



# SCALE

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Your **2019** Salary Guide



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Get Retention and Salary Tools in the SCALE Portal  
[www.appleone.com/SCALE](http://www.appleone.com/SCALE)



## ***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 print edition of the SCALE, resources and tools are continually provided in our online leadership portal. Visit our SCALE portal at [appleone.com/SCALE](http://appleone.com/SCALE).

Your 2019 SCALE provides you with the most current information on compensation and workforce trends available. The SCALE 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/SCALE](http://www.appleone.com/SCALE)**



## Executive Message

This edition of the SCALE offers data to help you and your organization glean insights to heighten your competitiveness in today's dynamic hiring market. We are happy to continue to provide you tools to support you shaping these insights into focused action.

We all see that innovation and new technologies are allowing organizations to grow through a global transformation. Businesses at every scale, industry, and location can benefit from abundant opportunities by building teams with the skills and drive to unlock the vast potential of tomorrow.

This ever-increasing need for specialized talent creates a progressively competitive labor market that pushes employers to adapt hiring processes. We see clients across the globe reprioritizing to ensure that key positions can be filled as quickly as possible. By smartly focusing resources on those must-fill positions, employers maximize the impact of recruiting and hiring efforts.

Let us know how you incorporate these tools into your initiatives, and how we may continue providing resources to help you succeed. If you'd like to receive our updates, let us know by following us on Twitter @AppleOneWorks or by contacting your Hiring Advisor at your local branch and requesting to 'Stay in the Conversation'.

Thank you for your continuing partnership with the ActOne Group. We value you and your organization.



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President, AppleOne



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# *Winning the* **Hiring Game**

## Strategies to Hire Top Talent Faster

Half of employers (50%) say filling their jobs is taking longer than ever before. The new rules of the hiring game focus on how to speed up the process:

1. Expand our recruiting resources
2. Have a competitive financial offer
3. Clearly set ourselves apart from other employers
4. Make a hiring decision much faster



## *Speed or Spend*

Once you identify a candidate, you must move quickly to keep them engaged. Candidates are interviewing with multiple companies and frequently have their choice of offers. Top candidates are usually off the market within 10 days, so the longer it takes to make a hiring decision the more likely you are to lose your top choice to a competing opportunity.

Speed is also important because of the cost of leaving positions unfilled. Nearly a third of employers (31%) say that on average unfilled positions cost them more than \$500 per day.<sup>2</sup> The longer a position remains unfilled, the higher those costs become.

AppleOne provides many tools to help employers reduce time to hire. Clients report that positions hired through AppleOne are filled more than twice as fast as when employers hire on their own.<sup>2</sup> In fact, 72% of employers say speed is one of the top reasons they work with AppleOne, followed by expanded talent pools and better cultural fit.<sup>2</sup>

**\$500+**  
per Day Average



*cost of unfilled positions  
according to 31% of employers<sup>2</sup>*

## 2019 SCALE

# Cost of Vacancy SCORE CARD

UPPER SECTION	EXAMPLE	PLAYER 1	PLAYER 2
Annual Salary	\$50,000	\$	\$
Productivity Multiplier (Typically 3, according to a Harvard Business School Study)	x 3	x	x
Annual Contribution (Salary multiplied by Productivity Multiplier)	= \$150,000	=	=
LOWER SECTION	EXAMPLE	PLAYER 1	PLAYER 2
Annual Work Days (260 less paid sick leave and vacation)	÷ 244	÷	÷
Daily COV (Annual contribution divided by productive days)	= \$615	=	=
Days to Fill (Average 38 days, according to a SHRM study)	x 38	x	x
Total COV (Daily COV multiplied by days to fill)	= \$23,370	=	=

## Competition for Talent is Fierce

Unemployment rates are reaching historic lows, and job seekers say they have such an abundance of opportunities they do not even apply to 40% of the jobs they match.<sup>1</sup> At the same time, a growing number of employers (48%) say they plan to increase headcount in the coming months<sup>2</sup>—creating even more demand for a steadily shrinking pool of available candidates.

Companies seeking to grow need to recruit from expanded sources, including the ranks of the already employed. Fortunately, 77% of employees say they are open to hearing about the right opportunity.<sup>1</sup> Unfortunately, most of those potential candidates are not actively seeking new opportunities, so employers partner with AppleOne to reach that hidden pool of employed talent and motivate them to make a move.

**40%**  
of job board matches  
are **ignored.**<sup>1</sup>

**69%**  
  
of working professionals  
*do not visit job boards.*<sup>1</sup>

### *How long does it typically take you to fill a position?<sup>2</sup>*

Position	Hiring on Own	Hiring with AppleOne		
Senior Management	45 days	17.5 days		
Middle Management	30 days	17.5 days		
Staff	30 days	14 days	= 16 x \$500	=\$8,000
Hourly/Temp	15 days	7 days		

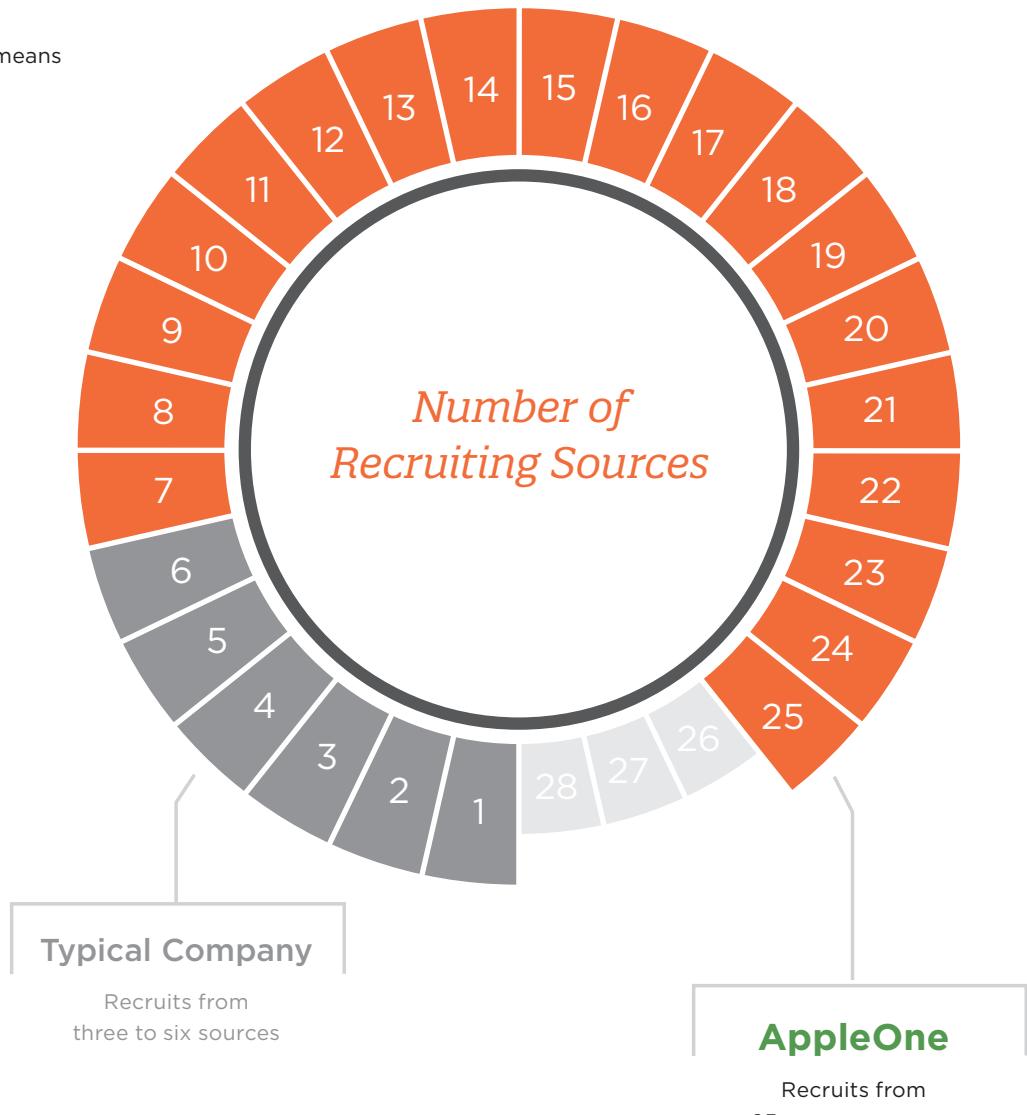
# Expand Recruiting Resources

GAIN EXPOSURE TO THE WIDEST  
CANDIDATE POOL POSSIBLE

With AppleOne you only pay for results, which means  
you can interview our candidates for free.

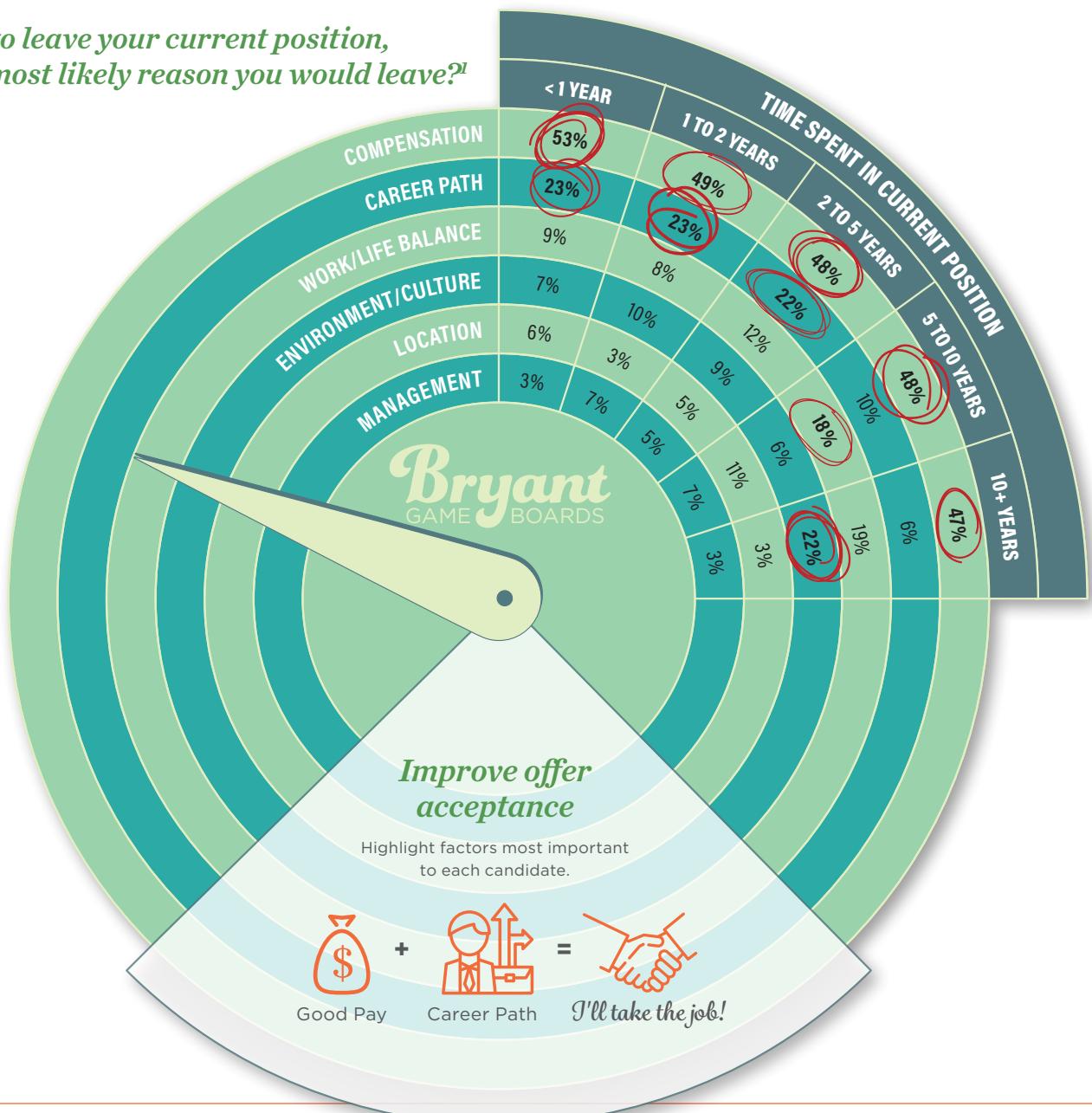
## Typical Recruiting Sources

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



## Make Your Offer Irresistible

*If you were to leave your current position,  
what is the most likely reason you would leave?<sup>21</sup>*



# Set Yourself Apart

The cost of hiring has increased, and low unemployment has created a competitive hiring situation where attracting talent requires additional investments. When outsourcing the hiring process, time to fill can be controlled based on the hiring approach you select. The staffing company will budget their time and resources according to the urgency rating you assign to the position you need to have filled. For example:



## ASAP

Your job opening negatively affects your company and must be filled ASAP. Express rates allow you to jump to the front of the line for priority service.

### Action Steps

1. Establish a communication process with your recruiter.
2. AppleOne taps its existing pool of candidates pulled from exclusive talent networks and over 200 recruiting centers to find the ASAP professional you need.
3. Start the worker as a *Working Interview*. This allows you to get them “off the market” and quadruple the interview/observation time from one hour to four hours.
4. Only start billing that day if the candidate is selected.



## 1-2 weeks

The opening is important to fill soon because it will create a backlog, but you have it covered for a short period. Your job opening should be filled within a week or two at the latest.

### Action Steps

1. Establish a communication process with your recruiter.
2. AppleOne taps over 25 candidate sourcing channels and 200 recruiting centers working 24x7 to find the professional you need.
3. Interview the candidate using AppleOne’s guided *Precision Interviewing Structure Form* or if the candidate is available for immediate deployment you can get them “off the market” and extend your interview/observation time from one to four hours using our *Working Interview*.
4. Only start billing that day if the candidate is selected.



## Focusing on Fit

Your team synergy is thoughtfully considered in all of your hires. You want to be interviewing and making a hiring selection over the next four weeks.

### Action Steps

1. Establish a communication process with your recruiter.
2. Work with your recruiter to create an employer value proposition and customized recruitment marketing plan.
3. AppleOne taps over 25 candidate sourcing channels and 200 recruiting centers working 24x7 to find the talent that will fit your culture and needs.
4. Use the staffing firm’s offices to maximize interviewing effectiveness.
5. Hire confidently using a documented five-year guarantee covering promotions, position changes, and turnover.

## Make A Hiring Decision Faster

It Starts With Your Dedicated Hiring Advisor and 200 Recruiting Centers

Employer Branding

Customized Recruitment Marketing Plan

National Candidate Referral Portal

Headhunting

**ONLY PAY FOR RESULTS**

Placement Engagement SOP

Job Offer Negotiation

Selection Debrief

**PROVEN BENCHMARKING PROCESS**

Firsthand References

Interview Preparation

National Job Opening Portal

Individual Job Fairs

Resume Databases

24x7 Recruiting

Certified Social Recruiting

Industry Trade Shows

Global Recruiting

Client Self-Search Database

Sister Companies Network

Global Job Advertising

Now we go through our benchmarking steps!

Background Verification

Prescreen

Skills and Traits Evaluation

Candidate Profile Presentation

## No Risk Checklist

- No upfront sourcing or screening costs
- Free to interview exclusive and pre-vetted candidates
- Four-hour working interview: only pay for results
- Five-year guarantee on promotions and turnover

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 see the benefits in your long-term growth, we developed a five-year guarantee that covers hiring associated with restructuring, turnover, and best of all, promotions, for up to five years. Since we already understand your position and company, we can move swiftly to keep your positions staffed and productive.



### 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

# How Outsourcing Optimizes Hiring ROI

## 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 up-front recruitment services or for interviewing our talent. We only invoice clients once they have a hire that has started work.

## Together... We Win!®



### **Your Advisor and Your Team = No More “Rep” Turnover**

Adding to your work family is a delicate process 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 that do not match the opening being submitted, or longer times to fill. We are proud to call this personalized approach Hiring Made Human!®

**Recruitment Marketing Plan**

**MAKE THE GRASS GREENER**

"We actually find the best achievers and performers for your position, not just active job seekers. These candidates are also often currently employed... therefore... WE BOTH have to treat these higher-caliber candidates differently. They will evaluate the opportunity with their current employer and against your industry competitors who are seeking them out. Knowing it is a competitive and time-sensitive situation, it is important to consider how we can better sell your total opportunity to the candidates... WHY he/she should join your firm."

**1 HIRING**

**2 JOB ASSESSMENT**

**COMPANY**

Employee count  
Hot industry  
Market rate

**POSITION**

Compensation  
Boss background  
Team background  
Important factors

**POTENTIAL**

Impact level  
What success  
Expected

**3 CURRENT**

Key position  
Why  
Next career move

**4 BEST**

email  
LinkedIn  
Facebook

**Talent Benchmarking Form**

**EMPLOYER QUESTIONNAIRE**

Leader \_\_\_\_\_ Location \_\_\_\_\_ Company \_\_\_\_\_  
Date \_\_\_\_\_ Department \_\_\_\_\_ DAE \_\_\_\_\_

**Precision Interviewing Structure**

**SAMPLE INTERVIEW**

**1 BREAK THE ICE**  
Thank you for coming in today. I hope that our location was easy to find.

**2 CONFIRM JOB MATCH**  
The opportunity is for someone to be doing \_\_\_\_\_ Let's go over the top six aspects of the position and how well they fit who you are:

Job aspect	Match?	0: not 1: mostly 2: yes	Describe how you've done something like this before

**3 DIG INTO THE DETAILS**

How often?  
What tools did you use?  
% of your time?  
What challenges did you encounter?  
How do you do \_\_\_\_\_? Who else worked with you on that?  
What are you most proud of doing?  
Turnaround time/project duration?  
What will you be remembered for?

**4 TRAIT MATCH**

Trait	Possible Questions
Sense of Urgency	Can you tell me about the last project you completed ahead of schedule. What allowed you to beat your deadline? When did this last happen?
Strong Customer Service Skills	Can you tell me about a time you did something extra for a customer that you didn't have to do, but you did it because it would be better for the customer?
Strong Work Ethic	Describe what work ethic means to you. Give me a couple of examples of times you demonstrated your work ethic.
Reliability	When we check references, what percent of the time in a year will they say you were reliable?
Teamwork	Can you tell me about a time you worked on a team. What was your role on the team? What did you contribute?
Proactive	What are two or three things you did last year to improve a process, save time or save money?

**5 CANDIDATE PRIORITIES**  
At this point in your career, what are your top priorities in any next job you take?

**6 OPPORTUNITY MATCH: WHAT'S IN IT FOR ME?**  
I'm excited about this opportunity we have because

Their priorities and skills match	Enticing aspects of the job/company which match their priorities and skills

**7 CLOSING - PUT THE BALL IN THEIR COURT**  
What questions do you have for me? • If you are interested in continuing the interview process, the ball is in your court to reply to me with a description of why you are the right person for the job.

## FREE Hiring Toolkit

Visit our SCALE Portal to download our *Precision Interviewing Structure Form* and many other hiring and retention tools.

[www.appleone.com/SCALE](http://www.appleone.com/SCALE)



This is the next most impactful hiring technique.  
I would like to be introduced to:

- Precision Interviewing
- Benchmarking and Culture Matching
- Creating an Employer Brand for Recruiting



## National Salaries

**15**

Accounting, Payroll, Finance  
Administrative, Clerical, General Office

**16**

Credit and Collections  
Customer Service and Call Center  
Engineering and IT

**17**

Human Resources  
Insurance  
Legal  
Management  
Marketing, Writing, and Design

**18**

Medical  
Mortgage and Lending  
Sales  
Travel  
Warehouse and Light Industrial

## Accounting, Payroll, Finance

	Low	Median	High	% Change
Accountant	\$48,290	\$60,621	\$77,923	2.8%
Accounting Clerk	\$31,880	\$36,768	\$44,341	2.7%
Accounting Manager	\$53,586	\$67,838	\$91,373	3.2%
Accounts Payable (Clerk)	\$32,540	\$38,492	\$45,538	1.4%
Accounts Receivable (Clerk)	\$32,672	\$39,426	\$46,599	3.1%
AP/AR Manager	\$45,323	\$55,342	\$70,447	1.0%
Assistant Controller	\$66,527	\$82,863	\$106,738	1.2%
Auditor	\$52,765	\$66,129	\$84,328	2.6%
Billing Clerk	\$34,087	\$39,246	\$46,315	1.1%
Billing Manager	\$34,362	\$41,999	\$64,734	-4.7%
Bookkeeper	\$36,601	\$40,899	\$49,316	-0.2%
Certified Public Accountant (CPA)	\$53,182	\$68,561	\$123,232	-2.9%
Collections Specialist	\$34,853	\$42,018	\$47,152	3.3%
Controller	\$134,249	\$166,965	\$216,458	-2.9%
Cost Accountant	\$48,846	\$61,014	\$96,911	-0.3%
Director of Finance	\$85,415	\$116,152	\$190,180	-0.6%
Estimator	\$47,340	\$61,680	\$102,800	-0.9%
Financial Analyst	\$55,443	\$69,601	\$91,462	5.0%
Full Charge Bookkeeper	\$39,064	\$46,260	\$54,484	-0.1%
Investment Assistant	\$41,835	\$56,534	\$77,567	2.8%
Junior Financial Analyst	\$47,041	\$56,068	\$74,579	5.4%
Payroll Clerk	\$29,935	\$35,977	\$51,400	-5.3%
Payroll Coordinator	\$35,772	\$41,958	\$50,239	4.1%
Payroll Manager	\$53,038	\$63,370	\$75,489	2.8%
Payroll Specialist	\$38,462	\$45,156	\$48,950	3.0%
Purchasing Clerk	\$35,112	\$42,740	\$52,213	2.7%
Purchasing Manager	\$52,083	\$72,442	\$121,555	5.1%
Purchasing/Buyer	\$44,120	\$52,226	\$74,550	-3.2%
Senior Accountant	\$51,708	\$64,802	\$102,800	-2.7%
Senior Financial Analyst	\$60,819	\$73,321	\$110,367	-0.8%
Senior Staff Accountant	\$59,179	\$71,857	\$89,883	2.8%
Staff Accountant	\$51,237	\$67,429	\$77,957	4.1%
Supply Chain Manager	\$64,353	\$82,918	\$113,538	4.7%
Tax Accountant	\$44,669	\$54,916	\$89,244	1.4%
Tax Manager	\$68,126	\$83,968	\$100,466	-2.6%
Vice President of Finance	\$178,512	\$219,845	\$280,099	-1.5%

## Administrative, Clerical, General Office

	Low	Median	High	% Change
Administrative Assistant	\$32,292	\$38,878	\$48,363	3.3%
Data Entry Specialist	\$28,388	\$31,025	\$36,237	4.9%
Dispatcher	\$34,571	\$42,124	\$52,190	2.1%
Executive Assistant	\$39,063	\$47,304	\$71,960	-0.6%
Facilities Coordinator	\$44,880	\$54,960	\$72,058	4.7%
Facilities Manager	\$51,143	\$65,232	\$84,232	2.6%
File Clerk	\$23,977	\$28,677	\$33,107	2.8%
Front Desk Coordinator	\$26,617	\$30,830	\$36,153	2.8%
Junior Administrative Assistant	\$28,488	\$33,152	\$39,624	3.8%
Logistics Coordinator	\$34,551	\$40,101	\$45,799	2.8%
Logistics Manager	\$54,568	\$67,087	\$94,511	3.9%
Mailroom Clerk	\$25,910	\$32,240	\$39,027	2.3%
Office Assistant	\$25,074	\$30,921	\$37,261	3.4%
Office Clerk	\$26,992	\$32,622	\$40,870	3.3%
Office Coordinator	\$31,489	\$38,169	\$48,523	-1.4%
Office Manager	\$44,687	\$55,991	\$73,388	1.2%
Order Management Specialist	\$42,252	\$53,163	\$67,512	4.1%
Planner	\$43,685	\$50,560	\$60,188	2.8%
Production Manager	\$51,400	\$61,680	\$75,044	-1.0%
Project Coordinator	\$43,971	\$58,134	\$88,258	1.4%
Project Manager	\$60,256	\$78,771	\$100,499	-0.3%
Quality Assurance Coordinator	\$37,907	\$47,359	\$58,660	3.2%
Receptionist	\$26,517	\$31,426	\$35,880	2.2%
Sales Assistant	\$30,481	\$37,896	\$49,460	3.5%
Senior Administrative Assistant	\$43,369	\$52,399	\$65,400	3.2%
Senior Data Entry Specialist	\$32,244	\$35,820	\$42,487	-2.9%
Senior Executive Assistant	\$47,466	\$58,307	\$72,173	-4.7%
Senior Office/Facilities Manager	\$55,026	\$72,295	\$102,006	2.8%
Superintendent	\$65,309	\$81,637	\$103,406	2.8%
Switchboard Operator	\$26,017	\$29,394	\$35,188	2.8%

**Credit and Collections**

	Low	Median	High	% Change
Collections Representative	\$30,086	\$36,091	\$45,514	3.1%
Credit Analyst	\$44,204	\$53,456	\$66,820	4.0%
Credit/Collections Manager	\$55,000	\$72,640	\$100,658	2.8%
Loan Processor	\$35,846	\$43,174	\$53,550	4.9%
Senior Collector	\$37,183	\$45,427	\$58,249	2.0%

**Customer Service and Call Center**

	Low	Median	High	% Change
Bilingual CSR	\$28,632	\$34,447	\$43,579	1.8%
Call Center CSR-Inbound	\$26,393	\$30,833	\$35,767	2.4%
Call Center CSR-Outbound	\$26,569	\$30,241	\$37,050	4.1%
Call Center Lead	\$31,608	\$37,268	\$42,757	2.8%
Call Center Manager	\$43,587	\$54,402	\$77,576	3.2%
Customer Service Manager	\$42,442	\$54,737	\$73,495	3.8%
Customer Service Representative	\$28,451	\$34,249	\$41,608	2.7%
Outbound Telemarketing Sales Rep	\$25,297	\$29,389	\$38,066	1.0%

**Engineering and IT**

	Low	Median	High	% Change
.Net Developer	\$91,176	\$108,565	\$122,380	0.3%
Applications Analyst	\$60,631	\$73,970	\$89,686	5.3%
AutoCAD Drafter/Designer	\$48,610	\$56,768	\$66,315	1.4%
Business Intelligence Developer	\$100,042	\$126,317	\$147,997	1.9%
Big Data Analytics Architect	\$137,321	\$146,991	\$159,023	2.8%
Business Intelligence Analyst	\$80,051	\$100,470	\$130,852	1.5%
Business Intelligence Architect	\$120,588	\$143,751	\$172,075	2.7%
Data Analyst	\$45,230	\$56,238	\$70,764	1.2%
Data Modeler	\$89,244	\$107,351	\$139,439	1.4%
Database Administrator (DBA)	\$60,238	\$78,446	\$94,894	1.4%
Design Engineer	\$70,074	\$87,649	\$110,958	2.8%
Electrical Engineer	\$76,741	\$93,255	\$115,807	1.5%
Engineer	\$71,436	\$89,478	\$114,254	3.1%
Help Desk Support	\$38,430	\$47,127	\$61,076	3.9%
Industrial Engineer	\$66,854	\$80,646	\$97,879	3.5%
Information Security Analyst	\$75,870	\$96,166	\$120,382	2.8%
Java Developer	\$87,289	\$107,585	\$126,175	1.9%

**Engineering and IT (cont.)**

	Low	Median	High	% Change
JD Edwards Consultant	\$79,875	\$94,035	\$108,109	1.4%
Mechanical Engineer	\$67,848	\$80,184	\$94,576	-4.7%
Mobile Applications Developer	\$97,175	\$117,595	\$142,669	1.5%
Network Administrator	\$57,262	\$72,884	\$90,746	1.4%
Oracle DBA	\$63,494	\$81,957	\$101,431	1.4%
Oracle EBS Functional Analyst	\$95,928	\$125,496	\$128,942	2.8%
Oracle EBS Technical Consultant	\$103,595	\$124,767	\$145,373	-0.1%
PeopleSoft Functional Analyst	\$75,964	\$100,141	\$129,749	1.7%
PeopleSoft Technical Consultant	\$78,696	\$99,953	\$124,598	1.8%
Program Analyst	\$60,804	\$76,700	\$96,968	2.8%
Program Developer	\$62,546	\$76,735	\$95,589	2.8%
Project Manager	\$74,109	\$98,910	\$133,562	1.6%
Revit Designer	\$54,931	\$63,156	\$75,230	-2.3%
Security Systems Administrator	\$57,176	\$76,104	\$124,667	-3.8%
Software Engineer	\$72,623	\$91,878	\$114,989	4.9%
SuccessFactors Consultant	\$93,045	\$106,568	\$124,728	-1.7%
Systems Administrator	\$58,117	\$72,722	\$89,204	1.4%
Systems Analyst	\$63,736	\$82,240	\$104,856	-2.8%
Systems Architect	\$72,087	\$92,885	\$117,670	6.1%
Systems Integration Manager	\$85,376	\$105,878	\$132,096	5.6%
Test Engineer	\$61,915	\$76,283	\$91,122	4.9%
UI Designer	\$84,325	\$105,239	\$127,026	-0.7%
UX Designer	\$77,266	\$92,523	\$112,790	-2.2%
Verification Engineer	\$66,267	\$81,690	\$98,409	3.3%
VP of Information Technology	\$214,639	\$279,954	\$359,729	-2.8%
Web Designer	\$52,072	\$68,451	\$86,668	3.5%
Workday Consultant	\$62,685	\$91,115	\$118,360	-3.5%

### **Human Resources**

	Low	Median	High	% Change
Benefits Administrator	\$39,420	\$45,736	\$55,449	2.8%
Benefits Coordinator	\$38,474	\$45,104	\$54,670	4.2%
Benefits Manager	\$52,938	\$65,449	\$86,458	3.0%
E-Learning Coordinator	\$41,941	\$48,086	\$54,828	1.4%
Human Resources Clerk	\$33,030	\$38,290	\$45,628	2.3%
Human Resources Coordinator	\$38,356	\$43,616	\$51,095	2.8%
Human Resources Generalist	\$46,798	\$57,067	\$70,324	4.0%
Human Resources Manager	\$58,449	\$77,961	\$105,398	2.8%
Recruiter	\$37,938	\$49,985	\$64,846	1.4%
Risk Manager	\$53,689	\$67,972	\$86,327	2.8%
Trainer	\$42,186	\$52,231	\$66,730	3.3%
Training Manager	\$50,605	\$62,425	\$78,717	3.5%
Workers' Compensation Clerk	\$34,437	\$40,716	\$47,908	1.8%

### **Insurance**

	Low	Median	High	% Change
Adjuster	\$40,830	\$49,816	\$61,711	-2.0%
Associate Broker	\$42,683	\$53,569	\$73,900	2.9%
Broker	\$52,736	\$67,780	\$90,151	0.6%
Claims Assistant	\$32,896	\$39,064	\$48,316	2.3%
Claims Manager	\$51,741	\$64,475	\$79,501	1.6%
Insurance Underwriter	\$50,143	\$63,534	\$83,962	2.8%
Trust Assistant	\$34,274	\$43,555	\$57,141	3.7%
Underwriting Assistant	\$37,994	\$45,936	\$58,309	1.2%

### **Legal**

	Low	Median	High	% Change
Contract Administrator	\$45,164	\$56,846	\$74,311	3.6%
Legal Assistant	\$36,423	\$46,357	\$59,601	2.8%
Legal Biller	\$39,821	\$45,142	\$52,153	-3.2%
Legal Receptionist	\$31,751	\$36,223	\$43,124	2.9%
Legal Secretary	\$41,901	\$48,782	\$57,353	-0.1%
Paralegal	\$50,414	\$62,518	\$76,664	0.2%
VP of Business & Legal Affairs	\$247,546	\$309,217	\$382,645	1.4%

### **Management**

	Low	Median	High	% Change
Chief Executive Officer	\$576,884	\$758,818	\$941,634	2.8%
Chief Financial Officer	\$248,299	\$317,468	\$400,877	-3.8%
Chief Information Officer	\$132,718	\$168,933	\$203,809	0.0%
Chief Operations Officer	\$346,507	\$458,454	\$577,265	1.4%
Director of Operations	\$116,100	\$141,610	\$182,091	1.4%
Foreman	\$41,788	\$53,683	\$69,169	-0.8%
General Manager	\$54,343	\$73,001	\$101,829	0.9%
Team Lead	\$42,898	\$53,836	\$71,306	3.0%

### **Marketing, Writing, and Design**

	Low	Median	High	% Change
Art Director	\$89,494	\$109,103	\$124,911	-0.9%
Content Manager	\$66,820	\$92,520	\$129,528	-3.5%
Copywriter	\$40,823	\$51,614	\$64,467	3.7%
Creative Director	\$108,219	\$132,855	\$177,358	-0.5%
Graphic Designer	\$40,653	\$50,504	\$63,942	2.8%
Marketing Coordinator/Assistant	\$35,980	\$43,176	\$67,957	4.5%
Marketing Data Coordinator	\$45,524	\$55,922	\$74,016	2.8%
Marketing Director	\$109,669	\$134,406	\$173,278	-0.5%
Marketing Manager	\$59,091	\$78,762	\$104,350	3.3%
Production Designer	\$48,499	\$62,350	\$78,539	1.4%
Project Director	\$65,865	\$94,553	\$132,202	-0.7%
Project Manager	\$66,618	\$87,579	\$111,914	2.9%
Proposal/Grant Writer	\$44,414	\$56,292	\$69,296	4.6%
SEO/SEM Specialist	\$59,430	\$75,056	\$110,277	2.9%
Technical Writer	\$51,930	\$67,082	\$83,469	2.9%
Traffic Manager	\$47,318	\$63,251	\$85,453	-2.6%
Vice President of Marketing	\$201,828	\$251,754	\$332,073	-2.9%

### Medical

	Low	Median	High	% Change
Electronic Med. Records Coordinator	\$33,331	\$40,060	\$50,760	2.8%
Insurance Verifier	\$36,392	\$41,408	\$46,780	2.8%
Medical Biller/Coder	\$31,148	\$37,361	\$46,501	2.8%
Medical Claims Assistant	\$32,393	\$37,616	\$43,491	1.4%
Medical Claims Manager	\$40,378	\$49,717	\$62,908	1.4%
Medical Front Desk	\$27,918	\$32,321	\$37,694	1.4%
Medical Office Manager	\$43,439	\$54,048	\$70,838	1.6%
Medical Records Clerk	\$29,182	\$34,859	\$42,089	2.2%
Medical Transcriptionist	\$27,797	\$32,896	\$47,427	-3.7%
Patient Registration	\$29,444	\$36,472	\$43,833	1.4%
Referral Coordinator	\$35,561	\$41,271	\$54,085	4.4%

### Mortgage and Lending

	Low	Median	High	% Change
Credit Analyst	\$43,669	\$53,046	\$64,920	3.6%
Documentation Drawer	\$38,639	\$48,951	\$59,820	-1.7%
Escrow Officer	\$40,865	\$50,057	\$61,005	3.8%
Funder	\$39,256	\$45,341	\$53,717	3.4%
Loan Officer	\$41,914	\$54,439	\$76,680	1.4%
Loan Originator	\$40,424	\$51,846	\$66,790	1.4%
Loan Processing Manager	\$46,260	\$60,652	\$83,268	-0.4%
Loan Processor	\$35,729	\$44,077	\$57,082	4.5%
Senior Underwriter	\$59,091	\$72,808	\$88,340	2.7%
Title Examiner	\$34,320	\$39,116	\$56,965	-3.3%
Underwriter	\$49,614	\$60,289	\$76,712	2.8%

### Sales

	Low	Median	High	% Change
Account Executive	\$41,667	\$55,751	\$78,157	1.4%
Account Manager	\$41,620	\$54,827	\$70,955	3.8%
Director of Sales	\$97,331	\$133,365	\$169,976	-0.8%
Inside Sales Representative	\$38,434	\$48,426	\$60,953	4.9%
Outside Sales Representative	\$42,201	\$58,142	\$78,882	3.7%
Sales Coordinator	\$38,827	\$50,564	\$65,078	2.9%
Sales Manager	\$58,869	\$80,363	\$107,853	2.4%
Telemarketer	\$25,790	\$31,342	\$42,465	0.5%
Vice President of Sales	\$98,752	\$137,685	\$180,001	0.7%

### Travel

	Low	Median	High	% Change
Travel Agent/Corporate	\$38,894	\$44,823	\$53,104	1.2%
Travel Agent/Leisure	\$32,933	\$39,287	\$46,792	1.4%

### Warehouse and Light Industrial

	Low	Median	High	% Change
Assembler	\$24,992	\$30,354	\$37,364	4.4%
Fleet Manager	\$50,858	\$62,924	\$79,546	2.6%
Inventory Analyst	\$35,908	\$43,013	\$50,722	4.1%
Inventory Clerk	\$25,700	\$30,840	\$37,008	-2.4%
Manufacturing Technician	\$36,353	\$43,500	\$52,052	5.4%
Material Handler	\$26,642	\$31,149	\$37,187	3.1%
Operations Manager	\$53,883	\$71,025	\$96,580	1.4%
Picker/Packer	\$23,393	\$26,630	\$31,519	3.5%
Safety Manager	\$51,430	\$65,631	\$84,683	2.8%
Shipping/Receiving Clerk	\$24,788	\$31,274	\$38,063	3.0%
Shipping/Receiving Manager	\$45,381	\$54,523	\$66,364	2.2%
Vice President of Operations	\$206,703	\$265,642	\$335,133	2.8%
Warehouse Clerk	\$25,347	\$29,419	\$34,620	1.4%
Warehouse Manager	\$50,591	\$64,622	\$81,356	2.8%

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### ABLE

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### ACCOUNTING CLERK

#### Accounting

Compute, classify, and record numerical data to keep financial records complete. Perform any combination of ro...

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### ABLE

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### ACCOUNTS RECEIVABLE

#### Accounting

Compute, classify, and record numerical data related to Accounts Receivable to keep financial records complete...

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### AP/AI

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# Regional Salary Variances

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

## ALABAMA

Birmingham.....	93.4%
Huntsville.....	105.9%
Mobile.....	86.6%
Montgomery.....	81.9%

## ALASKA

Anchorage.....	116.5%
Fairbanks.....	112.1%

## ARIZONA

Phoenix.....	97.8%
Tucson.....	91.1%

## ARKANSAS

Fayetteville.....	90.5%
Fort Smith.....	73.3%
Little Rock.....	86.5%

## CALIFORNIA

Anaheim.....	111.9%
Bakersfield.....	94.2%
Fresno.....	89.9%
Los Angeles.....	110.3%
Oakland.....	124.1%
Oxnard.....	104.8%
Riverside.....	93.5%
Sacramento.....	108.7%
Salinas.....	95.4%
San Diego.....	111.4%
San Francisco.....	152.8%
San Jose.....	152.5%
Santa Barbara.....	107.3%
Santa Rosa.....	106.5%
Stockton.....	92.4%
Thousand Oaks.....	104.8%
Ventura.....	104.8%

## COLORADO

Boulder.....	123.8%
Colorado Springs.....	98.9%
Denver.....	113.4%
Greeley.....	92.8%

## CONNECTICUT

Bridgeport.....	133.4%
Hartford.....	118.6%
New Haven.....	109.5%

## DELAWARE

Dover.....	88.7%
Wilmington.....	109.9%

## DISTRICT OF COLUMBIA

Washington.....	136.7%
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## FLORIDA

Clearwater.....	91.0%
Fort Lauderdale.....	91.8%
Jacksonville.....	90.4%
Miami.....	92.4%
Orlando.....	87.7%
Tallahassee.....	87.7%
Tampa.....	91.0%
West Palm Beach.....	94.0%

## GEORGIA

Atlanta.....	101.5%
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## HAWAII

Honolulu.....	106.7%
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## IDAHO

Boise.....	86.7%
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## ILLINOIS

Chicago.....	109.2%
Peoria.....	100.3%
Rockford.....	88.2%
Springfield.....	97.3%

## INDIANA

Carmel.....	94.9%
Evansville.....	85.7%

## INDIANA

Fort Wayne.....	86.1%
Indianapolis.....	94.9%

## IOWA

Des Moines.....	100.0%
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## KANSAS

Overland Park.....	97.7%
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## KENTUCKY

Bowling Green.....	78.4%
Lexington.....	86.4%
Louisville.....	89.1%

## LOUISIANA

New Orleans.....	85.6%
Shreveport.....	77.8%

## MAINE

Portland.....	96.7%
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## MARYLAND

Baltimore.....	111.4%
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## MASSACHUSETTS

Boston.....	136.6%
Springfield.....	100.6%

## MICHIGAN

Ann Arbor.....	106.3%
Detroit.....	103.6%
Flint.....	90.5%
Grand Rapids.....	88.4%
Lansing.....	94.8%

<b>MINNESOTA</b>	<b>NEW MEXICO</b>	<b>PENNSYLVANIA</b>	<b>UTAH</b>
Bloomington.....110.7%	Albuquerque.....91.7%	Harrisburg.....95.4%	Logan.....78.2%
Minneapolis.....110.7%	Las Cruces.....81.4%	King of Prussia.....108.5%	Provo.....90.1%
St. Paul.....110.7%		Philadelphia.....108.5%	Salt Lake City.....98.0%
		Pittsburgh.....96.0%	
<b>MISSISSIPPI</b>	<b>NEW YORK</b>	<b>PUERTO RICO</b>	<b>VERMONT</b>
Jackson.....84.5%	Albany.....104.2%	San Juan.....58.9%	Burlington.....104.8%
	Buffalo.....95.2%		
	New York.....127.2%		
		<b>ROHDE ISLAND</b>	<b>VIRGINIA</b>
<b>MISSOURI</b>	<b>NORTH CAROLINA</b>	Providence.....103.2%	Arlington.....136.7%
Kansas City.....97.7%	Charlotte.....99.1%		Chesapeake.....93.7%
Springfield.....80.1%	Raleigh.....101.5%		Newport News.....93.7%
St. Louis.....97.2%			Reston.....136.7%
	<b>NORTH DAKOTA</b>		Richmond.....98.5%
<b>MONTANA</b>	Fargo.....93.2%		
Billings.....89.7%		<b>SOUTH CAROLINA</b>	<b>WASHINGTON</b>
		Charleston.....88.8%	Bellevue.....124.7%
<b>NEBRASKA</b>	<b>OHIO</b>	Columbia.....86.6%	Seattle.....124.7%
Lincoln.....89.9%	Akron.....94.1%	Greenville.....85.4%	Tacoma.....124.7%
Omaha-Council Bluffs.....94.2%	Cincinnati.....96.6%		
	Cleveland.....96.6%	<b>SOUTH DAKOTA</b>	<b>WEST VIRGINIA</b>
<b>NEVADA</b>	Columbus.....98.8%	Rapid City.....78.9%	Charleston.....86.1%
Las Vegas.....87.8%	Dayton.....96.2%	Sioux Falls.....86.8%	Huntington.....81.6%
Reno.....91.5%	Toledo.....87.3%		
	<b>OKLAHOMA</b>	<b>TENNESSEE</b>	<b>WISCONSIN</b>
<b>NEW HAMPSHIRE</b>	Oklahoma City.....91.0%	Knoxville.....86.6%	Green Bay.....87.1%
Manchester.....104.0%	Tulsa.....89.4%	Memphis.....86.8%	Madison.....103.1%
		Nashville.....93.1%	Milwaukee.....98.9%
<b>NEW JERSEY</b>	<b>OREGON</b>		Wausau.....86.5%
Edison.....127.2%	Eugene.....91.3%	<b>TEXAS</b>	
Ewing.....124.4%	Portland.....109.3%	Arlington.....101.2%	<b>WYOMING</b>
Paramus.....127.2%	Salem.....93.3%	Austin.....102.4%	Casper.....95.8%
Princeton.....124.4%		Dallas.....101.2%	Cheyenne.....93.5%
Trenton.....124.4%		Edinburg.....71.9%	
		Fort Worth.....101.2%	
		Houston.....106.3%	
		Midland.....106.1%	
		San Antonio.....91.3%	

# 1 ActOne Group



## Partners

### STAFFING SOLUTIONS

#### AppleOne

- Accounting & Finance
- Administrative & Clerical
- Technical Staffing

#### All's Well

Providing all levels of healthcare staffing.

#### ActOne

- Entertainment Staffing
- Executive Search
- Legal Staffing

#### All STEM Connections

Connecting companies of all sizes to STEM talent who will support bringing business models and corporate goals to reality.

### WORKFORCE SOLUTIONS

#### AgileOne

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.

#### AllSource

Providing professional payroll services to contracted workers mitigating co-employment liability and decreasing the costs associated with workforce management.

### BUSINESS SOLUTIONS

#### A-Check Global

Delivers exceptional employee screening solutions worldwide.

#### AllCare

Medical Insurance Brokerage

A full-service employee benefits insurance agency.

#### ActOne

Government Solutions

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

#### ATIMS

A leading provider of Law Enforcement and Public Safety software.

#### OCTA Travel

A full-service travel company.

## Sources

1. 2019 SCALE Survey of Employees -  
ActOne Group, September 2018

2. 2019 SCALE Survey of Employers -  
ActOne Group, September 2018

3. Mid-Year Job Forecast -  
Careerbuilder, August 2018







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