

Paycheck Comparison

By Bob Neubauer

THERE YOU sit, toiling away in your in-plant, confident your hard work is allowing your parent organization to run more smoothly, but not sure you're being rewarded adequately for your efforts. If only you knew how much other in-plant managers were making.

Well *In-Plant Graphics* is here to help once again with our biennial salary survey. This year we received an impressive 380 responses. From these we have calculated average salaries in a number of different categories—data you can present to your supervisors when it's time to talk money.

While in-plant managers' salaries rose in

almost every industry, some increased far more than others. The three industries that pay their in-plant managers best are also the ones boasting the biggest salary jumps over 2005:

- Banking/Finance (up \$24,628)
- Transportation (up \$17,725)
- Utilities (up \$16,582)

Average salaries for in-plant managers in communications/publishing firms also rose an impressive \$11,448. Also notable: salaries for college/university managers climbed \$7,862 since 2005, closely followed by government in-plant salaries, which increased by \$7,358.

Dropping substantially were salaries for managers at architectural, construction and engineering firms. Their checks shrank by \$12,000. The only other sector to suffer a salary decrease was the religious sector, where salaries dropped \$2,849 (though the payoff for those managers comes from more than just money).

Read on to find out how your paycheck stacks up.

Annual Salary

The average annual salary of all 390 respondents climbed more than \$5,800 since 2005:

2007 Average: **\$61,084**

2007 Median: **\$55,000**

2005 Average: **\$55,242**

2003 Average: **\$50,127**

Industry Averages

Here's a look at how well various industries pay their managers, from highest to lowest paying.

Type of Organization	2003 Average	2005 Average	2007 Average	Responses
Banking/Finance	\$66,000	\$67,705	\$92,333	9
Utilities	—	\$63,715	\$80,297	7
Transportation	—	\$60,875	\$78,600	5
Insurance	\$55,667	\$71,595	\$74,633	15
Travel	—	—	\$74,000	3
Communications, Publishing	\$40,667	\$60,714	\$72,162	10
Manufacturing	\$58,571	\$63,674	\$66,081	17
Government	\$48,149	\$56,868	\$64,226	59
Wholesale/Retail	\$52,700	\$62,338	\$62,484	13
College or University	\$49,517	\$51,498	\$59,360	129
Union	—	—	\$58,333	3
Architectural, Engineering	\$52,000	\$67,000	\$55,000	3
School District	\$47,663	\$48,686	\$54,184	53
Non-profit	\$43,600	\$50,961	\$51,383	18
Religious	\$36,500	\$54,182	\$51,333	3
Health Care	\$43,220	\$45,258	\$46,656	27

Salary Increases

While most managers got raises in 2006, many found them disappointing.

Sufficient raise **24%**

Small raise **68%**

No raise **8%**



Top Salaries Go West

The West has surpassed the Northeast as the salary leader.

Region	2003	2005	2007	Responses
West	\$52,473	\$58,093	\$63,792	95
Northeast	\$55,935	\$59,148	\$61,051	93
Central	\$45,847	\$55,159	\$60,723	101
South	\$48,706	\$49,474	\$58,691	91

Job Description

More authority means higher compensation.

Primary Job Function	2003	2005	2007	Responses
Corporate/ Administrative	\$68,256	\$76,846	\$80,332	47
In-plant Management	\$49,569	\$54,698	\$60,095	292
Operating Personnel	\$32,750	\$36,019	\$35,327	22
Teacher/ Instructor	—	—	\$58,681	11

A Regional Look at Industries

Salaries in the top industries by region.

	Northeast	South	Central	West
College or University	\$51,882	\$61,357	\$59,813	\$63,028
School District	\$42,608	\$61,199	\$53,700	\$54,436
Government	\$69,370	\$54,026	\$57,836	\$75,748
Health Care	\$48,897	\$41,467	\$46,048	\$67,175
Insurance	\$79,283	\$86,667	\$67,200	\$57,500
Manufacturing	\$69,733	\$54,396	\$81,250	\$54,000
Wholesale/Retail	\$50,333	\$46,000	\$82,250	\$64,767
Non-profit	\$55,750	\$38,000	\$53,082	\$42,000
Financial/Legal	\$101,667	\$56,000	\$97,500	\$80,000
Communications/ Publishing	\$98,750	\$60,000	\$67,207	\$32,500

Overtime Helps

Almost half of the respondents put in the standard 40 hours a week. Do the workaholics get rewarded? To a point.

Hours Worked	Salary	Responses
35-39	\$50,100	42
40-45	\$55,403	176
46-50	\$67,265	95
51-55	\$76,661	45
56-60	\$65,904	16
60+	\$77,105	6

Bigger Budget, Better Pay

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

Annual Operating Budget	2003	2005	2007	Responses
Under \$250,000	\$38,336	\$41,024	\$45,201	83
\$250,000 to \$499,000	\$46,012	\$48,714	\$52,700	62
\$500,000 to \$999,999	\$49,761	\$54,409	\$57,965	68
\$1 million to \$1,999,999	\$60,077	\$60,051	\$61,985	64
\$2 million to \$2,999,999	\$69,702	\$65,345	\$67,073	28
\$3 million to \$4,999,999	\$71,120	\$71,663	\$79,137	28
\$5 million to \$6,999,999	\$70,250	\$82,711	\$86,966	12
\$7 million to \$9,999,999	\$67,538	\$72,647	\$99,716	17
\$10 million to \$14,999,999	—	\$81,480	\$80,187	10
\$15 million to \$25 million	—	\$115,333	\$59,650	2
More than \$25 million	—	\$76,860	\$88,400	6



Employees Count

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

Employees Supervised	2003	2005	2007	Responses
Just Myself	\$39,571	\$37,635	\$44,406	26
1 to 2	\$38,912	\$42,130	\$44,004	60
3 to 5	\$42,176	\$48,739	\$53,154	77
6 to 9	\$50,727	\$55,020	\$62,231	69
10 to 14	\$60,051	\$56,688	\$63,974	57
15 to 20	\$71,330	\$66,487	\$68,772	28
21 to 30	\$68,000	\$72,606	\$83,300	25
31 to 50	\$67,784	\$80,621	\$84,343	18
51 to 100	\$62,000	\$90,460	\$85,996	14
More than 100	\$60,000	\$84,140	\$108,933	6

Employees by Region

Employees Supervised	Northeast	South	Central	West
Just myself	\$47,350	\$42,800	\$46,885	\$38,155
1-2	\$44,363	\$39,786	\$45,126	\$46,958
3-5	\$51,863	\$56,485	\$53,620	\$51,148
6-9	\$71,586	\$53,167	\$57,444	\$66,685
10-14	\$65,201	\$60,955	\$63,615	\$64,969
15-20	\$79,432	\$56,143	\$77,750	\$59,100
21-30	\$73,022	\$66,656	\$79,286	\$140,625
31-50	\$87,400	\$72,811	\$89,500	\$98,125
51-100	\$110,000	\$86,125	\$80,990	—
More than 100	\$120,000	\$120,000	\$105,000	\$101,800

Golden Age

In general, as age increases, so does pay.

Age	2003	2005	2007	Responses
25 to 34	\$45,764	\$41,989	\$44,417	6
35 to 44	\$45,895	\$53,122	\$60,200	73
45 to 55	\$49,124	\$55,193	\$59,429	202
Over 55	\$57,274	\$60,673	\$66,124	99

Lessons Learned

School certainly makes a difference in salary level.

Highest Level of Education	2003	2005	2007	Responses
No college or trade school	\$41,775	\$48,724	\$53,597	41
Some college or trade school	\$48,551	\$53,487	\$57,380	167
College graduate	\$52,928	\$57,724	\$58,856	100
Some post-graduate	\$54,193	\$63,106	\$70,894	31
Post-graduate degree	\$65,372	\$68,821	\$81,678	41

The Customer Effect

Increasing the number of customer departments/agencies your in-plant serves doesn't always bring a higher salary:

Customer Departments/Agencies	2007 Salary	Responses
1-50	\$53,933	130
51-100	\$63,045	79
101-200	\$57,885	55
201-300	\$69,808	32
301-500	\$69,609	27
501-1,000	\$64,223	20
1,001-3,000	\$60,828	16
3,001-5,000	\$68,416	6
More than 5,000	\$75,003	11

Men Make More

While salaries for female managers increased 9.6% since 2005, male managers' salaries grew by almost 11%.

	2005	2007	Responses
Male	\$56,835	\$63,064	283
Female	\$50,448	\$55,309	97

Conference Attendance

Educational conferences can be good for your wallet.

	Salary	Responses
Attend conferences regularly	\$73,023	112
No time/money for conferences	\$56,095	268



Experience Pays

Management experience seems to impact salary level much more than printing experience.

Printing/Graphic Arts Experience

	2005	2007	Responses
Under 5 years	\$63,846	\$77,256	16
6 to 10 years	\$53,943	\$61,211	27
11 to 15 years	\$53,919	\$65,851	25
16 to 20 years	\$55,008	\$58,697	31
21 to 25 years	\$46,619	\$57,470	69
Over 25 years	\$58,563	\$60,811	212

Management/Business Experience

	2005	2007	Responses
Under 5 years	\$42,908	\$47,160	28
6 to 10 years	\$49,155	\$55,086	58
11 to 15 years	\$51,906	\$57,911	54
16 to 20 years	\$56,782	\$61,708	75
21 to 25 years	\$62,692	\$62,600	68
Over 25 years	\$63,154	\$68,913	97

Does IT Matter?

Most managers have only a small amount of IT experience. Does it help? Eventually.

Years of IT Experience	Salary	Responses
None	\$60,878	144
Under 5 years	\$53,240	89
6 to 10 years	\$58,269	73
11 to 15 years	\$73,346	32
16 to 20 years	\$73,510	24
21 to 25 years	\$72,746	7
More than 25 years	\$84,762	8

Pay Delay

Many managers received extra money through deferred compensation.

Pension plan	53%	Other*	5%
401K plan	32%	None	21%
Paid tuition	29%		
403(b) plan	14%		
Profit sharing	6%		
457 program	5%		
Stock ownership	5%		

* Gainsharing, stock options, paid life/health insurance, tuition for family, government thrift savings plan, retirement plan, company car