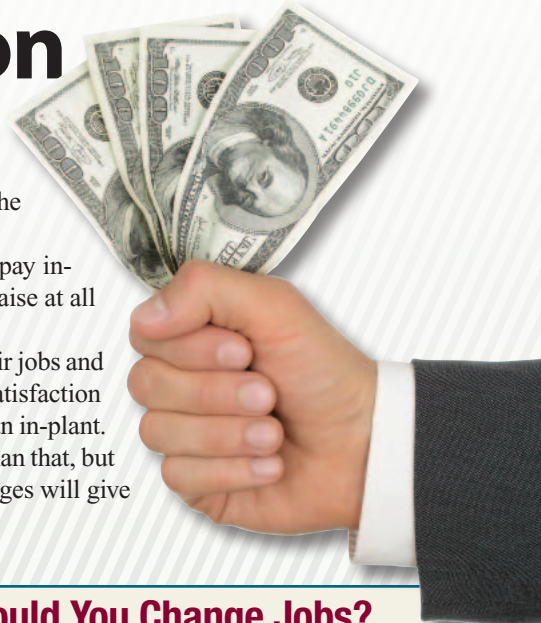


Paycheck Comparison



AS THE economy improves, the salaries of in-plant managers are creeping upward as well. According to our biennial salary survey, managers' salaries have risen 9.9 percent over the past two years. What's more, the median salary has jumped \$10,000 since our 2013 survey.

More managers received raises last year, as well. Overall, 76 percent got a pay increase, versus just 60 percent two years ago. And the number that received no raise at all dropped from 29 percent to 19 percent.

It was encouraging to see that nearly 40 percent of in-plant managers like their jobs and would not consider high-paying offers elsewhere—a 19 percent jump in job satisfaction from two years ago. Another 6.4 percent would only take a new job if it were at an in-plant.

Our 2015 salary survey pulled in 231 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

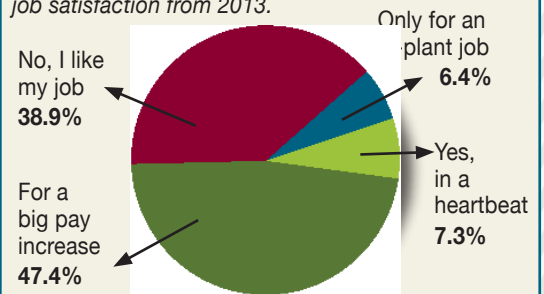
The average annual salary of all 231 respondents went up 9.9% since 2013.

Average Salary	2009	2011	2013	2015
	\$68,064	\$65,907	\$66,213	\$72,754

Median Salary	2009	2011	2013	2015
	\$62,000	\$53,000	\$61,000	\$71,000

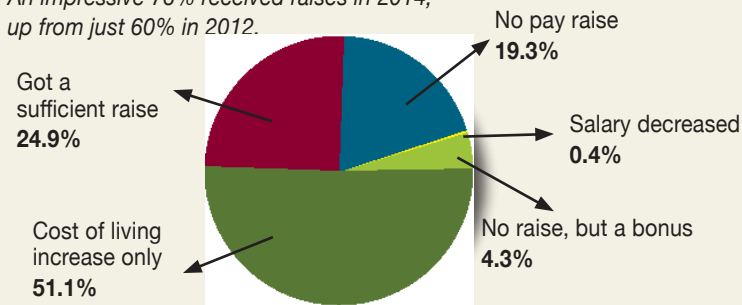
Would You Change Jobs?

Nearly 40% of in-plant managers would stay put, regardless of high-paying offers—a 19% increase in job satisfaction from 2013.



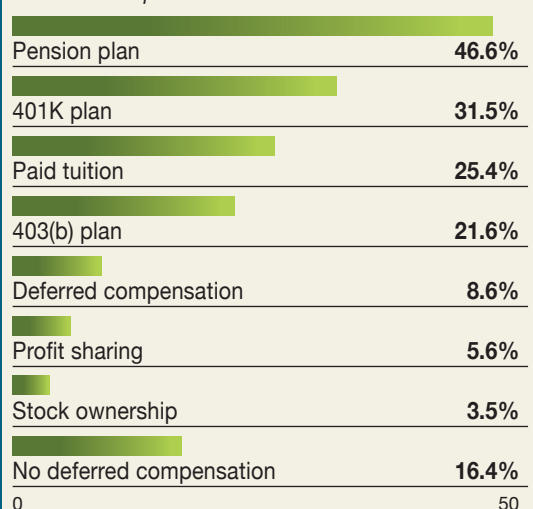
More Raises in 2014

An impressive 76% received raises in 2014, up from just 60% in 2012.



Pay Delay

Many managers received extra money through deferred compensation.



Job Description

Average salaries according to type of job.

Primary Job Function	2011	2013	2015	Responses
In-plant Management	\$65,941	\$66,593	\$71,327	202
Corporate/Administrative	\$79,754	\$80,351	\$97,412	16
Operating Personnel	\$36,164	\$44,114	\$51,194	7
Other	\$79,500	\$74,300	\$61,040	5

Industry Averages

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

Type of Organization	2011 Average	2013 Average	2015 Average	Responses
Association	\$52,000	\$78,400	\$63,667	3
Banking/Finance	\$73,400	\$88,000	\$98,500	2
College or University	\$63,026	\$63,609	\$67,895	103
Direct Marketing	—	—	\$77,500	2
Government	\$68,940	\$65,628	\$68,240	34
Health Care	\$66,944	\$66,430	\$71,638	12
Hotel/Casino/Entertainment	\$68,563	\$50,500	\$75,425	2
Insurance	\$81,462	\$74,491	\$118,143	7
Manufacturing	\$68,239	\$70,558	\$80,174	10
Non-profit	\$56,592	\$72,827	\$51,000	4
Religious	\$55,200	\$86,750	\$80,088	4
School District	\$60,869	\$59,042	\$72,681	26
Transportation	\$66,825	\$56,217	\$74,492	3
Utilities	\$83,496	\$78,840	\$94,100	5
Wholesale/Retail	\$75,967	\$81,844	\$93,375	8

Golden Age

In general, as age increases, so does pay.

Age	2011	2013	2015	Responses
25 to 34	\$46,626	\$48,438	\$49,260	5
35 to 44	\$55,366	\$61,515	\$58,297	24
45 to 49	\$68,751	\$64,253	\$79,422	33
50 to 54	\$65,605	\$64,316	\$73,660	59
Over 55	\$70,795	\$69,974	\$74,489	110

Men Make More

Average salaries for female managers are 13% lower than what male managers make. (In 2013 there was an 11% difference.)

Sex	2011	2013	2015	Responses
Male	\$69,228	\$68,190	\$75,283	172
Female	\$56,528	\$60,591	\$65,380	59

An impressive **76% received raises** in 2014, up from just **60%** in 2012.

Northeast Pays Best

The Northeast remains the region with the highest salaries.

Region	2011	2013	2015	Responses
Northeast*	\$67,670	\$71,447	\$76,235	51
West	\$70,559	\$69,571	\$72,965	60
Central	\$63,999	\$61,486	\$70,453	69
South	\$61,179	\$63,431	\$72,137	51

* Includes New England and Mid Atlantic regions

The **average annual salary** of all 231 respondents **went up 9.9%** since 2013.

A Regional Look at Industries

	Central	Northeast	South	West
Association	\$61,500	\$68,000	—	—
College/University	\$66,570	\$69,616	\$68,231	\$67,144
Government	\$61,549	\$63,442	\$62,000	\$75,741
Health Care	\$54,880	\$73,875	\$84,875	\$120,000
Insurance	\$103,000	—	\$171,500	\$72,000
Manufacturing	\$76,748	\$80,750	\$95,000	—
Non-profit	\$49,667	\$55,000	—	—
Religious	\$57,000	—	\$58,825	\$145,700
School District	\$70,605	\$92,333	\$65,169	\$73,833
Transportation	\$64,000	\$79,476	\$80,000	—
Utilities	\$92,625	\$100,000	—	—
Wholesale/Retail	\$110,500	\$111,000	\$52,000	\$70,500

Bigger Budget, Better Pay

As budgets grow, so do most managers' salaries.

Annual Operating Budget	2011	2013	2015	Responses
Under \$250,000	\$46,768	\$53,476	\$53,537	43
\$250,000 to \$499,000	\$54,266	\$52,546	\$60,017	37
\$500,000 to \$999,999	\$60,173	\$63,330	\$64,985	49
\$1 million to \$1,999,999	\$71,692	\$76,074	\$79,579	36
\$2 million to \$2,999,999	\$81,098	\$81,098	\$84,332	20
\$3 million to \$4,999,999	\$78,646	\$81,082	\$97,518	19
\$5 million to \$6,999,999	\$95,059	\$94,590	\$88,290	6
\$7 million to \$9,999,999	\$95,580	\$106,860	\$93,832	10
\$10 million to \$14,999,999	\$89,782	\$101,216	\$113,181	4
\$15 million to \$19,999,999	\$99,843	\$85,000	\$104,423	5
\$20 million to \$25 million	—	\$160,000	—	0
More than \$25 million	\$97,780	\$114,391	\$125,950	2

Employees Count

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

Employees Supervised	2011	2013	2015	Responses
Just Myself	\$41,650	\$47,295	\$49,154	13
1 to 2	\$50,470	\$53,013	\$58,061	30
3 to 5	\$56,690	\$58,668	\$61,306	61
6 to 9	\$67,509	\$66,335	\$67,318	38
10 to 14	\$70,618	\$73,736	\$75,558	30
15 to 20	\$80,910	\$88,942	\$99,081	20
21 to 30	\$79,555	\$83,867	\$92,372	12
31 to 50	\$91,406	\$85,697	\$87,629	10
51 to 100	\$100,625	\$110,421	\$104,505	11
More than 100	\$90,667	\$126,586	\$124,150	6

Employees by Region

Employees Supervised	Central	Northeast	South	West
Just myself	\$48,333	\$54,000	\$47,650	\$47,392
1 to 2	\$58,264	\$58,286	\$58,131	\$57,335
3 to 5	\$56,251	\$67,699	\$52,397	\$68,809
6 to 9	\$69,018	\$75,585	\$61,333	\$61,497
10 to 14	\$79,077	\$70,867	\$66,125	\$80,779
15 to 20	\$89,878	\$135,500	\$102,667	\$96,684
21 to 30	\$81,500	\$107,500	\$85,000	\$89,153
31 to 50	\$57,000	\$106,750	\$87,631	\$80,004
51 to 100	\$111,540	—	\$100,770	\$88,000
More than 100	—	\$125,000	\$122,667	\$125,950

Experience Pays

Management experience is rewarded.

Management Experience	2011	2013	2015	Responses
Under 5 years	\$52,105	\$49,707	\$53,710	12
6 to 10 years	\$56,501	\$55,485	\$58,031	24
11 to 15 years	\$58,537	\$64,070	\$66,277	37
16 to 20 years	\$66,459	\$67,942	\$71,399	39
21 to 25 years	\$69,852	\$68,483	\$77,777	32
Over 25 years	\$75,086	\$72,030	\$80,956	87

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	2011	2013	2015	Responses
35-39	\$55,873	\$60,521	\$60,256	23
40-45	\$62,522	\$59,899	\$66,751	118
46-50	\$74,470	\$75,282	\$81,406	54
51-55	\$72,344	\$85,806	\$79,001	22
56-60	\$70,500	\$68,271	\$110,588	8
60+	—	\$104,000	\$87,500	6

Conference Attendance

Though just 44.4% of managers attend conferences (up from 27.5% in 2013), those who do earn 17.2% more.

	Salary	Responses
Attend Conferences	\$79,247	102
Don't Attend	\$67,620	129

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

	Salary	Responses
XPLOR	\$159,000	4
NAPL	\$102,667	3
Graph Expo	\$89,192	37
IPMA	\$82,321	55
PIA	\$79,000	3
SUPDMC	\$78,323	13
ACUP	\$77,146	39
PODi	\$68,500	2
MailCom	\$56,000	2

Lessons Learned

Unlike in past years, the amount of school managers have attended seems to have limited effect on their salaries.

Highest Level of Education	2011	2013	2015	Responses
Post-graduate degree	\$78,647	\$77,008	\$89,352	26
Some post-graduate	\$70,459	\$70,819	\$67,004	17
College graduate	\$64,489	\$67,097	\$73,718	77
Some college or trade school	\$64,155	\$63,341	\$68,904	93
No college or trade school	\$62,285	\$62,144	\$69,981	18

Changes in Responsibilities

Over the past two years, this is how managers' jobs have changed (and their corresponding salaries).

