



AppleOne

*Hiring Made Human®*

# SCALE

Your **2020** Salary Guide



## 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 2020 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

With great candidates averaging just ten days on the market, the term "ghosting" now firmly in the HR lexicon, and upskilling a requirement rather than an option, employers are increasingly feeling the pinch when it comes to hiring and retaining talent.

Companies, regardless of business size, industry, or location, are now engaging measures to become compelling career destinations for top talent. This volume of the SCALE provides critical market intelligence to assist managers and organizations in strengthening their employer brand.

Our company's success is largely measured by how much we help you succeed - specifically when it comes to candidate engagement, talent hiring, and employee retention. As you will see in this SCALE's themes and images ... as well as the information, tools, and services we provide ... great teams are the result of careful designs we assist with and implement on your behalf. Success is the progressive realization of a worthy ideal, and for this reason, we are truly excited to share with you this edition of the SCALE. For 2020, we have assembled clear-eyed perspectives and analyses of workplace trends, innovations, and challenges.

We look forward to knowing how you have implemented the tools provided in the 2020 SCALE into your vision, and are here for you should you need assistance, resources, and of course, exceptional people who will thrive in your organization.

Thank you for your continuing partnership. We appreciate you.

Let's stay connected!



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# SCALE

Your **2020** Salary Guide

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# CREATING GREAT TEAMS

## in a Ghosting Labor Market

Employers have identified hiring and retention as their top workforce priorities for 2020. This makes sense, given that 95% of employers are planning to hire for growth (55%) or to replace talent (40%) during that time.<sup>1</sup> However, in the midst of a talent shortage, companies report encountering challenges in finding and engaging the talent they need to be successful.

#1 CHALLENGE  
Building a faster hiring  
infrastructure<sup>1</sup>



## Employers Report a 30-day Time-to-Fill



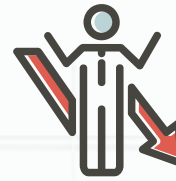
### 100s of unqualified applicants to screen

Our clients tell us that hiring frustration starts with the time investment needed to screen a large number of unqualified applicants.



### Ghosting

Once employers find a possible match, candidates increasingly do not show up for the interview, or if hired, do not show up on the first day — a growing phenomenon known as ghosting.



### Turnover/mismatched culture fit

Once an employer hires someone, mismatched workplace attitudes or a lack of commitment can lead to rapid turnover and the need to start the process all over.

## Great Teams Created by Design

Right now is the best time to design a hiring infrastructure as a recruitment marketing strategy. Fifty-eight percent (58%) of people surveyed stated they plan to leave their current employer within the next 12 months.<sup>2</sup>

AppleOne has been helping our clients create great teams for more than 55 years. Our process for finding qualified candidates is methodical and starts with meeting with your key employees to benchmark them and culture-match what makes them so effective. From there, we find out what they love about working with you. This will help us identify a short list of highly qualified candidates with the right attitudes to thrive in your unique culture. We share the benchmarking results with you so you can better understand how to motivate, engage, and retain your key team members.

**58%** OF EMPLOYEES  
plan to quit in the next 12 months<sup>2</sup>



# AppleOne's Benchmarking

## Qualifiers

- Hard skills
- Soft skills
- Total opportunity offer

## Job Shadow

- Day in the life tasks and skills
- Team style and engagement needs

## Recruitment Marketing Plan

- Culture match and workplace preferences
- Employer Value Proposition



# 15,000 Reasons Employers Cannot Afford Slow Hiring

## Cost of Vacancy is more than \$500 a day<sup>1</sup>

According to 42% of respondents, unfilled positions cost companies more than \$500 per day and positions take an average of 30 days to fill, resulting in an average cost of vacancy of more than \$15,000 when employers hire on their own.<sup>1</sup>

Cost of Vacancy Calculator	SAMPLE	ACTUAL
Annual Salary	\$50,000	\$
Productivity Multiplier <small>(Typically 3, according to a Harvard Business School Study)</small>	x 3	x
Annual Contribution <small>(Salary multiplied by Productivity Multiplier)</small>	= \$150,000	=
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 30 days, according to a SHRM study)</small>	x 30	x
Total COV <small>(Daily COV multiplied by days to fill)</small>	= \$18,450	=

Employers report that hiring with AppleOne is 3 TIMES FASTER than hiring themselves<sup>1</sup>

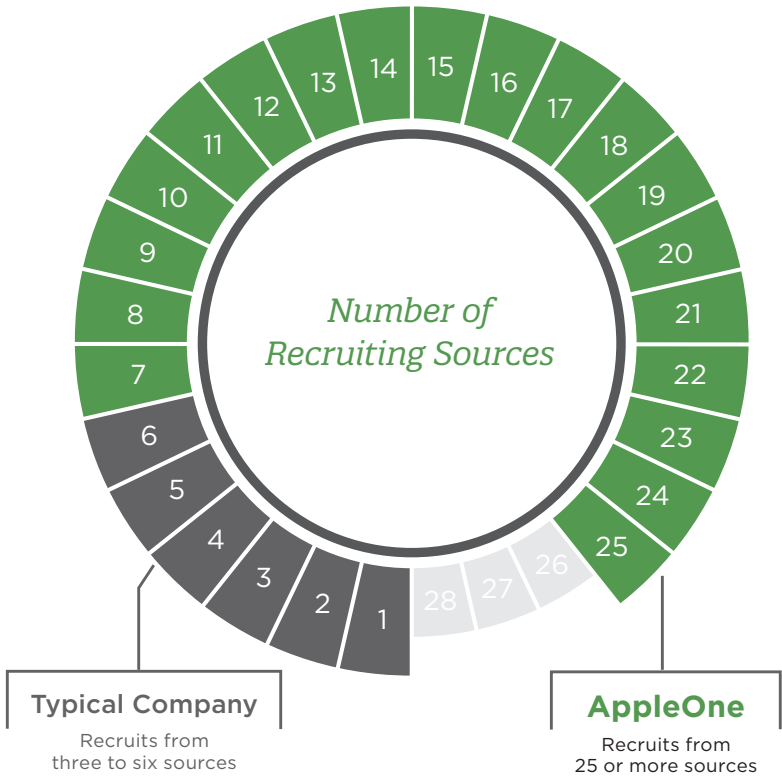


Save \$10K

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

## Top Three Reasons

Employers Struggle to Speed Up Hiring



**Great candidates are off the market in 10 days**



**Great candidates have their pick of jobs**

Qualified job seekers say they do not apply to 40% of the job ads that are relevant to them<sup>2</sup> because:

- Job ads are too picky... "must have, must have, must have"
- Job ads are too long
- They aren't sure if anyone is even looking at their resume
- Interview processes take too long



**68% of job seekers do not use job boards**





# ASAP HIRING IS HERE

In addition to our benchmarking process and recruitment marketing plans, AppleOne helps employers reduce their time-to-hire through ASAP hiring. Clients report that positions hired through AppleOne are filled more than twice as fast as when they hire on their own. In fact, 76% of employers say speed is one of the top reasons they work with AppleOne, followed by better culture matching and skills testing.

AppleOne is  
**3X** FASTER

# Strategize Hiring by Urgency

When outsourcing the hiring process, time-to-fill can be controlled based on the hiring approach you select. AppleOne will budget their time and resources according to the urgency rating you assign to the position you need to fill.

For example, select your urgency rating 1,2,3:

## 1 ASAP

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

### Action Steps

1. Communication Commitment Established
  - a. Blocked interview windows
  - b. Detailed post-interview debrief
  - c. Same day response time and decisions
2. Launch Recruitment Marketing
  - a. 200 recruiting centers alerted
  - b. AppleOne promotes the Employer Value Proposition with its existing pool of pre-screened and tested candidates pulled from our exclusive talent communities
  - c. Average submission turnaround is within 24 hours
3. Only Pay for Results
  - a. If it's a Temporary position, start the candidate on a working interview. This gets them "off the market" and quadruples the interview/observation time from one hour to four hours. Only start billing that day if the candidate is selected.
  - b. If it's a Direct Hire position, start the candidate on Thursday/Friday instead of Monday. This gets them "off the market" over the weekend. Use our five-year guarantee to get a full refund if the person is not a fit in the first 30 days plus coverage for up to five years on promotions and turnover.

ASAP Hiring:  
Easy as

1,2,3



## 2

### Within 2 Weeks

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

#### Action Steps

1. Establish a communication process with your AppleOne Hiring Advisor.
2. AppleOne taps over 25 candidate sourcing channels and 200 recruiting centers working 24/7 to find the professionals 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.

## 3

### Focus on Fit

Your team synergy is thoughtfully considered in all of your hires. You want to conduct interviews and make a hiring decision over the next four weeks.

#### Action Steps

1. Establish a communication process with your AppleOne Hiring Advisor.
2. Work with your Hiring Advisor to create an Employer Value Proposition and customized recruitment marketing plan.
3. AppleOne taps over 25 candidate sourcing channels and 200 recruiting centers working 24/7 to find talent that will fit your culture and needs.
4. Use the staffing firm's office to maximize interviewing effectiveness.
5. Hire confidently using a documented five-year guarantee covering promotions, position changes, and turnover.



# 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.

## Keep the Best

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### 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.

## Together... We Win!®

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### 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-hire. We are proud to call this personalized approach Hiring Made Human!®

## Hire the Best

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### 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-hire.

## Only Pay for Results

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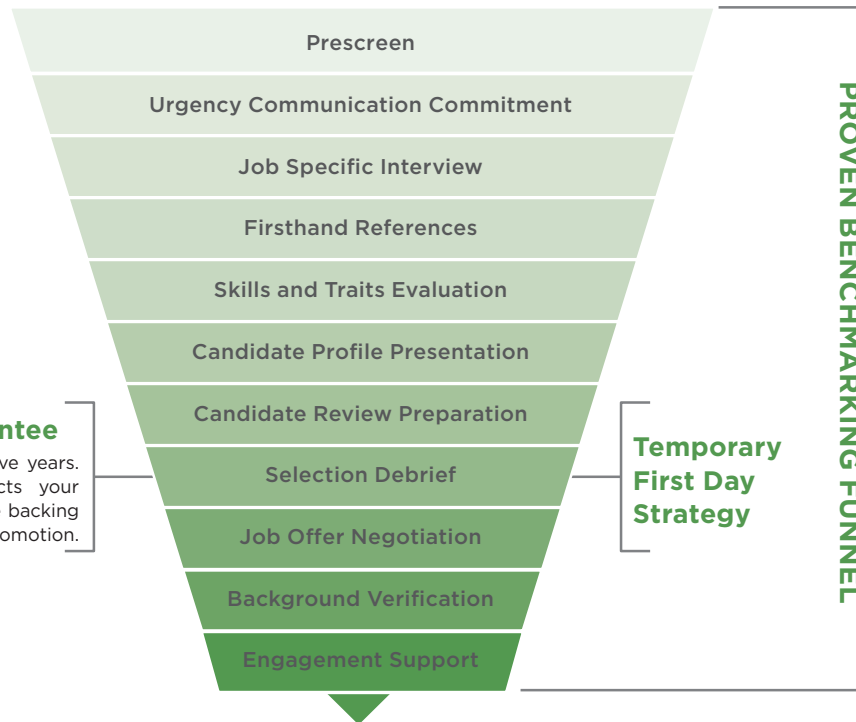
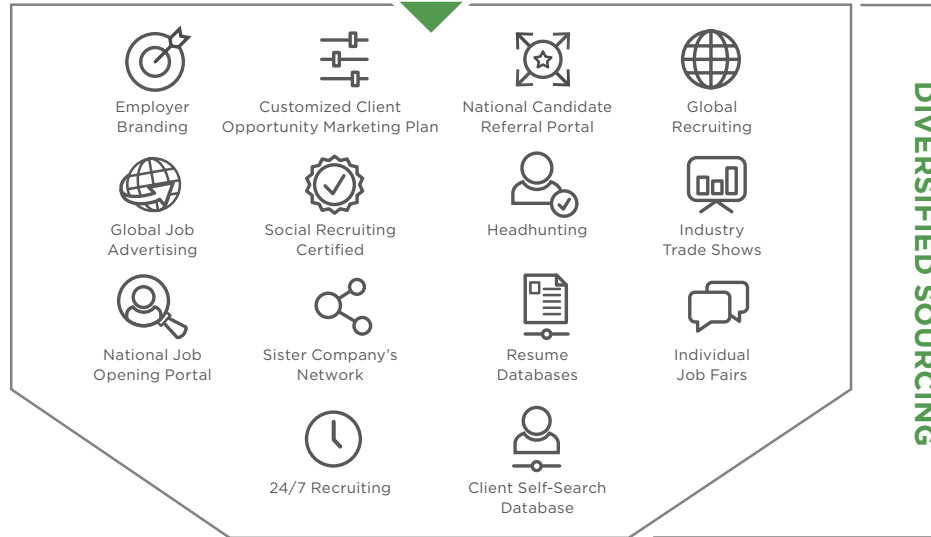
### Guaranteed ROI

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.





**A dedicated Hiring Advisor assesses your needs onsite, benchmarks talent, then creates a recruitment marketing plan.**



### 5-Year Investment Guarantee

We back our Direct Hire Talent for five years. No other staffing company protects your investment with a five-year guarantee backing the placement on both turnover and promotion.

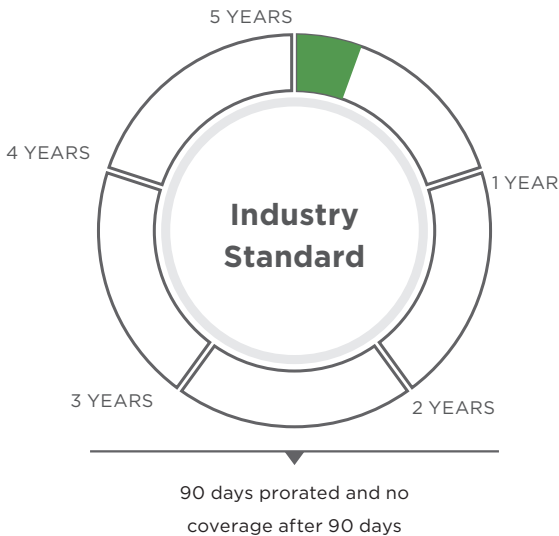
**Temporary  
First Day  
Strategy**

**ONLY PAY FOR RESULTS**

# 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 55 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 Our Guarantee Works

1 day to 30 days

Free replacement or full refund

31 day to 90 days

Free replacement or prorated refund

91 day to 5 years

Replacement at half your hiring investment

## Talent Benchmarking Form

### EMPLOYER QUESTIONNAIRE

Leader _____	Location _____	Company _____
Date _____	Department _____	DAE _____

To be used by employers to inventory their key talent as a means to respond to unfortunate turnover hiring and by the Hiring Advisor in preparation for hiring key talent faster.

#### SUPERSTAR TRAITS AND CHARACTERISTICS

<input type="checkbox"/> Area and causes of the most turnover:
<input type="checkbox"/> What are universal "must-haves"?
<input type="checkbox"/> What are the characteristics of the most successful employees?
<input type="checkbox"/> What benefit do those employees bring?
<input type="checkbox"/> Any companies you think you should consider?
<input type="checkbox"/> Your interviewing focus?

#### DISQUALIFIERS (Find out what you don't want)

<input type="checkbox"/> Any disqualifiers?
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#### TEAM PROFILE

Key Position
Why
Next Career
Key Position
Why
Next Career
Key Position
Why
Next Career

## Precision Interviewing Structure

### SAMPLE INTERVIEW

- BREAK THE ICE**  
Thank you for coming in today. I hope that our location was easy to find.
- 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 at all 1: mostly 2: yes	Describe how you've done something like this before
- DIG INTO THE DETAILS**  
How often? \_\_\_\_\_  
% of your time? \_\_\_\_\_  
How do you do \_\_\_\_\_? Who else worked with you on that?  
Turnaround time/project duration? \_\_\_\_\_  

Trait	Possible Questions
Sense of Urgency	Can you tell me about the last project you completed ahead of schedule?
Strong Customer Service Skills	What allowed you to beat your deadline? What did this last happen?
Strong Work Ethic	Describe what work ethic means to you. Give me a couple of examples of times you didn't have to do, but you did it because it.
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?
- CANDIDATE PRIORITIES**  
At this point in your career, what are your top priorities in any next job you take?  
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
- OPPORTUNITY MATCH: WHAT'S IN IT FOR ME?**  
What do you think it would be like working in an environment like ours?  

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.
- 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.
- BEST FIRST** - Based on the above, what are the top two attributes you want to highlight in your email and other conversations with start by highlighting these top attributes.

# FREE Hiring Toolkit

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

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



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## National Salaries

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Accounting, Payroll, Finance  
Administrative, Clerical, General Office

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Credit and Collections  
Customer Service and Call Center  
Engineering and IT

21

Human Resources  
Insurance  
Legal  
Management  
Marketing, Writing, and Design

22

Medical  
Mortgage and Lending  
Sales  
Travel  
Warehouse and Light Industrial



## Accounting, Payroll, Finance

	Low	Median	High
Accountant	\$49,570	\$62,290	\$79,700
Accounting Clerk	\$32,630	\$37,850	\$45,620
Accounting Manager	\$55,950	\$70,570	\$94,170
Accounts Payable (Clerk)	\$33,300	\$39,500	\$46,860
Accounts Receivable (Clerk)	\$33,550	\$40,440	\$47,910
AP/AR Manager	\$45,820	\$55,950	\$71,220
Assistant Controller	\$68,290	\$84,780	\$109,420
Auditor	\$53,470	\$67,570	\$86,190
Billing Clerk	\$34,770	\$40,090	\$47,440
Billing Manager	\$34,840	\$42,460	\$64,120
Bookkeeper	\$37,120	\$42,000	\$50,910
Budget Analyst	\$55,280	\$69,000	\$88,310
Certified Public Accountant (CPA)	\$55,250	\$71,170	\$124,400
Collections Specialist	\$35,490	\$42,790	\$48,330
Commercial Lender	\$69,050	\$89,710	\$116,000
Compliance Analyst	\$47,290	\$59,740	\$76,850
Compliance Director	\$78,460	\$104,880	\$146,380
Compliance Officer	\$56,720	\$76,480	\$108,830
Controller	\$132,460	\$164,820	\$214,730
Cost Accountant	\$51,130	\$63,540	\$97,880
Credit Manager/Supervisor	\$65,160	\$82,140	\$106,310
Credit Risk Analyst	\$51,160	\$65,210	\$84,060
Director of Accounting	\$99,210	\$128,400	\$163,110
Director of Finance	\$89,880	\$119,470	\$188,980
Estimator	\$49,100	\$63,600	\$103,050
Financial Analyst	\$57,160	\$71,520	\$93,910
Financial Planning & Analysis - Manager	\$64,500	\$75,980	\$92,150
Financial Reporting Manager	\$75,990	\$91,220	\$110,540
Financial Systems Director	\$102,110	\$139,520	\$181,980
Full Charge Bookkeeper	\$39,620	\$47,150	\$55,840
Investment Assistant	\$43,720	\$58,620	\$80,380
Junior Financial Analyst	\$47,810	\$56,930	\$75,090
Mutual Fund Accountant	\$37,920	\$45,450	\$56,360
Payroll Clerk	\$31,010	\$37,400	\$52,390
Payroll Coordinator	\$36,520	\$43,060	\$51,630
Payroll Manager	\$55,340	\$66,370	\$79,560
Payroll Specialist	\$40,250	\$46,990	\$51,930
Portfolio Manager	\$68,600	\$90,900	\$123,190
Property Accountant	\$46,130	\$54,810	\$66,290
Purchasing Clerk	\$35,730	\$43,370	\$52,910

## Accounting, Payroll, Finance (cont.)

	Low	Median	High
Purchasing Manager	\$52,440	\$73,320	\$121,730
Purchasing/Buyer	\$45,560	\$54,280	\$76,270
Senior Accountant	\$53,670	\$66,790	\$103,610
Senior Budget Analyst	\$65,470	\$81,360	\$99,950
Senior Financial Analyst	\$62,740	\$76,010	\$112,300
Senior Staff Accountant	\$60,640	\$73,760	\$92,410
Staff Accountant	\$52,150	\$68,230	\$79,340
Supply Chain Manager	\$65,840	\$85,400	\$116,150
Tax Accountant	\$45,770	\$56,570	\$90,080
Tax Manager	\$68,560	\$86,210	\$103,750
Tax Service	\$30,840	\$41,320	\$64,930
Tax Service Senior Manager	\$75,530	\$90,270	\$110,780
Treasurer	\$104,020	\$148,470	\$231,210
Vice President of Finance	\$173,920	\$216,080	\$277,080

## Admin, Clerical, General Office

	Low	Median	High
Administrative Assistant	\$32,730	\$39,490	\$49,070
Data Entry Specialist	\$28,980	\$31,850	\$37,380
Dispatcher	\$34,930	\$42,610	\$52,830
Executive Assistant	\$40,070	\$48,660	\$72,490
Facilities Coordinator	\$46,240	\$56,930	\$74,830
Facilities Manager	\$52,060	\$66,130	\$82,110
File Clerk	\$24,590	\$29,450	\$34,270
Front Desk Coordinator	\$27,360	\$31,880	\$37,610
Junior Administrative Assistant	\$29,680	\$34,800	\$41,900
Logistics Coordinator	\$35,520	\$41,420	\$47,870
Logistics Manager	\$56,090	\$69,400	\$96,750
Mailroom Clerk	\$26,500	\$32,750	\$39,630
Office Assistant	\$25,770	\$31,720	\$38,350
Office Clerk	\$27,380	\$33,270	\$41,810
Office Coordinator	\$31,890	\$38,940	\$49,270
Office Manager	\$45,210	\$56,620	\$73,980
Order Management Specialist	\$42,570	\$53,710	\$68,280
Planner	\$44,960	\$52,530	\$63,060
Production Manager	\$52,100	\$62,890	\$76,840
Project Coordinator	\$44,480	\$58,800	\$89,270
Project Manager	\$60,880	\$79,240	\$101,800
Quality Assurance Coordinator	\$39,350	\$49,680	\$61,510
Receptionist	\$27,000	\$31,970	\$36,710
Sales Assistant	\$31,320	\$38,740	\$50,270
Senior Administrative Assistant	\$44,760	\$54,290	\$67,790

Admin, Clerical, General Office <i>(cont.)</i>	Low	Median	High
Senior Data Entry Specialist	\$33,290	\$37,170	\$44,050
Senior Executive Assistant	\$49,320	\$60,710	\$75,340
Senior Office/Facilities Manager	\$55,260	\$72,580	\$101,770
Superintendent	\$68,030	\$84,260	\$105,880
Switchboard Operator	\$26,630	\$30,280	\$36,400

Credit and Collections	Low	Median	High
Collections Representative	\$30,660	\$36,770	\$46,110
Credit Analyst	\$45,140	\$55,050	\$68,950
Credit/Collections Manager	\$55,930	\$73,210	\$100,640
Loan Processor	\$36,770	\$44,130	\$54,410
Senior Collector	\$37,410	\$45,690	\$58,560

Customer Service and Call Center	Low	Median	High
Bilingual Customer Service Representative	\$29,290	\$35,290	\$44,760
Call Center CSR-Inbound	\$27,150	\$31,500	\$36,440
Call Center CSR-Outbound	\$26,540	\$30,490	\$37,450
Call Center Lead	\$32,920	\$38,990	\$44,740
Call Center Manager	\$44,570	\$55,410	\$78,000
Customer Service Manager	\$44,370	\$56,930	\$76,280
Customer Service Representative	\$28,960	\$34,880	\$42,420
Outbound Telemarketing Sales Representative	\$26,130	\$30,490	\$39,390

Engineering and IT	Low	Median	High
.Net Developer	\$91,870	\$110,140	\$125,780
AI Architect	\$85,580	\$110,680	\$137,490
Applications Analyst	\$61,820	\$76,080	\$91,920
AutoCAD Drafter/Designer	\$49,040	\$57,620	\$67,950
Big Data Analytics Architect	\$135,420	\$149,890	\$165,070
Business Intelligence Analyst	\$81,520	\$101,580	\$131,350
Business Intelligence Architect	\$119,260	\$143,110	\$171,630
Business Intelligence Developer	\$98,860	\$124,880	\$147,270
Data Architect	\$87,280	\$88,400	\$107,970
Data Scientist	\$89,730	\$112,570	\$139,150
Data Security Analyst	\$50,140	\$63,800	\$81,440
Data Analyst	\$45,940	\$57,370	\$72,670
Data Modeler	\$89,240	\$107,720	\$139,960
Database Developer	\$65,920	\$83,930	\$106,310

Engineering and IT <i>(cont.)</i>	Low	Median	High
Database Administrator (DBA)	\$61,150	\$79,550	\$97,100
Design Engineer	\$70,460	\$88,390	\$112,180
Desktop Support Analyst	\$48,600	\$51,720	\$63,540
DevOps Engineer	\$83,730	\$104,640	\$132,310
Electrical Engineer	\$77,640	\$94,410	\$117,380
Engineer	\$72,350	\$90,870	\$115,890
ERP Technical Developer	\$54,040	\$69,650	\$94,850
Front-End Web Developer	\$53,980	\$69,030	\$89,610
Help Desk Support	\$39,310	\$48,460	\$62,300
Industrial Engineer	\$67,640	\$81,660	\$99,010
Information Security Analyst	\$77,350	\$98,210	\$123,420
Java Developer	\$87,320	\$107,850	\$127,470
JD Edwards Consultant	\$80,400	\$95,520	\$111,080
Mechanical Engineer	\$68,710	\$82,050	\$97,510
Mobile Applications Developer	\$97,150	\$118,440	\$144,440
Network Administrator	\$58,240	\$74,150	\$92,530
Network Security Administrator	\$61,550	\$82,390	\$105,390
Network/Cloud Administrator	\$59,660	\$78,480	\$99,850
Oracle DBA	\$65,190	\$84,660	\$105,290
Oracle EBS Functional Analyst	\$94,450	\$124,170	\$131,220
Oracle EBS Technical Consultant	\$101,740	\$123,640	\$146,310
PeopleSoft Functional Analyst	\$76,830	\$101,080	\$130,800
PeopleSoft Technical Consultant	\$79,320	\$100,910	\$126,100
Program Analyst	\$62,030	\$77,910	\$98,340
Program Developer	\$64,160	\$79,350	\$100,160
Project Manager	\$60,880	\$79,240	\$101,800
QA Associate/Analyst	\$50,270	\$61,890	\$78,660
Revit Designer	\$55,500	\$64,200	\$77,040
Security Systems Administrator	\$59,160	\$78,730	\$125,950
Senior Web Developer	\$35,030	\$93,780	\$116,460
Software Engineer	\$74,540	\$94,280	\$118,110
Success Factor Consultant	\$93,990	\$107,650	\$126,000
Systems Administrator	\$59,990	\$75,110	\$92,420
Systems Analyst	\$65,310	\$84,350	\$107,300
Systems Architect	\$73,970	\$94,890	\$119,870
Systems Integration Manager	\$86,570	\$107,940	\$134,540
Test Engineer	\$62,400	\$76,760	\$92,170
UI Designer	\$83,320	\$103,980	\$126,380
UX Designer	\$76,990	\$92,480	\$113,420
Verification Engineer	\$68,160	\$83,860	\$101,750

Engineering and IT <small>(cont.)</small>	Low	Median	High
VP of Information Technology	\$208,540	\$272,350	\$350,680
Web Designer	\$53,280	\$70,200	\$89,170
Wireless Network/Cloud Engineer	\$90,180	\$108,460	\$139,950
Workday Consultant	\$64,730	\$92,860	\$120,420

Human Resources	Low	Median	High
Benefits Administrator	\$39,910	\$46,490	\$56,630
Benefits Coordinator	\$39,330	\$46,240	\$56,350
Benefits Manager	\$54,100	\$69,290	\$89,510
E-Learning Coordinator	\$43,130	\$50,050	\$58,040
Human Resources Clerk	\$34,140	\$39,660	\$47,280
Human Resources Coordinator	\$38,420	\$43,940	\$52,060
Human Resources Generalist	\$47,940	\$58,570	\$72,460
Human Resources Manager	\$60,500	\$80,740	\$107,200
Recruiter	\$38,890	\$50,910	\$65,800
Risk Manager	\$54,580	\$69,720	\$89,140
Trainer	\$42,710	\$53,100	\$68,100
Training Manager	\$52,440	\$63,510	\$80,260
Workers' Compensation Clerk	\$35,100	\$41,580	\$49,050

Insurance	Low	Median	High
Adjuster	\$42,310	\$51,520	\$63,990
Associate Broker	\$43,800	\$56,130	\$79,270
Broker	\$53,030	\$68,960	\$93,330
Claims Assistant	\$33,510	\$39,670	\$48,940
Claims Manager	\$52,690	\$66,050	\$81,460
Insurance Underwriter	\$52,230	\$66,160	\$87,510
Trust Assistant	\$35,170	\$44,200	\$57,350
Underwriting Assistant	\$38,680	\$46,880	\$59,450

Legal	Low	Median	High
Contract Administrator	\$46,280	\$58,090	\$76,320
Legal Assistant	\$37,280	\$47,360	\$60,740
Legal Biller	\$40,270	\$46,370	\$54,200
Legal Receptionist	\$32,480	\$37,540	\$45,170
Legal Secretary	\$42,470	\$49,820	\$59,240

Legal <small>(cont.)</small>	Low	Median	High
Paralegal	\$50,680	\$62,890	\$77,250
VP of Business and Legal Affairs	\$233,730	\$299,790	\$383,550

Management	Low	Median	High
Chief Executive Officer	\$554,040	\$730,260	\$910,740
Chief Financial Officer	\$241,250	\$310,020	\$394,450
Chief Information Officer	\$134,180	\$170,790	\$206,050
Chief Operations Officer	\$345,750	\$458,790	\$581,590
Director of Operations	\$115,820	\$142,360	\$183,620
Foreman	\$41,710	\$53,620	\$69,570
General Manager	\$54,050	\$74,530	\$103,010
Team Lead	\$43,560	\$55,040	\$72,700

Marketing, Writing, and Design	Low	Median	High
3D Animator	\$42,870	\$58,490	\$85,180
3D Modeler	\$40,720	\$52,530	\$74,680
Art Director	\$88,320	\$107,960	\$125,180
Content Manager	\$45,490	\$58,040	\$85,760
Copywriter	\$42,070	\$53,070	\$66,400
Creative Director	\$106,360	\$131,510	\$176,270
Digital Community Manager	\$39,680	\$51,220	\$65,170
Digital Marketing Manager	\$65,420	\$83,680	\$112,210
E-Commerce Marketing Manager	\$60,780	\$77,940	\$99,980
Graphic Designer	\$41,460	\$51,380	\$64,860
Information Architect	\$61,670	\$99,080	\$138,510
Instructional Systems Designer	\$55,430	\$68,800	\$86,500
Interactive/Web Copywriter	\$32,980	\$45,620	\$59,810
Marketing Coordinator/Assistant	\$37,460	\$46,220	\$69,720
Marketing Data Coordinator	\$46,880	\$57,940	\$76,760
Marketing Director	\$108,360	\$134,490	\$173,110
Marketing Manager	\$59,740	\$80,080	\$104,550
Media Buyer	\$45,150	\$56,960	\$73,420
Media Planner	\$43,240	\$52,560	\$64,030
Multimedia Designer	\$33,550	\$48,520	\$72,270
Photographer	\$30,700	\$42,580	\$78,500
Production Assistant	\$25,860	\$31,190	\$37,600
Production Coordinator	\$42,230	\$52,230	\$66,330

Marketing, Writing, and Design <small>(cont.)</small>	Low	Median	High
Production Designer	\$50,050	\$65,010	\$81,920
Project Director	\$66,770	\$96,040	\$135,870
Project Manager	\$60,880	\$79,240	\$101,800
Proposal Specialist	\$42,450	\$55,270	\$72,280
Proposal/Grant Writer	\$46,030	\$58,010	\$71,610
Public Relations Director	\$85,170	\$115,010	\$157,040
Public Relations/Communication Specialist	\$64,090	\$84,740	\$115,880
SEO/SEM Specialist	\$59,990	\$75,610	\$110,020
Social Media Manager	\$38,750	\$49,670	\$66,890
Technical Writer	\$52,650	\$67,750	\$84,000
Traffic Coordinator	\$49,330	\$59,900	\$75,730
Traffic Manager	\$47,900	\$63,660	\$85,630
Vice President of Marketing	\$199,040	\$248,680	\$327,440
Video Editor	\$38,760	\$53,440	\$80,870
Video Producer	\$45,690	\$64,170	\$94,230

Medical	Low	Median	High
Electronic Medical Records Coordinator	\$33,130	\$40,020	\$50,760
Insurance Verifier	\$37,270	\$42,750	\$48,750
Medical Biller/Coder	\$32,570	\$37,670	\$43,260
Medical Claims Assistant	\$33,650	\$39,330	\$45,400
Medical Claims Manager	\$40,340	\$49,770	\$63,160
Medical Front Desk	\$28,560	\$33,280	\$39,110
Medical Office Manager	\$43,400	\$55,130	\$70,620
Medical Records Clerk	\$29,850	\$35,900	\$43,130
Medical Transcriptionist	\$28,870	\$34,110	\$48,210
Patient Registration	\$29,720	\$36,820	\$44,250
Referral Coordinator	\$35,090	\$41,410	\$49,050

Mortgage and Lending	Low	Median	High
Credit Analyst	\$45,140	\$55,050	\$68,950
Documentation Drawer	\$38,730	\$49,490	\$61,270
Escrow Officer	\$41,370	\$50,670	\$62,150
Funder	\$39,460	\$46,260	\$55,490
Loan Officer	\$43,120	\$56,590	\$80,090
Loan Originator	\$41,770	\$54,230	\$71,080

Mortgage and Lending <small>(cont.)</small>	Low	Median	High
Loan Processing Manager	\$48,290	\$63,330	\$86,880
Loan Processor	\$36,770	\$44,130	\$54,410
Senior Underwriter	\$58,770	\$73,330	\$90,720
Title Examiner	\$35,250	\$40,420	\$57,770
Underwriter	\$50,610	\$62,470	\$79,550

Sales	Low	Median	High
Account Executive	\$42,820	\$56,810	\$79,330
Account Manager	\$42,570	\$56,240	\$73,030
Director of Sales	\$97,550	\$133,550	\$172,160
Inside Sales Representative	\$39,150	\$49,370	\$62,600
Outside Sales Representative	\$43,060	\$58,750	\$80,440
Sales Coordinator	\$39,530	\$51,380	\$66,430
Sales Manager	\$59,540	\$80,880	\$108,280
Telemarketer	\$26,280	\$32,030	\$43,220
Vice President of Sales	\$97,250	\$136,630	\$181,420

Travel	Low	Median	High
Travel Agent/Corporate	\$39,260	\$45,420	\$54,100
Travel Agent/Leisure	\$34,000	\$40,840	\$49,190

Warehouse and Light Industrial	Low	Median	High
Assembler	\$26,010	\$31,670	\$39,150
Fleet Manager	\$52,500	\$65,110	\$82,580
Inventory Analyst	\$37,300	\$44,960	\$53,510
Inventory Clerk	\$26,460	\$31,570	\$37,910
Manufacturing Technician	\$37,450	\$45,380	\$54,130
Material Handler	\$27,610	\$32,390	\$38,830
Operations Manager	\$55,170	\$73,500	\$98,830
Picker/Packer	\$23,960	\$27,360	\$32,260
Safety Manager	\$53,950	\$68,370	\$88,390
Shipping/Receiving Clerk	\$25,620	\$32,130	\$38,970
Shipping/Receiving Manager	\$45,150	\$54,330	\$66,310
Vice President of Operations	\$203,050	\$261,420	\$331,170
Warehouse Clerk	\$25,820	\$30,120	\$35,440
Warehouse Manager	\$52,710	\$66,970	\$84,800



### OUTBOUND TELEMARKETING SALES REPRESENTATIVE

Customer Service

Low	Medium	High
\$25296.61	\$29388.68	\$38066.04

View Job Details

### MARKETING COORDINATOR/ASSISTANT

Marketing

Low	Medium	High
\$35980	\$43176	\$67956.96

View Job Details

### COPYWRITER

Marketing

Low	Medium	High
\$40823.03	\$51614.32	\$64467.0

View Job Details

### GRAPHIC DESIGNER

Marketing

### MARKETING DATA COORDINATOR

Marketing

Low	Medium	High
\$35980	\$43176	\$74016.34

### MARKETING DIRECTOR

Marketing

Low	Medium	High
\$109669.07	\$134405.72	\$173278

View Job Details

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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%
Huntsville.....	92%
Mobile.....	90%
Montgomery .....	90%

## ALASKA

Anchorage .....	116%
Fairbanks .....	117%

## ARIZONA

Phoenix.....	98%
Tucson.....	92%

## ARKANSAS

Fayetteville .....	90%
Fort Smith .....	82%
Little Rock.....	87%

## CALIFORNIA

Anaheim.....	113%
Bakersfield.....	106%
Fresno .....	103%
Los Angeles.....	113%
Oakland .....	127%
Oxnard.....	111%
Riverside.....	108%
Sacramento .....	114%
Salinas.....	116%
San Diego .....	113%
San Francisco .....	127%
San Jose.....	124%
Santa Barbara.....	111%
Santa Rosa.....	116%
Stockton.....	108%
Thousand Oaks.....	111%
Ventura.....	111%

## COLORADO

Boulder.....	108%
Colorado Springs.....	98%
Denver.....	107%
Greeley .....	100%

## CONNECTICUT

Bridgeport .....	117%
Hartford .....	113%
New Haven.....	112%

## DELAWARE

Dover .....	96%
Wilmington .....	106%

## DISTRICT OF COLUMBIA

Washington .....	114%
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## FLORIDA

Clearwater.....	92%
Fort Lauderdale.....	95%
Jacksonville.....	92%
Miami .....	95%
Orlando .....	92%
Tallahassee.....	86%
Tampa .....	92%
West Palm Beach .....	95%

## GEORGIA

Atlanta .....	97%
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## HAWAII

Honolulu.....	111%
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## IDAHO

Boise .....	90%
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## ILLINOIS

Chicago.....	105%
Peoria .....	99%
Rockford .....	95%
Springfield.....	99%

## INDIANA

Carmel.....	95%
Evansville.....	91%
Fort Wayne.....	90%
Indianapolis.....	95%

## IOWA

Council Bluffs .....	96%
Des Moines.....	101%

## KANSAS

Overland Park.....	98%
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## KENTUCKY

Bowling Green.....	85%
Lexington.....	93%
Louisville.....	94%

## LOUISIANA

New Orleans.....	91%
Shreveport.....	85%

## MAINE

Portland .....	99%
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## MARYLAND

Baltimore .....	105%
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## MASSACHUSETTS

Boston.....	116%
Springfield.....	106%

## MICHIGAN

Ann Arbor.....	100%
Detroit.....	101%
Flint .....	94%
Grand Rapids .....	95%
Lansing .....	96%

**MINNESOTA**

Bloomington .....	110%
Minneapolis.....	110%
St. Paul .....	110%

**MISSISSIPPI**

Jackson .....	85%
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**MISSOURI**

Kansas City .....	98%
Springfield.....	87%
St. Louis.....	99%

**MONTANA**

Billings .....	95%
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**NEBRASKA**

Lincoln .....	93%
Omaha .....	96%

**NEVADA**

Las Vegas .....	104%
Reno.....	100%

**NEW HAMPSHIRE**

Manchester .....	103%
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**NEW JERSEY**

Edison .....	117%
Ewing.....	113%
Paramus .....	117%
Princeton .....	113%
Trenton .....	113%

**NEW MEXICO**

Albuquerque.....	93%
Las Cruces.....	87%

**NEW YORK**

Albany .....	104%
Buffalo .....	100%
New York .....	117%

**NORTH CAROLINA**

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

**NORTH DAKOTA**

Fargo .....	99%
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**OHIO**

Akron.....	95%
Cincinnati.....	97%
Cleveland.....	98%
Columbus .....	99%
Dayton .....	97%
Toledo .....	95%

**OKLAHOMA**

Oklahoma City .....	90%
Tulsa.....	91%

**OREGON**

Eugene.....	100%
Portland .....	109%
Salem.....	102%

**PENNSYLVANIA**

Harrisburg .....	99%
King of Prussia .....	99%
Philadelphia.....	106%
Pittsburgh .....	97%

**PUERTO RICO**

San Juan.....	62%
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**RHODE ISLAND**

Providence .....	108%
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**SOUTH CAROLINA**

Charleston.....	93%
Columbia.....	90%
Greenville.....	90%

**SOUTH DAKOTA**

Rapid City.....	90%
Sioux Falls .....	92%

**TENNESSEE**

Knoxville .....	91%
Memphis.....	91%
Nashville.....	93%

**TEXAS**

Arlington.....	99%
Austin.....	98%
Dallas.....	99%
Edinburg .....	84%
Fort Worth.....	99%
Houston.....	100%
Midland.....	100%
San Antonio.....	95%

**UTAH**

Logan .....	83%
Provo .....	90%
Salt Lake City.....	95%

**VERMONT**

Burlington .....	101%
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**VIRGINIA**

Arlington.....	114%
Chesapeake .....	97%
Newport News .....	97%
Reston.....	114%
Richmond .....	98%

**WASHINGTON**

Bellevue.....	119%
Seattle.....	119%
Tacoma .....	119%

**WEST VIRGINIA**

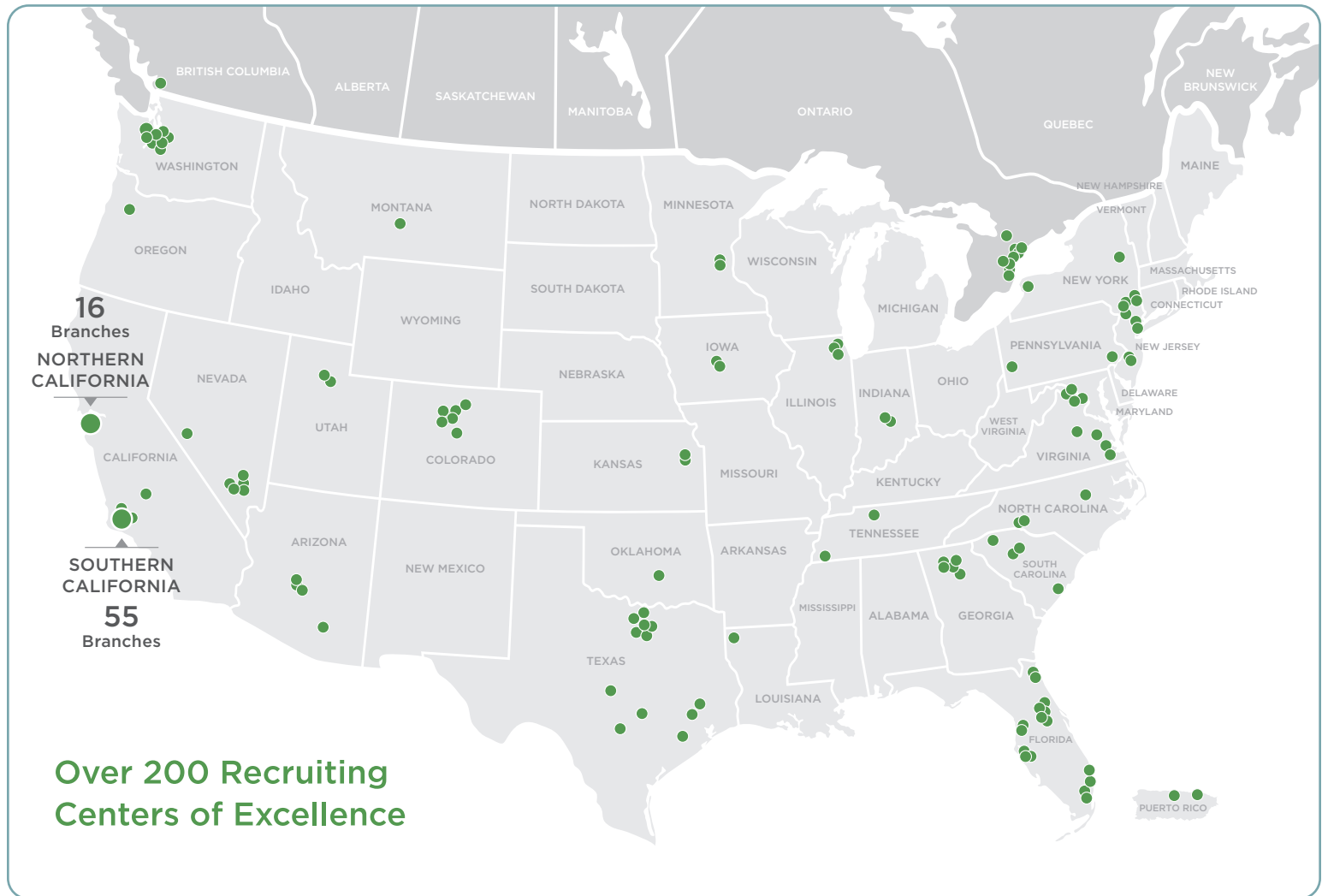
Charleston.....	87%
Huntington.....	88%

**WISCONSIN**

Green Bay.....	95%
Madison .....	101%
Milwaukee.....	101%
Wausau.....	96%

**WYOMING**

Casper.....	100%
Cheyenne.....	96%





# Partners

## STAFFING SOLUTIONS

### AppleOne

- Accounting & Finance
- Administrative & Clerical
- Technical Staffing

### AllSTEM Connections

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

### All's Well

Providing all levels of healthcare staffing.

### ActOne

- Entertainment Staffing
- Executive Search
- Legal Staffing

## 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.

### AllSourcePPS

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.

### ActOne Government Solutions

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

### AllCare Medical Insurance Brokerage

A full-service employee benefits insurance agency.

### ATIMS

A leading provider of Law Enforcement and Public Safety software.

### CTA Travel

A full-service travel company.

# Sources

1. 2020 SCALE Survey of Employers –  
ActOne Group, August 2019

2. 2020 SCALE Survey of Employees –  
ActOne Group, August 2019







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