



# Money Matters

**T**he economy may be climbing slowly back, but the salaries of in-plant managers have shown only minimal improvement over the past two years. According to our biennial salary survey, managers' salaries have risen less than half a percent since our 2011 survey. The number who received no pay raise dropped from 40 percent in 2011 to about 29 percent this year.

It was encouraging to note that nearly a third of in-plant managers like their jobs and would not consider high-paying offers elsewhere. Another 6 percent would only take a new job if it were at an in-plant.

Our 2013 salary survey pulled in 326 usable responses. (We received more than that, but as usual some filled in everything but their salary.) The data on the following pages will give you a basis for comparison when it comes time to talk about your next raise.

## Annual Salary

The average annual salary of all 326 respondents went up just 0.46% (or a mere \$306) since 2011. It remains well below the 2009 average.

### Average Salary

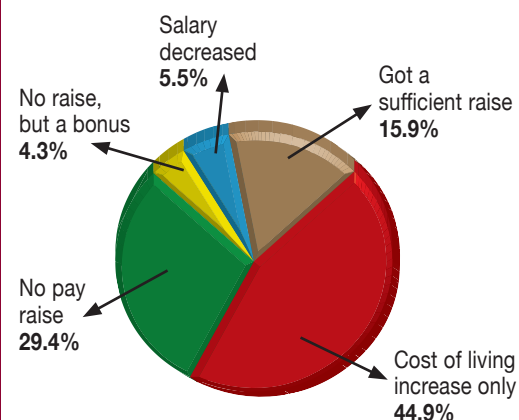
2007	2009	2011	2013
\$61,084	\$68,064	\$65,907	\$66,213

### Median Salary

2007	2009	2011	2013
\$55,000	\$62,000	\$53,000	\$61,000

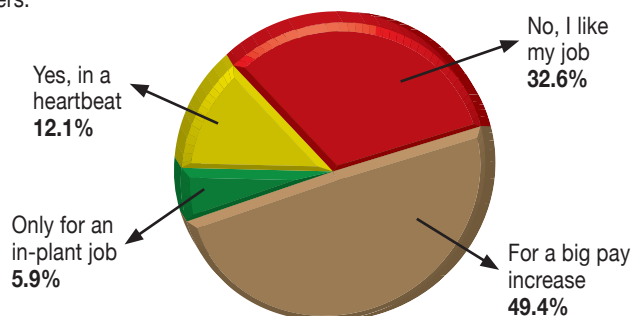
## More Raises in 2012

More than 60% received raises in 2012, up from 52% in 2010.



## Would You Change Jobs?

Nearly a third of in-plant managers would stay put, regardless of high-paying offers.



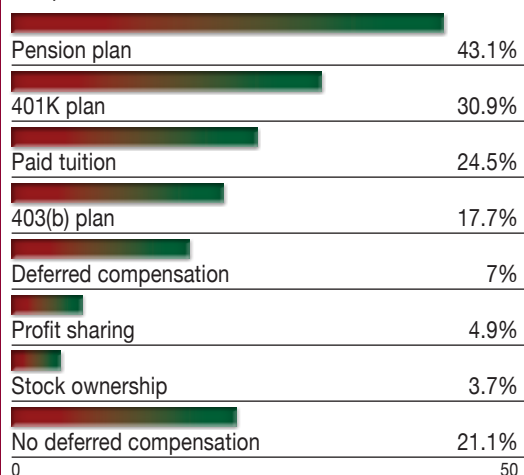
## Job Description

Average salaries according to type of job.

Primary Job Function	2009	2011	2013	Responses
In-plant Management	\$67,676	\$65,941	\$66,593	273
Corporate/Administrative	\$90,788	\$79,754	\$80,351	22
Teacher/Instructor	\$69,444	\$78,685	\$64,800	5
Operating Personnel	\$40,906	\$36,164	\$44,114	20
Other	\$55,500	\$79,500	\$74,300	5

## Pay Delay

Many managers received extra money through deferred compensation.



## Industry Averages

Here's a look at how well various industries pay their managers.

Type of Organization	2009 Average	2011 Average	2013 Average	Responses
Association	N/A	\$52,000	\$78,400	4
Banking/Finance	\$78,083	\$73,400	\$88,000	2
College or University	\$63,566	\$63,026	\$63,609	131
Communications, Publishing	\$58,700	\$55,900	\$38,500	2
Consulting/Research	N/A	\$70,375	\$95,000	3
Government	\$69,796	\$68,940	\$65,628	43
Health Care	\$62,550	\$66,944	\$66,430	24
Hotel/Casino/Entertainment	\$55,750	\$68,563	\$50,500	4
Insurance	\$78,464	\$81,462	\$74,491	11
Manufacturing	\$95,618	\$68,239	\$70,558	18
Non-profit	\$64,946	\$56,592	\$72,827	15
Religious	\$71,400	\$55,200	\$86,750	4
School District	\$62,858	\$60,869	\$59,042	42
Transportation	\$71,700	\$66,825	\$56,217	3
Utilities	\$79,054	\$83,496	\$78,840	5
Wholesale/Retail	\$85,996	\$75,967	\$81,844	12

## Golden Age

As age increases, so does pay.

Age	2009	2011	2013	Responses
25 to 34	\$53,893	\$46,626	\$48,438	8
35 to 44	\$62,880	\$55,366	\$61,515	39
45 to 49	\$67,847	\$68,751	\$64,253	52
50 to 54	\$68,600	\$65,605	\$64,316	75
Over 55	\$71,670	\$70,795	\$69,974	150

## Men Make More

Average salaries for female managers are 11% lower than what male managers make. (In 2011 there was an 18% difference.)

Sex	2009	2011	2013	Responses
Male	\$70,208	\$69,228	\$68,190	239
Female	\$61,868	\$56,528	\$60,591	85

## Northeast Pays Best

The Northeast is back on top as the salary leader.

Region	2009	2011	2013	Responses
Northeast*	\$74,475	\$67,670	\$71,447	76
West	\$69,245	\$70,559	\$69,571	80
Central	\$64,403	\$63,999	\$61,486	102
South	\$64,850	\$61,179	\$63,431	67

\* Includes New England and Mid Atlantic regions

## A Regional Look at Industries

	Central	Northeast	South	West
Association	\$57,500	\$99,299	N/A	N/A
College/University	\$56,978	\$67,201	\$64,251	\$67,193
Government	\$55,527	\$75,615	\$65,071	\$69,318
Health Care	\$60,022	\$71,222	\$49,377	\$88,333
Insurance	\$81,400	\$67,000	\$68,000	\$60,000
Manufacturing	\$72,178	\$70,490	\$62,667	\$80,000
Non-profit	\$66,000	\$59,875	\$89,800	\$93,750
Religious	\$52,000	\$90,000	N/A	\$102,500
School District	\$54,890	\$62,400	\$54,584	\$61,297
Transportation	\$47,075	\$74,500	N/A	N/A
Utilities	\$80,000	N/A	\$58,500	\$98,600
Wholesale/Retail	\$84,521	\$95,000	\$61,667	\$100,000

## Bigger Budget, Better Pay

As budgets grow, so do most manager's salaries.

Annual Operating Budget	2009	2011	2013	Responses
Under \$250,000	\$48,737	\$46,768	\$53,476	67
\$250,000 to \$499,000	\$53,526	\$54,266	\$52,546	74
\$500,000 to \$999,999	\$61,651	\$60,173	\$63,330	65
\$1 million to \$1,999,999	\$80,789	\$71,692	\$76,074	55
\$2 million to \$2,999,999	\$77,843	\$81,098	\$81,098	12
\$3 million to \$4,999,999	\$89,688	\$78,646	\$81,082	25
\$5 million to \$6,999,999	\$85,995	\$95,059	\$94,590	10
\$7 million to \$9,999,999	\$90,859	\$95,580	\$106,860	5
\$10 million to \$14,999,999	\$106,680	\$89,782	\$101,216	4
\$15 million to \$19,999,999	\$66,500	\$99,843	\$85,000	5
\$20 million to \$25 million	\$72,997	N/A	\$160,000	1
More than \$25 million	\$94,304	\$97,780	\$114,391	3

## Employees Count

In general, the more employees you supervise, the better your paycheck.

Employees Supervised	2009	2011	2013	Responses
Just Myself	\$41,885	\$41,650	\$47,295	24
1 to 2	\$54,553	\$50,470	\$53,013	52
3 to 5	\$57,041	\$56,690	\$58,668	94
6 to 9	\$63,789	\$67,509	\$66,335	58
10 to 14	\$81,760	\$70,618	\$73,736	30
15 to 20	\$82,034	\$80,910	\$88,942	26
21 to 30	\$88,990	\$79,555	\$83,867	21
31 to 50	\$88,157	\$91,406	\$85,697	9
51 to 100	\$99,022	\$100,625	\$110,421	8
More than 100	\$113,000	\$90,667	\$126,586	2

## Employees by Region

Employees Supervised	Central	Northeast	South	West
Just myself	\$45,900	\$41,857	\$52,267	\$51,236
1 to 2	\$46,281	\$64,556	\$48,484	\$52,840
3 to 5	\$54,980	\$65,739	\$51,919	\$66,449
6 to 9	\$63,318	\$75,571	\$59,021	\$64,646
10 to 14	\$76,199	\$67,861	\$72,790	\$77,438
15 to 20	\$79,113	\$93,789	\$72,625	\$103,482
21 to 30	\$80,317	\$92,636	\$83,625	\$77,800
31 to 50	\$79,500	\$90,000	\$85,633	\$87,972
51 to 100	\$108,273	\$125,000	\$108,500	N/A
More than 100	N/A	N/A	N/A	\$126,586

## Experience Pays

Management experience is rewarded.

Management Experience	2009	2011	2013	Responses
Under 5 years	\$51,140	\$52,105	\$49,707	20
6 to 10 years	\$65,602	\$56,501	\$55,485	45
11 to 15 years	\$64,927	\$58,537	\$64,070	38
16 to 20 years	\$62,255	\$66,459	\$67,942	58
21 to 25 years	\$72,468	\$69,852	\$68,483	45
Over 25 years	\$75,241	\$75,086	\$72,030	118

## Overtime Helps...To a Point

Half of the respondents put in the standard 40 hours a week or slightly more. Do the workaholics get rewarded? Some more than others.

Hours Worked	2009	2011	2013	Responses
35-39	\$57,490	\$55,873	\$60,521	29
40-45	\$66,595	\$62,522	\$59,899	174
46-50	\$72,614	\$74,470	\$75,282	85
51-55	\$75,896	\$72,344	\$85,806	22
56-60	\$73,083	\$70,500	\$71,019	13

## Lessons Learned

For the most part, the more school that managers attend, the higher their pay.

Highest Level of Education	2009	2011	2013	Responses
Post-graduate degree	\$75,078	\$78,647	\$77,008	30
Some post-graduate	\$70,356	\$70,459	\$70,819	22
College graduate	\$66,392	\$64,489	\$67,097	106
Some college or trade school	\$68,639	\$64,155	\$63,341	128
No college or trade school	\$62,854	\$62,285	\$62,144	37

## Conference Attendance

Though just 27.5% attend conferences, those that do earn 10.2% more.

Attend Conferences	\$70,959
Don't Attend	\$64,383

Here's a salary breakdown according to the major conferences attended:

	Salary	Responses
NGPA	\$86,621	3
NAPL	\$78,750	4
Graph Expo	\$77,813	8
SUPDMC	\$76,875	7
On Demand	\$76,563	9
IPMA	\$73,488	44
Vendor Users Group	\$70,875	16
ACUP	\$69,317	28
Others	\$75,929	27

## Changes in Responsibilities

Over the past two years, this is how managers' jobs have changed.

