



welcome to the

2023 salary guide.


randstad

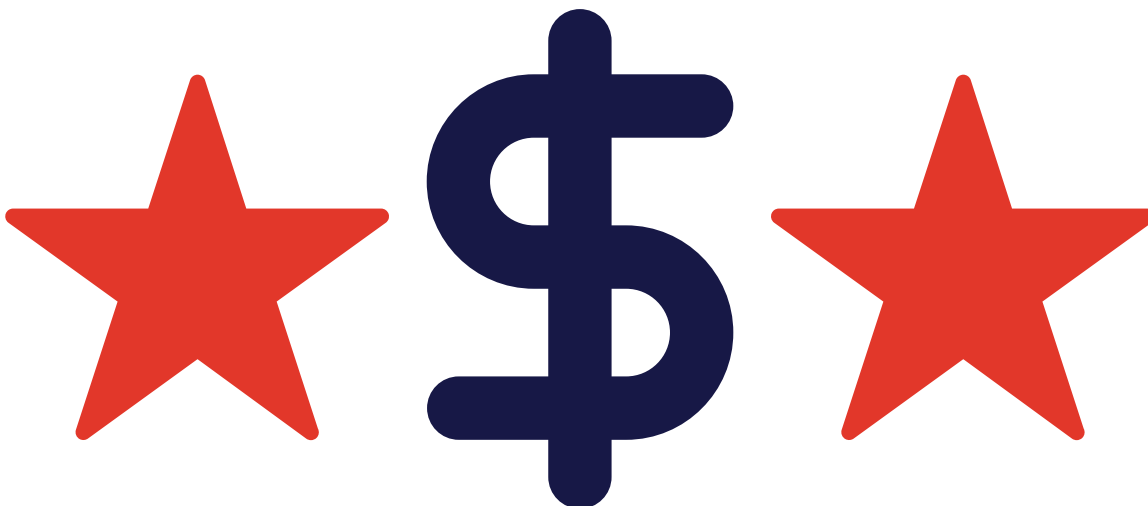
human forward.

welcome to the 2023 salary guide.

Compensation has always been king. But now, with inflation intensifying wage pressure and a job market rampant with resignations and driven by job seekers — it may be more important than ever.

Businesses are struggling to find top talent to meet the challenges of the day and to keep pace with accelerated transformation. When the dust settles on digitalization (if, in fact, it ever does), it won't just be employee roles that change. The skills employers must source for, the benefits they provide, even how they conduct the hiring process itself will look drastically different than before. In many ways, they already do. Despite this, compensation remains one constant employers can count on to find talent to meet this fast-approaching future. Competitive pay is still a top factor for candidates when considering a new role or whether or not to leave their current companies, and providing it is still the best way to remain in play for the market's most sought-after candidates.

Randstad's 2023 Salary Guide is outfitted with dependable salary and wage data you can reference to ensure your offerings are aligned with those of the broader market. A trusted source of compensation data for hiring leaders in virtually every industry and specialization, we invite you to review our annual guide and connect with us to learn how we can help you build the top-performing team you need to succeed in 2023 and beyond.





traci fiatte

CEO

randstad north america

The past few years have changed the playing field when it comes to compensation. The onset of a global pandemic affected every area of our lives and brought about shifts that we've still trying to navigate. For both workers and companies, it has been a tumultuous period ripe with unprecedented changes, new expectations and an evolving labor market.

For most workers, salary remains at the top of their list when considering companies and they are looking at organizations to help them weather the increasing financial pressure. [Randstad's recent pulse survey](#) found that more than half want employers to increase their salaries within the next six months. However, the time for salary increases may have passed as many companies are looking at cost-cutting methods amid the current economic conditions.

Workers' demands for wage increases, expanded benefits and new policies that allow for a work-life balance have also left companies scrambling to keep up. Our Workmonitor survey reported that more than nearly half would quit a job that prevented them from enjoying their lives. For employers, this means taking into account their needs to ensure your organization can attract and retain candidates and be considered an employer of choice.

As we continue to juggle the changing workplace, economic headwinds and other challenges in 2023 and beyond, our goal is to provide you with the most accurate, up-to-date insights and data about salaries in all lines of business and nuances that may affect those salaries.

Our 2023 Salary Guide gives you nationwide compensation data, along with regional variances, and key rates for the most in-demand roles in Randstad industries and areas of specialization.

The salary information provided is a combination of Randstad's proprietary information paired with data and insights from Emsi, Burning Glass and other trusted third-party sources. The roles in this guide are a sampling of the many Randstad provides.



navigate today's competitive labor market

uncover national wages

This guide provides nationwide salary information and key ranges for the most in-demand positions throughout the many functions Randstad serves. The salary information provided is a combination of Randstad's proprietary information paired with data and insights from Emsi, Burning Glass and other trusted third-party sources.

Data reflected in this guide is organized by department, job title and level. Since salaries can vary depending on experience, expertise, time in a specific role as well as market demand and company size, industry and more, salaries are listed by three ranges: low to mid to high. Because every organization structures its departments and job titles differently, the categories, roles and functions presented here may not be an exact match to those within your organization.

The roles in this guide are just a sample of the many Randstad provides. For an in-depth look at key positions in your local market, contact a Randstad representative in your area today.

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five trends that will shape the world of work in 2023

First there was the Great Resignation. Then there was “quiet quitting.” Now there’s the phenomenon of “[fast quitting](#)” — data shows more and more workers are quitting before even finishing a year’s worth of work or moving on to seemingly better opportunities faster than before. When these factors are combined with prolonged supply chain challenges, economic uncertainty and ongoing global crises, 2023 may prove to be one of the toughest on record for employers. After all, it’s hard to weather uncertain times and adjust to new challenges without the right people onboard.

To help employers chart the course on hiring and retention, Randstad has identified and compiled these five trends. The insights and guidance here can help employers build out competitive hiring strategies that are up to date with the current hiring market and aligned with job seekers’ expectations.

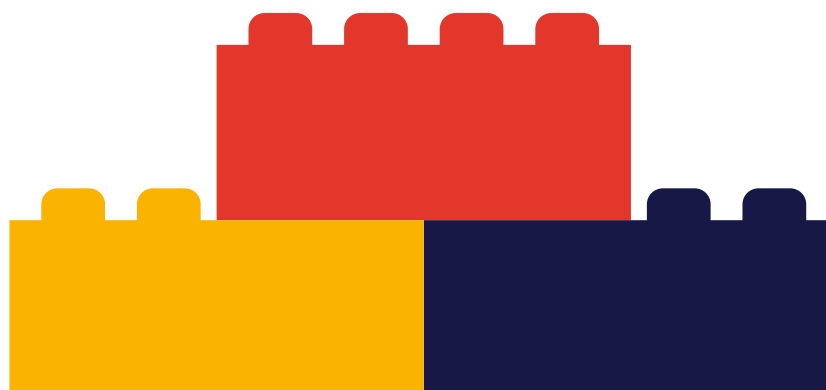
trend 1: the desire for meaningful work wasn’t a temporary trend

During the Great Resignation, scores of workers re-examined the role work played in their lives, and many left their jobs as a result. While turnover has slowed somewhat — but only somewhat — many workers are still seeking rewarding work, and that work is often found with other employers offering roles that more closely align with workers’ values and desires for meaningful careers. Those who want more meaningful work but stay with their current employers are likely to become disengaged — perhaps that’s one reason why [more of today’s employees are actively disengaged](#) than at any point in almost a decade.

trend 2: talent remains confident, but more cautious

While the war for talent isn’t raging quite as fiercely as it once was, the job market is still favorable to job seekers as more jobs continue to be added, especially in the sectors impacted by investments like the [Infrastructure Investment and Jobs Act](#) (IIJA), the [CHIPS Act](#) and the [Inflation Reduction Act](#). This confidence is causing workers to jump ship for other offers — and even other industries — despite fears of a looming recession. A [Morning Consult](#) poll found that 18.5 percent of U.S. workers are searching for a new job despite recession fears, a near series-high number. However, this sentiment could change quickly depending on where the economy is as we get deeper into 2023. To be prepared, employers should plan for fewer candidates as employees may become hesitant to change jobs during times of uncertainty. With less talent available, employers will have to keep both their compensation rates and benefits packages competitive. They can also look to target candidates outside their industry with transferable skills to widen the talent pool.

In fact, a survey by McKinsey found that [48 percent of workers who had quit their jobs in the last two years](#) moved on to entirely different sectors. For employers looking to hire, this sheer demand for talent may require them to be more willing to consider candidates without direct industry experience, but who do possess transferable skills. Otherwise, they may lose out on top talent, in exchange for candidates with industry experience but otherwise mediocre resumes.



trend 3: workers' well-being matters more than ever

Though it appears to be transitioning into its endemic phase, employers' approach to workers' well-being still matters to American workers. Unfortunately, the percentage who strongly agree that their organizations care about their overall well-being has reached a historic low. That number peaked at 49 percent in May of 2020, when most employers were racing to implement health and safety measures during the early surge of COVID-19, but it plummeted to just 21 percent by mid-2022 — the lowest it's been since January of 2011.

To attract and retain workers, employers will have to redouble their focus on well-being and ensure workers know that their well-being is a priority — or face a serious turnover problem as a result. What started as a desire for workplace precautions to prevent the spread of COVID-19 has evolved to include well-being benefits like caregiver support, adoption funding, pet insurance and more.

trend 4: stability is a powerful incentive

Despite workers' willingness to leave for greener pastures, when they take new roles, they want those roles to be stable. In fact, a Gallup poll found that 53 percent of workers want more greater stability and more job security than they currently have. And after enduring a global pandemic and now facing fears of a looming recession, it's easy to see why.

Employers that can project stability and recession-proof business models (or as close to recession-proof as possible, at least) will have an easier time attracting and retaining talent. In other words, it may be time to update your employer branding and advertise the stability of your business and industry wherever possible.

trend 5: compensation is still a deciding factor

Workers may want meaningful work, flexible working options and employers whose views align with their own — but they also want competitive compensation. A Pew Research study found that among workers who had switched jobs, 60 percent reported making more money in their new role. That's a nine percent increase from the same period during the year prior, and it's a sign that workers know their worth on the market and that employers are willing to pay that price to hire them.



takeaways for employers

The mandate for employers is clear: Worker-centricity is the key to attracting and retaining top talent in 2023. To circumvent talent shortages and retain existing workforces, leaders must put their focus on employees and job seekers in order to come out on top. Everything from protecting work-life balance, ensuring job stability and offering meaningful work are on the table — but will do little on their own if not backed by competitive compensation.



greg dyer

SPE

chief commercial officer

After another turbulent year of trends like quiet quitting and quick quitting, the year ahead will continue to be dynamic in new ways. While employers are facing further economic uncertainty, we expect significant growth for at least two industries: healthcare and manufacturing. With the potential impact of the CHIPS bill, the manufacturing industry will continue to grow, and there will most likely be some near term slowing in logistics before it normalizes.

The balance between employers and workers continues to be a point of serious discord. In 2022, workers found themselves in the unique position of commanding more authority in negotiating new and existing positions leading to significant wage growth. Now a shift in the economy is placing more of that power in companies' hands. It's important to remember that the labor market is essentially a two-sided relationship. Workers can expect that pendulum to swing back to some degree in 2023.

Companies are also facing an ongoing talent shortage. However, the demand for workers remains high despite already low unemployment. As a result, employers must be creative in their approach to talent engagement. That means looking beyond the trends. Best practices for attracting and retaining top talent will vary based on the type of work people do and their organization's needs.

Organizations should be mindful of how much the workplace has changed in the past few years. They must consider other ways to meet workers' needs in relation to flexibility, belonging, and autonomy. The focus should be on creating a dynamic workplace that addresses the needs of employees beyond salary and benefits.

Returning to the office is another topic that doesn't have a one size fits all answer. There are benefits and drawbacks to working remotely, returning to the office and implementing a hybrid model. Flexibility will be essential while ensuring engagement and the synergies of working together with teams in the office when necessary.

One of the most effective ways to continue to attract and retain top talent boils down to a competitive and comprehensive compensation package. Randstad USA's annual salary guide gives you the tools and information you need to stay ahead of your competition.



business
administration

& operations.

Automation and hybrid work are transforming business administration and operational functions in real time. However, this sector-wide metamorphosis is not without its growing pains. From ongoing (and emerging) challenges around retention, engagement and talent shortage, employers will need to approach 2023 with an open mind in order to deliver solutions.

the role of the office worker is evolving

Researchers estimate that up to 47 percent of jobs could be automated in the future, and administration and operations are among the top functions evolving as a result. Rather than replacing the need for workers, however, increased automation and reliance on digital tools and processes are creating the need for business professionals with increased tech skills to fulfill duties. Even more, with rote tasks now taken off their plate, the roles are expanding, freeing employees to focus on other areas like project management, employee orientation, IT support and more.

This could bring an additional benefit to employers, too. Sixty-seven percent of office worker survey respondents said they were wasting time on repetitive tasks, estimating four and a half hours of weekly work was lost on tasks that could be automated. In an era still dominated by resignations, empowering employees to take on more stimulating assignments could be a boon to job satisfaction and engagement.

retention remains a challenge

Average monthly quits in 2022 hovered around the historical highs of the Great Resignation, and throughout 2023, employers should expect much of the same: In a recent survey, 40 percent of U.S. employees said they still plan to quit their jobs in the near future. Employers will have to prioritize retention to avoid leaving vacancies unfilled for long or risk placing additional burdens on teams as they struggle to manage increased workloads.

Keeping up with the latest employee expectations, then, will be critical — but what exactly do today's employees want? Primarily, workers are looking for flexibility to support their work-life balance. Fifty-eight percent of respondents to Randstad's Workmonitor 2022 survey said they wouldn't accept a job if they thought it would negatively affect their work-life balance — and 55 percent of younger respondents would quit a job entirely if it prevented them from enjoying their lives. Employers, then, should plan to continue providing remote and hybrid working arrangements in 2023 to address this need.



aligning hybrid work with administrative tasks

While providing remote work is critical to retaining talent, many of the challenges of the hybrid model uniquely affect administration and operations. The top challenges of hybrid work revolve around “the need for better coordination of resources, both at home and onsite.” Furthermore, roles that require extensive relationship building are most at risk, with employees citing impaired working relationships and difficulty coordinating work schedules, tasks and timeline among the top challenges.

Hybrid work is still a relatively new experiment, and best practices are emerging in real time. However, employers can look to streamlining their digital communication tools and creating more formalized guidelines around their proper usage. This will help alleviate some of the confusion around scheduling, task assignment and issue resolution. For the onsite side, aim to redesign physical work spaces to create more collaborative and open environments. This can help strengthen camaraderie for days when employees are working together in person, which can have a powerful spillover effect for improving coordination online.

the upskilling imperative

Issues related to retention woes, hybrid work challenges and a rapidly transforming sector will require a diverse set of solutions to fix. However, one wide-reaching strategy is available to employers to make progress on each: upskilling. Forty-eight percent of employees said they'd switch jobs to get better training opportunities and 65 percent believe employer-provided upskilling is important when evaluating new jobs.

With digital transformation in full swing, it's clear employees will need better access to training to keep up, while doing so can also simultaneously improve retention, talent attraction and on-the-job satisfaction. Internal training programs provide employers with more control of instruction, which can help them better pinpoint subject matter to address their workforce needs. However, with a plethora of digital options now available, sticking to just onsite development will leave a lot of learning on the table. Encourage employees to seek out online instruction for areas they're interested in, and provide reimbursement for any costs they may incur to further incentivize learning.

national salaries

administration	low	mid	high
administrative assistant	\$38,695 - \$42,769	\$46,433 - \$51,321	\$54,842 - \$60,614
administrative coordinator	\$42,791 - \$47,295	\$49,546 - \$54,762	\$56,486 - \$62,432
data analyst	\$86,266 - \$95,346	\$105,096 - \$116,158	\$126,419 - \$139,727
executive assistant	\$62,518 - \$69,098	\$77,526 - \$85,686	\$94,507 - \$104,455
front desk receptionist	\$30,184 - \$33,362	\$35,884 - \$39,662	\$41,892 - \$46,302
general/office clerk	\$33,893 - \$37,461	\$38,846 - \$42,935	\$43,836 - \$48,450
office assistant	\$38,147 - \$42,163	\$47,233 - \$52,205	\$57,220 - \$63,244
office manager	\$56,305 - \$62,231	\$69,068 - \$76,338	\$83,332 - \$92,104
project administrator	\$57,259 - \$63,287	\$71,126 - \$78,612	\$86,771 - \$95,905
receptionist	\$30,916 - \$34,170	\$36,308 - \$40,130	\$41,914 - \$46,326

healthcare operations

credentialing specialist	\$41,818 - \$46,220	\$50,976 - \$56,342	\$60,978 - \$67,396
eligibility specialist	\$38,438 - \$42,484	\$44,517 - \$49,203	\$50,834 - \$56,184
insurance verification specialist	\$57,275 - \$63,303	\$67,626 - \$74,744	\$78,810 - \$87,106
medical billing and collections specialist	\$35,518 - \$39,256	\$42,148 - \$46,584	\$49,222 - \$54,404
medical receptionist	\$32,632 - \$36,066	\$37,682 - \$41,648	\$42,867 - \$47,379
medical records administrator	\$101,760 - \$112,472	\$118,376 - \$130,836	\$136,734 - \$151,127
medical records clerk	\$38,117 - \$42,129	\$44,484 - \$49,166	\$51,217 - \$56,609
medical scheduler	\$30,647 - \$33,873	\$38,009 - \$42,009	\$45,821 - \$50,645
patient access representative/specialist	\$36,460 - \$40,298	\$42,745 - \$47,245	\$49,364 - \$54,560
patient access services manager	\$54,155 - \$59,855	\$70,671 - \$78,110	\$87,731 - \$96,965
practice manager	\$48,210 - \$53,284	\$69,093 - \$76,365	\$92,613 - \$102,361

national salaries

HR	low	mid	high
benefits clerk	\$38,881 - \$42,973	\$45,556 - \$50,352	\$52,617 - \$58,155
benefits coordinator	\$70,476 - \$77,894	\$83,981 - \$92,821	\$98,881 - \$109,289
employee relations representative	\$72,153 - \$79,748	\$87,025 - \$96,185	\$103,625 - \$114,533
HR generalist	\$64,941 - \$71,777	\$78,455 - \$86,713	\$93,487 - \$103,327
human resources assistant/clerk	\$39,720 - \$43,901	\$47,244 - \$52,218	\$55,222 - \$61,034
human resources coordinator	\$38,851 - \$42,941	\$45,522 - \$50,314	\$52,577 - \$58,111
recruiter	\$57,462 - \$63,510	\$70,459 - \$77,875	\$84,996 - \$93,942
recruiting coordinator	\$49,946 - \$55,204	\$61,422 - \$67,888	\$74,189 - \$81,999
training coordinator	\$40,880 - \$45,184	\$50,433 - \$55,741	\$60,961 - \$67,377
legal			
legal administrator	\$51,744 - \$57,190	\$66,104 - \$73,062	\$82,698 - \$91,403
legal assistant	\$56,225 - \$62,143	\$68,971 - \$76,231	\$83,200 - \$91,958
legal secretary	\$50,004 - \$55,268	\$61,491 - \$67,963	\$74,271 - \$82,089
legal office manager	\$56,305 - \$62,231	\$69,068 - \$76,338	\$83,332 - \$92,104
operations			
operations coordinator	\$39,093 - \$43,208	\$47,120 - \$52,080	\$55,748 - \$61,616
operations manager	\$72,720 - \$80,374	\$89,671 - \$99,110	\$108,895 - \$120,357
project manager	\$98,454 - \$108,818	\$122,804 - \$135,730	\$150,882 - \$166,764

regional variance

city	variance to national AVG
AR: Little Rock	-8.0%
AZ: Phoenix	7.0%
CA: Los Angeles	57.6%
CA: San Diego	42.2%
CA: San Francisco	64.8%
CO: Denver	15.3%
CT: Hartford	25.8%
CT: Stamford	45.0%
DC: Washington, D.C.	31.3%
DE: Wilmington	17.0%
FL: Jacksonville	4.1%
FL: Miami/Fort Lauderdale	10.8%
FL: Orlando	0.9%
FL: Tampa	3.0%
GA: Atlanta	-4.1%
IL: Chicago	2.5%
IN: Indianapolis	-1.9%
KY: Louisville	-2.9%
LA: New Orleans	0.6%
MA: Boston	34.5%
MD: Baltimore	17.4%
MN: Minneapolis	4.5%
MO: Kansas City	-6.1%
MO: St. Louis	-2.1%

city	variance to national AVG
NC: Charlotte	-1.7%
NC: Raleigh	-2.9%
NV: Las Vegas	9.5%
NY: New York City	37.2%
NY: Rochester	5.3%
NY: Syracuse	3.8%
OH: Cincinnati	-3.2%
OH: Cleveland	-3.1%
OH: Columbus	-5.1%
OH: Toledo	-5.8%
OR: Portland	21.1%
PA: Harrisburg	3.8%
PA: Philadelphia	17.0%
PA: Pittsburgh	3.0%
RI: Providence	27.7%
TN: Nashville	-4.1%
TX: Austin	-3.4%
TX: Dallas	-1.2%
TX: Houston	-3.1%
TX: San Antonio	-2.2%
UT: Salt Lake City	4.4%
VA: Richmond	3.9%
WA: Seattle	22.6%
WI: Milwaukee	7.4%

A close-up photograph of a woman with dark hair, smiling warmly. She is wearing a headset with a microphone, suggesting she is a customer service representative. The background is blurred, showing hints of a red and blue environment.

customer
engagement

& experience.

Tech continues to transform customer engagement and experience. While efficiency and profitability are the main aims, the fast pace of adoption has resulted in digital whiplash for leaders and their teams, creating imperatives around training and cross-channel synergy in 2023.

new year, same challenges

Surge in online order volume during COVID-19 placed a huge burden on customer service teams. But even as lockdowns waned and society reopened, ongoing supply chain challenges remained — and they're here to stay for the foreseeable future. Customer satisfaction is at the lowest it's been in nearly 15 years. Employers will need to step up talent attraction and retention efforts to adequately staff contact centers to handle increased queries.

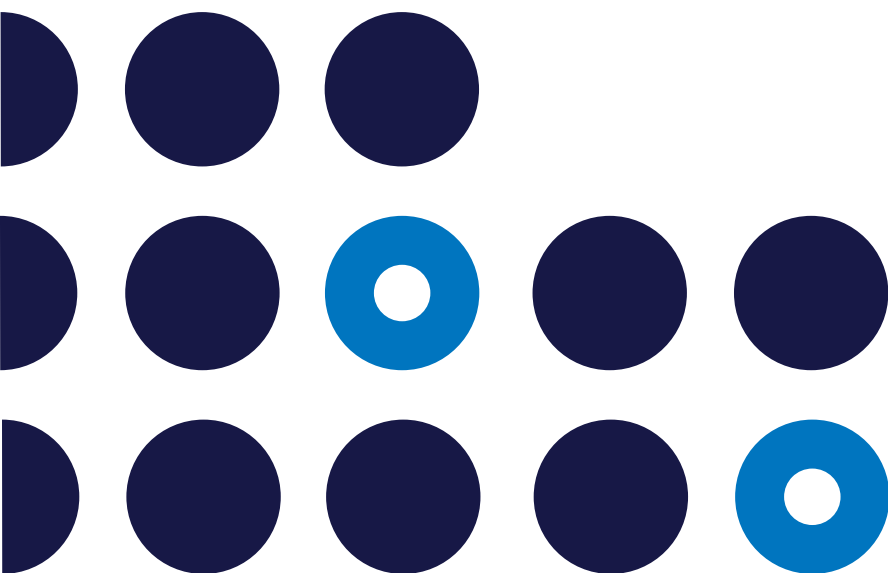
Perhaps as a response to these challenges, customer service is experiencing, at least in part, a shift away from almost exclusively contract roles, and toward more direct hires. Likewise, traditional customer service positions were almost always onsite, but more organizations are leveraging remote or hybrid approaches to customer service. Lastly, as a direct result of customer service's sky-high turnover rate over the last few years, there were more than 700,000 total job postings for customer service reps in the last 12 months. The sheer demand for these customer-facing professionals has caused many organizations to rethink what had typically been a junior or even entry-level position. Today, we're seeing more and more organizations hiring more experienced professionals for the role — and many of these organizations are happy to pay top dollar to do so.

training takes center stage

Employees who interact with clients have a huge impact on the overall customer experience, yet employers are having difficulty providing adequate training to ensure that goal.

- Forty-six percent of employees say they are not as skilled as they need to be in order to continue their careers.
- Twenty-nine percent don't feel optimistic about the opportunities they have for training, upskilling or learning new skills in general.

As new tech continues to be added, and the role of the customer service specialist evolves, employers are finding it hard to keep up with training. Plus, with turnover near record highs, employers are having to devote more time and resources to the task. That means not just more but better and more efficient training will be needed in 2023. The good news is that there are a plethora of online training platforms available today. Employers who feel overwhelmed with keeping up with the latest in-house training would do well to engage these external sources to keep their teams' on track. Seventy-five percent of employee respondents to a 2022 Randstad survey said employer-provided reskilling and upskilling opportunities were very important to them. Prioritizing training will not only ensure your team can deliver the highest level of service, it can help you improve engagement and satisfaction, too — important sentiments to solidify during times of turnover and talent shortage.



tech and touch

As companies increase usage of digital and self-service channels, they must not forget about the critical human element. More than half of customers report frustration with automated systems. Leaders should focus on balancing the efficiency of automated systems with the personalized approach of live reps to succeed in 2023.

Digital assistants and A.I.-powered decision-making can undoubtedly save customer service teams valuable time and money, but over-reliance negates these gains. Leaders should look to define support channels more clearly to create the seamless, blended experience today's customers crave. That means building out detailed (yet easy to follow) knowledge bases or using chatbots to address routine customer queries while making human representatives available to provide more tailored guidance. These so-called "superagents" can specialize in individual subject areas to help pinpoint customer concerns more clearly, or in certain cases, provide personalized guidance for product or service selection.

engaging the whole organization

Today's customers want unified, omnichannel customer experiences. Successful organizations will be those that can provide seamless support across channels. This unified view is being mirrored internally as well: Revenue operations, an emerging discipline that unites marketing, sales and customer success together, has removed old silos and engaged the whole organization to think about customer strategy more holistically.

With customer data rising in prominence as a major value driver for companies today, customer sentiment must be accounted for in high-level business decision-making to protect the bottom line. Organizations that have adopted revenue operations successfully have been met with up to a 20 percent increase in customer satisfaction and 71 percent higher stock performance.

However, many are still struggling to achieve organizational optimization in this department, and are yet to extract full value from their revenue operations. As leaders look to build out their customer service departments with top talent this year, sourcing for candidates with the capabilities to aid in this new strategic function will be critical to gaining an edge.

national salaries

customer service	low	mid	high
call center representative (general calls)	\$35,780 - \$39,546	\$42,456 - \$46,926	\$49,583 - \$54,803
call center representative (specialized calls)	\$39,023 - \$43,131	\$46,881 - \$51,815	\$55,314 - \$61,136
client service representative	\$33,390 - \$36,904	\$39,231 - \$43,361	\$45,367 - \$50,143
customer service representative	\$32,581 - \$35,589	\$36,385 - \$40,215	\$45,278 - \$50,044
customer service representative, financial	\$36,523 - \$40,367	\$43,851 - \$48,467	\$51,787 - \$57,239
customer service representative, insurance (commercial)	\$42,070 - \$46,498	\$50,617 - \$55,945	\$59,840 - \$66,138
customer service representative, insurance (personal)	\$35,962 - \$39,748	\$42,670 - \$47,162	\$49,834 - \$55,080
data entry clerk	\$33,109 - \$36,595	\$38,401 - \$42,443	\$43,834 - \$48,448
data entry operator lead	\$39,622 - \$43,792	\$46,416 - \$51,302	\$53,611 - \$59,255
order processing clerk	\$35,341 - \$39,061	\$40,963 - \$45,275	\$46,766 - \$51,688
transportation import/export specialist	\$53,363 - \$58,981	\$64,697 - \$71,507	\$77,210 - \$85,338

FA

collections associate	\$30,073 - \$33,239	\$35,753 - \$39,517	\$41,740 - \$46,134
loan processor	\$38,140 - \$42,154	\$45,229 - \$49,989	\$52,827 - \$58,387
underwriter	\$73,345 - \$81,065	\$88,441 - \$97,751	\$105,302 - \$116,386

healthcare CeX

benefits specialist	\$51,180 - \$56,568	\$62,102 - \$68,640	\$74,141 - \$81,945
certified coder/medical coding technician	\$40,596 - \$44,870	\$54,365 - \$60,087	\$72,306 - \$79,918
claims specialist	\$58,118 - \$64,236	\$68,605 - \$75,827	\$79,943 - \$88,359
open enrollment specialist	\$32,954 - \$35,108	\$36,931 - \$40,819	\$45,898 - \$50,730
patient account representative	\$32,206 - \$35,596	\$42,370 - \$46,830	\$57,253 - \$63,279
underwriter	\$73,345 - \$81,065	\$88,441 - \$97,751	\$105,302 - \$116,386

national salaries

management	low	mid	high
call center supervisor	\$55,787 - \$61,659	\$66,630 - \$73,644	\$78,480 - \$86,741
customer service manager	\$93,279 - \$103,097	\$113,529 - \$125,479	\$136,504 - \$150,872
data entry supervisor	\$53,235 - \$58,839	\$62,936 - \$69,560	\$73,382 - \$81,106
order processing supervisor	\$57,737 - \$63,815	\$69,018 - \$76,284	\$81,372 - \$89,938

sales

account representative	\$39,405 - \$43,553	\$48,109 - \$53,173	\$57,585 - \$63,647
call center sales representative	\$30,721 - \$33,955	\$36,131 - \$39,935	\$41,778 - \$46,176
inside sales consultant	\$48,676 - \$53,800	\$58,161 - \$64,283	\$68,451 - \$75,657
order entry clerk	\$35,341 - \$39,061	\$40,963 - \$45,275	\$46,766 - \$51,688
telemarketer	\$30,721 - \$33,955	\$36,131 - \$39,935	\$41,778 - \$46,176

technology

systems help desk level 1	\$35,961 - \$39,747	\$45,036 - \$49,776	\$54,836 - \$60,608
systems help desk level 2	\$42,551 - \$47,031	\$52,716 - \$58,265	\$64,876 - \$71,705

regional variance

city	variance to national AVG
AR: Little Rock	-8.0%
AZ: Phoenix	7.0%
CA: Los Angeles	57.6%
CA: San Diego	42.2%
CA: San Francisco	64.8%
CO: Denver	15.3%
CT: Hartford	25.8%
CT: Stamford	45.0%
DC: Washington, D.C.	31.3%
DE: Wilmington	17.0%
FL: Jacksonville	4.1%
FL: Miami/Fort Lauderdale	10.8%
FL: Orlando	0.9%
FL: Tampa	3.0%
GA: Atlanta	-4.1%
IL: Chicago	2.5%
IN: Indianapolis	-1.9%
KY: Louisville	-2.9%
LA: New Orleans	0.6%
MA: Boston	34.5%
MD: Baltimore	17.4%
MN: Minneapolis	4.5%
MO: Kansas City	-6.1%
MO: St. Louis	-2.1%

city	variance to national AVG
NC: Charlotte	-1.7%
NC: Raleigh	-2.9%
NV: Las Vegas	9.5%
NY: New York City	37.2%
NY: Rochester	5.3%
NY: Syracuse	3.8%
OH: Cincinnati	-3.2%
OH: Cleveland	-3.1%
OH: Columbus	-5.1%
OH: Toledo	-5.8%
OR: Portland	21.1%
PA: Harrisburg	3.8%
PA: Philadelphia	17.0%
PA: Pittsburgh	3.0%
RI: Providence	27.7%
TN: Nashville	-4.1%
TX: Austin	-3.4%
TX: Dallas	-1.2%
TX: Houston	-3.1%
TX: San Antonio	-2.2%
UT: Salt Lake City	4.4%
VA: Richmond	3.9%
WA: Seattle	22.6%
WI: Milwaukee	7.4%

A photograph of three business professionals walking through a modern office hallway. On the left is a woman with long blonde hair, wearing a grey blazer over a black top. In the center is a man with a beard, wearing a dark blue shirt. On the right is a man in a dark blue suit and tie. They are all smiling and looking towards the camera. The background shows glass-walled office spaces and a bright, modern interior.

finance

& accounting.

While accounting and finance functions weren't as impacted by the disruptions of the past two years as many others were, they're nevertheless facing a number of human capital issues. Here's what leaders in the space will need to address to succeed in 2023 and beyond.

job seekers control the state of hiring today

The average number of quits for 2022 for those in financial activities was roughly 150,000 per month, though it reached a year-wide high of 193,000 in April. However, quits in professional services — which includes accountants, tax preparers, bookkeepers and payroll professionals — were far higher, averaging around 750,000 quits per month. This amount of quits was exceeded only by the trade, transportation and utilities and leisure and hospitality industries.

For employers, this means that talent remains in the driver's seat, and every effort to focus on retention and attraction — including attractive salary and benefits — will need to be brought to bear in order to find and keep top talent in the year ahead. In addition to flexible working arrangements and other work-life balance perks, career development has emerged as a new area of opportunity for employers. Personal career growth is considered important by 71 percent of the workforce, with preferences stretching beyond just training: Fifty percent of workers said they'd be interested in speaking to a professional career coach if offered the chance, with interest in topics like pay, work-life balance and pathways to advancement topping the list.

automation is here to stay, but it's empowering — not replacing — great people

Finance and accounting is rapidly adopting technologies like AI and machine learning, from predictive modeling to even helping consumers manage their finances. AI tools, like AI-powered accounting and bookkeeping software solutions, Bank of America's Erica and Wells Fargo's many AI and machine learning tools, are fast becoming the norm, and financial professionals — especially those who are customer facing — will have to learn how to work alongside these technologies in order to reap their fullest benefits.

This means employers will need to double down on technology-focused upskilling and reskilling in order to get the best out of both their talent and their tech investments. What's more, 72 percent of employees said that they were (very) likely to stay by their employers should reskilling/upskilling opportunities be offered. With training and development now a top job seeker preference, employers can fill critical roles with talent from the inside while simultaneously improving engagement and retention.



salaries increase across the board

Salaries in finance and accounting typically rise slightly year over year, but this year, we saw noteworthy increases for roles like financial analysts and staff accountants. With demand for these roles being most acute in states like California, Texas, New York, Florida, Illinois, North Carolina, Ohio and Georgia, employers will need to offer competitive compensation that's equal to or above market average to attract top talent.

In addition, benefits like flexible or remote work or those that assist with work-life balance will be key in helping employers find the finance and accounting talent they need. In fact, Monster.com found that four in 10 employers said they've found that offering flexible work helps them retain talent, and Randstad's Workmonitor report found that flexible work was important to 83 percent of employees surveyed. For even more insights into finance and accounting salaries, [access your copy of the 2023 Finance & Accounting Salary Guide today.](#)

lengthy hiring processes often lead to no hires at all

Every organization has to balance speed with quality when it comes to hiring, and finance and accounting is no different. But our talent experts in the field have witnessed the same thing over and over in recent months: In a talent market this hot, speed — or the lack thereof — kills. Organizations that wait too long for the “perfect” hire, someone who checks all the boxes — rather than just the “must haves” — are losing quality talent to the competition left and right.

In fact, Monster.com's 2022 The Future of Work report found that 93 percent of surveyed employers are actively hiring, compared to just 82 percent who said the same in 2021. Meanwhile, employers' confidence in their abilities to find the right candidates is slipping, from 95 percent who believed they could find the right talent in 2020 to 91 percent in 2022. This inability to find the talent they're looking for amid stiff competition can be blamed, among other factors, on organizations' lengthy hiring processes. If your organization suffers from the same problem, you may find yourself being repeatedly “ghosted” by quality candidates — who may have accepted offers from competitors whose hiring processes moved much more quickly.

national salaries

accounting	low	mid	high
accounting clerk	\$41,503 - \$45,872	\$45,879 - \$50,708	\$53,855 - \$59,523
accounting manager	\$108,388 - \$119,797	\$121,859 - \$134,686	\$134,124 - \$148,243
accounts payable clerk	\$43,926 - \$48,551	\$48,277 - \$53,360	\$55,456 - \$61,293
accounts payable manager	\$90,652 - \$100,195	\$103,936 - \$114,877	\$116,030 - \$128,243
accounts payable supervisor	\$63,024 - \$69,658	\$75,131 - \$83,040	\$87,187 - \$96,364
accounts receivable clerk	\$41,674 - \$46,061	\$45,906 - \$50,738	\$52,975 - \$58,552
accounts receivable manager	\$95,190 - \$105,210	\$118,436 - \$130,903	\$152,036 - \$168,040
accounts receivable supervisor	\$60,963 - \$67,381	\$71,135 - \$78,623	\$84,345 - \$93,224
assistant controller	\$109,926 - \$121,497	\$131,697 - \$145,560	\$155,630 - \$172,012
bookkeeper	\$43,487 - \$48,064	\$48,412 - \$53,508	\$59,295 - \$65,536
collections clerk	\$36,580 - \$40,431	\$42,687 - \$47,180	\$50,132 - \$55,409
controller	\$125,120 - \$138,291	\$182,266 - \$201,451	\$257,278 - \$284,359
cost accountant/analyst	\$79,486 - \$87,853	\$90,296 - \$99,801	\$104,968 - \$116,018
cost accounting manager	\$96,006 - \$106,112	\$109,663 - \$121,206	\$126,927 - \$140,287
credit and collections manager	\$105,755 - \$116,887	\$131,797 - \$145,670	\$182,803 - \$202,046
junior accountant	\$55,825 - \$61,701	\$61,477 - \$67,948	\$66,606 - \$73,617
payroll coordinator/clerk	\$43,205 - \$47,754	\$51,728 - \$57,173	\$59,552 - \$65,821
payroll specialist	\$50,129 - \$55,406	\$59,388 - \$65,639	\$67,882 - \$75,027
payroll supervisor	\$80,970 - \$89,493	\$95,500 - \$105,553	\$106,266 - \$117,451
project accountant	\$79,275 - \$87,620	\$96,906 - \$107,106	\$117,068 - \$129,391
SEC reporting manager	\$123,792 - \$136,822	\$160,539 - \$177,438	\$205,488 - \$227,118
senior accountant	\$82,759 - \$91,470	\$99,398 - \$109,860	\$119,274 - \$131,829
staff accountant	\$64,885 - \$71,715	\$71,725 - \$79,275	\$77,952 - \$86,157

national salaries

banking	low	mid	high
branch manager	\$80,909 - \$89,425	\$110,465 - \$122,093	\$140,828 - \$155,653
commercial credit analyst	\$61,307 - \$67,760	\$75,903 - \$83,894	\$103,742 - \$114,661
commercial credit manager	\$92,169 - \$101,870	\$125,495 - \$138,706	\$167,330 - \$184,943
commercial lender	\$111,625 - \$123,375	\$133,000 - \$147,000	\$163,875 - \$181,125
commercial loan administrator	\$50,602 - \$55,928	\$69,822 - \$77,173	\$91,381 - \$101,000
commercial portfolio manager	\$119,515 - \$132,095	\$154,788 - \$171,081	\$223,096 - \$246,580
compliance analyst	\$74,835 - \$82,712	\$95,187 - \$105,206	\$118,807 - \$131,313
loan processor	\$40,763 - \$45,053	\$44,580 - \$49,273	\$52,243 - \$57,742
loan servicing manager	\$91,987 - \$101,669	\$126,599 - \$139,925	\$169,604 - \$187,457
retail lending manager	\$107,565 - \$118,888	\$143,291 - \$158,374	\$187,309 - \$207,026
senior mortgage underwriter	\$90,111 - \$99,596	\$106,814 - \$118,057	\$116,214 - \$128,448
underwriter	\$83,986 - \$92,827	\$95,606 - \$105,669	\$106,184 - \$117,361

executive

chief accounting officer	\$195,807 - \$216,418	\$269,395 - \$297,752	\$335,098 - \$370,371
chief financial officer	\$214,522 - \$237,103	\$300,916 - \$332,591	\$395,808 - \$437,473
credit risk officer	\$92,014 - \$101,700	\$130,804 - \$144,572	\$137,059 - \$151,486
vice president of accounting and finance	\$183,301 - \$202,595	\$237,761 - \$262,788	\$298,836 - \$330,292
vice president of finance	\$169,711 - \$187,575	\$216,262 - \$239,027	\$270,137 - \$298,572
vice president of financial planning and analysis	\$181,021 - \$200,075	\$232,488 - \$256,961	\$290,839 - \$321,454
vice president of internal audit	\$178,604 - \$197,403	\$216,374 - \$239,151	\$261,679 - \$289,224
vice president of tax	\$183,871 - \$203,225	\$235,623 - \$260,426	\$294,234 - \$325,206

national salaries

finance	low	mid	high
business systems analyst	\$82,949 - \$91,680	\$96,383 - \$106,529	\$112,919 - \$124,806
director of finance	\$150,842 - \$166,720	\$196,140 - \$216,787	\$248,874 - \$275,071
director of financial planning and analysis	\$154,639 - \$170,917	\$192,941 - \$213,250	\$239,669 - \$264,897
finance manager	\$121,522 - \$134,313	\$157,931 - \$174,556	\$202,572 - \$223,896
financial analyst	\$73,952 - \$81,737	\$87,002 - \$96,161	\$100,053 - \$110,584
manager of financial planning and analysis	\$106,856 - \$118,104	\$141,147 - \$156,004	\$190,030 - \$210,033
senior financial analyst	\$79,007 - \$87,323	\$98,935 - \$109,350	\$122,723 - \$135,640
senior financial planning and analysis analyst	\$103,659 - \$114,570	\$127,284 - \$140,682	\$155,282 - \$171,627

internal audit

compliance specialist	\$57,574 - \$63,634	\$73,761 - \$81,525	\$87,585 - \$96,805
director of internal audit	\$144,532 - \$159,746	\$171,760 - \$189,840	\$207,465 - \$229,304
internal audit manager	\$127,714 - \$141,157	\$154,514 - \$170,779	\$189,830 - \$209,813
internal auditor	\$83,869 - \$92,697	\$104,761 - \$115,789	\$115,470 - \$127,624

procurement/purchasing

procurement specialist	\$61,929 - \$68,448	\$68,770 - \$76,009	\$78,820 - \$87,117
purchasing manager	\$118,088 - \$130,518	\$142,627 - \$157,640	\$170,479 - \$188,424

tax

director of tax	\$150,738 - \$166,604	\$190,641 - \$210,709	\$238,464 - \$263,566
tax accountant	\$66,871 - \$73,910	\$80,896 - \$89,412	\$94,560 - \$104,514
tax manager	\$123,884 - \$136,924	\$144,120 - \$159,290	\$170,616 - \$188,575

treasury

treasury analyst	\$99,789 - \$110,293	\$113,844 - \$125,827	\$126,640 - \$139,970
treasury associate	\$76,298 - \$84,329	\$86,792 - \$95,928	\$96,347 - \$106,488

regional variance

city	variance to national AVG
AR: Little Rock	-8.0%
AZ: Phoenix	7.0%
CA: Los Angeles	57.6%
CA: San Diego	42.2%
CA: San Francisco	64.8%
CO: Denver	15.3%
CT: Hartford	25.8%
CT: Stamford	45.0%
DC: Washington, D.C.	31.3%
DE: Wilmington	17.0%
FL: Jacksonville	4.1%
FL: Miami/Fort Lauderdale	10.8%
FL: Orlando	0.9%
FL: Tampa	3.0%
GA: Atlanta	-4.1%
IL: Chicago	2.5%
IN: Indianapolis	-1.9%
KY: Louisville	-2.9%
LA: New Orleans	0.6%
MA: Boston	34.5%
MD: Baltimore	17.4%
MN: Minneapolis	4.5%
MO: Kansas City	-6.1%
MO: St. Louis	-2.1%

city	variance to national AVG
NC: Charlotte	-1.7%
NC: Raleigh	-2.9%
NV: Las Vegas	9.5%
NY: New York City	37.2%
NY: Rochester	5.3%
NY: Syracuse	3.8%
OH: Cincinnati	-3.2%
OH: Cleveland	-3.1%
OH: Columbus	-5.1%
OH: Toledo	-5.8%
OR: Portland	21.1%
PA: Harrisburg	3.8%
PA: Philadelphia	17.0%
PA: Pittsburgh	3.0%
RI: Providence	27.7%
TN: Nashville	-4.1%
TX: Austin	-3.4%
TX: Dallas	-1.2%
TX: Houston	-3.1%
TX: San Antonio	-2.2%
UT: Salt Lake City	4.4%
VA: Richmond	3.9%
WA: Seattle	22.6%
WI: Milwaukee	7.4%

A close-up portrait of a woman with short, wavy, reddish-brown hair, smiling warmly. She is wearing pink scrubs. The background is a bright, yellowish-gold, slightly blurred setting, possibly a hospital or clinic. The overall mood is positive and professional.

healthcare.

The immense strain placed on healthcare systems these past few years has yet to alleviate, and employers' talent challenges show no signs of abating. With employee engagement on the line in a sector steeped in digital transformation, what can employers do to find and retain the people they need to succeed in 2023?

burnout continues to burden the industry

Healthcare workers were already struggling with long shifts, little downtime and high pressure before the pandemic. Now, three years after the initial outbreak of COVID-19, many in healthcare are reaching their breaking point — if they hadn't already.

A [2022 study](#) found that the number of nurses who reported being emotionally exhausted increased during each year of the pandemic, rising from almost 41 percent prior to the pandemic to over 49 percent in the pandemic's second year. That same study found that interventions like adjustments to workload and schedules along with coaching can have a meaningful impact on reducing burnout, and healthcare employers may wish to consider implementing similar practices in order to keep their nurses healthy, happy and on the team. In fact, personalized on-the-job support has emerged as a top job seeker preference, with 50 percent of workers reporting in a [2022 Randstad survey](#) that they'd be willing to speak with a professional career coach if given a chance. In addition to providing schedule flexibility, personalization is the name of the game for healthcare employers going forward, ensuring their team members are getting the support they need to press forward in high-stress roles.

no end in sight for the talent scarcity problem

The healthcare industry's ongoing battle with talent scarcity may get worse before it gets better. Even with skyrocketing salaries, [some providers simply can't find the talent they need](#) to keep their doors open. Meanwhile, amid inflation and rising costs, some providers have turned to contract workers to fill positions once occupied by full-time staff, and while that's a wise choice in the near term, it may not be a viable long-term solution. To compete for today's top healthcare talent, healthcare providers will need to not only pay competitive wages, but offer work-life balance benefits that can mitigate burnout.

For shift-based work, flexible scheduling will be key. Allowing workers to select shifts that fit into their schedules can help alleviate work-related pressures, and allow employees to devote their full attention to the duties at hand. For roles that can be completed offsite, remote work remains a powerfully attractive benefit for today's workers. The rise of telehealth has made these options now more available to healthcare employers, and allowing employees to take on "digital" shifts from home can go a long way to preventing burnout.



digital transformation continues to present opportunities and challenges

Speaking of telehealth — and talent scarcity — the rush of digital transformation initiatives brought on by the pandemic showed healthcare employers that they could use technology to adapt to the crisis. However, adopting solutions like telehealth and improving EMR systems showed them that they also had to adapt their hiring plans, as well.

Providers need robust IT and cybersecurity teams, in addition to their traditional clinical, admin and support staff. Unfortunately, there's a shortage of those workers, too — which means understaffed employers may be vulnerable to the kind of cyber attacks that are already having negative impacts on patient care. As with clinical talent, employers in healthcare need to offer competitive compensation and today's most in-demand benefits in order to keep their patients, records and profits safe in 2023 and beyond. With the nature of the work being highly technical, employers should seriously consider providing either full-time remote or hybrid work options along with other market-leading incentives like childcare or flexible scheduling if onsite work is required. Tech talent is in high-demand, so healthcare employers will need to think and act like today's most attractive tech companies to remain in play for top talent.

national salaries

advanced practice

	low	mid	high
nurse practitioner	\$95,746 - \$105,824	\$111,033 - \$122,721	\$129,351 - \$142,967
physician assistant	\$91,848 - \$101,516	\$108,298 - \$119,698	\$129,511 - \$143,143

allied health

lab technician	\$45,799 - \$50,619	\$55,707 - \$61,571	\$66,575 - \$73,583
lab assistant	\$44,823 - \$49,541	\$52,504 - \$58,030	\$60,571 - \$66,947
medical assistant	\$30,980 - \$34,242	\$36,413 - \$40,245	\$41,967 - \$46,385
medical lab technician	\$43,938 - \$48,564	\$54,670 - \$60,424	\$64,412 - \$71,192
pharmacist	\$122,654 - \$135,564	\$137,880 - \$152,394	\$155,031 - \$171,351
pharmacy technician	\$33,311 - \$36,817	\$41,824 - \$46,226	\$50,996 - \$56,364
phlebotomy technician	\$28,602 - \$31,612	\$35,290 - \$39,004	\$43,166 - \$47,710
RN telehealth	\$78,727 - \$87,014	\$91,560 - \$101,198	\$106,921 - \$118,175
sterile processing tech	\$38,632 - \$42,698	\$45,268 - \$50,033	\$52,282 - \$57,786
surgical technologist	\$46,808 - \$51,736	\$53,444 - \$59,070	\$60,147 - \$66,479
X-ray technician	\$57,735 - \$63,813	\$69,892 - \$77,250	\$83,357 - \$92,131

nursing

licensed practical nurse (LPN)	\$39,984 - \$44,192	\$48,501 - \$53,607	\$58,915 - \$65,117
registered nurse (RN)	\$76,182 - \$84,202	\$89,578 - \$99,008	\$104,216 - \$115,186
RN case management	\$69,031 - \$76,297	\$82,897 - \$91,623	\$100,084 - \$110,620
RN outpatient	\$57,237 - \$63,261	\$73,226 - \$80,934	\$90,359 - \$99,871

national salaries

healthcare operations	low	mid	high
credentialing specialist	\$41,818 - \$46,220	\$50,976 - \$56,342	\$60,978 - \$67,396
eligibility specialist	\$38,438 - \$42,484	\$44,517 - \$49,203	\$50,834 - \$56,184
insurance verification specialist	\$57,275 - \$63,303	\$67,626 - \$74,744	\$78,810 - \$87,106
medical billing and collections specialist	\$35,518 - \$39,256	\$42,148 - \$46,584	\$49,222 - \$54,404
medical receptionist	\$32,632 - \$36,066	\$37,682 - \$41,648	\$42,867 - \$47,379
medical records administrator	\$101,760 - \$112,472	\$118,376 - \$130,836	\$136,734 - \$151,127
medical records clerk	\$38,117 - \$42,129	\$44,484 - \$49,166	\$51,217 - \$56,609
medical scheduler	\$30,647 - \$33,873	\$38,009 - \$42,009	\$45,821 - \$50,645
patient access representative/specialist	\$36,460 - \$40,298	\$42,745 - \$47,245	\$49,364 - \$54,560
patient access services manager	\$54,155 - \$59,855	\$70,671 - \$78,110	\$87,731 - \$96,965
practice manager	\$48,210 - \$53,284	\$69,093 - \$76,365	\$92,613 - \$102,361

regional variance

city	variance to national AVG	city	variance to national AVG
AR: Little Rock	-8.0%	NC: Charlotte	-1.7%
AZ: Phoenix	7.0%	NC: Raleigh	-2.9%
CA: Los Angeles	57.6%	NV: Las Vegas	9.5%
CA: San Diego	42.2%	NY: New York City	37.2%
CA: San Francisco	64.8%	NY: Rochester	5.3%
CO: Denver	15.3%	NY: Syracuse	3.8%
CT: Hartford	25.8%	OH: Cincinnati	-3.2%
CT: Stamford	45.0%	OH: Cleveland	-3.1%
DC: Washington, D.C.	31.3%	OH: Columbus	-5.1%
DE: Wilmington	17.0%	OH: Toledo	-5.8%
FL: Jacksonville	4.1%	OR: Portland	21.1%
FL: Miami/Fort Lauderdale	10.8%	PA: Harrisburg	3.8%
FL: Orlando	0.9%	PA: Philadelphia	17.0%
FL: Tampa	3.0%	PA: Pittsburgh	3.0%
GA: Atlanta	-4.1%	RI: Providence	27.7%
IL: Chicago	2.5%	TN: Nashville	-4.1%
IN: Indianapolis	-1.9%	TX: Austin	-3.4%
KY: Louisville	-2.9%	TX: Dallas	-1.2%
LA: New Orleans	0.6%	TX: Houston	-3.1%
MA: Boston	34.5%	TX: San Antonio	-2.2%
MD: Baltimore	17.4%	UT: Salt Lake City	4.4%
MN: Minneapolis	4.5%	VA: Richmond	3.9%
MO: Kansas City	-6.1%	WA: Seattle	22.6%
MO: St. Louis	-2.1%	WI: Milwaukee	7.4%



human

resources.

Talent shortages, burnout, widespread resignations — the human resources function is at the center of solving today's most pressing talent challenges. At the same time, HR leaders have their own houses to keep in order. Here's what it will take to attract and retain top HR talent in 2023.

the growing need for people analytics

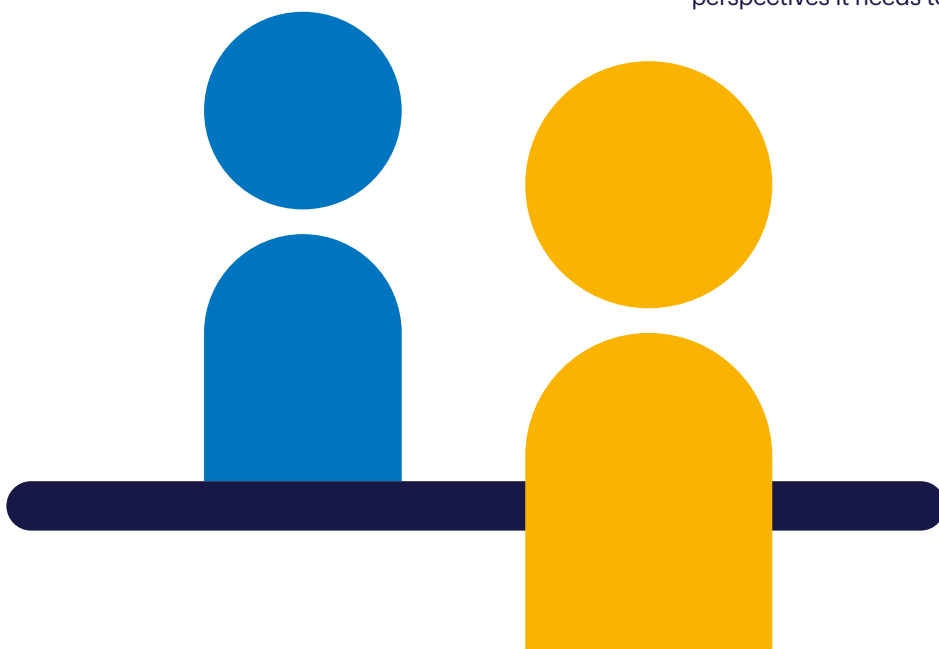
As HR leaders look to emphasize the “H” in HR through enhanced wellness benefits and people-first cultures, the value of data analytics is at risk of getting left behind. Ninety percent of companies said their CHROs have communicated that people analytics are a core component of their HR strategy — but only 42 percent said that their companies currently have a data-driven culture for HR.

Given the raft of today’s talent challenges, using advanced analytics can help HR leaders hire more effectively, reduce turnover and enhance employee engagement. Employers that make data a priority will have to adjust their candidate profiles accordingly to bring in talent with the right skills for data collection and analysis. With qualified talent in short supply, these emerging roles would be well-suited targets for employers to address through upskilling and reskilling. Retraining employees to take on these new roles can help them advance in their careers while positioning HR to succeed in the new digital landscape.

pay and the EDI&A advantage

With inflation rates through the roof and costs of living rising right alongside them, talent will understandably be looking to offset those factors through increases in pay. For those looking to hire, this may translate to candidates asking more than expected once it comes time to negotiate. If meeting those figures isn’t possible for your organization, prepare to get creative with advanced benefits, flexible options and other levers to offset not meeting candidates’ salary demands. It’s not a foolproof plan, but in a talent marketplace this competitive, employers can’t afford to leave anything on the table.

A worthwhile goal to work toward to offset rising wages and inflation is delivering on employee expectations around equity, diversity, inclusion and accessibility (EDI&A). Eighty percent of employees say they want to work for a company that values diversity, equity and inclusion. What’s more, workers who are satisfied with their company’s EDI&A efforts are more likely to be happy with their jobs and compensation. Staying up to date on the latest EDI&A trends, engaging in inclusive workforce programs and revamping your company’s approach to EDI&A can improve talent outcomes during times of scarcity and inject your workforce with the diversity of perspectives it needs to stay competitive.



culture challenges continue

For employers that went remote or hybrid as a result of the pandemic, it's no secret that company cultures have become a challenge to maintain. Without daily in-person interactions and water-cooler talk, it may be hard to even identify what your company's culture actually is. This is why [59 percent of respondents to an HR survey](#) identified culture as their organization's biggest challenge since COVID-19.

This distance has also made it more difficult for leaders to spot and address culture issues before they snowball into even bigger problems. That's a dangerous blindspot to leave unaddressed, considering that toxic workplace cultures are over [10 times more likely](#) to drive employees away than compensation. To build and maintain strong, positive company cultures in 2023 and beyond, HR leaders will have to be proactive during onboarding and throughout the employee lifecycle, using all-hands meetings, lunch-and-learns, cross-functional events and more to bring workers together, share ideas and foster the culture your company desires.

well-being still matters

The pandemic brought employee well-being sharply into focus, but with the worst of it seemingly behind us, employers can't afford to go back to "business as usual" and take employee health for granted. In fact, a study found that more than [a third of workers are "overutilized" at work](#) — meaning they're simply working too much and too long — and workers most likely to succumb to burnout spend 79 percent of their days in this "overutilized" state.

To counteract this tendency toward overwork, HR leaders may want to consider setting boundaries on things like times when it's acceptable to send work emails or chats and implement other initiatives that promote healthy work habits and improve work-life balance. Flexibility around scheduling and remote and hybrid work can also aid in improving employee well-being. Considering that [33 percent of employees](#) would rather be unemployed than unhappy in a job, employers can't afford to neglect well-being. Doing so risks igniting a retention crisis at a time when qualified talent is already hard to find.

national salaries

benefits	low	mid	high
benefits analyst	\$64,560 - \$71,356	\$77,033 - \$85,141	\$90,751 - \$100,303
benefits assistant/associate	\$36,250 - \$40,066	\$42,501 - \$46,975	\$49,082 - \$54,248
benefits director	\$140,240 - \$155,002	\$183,487 - \$202,801	\$234,712 - \$259,418
benefits manager	\$119,429 - \$132,001	\$144,976 - \$160,236	\$174,111 - \$192,439
retirement specialist	\$46,864 - \$51,797	\$57,303 - \$63,335	\$68,839 - \$76,085

benefits/compensation/HRIS

benefits and compensation specialist	\$51,180 - \$56,568	\$62,102 - \$68,640	\$74,141 - \$81,945
benefits and HRIS specialist	\$54,428 - \$60,158	\$66,187 - \$73,155	\$78,974 - \$87,287
director of HRIS, benefits, compensation	\$93,244 - \$103,060	\$131,387 - \$145,217	\$177,149 - \$195,797
manager of HRIS, benefits, compensation	\$119,429 - \$132,001	\$144,976 - \$160,236	\$174 - \$192,000

compensation

compensation analyst	\$64,413 - \$71,193	\$78,818 - \$87,114	\$94,992 - \$104,992
compensation director	\$140,240 - \$155,002	\$183,487 - \$202,801	\$234,712 - \$259,418
compensation manager	\$119,429 - \$132,001	\$144,976 - \$160,236	\$174,111 - \$192,439

employee/labor relations

employee relations director	\$108,910 - \$120,374	\$153,064 - \$169,176	\$206,142 - \$227,842
employee relations manager	\$102,282 - \$113,048	\$125,918 - \$139,172	\$153,004 - \$169,110
labor relations director (JD)	\$120,618 - \$133,314	\$164,609 - \$181,937	\$217,222 - \$240,088
labor relations manager	\$122,778 - \$135,702	\$149,001 - \$164,685	\$178,927 - \$197,761

generalist

chief diversity and inclusion officer	\$121,765 - \$134,583	\$144,858 - \$160,106	\$195,166 - \$215,710
chief human resources officer (CHRO)	\$198,048 - \$218,896	\$337,022 - \$372,498	\$406,318 - \$449,088
HR coordinator	\$38,851 - \$42,941	\$45,522 - \$50,314	\$52,577 - \$58,111
HR director	\$108,910 - \$120,374	\$153,064 - \$169,176	\$206,142 - \$227,842

national salaries

generalist (continued)

	low	mid	high
HR generalist	\$64,941 - \$71,777	\$78,455 - \$86,713	\$93,487 - \$103,327
HR manager	\$112,164 - \$123,970	\$136,238 - \$150,578	\$163,662 - \$180,890
HR specialist	\$47,306 - \$52,286	\$57,499 - \$63,551	\$68,694 - \$75,924
vice president of HR	\$108,427 - \$119,841	\$200,237 - \$221,315	\$314,108 - \$347,172

HRIS

compensation director	\$140,240 - \$155,002	\$183,487 - \$202,801	\$234,712 - \$259,418
HRIS analyst	\$75,371 - \$83,305	\$90,849 - \$100,413	\$108,150 - \$119,534
HRIS manager	\$111,922 - \$123,704	\$135,948 - \$150,258	\$163,315 - \$180,507

learning and development

learning and development coordinator	\$72,435 - \$80,059	\$97,557 - \$107,827	\$128,072 - \$141,554
learning and development director	\$124,384 - \$137,477	\$156,228 - \$172,674	\$192,962 - \$213,274
learning and development manager	\$103,320 - \$114,196	\$125,603 - \$138,825	\$150,945 - \$166,833
learning specialist (trainer)	\$57,737 - \$63,815	\$69,894 - \$77,252	\$83,359 - \$92,133

recruiting/talent acquisition

director of talent acquisition	\$104,837 - \$115,873	\$147,429 - \$162,947	\$198,604 - \$219,510
head of recruitment	\$96,171 - \$106,295	\$118,481 - \$130,953	\$144,014 - \$159,174
manager of talent acquisition	\$108,491 - \$119,911	\$131,822 - \$145,698	\$158,381 - \$175,053
recruiter	\$57,462 - \$63,510	\$70,459 - \$77,875	\$84,996 - \$93,942
recruiting manager	\$89,679 - \$99,119	\$114,181 - \$126,200	\$140,860 - \$155,688
talent acquisition/staffing specialist	\$53,046 - \$58,630	\$65,149 - \$72,007	\$78,646 - \$86,924

talent management/organizational development (OD)

director of talent management/OD	\$105,505 - \$116,611	\$148,353 - \$163,969	\$199,840 - \$220,876
manager of talent management/OD	\$112,033 - \$123,825	\$136,080 - \$150,404	\$163,474 - \$180,682

regional variance

city	variance to national AVG
AR: Little Rock	-8.0%
AZ: Phoenix	7.0%
CA: Los Angeles	57.6%
CA: San Diego	42.2%
CA: San Francisco	64.8%
CO: Denver	15.3%
CT: Hartford	25.8%
CT: Stamford	45.0%
DC: Washington, D.C.	31.3%
DE: Wilmington	17.0%
FL: Jacksonville	4.1%
FL: Miami/Fort Lauderdale	10.8%
FL: Orlando	0.9%
FL: Tampa	3.0%
GA: Atlanta	-4.1%
IL: Chicago	2.5%
IN: Indianapolis	-1.9%
KY: Louisville	-2.9%
LA: New Orleans	0.6%
MA: Boston	34.5%
MD: Baltimore	17.4%
MN: Minneapolis	4.5%
MO: Kansas City	-6.1%
MO: St. Louis	-2.1%

city	variance to national AVG
NC: Charlotte	-1.7%
NC: Raleigh	-2.9%
NV: Las Vegas	9.5%
NY: New York City	37.2%
NY: Rochester	5.3%
NY: Syracuse	3.8%
OH: Cincinnati	-3.2%
OH: Cleveland	-3.1%
OH: Columbus	-5.1%
OH: Toledo	-5.8%
OR: Portland	21.1%
PA: Harrisburg	3.8%
PA: Philadelphia	17.0%
PA: Pittsburgh	3.0%
RI: Providence	27.7%
TN: Nashville	-4.1%
TX: Austin	-3.4%
TX: Dallas	-1.2%
TX: Houston	-3.1%
TX: San Antonio	-2.2%
UT: Salt Lake City	4.4%
VA: Richmond	3.9%
WA: Seattle	22.6%
WI: Milwaukee	7.4%



manufacturing

& logistics.

Between talent shortages and supply chain delays, there's no shortage of challenges for manufacturing and logistics leaders to overcome. But these challenges are creating opportunities for innovation. From new ways of working to new strategies for attracting and retaining talent, here's what's on tap for 2023.

major opportunities may be hampered by ongoing labor shortages

Public investments like the [Infrastructure Investment and Jobs Act](#) (IIJA), the [Inflation Reduction Act](#) and the [CHIPS Act](#) are [poised to create lucrative new business opportunities for manufacturers in 2023](#). Meanwhile, technologies like IoT, cloud and edge computing, 5G networks and AI have the potential to make manufacturing and logistics operations faster, cleaner and more profitable.

Tech — and the latest trends in digitization — should help manufacturing and logistics firms capitalize on these opportunities as well. For example, new staffing technologies like [digital staffing platforms](#) can substantially accelerate the hiring process, and [smarter workforce scheduling](#) allows employers to fill shifts at a moment's notice. Of course, organizations will also need the right people, and in recent years they've proven to be exceedingly difficult to find.

In fact, as many as [2.1 million](#) jobs could be left vacant by 2030, at a cost of \$1 trillion or more. Small wonder, then, that many [experts](#) think labor shortages will ultimately be the most significant long-term check on the industry's growth. To counteract this, forward-thinking organizations will look to double down on upskilling and reskilling initiatives, tap into alternative talent pools and seek strategic partners in order to achieve their business goals.

agile hiring to weather supply chain disruption

Shipping and transportation delays. Parts shortages. Supplier slowdowns. It isn't hard to see how or why supply chain disruption could throw a wrench in day-to-day production activities for manufacturers — in fact, the majority of companies in this space reported negative impacts to profitability of up to [13 percent](#) related to supply chain disruption. What may be less clear, however, is the net impact on talent strategies.

Yet these same supply chain challenges can have far-reaching ripple effects, creating specific difficulties around workforce planning most of all. To remain agile in 2023, employers should look to engage more contingent talent. Hiring temporary or shift-based workers allows employers to keep their staffing levels in line with the ebbs and flows of demand. However, this kind of reactionary-based hiring means companies will be looking to staff up at the exact same time when demand increases. Employers will have to ensure their pay rates remain competitive and avail themselves of digital tools to streamline hiring in order to stay competitive for talent.





new recruiting strategies

With ongoing talent shortages standing in the way of business growth for manufacturers, it's clear that new recruiting strategies are going to be a major priority in the year ahead. In fact, you can already see that playing out right now. For example, [research](#) shows:

- Highly qualified manufacturing and logistics talent may not always be sitting in front of a computer, but they are reachable via smartphone — in fact, text messaging is the preferred mode of job-related communication for almost 70 percent of manufacturing job seekers.
- What's more, recruiting texts boast a 98 percent open rate, compared to just 20 percent for emails.
- Hiring teams can also use text messaging to screen candidates early in the hiring process, gain clarity around skill sets and qualifications — and avoid multiple interviews.

How effective those efforts will be remains to be seen, of course, but reconfiguring recruiting strategies is very much the order of the day. Engaging with more instantaneous forms of communication can help employers both secure talent quickly for last-minute callouts or staff a position long-term. Lengthy hiring processes are often the main culprit behind missing out on top talent, so taking measures to accelerate hiring cycles this year could make all the difference.

emphasis on upskilling and reskilling

While leading manufacturers today are understandably eager to modernize their facilities, adopt new technologies and scale the Industrial Internet of Things (IIoT), one pressing challenge remains: Where to find the digitally savvy talent base to implement and capitalize on these advanced capabilities?

As manufacturing and logistics companies advance these digitalization efforts, they're becoming more attractive destinations for workers that previously existed outside the main talent pool. The prospect of now engaging with robotic automation and no-touch distribution, for example, is [attracting tech workers](#) — a welcome addition for employers considering the shortage of traditional manufacturing and logistics talent on the market.

While these new reinforcements are welcome, perhaps the most direct workaround will be to roll out robust upskilling and reskilling initiatives. It's also a [proven method for slowing churn](#) — historically a chronic challenge for employers in this space. There's no doubt that the workforce will be there: [Eighty-eight percent of workers](#), in fact, said they would be interested in learning and development opportunities if their employers offered them. Prioritizing skilling in 2023 can allow employers to fill skills gaps while simultaneously harnessing an important employee engagement (and retention) lever.

national salaries

assembly	low	mid	high
assembly line foreman	\$26.74 - \$29.56	\$32.40 - \$35.80	\$38.65 - \$42.71
electronics assembler (general)	\$17.10 - \$18.90	\$19.95 - \$22.05	\$22.80 - \$25.20
electronics assembler (precision)	\$19.00 - \$21.00	\$21.85 - \$24.15	\$25.65 - \$28.35
fabricator assembler	\$16.15 - \$17.85	\$19.00 - \$21.00	\$21.85 - \$24.15
product assembler (bench)	\$17.10 - \$18.90	\$20.90 - \$23.10	\$24.70 - \$27.30
product assembler (machine)	\$18.05 - \$19.95	\$21.85 - \$24.15	\$25.65 - \$28.35
solderer	\$18.05 - \$19.95	\$20.90 - \$23.10	\$24.70 - \$27.30

inspection

quality control inspector	\$17.10 - \$18.90	\$21.85 - \$24.15	\$26.60 - \$29.40
quality control tester	\$29.45 - \$32.55	\$35.15 - \$38.85	\$41.80 - \$46.20
quality inspector	\$19.95 - \$22.05	\$22.80 - \$25.20	\$27.55 - \$30.45

machine operation

CNC machinist	\$19.00 - \$21.00	\$23.75 - \$26.25	\$28.50 - \$31.50
computer-controlled machine tool operator	\$29.45 - \$32.55	\$36.10 - \$39.90	\$43.70 - \$48.30
general machinist	\$21.85 - \$24.15	\$26.60 - \$29.40	\$31.35 - \$34.65
machine feeder	\$14.25 - \$15.75	\$16.15 - \$17.85	\$19.00 - \$21.00
machine operator	\$18.05 - \$19.95	\$21.85 - \$24.15	\$26.60 - \$29.40
machine operator helper	\$17.10 - \$18.90	\$20.90 - \$23.10	\$23.75 - \$26.25
molding machine operator	\$18.05 - \$19.95	\$22.80 - \$25.20	\$27.55 - \$30.45
numerical control machine operator	\$19.00 - \$21.00	\$23.75 - \$26.25	\$28.50 - \$31.50

national salaries

maintenance	low	mid	high
electromechanical technician	\$27.55 - \$30.45	\$33.25 - \$36.75	\$39.90 - \$44.10
electronics technician	\$29.45 - \$32.55	\$36.10 - \$39.90	\$42.75 - \$47.25
facilities maintenance worker	\$19.00 - \$21.00	\$23.75 - \$26.25	\$28.50 - \$31.50
field service technician	\$26.60 - \$29.40	\$32.30 - \$35.70	\$38.00 - \$42.00
janitor	\$14.25 - \$15.75	\$19.95 - \$22.05	\$27.55 - \$30.45
maintenance mechanic	\$24.70 - \$27.30	\$29.45 - \$32.55	\$33.25 - \$36.75

management	low	mid	high
assembly supervisor	\$27.88 - \$30.82	\$33.75 - \$37.31	\$40.25 - \$44.49
assistant foreman	\$24.70 - \$27.30	\$29.45 - \$32.55	\$37.05 - \$40.95
assistant plant manager	\$35.15 - \$38.85	\$41.80 - \$46.20	\$50.35 - \$55.65
assistant production supervisor	\$24.70 - \$27.30	\$29.45 - \$32.55	\$34.20 - \$37.80
logistics manager	\$39.90 - \$44.10	\$48.45 - \$53.55	\$57.95 - \$64.05
maintenance manager	\$36.10 - \$39.90	\$43.70 - \$48.30	\$51.30 - \$56.70
maintenance supervisor	\$33.25 - \$36.75	\$40.85 - \$45.15	\$48.45 - \$53.55
operations manager	\$49.40 - \$54.60	\$60.80 - \$67.20	\$75.05 - \$82.95
plant manager	\$65.55 - \$72.45	\$79.80 - \$88.20	\$96.90 - \$107.10
production manager	\$54.15 - \$59.85	\$66.50 - \$73.50	\$79.80 - \$88.20
quality control manager	\$47.50 - \$52.50	\$57.95 - \$64.05	\$70.30 - \$77.70
warehouse manager	\$38.95 - \$43.05	\$47.50 - \$52.50	\$57.95 - \$64.05

national salaries

production	low	mid	high
CNC programmer	\$29.45 - \$32.55	\$36.10 - \$39.90	\$43.70 - \$48.30
injection molder	\$14.55 - \$15.85	\$18.05 - \$19.95	\$23.75 - \$26.25
manufacturing worker	\$15.20 - \$16.80	\$17.10 - \$18.90	\$19.00 - \$21.00
MIG/TIG welder	\$19.00 - \$21.00	\$23.75 - \$26.25	\$30.40 - \$33.60
production helper	\$14.40 - \$15.75	\$16.15 - \$17.85	\$19.00 - \$21.00
production laborer	\$15.20 - \$16.80	\$18.05 - \$19.95	\$20.90 - \$23.10
production machinist	\$20.90 - \$23.10	\$24.70 - \$27.30	\$31.35 - \$34.65
production scheduler	\$26.60 - \$29.40	\$40.85 - \$45.15	\$52.25 - \$57.75
tool and die maker	\$27.55 - \$30.45	\$33.25 - \$36.75	\$39.90 - \$44.10

warehouse/distribution

driver	\$23.75 - \$26.25	\$28.50 - \$31.50	\$34.20 - \$37.80
forklift operator	\$17.80 - \$18.90	\$20.90 - \$23.10	\$23.75 - \$26.25
inventory control clerk	\$17.10 - \$18.90	\$19.95 - \$22.05	\$22.80 - \$25.20
kitter/materials handler	\$16.15 - \$17.85	\$19.00 - \$21.00	\$21.85 - \$24.15
manual packager	\$15.20 - \$16.80	\$17.10 - \$18.90	\$19.95 - \$22.05
materials handler	\$16.15 - \$17.85	\$19.00 - \$21.00	\$21.85 - \$24.15
order puller	\$17.10 - \$18.90	\$19.95 - \$22.05	\$22.80 - \$25.20
picker/packer	\$14.05 - \$14.85	\$17.10 - \$18.90	\$20.90 - \$23.10
shipping and receiving clerk	\$17.10 - \$18.90	\$19.95 - \$22.05	\$22.80 - \$25.20
stock handler	\$16.15 - \$17.85	\$19.00 - \$21.00	\$21.85 - \$24.15
warehouse laborer	\$17.70 - \$19.95	\$19.95 - \$22.05	\$22.80 - \$25.20

regional variance

city	variance to national AVG	city	variance to national AVG
AR: Little Rock	-8.0%	MO: St. Louis	-2.1%
AZ: Phoenix	7.0%	NC: Charlotte	-1.7%
CA: Fresno	9.20%	NC: Raleigh	-2.9%
CA: Los Angeles	20.1	NV: Las Vegas	9.5%
CA: Sacramento	15.2%	NY: New York City	30.0%
CA: San Diego	18.0%	NY: Rochester	5.3%
CA: Bay Area	30.3%	NY: Syracuse	3.8%
CO: Denver	15.3%	OH: Cincinnati	-3.2%
CT: Hartford	19.1%	OH: Cleveland	-3.1%
CT: Stamford	29.3%	OH: Columbus	-5.1%
DC: Washington, D.C.	24.2%	OH: Toledo	-5.8%
DE: Wilmington	17.0%	OR: Portland	19.2%
FL: Jacksonville	4.1%	PA: Harrisburg	3.8%
FL: Miami/Fort Lauderdale	10.8%	PA: Philadelphia	19.1%
FL: Orlando	0.9%	PA: Pittsburgh	3.0%
FL: Tampa	3.0%	RI: Providence	10.1%
GA: Atlanta	-4.1%	TN: Nashville	-4.1%
IL: Chicago	2.5%	TX: Austin	-3.4%
IN: Indianapolis	-1.9%	TX: Dallas	-1.2%
KY: Louisville	-2.9%	TX: Houston	-3.1%
LA: New Orleans	0.6%	TX: San Antonio	-2.2%
MA: Boston	20.2%	UT: Salt Lake City	4.4%
MD: Baltimore	17.4%	VA: Richmond	3.9%
MN: Minneapolis	4.5%	WA: Seattle	27.8%
MO: Kansas City	-6.1%	WI: Milwaukee	7.4%



alisia genzler

group president and chief client officer
randstad technologies

During the last few years, businesses have seen record growth leading to an uptick in hiring, implementing new projects and investment in innovation. However, rising economic uncertainty has led many companies to focus on efficiency as they seek to cut costs. Organizations will be committed to finding new ways to complete necessary projects, which will likely cause an increase in contract and project-type work.

With the rapid adoption of digital technology by most employers and others searching for processes to increase automation, new digital roles have emerged, resulting in a shift in the recruiting process. As a result, traditional roles are declining, and companies must take steps like updating team structures, organizational needs and recruitment practices to align with the changing times.

It's no secret that jobs in the technology sector are in high demand and, as a result, command top salaries. Today's employers want the best and brightest on their teams to ensure innovation, transformation and excellence. Still, finding skilled STEM talent has remained a challenge. It is vital to ensure you have the right talent, in the right place, at the right time.

As the competition for STEM talent in the coming year will be fierce, leaders have to tap into different ways to find and build a skill-based organization. Organizations should invest in skilling and upskilling initiatives in the coming year to combat this obstacle.

It's critical to anticipate talent shortages and take steps to retain your workforce. Understanding the needs of these workers is paramount in providing them with an experience that mirrors their new priorities. This must be backed by competitive compensation.

Our salary guide will assist you in staying on top of your game, both in terms of in-depth salary data, and important trends in the world of work. Let one of our Randstad representatives assist you today.



engineering.

Massive investments have been made in the U.S. economy by way of both the [Infrastructure Investment and Jobs Act](#) and the [CHIPS Act](#). From small semiconductors to projects as big as airports and as long as highways, few spaces will remain untouched by engineers in 2023. However, as lingering talent shortages and ongoing supply delays threaten growth, what can employers do to stay competitive?

IIJA brings new opportunities — and new challenges

The [Infrastructure Investment and Jobs Act](#) (IIJA) created a once-in-a-generation funding opportunity for engineering employers, with the goal of spurring development of bridges, tunnels, roads and more. As funds from the program become available, new opportunities will be created for engineers. However, with inflation eating into how much employers can accomplish with those funds and the shortage of engineering talent on the market, IIJA funding is only one piece of the puzzle.

Supply chain shortages have thrown an additional wrench into many employers' plans. While funding for new projects is there thanks to the IIJA, the same can't be said of the materials needed to actually complete them. On top that, the shortage of engineering talent persists. While employers can somewhat mitigate materials shortages by getting creative with blueprints and designs, they have a lot less leeway when it comes to finding experienced engineers in a competitive market. [Sixty percent](#) of construction firms have already reported labor-related project delays — an unsustainable figure that can't be left unaddressed in 2023. Better talent planning will be needed this year to forecast human capital needs farther in advance than what was perhaps previously the norm. Better forecasting will give employers more generous timelines in which to find talent to complete projects.

the CHIPS act will change semiconductor manufacturing

The [CHIPS Act](#), a combined public-private sector investment of \$50 billion over the next five years, was drafted to spur domestic manufacturing of semiconductors and to maintain competitiveness in other industries of the future. Many companies are already announcing new facilities for chip development and manufacturing: Industry heavyweights like [Intel](#) and [Samsung](#) have announced multibillion-dollar plans to invest in U.S. semiconductor production. Micron Technology, for its part, is making a massive [\\$40 billion investment](#) in memory-chip manufacturing — a move that could single-handedly raise America's market share from less than two percent to as much as 10 percent on its own.

With so much momentum behind domestic growth, businesses can expect an influx of hiring needs to arise in the semiconductor space. Employers with the capabilities to enter the semiconductor business as well will be well positioned in a growing U.S. market — as long as they can find enough engineering talent to support new roles.



FPGA/ASIC skills now needed

So what exactly are those key roles? Due to new opportunities provided by the CHIPS Act, specialized skills involving field-programmable gate arrays (FPGAs) and application-specific integrated circuits (ASICs) — microchips used in electronic devices — will be in demand. While FPGA/ASIC skills are developed later on the job (not in school), the pipeline has proven to be problematic: The amount of electrical engineering graduates has been steadily declining, making talent with the skill sets needed for FPGA/ASIC design hard to find.

In order to get the FPGA/ASIC talent they need in 2023, employers should look to revamp their skilling efforts to take advantage of the great talent that's either currently employed or a known quantity in the pipeline. However, it will be important to think carefully about the right kind of candidates to skill in these cases. While a company's software engineers, for example, may seem like good candidates, they often lack digital design backgrounds which can make the transition more difficult to achieve. Instead, employers should focus on upskilling early-career professionals to steer them toward verification career paths or engage talent development programs to identify talent before they enter the market.

new opportunities increase demand for talent

FPGA and ASIC skill sets won't be the only ones in demand, however. Investments related to both the CHIPS Act and IIJA will create demand for talent across a variety of sectors. The aircraft electrification market, for example, is estimated to grow 14 percent, reaching \$20 billion annually by 2030. Replacing hydraulic systems with electric ones will improve efficiency and lower maintenance costs. On the ground, the U.S. is seeing an uptick in interest from Americans when it comes to buying electric vehicles (EVs). The IIJA has set about creating more EV charging stations to remediate one of consumers' biggest EV-related complaints. Meanwhile, efforts to transition away from fossil fuels to more sustainable alternatives could create 14 million new jobs related to clean energy, transition roughly five million workers from the fossil fuels industries and create demand for new skills and training for an estimated 30 million employees. In other words, expect the engineering talent market to be impacted in manufacturing, electrical, civil, project management and more.

As competition heats up, employers will need to ensure their salary levels remain in line with the current market. Further, they'll need to increase their capacity to provide best-in-class perks and benefits that support flexibility and remote work and aid employees in achieving a better work-life balance.

national salaries

energy	low	mid	high
construction manager/superintendent	\$87,375 - \$96,573	\$110,172 - \$121,769	\$130,543 - \$144,285
designer	\$79,763 - \$88,159	\$90,080 - \$99,562	\$99,474 - \$109,944
drafter	\$75,482 - \$83,428	\$85,464 - \$94,460	\$108,660 - \$120,098
electrical engineer	\$84,112 - \$92,966	\$122,040 - \$134,886	\$152,921 - \$169,017
electronics engineer	\$84,635 - \$93,543	\$107,663 - \$118,995	\$134,771 - \$148,957
petroleum engineer	\$113,038 - \$124,936	\$139,826 - \$154,544	\$180,864 - \$199,902
project engineer/manager	\$80,812 - \$89,318	\$96,085 - \$106,199	\$116,216 - \$128,450
safety engineer/manager	\$64,552 - \$71,346	\$91,329 - \$100,943	\$122,175 - \$135,035
scheduler	\$85,700 - \$94,721	\$102,147 - \$112,899	\$135,897 - \$150,201
technician/operator	\$51,599 - \$57,031	\$74,832 - \$82,709	\$107,682 - \$119,016

engineering and construction

construction inspector	\$69,920 - \$77,280	\$82,365 - \$91,035	\$93,696 - \$103,558
buyer	\$54,566 - \$60,310	\$67,820 - \$74,958	\$82,223 - \$90,879
civil/structural engineer	\$94,421 - \$104,361	\$120,092 - \$132,734	\$150,287 - \$166,107
construction manager/superintendent	\$49,526 - \$54,740	\$102,040 - \$112,781	\$123,358 - \$136,343
designer	\$79,763 - \$88,159	\$90,080 - \$99,562	\$99,474 - \$109,944
drafter	\$75,482 - \$83,428	\$85,464 - \$94,460	\$108,660 - \$120,098
electrical engineer	\$84,112 - \$92,966	\$122,040 - \$134,886	\$152,921 - \$169,017
electronics engineer	\$84,635 - \$93,543	\$107,663 - \$118,995	\$134,771 - \$148,957
mechanical engineer	\$76,960 - \$85,061	\$97,047 - \$107,263	\$109,997 - \$121,575
project engineer/manager	\$90,664 - \$100,208	\$115,112 - \$127,229	\$143,088 - \$158,150
safety engineer/manager	\$64,552 - \$71,346	\$91,329 - \$100,943	\$122,175 - \$135,035
scheduler	\$85,700 - \$94,721	\$102,147 - \$112,899	\$135,897 - \$150,201
technician	\$39,670 - \$43,846	\$57,382 - \$63,422	\$77,834 - \$86,028

national salaries

manufacturing	low	mid	high
automation/robotics engineer	\$75,625 - \$83,585	\$96,406 - \$106,554	\$118,240 - \$130,686
controls engineer	\$84,112 - \$92,966	\$106,897 - \$118,149	\$135,827 - \$150,125
designer	\$83,705 - \$92,516	\$99,598 - \$110,082	\$113,753 - \$125,727
drafter	\$75,482 - \$83,428	\$85,464 - \$94,460	\$108,660 - \$120,098
electrical engineer	\$84,112 - \$92,966	\$122,040 - \$134,886	\$152,921 - \$169,017
electronics engineer	\$84,635 - \$93,543	\$107,663 - \$118,995	\$134,771 - \$148,957
engineering manager	\$108,694 - \$120,136	\$134,620 - \$148,790	\$162,308 - \$179,394
field service technician	\$53,355 - \$58,972	\$64,790 - \$71,610	\$78,220 - \$86,453
maintenance manager/supervisor	\$86,752 - \$95,884	\$110,117 - \$121,709	\$125,621 - \$138,845
manufacturing engineer	\$84,085 - \$92,937	\$99,158 - \$109,596	\$114,639 - \$126,707
mechanical engineer	\$76,960 - \$85,061	\$97,047 - \$107,263	\$109,997 - \$121,575
metallurgist	\$96,279 - \$106,413	\$119,510 - \$132,090	\$150,908 - \$166,794
planner	\$79,515 - \$87,885	\$91,314 - \$100,926	\$102,056 - \$112,798
production manager/supervisor	\$79,486 - \$87,852	\$109,250 - \$120,750	\$144,460 - \$159,666
project engineer/manager	\$84,085 - \$92,937	\$99,158 - \$109,596	\$114,639 - \$126,707
quality engineer/manager	\$87,080 - \$96,246	\$104,221 - \$115,191	\$123,980 - \$137,030
quality inspector	\$44,841 - \$49,561	\$57,647 - \$63,715	\$69,841 - \$77,193
safety engineer/manager	\$64,552 - \$71,346	\$91,329 - \$100,943	\$122,175 - \$135,035
supply chain manager	\$86,949 - \$96,101	\$113,219 - \$125,137	\$143,395 - \$158,489
technician	\$41,249 - \$45,591	\$57,122 - \$63,134	\$76,028 - \$84,030
test engineer	\$85,938 - \$94,984	\$99,056 - \$109,482	\$114,436 - \$126,482

regional variance

city	variance to national AVG	city	variance to national AVG
AR: Little Rock	-8.0%	NC: Charlotte	-1.7%
AZ: Phoenix	7.0%	NC: Raleigh	-2.9%
CA: Los Angeles	57.6%	NV: Las Vegas	9.5%
CA: San Diego	42.2%	NY: New York City	37.2%
CA: San Francisco	64.8%	NY: Rochester	5.3%
CO: Denver	15.3%	NY: Syracuse	3.8%
CT: Hartford	25.8%	OH: Cincinnati	-3.2%
CT: Stamford	45.0%	OH: Cleveland	-3.1%
DC: Washington, D.C.	31.3%	OH: Columbus	-5.1%
DE: Wilmington	17.0%	OH: Toledo	-5.8%
FL: Jacksonville	4.1%	OR: Portland	21.1%
FL: Miami/Fort Lauderdale	10.8%	PA: Harrisburg	3.8%
FL: Orlando	0.9%	PA: Philadelphia	17.0%
FL: Tampa	3.0%	PA: Pittsburgh	3.0%
GA: Atlanta	-4.1%	RI: Providence	27.7%
IL: Chicago	2.5%	TN: Nashville	-4.1%
IN: Indianapolis	-1.9%	TX: Austin	-3.4%
KY: Louisville	-2.9%	TX: Dallas	-1.2%
LA: New Orleans	0.6%	TX: Houston	-3.1%
MA: Boston	34.5%	TX: San Antonio	-2.2%
MD: Baltimore	17.4%	UT: Salt Lake City	4.4%
MN: Minneapolis	4.5%	VA: Richmond	3.9%
MO: Kansas City	-6.1%	WA: Seattle	22.6%
MO: St. Louis	-2.1%	WI: Milwaukee	7.4%



life

sciences.

From decentralized clinical trials to new pushes for domestic drug production, where and how work gets done in life sciences is changing fast. What will employers need to keep up with these and other industry shifts, and how should their strategies change when it comes to finding and retaining talent in 2023?

the conversation continues around decentralized clinical trials

Decentralizing clinical trials is a major talking point in the industry as companies hope to improve speed and overall patient and physician experience. It's a trend that grew out of virtual trials during the pandemic, and now, with [70 percent of patients](#) living more than two hours from trial sites, it will be hard to reverse course.

Still, many companies are hesitant to move forward, given the many uncertainties surrounding this new model's implementation. However, that's created new openings for companies willing to lead the charge. Those that do so successfully have the chance of leading on the cutting-edge of the space. However, none of that will come to fruition without the right kind of talent on board. Decentralizing clinical trials will involve a hybrid approach, incorporating virtual elements combined with fewer in-person visits. Employers that are preparing to venture into this new space will need to adjust talent strategies accordingly to ensure their teams are equipped to thrive in this new model.

With life sciences talent in short supply, employers should look to skilling their existing workforces to fill gaps. By providing employees with opportunities to reskill or upskill, employers can ensure their teams have the skills to evolve alongside their roles without having to engage the competitive hiring market. Not providing opportunities for advancement is a [top reason employees choose to leave](#), so connecting workers with opportunities to grow their skill sets and take on new roles can be a sound safeguard against turnover.

brace for the reshoring rush

[Eighty-eight percent](#) of active pharmaceutical ingredient manufacturing has shifted offshore over the past decade. Recent supply chain challenges, however, have reignited the conversation around reshoring to ensure a more steady supply of lifesaving medications. With the [U.S. government making a big investment](#) last year, the pieces are in motion, yet reshoring decades' worth of overseas operations won't happen overnight. Life sciences companies that don't start incorporating it into their planning today risk falling behind in the future.

New domestic opportunities will increase demand for talent. However, with experienced life sciences professionals already in short supply, employers who don't plan will face continued hiring challenges. In anticipation of the growing domestic market, employers should strengthen their networking efforts as early as this year. Much like the world of work today, companies that incorporate both in-person and online outreach will have the greatest chances of success. That means increasing employer presence at job fairs and industry events, along with regular involvement in online communities and social media platforms to become active participants in the conversation.



fine-tuning flexibility

Remote work is a top preference for today's job seekers, but many life sciences employers are struggling with knowing when to provide it. Pharma companies like AbbVie, AstraZeneca, Bristol Myers Squibb and Johnson & Johnson have phased in return-to-work plans. Others, like Merck, are splitting the difference with a hybrid model. With such a wide variety of functions, it's clear that not all jobs can be accomplished offsite, and employers may have to go above and beyond when it comes to compensation to compensate. However, employers can also look to get a little creative when it comes to providing flexible incentives beyond just remote work.

Experimental models like the four-day work week are gaining traction. For employees who can't work from home, providing them with the option to work longer hours for fewer days could approximate the experience. More traditionally, increasing paid vacation days or even exploring the idea of employee sabbaticals can help life sciences employers remain relevant in terms of work-life balance where standard flexibility may be harder to achieve.

overcoming talent scarcity

According to a Randstad Sourceright survey, 33 percent of C-suite and HR leaders in life sciences say talent scarcity is a major pain point. As it stands now, it takes about 105 days on average to fill a non-executive position in life sciences — which is much too long. With fewer qualified job seekers on the market, employers will need to prioritize EDI&A as well as reskilling/upskilling to stay competitive. In that same survey:

- 60 percent of life science employers said that workplace diversity, equity and inclusion efforts are fundamental to attracting, engaging and retaining talent.
- 67 percent reported that that reskilling current employees for different roles has been effective in addressing talent shortages.

The good news is both of these improvement areas are well within employers' control. Improving EDI&A starts with an honest evaluation of where a company currently stands, then setting the tone at the top from leadership on down to widen hiring and promotion practices. On the subject of reskilling, industry-wide transformation has already made this an imperative — one that few employers can afford to ignore if they hope to keep their workforce capacities current in the face of persistent talent shortages.

national salaries

biometrics

	low	mid	high
biostatistician	\$76,197 - \$84,217	\$106,924 - \$118,180	\$130,462 - \$144,194
clinical data analyst	\$62,254 - \$68,808	\$84,407 - \$93,291	\$105,793 - \$116,929
clinical data manager	\$92,166 - \$101,868	\$110,787 - \$122,449	\$133,348 - \$147,384
clinical SAS programmer	\$82,966 - \$91,700	\$99,845 - \$110,355	\$117,812 - \$130,214

clinical trial management and operations

clinical documentation specialist (eTMF)	\$61,589 - \$68,072	\$74,649 - \$82,507	\$101,548 - \$112,238
clinical outsourcing manager	\$119,251 - \$131,803	\$159,200 - \$175,958	\$202,278 - \$223,570
clinical project manager (CPM)	\$104,696 - \$115,716	\$145,350 - \$160,650	\$183,282 - \$202,574
clinical research associate (CRA)	\$79,000 - \$87,316	\$117,384 - \$129,740	\$132,773 - \$146,749
clinical trial associate (CTA)	\$75,532 - \$83,482	\$106,086 - \$117,252	\$122,184 - \$135,046
clinical trial manager (CTM)	\$104,566 - \$115,572	\$145,303 - \$160,598	\$183,276 - \$202,568
medical director	\$238,924 - \$264,074	\$286,144 - \$316,264	\$338,510 - \$374,142

drug safety/pharmacovigilance

drug safety physician	\$169,117 - \$186,919	\$207,261 - \$229,077	\$251,335 - \$277,791
drug safety specialist	\$74,955 - \$82,845	\$95,475 - \$105,525	\$118,525 - \$131,001
medical monitor/reviewer	\$79,000 - \$87,316	\$117,384 - \$129,740	\$161,273 - \$178,249

formulation and drug development

analytical chemist	\$74,757 - \$82,627	\$91,263 - \$100,869	\$109,880 - \$121,446
microbiologist	\$72,970 - \$80,652	\$89,114 - \$98,494	\$107,309 - \$118,605
molecular/cell biologist	\$70,884 - \$78,346	\$86,606 - \$95,722	\$104,310 - \$115,290
research assistant	\$46,590 - \$51,494	\$63,650 - \$70,350	\$82,526 - \$91,212
research associate	\$75,532 - \$83,482	\$106,086 - \$117,252	\$150,684 - \$166,546
research scientist	\$79,000 - \$87,316	\$117,384 - \$129,740	\$140,373 - \$155,149

national salaries

medical and scientific affairs

	low	mid	high
commercial trainer	\$57,133 - \$63,147	\$79,348 - \$87,700	\$100,273 - \$110,828
medical affairs project manager	\$99,673 - \$110,165	\$194,342 - \$214,799	\$229,958 - \$254,164
medical information specialist	\$88,966 - \$98,330	\$122,196 - \$135,058	\$143,399 - \$158,493
medical science liaison	\$101,881 - \$112,605	\$127,031 - \$140,403	\$156,051 - \$172,477

medical writing

document manager	\$52,714 - \$58,262	\$68,685 - \$75,915	\$84,112 - \$92,966
editor/formatter	\$76,175 - \$84,193	\$95,788 - \$105,870	\$109,567 - \$121,101
medical writer	\$71,366 - \$78,878	\$90,761 - \$100,315	\$106,818 - \$118,062
quality control reviewer	\$58,539 - \$64,701	\$79,594 - \$87,972	\$99,136 - \$109,572

quality, process and validation

process development engineer	\$85,412 - \$94,402	\$99,750 - \$110,250	\$112,454 - \$124,292
quality assurance auditor	\$89,025 - \$98,397	\$113,305 - \$125,231	\$144,177 - \$159,353
quality assurance specialist	\$97,208 - \$107,440	\$142,113 - \$157,073	\$165,249 - \$182,643
quality control analyst	\$63,312 - \$69,976	\$88,721 - \$98,060	\$113,948 - \$125,942
quality engineer	\$65,152 - \$72,010	\$90,225 - \$99,723	\$131,304 - \$145,126

national salaries

regulatory affairs

	low	mid	high
regulatory advertising and promotions associate	\$56,441 - \$62,383	\$68,264 - \$75,450	\$81,546 - \$90,130
regulatory affairs CMC associate	\$69,230 - \$76,518	\$90,288 - \$99,792	\$111,774 - \$123,540
regulatory affairs labeling associate	\$85,383 - \$94,371	\$110,065 - \$121,651	\$138,430 - \$153,002
regulatory affairs operations associate	\$69,230 - \$76,518	\$90,288 - \$99,792	\$111,774 - \$123,540
regulatory affairs publishing associate	\$55,956 - \$61,846	\$76,997 - \$85,101	\$97,898 - \$108,204
regulatory affairs strategy associate	\$93,738 - \$103,606	\$115,526 - \$127,686	\$140,446 - \$155,230

research and design systems

business analyst	\$70,405 - \$77,816	\$84,952 - \$93,894	\$101,177 - \$111,827
clinical database programmer	\$99,576 - \$110,058	\$113,483 - \$125,429	\$138,170 - \$152,714
clinical systems project manager	\$74,339 - \$82,165	\$113,542 - \$125,494	\$190,665 - \$210,735
validation analyst	\$68,337 - \$75,531	\$86,456 - \$95,556	\$91,137 - \$100,731

supply chain management

clinical trial supply manager	\$63,812 - \$70,530	\$88,404 - \$97,710	\$122,184 - \$135,046
inventory management specialist	\$55,656 - \$61,514	\$75,620 - \$83,580	\$93,951 - \$103,841
material documentation coordinator	\$42,248 - \$46,696	\$55,860 - \$61,740	\$74,736 - \$82,602
packaging requirements specialist	\$88,626 - \$97,956	\$101,687 - \$112,391	\$119,223 - \$131,773

regional variance

city	variance to national AVG
AR: Little Rock	-8.0%
AZ: Phoenix	7.0%
CA: Los Angeles	57.6%
CA: San Diego	42.2%
CA: San Francisco	64.8%
CO: Denver	15.3%
CT: Hartford	25.8%
CT: Stamford	45.0%
DC: Washington, D.C.	31.3%
DE: Wilmington	17.0%
FL: Jacksonville	4.1%
FL: Miami/Fort Lauderdale	10.8%
FL: Orlando	0.9%
FL: Tampa	3.0%
GA: Atlanta	-4.1%
IL: Chicago	2.5%
IN: Indianapolis	-1.9%
KY: Louisville	-2.9%
LA: New Orleans	0.6%
MA: Boston	34.5%
MD: Baltimore	17.4%
MN: Minneapolis	4.5%
MO: Kansas City	-6.1%
MO: St. Louis	-2.1%

city	variance to national AVG
NC: Charlotte	-1.7%
NC: Raleigh	-2.9%
NV: Las Vegas	9.5%
NY: New York City	37.2%
NY: Rochester	5.3%
NY: Syracuse	3.8%
OH: Cincinnati	-3.2%
OH: Cleveland	-3.1%
OH: Columbus	-5.1%
OH: Toledo	-5.8%
OR: Portland	21.1%
PA: Harrisburg	3.8%
PA: Philadelphia	17.0%
PA: Pittsburgh	3.0%
RI: Providence	27.7%
TN: Nashville	-4.1%
TX: Austin	-3.4%
TX: Dallas	-1.2%
TX: Houston	-3.1%
TX: San Antonio	-2.2%
UT: Salt Lake City	4.4%
VA: Richmond	3.9%
WA: Seattle	22.6%
WI: Milwaukee	7.4%

A woman with long, dark, curly hair, wearing black-rimmed glasses and a pink sweater, is smiling broadly and clapping her hands. She is in a modern office environment with warm lighting and blurred background elements like a laptop and office furniture.

marketing.

The ubiquity of digitally connected devices. The continued growth of e-commerce. The increasing significance of consumer perceptions in buying decisions. A constellation of forces have collided to make the marketing function more important today than ever. In turn, the skills, technology expertise and ever-changing knowledge of industry trends that marketing professionals will need to possess to stay competitive are evolving at an increasingly rapid rate.

walking the talent tightrope

Based on the input from more than 350 employees in the field, Cella's second annual [Creative, Marketing and Digital Talent Report](#) provides valuable insights into the rapidly changing outlook, expectations and preferences of today's marketing workforce. One key takeaway: These employees can be fickle — and holding onto them is tough. For example, while 70 percent of respondents indicated that they're very or somewhat content with their current roles, 40 percent of them nonetheless said they plan to leave their jobs within the next 12 months.

Discrepancies like that are a nightmare from a workforce planning standpoint, but organizations would be wise to start building their talent pipelines and seeking support from strategic partners as well. In such a tight job market — and with resources stretched dangerously thin — no one can afford to hope for the best and trust that it will come.

generational splits in pay and turnover

Attrition is endemic to sales and marketing teams — the turnover rate among sales organizations currently hovers around 34 percent, for example. Yet there are some interesting age-related dynamics to keep in mind here as well. Most notably, while job transitions among Gen Zers are up [134 percent](#) over the past few years, job transitions among boomers are actually down four percent during that same period. Meanwhile, [41 percent](#) of younger workers received pay raises in the past year, compared to just 28 percent of those over 55. For sales and marketing employers looking to develop impactful talent strategies for the year ahead, optimize compensation offerings and hold onto their high-value contributors, trends like these should be top of mind.





the hot jobs

In today's talent-controlled employment market, it seems that every candidate is a prize to be won — and our 2023 Hot Jobs indicate the competition isn't cooling. We've added six more specialized categories to the most in-demand list.

- analytics
- campaign management
- content development
- content marketing
- digital marketing management
- digital strategy
- digital video production
- dynamic content production
- e-commerce management
- email development
- growth marketing management
- marketing technology
- motion graphics
- performance marketing management
- SEO
- social media management
- UX and CeX
- visual design

service offerings

Our category of expertise and combination of staffing, consulting and managed solutions make us the ideal partner for your needs — helping companies attract the highest quality of talent while encouraging outstanding satisfaction and career growth among their current teams.

staffing solutions

Get qualified employees for specific roles or projects on a temporary, temp-to-hire or direct-hire basis.

managed services

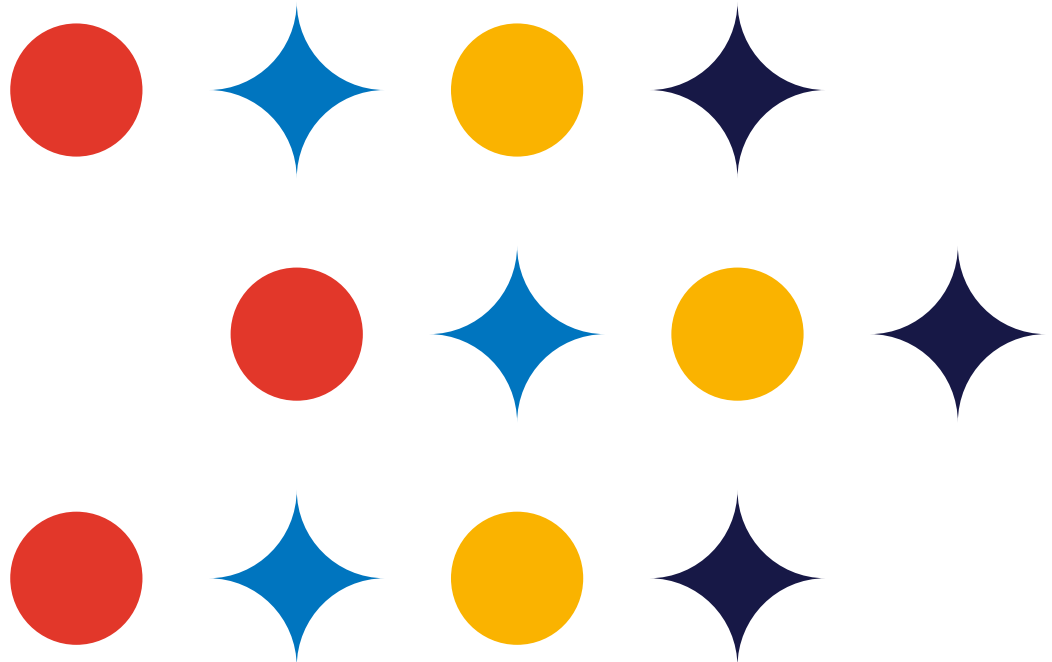
Want an IHA, but don't want to own it as a core competency? A managed in-house agency offers all of the same advantages, plus the flexibility of contingent staffing.

embedded team

Contract for a full team consisting of a leader or manager, together with a small band of seasoned professionals.

overflow studio (production partners)

When you need to keep your dedicated team focused on a specific scope of work and onboarding contingent staff isn't an option, an overflow partner can augment your team on an as-needed basis.



national salaries

account/project	low	mid	high
account coordinator	\$37,713 - \$41,683	\$46,003 - \$50,845	\$51,253 - \$56,648
account manager	\$83,298 - \$92,066	\$99,613 - \$110,099	\$115,690 - \$127,868
account supervisor	\$67,993 - \$75,151	\$81,495 - \$90,073	\$94,174 - \$104,087
digital project manager	\$75,331 - \$83,261	\$97,094 - \$107,314	\$115,844 - \$128,038
director of client services	\$63,682 - \$70,386	\$75,359 - \$83,291	\$88,211 - \$97,497
event coordinator	\$36,862 - \$40,742	\$44,421 - \$49,097	\$52,204 - \$57,700
event manager	\$63,870 - \$70,594	\$76,764 - \$84,844	\$90,083 - \$99,565
project manager	\$86,875 - \$96,019	\$107,911 - \$119,271	\$125,800 - \$139,042
traffic coordinator	\$40,107 - \$44,329	\$49,512 - \$54,724	\$53,775 - \$59,435
traffic manager	\$79,074 - \$87,398	\$96,699 - \$106,877	\$110,078 - \$121,666

content

content manager	\$61,708 - \$68,204	\$73,787 - \$81,554	\$85,980 - \$95,030
content strategist	\$57,560 - \$63,618	\$71,040 - \$78,518	\$85,829 - \$94,863
copywriter	\$53,704 - \$59,357	\$67,181 - \$74,253	\$77,967 - \$86,174
editor	\$46,783 - \$51,707	\$57,652 - \$63,720	\$70,508 - \$77,930
medical copywriter	\$63,650 - \$70,350	\$101,203 - \$111,855	\$144,400 - \$159,600
medical editor	\$71,457 - \$78,979	\$94,941 - \$104,935	\$142,525 - \$157,527
proofreader	\$36,520 - \$40,364	\$43,011 - \$47,539	\$47,036 - \$51,988
technical copywriter	\$59,850 - \$66,150	\$79,092 - \$87,418	\$146,300 - \$161,700
UX writer	\$85,120 - \$94,080	\$101,935 - \$112,665	\$133,760 - \$147,840

national salaries

design	low	mid	high
3-D designer	\$68,741 - \$75,977	\$81,367 - \$89,931	\$94,301 - \$104,227
animator	\$47,657 - \$52,673	\$66,510 - \$73,512	\$118,560 - \$131,040
art director	\$94,552 - \$104,504	\$110,866 - \$122,536	\$130,234 - \$143,942
creative director	\$94,552 - \$104,504	\$110,866 - \$122,536	\$130,234 - \$143,942
creative services director	\$64,707 - \$71,519	\$78,103 - \$86,325	\$89,886 - \$99,348
graphic designer	\$51,264 - \$56,660	\$62,645 - \$69,239	\$70,813 - \$78,267
hardware designer	\$80,750 - \$89,250	\$114,000 - \$126,000	\$171,000 - \$189,000
instructional designer	\$52,714 - \$58,262	\$66,140 - \$73,102	\$78,545 - \$86,813
interactive designer	\$61,251 - \$67,699	\$75,590 - \$83,546	\$87,667 - \$96,895
mobile app designer	\$75,147 - \$83,057	\$107,234 - \$118,522	\$116,719 - \$129,005
motion graphics designer	\$63,147 - \$69,794	\$75,637 - \$83,599	\$86,321 - \$95,407
multimedia designer	\$47,657 - \$52,673	\$58,559 - \$64,723	\$67,972 - \$75,126
package designer	\$56,709 - \$62,679	\$69,970 - \$77,336	\$77,245 - \$85,376
presentation specialist	\$33,592 - \$37,128	\$41,496 - \$45,864	\$47,500 - \$52,500
product designer	\$56,576 - \$62,532	\$67,592 - \$74,706	\$78,094 - \$86,314
production artist	\$36,172 - \$39,980	\$44,546 - \$49,235	\$50,399 - \$55,705
visual designer	\$65,829 - \$72,759	\$78,418 - \$86,672	\$93,093 - \$102,893
VP creative services	\$142,500 - \$157,500	\$166,250 - \$183,750	\$213,750 - \$236,250
web designer	\$64,958 - \$71,796	\$77,658 - \$85,832	\$92,321 - \$102,039

national salaries

digital	low	mid	high
CX designer	\$62,843 - \$69,458	\$82,244 - \$90,901	\$99,501 - \$109,974
digital data analyst	\$51,963 - \$57,433	\$63,920 - \$70,648	\$74,439 - \$82,275
digital marketing manager	\$73,278 - \$80,992	\$87,614 - \$96,836	\$102,327 - \$113,099
director of digital marketing	\$64,125 - \$70,875	\$114,000 - \$126,000	\$166,250 - \$183,750
ecommerce marketing manager	\$85,423 - \$94,415	\$101,183 - \$111,833	\$118,039 - \$130,465
ecommerce project manager	\$90,405 - \$99,921	\$107,157 - \$118,437	\$124,676 - \$137,800
email developer	\$45,584 - \$50,382	\$55,500 - \$61,342	\$64,292 - \$71,060
email marketing manager	\$65,067 - \$71,917	\$77,261 - \$85,393	\$89,856 - \$99,314
front-end developer	\$71,314 - \$78,820	\$86,987 - \$96,143	\$101,511 - \$112,197
marketing automation manager	\$82,743 - \$91,452	\$93,216 - \$103,029	\$126,732 - \$140,073
paid search manager	\$48,316 - \$53,402	\$58,871 - \$65,067	\$68,885 - \$76,136
paid search specialist	\$52,098 - \$57,582	\$63,581 - \$70,273	\$73,534 - \$81,274
pay-per-click analyst/specialist (PPC)	\$65,208 - \$72,072	\$82,004 - \$90,636	\$94,848 - \$104,832
performance marketing manager	\$80,479 - \$88,951	\$96,502 - \$106,660	\$109,618 - \$121,156
product designer	\$56,576 - \$62,532	\$67,592 - \$74,706	\$78,094 - \$86,314
SEO/SEM specialist	\$52,917 - \$58,488	\$67,032 - \$74,088	\$114,912 - \$127,008
SEO analyst	\$61,586 - \$68,068	\$70,523 - \$77,947	\$101,945 - \$112,676
social media manager	\$68,984 - \$76,246	\$83,289 - \$92,057	\$96,561 - \$106,725
UI designer	\$66,500 - \$73,500	\$95,333 - \$105,368	\$128,250 - \$141,750
UX architect	\$90,417 - \$99,935	\$111,407 - \$123,134	\$129,265 - \$142,871
UX designer	\$71,302 - \$78,808	\$83,937 - \$92,773	\$97,232 - \$107,466
UX researcher	\$74,525 - \$82,369	\$88,501 - \$97,817	\$102,891 - \$113,721
web content manager	\$61,708 - \$68,204	\$73,787 - \$81,554	\$85,980 - \$95,030

national salaries

growth marketing	low	mid	high
analyst	\$61,474 - \$67,944	\$74,233 - \$82,047	\$86,373 - \$95,465
content strategist	\$57,560 - \$63,618	\$71,040 - \$78,518	\$84,416 - \$93,302
engagement manager	\$91,855 - \$101,523	\$109,802 - \$121,360	\$128,963 - \$142,539
growth marketing director	\$85,975 - \$95,025	\$137,750 - \$152,250	\$228,000 - \$252,000
marketing manager	\$84,673 - \$93,585	\$101,247 - \$111,905	\$117,946 - \$130,362
marketing/digital content creator	\$41,134 - \$45,464	\$51,524 - \$56,948	\$62,709 - \$69,309
UX designer	\$71,302 - \$78,808	\$83,937 - \$92,773	\$97,232 - \$107,466
VP growth marketing	\$126,350 - \$139,650	\$174,929 - \$193,343	\$249,850 - \$276,150

marketing

brand/marketing manager	\$96,753 - \$106,937	\$113,681 - \$125,647	\$132,772 - \$146,748
campaign manager	\$78,751 - \$87,041	\$91,614 - \$101,258	\$107,873 - \$119,229
chief marketing officer	\$140,296 - \$155,064	\$178,828 - \$197,652	\$203,528 - \$224,952
chief strategy officer	\$133,172 - \$147,190	\$157,306 - \$173,864	\$184,468 - \$203,886
consumer insight analyst	\$56,592 - \$62,550	\$69,444 - \$76,754	\$82,195 - \$90,847
consumer marketing manager	\$67,233 - \$74,311	\$79,639 - \$88,022	\$92,849 - \$102,623
creative operations director	\$95,000 - \$105,000	\$114,000 - \$126,000	\$118,750 - \$131,250
creative operations manager	\$55,207 - \$61,019	\$68,603 - \$75,825	\$80,386 - \$88,848
CRM manager	\$77,169 - \$85,292	\$92,304 - \$102,020	\$108,439 - \$119,853
customer experience manager	\$58,362 - \$64,506	\$69,953 - \$77,317	\$82,371 - \$91,041
DAM librarian	\$106,077 - \$117,243	\$110,458 - \$122,086	\$119,377 - \$131,943
DAM taxonomist	\$60,905 - \$67,317	\$71,460 - \$78,982	\$81,441 - \$90,013

national salaries

marketing (continued)

	low	mid	high
digital asset manager	\$83,410 - \$92,190	\$100,890 - \$111,510	\$105,545 - \$116,655
director of marketing	\$115,454 - \$127,608	\$144,474 - \$159,682	\$168,839 - \$186,611
earned media manager	\$47,500 - \$52,500	\$70,219 - \$77,611	\$119,700 - \$132,300
influencer marketing manager	\$71,250 - \$78,750	\$90,250 - \$99,750	\$133,000 - \$147,000
marcom manager	\$94,754 - \$104,728	\$111,191 - \$122,895	\$129,857 - \$143,527
marketing analytics manager	\$80,947 - \$89,468	\$91,770 - \$101,430	\$150,822 - \$166,698
marketing data analyst	\$61,474 - \$67,944	\$74,233 - \$82,047	\$86,373 - \$95,465
marketing manager	\$105,344 - \$116,432	\$125,968 - \$139,228	\$146,641 - \$162,077
marketing operations manager	\$73,752 - \$81,516	\$89,055 - \$98,429	\$103,012 - \$113,856
media buyer	\$48,108 - \$53,172	\$58,218 - \$64,346	\$66,569 - \$73,577
media manager	\$92,217 - \$101,925	\$109,236 - \$120,734	\$127,306 - \$140,706
media planner	\$43,976 - \$48,605	\$53,578 - \$59,218	\$62,276 - \$68,832
PR/communications specialist	\$56,110 - \$62,016	\$72,449 - \$80,075	\$84,953 - \$93,895
producer	\$55,778 - \$61,650	\$66,205 - \$73,173	\$78,314 - \$86,558
product manager	\$92,250 - \$101,960	\$109,277 - \$120,779	\$127,240 - \$140,634
product marketing manager	\$92,250 - \$101,960	\$109,277 - \$120,779	\$127,240 - \$140,634
sales enablement specialist	\$63,935 - \$70,665	\$84,360 - \$93,240	\$98,705 - \$109,095
VP communications	\$76,692 - \$84,764	\$95,437 - \$105,483	\$116,985 - \$129,299
VP marketing	\$99,614 - \$110,100	\$150,905 - \$166,789	\$213,750 - \$236,250
VP brand marketing	\$111,150 - \$122,850	\$148,798 - \$164,460	\$203,300 - \$224,700

video

video editor	\$46,761 - \$51,683	\$57,527 - \$63,583	\$67,494 - \$74,598
video producer	\$63,890 - \$70,615	\$75,411 - \$83,349	\$129,875 - \$143,546
webcast producer	\$63,585 - \$70,279	\$76,068 - \$84,076	\$89,982 - \$99,454

regional variance

city	variance to national AVG
AR: Little Rock	-8.0%
AZ: Phoenix	7.0%
CA: Los Angeles	57.6%
CA: San Diego	42.2%
CA: San Francisco	64.8%
CO: Denver	15.3%
CT: Hartford	25.8%
CT: Stamford	45.0%
DC: Washington, D.C.	31.3%
DE: Wilmington	17.0%
FL: Jacksonville	4.1%
FL: Miami/Fort Lauderdale	10.8%
FL: Orlando	0.9%
FL: Tampa	3.0%
GA: Atlanta	-4.1%
IL: Chicago	2.5%
IN: Indianapolis	-1.9%
KY: Louisville	-2.9%
LA: New Orleans	0.6%
MA: Boston	34.5%
MD: Baltimore	17.4%
MN: Minneapolis	4.5%
MO: Kansas City	-6.1%
MO: St. Louis	-2.1%

city	variance to national AVG
NC: Charlotte	-1.7%
NC: Raleigh	-2.9%
NV: Las Vegas	9.5%
NY: New York City	37.2%
NY: Rochester	5.3%
NY: Syracuse	3.8%
OH: Cincinnati	-3.2%
OH: Cleveland	-3.1%
OH: Columbus	-5.1%
OH: Toledo	-5.8%
OR: Portland	21.1%
PA: Harrisburg	3.8%
PA: Philadelphia	17.0%
PA: Pittsburgh	3.0%
RI: Providence	27.7%
TN: Nashville	-4.1%
TX: Austin	-3.4%
TX: Dallas	-1.2%
TX: Houston	-3.1%
TX: San Antonio	-2.2%
UT: Salt Lake City	4.4%
VA: Richmond	3.9%
WA: Seattle	22.6%
WI: Milwaukee	7.4%



technologies.

With already sky-high demand for tech talent entering the stratosphere, many employers are responding in a way they know how: offering sign-on bonuses and premium compensation. But another effective long-term strategy might be to recognize (and meet) the changing expectations and preferences of today's tech job seekers, whether that means delivering on diversity goals or rolling out more robust professional development opportunities. Whatever the approach, simultaneously paring down lengthy hiring cycles will also need to be a priority in the current climate.

job seekers in the driver's seat

Job seekers control the state of hiring today, and nowhere more so than in the tech sector, thanks to a combination of skyrocketing demand and hard-to-find skill sets. That is, the sector added north of 175,700 new jobs in 2022 without any corresponding gains in the size of its workforce. As countermeasures, tech employers should look to differentiate themselves from their competitors by elevating their employer brands and aligning their values with those of today's tech workers. And considering just how long hiring tech talent can take, companies may want to consider streamlining their hiring processes wherever possible (but more on that below).

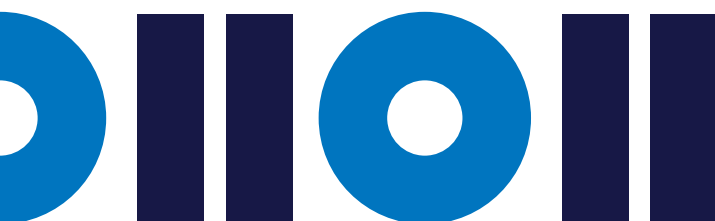
Meanwhile, employers may want to consider evaluating talent from a broader geographic footprint as well. Interestingly, recent data shows that while employers interviewed candidates from two different markets on average for open roles in 2022, they only looked at candidates from two different time zones. Given the ongoing shortage of tech talent for business-critical positions, that's likely going to change in the future, and fast.

lengthy hiring processes

Lengthy hiring processes continue to hamper tech companies when they bid for top talent. Despite their eagerness to land mission-critical engineers, for example, 49 days lapse on average between when candidates submit their job applications and when they actually start working. Unfortunately, in the context of ever-increasing demand — net employment in the tech industry climbed 46 percent in 2022 versus 2021, for example — that kind of timeline simply doesn't cut it. Going forward, those tech companies able to significantly streamline and expedite their hiring processes will be able to compete for top talent much more effectively.

rising salaries

For most of 2022, tech employers demonstrated an unmatched willingness to shell out cash in order to lure or secure in-demand talent. Nowhere was this more apparent than at the top: Google rolled out a new bonus plan, for example, while Amazon doubled its salary cap for corporate employees. However, blue-chip tech companies weren't the only ones getting in on the action. In fact, one report found that companies across the board are now paying 20 percent compensation premiums on average to secure the new talent they need. The key takeaway for tech employers, then, at least where talent is concerned, is that it's going to be a pay-to-play environment in the year ahead.



greater need for upskilling and reskilling

As demand for skilled tech talent grows, with newly minted skills and specialties emerging almost monthly, employers should consider every workaround that they can use to stay relevant and competitive. Upskilling or reskilling existing workforces is a case in point. Not only does it spare organizations the time and expense of hiring talent from a dwindling pool of skilled candidates, it can also boost morale, increase engagement and deepen employee loyalty.

It may also be a smart time to explore the partnership ecosystem. Initiatives like Randstad's own [Talent Development Program](#), for example, can help employers train workers for highly in-demand tech functions, including AEM development, Salesforce development, embedded engineering and more.

increasing diversity and inclusion in STEM

White workers continue to constitute the majority of the tech workforce, accounting for [62 percent](#) of all employees, so it should come as no surprise that [the majority](#) of leaders report a lack of diversity in the space. This is problematic for many reasons, not least of which is the documented evidence that women in STEM fields continue to be not only underrepresented but also [underpaid](#). Fortunately, there are also signs that change is underway: One report found that the frequency with which senior leaders addressed issues of equity, fairness and inclusion has leapt [658 percent](#) in the past four years alone, for example. However, to drive more concrete progress in the year ahead, tech companies should adopt [approaches that have proven to be successful](#) and seek out support from strategic partners.

national salaries

data	low	mid	high
data warehouse/business intelligence developer	\$95,466 - \$105,516	\$109,202 - \$120,696	\$121,706 - \$134,518
ETL developer	\$95,466 - \$105,516	\$109,202 - \$120,696	\$121,706 - \$134,518
Hadoop developer	\$110,664 - \$118,312	\$120,361 - \$128,031	\$129,191 - \$142,790
Oracle database administrator	\$94,983 - \$103,981	\$104,423 - \$115,415	\$116,018 - \$124,914
Oracle developer	\$121,135 - \$133,887	\$134,176 - \$142,194	\$144,138 - \$159,310
software development architect	\$106,622 - \$117,846	\$133,665 - \$147,735	\$163,974 - \$181,234
SQL-server database administrator	\$95,380 - \$105,420	\$107,160 - \$116,440	\$117,886 - \$130,295
SQL-server developer	\$78,798 - \$87,092	\$100,456 - \$111,030	\$157,312 - \$173,872

emerging technologies

blockchain developer	\$102,393 - \$113,171	\$117,688 - \$130,076	\$131,613 - \$145,467
game designer	\$70,823 - \$76,279	\$77,656 - \$82,830	\$93,876 - \$102,706
AR/VR engineer	\$92,538 - \$102,278	\$103,340 - \$113,112	\$114,265 - \$122,977

enterprise software

Oracle applications developer	\$119,035 - \$130,565	\$131,480 - \$141,320	\$142,811 - \$157,843
PEGA developer	\$101,200 - \$111,852	\$112,187 - \$121,997	\$122,192 - \$135,054
Salesforce administrator	\$81,000 - \$86,526	\$98,204 - \$121,384	\$92,854 - \$102,628
Salesforce developer	\$94,121 - \$104,0028	\$126,137 - \$137,310	\$148,078 - \$179,403
SAP apps developer	\$107,540 - \$118,860	\$119,320 - \$131,880	\$143,277 - \$158,358
SharePoint administrator	\$92,754 - \$102,518	\$105,549 - \$116,659	\$117,199 - \$129,535
SharePoint developer	\$85,021 - \$93,971	\$105,036 - \$115,040	\$116,155 - \$125,119

national salaries

functional areas	low	mid	high
agile coach	\$113,810 - \$125,790	\$126,400 - \$138,600	\$149,952 - \$170,262
automated QA tester	\$108,489 - \$119,909	\$124,023 - \$137,078	\$138,164 - \$152,708
business analyst	\$118,302 - \$126,754	\$127,704 - \$135,146	\$136,264 - \$150,608
data analyst	\$74,378 - \$82,208	\$85,184 - \$94,150	\$95,022 - \$105,024
enterprise architect	\$143,452 - \$158,552	\$159,911 - \$176,743	\$177,894 - \$200,304
instructional designer	\$72,761 - \$79,420	\$80,266 - \$88,715	\$98,099 - \$120,267
manual QA tester	\$95,675 - \$105,746	\$108,489 - \$119,909	\$138,164 - \$152,708
performance engineer (QA)	\$115,900 - \$128,100	\$129,345 - \$141,855	\$142,676 - \$154,378
product manager	\$120,584 - \$133,277	\$139,766 - \$154,478	\$157,230 - \$173,780
product owner	\$128,450 - \$141,971	\$143,439 - \$158,537	\$160,085 - \$173,621
program manager	\$135,486 - \$149,748	\$155,523 - \$171,893	\$173,765 - \$192,057
project coordinator	\$73,434 - \$81,164	\$92,856 - \$102,630	\$112,917 - \$124,803
project manager	\$105,221 - \$116,297	\$125,879 - \$139,129	\$145,407 - \$160,713
scrum master	\$113,810 - \$125,790	\$126,400 - \$138,600	\$149,952 - \$180,262
technical architect	\$106,622 - \$117,846	\$133,665 - \$147,735	\$163,974 - \$181,234
technical writer	\$104,083 - \$115,039	\$116,459 - \$125,403	\$126,996 - \$134,838

healthcare IT

clinical applications - beacon analyst	\$93,575 - \$103,425	\$104,785 - \$115,815	\$116,045 - \$127,155
clinical applications - certified beaker/lab analyst	\$94,920 - \$104,770	\$105,130 - \$116,160	\$117,380 - \$128,150
clinical applications - certified willow analyst (pharmacy applications)	\$93,575 - \$103,425	\$104,785 - \$115,815	\$116,045 - \$127,155
Epic ambulatory analyst	\$93,575 - \$103,425	\$104,785 - \$115,815	\$116,045 - \$127,155
Epic BI/cogito developer/analyst	\$104,267 - \$111,032	\$104,267 - \$123,138	\$124,251 - \$134,120
Epic certified clarity reporting (data)	\$101,286 - \$110,895	\$111,451 - \$122,130	\$123,705 - \$132,359
Epic certified trainer	\$98,609 - \$106,883	\$107,105 - \$116,695	\$122,482 - \$133,270
Epic HB analyst - certified (revenue cycle)	\$104,011 - \$112,855	\$113,920 - \$123,806	\$104,941 - \$113,777
Epic prelude/cadence analyst - certified (revenue cycle)	\$105,301 - \$116,385	\$117,599 - \$127,767	\$128,974 - \$138,130
HIT EMR - project manager (clinical or revenue cycle)	\$60,112 - \$66,440	\$71,540 - \$79,070	\$81,944 - \$90,570
HIT integration analyst - certified Epic bridges	\$131,807 - \$145,681	\$148,768 - \$164,428	\$166,210 - \$181,496
PACS analyst - radiology	\$90,792 - \$100,350	\$101,164 - \$111,812	\$112,607 - \$122,249

national salaries

infrastructure	low	mid	high
desktop/help desk support technician	\$51,560 - \$58,040	\$59,065 - \$66,335	\$77,898 - \$83,888
Linux/Unix systems engineer	\$94,801 - \$104,780	\$106,866 - \$118,115	\$117,850 - \$130,256
network administrator	\$93,387 - \$103,217	\$104,466 - \$114,358	\$115,643 - \$124,501
site reliability engineer	\$102,980 - \$110,820	\$111,055 - \$122,745	\$156,407 - \$172,871
storage administrator	\$93,148 - \$102,954	\$115,739 - \$127,923	\$137,161 - \$151,599
virtualization engineer/cloud developer/cloud engineer	\$110,913 - \$122,588	\$123,006 - \$135,954	\$136,017 - \$148,124
Windows systems engineer	\$94,801 - \$104,780	\$106,866 - \$118,115	\$117,850 - \$130,256

security

certified ethical hacker (CEH)/penetration tester	\$138,985 - \$153,615	\$154,620 - \$167,580	\$170,124 - \$180,294
cybersecurity engineer	\$124,610 - \$137,726	\$166,250 - \$183,750	\$190,782 - \$205,548
network engineer (Cisco or Juniper)	\$124,101 - \$137,165	\$138,999 - \$152,525	\$153,652 - \$166,510
network security engineer	\$130,790 - \$144,558	\$145,534 - \$159,748	\$160,046 - \$173,578
security analyst	\$110,139 - \$121,733	\$125,654 - \$138,880	\$139,779 - \$154,493

software development

.NET developers	\$92,976 - \$102,762	\$106,666 - \$117,894	\$119,130 - \$131,670
Android developer	\$85,789 - \$94,819	\$96,759 - \$106,945	\$117,748 - \$127,984
applications architect	\$137,833 - \$152,341	\$153,611 - \$167,570	\$168,154 - \$181,434
artificial intelligence (AI)/applications engineer	\$109,259 - \$120,759	\$122,202 - \$135,066	\$136,986 - \$148,090
build and release engineer/configuration engineer	\$104,500 - \$115,500	\$116,950 - \$127,050	\$128,464 - \$137,566
data scientist	\$106,376 - \$117,574	\$118,572 - \$131,054	\$132,676 - \$143,326
devops developer	\$128,535 - \$142,065	\$143,930 - \$156,870	\$157,125 - \$170,349
embedded engineer	\$105,692 - \$111,818	\$112,399 - \$124,231	\$125,506 - \$130,980
full-stack web developer	\$95,880 - \$104,762	\$106,863 - \$117,007	\$119,754 - \$130,866
graphic designer	\$62,190 - \$68,736	\$69,514 - \$76,832	\$77,183 - \$84,203

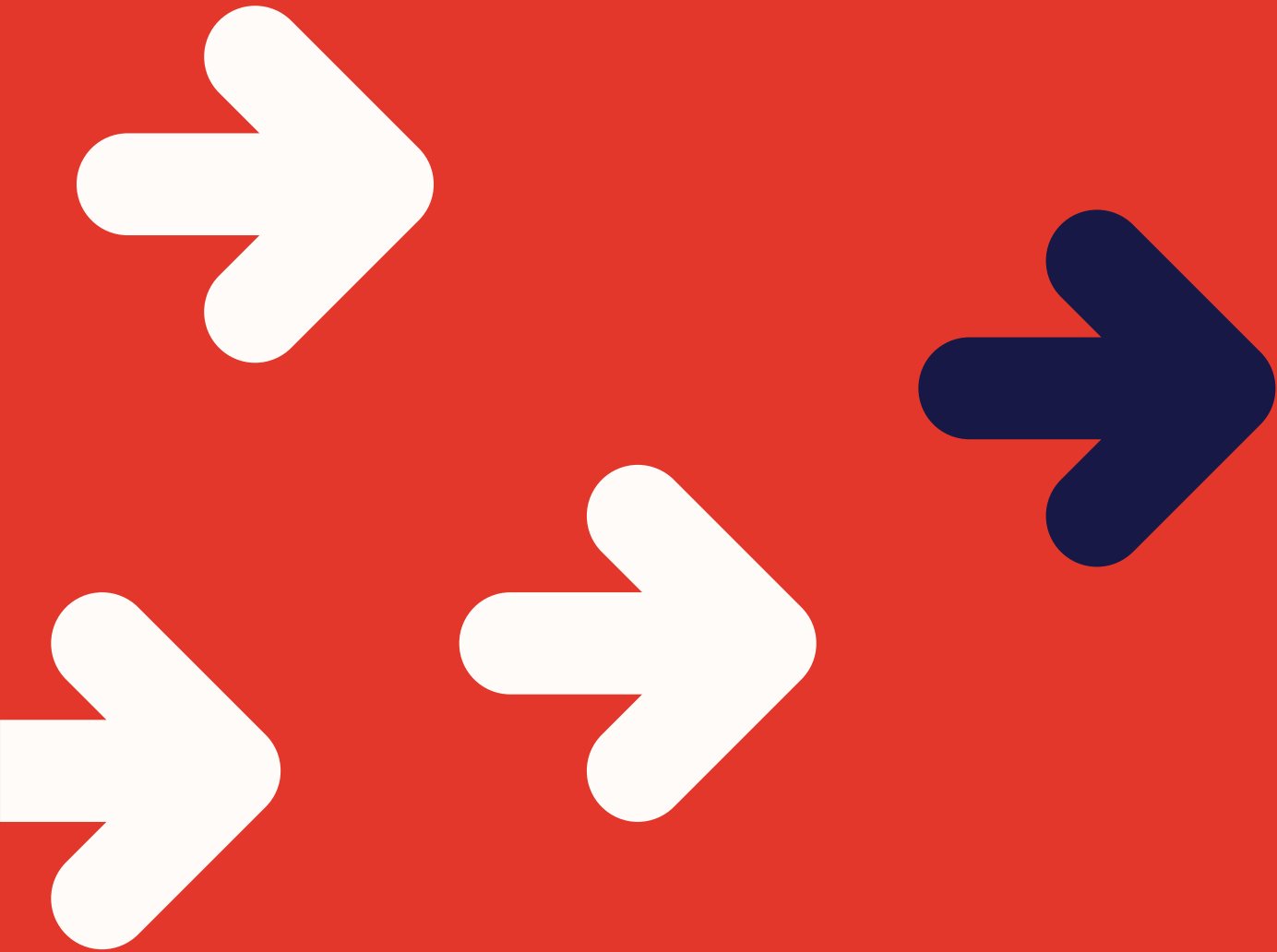
national salaries

software development (continued)	low	mid	high
iOS developer	\$101,723 - \$112,431	\$114,279 - \$126,309	\$127,711 - \$138,943
JavaScript developer	\$93,880 - \$103,762	\$105,863 - \$116,007	\$117,774 - \$129,066
machine learning engineer	\$114,140 - \$126,154	\$127,658 - \$141,096	\$142,966 - \$154,700
mobile developer (iOS, Android, W8)	\$117,427 - \$129,787	\$130,422 - \$143,046	\$144,344 - \$155,117
native mobile developer	\$93,342 - \$103,168	\$106,552 - \$117,768	\$118,579 - \$131,061
PHP developer	\$84,041 - \$92,887	\$96,416 - \$106,565	\$107,682 - \$119,016
Python developer	\$112,301 - \$124,122	\$131,060 - \$144,855	\$152,140 - \$168,155
React developer	\$79,667 - \$88,054	\$94,121 - \$104,028	\$114,228 - \$126,253
Ruby developer	\$91,526 - \$101,161	\$112,519 - \$124,363	\$125,552 - \$135,453
software architect	\$106,507 - \$117,719	\$133,623 - \$147,689	\$163,858 - \$181,106
software development engineer in test	\$90,716 - \$100,266	\$111,089 - \$118,415	\$119,801 - \$125,833
software/back-end engineer	\$110,664 - \$122,312	\$123,361 - \$133,031	\$134,191 - \$142,790
solutions architect	\$122,037 - \$134,883	\$149,994 - \$165,782	\$178,638 - \$197,442
UI/visual designer	\$97,119 - \$107,343	\$108,322 - \$118,619	\$119,610 - \$128,884
UX/interaction designer	\$111,978 - \$123,766	\$124,741 - \$136,767	\$137,451 - \$148,603

regional variance

city	variance to national AVG
AR: Little Rock	-8.0%
AZ: Phoenix	7.0%
CA: Los Angeles	57.6%
CA: San Diego	42.2%
CA: San Francisco	64.8%
CO: Denver	15.3%
CT: Hartford	25.8%
CT: Stamford	45.0%
DC: Washington, D.C.	31.3%
DE: Wilmington	17.0%
FL: Jacksonville	4.1%
FL: Miami/Fort Lauderdale	10.8%
FL: Orlando	0.9%
FL: Tampa	3.0%
GA: Atlanta	-4.1%
IL: Chicago	2.5%
IN: Indianapolis	-1.9%
KY: Louisville	-2.9%
LA: New Orleans	0.6%
MA: Boston	34.5%
MD: Baltimore	17.4%
MN: Minneapolis	4.5%
MO: Kansas City	-6.1%
MO: St. Louis	-2.1%

city	variance to national AVG
NC: Charlotte	-1.7%
NC: Raleigh	-2.9%
NV: Las Vegas	9.5%
NY: New York City	37.2%
NY: Rochester	5.3%
NY: Syracuse	3.8%
OH: Cincinnati	-3.2%
OH: Cleveland	-3.1%
OH: Columbus	-5.1%
OH: Toledo	-5.8%
OR: Portland	21.1%
PA: Harrisburg	3.8%
PA: Philadelphia	17.0%
PA: Pittsburgh	3.0%
RI: Providence	27.7%
TN: Nashville	-4.1%
TX: Austin	-3.4%
TX: Dallas	-1.2%
TX: Houston	-3.1%
TX: San Antonio	-2.2%
UT: Salt Lake City	4.4%
VA: Richmond	3.9%
WA: Seattle	22.6%
WI: Milwaukee	7.4%



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