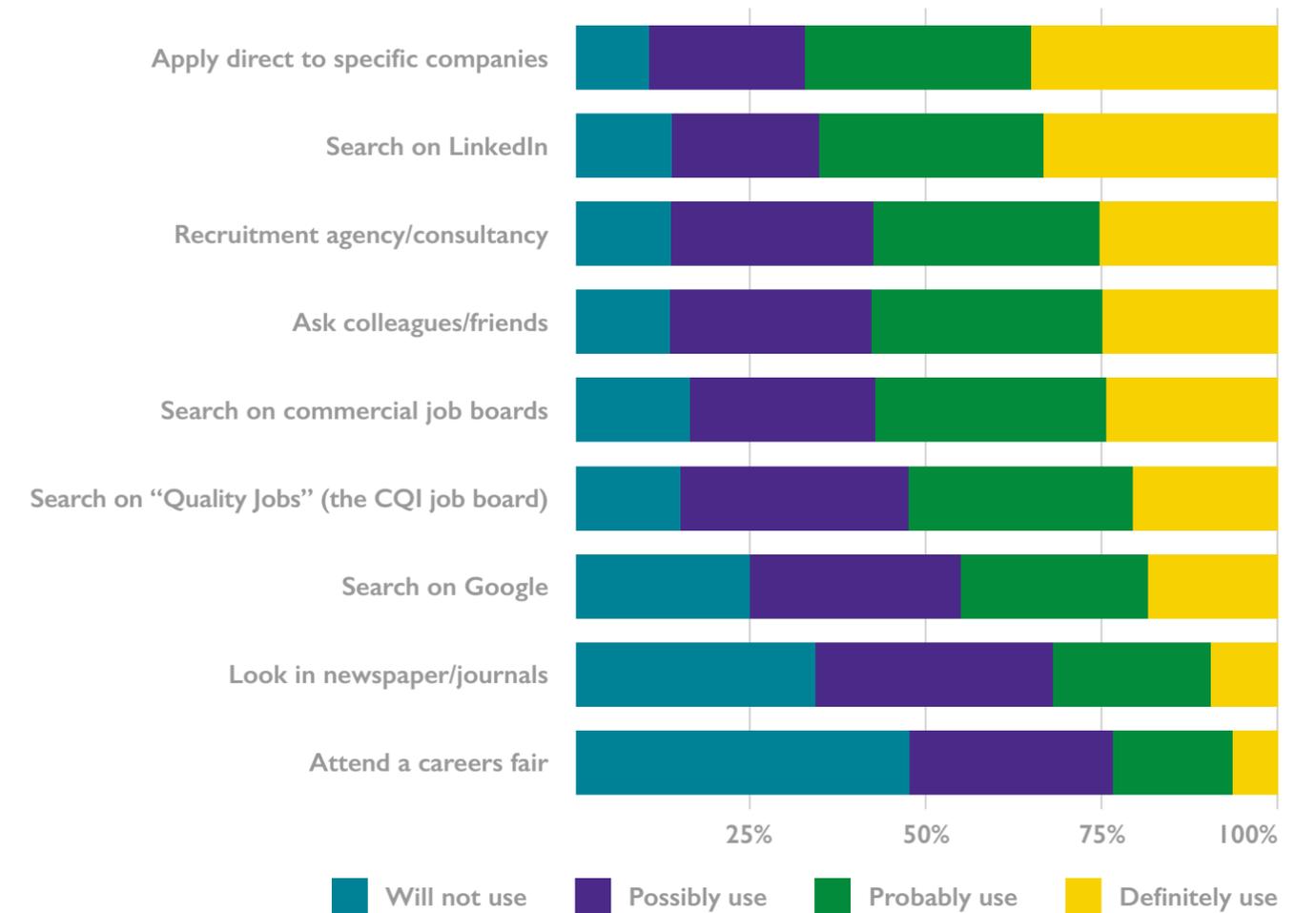
Factors most important in seeking a new role



3.4.1. How candidates find new jobs

When considering career moves, traditional job search methods such as attending careers fairs or looking in print media are unpopular. Searching online, either via company websites or on LinkedIn, was most common.

How candidates find new jobs



3.4.2. Skills employers want

Those respondents who are responsible for recruiting quality and audit professionals into their organisations cited technical knowledge and experience as the most in-demand skills. Only one third considered cultural fit to be an important attribute in new employees.

A university degree was the least required job criterion. However, there are significant regional variations, with respondents from the Middle East and Asia more likely to require a university degree than respondents in Europe or North America.

Skills employers want



3.4.3. Skills gaps

Of those responsible for hiring, 39% stated that they had skills gaps in their current team. Auditing knowledge and experience was the most common gap. Personal skills gaps such as leadership, management and communication were also frequently mentioned.

4. Conclusions

This project has provided some real insight into the workplace in the global quality and management systems audit profession. The key conclusions that we draw are as follows:



Satisfaction

A good salary, compared with global and national averages and those of comparable professions, makes a career in quality financially attractive. It is a rewarding career, offering independence, flexibility and variety of work. Quality professionals are also inclined to stay and seek opportunities for progression and professional development in the same discipline. Despite the attractiveness of a good salary, quality professionals are more interested in what their job entails than in chasing benefits and promotion.

The profession values challenge and variety, as well as management who understand and support the organisation's quality aims and objectives and appreciate the value of quality.



Gender equality

While the quality and audit professions compare favourably with some, it is evident that more needs to be done to attract talent from a wider pool. The profession is failing to attract women in sufficient numbers and is then failing to place enough women in senior roles.

The gender pay gap widens as seniority and experience increases. It will be interesting to see if that gap narrows as Generations X and Y progress through the profession.

However, this does not excuse the profession of its responsibility to ensure that everyone, regardless of gender or any other demographic factor, are given the same opportunity for progression and financial reward.



Skills gaps

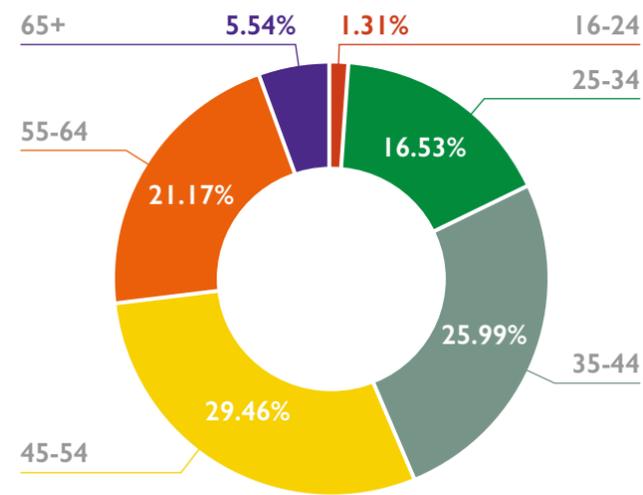
The profession must continue to develop in order to exploit the opportunities and mitigate the risks associated with the future world of work.

There are skills gaps which limit the ability of organisations, business and society to exploit the benefits of governance, assurance and improvement. A lack of expertise in management systems audit is a particular issue. It is incumbent on employers, audit and quality professionals, and the CQI, to ensure the continued relevance and value of the profession.

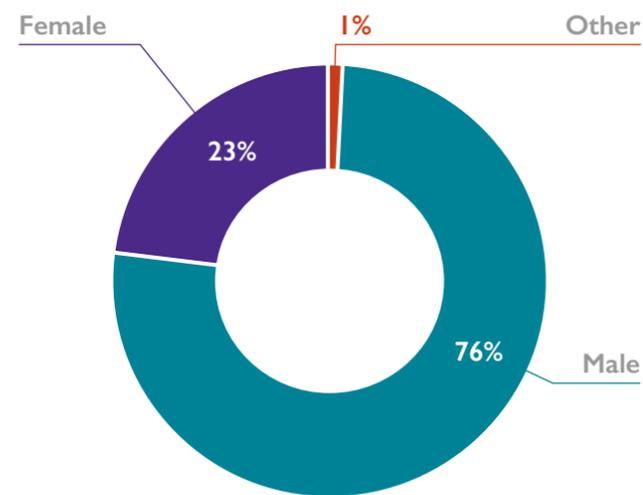
5. Appendix:

Summary of all responses

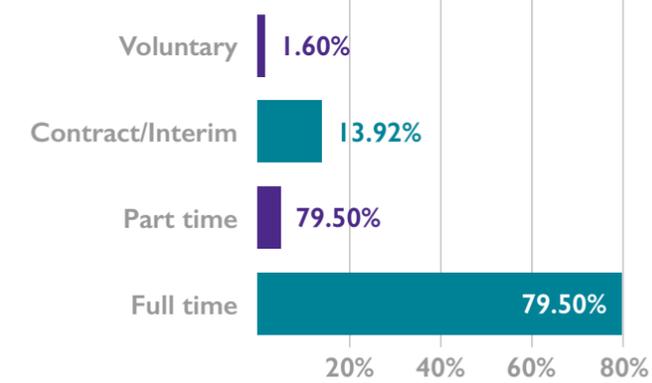
What is your age?



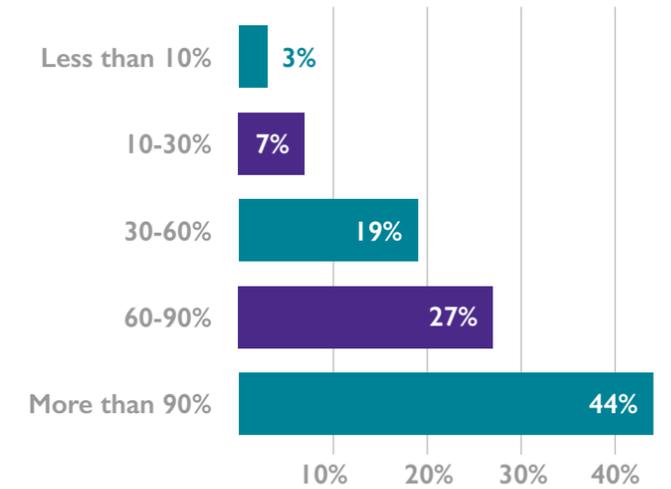
What is your gender?



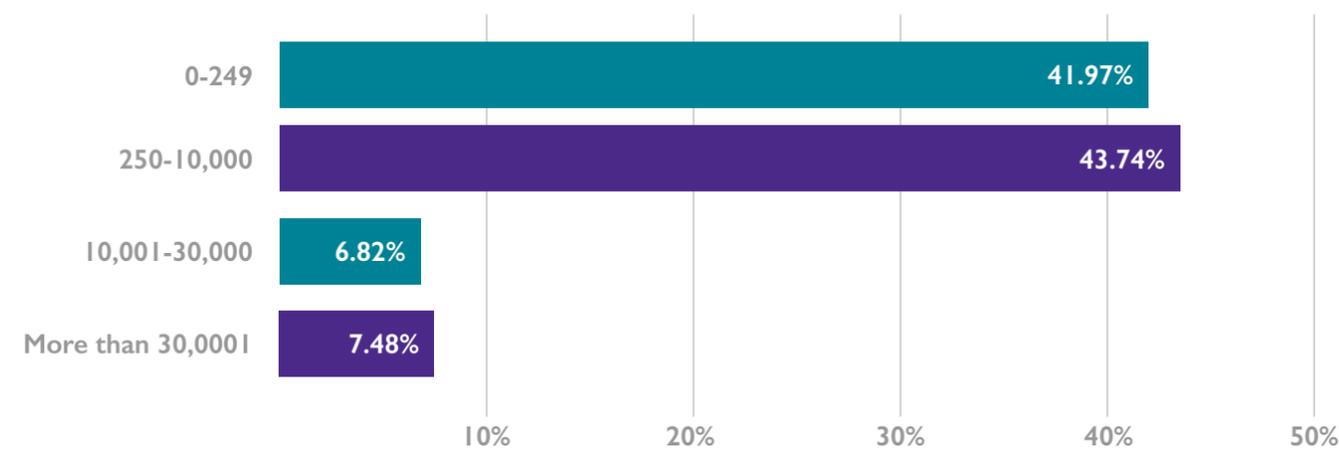
What is your current employment type?



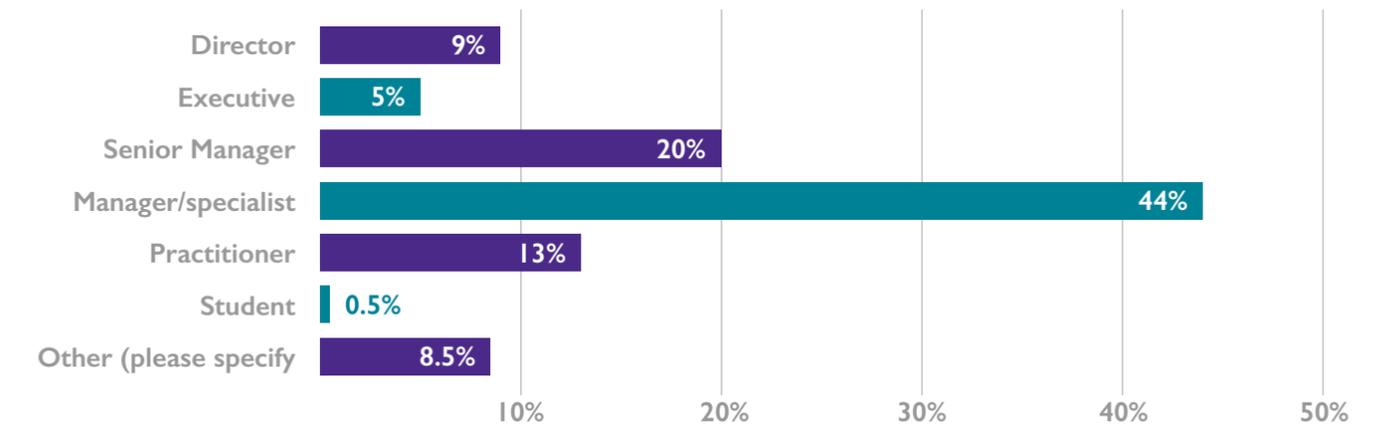
How much of your current role is quality related?



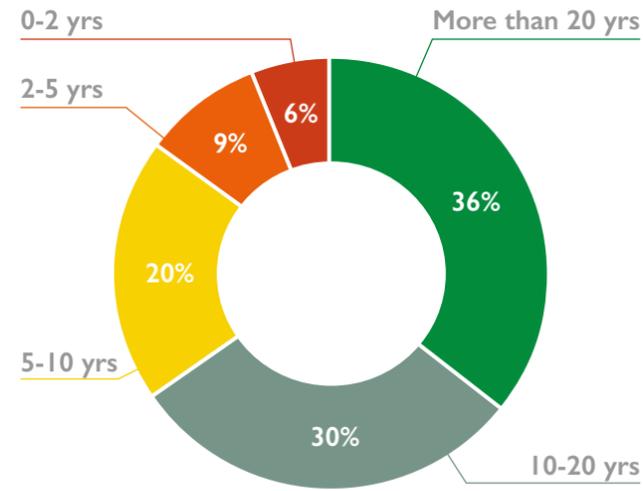
How many people are employed at your organisation?



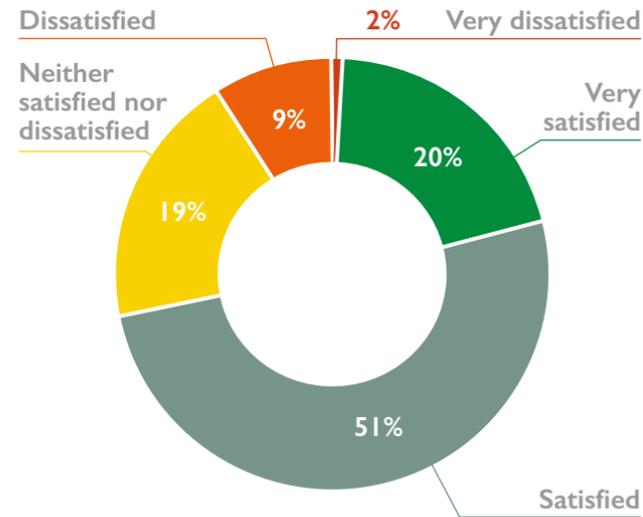
Which of the following best describes your seniority?



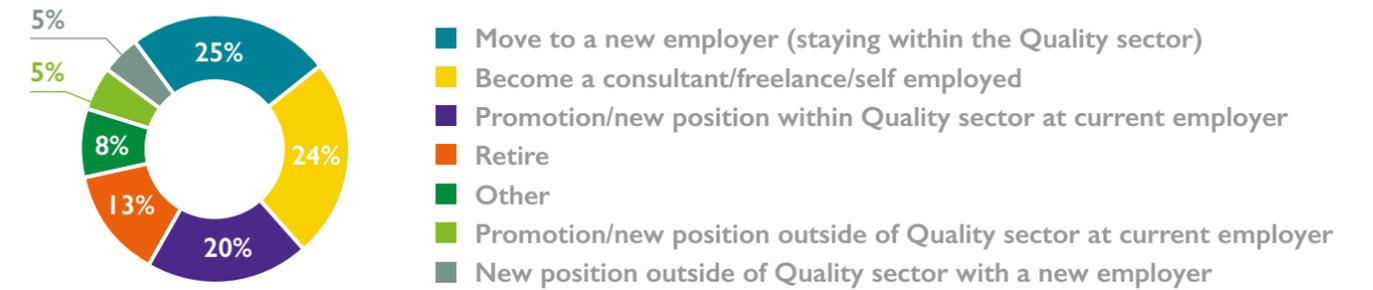
How many years have you worked in the quality sector?



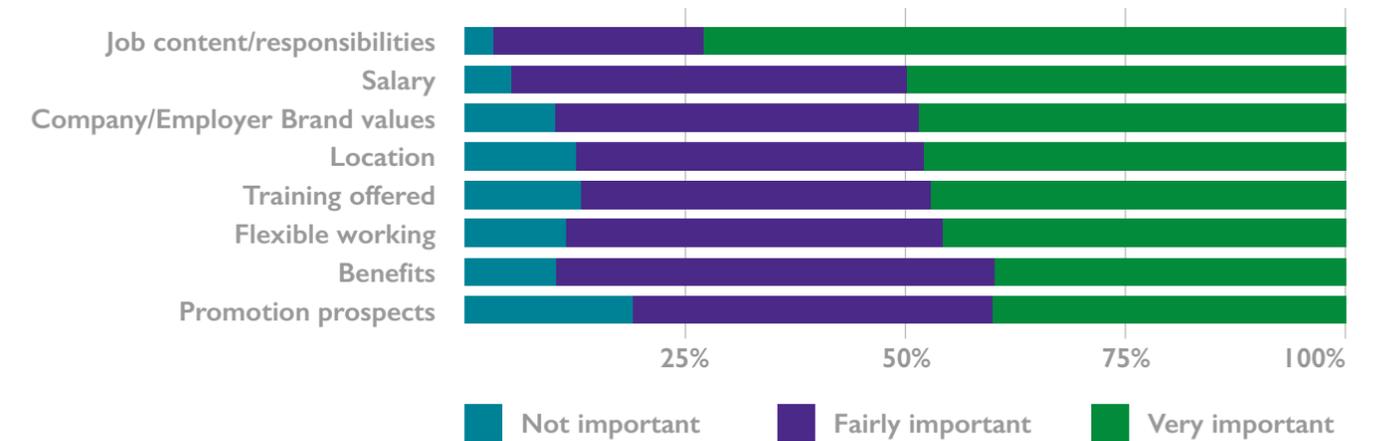
How satisfied are you with your current role?



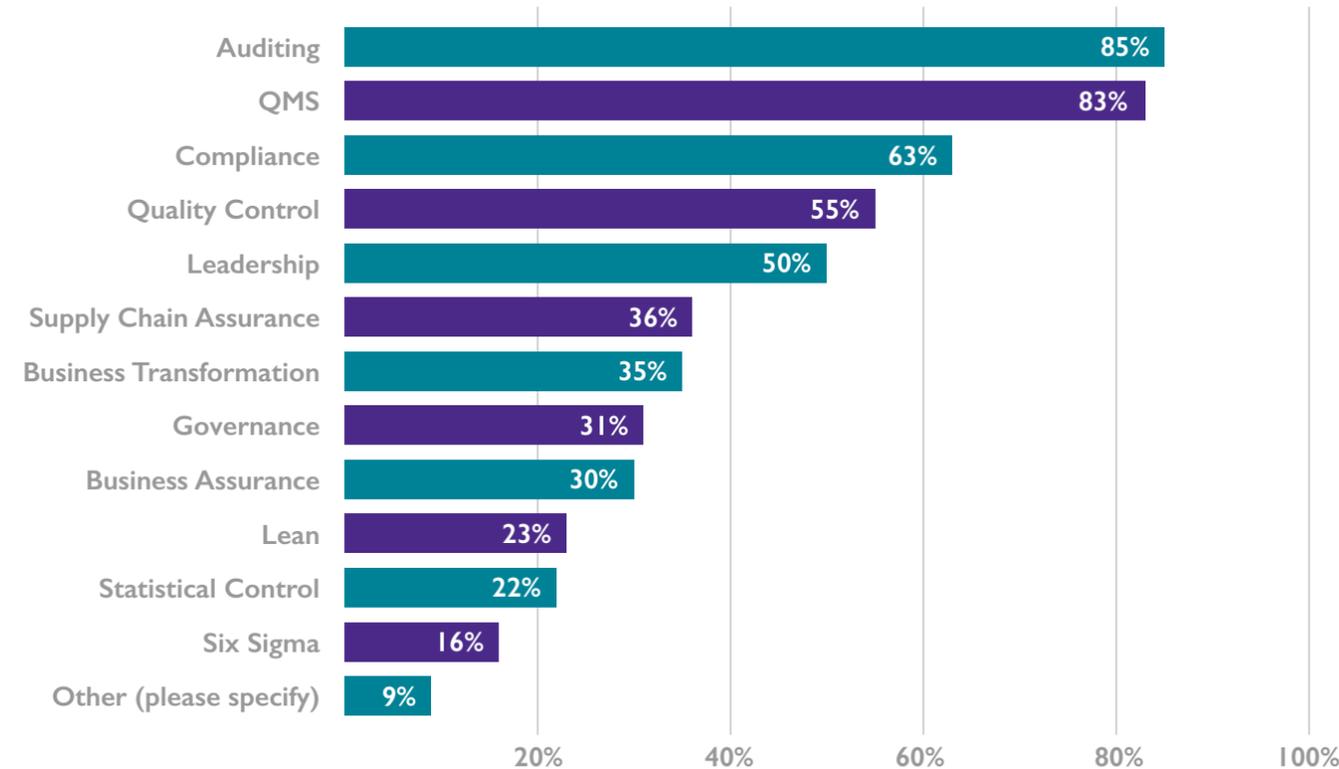
What do you anticipate your next career move will be?



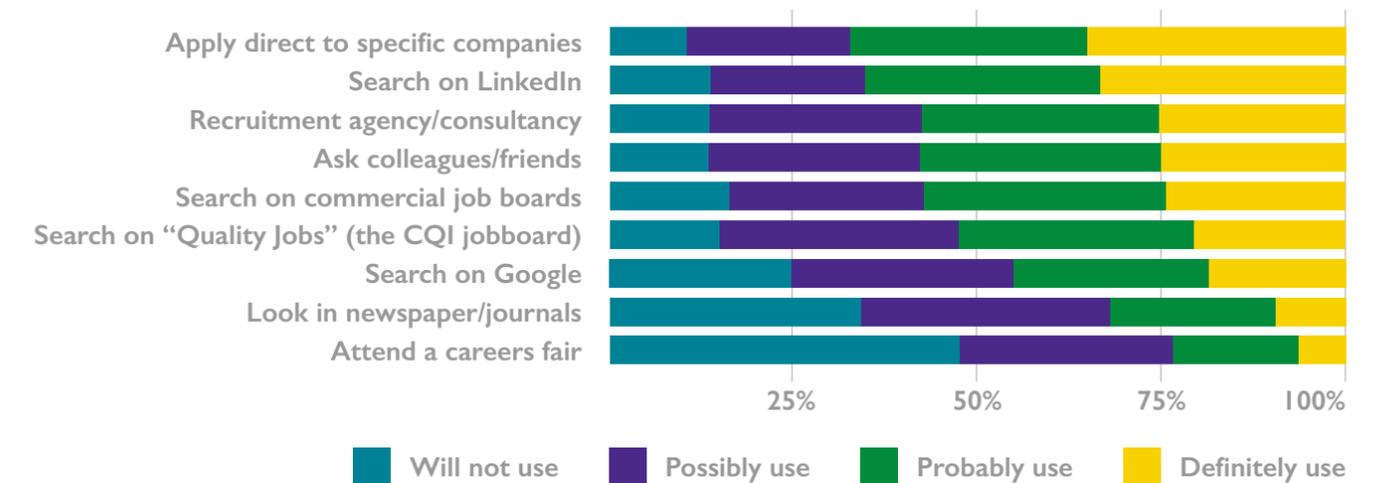
How important will the following factors be when making your next career move?



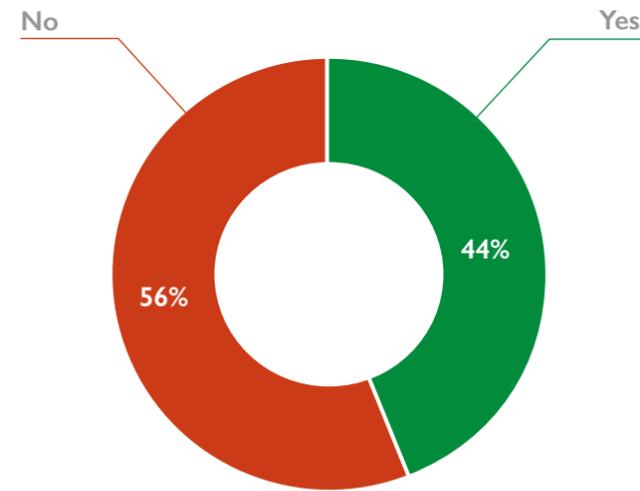
With which of the following areas of quality are you involved?



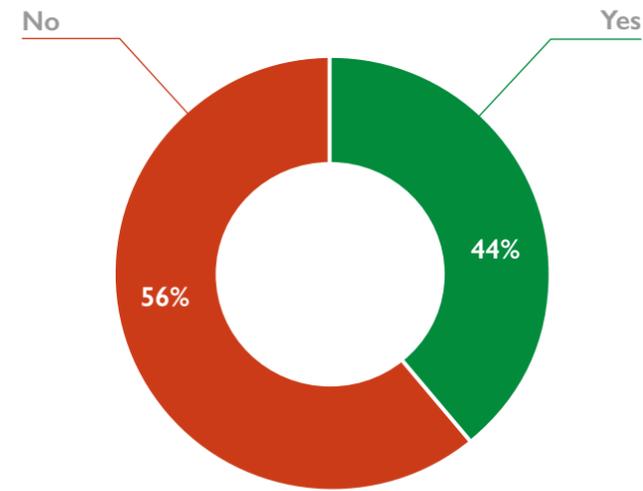
Which of the following methods will you use to find your next role?



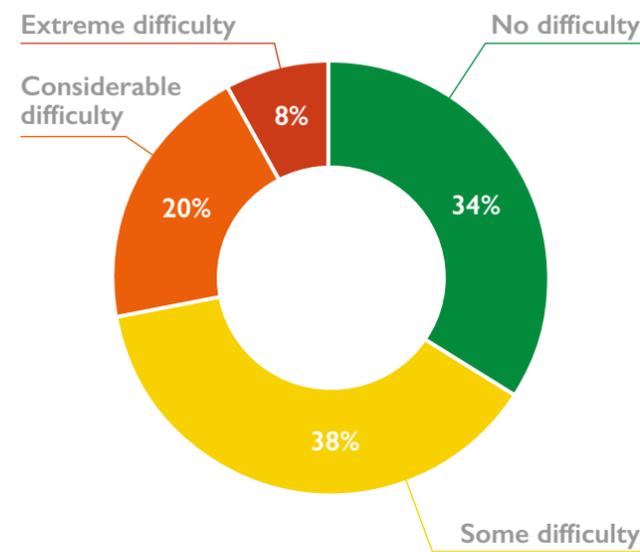
Are you involved in recruiting staff for quality roles at your company?



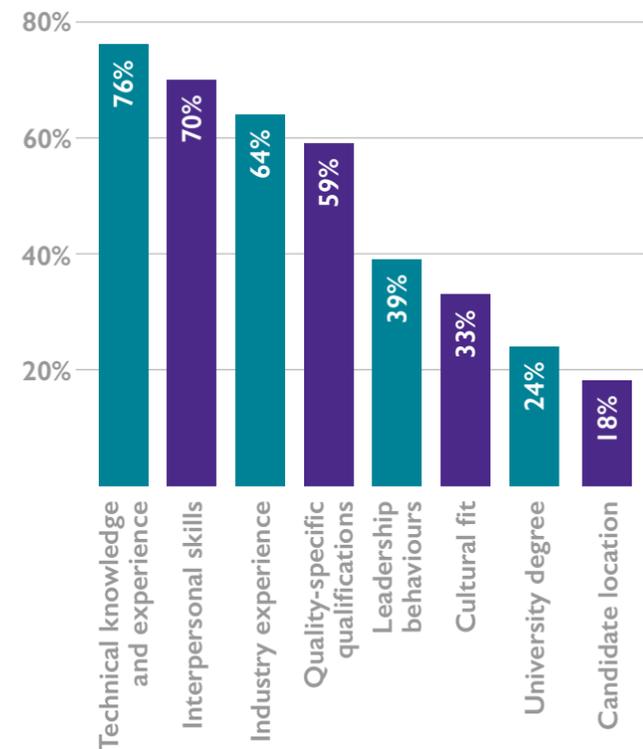
Do you have any skills gaps within your team?



Over the past 12 months, have you experienced any difficulty recruiting quality staff?



Which of the following are most important in selecting candidates?



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Membership gives you access to invaluable research and reports to help support your knowledge and professional development.

Our members benefit from excellent technical reports and guides, such as ISO 9001:2015, ISO 45001:2018 and ISO 19011:2018, as part of their membership. These would cost a non-member over £200* to buy.

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*Based on 2019 figures for non-members to purchase all of our current technical guides

About the CQI

The CQI is the chartered membership body for quality professionals. We help organisations to improve their performance through quality management.

As a registered charity, our overall purpose is to benefit society by promoting quality management in the private, public and not-for-profit sectors.

We support professionals to build a culture of governance, assurance and improvement in their organisations to enhance reputation, increase profitability and create greater value for stakeholders.

The CQI owns the International Register of Certificated Auditors (IRCA) – the world's largest register for management systems auditors. IRCA has 10,000 certificated auditors from more than 130 countries.



www.quality.org

About Shirley Parsons Ltd

Shirley Parsons Ltd are specialists in HSEQ recruitment, search and staffing services. We're an ever-growing global network of HSEQ talent built on long-term relationships, industry knowledge and geographic expansion.

Our philosophy is one whereby Health and Safety, Environmental and Sustainability and Quality are drivers of business success. This means that we always go the extra mile to understand the business objectives and operating environments of our customers.

We continually research the markets and develop our networks to find career opportunities for professionals at all levels, from graduate to director. We operate as Recruitment Consultants, as Talent Partners, as Head-Hunters, as Campaign Managers and as Career Agents – but above all, we are matchmakers.



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