



# 2015 Salary Guide

Accounting & Finance



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# From the Chairman

Dear colleague:

Salary may not be the only thing that determines your employees' satisfaction on the job. But it's certainly one of the most important factors when it comes to recruiting the best people and convincing them to stay on board.

It's crucial to ensure the compensation you offer is competitive with that of other firms in your industry and region. For that reason, every organization should periodically benchmark its salaries. To help our clients do just that, Robert Half releases the *Salary Guide* every year, complete with the most up-to-date information and advice on starting compensation, workplace issues and the current hiring outlook.

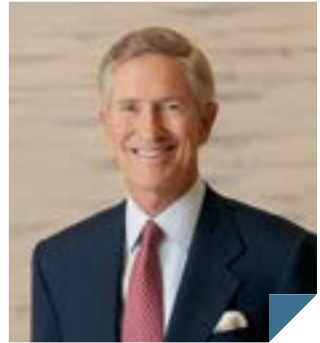
We are pleased to present the *2015 Salary Guide*, which forecasts compensation trends across a wide array of positions in the accounting and finance fields, based on our research and experience. As you grow and build your workforce this year, I hope you'll find the information in this guide useful.

For more about compensation and staffing, please visit our Salary Center at **[roberthalf.com/salary-center](http://roberthalf.com/salary-center)**.

Sincerely,



Max Messmer  
Chairman and CEO



# Understanding the *Salary Guide*

The *2015 Salary Guide* from Robert Half is the most comprehensive and authoritative resource on starting salary and hiring trends in the accounting and finance fields. It features salary ranges for more than 375 positions in corporate and public accounting, finance, banking, and financial services.

For decades, companies have used the *Salary Guide* to set compensation levels for new employees, plan budgets and better understand the hiring environment. In addition, the *Salary Guide* is so highly regarded that the U.S. Department of Labor's Bureau of Labor Statistics has used it when compiling its *Occupational Outlook Handbook*. Findings from the *Salary Guide* have also been included in *The Wall Street Journal*, *USA Today* and other respected news outlets.

The salary figures are based on a range of sources, most notably the thousands of full-time, temporary and project placements that our staffing and recruiting professionals make each year. Our experts work with hiring managers and job seekers daily, which gives us unique, real-world insight into the latest compensation trends.

Other sources include:

- Our frequent surveys of U.S. chief financial officers (CFOs) and hiring managers
- An in-depth analysis of the hiring environment and an extrapolation of current trends into 2015
- Local insights from our staffing and recruiting teams across the country

The projected salary ranges for each position reflect starting pay only. Bonuses, incentives and other forms of compensation are not taken into account. The ranges represent national averages. You can adjust these figures for your market by using the local variances found immediately after the salary tables.

Visit our Salary Center at  
[roberthalf.com/salary-center](http://roberthalf.com/salary-center) for  
more information and resources.



# The Hiring Environment

In a Robert Half survey, 68 percent of CFOs interviewed said it is challenging finding skilled candidates for professional-level positions today.



The hiring environment continues to improve in accounting and finance, which is placing pressure on employers to recruit and retain top talent. New jobs are being created to support business growth, and vacated positions are being filled more rapidly. Once-lean departments are now expanding to relieve the burden on current staff and maintain the morale and productivity of the entire team.

Two additional factors driving accounting and finance hiring are regulatory compliance mandates that call for new skill sets and the gradual but steady wave of baby boomer retirements. According to the Bureau of Labor Statistics, one-fifth of the U.S. workforce has entered or is nearing retirement age.

In addition to full-time hiring, businesses are bringing in skilled interim and project professionals, who frequently possess subject matter expertise not available internally. Contingent workers are available at all experience levels and can supplement a company's core team when and for as long as needed. Employers also frequently use interim assignments as a way to evaluate potential hires.

### Talent shortages for key roles

Hiring demand is placing pressure on the supply of skilled workers in many specialties. In areas such as accounting and auditing, financial analysis, compliance, and business systems, talent shortages are emerging. Many employers continue to operate under the misperception that an employment market that is still recovering overall should translate into easy hiring and only modest pay increases. This is not the case, however, for accounting and finance positions, many of which are characterized by unemployment rates significantly below the overall unemployment rate in the United States.

Available candidates with hard-to-find skills aren't on the market long, and companies must act quickly to land top prospects. To attract and retain top performers with sought-after skills, employers are offering competitive compensation and other incentives.

CFOs were asked, "In general, how challenging is it for your company to find skilled candidates for professional-level positions today?" Their responses:



Source: Robert Half survey of more than 2,100 CFOs in more than 20 of the largest U.S. markets. Responses do not total 100 percent due to rounding.



### Where the jobs are

Accounting and finance professionals who can turn business intelligence into business strategy are in high demand. Business leaders desire professionals who can delve into the numbers and explain their implications for top-line growth trends and possible merger and acquisition (M&A) activity. Financial analysts and business systems analysts also are seeing strong demand as firms look for ways to boost efficiencies, control costs, and wring the most out of existing and new information systems.

Across all sectors, the continued evolution of the regulatory environment is driving hiring for risk, compliance and internal audit professionals. Firms facing highly specialized regulatory pressures, such as those in financial services, healthcare and energy, commonly seek job candidates with industry-specific experience.

The perennial competition between businesses and public accounting firms for top accountants is creating demand for professionals in accounting operations. Companies also are recruiting entry-level professionals. More firms are open to hiring recent graduates with internship or volunteer experience whom they can train for their specific needs.

## POSITIONS IN DEMAND

- Accounts receivable/payable professionals
- Auditors
- Business and business systems analysts
- Compliance professionals
- Controllers
- Cost accountants
- Financial analysts
- Payroll professionals
- Senior accountants
- Staff accountants

## Skills in demand

Businesses seek technology expertise as more finance departments move from a reporting-focused to an analytics-centric function. Big data is a trend impacting businesses of all sizes. Companies want individuals with:

- Advanced Excel skills
- Knowledge of large enterprise resource planning systems
- Expertise in data analytics, advanced modeling techniques and the use of SQL
- Knowledge of business intelligence software such as IBM Cognos and MicroStrategy
- Aptitude with Hyperion (for analyst and financial reporting roles)
- Knowledge of QuickBooks (for positions with small and midsize firms)

Other in-demand skills include regulatory and compliance expertise because firms have more mandates to comply with, including the Patient Protection and Affordable Care Act (ACA), capital requirements, consumer protection and anti-money laundering regulations. Knowledge of Securities and Exchange requirements and generally accepted accounting principles remain mandatory for corporate and public accounting roles.

As businesses expand into new countries and markets, they need staff who can ensure the company is compliant with country-specific reporting mandates. Global employers value knowledge of International Financial Reporting Standards and multilingual abilities.

In terms of nontechnical, or soft, skills, employers are clamoring for strong verbal and written communication and presentation skills in new hires. Companies also seek individuals who are collaborative, team-oriented and able to demonstrate initiative.



## Desirable credentials

Employers value the following designations because they demonstrate a candidate's skills or knowledge in a particular discipline:

- CPA (certified public accountant) — still the most sought-after designation for accounting and finance roles
- MBA (master of business administration) — for senior-level finance and analytical roles
- CFA (chartered financial analyst)
- CGMA (chartered global management accountant)
- CIA (certified internal auditor)
- CISA (certified information systems auditor)
- CMA (certified management accountant)
- CPP (certified payroll professional)
- PMP (project management professional)



## PUBLIC ACCOUNTING OVERVIEW

Much of the public accounting hiring activity stems from catch-up hiring following the Great Recession. Many firms have a dearth of talent at the senior accountant level as a result of the hiring downturn. Candidates with three-plus years of experience are sought for tax and audit roles, although these professionals are increasingly difficult to find, and the competition to hire them has intensified. Firms are also recruiting entry-level professionals.

Public accounting firms are facing the same talent-pool challenges other organizations are encountering as they attempt to add to their ranks. Top accounting students are being recruited actively while still in college, and many have job offers well before graduation.

Although many professionals start their careers in public accounting, CPA firms face competition from the corporate sector when it comes to hiring and retention. Accounting professionals with a Big-Four background are always in demand.

To hire and retain employees, public accounting firms are increasing salaries and addressing work-life balance issues. Telecommuting options and additional vacation time are common perks as a result.

## FINANCIAL SERVICES TRENDS

The financial services sector has undergone a transformation in its accountability and transparency to investors, governments and the population at large. The more complex regulatory environment means businesses must balance revenue-generating activities with the need to meet regulatory directives, implement new capital structures and manage institutional risk. This transformation has fueled the demand for anti-money laundering and know-your-customer professionals, internal auditors, and risk analysts.



Regulatory complexity has necessitated increased workloads and additional spending, as well as the introduction of integrated governance, risk and compliance programs. Businesses are challenged in finding the skilled professionals they need.

Private equity and hedge fund management firms are hiring. In addition to risk and compliance roles, asset management firms need senior-level talent to help steer portfolio companies. Hedge fund firms seek trade support and middle-office professionals to handle increased business activity. These organizations also need individuals with expertise in accounting and finance for fund accounting, taxation, and investment and valuation analyses.

The improved environment and renewed M&A activity have kept hiring steady within investment banking — and not just on Wall Street. A flurry of deals has taken place in the commercial and regional banking sector. Banks are either staying small or increasing their assets well beyond \$10 billion to absorb the costs of regulatory and capital planning requirements triggered at this level.

Salaries are rising, particularly in risk and compliance, and many firms are offering sign-on bonuses and other incentives.

## DEMAND GROWS FOR FINANCIAL STAFF IN HEALTHCARE

The provisions of the ACA will continue to affect businesses and the need for finance and accounting staff in 2015. The law is complex, and financial professionals are needed to help employers understand and comply with its new tax provisions, coverage mandates, information-reporting requirements and other stipulations.

Also driving a need for additional staff in 2015 at healthcare organizations is the postponement of the 10th revision of the World Health Organization's International Classification of Diseases (ICD-10). In March 2014, Congress delayed the original deadline for conversion until 2015, making this a big focus throughout the year.

In addition, continued consolidation of nonprofit and for-profit hospital operators will boost demand for accountants who can offer expertise on partnership creation, financial processes integration, cost accounting and access to capital these mergers require. The transition to electronic medical records and the increase in technical systems upgrades have given healthcare organizations large amounts of data. Business intelligence analysts are needed to turn this data into strategic guidance.

The aging baby boomer demographic with its greater life expectancy is prompting organizations to add accountants skilled in creating financial plans to help clients prepare for future ongoing healthcare costs. The increasing number of patients with health insurance will further drive the need for finance managers, revenue cycle professionals and compliance specialists.

*For the latest on provisions of the ACA, download a free copy of Robert Half's What Every Business Needs to Know About the Patient Protection and Affordable Care Act at [roberthalf.com/affordable-care-act](http://roberthalf.com/affordable-care-act).*



# Accounting and Finance Salaries

## CORPORATE ACCOUNTING

Title	2014	2015	% Change
<b>Chief Financial Officer<sup>a</sup> – Company Sales in Millions</b>			
\$500+	\$ 284,000 - \$ 449,000	\$ 291,250 - \$ 465,750	3.3%
\$250 to \$500	\$ 199,000 - \$ 297,500	\$ 207,000 - \$ 306,500	3.4%
\$100 to \$250	\$ 142,000 - \$ 204,000	\$ 148,750 - \$ 208,750	3.3%
\$50 to \$100	\$ 116,500 - \$ 167,000	\$ 121,750 - \$ 171,000	3.3%
To \$50	\$ 101,000 - \$ 148,000	\$ 105,250 - \$ 151,750	3.2%
(The above category assumes there is a corporate controller who reports to the CFO.)			
<b>Treasurer<sup>a</sup> – Company Sales in Millions</b>			
\$500+	\$ 283,000 - \$ 437,750	\$ 291,000 - \$ 453,750	3.3%
\$250 to \$500	\$ 197,750 - \$ 291,500	\$ 204,500 - \$ 301,750	3.5%
\$100 to \$250	\$ 135,000 - \$ 197,500	\$ 140,250 - \$ 203,750	3.5%
\$50 to \$100	\$ 114,750 - \$ 160,750	\$ 119,250 - \$ 165,250	3.3%
To \$50	\$ 100,750 - \$ 137,250	\$ 103,250 - \$ 141,750	2.9%
<b>Vice President of Finance<sup>a</sup> – Company Sales in Millions</b>			
\$500+	\$ 225,000 - \$ 364,000	\$ 231,750 - \$ 375,750	3.1%
\$250 to \$500	\$ 182,750 - \$ 277,000	\$ 188,750 - \$ 285,500	3.2%
\$100 to \$250	\$ 141,000 - \$ 199,000	\$ 146,000 - \$ 204,750	3.2%
\$50 to \$100	\$ 115,250 - \$ 160,750	\$ 119,000 - \$ 165,750	3.2%
To \$50	\$ 92,500 - \$ 130,000	\$ 96,250 - \$ 133,250	3.1%
<b>Director of Finance<sup>a</sup> – Company Sales in Millions</b>			
\$500+	\$ 153,750 - \$ 229,500	\$ 159,250 - \$ 236,500	3.3%
\$250 to \$500	\$ 131,750 - \$ 194,250	\$ 138,250 - \$ 198,500	3.3%
\$100 to \$250	\$ 113,000 - \$ 159,000	\$ 117,500 - \$ 163,500	3.3%
\$50 to \$100	\$ 104,000 - \$ 140,250	\$ 108,500 - \$ 143,500	3.2%
To \$50	\$ 93,000 - \$ 122,750	\$ 97,250 - \$ 125,500	3.2%
<b>Director of Accounting – Company Sales in Millions</b>			
\$500+	\$ 145,000 - \$ 205,250	\$ 152,500 - \$ 209,000	3.2%
\$250 to \$500	\$ 129,750 - \$ 179,250	\$ 134,500 - \$ 184,500	3.2%
\$100 to \$250	\$ 108,750 - \$ 143,750	\$ 112,000 - \$ 148,500	3.2%
\$50 to \$100	\$ 95,750 - \$ 128,750	\$ 99,250 - \$ 132,250	3.1%
To \$50	\$ 82,500 - \$ 113,750	\$ 85,500 - \$ 116,750	3.1%

a. Bonuses and incentives reflect an increasingly large part of overall pay at this level and are not included in the salary ranges listed above. Advanced degrees or professional certifications also are assumed at this level.

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.

The figures listed on Pages 10-24 are average national starting salaries. To calculate the appropriate salary range for your market, please refer to the local variance information beginning on Page 25.

## CORPORATE ACCOUNTING

Title	2014	2015	% Change
<b>Director of Financial Reporting</b> – Company Sales in Millions			
\$500+	\$ 147,500 - \$ 212,000	\$ 154,000 - \$ 217,500	3.3%
\$250 to \$500	\$ 137,250 - \$ 183,000	\$ 142,750 - \$ 188,000	3.3%
\$100 to \$250	\$ 123,750 - \$ 164,750	\$ 128,250 - \$ 169,750	3.3%
\$50 to \$100	\$ 109,000 - \$ 146,250	\$ 111,750 - \$ 151,750	3.2%
To \$50	\$ 95,500 - \$ 126,500	\$ 99,750 - \$ 129,250	3.2%
<b>Corporate Controller<sup>a</sup></b> – Company Sales in Millions			
\$500+	\$ 152,750 - \$ 216,000	\$ 159,000 - \$ 224,750	4.1%
\$250 to \$500	\$ 135,500 - \$ 183,750	\$ 140,000 - \$ 192,000	4.0%
\$100 to \$250	\$ 118,250 - \$ 156,000	\$ 123,500 - \$ 161,250	3.8%
\$50 to \$100	\$ 102,000 - \$ 136,000	\$ 105,000 - \$ 141,250	3.5%
To \$50	\$ 89,000 - \$ 119,000	\$ 92,000 - \$ 123,000	3.4%
<b>Controller<sup>a</sup></b> – Company Sales in Millions			
\$500+	\$ 145,750 - \$ 201,500	\$ 153,000 - \$ 209,000	4.2%
\$250 to \$500	\$ 123,500 - \$ 165,750	\$ 129,500 - \$ 172,250	4.3%
\$100 to \$250	\$ 103,250 - \$ 142,750	\$ 108,250 - \$ 148,250	4.3%
\$50 to \$100	\$ 85,000 - \$ 122,000	\$ 90,000 - \$ 124,750	3.7%
To \$50	\$ 74,500 - \$ 104,500	\$ 79,250 - \$ 106,000	3.5%
<b>Divisional Controller<sup>a</sup></b> – Company Sales in Millions			
\$500+	\$ 135,500 - \$ 188,000	\$ 141,750 - \$ 194,500	3.9%
\$250 to \$500	\$ 123,750 - \$ 166,000	\$ 129,000 - \$ 171,750	3.8%
\$100 to \$250	\$ 108,500 - \$ 145,250	\$ 112,500 - \$ 151,000	3.8%
\$50 to \$100	\$ 97,500 - \$ 126,750	\$ 101,500 - \$ 130,500	3.5%
To \$50	\$ 85,250 - \$ 115,000	\$ 89,500 - \$ 117,750	3.5%
<b>Assistant Controller<sup>a</sup></b> – Company Sales in Millions			
\$500+	\$ 113,500 - \$ 154,000	\$ 118,500 - \$ 160,000	4.1%
\$250 to \$500	\$ 102,000 - \$ 135,000	\$ 107,000 - \$ 139,500	4.0%
\$100 to \$250	\$ 85,000 - \$ 111,500	\$ 89,000 - \$ 115,500	4.1%
\$50 to \$100	\$ 72,750 - \$ 96,250	\$ 75,250 - \$ 99,500	3.4%
To \$50	\$ 60,500 - \$ 85,500	\$ 63,500 - \$ 87,750	3.6%
<b>Assistant Treasurer</b> – Company Sales in Millions			
\$500+	\$ 109,500 - \$ 153,500	\$ 114,000 - \$ 159,000	3.8%
\$250 to \$500	\$ 99,750 - \$ 132,250	\$ 104,000 - \$ 137,000	3.9%
\$100 to \$250	\$ 84,500 - \$ 111,000	\$ 89,000 - \$ 113,750	3.7%
\$50 to \$100	\$ 71,000 - \$ 96,000	\$ 74,500 - \$ 98,000	3.3%
To \$50	\$ 59,750 - \$ 83,250	\$ 62,500 - \$ 85,000	3.1%

a. Bonuses and incentives reflect an increasingly large part of overall pay at this level and are not included in the salary ranges listed above. Advanced degrees or professional certifications also are assumed at this level.

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.



## CORPORATE ACCOUNTING

Title/Experience	2014	2015	% Change
<b>Tax Director<sup>a</sup></b> – Company Sales in Millions			
\$250+	\$ 152,000 - \$ 249,500	\$ 158,500 - \$ 257,750	3.7%
\$100 to \$250	\$ 110,500 - \$ 169,750	\$ 114,500 - \$ 176,250	3.7%
<b>Tax Manager</b> – Company Sales in Millions			
\$250+	\$ 106,750 - \$ 154,000	\$ 112,000 - \$ 158,250	3.6%
\$50 to \$250	\$ 85,000 - \$ 120,000	\$ 88,000 - \$ 124,750	3.8%
<i>(The title above is a senior management position. The tax manager titles on Page 14 are line-manager positions.)</i>			
<b>Compliance</b> – Large Companies <sup>b</sup>			
Chief Compliance Officer	\$ 162,250 - \$ 232,000	\$ 169,500 - \$ 240,750	4.1%
Compliance Director	\$ 134,500 - \$ 184,500	\$ 140,000 - \$ 191,750	4.0%
Compliance Officer	\$ 106,000 - \$ 143,750	\$ 109,500 - \$ 150,000	3.9%
Senior Compliance Analyst	\$ 82,000 - \$ 108,250	\$ 86,000 - \$ 112,000	4.1%
Compliance Analyst	\$ 64,250 - \$ 86,250	\$ 67,500 - \$ 89,000	4.0%
<b>Compliance</b> – Midsize Companies <sup>b</sup>			
Chief Compliance Officer	\$ 136,500 - \$ 189,250	\$ 141,750 - \$ 197,000	4.0%
Compliance Director	\$ 116,500 - \$ 155,500	\$ 120,500 - \$ 162,250	4.0%
Compliance Officer	\$ 96,250 - \$ 127,250	\$ 99,750 - \$ 132,750	4.0%
Senior Compliance Analyst	\$ 73,750 - \$ 99,000	\$ 76,000 - \$ 103,750	4.1%
Compliance Analyst	\$ 60,750 - \$ 80,250	\$ 62,500 - \$ 84,000	3.9%
<b>Compliance</b> – Small Companies <sup>b</sup>			
Chief Compliance Officer	\$ 112,000 - \$ 150,250	\$ 116,500 - \$ 156,000	3.9%
Compliance Director	\$ 95,500 - \$ 128,000	\$ 99,000 - \$ 133,250	3.9%
Compliance Officer	\$ 79,000 - \$ 104,750	\$ 82,500 - \$ 108,500	3.9%
Senior Compliance Analyst	\$ 64,500 - \$ 86,000	\$ 67,500 - \$ 89,000	4.0%
Compliance Analyst	\$ 51,750 - \$ 69,750	\$ 54,750 - \$ 71,500	3.9%
<b>Chief Audit Executive/Vice President, Internal Audit/Internal Audit Director</b> – Company Sales in Millions			
\$500+	\$ 167,500 - \$ 257,500	\$ 174,750 - \$ 266,500	3.8%
\$250 to \$500	\$ 131,750 - \$ 191,000	\$ 137,250 - \$ 198,000	3.9%
\$100 to \$250	\$ 109,000 - \$ 152,000	\$ 113,500 - \$ 157,500	3.8%

a. Bonuses and incentives reflect an increasingly large part of overall pay at this level and are not included in the salary ranges listed above. Advanced degrees or professional certifications also are assumed at this level.

b. Large companies = \$250+ million in sales  
 Midsize companies = \$25 million to \$250 million in sales  
 Small companies = up to \$25 million in sales

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.

## CORPORATE ACCOUNTING

Title/Experience	2014	2015	% Change
<b>Internal Auditor – Large Companies<sup>b</sup></b>			
Manager	\$ 96,500 - \$ 138,000	\$ 100,000 - \$ 144,250	4.2%
Senior	\$ 76,500 - \$ 102,500	\$ 80,000 - \$ 106,250	4.1%
1 to 3 Years	\$ 59,000 - \$ 80,250	\$ 61,500 - \$ 83,250	3.9%
Up to 1 Year	\$ 50,000 - \$ 62,000	\$ 52,000 - \$ 64,250	3.8%
<b>Internal Auditor – Midsize Companies<sup>b</sup></b>			
Manager	\$ 84,250 - \$ 116,000	\$ 87,500 - \$ 121,250	4.2%
Senior	\$ 71,500 - \$ 90,250	\$ 74,000 - \$ 94,250	4.0%
1 to 3 Years	\$ 55,000 - \$ 75,250	\$ 57,500 - \$ 77,750	3.8%
Up to 1 Year	\$ 47,500 - \$ 60,500	\$ 49,500 - \$ 62,750	3.9%
<b>IT Auditor – Large Companies<sup>b</sup></b>			
Manager	\$ 105,500 - \$ 152,500	\$ 110,000 - \$ 158,500	4.1%
Senior	\$ 91,000 - \$ 120,750	\$ 94,750 - \$ 125,500	4.0%
1 to 3 Years	\$ 68,000 - \$ 93,250	\$ 71,000 - \$ 96,250	3.7%
Up to 1 Year	\$ 57,500 - \$ 72,750	\$ 59,750 - \$ 75,500	3.8%
<b>IT Auditor – Midsize Companies<sup>b</sup></b>			
Manager	\$ 97,750 - \$ 136,000	\$ 101,750 - \$ 141,000	3.9%
Senior	\$ 82,750 - \$ 104,750	\$ 86,000 - \$ 108,750	3.9%
1 to 3 Years	\$ 64,500 - \$ 85,500	\$ 67,000 - \$ 88,250	3.5%
Up to 1 Year	\$ 52,500 - \$ 68,500	\$ 54,500 - \$ 70,750	3.5%
<b>Financial Reporting – Large Companies<sup>b</sup></b>			
Manager	\$ 103,750 - \$ 142,250	\$ 108,000 - \$ 147,250	3.8%
Senior	\$ 82,500 - \$ 104,250	\$ 86,500 - \$ 107,000	3.6%
1 to 3 Years	\$ 62,750 - \$ 80,250	\$ 65,250 - \$ 82,500	3.3%
Up to 1 Year	\$ 50,250 - \$ 62,750	\$ 52,500 - \$ 64,250	3.3%
<b>Financial Reporting – Midsize Companies<sup>b</sup></b>			
Manager	\$ 93,250 - \$ 123,500	\$ 97,250 - \$ 127,500	3.7%
Senior	\$ 74,500 - \$ 94,750	\$ 77,000 - \$ 98,500	3.7%
1 to 3 Years	\$ 59,750 - \$ 73,750	\$ 62,500 - \$ 75,500	3.4%
Up to 1 Year	\$ 47,500 - \$ 59,500	\$ 50,250 - \$ 60,250	3.3%
<b>Financial Reporting – Small Companies<sup>b</sup></b>			
Manager	\$ 85,500 - \$ 106,500	\$ 88,000 - \$ 111,250	3.8%
Senior	\$ 70,500 - \$ 85,000	\$ 72,500 - \$ 88,500	3.5%
1 to 3 Years	\$ 58,250 - \$ 70,000	\$ 59,750 - \$ 73,000	3.5%
Up to 1 Year	\$ 49,250 - \$ 58,250	\$ 50,500 - \$ 60,500	3.3%

- b. Large companies = \$250+ million in sales  
 Midsize companies = \$25 million to \$250 million in sales  
 Small companies = up to \$25 million in sales

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.

## CORPORATE ACCOUNTING

Title/Experience	2014	2015	% Change
<b>General Accountant – Large Companies<sup>b</sup></b>			
Manager	\$ 80,750 - \$ 113,750	\$ 84,500 - \$ 118,000	4.1%
Senior	\$ 65,250 - \$ 85,250	\$ 68,750 - \$ 87,750	4.0%
1 to 3 Years	\$ 51,500 - \$ 67,250	\$ 53,750 - \$ 69,500	3.8%
Up to 1 Year	\$ 43,250 - \$ 53,500	\$ 45,250 - \$ 55,250	3.9%
<b>General Accountant – Midsize Companies<sup>b</sup></b>			
Manager	\$ 70,750 - \$ 94,500	\$ 74,500 - \$ 97,500	4.1%
Senior	\$ 58,750 - \$ 77,000	\$ 61,250 - \$ 79,750	3.9%
1 to 3 Years	\$ 47,500 - \$ 62,750	\$ 49,250 - \$ 65,250	3.9%
Up to 1 Year	\$ 40,000 - \$ 51,500	\$ 42,750 - \$ 52,250	3.8%
<b>General Accountant – Small Companies<sup>b</sup></b>			
Manager	\$ 63,750 - \$ 86,000	\$ 67,000 - \$ 88,750	4.0%
Senior	\$ 54,000 - \$ 68,750	\$ 57,500 - \$ 70,000	3.9%
1 to 3 Years	\$ 42,750 - \$ 57,750	\$ 45,500 - \$ 59,000	4.0%
Up to 1 Year	\$ 38,000 - \$ 46,500	\$ 40,500 - \$ 47,250	3.8%
<b>Cost Accountant – Large Companies<sup>b</sup></b>			
Manager	\$ 82,500 - \$ 113,000	\$ 86,500 - \$ 116,500	3.8%
Senior	\$ 66,750 - \$ 88,500	\$ 69,750 - \$ 91,500	3.9%
1 to 3 Years	\$ 52,500 - \$ 68,750	\$ 54,750 - \$ 71,000	3.7%
Up to 1 Year	\$ 44,500 - \$ 56,250	\$ 46,750 - \$ 57,750	3.7%
<b>Cost Accountant – Midsize Companies<sup>b</sup></b>			
Manager	\$ 73,250 - \$ 97,500	\$ 77,250 - \$ 100,000	3.8%
Senior	\$ 60,500 - \$ 78,750	\$ 64,000 - \$ 80,500	3.8%
1 to 3 Years	\$ 48,500 - \$ 65,000	\$ 51,000 - \$ 66,750	3.7%
Up to 1 Year	\$ 43,000 - \$ 53,000	\$ 44,750 - \$ 54,750	3.6%
<b>Tax Accountant – Large Companies<sup>b</sup></b>			
Manager	\$ 88,250 - \$ 125,250	\$ 92,500 - \$ 129,250	3.9%
Senior	\$ 72,500 - \$ 93,000	\$ 76,000 - \$ 96,000	3.9%
1 to 3 Years	\$ 53,750 - \$ 73,000	\$ 56,000 - \$ 75,500	3.7%
Up to 1 Year	\$ 45,500 - \$ 58,250	\$ 47,500 - \$ 60,000	3.6%
<b>Tax Accountant – Midsize Companies<sup>b</sup></b>			
Manager	\$ 76,000 - \$ 105,500	\$ 80,000 - \$ 108,500	3.9%
Senior	\$ 61,000 - \$ 83,250	\$ 64,000 - \$ 85,750	3.8%
1 to 3 Years	\$ 50,750 - \$ 67,250	\$ 53,000 - \$ 69,500	3.8%
Up to 1 Year	\$ 44,000 - \$ 55,750	\$ 46,000 - \$ 57,500	3.8%

b. Large companies = \$250+ million in sales

Midsize companies = \$25 million to \$250 million in sales

Small companies = up to \$25 million in sales

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.



## CORPORATE ACCOUNTING

Title/Experience	2014	2015	% Change
<b>Financial Analyst – Large Companies<sup>b</sup></b>			
Manager	\$ 90,000 - \$ 125,000	\$ 94,750 - \$ 129,750	4.4%
Senior	\$ 74,000 - \$ 97,000	\$ 77,750 - \$ 100,750	4.4%
1 to 3 Years	\$ 56,000 - \$ 75,500	\$ 58,500 - \$ 78,750	4.4%
Up to 1 Year	\$ 45,250 - \$ 59,000	\$ 47,500 - \$ 61,250	4.3%
<b>Financial Analyst – Midsize Companies<sup>b</sup></b>			
Manager	\$ 79,750 - \$ 108,000	\$ 83,500 - \$ 112,500	4.4%
Senior	\$ 66,750 - \$ 88,500	\$ 70,000 - \$ 91,750	4.2%
1 to 3 Years	\$ 52,500 - \$ 70,000	\$ 55,250 - \$ 72,500	4.3%
Up to 1 Year	\$ 44,000 - \$ 54,250	\$ 46,000 - \$ 56,250	4.1%
<b>Financial Analyst – Small Companies<sup>b</sup></b>			
Manager	\$ 70,000 - \$ 91,000	\$ 73,500 - \$ 94,500	4.3%
Senior	\$ 57,750 - \$ 76,000	\$ 60,000 - \$ 79,500	4.3%
1 to 3 Years	\$ 47,250 - \$ 62,250	\$ 49,250 - \$ 65,000	4.3%
Up to 1 Year	\$ 41,250 - \$ 49,500	\$ 43,250 - \$ 51,250	4.1%
<b>Budget Analyst – Large Companies<sup>b</sup></b>			
Manager	\$ 86,000 - \$ 121,000	\$ 90,000 - \$ 125,500	4.1%
Senior	\$ 71,000 - \$ 93,500	\$ 74,500 - \$ 96,750	4.1%
1 to 3 Years	\$ 53,500 - \$ 74,250	\$ 56,000 - \$ 77,000	4.1%
Up to 1 Year	\$ 44,000 - \$ 57,750	\$ 46,250 - \$ 59,500	3.9%
<b>Budget Analyst – Midsize Companies<sup>b</sup></b>			
Manager	\$ 78,500 - \$ 104,750	\$ 82,250 - \$ 108,500	4.1%
Senior	\$ 65,500 - \$ 85,250	\$ 68,500 - \$ 88,500	4.1%
1 to 3 Years	\$ 51,000 - \$ 69,000	\$ 53,000 - \$ 71,750	4.0%
Up to 1 Year	\$ 42,500 - \$ 53,500	\$ 44,250 - \$ 55,500	3.9%
<b>Budget Analyst – Small Companies<sup>b</sup></b>			
Manager	\$ 66,000 - \$ 89,000	\$ 68,000 - \$ 93,000	3.9%
Senior	\$ 55,500 - \$ 73,750	\$ 57,750 - \$ 76,500	3.9%
1 to 3 Years	\$ 45,500 - \$ 61,000	\$ 47,000 - \$ 63,500	3.8%
Up to 1 Year	\$ 39,000 - \$ 49,250	\$ 40,500 - \$ 51,000	3.7%

b. Large companies = \$250+ million in sales

Midsize companies = \$25 million to \$250 million in sales

Small companies = up to \$25 million in sales

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.



## CORPORATE ACCOUNTING

Title/Experience	2014	2015	% Change
<b>Treasury Analyst – Large Companies<sup>b</sup></b>			
Manager	\$ 86,750 - \$ 122,000	\$ 89,500 - \$ 127,000	3.7%
Senior	\$ 72,000 - \$ 93,500	\$ 74,500 - \$ 97,000	3.6%
1 to 3 Years	\$ 54,250 - \$ 73,500	\$ 56,500 - \$ 76,000	3.7%
Up to 1 Year	\$ 43,750 - \$ 57,250	\$ 45,500 - \$ 59,250	3.7%
<b>Treasury Analyst – Midsize Companies<sup>b</sup></b>			
Manager	\$ 78,250 - \$ 104,000	\$ 81,500 - \$ 107,000	3.4%
Senior	\$ 65,000 - \$ 85,000	\$ 67,500 - \$ 87,500	3.3%
1 to 3 Years	\$ 51,250 - \$ 67,000	\$ 53,500 - \$ 69,000	3.6%
Up to 1 Year	\$ 41,500 - \$ 54,000	\$ 43,250 - \$ 55,500	3.4%
<b>Treasury Analyst – Small Companies<sup>b</sup></b>			
Manager	\$ 66,750 - \$ 89,250	\$ 69,250 - \$ 92,250	3.5%
Senior	\$ 56,000 - \$ 73,250	\$ 58,500 - \$ 75,000	3.3%
1 to 3 Years	\$ 45,750 - \$ 61,250	\$ 48,000 - \$ 62,500	3.3%
Up to 1 Year	\$ 39,250 - \$ 48,750	\$ 40,750 - \$ 50,250	3.4%
<b>Cost Analyst – Large Companies<sup>b</sup></b>			
Manager	\$ 86,250 - \$ 121,250	\$ 90,000 - \$ 124,750	3.5%
Senior	\$ 71,500 - \$ 93,250	\$ 74,500 - \$ 96,000	3.5%
1 to 3 Years	\$ 55,000 - \$ 73,750	\$ 57,500 - \$ 75,500	3.3%
Up to 1 Year	\$ 44,750 - \$ 57,000	\$ 47,250 - \$ 58,000	3.4%
<b>Cost Analyst – Midsize Companies<sup>b</sup></b>			
Manager	\$ 77,750 - \$ 103,750	\$ 80,750 - \$ 107,000	3.4%
Senior	\$ 64,750 - \$ 84,750	\$ 67,000 - \$ 87,500	3.3%
1 to 3 Years	\$ 50,000 - \$ 68,250	\$ 52,000 - \$ 70,250	3.4%
Up to 1 Year	\$ 42,250 - \$ 53,250	\$ 44,250 - \$ 54,500	3.4%
<b>Cost Analyst – Small Companies<sup>b</sup></b>			
Manager	\$ 67,000 - \$ 89,500	\$ 70,000 - \$ 92,000	3.5%
Senior	\$ 56,250 - \$ 73,250	\$ 57,500 - \$ 76,500	3.5%
1 to 3 Years	\$ 45,500 - \$ 60,750	\$ 47,500 - \$ 62,500	3.5%
Up to 1 Year	\$ 39,000 - \$ 49,000	\$ 41,000 - \$ 50,000	3.4%

b. Large companies = \$250+ million in sales

Midsize companies = \$25 million to \$250 million in sales

Small companies = up to \$25 million in sales

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.



## CORPORATE ACCOUNTING

Title/Experience	2014	2015	% Change
<b>Business Analyst – Large Companies<sup>b</sup></b>			
Manager	\$ 86,000 - \$ 119,000	\$ 90,250 - \$ 123,750	4.4%
Senior	\$ 73,750 - \$ 97,250	\$ 78,000 - \$ 100,500	4.4%
1 to 3 Years	\$ 56,500 - \$ 78,750	\$ 59,500 - \$ 81,500	4.3%
Up to 1 Year	\$ 47,250 - \$ 62,000	\$ 50,000 - \$ 63,750	4.1%
<b>Business Analyst – Midsize Companies<sup>b</sup></b>			
Manager	\$ 86,250 - \$ 117,000	\$ 89,750 - \$ 122,500	4.4%
Senior	\$ 73,500 - \$ 96,500	\$ 77,500 - \$ 99,500	4.1%
1 to 3 Years	\$ 56,750 - \$ 77,000	\$ 59,000 - \$ 80,500	4.3%
Up to 1 Year	\$ 46,750 - \$ 62,250	\$ 49,750 - \$ 63,750	4.1%
<b>Business Intelligence Analyst – Large Companies<sup>b</sup></b>			
Manager	\$ 103,000 - \$ 131,000	\$ 107,750 - \$ 136,000	4.2%
Senior	\$ 88,000 - \$ 107,500	\$ 93,750 - \$ 110,000	4.2%
1 to 3 Years	\$ 74,000 - \$ 90,500	\$ 77,500 - \$ 93,750	4.1%
Up to 1 Year	\$ 64,000 - \$ 76,250	\$ 67,250 - \$ 78,750	4.1%
<b>Business Intelligence Analyst – Midsize Companies<sup>b</sup></b>			
Manager	\$ 101,500 - \$ 122,750	\$ 105,750 - \$ 127,750	4.1%
Senior	\$ 87,500 - \$ 104,750	\$ 91,750 - \$ 108,500	4.2%
1 to 3 Years	\$ 73,500 - \$ 89,250	\$ 77,250 - \$ 92,000	4.0%
Up to 1 Year	\$ 63,250 - \$ 74,500	\$ 66,250 - \$ 77,000	4.0%
<b>Business Systems Analyst – Large Companies<sup>b</sup></b>			
Manager	\$ 93,500 - \$ 118,250	\$ 97,250 - \$ 123,500	4.3%
Senior	\$ 77,750 - \$ 95,250	\$ 81,000 - \$ 99,250	4.2%
1 to 3 Years	\$ 62,500 - \$ 77,000	\$ 65,250 - \$ 80,250	4.3%
Up to 1 Year	\$ 51,250 - \$ 63,000	\$ 53,750 - \$ 65,250	4.2%
<b>Business Systems Analyst – Midsize Companies<sup>b</sup></b>			
Manager	\$ 87,000 - \$ 110,250	\$ 90,750 - \$ 114,750	4.2%
Senior	\$ 72,000 - \$ 88,500	\$ 75,000 - \$ 92,250	4.2%
1 to 3 Years	\$ 58,250 - \$ 72,000	\$ 60,750 - \$ 74,750	4.0%
Up to 1 Year	\$ 48,000 - \$ 59,000	\$ 50,500 - \$ 61,000	4.2%

b. Large companies = \$250+ million in sales

Midsize companies = \$25 million to \$250 million in sales

Small companies = up to \$25 million in sales

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.

## CORPORATE ACCOUNTING

Title	2014	2015	% Change
<b>Forensic Accountant – All Companies</b>			
Forensic Accountant	\$ 68,500 - \$ 108,000	\$ 71,500 - \$ 111,500	3.7%
<b>Operational Support: Credit &amp; Collections – Large Companies<sup>b</sup></b>			
Credit Manager/Supervisor	\$ 70,250 - \$ 103,000	\$ 73,000 - \$ 106,250	3.5%
Assistant Credit Manager	\$ 55,250 - \$ 76,750	\$ 57,500 - \$ 79,000	3.4%
Credit/Collections Analyst	\$ 44,000 - \$ 61,000	\$ 45,750 - \$ 62,750	3.3%
Credit/Collections Clerk	\$ 35,750 - \$ 46,750	\$ 36,750 - \$ 48,500	3.3%
<b>Operational Support: Credit &amp; Collections – Midsize Companies<sup>b</sup></b>			
Credit Manager/Supervisor	\$ 55,750 - \$ 79,250	\$ 57,000 - \$ 82,500	3.3%
Assistant Credit Manager	\$ 45,000 - \$ 61,250	\$ 46,750 - \$ 63,000	3.3%
Credit/Collections Clerk	\$ 32,000 - \$ 43,750	\$ 33,000 - \$ 45,000	3.0%
<b>Operational Support: Credit &amp; Collections – Small Companies<sup>b</sup></b>			
Credit Manager/Supervisor	\$ 46,750 - \$ 66,000	\$ 48,000 - \$ 68,250	3.1%
Assistant Credit Manager	\$ 39,750 - \$ 52,750	\$ 41,250 - \$ 54,250	3.2%
Credit/Collections Clerk	\$ 31,000 - \$ 40,500	\$ 32,500 - \$ 41,250	3.1%
<b>Operational Support: Bookkeepers – All Companies</b>			
Full Charge (Financial Statements)	\$ 44,750 - \$ 61,250	\$ 46,750 - \$ 62,750	3.3%
Full Charge (General Ledger)	\$ 41,250 - \$ 54,000	\$ 43,000 - \$ 55,500	3.4%
Bookkeeper	\$ 35,750 - \$ 46,750	\$ 38,000 - \$ 47,250	3.3%
Accounting Clerk	\$ 30,750 - \$ 40,250	\$ 31,750 - \$ 41,500	3.2%
<b>Operational Support: Payroll &amp; Other – Large Companies<sup>b</sup></b>			
AR/AP <sup>c</sup> Manager	\$ 52,000 - \$ 79,500	\$ 53,000 - \$ 83,000	3.4%
AR/AP <sup>c</sup> Clerk	\$ 33,250 - \$ 45,750	\$ 34,500 - \$ 47,250	3.5%
Billing Manager/Supervisor	\$ 48,000 - \$ 68,000	\$ 49,250 - \$ 70,500	3.2%
Billing Clerk	\$ 32,000 - \$ 43,500	\$ 33,500 - \$ 44,500	3.3%
Payroll Manager/Supervisor	\$ 55,500 - \$ 88,500	\$ 58,000 - \$ 91,500	3.8%
Payroll Coordinator/Administrator	\$ 40,750 - \$ 56,250	\$ 42,500 - \$ 57,750	3.4%
Payroll Clerk	\$ 34,250 - \$ 45,250	\$ 35,750 - \$ 46,500	3.5%
Purchasing Manager	\$ 50,000 - \$ 77,750	\$ 52,750 - \$ 79,250	3.3%
Inventory Analyst	\$ 40,000 - \$ 53,000	\$ 40,500 - \$ 55,250	3.0%
Inventory Clerk	\$ 32,500 - \$ 41,250	\$ 33,750 - \$ 42,250	3.1%

- b. Large companies = \$250+ million in sales  
 Midsize companies = \$25 million to \$250 million in sales  
 Small companies = up to \$25 million in sales

- c. AR/AP = Accounts Receivable/Accounts Payable

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.

## CORPORATE ACCOUNTING

Title	2014	2015	% Change
<b>Operational Support: Payroll &amp; Other – Midsize Companies<sup>b</sup></b>			
AR/AP <sup>c</sup> Manager	\$ 47,000 - \$ 65,250	\$ 48,500 - \$ 67,500	3.3%
AR/AP <sup>c</sup> Clerk	\$ 32,750 - \$ 43,500	\$ 34,750 - \$ 44,000	3.3%
Billing Manager/Supervisor	\$ 44,500 - \$ 59,500	\$ 46,500 - \$ 61,250	3.6%
Billing Clerk	\$ 31,000 - \$ 41,500	\$ 32,000 - \$ 43,000	3.4%
Payroll Manager/Supervisor	\$ 47,750 - \$ 68,500	\$ 48,500 - \$ 72,000	3.7%
Payroll Clerk	\$ 32,500 - \$ 44,750	\$ 34,000 - \$ 46,000	3.6%
Purchasing Manager	\$ 46,750 - \$ 64,500	\$ 47,750 - \$ 67,000	3.1%
Inventory Clerk	\$ 30,250 - \$ 40,500	\$ 31,750 - \$ 41,250	3.2%
<b>Operational Support: Payroll &amp; Other – Small Companies<sup>b</sup></b>			
AR/AP <sup>c</sup> Manager	\$ 40,250 - \$ 56,250	\$ 41,750 - \$ 58,000	3.4%
AR/AP <sup>c</sup> Clerk	\$ 30,250 - \$ 40,250	\$ 31,750 - \$ 41,000	3.2%
Payroll Manager/Supervisor	\$ 40,750 - \$ 55,750	\$ 41,250 - \$ 58,750	3.6%
Payroll Clerk	\$ 30,500 - \$ 39,750	\$ 31,750 - \$ 40,750	3.2%

We've added the following new positions which are unique to firms within healthcare. You'll find additional analysis on employment trends within the healthcare sector on Page 9.

## HEALTHCARE

Title	2014	2015	% Change
<i>All Companies</i>			
Medical Billing Manager/Supervisor	\$ 52,000 - \$ 72,250	\$ 53,750 - \$ 75,750	4.2%
Medical Biller	\$ 36,000 - \$ 48,000	\$ 37,500 - \$ 50,000	4.2%
Billing Support Specialist	\$ 30,500 - \$ 38,250	\$ 31,750 - \$ 39,750	4.0%
Medical Collections Manager/Supervisor	\$ 53,250 - \$ 74,750	\$ 55,500 - \$ 77,750	4.1%
Medical Collections Specialist	\$ 37,000 - \$ 48,250	\$ 38,500 - \$ 50,250	4.1%
Third-Party Biller	\$ 39,250 - \$ 50,500	\$ 41,000 - \$ 52,000	3.6%
Payment Poster	\$ 34,500 - \$ 42,750	\$ 36,000 - \$ 44,500	4.2%
Charge Entry Clerk	\$ 33,250 - \$ 41,250	\$ 34,750 - \$ 42,500	3.7%
Patient Financial Counselor	\$ 39,500 - \$ 51,500	\$ 41,000 - \$ 53,500	3.8%
Patient Accountant	\$ 36,500 - \$ 50,250	\$ 37,500 - \$ 52,500	3.7%
Claims Examiner/Analyst	\$ 41,000 - \$ 51,750	\$ 43,000 - \$ 53,500	4.0%
Healthcare Claims Processor	\$ 36,500 - \$ 47,250	\$ 38,000 - \$ 49,000	3.9%

- b. Large companies = \$250+ million in sales  
 Midsize companies = \$25 million to \$250 million in sales  
 Small companies = up to \$25 million in sales

- c. AR/AP = Accounts Receivable/Accounts Payable

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.

## PUBLIC ACCOUNTING

Title/Experience	2014	2015	% Change
<b>Tax Services – Large Firms<sup>d,e</sup></b>			
Senior Manager/Director <sup>a</sup>	\$ 115,000 - \$ 190,750	\$ 119,000 - \$ 198,000	3.7%
Manager <sup>a</sup>	\$ 92,750 - \$ 134,000	\$ 96,000 - \$ 139,000	3.6%
Senior	\$ 76,250 - \$ 101,750	\$ 78,500 - \$ 106,500	3.9%
1 to 3 Years	\$ 61,500 - \$ 80,750	\$ 63,250 - \$ 83,250	3.0%
Up to 1 Year	\$ 54,250 - \$ 67,750	\$ 55,750 - \$ 69,750	2.9%
<b>Tax Services – Midsize Firms<sup>d,e</sup></b>			
Senior Manager/Director <sup>a</sup>	\$ 104,000 - \$ 161,500	\$ 107,750 - \$ 167,500	3.7%
Manager <sup>a</sup>	\$ 86,750 - \$ 117,250	\$ 88,750 - \$ 123,250	3.9%
Senior	\$ 68,750 - \$ 91,750	\$ 70,500 - \$ 96,000	3.7%
1 to 3 Years	\$ 55,500 - \$ 72,750	\$ 56,500 - \$ 75,500	2.9%
Up to 1 Year	\$ 48,000 - \$ 60,500	\$ 49,250 - \$ 62,500	3.0%
<b>Tax Services – Small Firms<sup>d,e</sup></b>			
Senior Manager/Director <sup>a</sup>	\$ 92,500 - \$ 131,250	\$ 95,500 - \$ 136,500	3.7%
Manager <sup>a</sup>	\$ 77,000 - \$ 101,750	\$ 79,500 - \$ 105,250	3.4%
Senior	\$ 61,250 - \$ 79,500	\$ 63,750 - \$ 81,500	3.2%
1 to 3 Years	\$ 50,500 - \$ 64,750	\$ 51,500 - \$ 67,750	3.5%
Up to 1 Year	\$ 44,500 - \$ 55,750	\$ 46,500 - \$ 56,500	2.7%
<b>Audit/Assurance Services – Large Firms<sup>d,e</sup></b>			
Senior Manager/Director <sup>a</sup>	\$ 114,250 - \$ 184,750	\$ 118,500 - \$ 191,750	3.8%
Manager <sup>a</sup>	\$ 94,000 - \$ 130,250	\$ 97,250 - \$ 135,500	3.8%
Senior	\$ 75,500 - \$ 98,500	\$ 78,250 - \$ 101,250	3.2%
1 to 3 Years	\$ 62,750 - \$ 79,000	\$ 63,750 - \$ 82,000	2.8%
Up to 1 Year	\$ 54,250 - \$ 66,250	\$ 56,000 - \$ 68,000	2.9%
<b>Audit/Assurance Services – Midsize Firms<sup>d,e</sup></b>			
Senior Manager/Director <sup>a</sup>	\$ 102,500 - \$ 159,250	\$ 106,000 - \$ 164,750	3.4%
Manager <sup>a</sup>	\$ 85,500 - \$ 115,500	\$ 88,250 - \$ 119,000	3.1%
Senior	\$ 68,750 - \$ 90,000	\$ 71,000 - \$ 92,750	3.1%
1 to 3 Years	\$ 55,500 - \$ 72,250	\$ 56,750 - \$ 74,750	2.9%
Up to 1 Year	\$ 48,000 - \$ 60,250	\$ 49,500 - \$ 61,750	2.8%

a. Bonuses and incentives reflect an increasingly large part of overall pay at this level and are not included in the salary ranges listed above. Advanced degrees or professional certifications also are assumed at this level.

d. Large firms = \$250+ million in sales  
Midsize firms = \$25 million to \$250 million in sales  
Small firms = up to \$25 million in sales

e. Salary does not reflect overtime or bonuses, which are significant portions of compensation for these positions.

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.

## PUBLIC ACCOUNTING

Title/Experience	2014	2015	% Change
<b>Audit/Assurance Services – Small Firms <sup>d,e</sup></b>			
Senior Manager/Director <sup>a</sup>	\$ 91,250 - \$ 129,500	\$ 94,250 - \$ 134,500	3.6%
Manager <sup>a</sup>	\$ 77,250 - \$ 99,250	\$ 79,500 - \$ 103,500	3.7%
Senior	\$ 60,000 - \$ 80,000	\$ 62,500 - \$ 81,750	3.0%
1 to 3 Years	\$ 50,750 - \$ 64,750	\$ 52,000 - \$ 66,750	2.8%
Up to 1 Year	\$ 44,500 - \$ 55,000	\$ 45,750 - \$ 56,500	2.8%
<b>Management Services – Large Firms <sup>d,e</sup></b>			
Senior Manager/Director <sup>a</sup>	\$ 115,500 - \$ 187,750	\$ 118,250 - \$ 195,250	3.4%
Manager <sup>a</sup>	\$ 93,750 - \$ 130,500	\$ 96,000 - \$ 137,000	3.9%
Senior	\$ 75,750 - \$ 100,500	\$ 77,500 - \$ 104,500	3.3%
1 to 3 Years	\$ 63,750 - \$ 80,000	\$ 65,750 - \$ 82,500	3.1%
Up to 1 Year	\$ 54,000 - \$ 68,500	\$ 54,750 - \$ 71,250	2.9%
<b>Management Services – Midsize Firms <sup>d,e</sup></b>			
Senior Manager/Director <sup>a</sup>	\$ 102,000 - \$ 158,500	\$ 102,500 - \$ 167,500	3.6%
Manager <sup>a</sup>	\$ 86,250 - \$ 115,250	\$ 88,750 - \$ 119,500	3.3%
Senior	\$ 67,750 - \$ 92,250	\$ 70,000 - \$ 95,250	3.3%
1 to 3 Years	\$ 56,750 - \$ 71,750	\$ 58,500 - \$ 73,750	2.9%
Up to 1 Year	\$ 47,750 - \$ 61,250	\$ 48,750 - \$ 63,250	2.8%
<b>Management Services – Small Firms <sup>d,e</sup></b>			
Senior Manager/Director <sup>a</sup>	\$ 92,500 - \$ 131,000	\$ 95,250 - \$ 136,250	3.6%
Manager <sup>a</sup>	\$ 77,000 - \$ 100,250	\$ 79,000 - \$ 104,500	3.5%
Senior	\$ 61,000 - \$ 80,000	\$ 62,500 - \$ 82,750	3.0%
1 to 3 Years	\$ 51,250 - \$ 64,750	\$ 53,000 - \$ 66,250	2.8%
Up to 1 Year	\$ 45,500 - \$ 56,250	\$ 46,750 - \$ 58,000	2.9%
<b>Paraprofessional/Bookkeeper – All Firms</b>			
Paraprofessional/Bookkeeper	\$ 39,750 - \$ 59,250	\$ 40,750 - \$ 61,250	3.0%

a. Bonuses and incentives reflect an increasingly large part of overall pay at this level and are not included in the salary ranges listed above. Advanced degrees or professional certifications also are assumed at this level.

d. Large firms = \$250+ million in sales  
 Midsize firms = \$25 million to \$250 million in sales  
 Small firms = up to \$25 million in sales

e. Salary does not reflect overtime or bonuses, which are significant portions of compensation for these positions.

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.

## FINANCIAL SERVICES

Title/Experience	2014	2015	% Change
<b>Banking and Financial Markets</b>			
Managing Director/Partner – Sell Side	\$ 172,250 - \$ 276,750	\$ 175,250 - \$ 284,750	2.4%
Vice President – Sell Side	\$ 129,750 - \$ 191,750	\$ 132,750 - \$ 196,750	2.5%
Associate – Sell Side	\$ 80,750 - \$ 108,250	\$ 82,750 - \$ 111,250	2.6%
Analyst – Sell Side	\$ 67,500 - \$ 86,500	\$ 68,750 - \$ 89,250	2.6%
Managing Director/Partner – Buy Side	\$ 166,000 - \$ 262,000	\$ 170,000 - \$ 268,500	2.5%
Vice President – Buy Side	\$ 127,750 - \$ 183,250	\$ 131,000 - \$ 187,750	2.5%
Associate – Buy Side	\$ 75,500 - \$ 101,750	\$ 77,750 - \$ 104,000	2.5%
Analyst – Buy Side	\$ 68,000 - \$ 88,250	\$ 69,750 - \$ 90,500	2.6%
Business Development Officer	\$ 90,750 - \$ 148,000	\$ 92,500 - \$ 152,250	2.5%
Fund Manager	\$ 118,250 - \$ 172,250	\$ 122,000 - \$ 178,500	3.4%
Portfolio Manager	\$ 107,000 - \$ 151,500	\$ 109,500 - \$ 158,000	3.5%
Commercial Lender – 5+ Years	\$ 89,250 - \$ 126,500	\$ 91,000 - \$ 130,750	2.8%
Commercial Lender – 3 to 5 Years	\$ 68,500 - \$ 107,500	\$ 70,000 - \$ 110,750	2.7%
Commercial Lender – 1 to 3 Years	\$ 52,500 - \$ 83,750	\$ 54,000 - \$ 86,000	2.8%
Private Banker – 5+ Years	\$ 79,250 - \$ 112,250	\$ 81,500 - \$ 115,250	2.7%
Private Banker – 3 to 5 Years	\$ 61,250 - \$ 82,000	\$ 62,000 - \$ 85,250	2.8%
Private Banker – 1 to 3 Years	\$ 49,500 - \$ 67,500	\$ 50,000 - \$ 70,250	2.8%
Credit Analyst – 5+ Years	\$ 69,750 - \$ 90,750	\$ 71,500 - \$ 95,750	4.2%
Credit Analyst – 3 to 5 Years	\$ 57,750 - \$ 73,750	\$ 59,500 - \$ 76,750	3.6%
Credit Analyst – 1 to 3 Years	\$ 44,750 - \$ 59,250	\$ 45,500 - \$ 62,250	3.6%
Wholesaler	\$ 56,750 - \$ 77,250	\$ 58,250 - \$ 79,750	3.0%
<b>Finance and Accounting</b>			
Chief Financial Officer	\$ 149,500 - \$ 265,000	\$ 155,000 - \$ 275,000	3.7%
Controller – Large Firms <sup>f</sup>	\$ 146,500 - \$ 186,000	\$ 151,500 - \$ 193,000	3.6%
Controller – Midsize Firms <sup>f</sup>	\$ 102,500 - \$ 154,000	\$ 105,250 - \$ 160,000	3.4%
Controller – Small Firms <sup>f</sup>	\$ 89,000 - \$ 119,250	\$ 92,000 - \$ 123,500	3.5%
Accountant – 5+ Years	\$ 67,000 - \$ 87,500	\$ 70,500 - \$ 89,000	3.2%
Accountant – 3 to 5 Years	\$ 56,250 - \$ 72,250	\$ 58,500 - \$ 74,000	3.1%
Accountant – 1 to 3 Years	\$ 44,250 - \$ 58,250	\$ 46,000 - \$ 59,750	3.2%
Product Controller – Manager	\$ 91,000 - \$ 115,750	\$ 94,000 - \$ 118,500	2.8%
Product Controller – 3 to 5 Years	\$ 70,750 - \$ 92,250	\$ 72,250 - \$ 95,500	2.9%
Product Controller – 1 to 3 Years	\$ 55,750 - \$ 71,000	\$ 57,000 - \$ 73,250	2.8%
Financial Planning & Analysis – Manager	\$ 87,750 - \$ 116,750	\$ 90,000 - \$ 120,500	2.9%
Financial Planning & Analysis – 3 to 5 Years	\$ 66,500 - \$ 84,750	\$ 67,500 - \$ 88,250	3.0%
Financial Planning & Analysis – 1 to 3 Years	\$ 55,250 - \$ 72,250	\$ 56,250 - \$ 75,000	2.9%

f. Large firms = \$250+ million in sales  
 Midsize firms = \$25 million to \$250 million in sales  
 Small firms = up to \$25 million in sales

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.



## FINANCIAL SERVICES

Title/Experience	2014	2015	% Change
<b>Finance and Accounting</b> (Cont.)			
Hedge Fund Accountant – Manager	\$ 83,750 - \$ 115,500	\$ 85,750 - \$ 119,250	2.9%
Hedge Fund Accountant – 3 to 5 Years	\$ 61,000 - \$ 78,750	\$ 62,500 - \$ 81,500	3.0%
Hedge Fund Accountant – 1 to 3 Years	\$ 49,500 - \$ 62,750	\$ 51,000 - \$ 64,750	3.1%
Mutual Fund Accountant – Manager	\$ 72,500 - \$ 93,750	\$ 74,750 - \$ 96,250	2.9%
Mutual Fund Accountant – 3 to 5 Years	\$ 54,500 - \$ 69,000	\$ 55,500 - \$ 71,500	2.8%
Mutual Fund Accountant – 1 to 3 Years	\$ 44,250 - \$ 57,750	\$ 45,500 - \$ 59,500	2.9%
Internal Auditor – Manager	\$ 87,500 - \$ 121,000	\$ 91,000 - \$ 126,000	4.1%
Internal Auditor – 3 to 5 Years	\$ 65,250 - \$ 84,250	\$ 67,000 - \$ 88,750	4.2%
Internal Auditor – 1 to 3 Years	\$ 51,500 - \$ 69,500	\$ 53,000 - \$ 73,000	4.1%
Regulatory Reporting – Manager	\$ 89,250 - \$ 114,500	\$ 92,000 - \$ 118,500	3.3%
Regulatory Reporting – 3 to 5 Years	\$ 68,000 - \$ 87,500	\$ 70,250 - \$ 90,500	3.4%
Regulatory Reporting – 1 to 3 Years	\$ 53,750 - \$ 68,500	\$ 54,750 - \$ 71,500	3.3%
Financial Analyst	\$ 52,500 - \$ 76,750	\$ 54,500 - \$ 80,250	4.3%
Tax Accountant	\$ 55,000 - \$ 75,250	\$ 57,250 - \$ 78,000	3.8%
<b>Risk and Compliance</b>			
Chief Risk Officer	\$ 148,000 - \$ 225,000	\$ 152,250 - \$ 234,000	3.6%
Market Risk Analyst – Manager	\$ 92,000 - \$ 132,750	\$ 95,250 - \$ 137,500	3.6%
Market Risk Analyst – 3 to 5 Years	\$ 69,000 - \$ 92,250	\$ 72,000 - \$ 95,000	3.6%
Credit Risk Analyst – Manager	\$ 90,000 - \$ 116,250	\$ 93,000 - \$ 120,750	3.6%
Credit Risk Analyst – 3 to 5 Years	\$ 63,000 - \$ 85,250	\$ 64,500 - \$ 89,250	3.7%
Operational Risk Analyst – Manager	\$ 88,500 - \$ 112,250	\$ 91,500 - \$ 116,500	3.6%
Operational Risk Analyst – 3 to 5 Years	\$ 64,500 - \$ 83,500	\$ 66,000 - \$ 87,500	3.7%
Chief Compliance Officer – Large Firms <sup>f</sup>	\$ 154,500 - \$ 229,500	\$ 161,000 - \$ 238,750	4.1%
Chief Compliance Officer – Midsize Firms <sup>f</sup>	\$ 126,000 - \$ 176,000	\$ 130,500 - \$ 184,000	4.1%
Chief Compliance Officer – Small Firms <sup>f</sup>	\$ 106,500 - \$ 138,000	\$ 111,000 - \$ 143,500	4.1%
Compliance Officer – Large Firms <sup>f</sup>	\$ 98,500 - \$ 131,500	\$ 102,000 - \$ 137,500	4.1%
Compliance Officer – Midsize Firms <sup>f</sup>	\$ 86,000 - \$ 118,500	\$ 88,250 - \$ 124,750	4.2%
Compliance Officer – Small Firms <sup>f</sup>	\$ 72,000 - \$ 97,000	\$ 73,750 - \$ 102,250	4.1%
Compliance Manager – Large Firms <sup>f</sup>	\$ 83,250 - \$ 108,500	\$ 86,250 - \$ 113,250	4.0%
Compliance Manager – Midsize Firms <sup>f</sup>	\$ 73,750 - \$ 98,000	\$ 76,000 - \$ 102,750	4.1%
Compliance Manager – Small Firms <sup>f</sup>	\$ 65,750 - \$ 86,000	\$ 68,500 - \$ 89,250	4.0%
Compliance Analyst	\$ 52,750 - \$ 79,750	\$ 53,750 - \$ 84,000	4.0%
Anti-Money Laundering Specialist	\$ 68,500 - \$ 92,000	\$ 71,500 - \$ 95,500	4.0%
Fraud Investigator	\$ 66,250 - \$ 88,000	\$ 68,000 - \$ 91,750	3.6%
Regulatory Affairs Specialist	\$ 64,250 - \$ 91,000	\$ 65,750 - \$ 95,250	3.7%

f. Large firms = \$250+ million in sales

Midsize firms = \$25 million to \$250 million in sales

Small firms = up to \$25 million in sales

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.

## FINANCIAL SERVICES

Title/Experience	2014	2015	% Change
<b>Operations</b>			
Director of Operations	\$ 93,500 - \$ 133,000	\$ 95,250 - \$ 136,250	2.2%
Operations Manager	\$ 56,500 - \$ 82,000	\$ 57,500 - \$ 84,250	2.3%
Banking Operations Specialist – 5+ Years	\$ 57,750 - \$ 74,000	\$ 58,000 - \$ 77,000	2.5%
Banking Operations Specialist – 3 to 5 Years	\$ 48,500 - \$ 60,750	\$ 49,500 - \$ 62,750	2.7%
Banking Operations Specialist – 1 to 3 Years	\$ 39,500 - \$ 50,750	\$ 40,000 - \$ 52,750	2.8%
Fund Operations Specialist – 5+ Years	\$ 63,000 - \$ 76,250	\$ 64,750 - \$ 78,000	2.5%
Fund Operations Specialist – 3 to 5 Years	\$ 52,000 - \$ 65,000	\$ 53,000 - \$ 66,750	2.4%
Fund Operations Specialist – 1 to 3 Years	\$ 42,250 - \$ 53,500	\$ 42,500 - \$ 55,500	2.3%
Client Service Representative – 5+ Years	\$ 53,000 - \$ 65,750	\$ 54,000 - \$ 67,500	2.3%
Client Service Representative – 3 to 5 Years	\$ 45,250 - \$ 56,000	\$ 46,250 - \$ 57,500	2.5%
Client Service Representative – 1 to 3 Years	\$ 37,750 - \$ 45,500	\$ 38,000 - \$ 47,000	2.1%
Sales/Trader Assistant	\$ 38,500 - \$ 60,000	\$ 39,000 - \$ 62,250	2.8%
Performance Analyst	\$ 52,250 - \$ 72,750	\$ 54,500 - \$ 74,250	3.0%
Loan Processor	\$ 40,000 - \$ 54,500	\$ 41,750 - \$ 56,000	3.4%
Loan Underwriter	\$ 46,000 - \$ 65,750	\$ 47,000 - \$ 68,500	3.4%
Loan Administrator	\$ 38,250 - \$ 57,500	\$ 39,250 - \$ 59,750	3.4%
Mortgage Processor	\$ 31,500 - \$ 43,000	\$ 32,500 - \$ 44,500	3.4%
Mortgage Underwriter	\$ 40,500 - \$ 59,000	\$ 41,500 - \$ 61,250	3.3%

Unless otherwise noted (see footnote "a"), add 5-15 percent for graduate degrees or professional certifications.

# Customizing Salaries for Local Markets



The national salary ranges can be customized for more than 135 U.S. cities by using the local variances beginning on Page 26. A number of factors, including company size, employee benefits, a candidate's skill set and market trends, may impact actual compensation.

The information is supported by data from the U.S. Department of Labor's Bureau of Labor Statistics and Robert Half's U.S. offices, independent research, and our company's ongoing surveys of CFOs and other senior business leaders. The average salary index for all U.S. markets is 100.

To determine the estimated salary range for a position in your area, move the decimal point in the variance number two places to the left, then multiply this figure by the low and high ends of the position's national average.

Salaries can be customized for additional markets using our Salary Calculator at [roberthalf.com/salary-calculator](http://roberthalf.com/salary-calculator).



### Alabama

Birmingham	95.0
Huntsville	93.0
Mobile	86.0

### Arizona

Phoenix	108.0
Tucson	102.0

### Arkansas

Fayetteville	95.0
Little Rock	95.0

### California

Fresno	90.0
Irvine	124.5
Los Angeles	127.0
Oakland	127.0
Ontario	115.0
Sacramento	101.5
San Diego	118.5
San Francisco	138.0
San Jose	135.0
Santa Barbara	125.0
Santa Rosa	118.1
Stockton	85.0

### Colorado

Boulder	115.3
Colorado Springs	90.5
Denver	103.7
Fort Collins	94.1
Greeley	84.6
Loveland	91.4
Pueblo	78.0

### Connecticut

Hartford	116.5
New Haven	112.0
Stamford	131.0

### Delaware

Wilmington	105.0
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### District of Columbia

Washington	132.0
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### Florida

Fort Myers	89.0
Jacksonville	94.5
Melbourne	89.5
Miami/	
Fort Lauderdale	107.0
Orlando	99.0
St. Petersburg	95.5
Tampa	97.0
West Palm Beach	100.0

### Georgia

Atlanta	105.0
Macon	84.0
Savannah	84.0

### Hawaii

Honolulu	94.0
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### Idaho

Boise	86.1
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### Illinois

Chicago	123.0
Naperville	112.0
Rockford	80.0
Springfield	91.0

### Indiana

Fort Wayne	81.0
Indianapolis	94.0

### Iowa

Cedar Rapids	93.0
Davenport	93.0
Des Moines	100.0
Sioux City	82.0
Waterloo/Cedar Falls	85.0

### Kansas

Kansas City	97.0
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### Kentucky

Lexington	90.5
Louisville	92.0

### Louisiana

Baton Rouge	99.0
New Orleans	99.0

### Maine

Portland	95.0
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### Maryland

Baltimore	103.0
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### Massachusetts

Boston	133.0
Springfield	104.0

### Michigan

Ann Arbor	100.5
Detroit	100.0
Grand Rapids	85.5
Lansing	84.0

### Minnesota

Bloomington	105.5
Duluth	79.6
Minneapolis	106.0
Rochester	100.5
St. Cloud	82.0
St. Paul	102.0

### Missouri

Kansas City	99.2
St. Joseph	91.0
St. Louis	100.3

### Nebraska

Lincoln	85.0
Omaha	96.0

### Nevada

Las Vegas	93.8
Reno	95.0

**New Hampshire**

Manchester/Nashua . . . 112.0

**New Jersey**

Mount Laurel . . . . . 115.0

Paramus . . . . . 130.0

Princeton . . . . . 125.0

Woodbridge . . . . . 126.5

**New Mexico**

Albuquerque . . . . . 90.5

**New York**

Albany . . . . . 97.0

Buffalo . . . . . 95.0

Long Island . . . . . 120.0

New York . . . . . 139.0

Rochester . . . . . 91.7

Syracuse . . . . . 90.3

**North Carolina**

Charlotte . . . . . 101.5

Greensboro . . . . . 100.0

Raleigh . . . . . 104.0

**Ohio**

Akron . . . . . 89.0

Canton . . . . . 82.0

Cincinnati . . . . . 97.5

Cleveland . . . . . 95.5

Columbus . . . . . 96.5

Dayton . . . . . 87.0

Toledo . . . . . 84.5

Youngstown . . . . . 76.0

**Oklahoma**

Oklahoma City . . . . . 91.7

Tulsa . . . . . 92.0

**Oregon**

Portland . . . . . 106.5

**Pennsylvania**

Harrisburg . . . . . 95.0

Philadelphia . . . . . 115.0

Pittsburgh . . . . . 96.2

**Rhode Island**

Providence . . . . . 97.0

**South Carolina**

Charleston . . . . . 93.0

Columbia . . . . . 93.5

Greenville . . . . . 91.5

**Tennessee**

Chattanooga . . . . . 89.0

Cool Springs . . . . . 99.0

Knoxville . . . . . 88.0

Memphis . . . . . 95.0

Nashville . . . . . 98.5

**Texas**

Austin . . . . . 106.0

Dallas . . . . . 107.5

El Paso . . . . . 70.0

Fort Worth . . . . . 107.0

Houston . . . . . 107.5

Midland/Odessa . . . 115.0

San Antonio . . . . . 98.0

**Utah**

Salt Lake City . . . . . 101.0

**Virginia**

Norfolk/

Hampton Roads . . . 94.5

Richmond . . . . . 98.0

Tysons Corner . . . . 132.0

**Washington**

Seattle . . . . . 118.9

Spokane . . . . . 82.0

**Wisconsin**


Appleton . . . . . 85.0

Green Bay . . . . . 86.5

Madison . . . . . 97.5

Milwaukee . . . . . 100.5

Waukesha . . . . . 98.5



Region-specific insights on positions in demand  
and growing industries are available at  
[roberthalf.com/salary-center](http://roberthalf.com/salary-center).

Source: U.S. Department of Labor's Bureau of Labor Statistics and Robert Half. City index figures are reflective of all industries and are not specific to accounting and finance. For more information on average starting salaries in your city, please contact the Robert Half office nearest you.

# 5 Reasons You Should Avoid Making a Counteroffer

Upon learning a top performer plans to accept a job with another company, many managers reflexively begin preparing a counteroffer. But it's important to think long and hard before trying to beat or match a competing firm's compensation package.

Here are five reasons to resist the temptation to counteroffer:

1. **It's not a long-term solution.** In a Robert Half survey, 38 percent of CFOs said it's common for employees who accept counteroffers to leave their firms within a year. Providing a competitive salary, excellent benefits, frequent recognition and clear career paths are effective employee retention strategies. Offering a counteroffer, on the other hand, is often just a costly way to delay the inevitable.
2. **You set a bad precedent.** What happens when word spreads that you sweetened the pot for one employee? It's likely other team members will expect similar treatment in the future. It could even prompt some employees to explore the job market as a renegotiation tool.
3. **Morale can suffer.** Fair or not, extending a counteroffer can lead to claims of favoritism. Tension and resentment also could arise if team members become jealous of the employee you bent over backward to keep. Your staff also might interpret your actions as a sign that it takes a resignation threat — not dedication and hard work — to get your attention and, ultimately, get ahead.
4. **It can be difficult to re-establish trust.** If a bump in salary persuades the employee to stay with your firm, your first reaction might be one of relief. But once you move beyond the initial crisis, doubts about the employee's loyalty will likely surface.
5. **The employee's performance won't likely improve.** Paying a person more won't necessarily yield better work. If particular employees come to believe that they are now deemed "indispensable," there's little incentive to step up their game.



# The Benefits of a Flexible Staffing Structure

Change — and lots of it — is the only constant today. The companies most poised for success are those that remain agile in responding to an ever-evolving business environment. This is especially true in the way they staff their operations.

The perennial job of adjusting employee headcount to match business opportunities is best handled with a flexible staffing plan. Creating a dynamic mix of full-time employees and highly skilled [temporary](#) and [project professionals](#) enables firms of all sizes to nimbly staff up or down based on workload demands.



More companies began embracing flexible staffing structures during the Great Recession, and the lessons they learned have been lasting ones. This cost-effective approach to managing personnel resources has become the new normal — a permanent part of many firms' human resources plans.

The number of professionals at all levels choosing to work on a temporary or project basis is also rising. The result? Employers can leverage the wealth of experience and knowledge these skilled workers possess without taking on the fixed costs of a full-time hire for every personnel need.

A flexible staffing structure will enable you to:

- Adjust staffing levels quickly and easily, keeping overhead costs under control year-round.
- Ease the burden on core staff members spread too thin.
- Access a deep talent pool of professionals who possess specialized subject matter expertise and skills not available in-house — when and for as long as you need them; knowledge can then be transferred from these individuals to internal staff.
- Avoid the damaging cycle of overstaffing followed by layoffs. As a result, you can increase the job stability and morale of your full-time employees.
- Reduce recruiting time (and the associated costs) if you identify a longer-term need.

# About Robert Half

Robert Half is the world's leading specialized staffing service.



Robert Half is the world's leading specialized staffing service. Through our [Accountemps](#), [Robert Half Finance & Accounting](#) and [Robert Half Management Resources](#) divisions, we place highly skilled accounting and finance professionals on a temporary, full-time and senior-level project basis, respectively. [Robert Half Financial Services](#) specializes in providing highly skilled financial services professionals on a temporary, interim and full-time basis.

We also offer a full spectrum of consulting services through our [Protiviti](#) subsidiary, a global consulting firm that helps companies solve problems in finance, technology, operations, governance, risk and internal audit.

## **Key benefits we offer your business include:**

**The right talent, right on time** — Our staffing professionals excel at making smart matches from our extensive network of experienced job candidates. We make sure they're ready from day one to help keep your business running at full speed.



**Recruitment, from beginning to end** — We handle all aspects of the hiring process for you: Our staffing professionals conduct face-to-face interviews, technical skills evaluations, select reference checks, soft skills assessments and salary discussions with our candidates. We evaluate their fit with your work environment so that we're making the right placement the first time.

**A personal touch** — Technology is no replacement for personal service. While we use the latest technology tools and our professional networks to quickly find you the best available candidates, we also provide one-on-one service tailored to your hiring needs. In other words, we don't rely solely on e-solutions.

**Options to fit your needs** — Whether you require a temporary professional during peak workloads, a full-time employee or a team of consultants to assist with a special project, our staffing professionals can provide you with a range of options. In addition, we can partner with Protiviti to provide deliverable-based consulting.

**Experience and reputation** — We've been in the staffing business for more than 65 years. In that time, we've learned how to read the job market in all economic climates and developed a reputation for offering sound advice and highly skilled candidates, no matter the current conditions.

Contact Robert Half at **roberthalf.com** or **1.800.803.8367** to learn more about how we can help you with your staffing needs.

For more hiring and management advice, visit our blogs:

- [blog.roberthalf.com](http://blog.roberthalf.com)
- [blog.accountemps.com](http://blog.accountemps.com)
- [blog.roberthalffinance.com](http://blog.roberthalffinance.com)
- [blog.roberthalfmr.com](http://blog.roberthalfmr.com)



# Office Locations

Call **1.800.803.8367** or visit **roberthalf.com/locations** to contact the office nearest you.

## UNITED STATES

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Phoenix  
Phoenix – West  
Tucson

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Fayetteville  
Little Rock

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Carlsbad  
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City of Industry  
Fairfield  
Fremont  
Fresno  
Irvine  
La Jolla  
Laguna Niguel  
Long Beach  
Los Angeles  
Los Angeles – LAX  
Modesto  
Monterey  
Oakland  
Ontario  
Orange  
Oxnard  
Palm Springs  
Palo Alto  
Pasadena  
Pleasanton  
Rancho Bernardo  
Rancho Cordova  
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San Francisco  
San Jose  
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Santa Barbara  
Santa Clara  
Santa Rosa  
Stockton  
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Stamford

### DELAWARE

Wilmington

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Brandon  
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Fort Lauderdale  
Fort Myers  
Heathrow  
Jacksonville  
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Orlando  
St. Petersburg  
Tampa  
West Palm Beach

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Atlanta – Buckhead  
Atlanta – Galleria  
Atlanta – South  
Gwinnett  
Macon  
Savannah

### HAWAII

Honolulu

### IDAHO

Boise

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Hoffman Estates  
Naperville  
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Rosemont  
Tinley Park

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Indianapolis – Downtown  
Indianapolis – West  
Merrillville

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Davenport  
Des Moines  
West Des Moines

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Overland Park

### KENTUCKY

Lexington  
Louisville

### LOUISIANA

Baton Rouge  
New Orleans

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Hunt Valley

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Dayton



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Easton  
North Olmsted  
Toledo  
West Chester  
Youngstown

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Moon  
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Trevose  
Wexford

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Providence

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Columbia  
Greenville  
Spartanburg

**TENNESSEE**  
Chattanooga  
Knoxville  
Memphis – Downtown  
Memphis – East  
Nashville – Cool Springs  
Nashville – Downtown

## TEXAS

Austin  
Dallas – Downtown  
Dallas – Galleria  
El Paso  
Fort Worth  
Houston – Clear Lake  
Houston – Downtown  
Houston – Galleria  
Houston – Northwest  
Houston – Westchase  
Houston – The Woodlands  
Irving  
Midland/Odessa  
Plano  
San Antonio – Alamo Heights  
San Antonio – Colonnade

## UTAH

Salt Lake City  
Thanksgiving Point

## VIRGINIA

Alexandria  
Dulles  
Norfolk  
Richmond – Downtown  
Richmond – West  
Tysons Corner

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Ghent  
Groot-Bijgaarden  
Hasselt  
Herentals  
Liège  
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Wavre  
Zaventem

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Calgary – Suburban  
Edmonton

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Kitchener-Waterloo  
Markham  
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North York  
Ottawa  
Toronto  
Vaughan

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Montreal  
Quebec City  
West Island

### CHILE

Santiago

### CHINA

Hong Kong (SAR)  
Shanghai

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Lille  
Lyon  
Massy  
Nantes  
Paris  
Paris – La Défense  
Stade de France  
Versailles

### GERMANY

Berlin  
Bonn  
Cologne  
Düsseldorf  
Essen  
Frankfurt  
Hamburg  
Mannheim  
Munich  
Stuttgart  
Wiesbaden

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Osaka  
Tokyo

### LUXEMBOURG

Luxembourg

### THE NETHERLANDS

Amsterdam  
Eindhoven  
Rotterdam  
Utrecht

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Auckland

### SINGAPORE

Singapore

### SWITZERLAND

Zurich

### UNITED ARAB

#### EMIRATES

Abu Dhabi  
Dubai

### UNITED KINGDOM

Birmingham  
Bristol  
Cambridge  
Cardiff  
East Midlands  
Edinburgh  
Guildford  
Leeds  
London Central  
London City  
London West  
Manchester  
Milton Keynes  
Reading  
South Coast  
Swindon  
Watford  
Windsor

## CORPORATE OFFICE

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Menlo Park, CA 94025

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roberthalf.com



A Robert Half Company

[accounttemps.com](http://accounttemps.com)

1.800.803.8367



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