



SCALE

Your **2019** Salary Guide

Table of Contents

2019 SCALE

2

About Your SCALE

12

How Outsourcing Optimizes Hiring ROI

3

Executive Message

14

National Salaries

4

Winning the Hiring Game

20

Regional Variances

7

Expand Recruiting Resources

22

ActOne Group

Get Retention and Salary Tools in the SCALE Portal

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.

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



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.



Brett Howroyd
President, AppleOne



Janice Bryant Howroyd
CEO, ActOne Group

 @JaniceBryantHowroyd

 JaniceBryantHowroyd

 @JBryantHowroyd

 @JBryantHowroyd



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.² 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.² 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.²

\$500+ per Day Average



*cost of unfilled positions
according to 31% of employers²*

Cost of Vacancy SCORE CARD			
UPPER SECTION	EXAMPLE	PLAYER 1	PLAYER 2
Annual Salary	\$50,000	\$	\$
Productivity Multiplier <small>(Typically 3, according to a Harvard Business School Study)</small>	x 3	x	x
Annual Contribution <small>(Salary multiplied by Productivity Multiplier)</small>	= \$150,000	=	=
LOWER SECTION	EXAMPLE	PLAYER 1	PLAYER 2
Annual Work Days <small>(260 less paid sick leave and vacation)</small>	÷ 244	÷	÷
Daily COV <small>(Annual contribution divided by productive days)</small>	= \$615	=	=
Days to Fill <small>(Average 38 days, according to a SHRM study)</small>	x 38	x	x
Total COV <small>(Daily COV multiplied by days to fill)</small>	= \$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.¹ At the same time, a growing number of employers (48%) say they plan to increase headcount in the coming months²—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.¹ 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.¹

69% of working professionals do not visit job boards.¹



How long does it typically take you to fill a position?²

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		

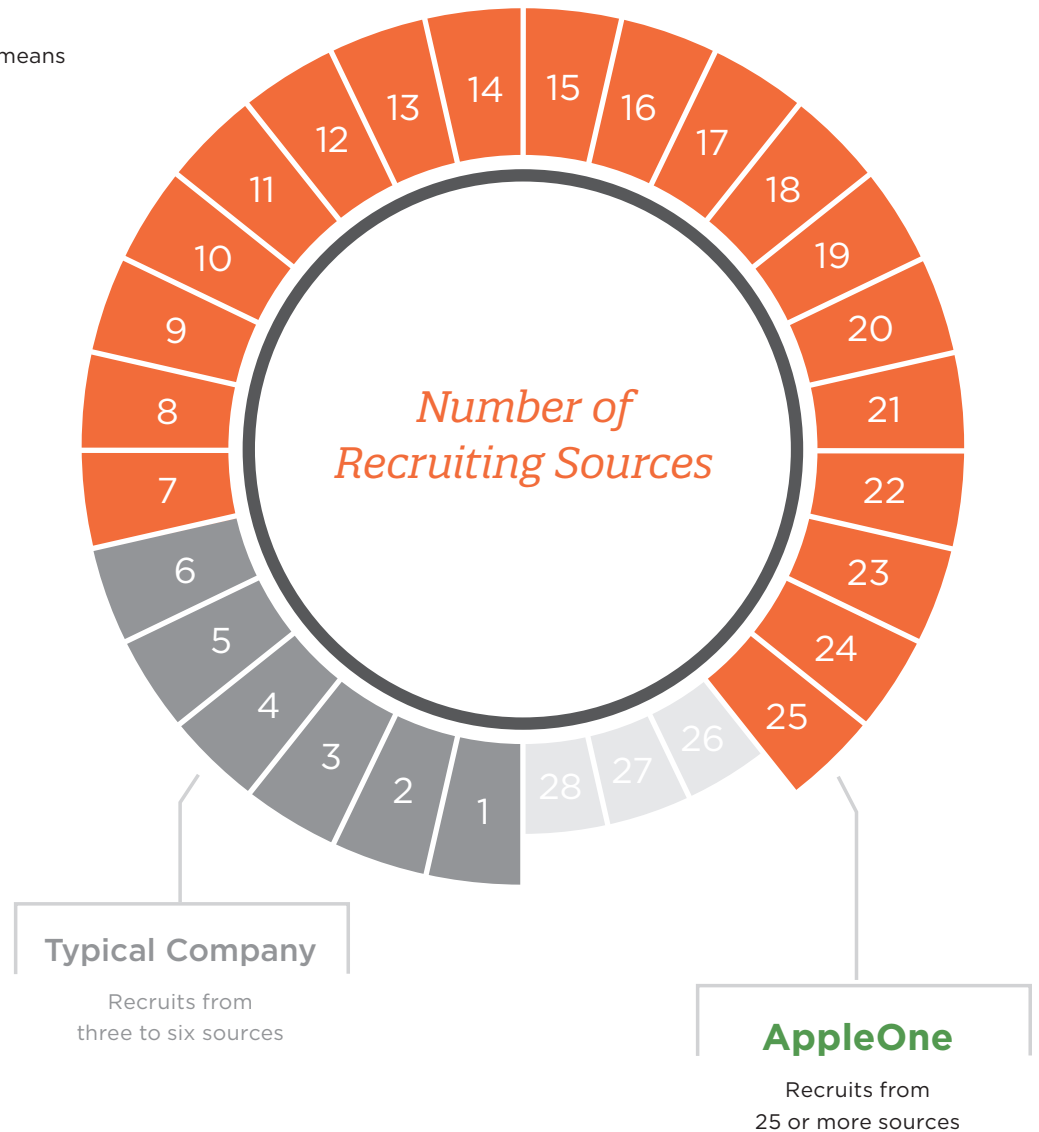
Expand Recruiting Resources

GAIN EXPOSURE TO THE WIDEST CANDIDATE POOL POSSIBLE

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

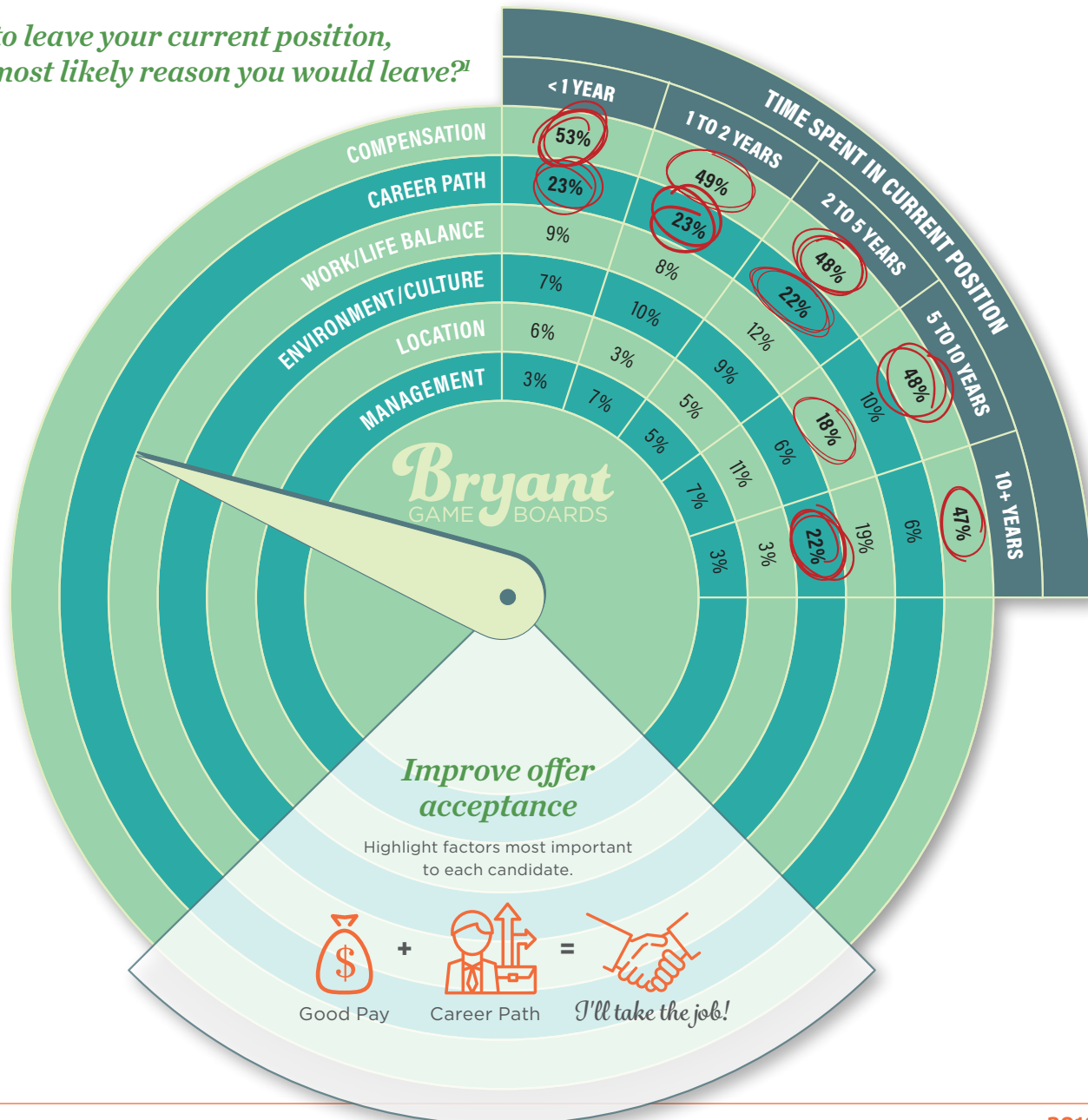
Typical Recruiting Sources

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?¹



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

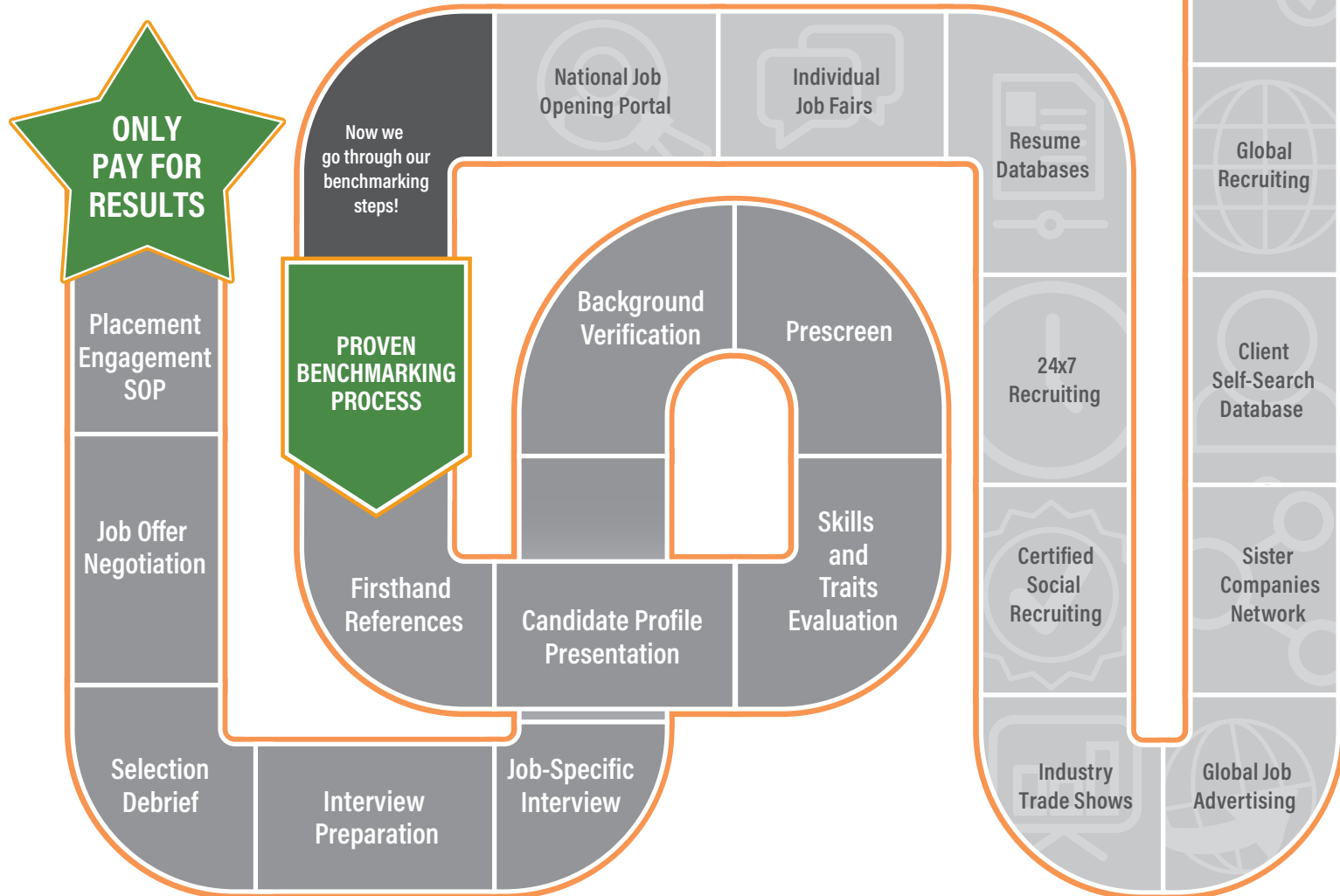
Your team synergy is thoughtfully considered in all of your hires. You want to be interviewing and making a hiring selection over the next four weeks.

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

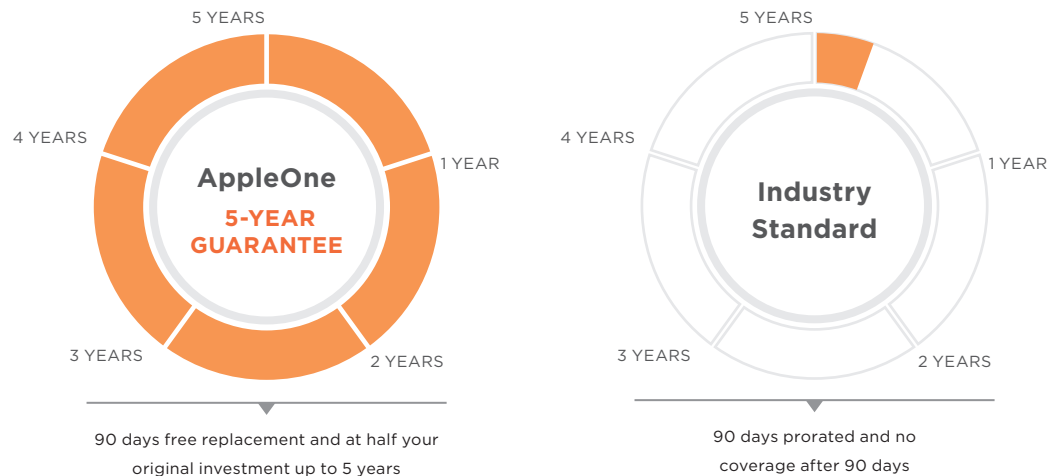
It Starts With Your
Dedicated Hiring Advisor and
200 Recruiting Centers



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

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

COMPAN

Employer

Hot Indust

Market ra

Talent Benchmarking Form

EMPLOYER QUESTIONNAIRE

Leader _____ Location _____ Company _____

Date _____ Department _____ DAE _____

To be used in preparation

SUPERST

☐ Area s

☐ What

☐ What

☐ Any c

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

☐ Your i

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

What do you think it would be like working in an environment like ours?

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



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%

<i>Human Resources</i>	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%

<i>Insurance</i>	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%

<i>Legal</i>	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%

<i>Management</i>	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%

<i>Marketing, Writing, and Design</i>	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%

<i>Medical</i>	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%

<i>Mortgage and Lending</i>	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%

<i>Sales</i>	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%

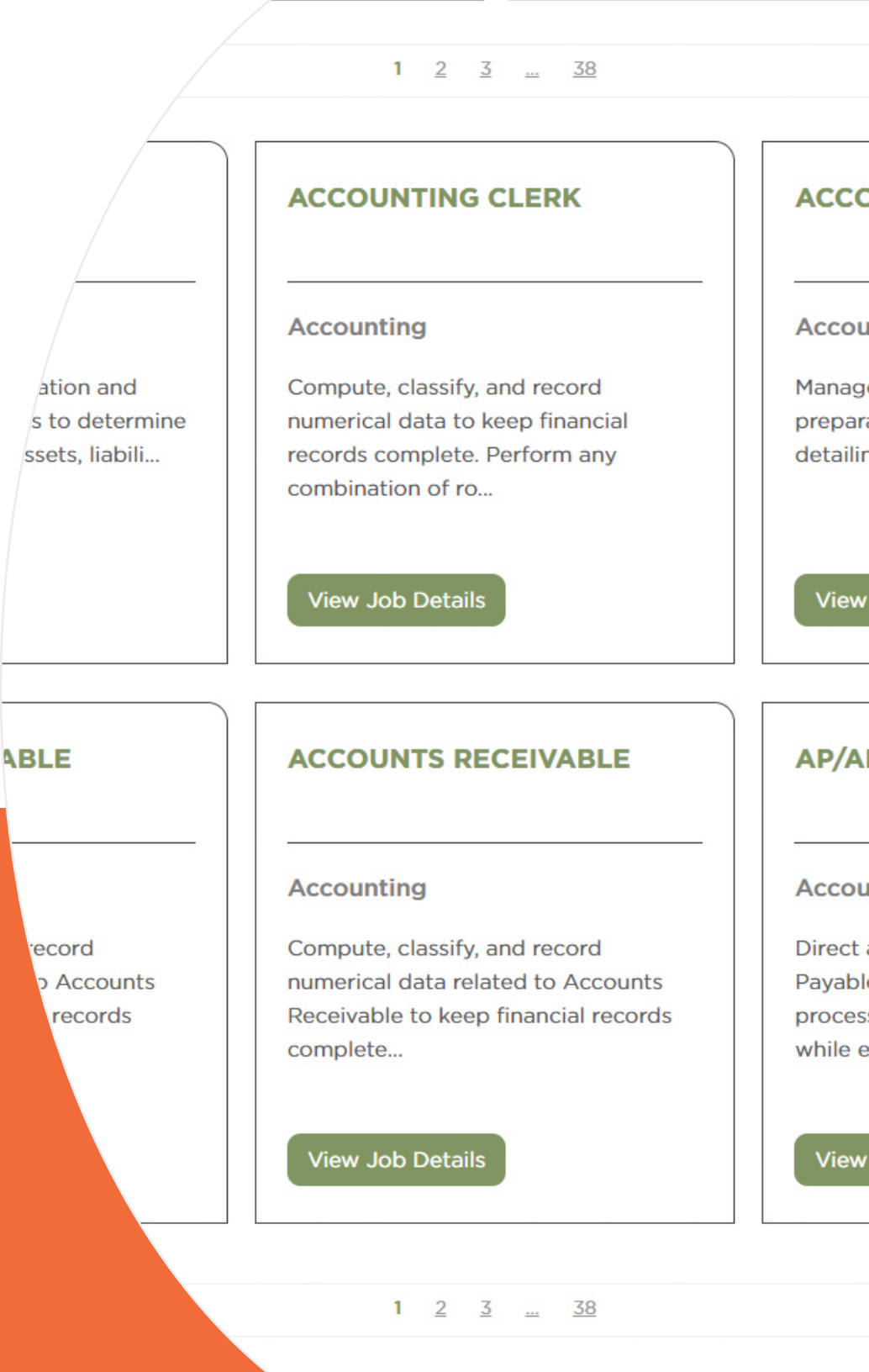
<i>Travel</i>	Low	Median	High	% Change
Travel Agent/Corporate	\$38,894	\$44,823	\$53,104	1.2%
Travel Agent/Leisure	\$32,933	\$39,287	\$46,792	1.4%

<i>Warehouse and Light Industrial</i>	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%

Looking for the right description?

We have an online database of detailed job descriptions that will help you identify the perfect candidate for your open position.

Search our job descriptions in the SCALE Portal
www.appleone.com/SCALE





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%
------------------	--------

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%
---------------	--------

HAWAII

Honolulu.....	106.7%
---------------	--------

IDAHO

Boise	86.7%
-------------	-------

ILLINOIS

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

INDIANA

Carmel.....	94.9%
Evansville.....	85.7%
Fort Wayne.....	86.1%
Indianapolis.....	94.9%

IOWA

Des Moines.....	100.0%
-----------------	--------

KANSAS

Overland Park.....	97.7%
--------------------	-------

KENTUCKY

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

LOUISIANA

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

MAINE

Portland	96.7%
----------------	-------

MARYLAND

Baltimore.....	111.4%
----------------	--------

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%

MINNESOTA

Bloomington	110.7%
Minneapolis.....	110.7%
St. Paul	110.7%

MISSISSIPPI

Jackson	84.5%
---------------	-------

MISSOURI

Kansas City	97.7%
Springfield.....	80.1%
St. Louis.....	97.2%

MONTANA

Billings	89.7%
----------------	-------

NEBRASKA

Lincoln	89.9%
Omaha-Council Bluffs	94.2%

NEVADA

Las Vegas	87.8%
Reno.....	91.5%

NEW HAMPSHIRE

Manchester	104.0%
------------------	--------

NEW JERSEY

Edison	127.2%
Ewing.....	124.4%
Paramus	127.2%
Princeton	124.4%
Trenton	124.4%

NEW MEXICO

Albuquerque.....	91.7%
Las Cruces.....	81.4%

NEW YORK

Albany	104.2%
Buffalo	95.2%
New York	127.2%

NORTH CAROLINA

Charlotte.....	99.1%
Raleigh.....	101.5%

NORTH DAKOTA

Fargo	93.2%
-------------	-------

OHIO

Akron.....	94.1%
Cincinnati.....	96.6%
Cleveland.....	96.6%
Columbus	98.8%
Dayton	96.2%
Toledo	87.3%

OKLAHOMA

Oklahoma City	91.0%
Tulsa.....	89.4%

OREGON

Eugene.....	91.3%
Portland	109.3%
Salem.....	93.3%

PENNSYLVANIA

Harrisburg	95.4%
King of Prussia	108.5%
Philadelphia.....	108.5%
Pittsburgh	96.0%

PUERTO RICO

San Juan.....	58.9%
---------------	-------

RHODE ISLAND

Providence	103.2%
------------------	--------

SOUTH CAROLINA

Charleston.....	88.8%
Columbia.....	86.6%
Greenville.....	85.4%

SOUTH DAKOTA

Rapid City.....	78.9%
Sioux Falls	86.8%

TENNESSEE

Knoxville	86.6%
Memphis.....	86.8%
Nashville.....	93.1%

TEXAS

Arlington.....	101.2%
Austin.....	102.4%
Dallas.....	101.2%
Edinburg	71.9%
Fort Worth	101.2%
Houston.....	106.3%
Midland.....	106.1%
San Antonio.....	91.3%

UTAH

Logan	78.2%
Provo	90.1%
Salt Lake City.....	98.0%

VERMONT

Burlington	104.8%
------------------	--------

VIRGINIA

Arlington.....	136.7%
Chesapeake	93.7%
Newport News	93.7%
Reston.....	136.7%
Richmond	98.5%

WASHINGTON

Bellevue.....	124.7%
Seattle.....	124.7%
Tacoma	124.7%

WEST VIRGINIA

Charleston.....	86.1%
Huntington.....	81.6%

WISCONSIN

Green Bay.....	87.1%
Madison	103.1%
Milwaukee.....	98.9%
Wausau.....	86.5%

WYOMING

Casper.....	95.8%
Cheyenne.....	93.5%



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

AllSTEM 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 payrolling 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.

CTA 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



Online **SCALE** Portal

appleone.com/SCALE

- Hiring, engagement, and retention tools
- Up-to-date salary information
- Workforce guidance
- Complete job descriptions