AppleOne
Hiring Made Human®

2018
SCALE
Your Salary Guide

Founders' Message

Employers, across geographies, industries and scales share the common need to find, develop and retain great talent. Many of you have shared with us the challenges you face in planning and managing your workforce in an increasingly competitive labor market. The total talent communities from which we build are also the communities within which we compete.

Data-driven actions are a huge contributor to the fail or success of all our businesses, and we are all experiencing our own versions of the information we see reflected from the data in this 2018 edition of **The SCALE**. We must continuously work to model our hiring processes to enable faster, strategic decision making, and we need to review our processes for onboarding and retention to ensure that they are supporting the iterative needs of our businesses.

You honor us with the trust you place in us, and we are happy to provide you with tools to help you shape the insights you glean from this data into focused action. Let me know how you incorporate these tools into your initiatives, and how we may continue providing resources to help you succeed.

Thank you for your continuing partnership with the ACT•1 Group. We value you and your organization.

Brett Howroyd
President, AppleOne

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About Your SCALE

The Standards for Compensation And Leadership Excellence (SCALE) goes beyond the typical salary guide by also providing expertise and tools to optimize hiring effectiveness, engagement and retention. In addition to our Fall print edition of the SCALE, resources and tools are continually provided in our online leadership portal. Visit our SCALE portal at **www.appleone.com/SCALE**.

The graphic design of the SCALE reflects a champion's approach to faster results, because employers tell us they have been working to speed up their hiring processes and evaluating their entire employee lifecycle to allow them to be more competitive.

Your 2018 SCALE provides you with the most current information on compensation and workforce trends available. The SCALE expertise is compiled from our annual national candidate and client surveys, the Bureau of Labor Statistics (BLS), Occupational Information Network (O*NET), extensive research conducted with our branch locations, and interviews with human resources experts. The data provided includes national estimates for base salaries. You should also take into consideration the specifics of your own company's needs and locations.

Get Retention and Salary Tools in the SCALE Portal
www.appleone.com/MySCALE

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Are you ready to compete for talent?

We have been helping clients hire, engage, and retain talent for 54 years, and we have never seen a more challenging labor market than the one we are experiencing right now. To stay competitive, employers are optimizing their processes along the entire employee lifecycle. AppleOne understands that as employers, we are all pressed for time and resources, so we have been helping our clients achieve these optimizations through simple changes that do not require a lot of extra time or effort.

Recruiting

Unemployment is down, and the available talent pool is drying up. This is leading to a talent-driven market where employers jump into competition to hire a candidate as soon as they become available.

To respond to increased demand for talent, 68% of employers have changed their hiring process to make themselves more competitive.1 The most common change has been to streamline the process to allow for faster decision making.

"We have more and more situations where candidates get multiple offers to choose from, even when clients move quickly," says AppleOne president, Brett Howroyd. "We've started recommending that clients schedule interviews with all of their required decision makers for the same day or within two days, so they are ready to make an immediate decision once the interviews are completed."

> We have MORE AND MORE SITUATIONS where the candidate gets MULTIPLE OFFERS to choose from even when the clients move quickly.

This simple scheduling change creates a more focused hiring environment that does not require any more time. However, since the time employers do spend is more concentrated and focused, our clients find they are able to reduce time-to-fill, relieve themselves of the stress and distraction of an unfilled position that remains open for weeks at a time, and are less likely to lose their preferred candidate to competing offers.

68%
OF EMPLOYERS
Changed Hiring Processes
to be More Competitive.[1]

78%
OF EMPLOYEES
are Disengaged.[2]

43%
OF EMPLOYEES
Plan to Quit in 30 days.[2]

Engaging

Once we hire someone, we only have 91 days to create engagement and cultural alignment before they decide it was a poor fit and start looking for other opportunities.[3]

As we have consulted with our clients on their workforce priorities we have identified onboarding as a crucial step in the employee lifecycle. When people join a company, they are excited and eager to learn. This is a critical moment that can help employers meet their engagement, productivity, and retention goals, so we have shared our engagement expertise with our clients to help them perfect this process.

Employees tell us the hardest thing about starting a new job is learning new tools and processes (30%).[2] A successful onboarding process should seek to address this concern by establishing a clear path to learn job-specific benchmarks and resources while providing opportunities for early success and recognition.

AppleOne has created tools to help our clients with their onboarding and ongoing engagement. With much of the work already done, employers simply need to integrate the tools into their existing workflows to see the benefits without the need to spend a lot of time reviewing or reengineering processes.

Retaining

More than 78% of employees are actively looking for new jobs or at least open to the right offer, and even more troubling, 43% plan to quit in the next 30 days,[2] so it makes sense that clients have identified retention as their top workforce priority.[1]

WHAT EMPLOYEES SEEK FROM GREAT EMPLOYERS[2]

35%	23%	17%
GOOD WORK/LIFE BALANCE	TOP COMPENSATION	OBVIOUS CAREER PATH

Employees have told us that a good work/life balance is the top thing they look for from a great employer[2], but communication is also very important. Most employees say they prefer to have weekly check-ins with their managers and that good communication is the number one trait they look for in a great boss.[2]

Tools we provide to our clients such as our stay interviews, recognition planners, and coaching sandwich scripts have helped our clients to make those weekly one-on-ones productive and easy to facilitate.
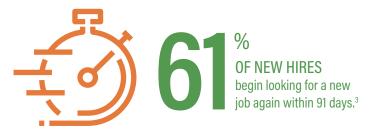
OTHER THAN A RAISE, HOW COULD AN EMPLOYER KEEP YOU HAPPY?[2]

	Boomer	Gen X	Millennial	Total
Additional Time Off	32%	28%	**33%**	31%
Work from Home	20%	**25%**	20%	22%
Opportunity to Earn a Bonus Next Year	**22%**	20%	20%	21%

2018 SCALE

Next Steps:
Determine Priorities

As employers ourselves, we understand how daunting it can be to even think about finding the time let alone doing the actual work of evolving hiring and engagement structures. We are here for you though, and have helped many clients achieve their objectives.

The first step is to prioritize where we can create the most impact given your company's unique goals and situations. Complete the prioritization exercise on page XX. Once you have confirmed your priorities, your Hiring Advisor will share tools that have enabled many of our other clients to easily and quickly optimize their processes to make themselves more competitive for today's new, more challenging labor market.

61%
OF NEW HIRES
begin looking for a new
job again within 91 days.[3]

Employers have identified **Hiring, Engagement,** and **Retention** as the top workforce priorities they need to solve for growth in 2018.

What stands out as your top priority?

HIRING

"I've lost selected candidates to other offers."

"I don't feel comfortable interviewing and trying to read people."

"My job ads aren't getting the right candidates any longer."

"I have work that is not getting done because I don't have the staff to do it."

We have assembled a number of tools to help you **optimize hiring results**:

≥ Today's Recruitment Advertising

≥ Marketing Your Opportunity

≥ Behavior Interview Structure

≥ Counter Offer Threat Assessment

≥ Making the Job Offer

Visit: www.appleone.com/SCALE/Hire

ENGAGEMENT & PRODUCTIVITY

"Some of my employees keep showing up late and leaving early."

"We have some people with the wrong attitudes."

"We're not meeting our standards for excellent customer service, or production."

"I'm struggling to get employees to take ownership for their projects."

We have assembled a number of tools to help you **optimize employee engagement**:

≳ Identify Employee Engagement Level

≳ Recognition Program Planner

≳ Coaching Sandwich

≳ S.M.A.R.T. Goal Worksheet

≳ Raise Calculator

Visit: www.appleone.com/SCALE/Engage

RETENTION

"We've had an increase in key people leaving."

"Our salary budgets are not competitive."

"I have employees who have expressed goals for growth that we cannot provide for them yet."

"Employees are missing work or scheduling a lot more early morning and late afternoon doctor's visits."

We have assembled a number of tools to help you **optimize employee retention**:

≳ Determine Turnover Risk

≳ Professional Goals Worksheet

≳ Stay Interviews

≳ Turnover Calculator

Visit: www.appleone.com/SCALE/Retain

How Outsourcing Optimizes Hiring Dollars

Attract the Best

Recruitment Marketing Plan

Your Hiring Advisor can work with you to create a marketing plan that combines insider knowledge of what attracts candidates with the most marketable aspects of your opportunity and company.

Hire the Best

Benchmarking Process

Your Hiring Advisor can benchmark current employees to identify key traits, work habits, and motivators needed to excel in your company or team. This enables better recruiting, screening, and time-to-fill.

Keep the Best

Placement Engagement SOP

Our guiding principle is that the candidate is the center of the universe. Employees are more likely to stay when they are positively held accountable. We provide engagement support with weekly coaching, formal monthly one-on-ones, management reporting, and recognition incentives.

Only Pay for Results

Guaranteed ROI

Avoid risking thousands of dollars recruiting on your own in a talent shortage. There is no charge for our upfront recruitment services or for interviewing our talent. We only invoice customers once they have a hire that has started work.

DIVERSIFIED SOURCING

Employer Branding	Customized Client Opportunity Marketing Plan	National Candidate Referral Portal
Global Recruiting	Global Job Advertising	Social Recruiting Certified	Headhunting
Resume Databases	Individual Job Fairs	24/7 Recruiting	Client Self-Search Database
Industry Trade Shows	National Job Opening Portal	Sister Company's Network

A dedicated Hiring Advisor assesses your needs on benchmarks talent, then creates a recruitment marketi

PROVEN BENCHMARKING HURDLES

Prescreen · Job Specific Interview · Firsthand References · Background Verification · Skills and Traits Evaluation

Together... We Win!®

Your Advisor and Your Team = No More "Rep" Turnover

Adding to your work family is delicate and requires a human touch. We provide a single point-of-contact backed by a tenured team committed to understanding your priorities, skill requirements, and culture. This avoids the typical challenges of diluted relationships such as resumes being submitted that do not match the opening, or longer times-to-fill. We are proud to call this personalized approach Hiring Made Human®!

site,

ng plan.

Candidate Profile
Presentation

Candidate Review
Preparation

Selection
Debrief

Job Offer
Negotiation

Engagement
Support

*Only Pay
For Results*

With AppleOne You Only Pay for Results

GAIN EXPOSURE TO THE WIDEST CANDIDATE MARKET POSSIBLE

The typical company draws candidates from three to six sources. We proactively draw talent daily from 25 recruiting sources.

AppleOne
Candidates from 25 or more sources

Number of Recruiting Sources

Typical Company
Candidates from three to six sources

Typical Recruiting Sources

Ad: CareerBuilder	Ad: Monster	Facebook	National Shared Database
Ad: Company Site	Ad: LinkedIn	Twitter	SEO (Google, Bing)
Search: LinkedIn	Ad: Craigslist	Headhunting	Employer Branding
Referral System	Search: CareerBuilder	Job Fairs	Ad: Newspaper
Career Site Optimization	Search: Indeed	Mass Email	Ad: Dice
Friends and Family	Search: Monster	Professional Organization Meetings	Search: Dice
Ad: Indeed	InMail: LinkedIn	200 Recruiting Centers	Other

YOUR **5•50 ASSURANCE**®, THE ONLY 5-YEAR GUARANTEE ON SUCCESS!

Your turnover and succession hires are covered for five years. We've been making expert matches for more than 50 years, and we know our process produces results we can guarantee. Clients report our placements flourish and are typically promoted within three years. Because we believe we both benefit from your long-term growth, we developed a five-year guarantee that covers hiring associated with restructuring, turnover, and best of all, promotions and turnover for up to five years. And, because we already understand your position and company, we can move swiftly to keep your positions staffed and productive.

AppleOne 5-YEAR GUARANTEE

5 YEARS
4 YEARS
1 YEAR
3 YEARS
2 YEARS

90 days free replacement and at half your original investment up to 5 years

Industry Standard

5 YEARS
4 YEARS
1 YEAR
3 YEARS
2 YEARS

90 days prorated and no coverage after 90 days

How It Works

1 day – 30 days:
Free replacement or full refund

31 days – 90 days:
Free replacement or prorated refund

91 days – 5 years:
Replacement at half your hiring investment

2018 SCALE

National Salaries

Accounting, Payroll, Finance

	Low	Median	High	% Change
Accountant	$47,560	$59,640	$74,370	3.1%
Accounting Clerk	$31,360	$36,060	$42,560	2.0%
Accounting Manager	$53,550	$67,280	$85,230	3.2%
Accounts Payable	$32,090	$37,960	$44,910	1.4%
Accounts Receivable	$31,830	$38,250	$44,880	3.1%
AP/AR Manager	$45,160	$55,270	$69,000	2.8%
Assistant Controller	$66,440	$82,440	$104,280	2.1%
Auditor	$52,660	$65,470	$79,850	3.5%
Billing Clerk	$34,850	$39,060	$44,370	2.2%
Billing Manager	$40,530	$48,020	$59,240	0.3%
Bookkeeper	$35,440	$41,810	$49,760	1.1%
Certified Public Accountant (CPA)	$60,780	$80,640	$110,600	2.2%
Collections Specialist	$34,010	$41,160	$44,800	1.6%
Controller	$139,460	$172,830	$220,610	-0.3%
Cost Accountant	$57,820	$67,990	$81,520	2.2%
Director of Finance	$113,710	$137,520	$142,800	2.8%
Estimator	$55,010	$69,820	$88,860	2.8%
Financial Analyst	$53,810	$67,150	$84,760	2.6%
Full Charge Bookkeeper	$39,030	$46,650	$54,240	2.8%
Investment Assistant	$40,660	$54,940	$75,380	2.8%
Junior Financial Analyst	$45,260	$53,510	$69,320	2.8%
Payroll Clerk	$35,750	$41,020	$46,770	2.8%
Payroll Coordinator	$34,770	$40,690	$47,200	1.4%
Payroll Manager	$51,540	$61,580	$73,360	2.8%
Payroll Specialist	$37,670	$43,930	$46,980	2.6%
Purchasing Clerk	$34,170	$41,540	$50,910	0.9%
Purchasing Manager	$60,810	$76,580	$96,170	2.0%
Purchasing/Buyer	$48,000	$57,790	$70,540	3.5%
Senior Accountant	$63,260	$74,570	$87,340	2.3%
Senior Financial Analyst	$68,160	$81,350	$96,960	2.1%
Senior Staff Accountant	$58,220	$70,480	$85,960	1.4%
Staff Accountant	$49,350	$65,170	$74,060	2.5%
Supply Chain Manager	$62,910	$80,280	$105,320	3.1%
Tax Accountant	$48,860	$61,320	$76,060	1.4%
Tax Manager	$70,780	$86,460	$101,920	2.8%
Vice President of Finance	$183,040	$224,290	$280,980	2.8%

Admin, Clerical, General Office

	Low	Median	High	% Change
Administrative Assistant	$31,680	$38,110	$45,840	2.4%
Data Entry Specialist	$25,680	$30,010	$35,270	1.4%
Dispatcher	$34,160	$41,690	$50,270	0.6%
Executive Assistant	$44,690	$52,560	$62,030	2.8%
Facilities Coordinator	$43,500	$53,060	$67,170	2.8%
Facilities Manager	$50,780	$64,510	$80,100	1.4%
File Clerk	$23,300	$27,870	$32,170	2.8%
Front Desk Coordinator	$25,870	$29,960	$35,130	2.8%
Junior Administrative Assistant	$27,680	$31,880	$37,830	2.8%
Logistics Coordinator	$33,580	$38,970	$44,510	1.4%
Logistics Manager	$53,230	$65,040	$89,450	2.8%
Mailroom Clerk	$25,410	$31,560	$38,020	1.3%
Office Assistant	$24,430	$29,920	$35,770	1.4%
Office Clerk	$26,340	$31,800	$39,060	2.4%
Office Coordinator	$31,880	$38,960	$48,990	2.0%
Office Manager	$44,790	$56,160	$70,970	1.1%
Order Management Specialist	$41,000	$50,860	$64,460	2.8%
Planner	$42,450	$49,130	$58,490	2.8%
Production Manager	$46,340	$61,660	$81,980	2.8%
Project Coordinator	$43,360	$57,330	$87,040	1.4%
Project Manager	$60,430	$79,030	$100,820	2.8%
Quality Assurance Coordinator	$36,900	$45,840	$56,540	3.1%
Receptionist	$26,070	$30,810	$34,910	2.0%
Sales Assistant	$29,960	$37,080	$46,720	2.7%
Senior Administrative Assistant	$42,450	$51,090	$62,450	3.0%
Senior Data Entry Specialist	$33,350	$37,640	$42,750	2.8%
Senior Executive Assistant	$50,290	$61,080	$74,930	2.3%
Senior Office/Facilities Manager	$53,480	$70,260	$99,130	2.8%
Superintendent	$63,470	$79,340	$100,490	2.8%
Switchboard Operator	$25,540	$28,780	$33,760	2.7%

Credit and Collections

Credit and Collections	Low	Median	High	% Change
Collections Representative	$29,280	$35,320	$43,620	2.6%
Credit Analyst	$42,170	$51,870	$63,800	2.8%
Credit/Collections Manager	$57,860	$72,410	$91,600	2.8%
Loan Processor	$34,850	$41,760	$49,400	3.1%
Senior Collector	$36,530	$44,740	$56,740	1.8%

Customer Service and Call Center

Customer Service and Call Center	Low	Median	High	% Change
Bilingual CSR	$28,190	$33,920	$42,600	1.0%
Call Center CSR-Inbound	$25,750	$30,110	$34,890	0.9%
Call Center CSR-Outbound	$25,710	$29,300	$35,030	2.9%
Call Center Lead	$30,720	$36,220	$41,550	2.8%
Call Center Manager	$43,220	$53,610	$73,070	2.7%
Customer Service Manager	$41,910	$53,670	$68,620	2.9%
Customer Service Representative	$27,870	$33,360	$40,300	2.7%
Outbound Telemarketing Sales Rep	$25,040	$29,050	$37,740	1.2%

Engineering and IT

Engineering and IT	Low	Median	High	% Change
.Net Developer	$90,000	$105,470	$125,700	2.5%
Applications Analyst	$57,950	$70,140	$84,430	3.5%
AutoCAD Drafter/Designer	$47,940	$55,980	$65,400	1.9%
Business Intelligence Developer	$97,590	$123,920	$145,610	2.8%
Big Data Analytics Architect	$133,450	$142,850	$154,540	2.8%
Business Intelligence Analyst	$79,270	$98,760	$128,750	1.6%
Business Intelligence Architect	$118,370	$139,900	$166,440	3.5%
Data Analyst	$44,660	$55,520	$69,950	1.3%
Data Modeler	$88,010	$105,870	$137,510	2.4%
Database Administrator (DBA)	$59,410	$77,360	$93,580	1.4%
Design Engineer	$68,100	$85,180	$107,830	2.8%
Electrical Engineer	$76,610	$93,010	$111,870	1.8%
Engineer	$70,350	$87,500	$108,680	2.7%
Help Desk Support	$37,380	$45,940	$57,580	2.8%
Industrial Engineer	$65,620	$78,850	$92,300	2.5%
Information Security Analyst	$73,730	$93,460	$116,990	2.8%
Java Developer	$85,250	$103,850	$125,810	2.8%

Engineering and IT (cont.)

Engineering and IT (cont.)	Low	Median	High	% Change
JD Edwards Consultant	$78,770	$92,740	$106,620	2.8%
Mechanical Engineer	$68,160	$84,140	$101,740	3.0%
Mobile Applications Developer	$96,400	$115,800	$139,880	2.6%
Network Administrator	$56,470	$71,880	$89,490	1.4%
Oracle DBA	$62,620	$80,830	$100,030	2.8%
Oracle EBS Functional Analyst	$93,220	$121,960	$125,310	2.1%
Oracle EBS Technical Consultant	$104,390	$125,050	$144,630	2.8%
PeopleSoft Functional Analyst	$74,520	$98,430	$127,740	3.1%
PeopleSoft Technical Consultant	$77,480	$98,230	$122,170	2.9%
Program Analyst	$59,090	$74,540	$94,240	2.8%
Program Developer	$60,780	$74,570	$92,900	2.8%
Project Manager	$72,840	$97,070	$131,680	1.8%
Revit Designer	$55,250	$65,850	$76,680	0.6%
Security Systems Administrator	$70,850	$87,990	$108,910	1.6%
Software Engineer	$69,130	$87,350	$109,200	1.4%
SuccessFactors Consultant	$95,480	$108,490	$125,950	2.8%
Systems Administrator	$57,320	$71,720	$87,970	2.4%
Systems Analyst	$73,780	$83,590	$100,550	1.4%
Systems Architect	$67,200	$86,870	$111,230	3.1%
Systems Integration Manager	$81,200	$101,000	$123,040	2.9%
Test Engineer	$59,660	$72,610	$85,800	2.8%
UI Designer	$85,660	$106,200	$126,900	2.8%
UX Designer	$79,490	$94,600	$114,760	2.8%
Verification Engineer	$64,050	$79,050	$95,230	2.8%
VP of Information Technology	$220,510	$287,630	$370,230	2.8%
Web Designer	$50,730	$66,190	$83,050	2.8%
Workday Consultant	$81,260	$93,030	$107,320	2.8%

Human Resources

Human Resources	Low	Median	High	% Change
Benefits Administrator	$38,310	$44,450	$53,890	2.8%
Benefits Coordinator	$37,240	$43,270	$51,910	2.8%
Benefits Manager	$52,530	$64,600	$81,500	2.6%
E-Learning Coordinator	$41,360	$47,420	$54,070	1.4%
Human Resources Clerk	$32,730	$37,800	$43,730	3.1%
Human Resources Coordinator	$37,280	$42,390	$49,650	2.8%
Human Resources Generalist	$45,110	$54,990	$67,050	1.4%
Human Resources Manager	$56,800	$75,760	$102,430	2.8%
Recruiter	$37,410	$49,290	$63,950	1.4%
Risk Manager	$52,180	$66,060	$83,890	1.4%
Trainer	$41,040	$50,430	$64,320	1.4%
Training Manager	$49,140	$60,220	$75,580	1.4%
Workers' Compensation Clerk	$33,910	$40,030	$46,910	1.4%
Vice President Human Resources	$120,260	$138,840	$153,780	1.3%

Insurance

Insurance	Low	Median	High	% Change
Adjuster	$41,840	$51,220	$62,310	-0.1%
Associate Broker	$41,460	$51,770	$71,990	2.8%
Broker	$53,090	$67,430	$88,900	2.8%
Claims Assistant	$31,690	$37,840	$47,980	1.4%
Claims Manager	$51,080	$63,620	$77,960	2.8%
Insurance Underwriter	$48,730	$61,740	$81,600	2.8%
Trust Assistant	$32,790	$41,940	$55,300	1.4%
Underwriting Assistant	$37,490	$45,340	$57,650	1.3%

Legal

Legal	Low	Median	High	% Change
Contract Administrator	$44,260	$55,210	$70,430	1.4%
Dictation Secretary	$40,160	$46,380	$55,730	1.4%
Legal Assistant	$35,400	$45,050	$57,920	2.8%
Legal Biller	$39,650	$45,010	$56,790	1.4%
Legal Receptionist	$30,990	$35,150	$41,710	1.4%
Legal Secretary	$39,260	$49,020	$59,880	2.8%
Paralegal	$50,690	$62,950	$75,490	0.8%
VP of Business & Legal Affairs	$244,130	$304,950	$377,360	2.8%

Management

Management	Low	Median	High	% Change
Chief Executive Officer	$560,630	$737,430	$915,100	2.8%
Chief Financial Officer	$258,740	$329,580	$415,190	2.8%
Chief Information Officer	$134,050	$169,300	$202,160	2.8%
Chief Operations Officer	$341,720	$452,120	$569,290	2.8%
Director of Operations	$114,500	$139,650	$179,580	2.8%
Foreman	$42,120	$54,190	$69,630	3.0%
General Manager	$54,600	$73,480	$98,950	0.7%
Team Lead	$41,670	$52,070	$69,260	3.0%

Marketing, Writing, and Design

Marketing, Writing, and Design	Low	Median	High	% Change
Art Director	$90,940	$110,370	$125,090	2.8%
Content Manager	$67,010	$95,040	$136,800	2.8%
Copywriter	$39,560	$49,650	$61,860	1.4%
Creative Director	$109,520	$133,330	$177,660	2.8%
Graphic Designer	$39,510	$49,080	$62,140	2.8%
Marketing Coordinator/Assistant	$37,860	$46,020	$56,550	2.8%
Marketing Data Coordinator	$44,240	$54,350	$71,930	1.4%
Marketing Director	$111,090	$135,000	$173,250	2.8%
Marketing Manager	$57,770	$76,340	$100,040	1.4%
Production Designer	$47,830	$61,490	$77,460	1.4%
Project Director	$65,720	$95,380	$133,480	2.8%
Project Manager	$64,780	$84,980	$108,620	2.8%
Proposal/Grant Writer	$42,410	$53,910	$65,930	2.8%
SEO/SEM Specialist	$57,550	$72,430	$107,770	2.8%
Technical Writer	$50,460	$65,170	$80,980	1.4%
Traffic Manager	$48,280	$64,840	$87,980	1.4%
Vice President of Marketing	$208,930	$258,620	$340,520	2.8%

Medical

	Low	Median	High	% Change
Electronic Med. Records Coordinator	$32,580	$38,940	$49,160	3.4%
Insurance Verifier	$35,370	$40,240	$45,460	0.9%
Medical Biller/Coder	$30,240	$36,290	$45,250	1.8%
Medical Claims Assistant	$31,950	$37,100	$42,890	1.4%
Medical Claims Manager	$39,820	$49,030	$62,040	0.5%
Medical Front Desk	$27,530	$31,880	$37,170	1.4%
Medical Office Manager	$43,370	$54,050	$68,190	0.0%
Medical Records Clerk	$28,790	$34,370	$40,620	1.6%
Medical Transcriptionist	$31,110	$37,440	$43,590	2.6%
Patient Registration	$29,040	$35,970	$43,230	1.4%
Referral Coordinator	$34,550	$40,090	$50,570	3.0%

Mortgage and Lending

	Low	Median	High	% Change
Credit Analyst	$42,070	$51,200	$62,580	1.4%
Documentation Drawer	$39,010	$49,770	$61,120	2.6%
Escrow Officer	$39,610	$48,310	$58,210	2.8%
Funder	$37,970	$44,000	$51,580	1.4%
Loan Officer	$41,340	$53,690	$75,620	1.4%
Loan Originator	$39,870	$51,130	$65,870	1.4%
Loan Processing Manager	$51,060	$61,610	$78,210	2.8%
Loan Processor	$34,730	$42,740	$53,240	2.8%
Senior Underwriter	$58,180	$70,970	$85,120	1.4%
Title Examiner	$37,990	$44,280	$52,440	3.2%
Underwriter	$48,220	$58,590	$74,550	2.8%

Sales

	Low	Median	High	% Change
Account Executive	$41,090	$54,980	$77,080	3.5%
Account Manager	$40,600	$52,930	$67,590	1.4%
Director of Sales	$98,630	$134,870	$170,440	2.8%
Inside Sales Representative	$36,730	$46,180	$57,680	2.8%
Outside Sales Representative	$40,700	$56,150	$75,650	1.4%
Sales Coordinator	$37,390	$49,090	$63,460	2.8%
Sales Manager	$57,530	$78,430	$105,140	2.8%
Telemarketer	$25,450	$31,130	$42,520	2.8%
Vice President of Sales	$98,300	$137,100	$178,040	2.8%

Travel

	Low	Median	High	% Change
Travel Agent/Corporate	$38,980	$44,340	$51,920	3.0%
Travel Agent/Leisure	$32,480	$38,740	$46,150	1.4%

Warehouse and Light Industrial

	Low	Median	High	% Change
Assembler	$24,130	$29,330	$35,210	2.9%
Fleet Manager	$49,530	$61,350	$77,420	2.8%
Inventory Analyst	$34,830	$41,300	$48,180	1.4%
Inventory Clerk	$26,810	$31,640	$37,370	0.3%
Manufacturing Technician	$34,820	$41,650	$48,360	3.1%
Material Handler	$26,030	$30,440	$35,610	2.5%
Operations Manager	$53,140	$70,040	$95,250	2.2%
Picker/Packer	$22,740	$25,850	$30,080	2.7%
Safety Manager	$49,980	$63,780	$82,300	1.6%
Shipping/Receiving Clerk	$24,010	$30,570	$36,680	2.4%
Shipping/Receiving Manager	$45,220	$53,980	$63,330	2.8%
Vice President of Operations	$200,880	$258,160	$325,690	2.8%
Warehouse Clerk	$25,000	$29,010	$34,140	2.2%
Warehouse Manager	$49,170	$62,800	$79,060	2.0%

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www.appleone.com/MySCALE

Regional Salary Variances

To determine the estimated salary range for a position in your area, use these local variance numbers.

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Mobile...86.3%
Montgomery 81.9%
Huntsville...106.7%

ALASKA

Anchorage 116.4%
Fairbanks 112.0%

ARIZONA

Phoenix...95.8%
Tucson...89.8%

ARKANSAS

Fayetteville 90.6%
Fort Smith 71.9%
Little Rock..86.7%

CALIFORNIA

Anaheim...112.6%
Bakersfield...95.5%
Fresno 91.2%
Los Angeles...112.1%
Oakland...139.3%
Oxnard...105.4%
Riverside 94.3%
Sacramento 110.2%
Salinas..96.0%
San Diego..111.8%
San Francisco 139.3%
San Jose...159.2%
Santa Barbara...107.0%
Santa Rosa...106.1%
Stockton...92.7%
Thousand Oaks...105.4%
Ventura..105.4%

COLORADO

Boulder...121.7%
Colorado Springs...99.6%
Denver..112.7%
Greeley 91.9%

CONNECTICUT

Bridgeport..130.6%
Hartford 117.7%
New Haven..111.8%

DELAWARE

Dover..87.5%
Wilmington...107.7%

DISTRICT OF COLUMBIA

Washington 137.0%

FLORIDA

Jacksonville...91.0%
Clearwater...91.7%
Fort Lauderdale...93.0%
Miami 92.9%
Orlando 86.8%
Tallahassee...88.9%
Tampa 91.7%
West Palm Beach...93.0%

GEORGIA

Atlanta 102.2%

HAWAII

Honolulu...102.9%

IDAHO

Boise...86.7%

ILLINOIS

Chicago 107.4%
Peoria...101.5%
Rockford 88.8%
Springfield...99.6%

INDIANA

Carmel..94.4%
Evansville...86.0%
Fort Wayne..85.1%
Indianapolis..94.4%

IOWA

Des Moines..99.6%

KANSAS

Overland Park...98.5%

KENTUCKY

Bowling Green...78.8%
Lexington...87.9%
Louisville..89.2%

LOUISIANA

New Orleans..87.5%
Shreveport...78.0%

MAINE

Portland 96.3%

MARYLAND

Baltimore...110.7%

MASSACHUSETTS

Boston..129.1%
Springfield...102.3%

MICHIGAN

Ann Arbor..113.2%
Detroit..102.7%
Flint 88.9%
Grand Rapids...87.9%
Lansing...95.8%

MINNESOTA

Bloomington 110.8%
Minneapolis................................110.8%
St. Paul 110.8%

MISSISSIPPI

Jackson 84.3%

MISSOURI

Kansas City 98.5%
Springfield...................................79.6%
St. Louis 97.2%

MONTANA

Billings 87.9%

NEBRASKA

Lincoln 89.7%
Omaha-Council Bluffs 93.7%

NEVADA

Las Vegas 87.6%
Reno.. 91.1%

NEW HAMPSHIRE

Manchester 104.6%

NEW JERSEY

Edison 124.5%
Ewing...125.2%
Paramus 124.5%
Princeton 125.2%
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NEW MEXICO

Albuquerque 92.5%
Las Cruces....................................83.6%

NEW YORK

Albany 105.5%
Buffalo 93.5%
New York 124.5%

NORTH CAROLINA

Charlotte...................................... 99.9%
Raleigh 101.6%

NORTH DAKOTA

Fargo 91.9%

OHIO

Akron 93.6%
Cincinnati.....................................97.0%
Cleveland......................................97.2%
Columbus 98.4%
Dayton 95.3%
Toledo 87.5%

OKLAHOMA

Oklahoma City 91.2%
Tulsa... 90.3%

OREGON

Eugene... 88.4%
Portland 108.7%
Salem..92.7%

PENNSYLVANIA

Harrisburg 95.1%
Philadelphia.................................107.7%
Pittsburgh 95.4%
King of Prussia 107.7%

PUERTO RICO

San Juan....................................... 59.7%

RHODE ISLAND

Providence 103.0%

SOUTH CAROLINA

Charleston....................................89.7%
Columbia....................................... 87.1%
Greenville.....................................85.2%

SOUTH DAKOTA

Rapid City.....................................80.1%
Sioux Falls 87.0%

TENNESSEE

Knoxville 85.7%
Memphis..86.5%
Nashville.......................................92.2%

TEXAS

Arlington......................................101.5%
Austin...102.4%
Dallas...101.5%
Fort Worth....................................101.5%
Houston..106.5%
Edinburg 70.4%
Midland... 107.2%
San Antonio..................................91.1%

UTAH

Logan 79.6%
Provo 89.1%
Salt Lake City............................... 98.4%

VERMONT

Burlington 104.0%

VIRGINIA

Arlington....................................... 137.0%
Chesapeake..................................93.6%
Newport News 93.6%
Reston.. 137.0%
Richmond 99.0%

WASHINGTON

Bellevue..123.3%
Seattle..123.3%
Tacoma 123.3%

WEST VIRGINIA

Charleston.................................... 86.4%
Huntington....................................81.5%

WISCONSIN

Green Bay.....................................87.9%
Madison..102.4%
Milwaukee.................................... 99.4%
Wausau...85.4%

WYOMING

Casper.. 94.9%
Cheyenne...................................... 93.1%

About the **ACT•1 Group**

16 Branches
NORTHERN CALIFORNIA

SOUTHERN CALIFORNIA
55 Branches

Over 200 Recruiting Centers of Excellence

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STAFFING SOLUTIONS

AppleOne

- Accounting & Finance
- Administrative & Clerical
- Engineering & Technical
- Professional

ACT·1

- Administrative & Clerical
- Entertainment

All's Well

- Healthcare & Clinical

AT·TECH

- Engineering & Technical

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- Executive Search

WORKFORCE SOLUTIONS

Agile·1

Talent, technology, and procurement outsourcing solutions that address business objectives associated with talent acquisition, non-employee worker sourcing and management.

Acceleration

Simplifies communication between applicants, workers, suppliers, and hiring managers by providing automated, modular solutions that improve temporary labor and direct placement needs.

BUSINESS SOLUTIONS

A-Check Global

Delivers exceptional employee screening solutions worldwide.

ACT·1 Government Solutions

Partners with Fortune 500 companies to provide a wide range of services to federal government customers.

DRIVE SRM
AN AGILE·1 TECHNOLOGY

Provides a comprehensive approach to supplier data management.

ATIMS

ATIMS is a leading provider of Law Enforcement and Public Safety software.

CTA Travel

A full service travel company.

Resources

1. **2018 SCALE Survey of Employers**
ACT-1 Group, September 2017

2. **2017 SCALE Survey of Employees**
ACT-1 Group, September 2017

3. **Talent Attraction Study: What Matters to the Modern Candidate** Indeed, 2015

Online
SCALE Portal

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- Full retention toolkit
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- Workforce guidance
- Expanded job descriptions