



2019

In-plant Salary Survey

In-plant Impressions

Salaries on the Rise

By Bob Neubauer

The thriving U.S. economy of the past few years appears to have had a positive impact on the salaries of in-plant managers. Since 2017 salaries have increased by 4%. The median salary over those two years rose by just 1.4%.

More managers received raises this year as well. Overall, 86% got a 2019 pay increase, versus 81% in 2017. It was encouraging to see that nearly a third of in-plant managers like their jobs and would not consider higher-paying offers elsewhere. Another 6.5% would only take a new job if it were at an in-plant.

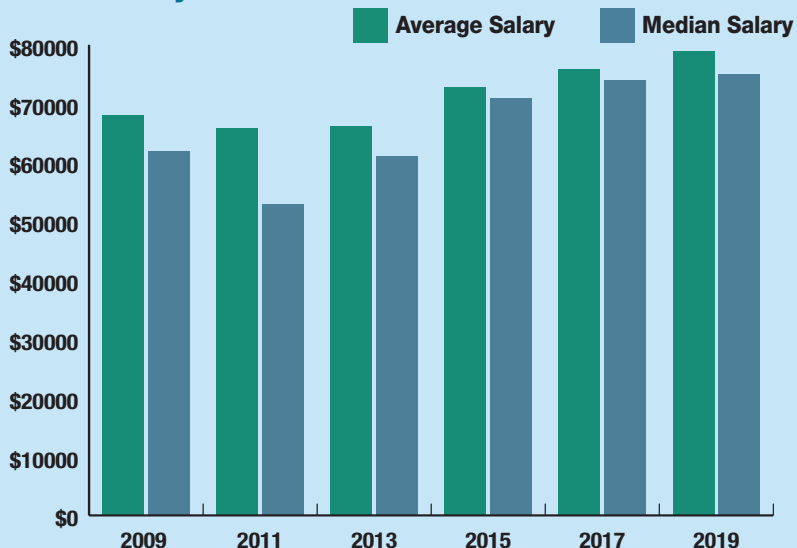
Our 2019 salary survey pulled in 169 usable responses. The data in the following report will give you a basis for comparison when it comes time to talk about your next raise.



Annual Salary

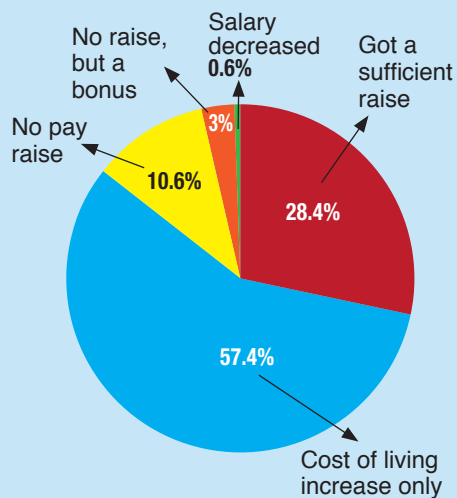
	2009	2011	2013	2015	2017	2019
Average Salary	\$68,064	\$65,907	\$66,213	\$72,754	\$75,880	\$78,967
Median Salary	\$62,000	\$53,000	\$61,000	\$71,000	\$74,000	\$75,000

Annual Salary Increases



Having conducted an in-plant salary survey every two years for decades now, *IPI* has a wealth of past data to examine. In reviewing the changes in average salaries since 2009, we see that salaries have not always increased. In 2011 they dropped 3.2% compared with 2009 salaries, and didn't surpass the 2009 level until 2015. Between 2013 and 2015, the average in-plant manager's salary rose an impressive 9.9%. This year the average annual salary of all 169 respondents went up 4% compared to 2017. The median salary over those two years rose by only 1.4%. Another interesting fact: the highest paid in-plant manager in our survey (at a law firm) made nearly seven times as much as the lowest paid full-time manager (at a school district).

More Raises in 2019



In 2019, an impressive 85.8% of in-plant managers received a pay raise, up from the 81% who reported getting a raise in our survey two years ago (and the 76% who saw their pay grow in 2015). Of course, many of those raises were mere cost of living adjustments to mirror inflation rates. The percentage who received merit increases this year climbed 20% over 2017 figures, while the percentage who reported no raise at all remained at 14%, as in 2017.

Job Description

Primary Job Function	2013	2015	2017	2019	Responses
In-plant Print & fMail Management	—	—	—	\$85,351	74
In-plant Print Management	\$66,593	\$71,327	\$75,886	\$75,917	81
Corporate/Administrative	\$80,351	\$97,412	\$91,220	\$81,000	3
Equipment Operator	\$44,114	\$51,194	\$43,361	\$44,500	4

This year we distinguished between managers of print and mail operations and those overseeing only print operations. The results are telling. Having mail as part of your in-plant yields a 12.4% salary increase.

Benefits Breakdown

Health insurance	85.8%
Life insurance	74%
Pension plan	59.8%
Paid tuition	45%
Conference registration fee reimbursement	41.4%
Professional association dues reimbursement	37.9%
401(k) plan	34.3%
403(b) plan	22.5%
Deferred compensation	11.8%
Stock ownership	3%
Profit sharing	2.4%
No benefits	1.8%

Salary is only one part of an in-plant manager's overall compensation package. Many managers received extra money through deferred compensation or other benefits. The No. 1 benefit respondents receive is health insurance. Though not everyone gets this, the percentage who do jumped from 65% in 2017 to nearly 86% this year. Life insurance also climbed to 74% versus 56% two years ago. Almost 60% have a pension plan, while only 49% could claim one in 2017. On the other hand, 401(k) participation has dropped from 38% to 34%. Paid tuition benefits are very popular, with about 45% receiving them. This is likely due to the high percentage of college and university in-plants that participated in our survey.

Salaries by Industry

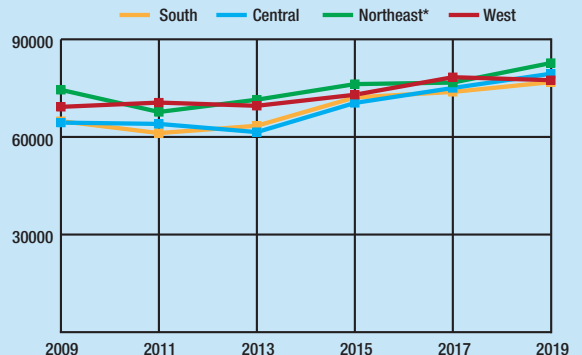
Type of Organization	2015 Average	2017 Average	2019 Average	Responses
Banking/Finance	\$98,500	\$96,500	\$77,500	2
College/University	\$67,895	\$73,814	\$75,026	66
Communications/Publishing	—	\$90,000	\$79,000	2
Government	\$68,240	\$79,331	\$85,769	27
Health Care	\$71,638	\$73,002	\$63,352	12
Insurance	\$118,143	\$90,253	\$98,749	6
Manufacturing	\$80,174	\$81,270	\$114,900	5
Nonprofit	\$51,000	\$76,439	\$85,903	9
Religious	\$80,088	—	\$52,500	2
School District	\$72,681	\$71,453	\$70,977	25
Transportation	\$74,492	\$76,155	\$90,667	3
Utilities	\$78,840	\$80,000	\$82,714	4
Wholesale/Retail	\$93,375	\$75,400	\$58,119	2

Manufacturing, transportation, and insurance are great industries to be in if you want a big paycheck. Managers in these fields topped the salary chart, with more than \$90,000 in income. Religious in-plants were at the bottom, with about \$52,000 in annual pay. Of those industries where we got more than 10 respondents, the most notable change is in health care, where salaries went down 13.2% since 2017. School district salaries also dropped slightly. Government in-plant managers' salaries, on the other hand, rose 8.1% while higher-ed managers' salaries rose a more modest 1.6%.

Northeast Back on Top

Region	2015	2017	2019	Responses
West	\$72,965	\$78,360	\$77,440	45
Northeast*	\$76,235	\$76,707	\$82,715	35
Central	\$70,453	\$75,046	\$79,429	49
South	\$72,137	\$73,842	\$76,837	40

* Includes New England and Mid-Atlantic regions



Though managers in the western U.S. had the highest salaries in 2017, the Northeast region's managers have moved ahead once again, regaining the top position they have held for most of the past decade. Salaries in the West actually dropped 1.2% this year versus 2017. Meanwhile, Northeast managers' salaries grew 7.8%. Managers in the Midwest enjoyed a 5.8% pay bump over the past two years.

A Regional Look at Industries

	Central	Northeast	South	West
College/University	\$77,996	\$79,951	\$71,383	\$72,014
Government	\$64,732	\$104,167	\$80,383	\$91,612
Health Care	\$49,475	\$49,100	\$63,625	\$105,000
Insurance	\$100,625	\$69,991	\$120,000	—
Manufacturing	\$117,776	\$100,000	\$119,474	—
Nonprofit	\$88,333	\$79,283	\$95,500	—
School District	\$76,069	\$56,840	\$77,079	\$71,543
Transportation	\$87,000	—	\$92,500	—
Utilities	\$99,500	—	—	\$65,927

When we looked at industries and regions where more than one manager responded, we saw that the highest average salary is earned by managers at manufacturing companies in the South, closely followed by managers in the same industry in the Central U.S. Managers at government in-plants in the Northeast aren't doing too badly either, with average salaries of \$104,167. On the other hand, the Northeast isn't such a great location for managers at health care in-plants, whose average salary of \$49,100 is at the low end of the scale.

The Benefits of Age

Age	2015	2017	2019	Responses
25 to 34	\$49,260	\$56,320	\$47,746	2
35 to 44	\$58,297	\$71,670	\$75,228	198
45 to 49	\$79,422	\$72,162	\$69,222	13
50 to 54	\$73,660	\$79,844	\$73,111	30
55 to 59	—	\$75,926	\$88,223	46
60 to 64	—	\$80,571	\$76,914	43
65+	—	\$77,133	\$88,313	14

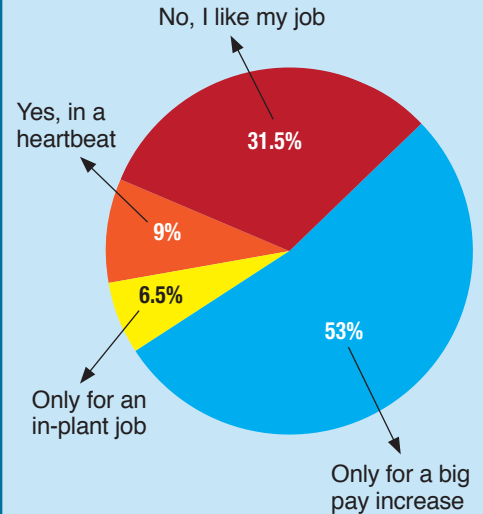
Older is better ... to a point. Managers in the 65 and older age bracket earn the most — but just barely. Those between 55 and 59 earn only \$90 less, on average. The most popular age bracket, and the fourth most lucrative, is 35-44. After that, salaries appear to drop and don't spring ahead until age 55.

Lessons Learned

Highest Level of Education	2015	2017	2019	Responses
Post-graduate degree	\$89,352	\$77,838	\$96,099	17
Some post-graduate	\$67,004	\$81,789	\$85,550	4
College graduate	\$73,718	\$78,774	\$76,441	58
Some college/ trade school	\$68,904	\$72,664	\$76,623	72
No college/ trade school	\$69,981	\$68,177	\$81,777	15

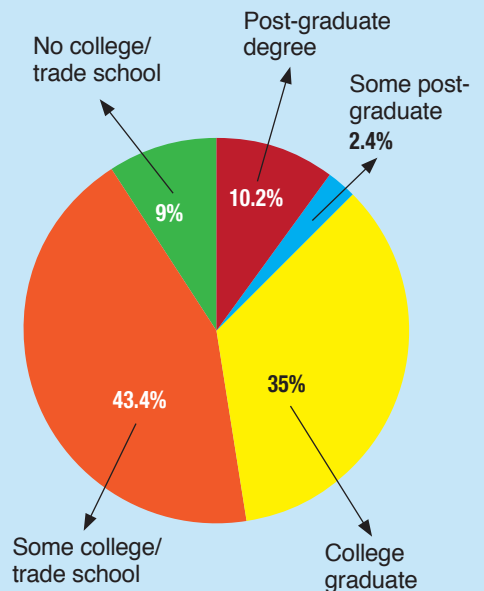
While post-graduate studies certainly seem to yield higher salaries, the benefits of a college degree appear to be in question according to this year's research. Managers with no college or trade school education have higher average salaries than those who went to those schools. This has generally not been the case in previous years.

Would You Change Jobs?



Nearly a third of in-plant managers say they would stay put at their in-plant, regardless of high-paying offers. This is roughly the same percentage who answered this way on our 2017 survey. On the other hand, the percentage who say they would change jobs without a second thought grew from 6% to 9% in the past two years.

Education Levels



In a change from previous salary surveys, most in-plant managers (52.4%) do not hold a college degree.

Employees Count

Employees Supervised	2015	2017	2019	Responses
Just Myself	\$49,154	\$49,817	\$52,705	16
1 to 2	\$58,061	\$53,930	\$59,896	21
3 to 5	\$61,306	\$65,340	\$68,961	47
6 to 9	\$67,318	\$74,513	\$85,449	24
10 to 14	\$75,558	\$73,010	\$80,622	23
15 to 20	\$99,081	\$91,254	\$90,412	10
21 to 30	\$92,372	\$95,738	\$117,104	10
31 to 50	\$87,629	\$96,093	\$113,955	12
51 to 100	\$104,505	\$98,100	\$117,000	5

In general, the more employees supervised, the better the paycheck. Pay has gone up in all employee ranges except one (15-20 employees), in some cases tremendously. For example, those managers who supervise between 21-30 employees have watched their pay rise a staggering 22.3% since 2017. Close behind, those with staffs between 51-100 employees are drawing 19.3% more in their checks compared with 2017.

Regional Pay Differences By Staff Size

Staff Supervised	Central	Northeast	South	West
Just myself	\$43,203	\$53,433	\$55,010	—
1 to 2	\$67,691	\$69,400	\$52,900	\$54,137
3 to 5	\$57,875	\$69,731	\$68,795	\$74,856
6 to 9	\$92,473	\$74,898	\$80,547	\$90,950
10 to 14	\$82,461	\$79,833	\$83,890	\$74,400
15 to 20	\$100,039	\$94,000	\$84,100	\$89,821
21 to 30	\$99,352	\$155,000	\$100,000	\$120,995
31 to 50	\$108,266	\$136,000	\$101,600	\$100,000
51 to 100	\$91,000	—	\$139,500	\$107,500

No region of the country has a clear salary advantage when looking at staff size. In fact, for in-plants with fewer than 10 employees the top salary in each of our four ranges is in a different region. Though pay in each region generally rises with the employee count, each region has at least one anomaly where average pay drops when staff size rises.

Bigger Budget, Better Pay

Operating Budget	2015	2017	2019	Responses
Less than \$250,000	\$53,537	\$53,892	\$57,022	31
\$250,000 - \$499,000	\$60,017	\$62,842	\$63,444	31
\$500,000 - \$999,999	\$64,985	\$70,464	\$75,409	24
\$1 million - \$1,999,999	\$79,579	\$80,235	\$81,468	35
\$2 million - \$2,999,999	\$84,332	\$83,486	\$101,250	15
\$3 million - \$4,999,999	\$97,518	\$85,163	\$101,079	15
\$5 million - \$6,999,999	\$88,290	\$92,535	\$85,255	4
\$7 million - \$9,999,999	\$93,832	\$113,600	\$103,129	6
\$10 million - \$14,999,999	\$113,181	\$108,267	\$124,992	2
\$15 million - \$19,999,999	\$104,423	\$101,214	\$111,750	4
\$20 million - \$25 million	—	\$67,000	—	0
More than \$25 million	\$125,950	\$95,684	\$129,000	2

With a larger in-plant budget comes more business, more work and higher compensation. That premise, however, seems to have its limits. Our data shows a drop in managers' salaries for in-plants with budgets between \$5-7 million.

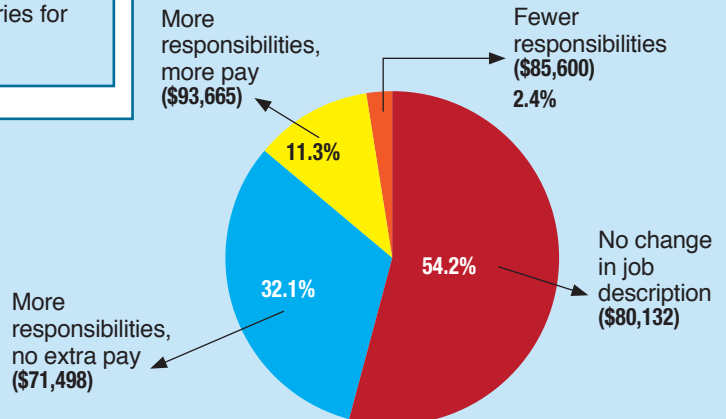
Does Overtime Really Help?

Hours Worked	2015	2017	2019	Responses
Less than 40	\$60,256	\$56,932	\$78,675	10
40-45	\$66,751	\$71,823	\$73,614	93
46-50	\$81,406	\$81,155	\$87,723	44
51-55	\$79,001	\$85,970	\$91,314	10
56-60	\$110,588	\$84,494	\$75,533	6
60+	\$87,500	\$98,667	\$98,000	3

It may be somewhat sobering to the 56% of respondents who put in a solid 40-45 hours a week that they earn 6.4% less than the small group of their peers who work fewer hours. After that, however, pay mostly rises for those who put in more hours (except for those who work 56-60 hours, who are earning less than they did in 2017).

Change in Job Description

Perhaps it goes without saying but the key to a higher salary is taking on more responsibilities — and getting compensated for them. Those who get saddled with more responsibilities and no extra pay have the lowest average salaries.



Experience Pays

Management Experience	2015	2017	2019	Responses
Less than 5 years	\$53,710	\$63,863	\$66,400	9
6 to 10 years	\$58,031	\$69,104	\$67,697	20
11 to 15 years	\$66,277	\$75,782	\$75,896	24
16 to 20 years	\$71,399	\$82,180	\$82,841	25
21 to 25 years	\$77,777	\$73,861	\$79,933	21
More than 25 years	\$80,956	\$78,301	\$83,784	68

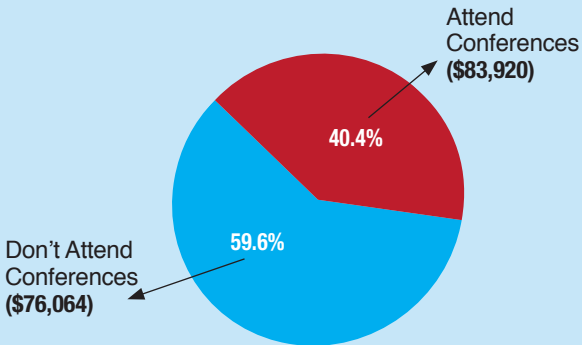
Good news for those with between 21-25 years of experience: their salaries rose 8.2% in the past two years, the highest increase of any group. At the same time, however, they are making less than managers with just 16-20 years of experience, a trend that began in 2017. Interestingly, managers with 6-10 years of experience are making 2% less than they did in 2017 on average.

Gender Bias: Worse Than Ever

	2013	2015	2017	2019	Responses
Male	\$68,190	\$75,283	\$78,243	\$82,431	129
Female	\$60,591	\$65,380	\$68,984	\$68,062	38

As if the very existence of a pay disparity between men and women is not unfair enough already, it appears to have gotten even worse this year. The average salaries of male in-plant managers are now a shocking 21% higher than their female counterparts. By comparison, in 2017 female in-plant managers made 11.8% less than their male counterparts; in 2015 their salaries were 13% lower; in 2013 there was an 11% difference. To add insult to injury, the average salary for female managers is also lower this year than it was in 2017.

Conference Attendance Helps



	Salary	Responses
Inkjet Summit	\$110,144	4
Mailcom	\$101,800	7
PRINTING United Seminars	\$91,615	18
IPMA	\$88,351	36
Vendor User Group Conferences	\$87,925	4
NACUMS	\$84,720	5
SUPDMC	\$81,071	7
ACUP	\$78,424	26

Though only 40% of in-plant managers attend educational conferences, those who do earn a higher average wage — 10.3% higher. While IPMA is again the most popular conference, attendees of the Inkjet Summit make the highest salaries.

WHO WE ARE

In-plant Impressions

In-plant Impressions is the only graphic arts magazine written specifically for the in-plant printing industry. Readers know they can trust *In-plant Impressions* to provide up-to-date, insightful articles designed to help them increase productivity, save money and stay competitive. The magazine is supplemented by our website and e-newsletter. *IPI* also produces videos, webinars and live events and conducts numerous research projects like this one throughout the year to better understand the in-plant market.

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