

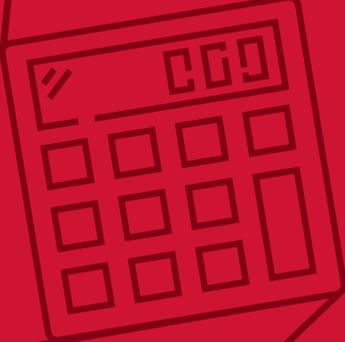
The logo consists of the lowercase letters 'rh' in a white, sans-serif font, positioned inside a dark red square. The background of the entire image is a vibrant red color, overlaid with a complex network of thin, white lines forming various geometric shapes and patterns. Scattered throughout this background are several white line-art icons related to business and finance, including a bar chart, a pie chart, a calculator, a laptop, a document, a hand holding a pen, and various dollar signs and coins.

rh

SALARY GUIDE 2020

ACCOUNTING AND FINANCE

 Robert Half®



Calculate custom salaries for individual roles with the **Salary Calculator**.

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About Robert Half

An illustration in the top right corner shows a stack of money with dollar signs, several loose dollar coins, and a computer monitor displaying a document. Lines connect these elements to the page header.

YOUR GUIDE TO STARTING SALARIES

In a job market where skilled candidates can often write their own ticket, employers must have a clear understanding of the current hiring environment to compete for the best talent. The 2020 Robert Half Salary Guide for Accounting and Finance Professionals offers an analysis of emerging hiring trends and a comprehensive look at how companies are compensating employees.

Salary forecasts are based on the job placements we make every day as a professional staffing firm. Our ground-level knowledge of labor market conditions means we often know first where salaries are headed. That gives you a leg up as you plan hiring budgets in the coming year.

Robert Half has tracked salary levels since 1950, and during that time millions of employers have relied on our annual Salary Guides.

For personalized assistance, contact Robert Half staffing and recruiting experts [online](#) or at [1.866.321.2831](tel:18663212831).

HIRING IN ACCOUNTING AND FINANCE

Demand is high and supply is low for accounting and finance professionals in the United States. Here is what we see taking shape in 2020.

Digital transformation shaking up skill sets

As cloud computing, machine learning, artificial intelligence (AI) and other technology advancements change the way work gets done, more hiring managers are assessing job candidates' knowledge of data analytics, cloud-based systems, enterprise resource planning (ERP) systems and emerging tools. Moreover, with repetitive tasks such as data entry becoming increasingly automated, employees are spending time on more strategic work. This has prompted firms to place a premium on excellent soft skills, such as critical thinking, communication, business acumen and problem-solving.

Companies holding on to their best

With vacancies hard to staff, retention is top of mind for employers. To keep star performers, organizations are adjusting salaries more

often to ensure they are paying as much as, or more than, their competitors. They are also providing better perks and career advancement opportunities.



The percentage of people who are completely motivated by money is shrinking. More job seekers are looking at the complete package.

— Robert Half recruiter in Atlanta



Interim workers playing a larger role

Accounting and finance leaders increasingly rely on interim professionals as part of a holistic staffing strategy to address workload fluctuations and new projects. In a Robert Half survey, nearly 7 in 10 CFOs said they work with project professionals for major initiatives such as mergers and regulatory compliance. This allows managers to tap the skills they need, for as long as they need them. Firms also bring in consultants for recurring needs, like the year-end close.

New labor model emerging

Not only are finance leaders making greater use of interim workers, they are becoming increasingly comfortable working with an outside firm that helps with or entirely manages a major project or business function. This strategy is part of the labor model for accounting and finance in the digital age: a mix of talent that can include interim professionals, consultants and managed solutions providers to ensure an initiative's success.

For more on this topic, see [The Labor Model for Finance in the Digital Age](#) in this report, or read the [New Labor Model](#) blog post.

Company culture a make-or-break factor

Organizational culture sits center stage as a success factor in hiring and retention because it represents one of the most important considerations for job seekers. More than 1 in 3 workers in a Robert Half survey said they would turn down a job that was otherwise a perfect match if the corporate culture wasn't right. Similarly, more than 9 in 10 managers said a candidate's fit with the organizational culture is either equal to or more important than their skills and experience.

Organizational culture top of mind

35% of workers said they would decline a job offer if the role was a perfect fit but the organizational culture wasn't.

91% of managers said a candidate's fit with the organizational culture is as or more important than skills and experience.

Source: Robert Half survey of more than 1,000 workers employed in office environments and more than 5,500 senior managers at companies in the United States

More candidates broaching pay

Companies that offer below-average compensation may lose opportunities to hire their favorite job candidates. The most sought-after accounting and finance professionals are often entertaining multiple offers, and they're showing more confidence in salary negotiations. Firms that tap recruiters and salary guides for information on what job candidates expect in a compensation package can take the guesswork out of negotiations.

IN-DEMAND POSITIONS

- Accounting manager
- Business analyst
- Controller
- Financial analyst
- Internal auditor
- Payroll manager
- Senior accountant
- Staff accountant

SOUGHT-AFTER ATTRIBUTES

- Adaptability and flexibility
- Collaboration
- Leadership
- Positive attitude
- Professionalism and strong work ethic
- Verbal and written communication
- Willingness to learn new skills

IN-DEMAND TECHNOLOGY SKILLS

- Cloud-based systems
- Data analytics and database management software
- ERP systems
- Excel
- Industry-specific software
- QuickBooks (for small and midsize businesses)

Employers realizing ‘perfect’ candidates don’t exist

Businesses with hiring criteria that are too rigid will likely miss out on talented people who, with adequate on-the-job training, could be the best overall pick. When some skills are important but not essential to excelling in a role, savvy managers offer professional development opportunities to fill the gaps.



No single candidate can check all the boxes. That’s why many firms are hiring on potential.

— Robert Half recruiter in San Francisco



Businesses hiring faster

Candidates have little patience with companies that take too long to make a hiring decision. As a result, many managers are shortening their process by accelerating the approval timeline before interviews. They’re also turning to recruiting firms to make the process faster and more efficient.

Companies committing to training

Candidates are drawn to employers they think will help them advance their careers. This is another reason businesses are expanding developmental opportunities and promoting them during job interviews. In a Robert Half survey, more than 6 in 10 CFOs said they cover all the educational costs for employees working toward and maintaining professional certifications.

The expectations of today’s workforce are changing. That is driving the need for companies to invest in professional development and mentorship, while providing access to cutting-edge technology and cross-functional experience. Firms are also increasing employees’ exposure to different kinds of projects.

Investing in credentials

CFOs report bottom-line benefits of companies footing the bill for professional certifications:

41% cite increased productivity

30% cite improved retention

Source: Robert Half survey of more than 1,100 CFOs at U.S. companies with 20 or more employees

SECTOR SPOTLIGHTS

Corporate and industry accounting

Hiring managers in nearly every industry are scrambling to find skilled accounting and finance professionals, especially CPAs. Staff and senior accountants, financial analysts, and payroll professionals are in demand as firms must comply with new regulations and complete system implementations.

To appeal to job candidates, even some of the most traditional companies now offer flexible scheduling and telecommuting options. More firms are also enhancing their mentoring and tuition reimbursement programs. To address candidates' appetite for more frequent feedback on their work, businesses provide performance reviews more regularly.

Public accounting

Due to talent shortages, public accounting candidates have been hard to find for several years now, and 2020 looks to be no different. As a result, firms are offering higher pay, along with improved benefits and perks. Skilled candidates commonly

field multiple job offers, and entry-level professionals can command incentives they wouldn't have been offered just a few years ago.



The best students coming out of school will often go to one of the largest public accounting firms, but now they're bolting after the first busy season. They're not willing to stay as long as they were historically.

— Robert Half recruiter in Philadelphia

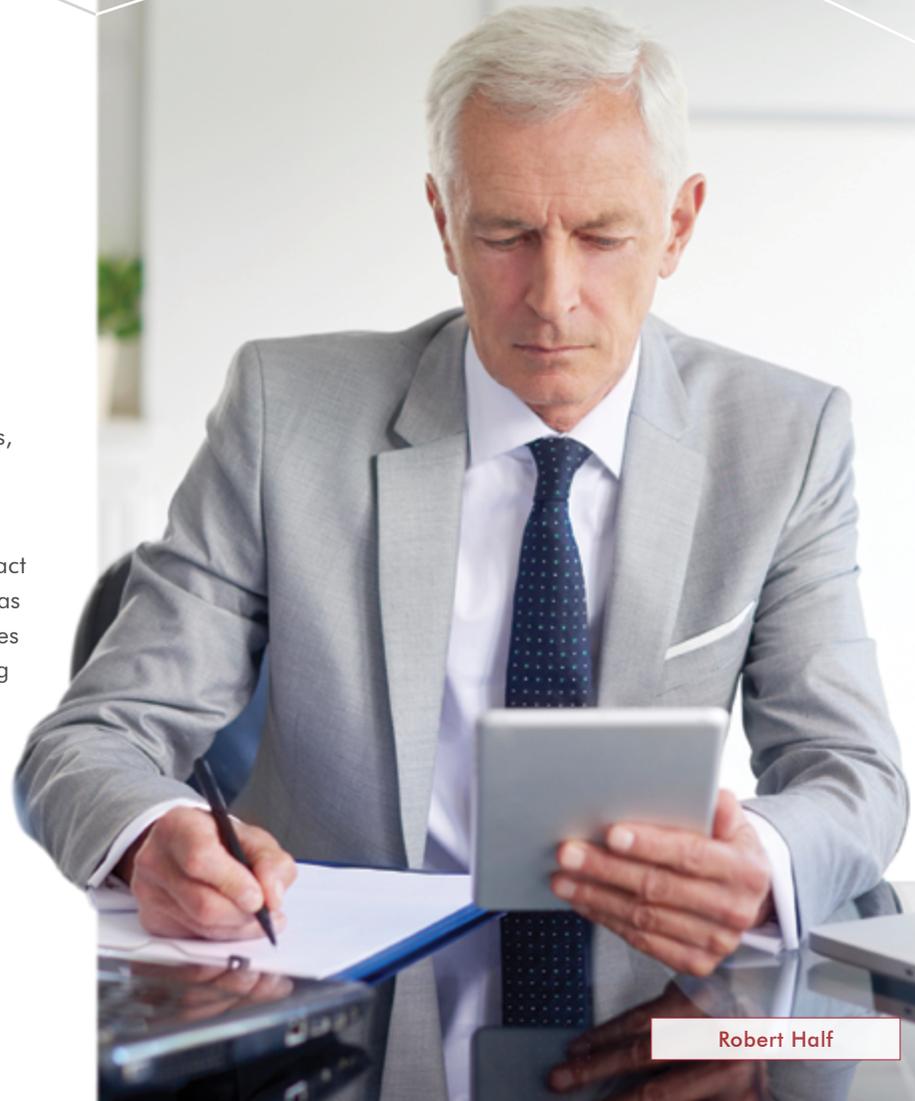


Job seekers are still looking for positions at large public accounting firms, but they may not stay long if a company fails to accommodate the high priority they place on work-life balance. This is particularly true today when, at many firms, workers no longer have to wait until the end of the year to receive their annual bonus. Those unhappy about their work-life situation may leave even if they've been at the firm for less than a year.

Financial services

Hiring is ramping up across the financial services industry, especially for job candidates with experience in banking and financial markets, risk and compliance, and operations. Firms look for professionals who can help them keep current with the European Union's General Data Protection Regulation (GDPR) and other global and domestic regulatory standards regarding privacy and data ownership. They also seek candidates with information security experience to assist with cybersecurity initiatives. Financial and regulatory analysts, compliance officers, and internal auditors are in demand as a result.

Financial services organizations are increasing salaries and providing perks such as flextime and more vacation days to attract and retain top performers. Because institutions in markets such as New York and San Francisco compete with technology companies and startups for candidates, financial services firms are updating their workplace policies — for example, offering a more casual dress code. They're also emphasizing training and mentoring.



Robert Half



HIRING TRENDS IN HEALTHCARE

Finding skilled employees remains a primary concern for healthcare providers and payers as they face increased workloads and an influx of new technology. Here are the key trends affecting hiring in the healthcare field.

Technology a key skills driver

The expertise healthcare employers seek is broadening as they expand their use of data analytics, AI, robotic process automation and other technologies to deliver patient care in new ways. This includes remote applications, which are designed to ease constraints to healthcare access and spur the growth of telemedicine. New tools require people with digital skills, but at the same time free staff to devote more attention to patient care and cost-saving activities.

Staffing challenges rising

Increased regulatory scrutiny and potential legal sanctions are discouraging more people from following a healthcare career. This, along with an aging population, is resulting in increased

workloads for existing staff, exacerbating the talent shortages that are fueling competition for skilled workers.

More demand for financial counseling

The growth of high-deductible health plans is creating a need for hospitals, pharmacies and other providers to seek staff who can provide financial counseling services. Financial counselors help patients avoid unpleasant billing surprises by educating them about the cost of a procedure they are considering, payment options and financial assistance. This, in turn, assists providers in more timely collection of fees for services.

Healthcare consulting on the rise

Healthcare management consultants are sought to help company leaders maximize the value of the healthcare benefits they provide their employees. Consultants are also working with providers on boosting patient outcomes and profitability.

Patient satisfaction a top priority

As opportunities multiply for patients to rate the service they receive from providers, hospitals are expanding staff — such as financial counseling and healthcare management consulting professionals — to ensure a great patient experience.

JOBS HEALTHCARE EMPLOYERS WANT TO STAFF MOST

- Claims examiner/analyst
- Claims processor
- Medical biller
- Medical collections specialist
- Revenue cycle analyst

HOW TO USE OUR SALARY TABLES

To help you determine salary levels for new hires, we report starting pay ranges in percentiles, as defined on this page. The salary figures are national ranges; you can adjust the figures on the following pages to your market using the local variances on [Pages 24-25](#). Bonuses, benefits and other forms of compensation

are not built into the starting salary ranges. Compensation is affected by many factors, including labor market demand for the position and individual negotiation during the hiring process. For more guidance on starting salaries, contact your local Robert Half staffing professional.

To help set starting pay, determine where your candidate best fits in the four percentiles below.

25TH

The candidate may be new to the role and still developing relevant skills.

The role may be at a smaller organization or one with few business units.

50TH

The candidate may have an average level of experience plus the majority of relevant skills.

The role may be at a midsize organization or one with many business units or moderately complex operations.

75TH

The candidate may have more experience than is typical and most or all relevant skills.

The role may be at a larger organization or one with multiple business units or complex operations.

95TH

The candidate may have a high level of relevant experience and expertise.

The role may be uniquely complex or the candidate may bring a specialized set of hard-to-find skills.

The role may be at a larger organization or one with multiple business units or complex operations.

TITLE	PERCENTILES			
	25 TH	50 TH	75 TH	95 TH
Corporate Accounting Chief Financial Officer	121,500	202,750	240,000	498,000
Treasurer	112,000	192,750	232,500	484,250

ACCOUNTING AND FINANCE SALARIES

CORPORATE ACCOUNTING	TITLE	PERCENTILES			
		25 th	50 th	75 th	95 th
Corporate Accounting	Chief Financial Officer ^a	121,500	202,750	240,000	498,000
	Treasurer ^a	112,000	192,750	232,500	484,250
	Vice President of Finance ^a	110,000	185,750	226,250	402,250
	Director of Finance ^a	101,750	152,250	165,000	248,000
	Director of Accounting	97,000	146,750	163,000	226,000
	Director of Financial Reporting	94,500	141,000	163,000	232,500
	Corporate Controller ^a	106,000	177,750	198,000	262,750
	Divisional Controller ^a	101,250	146,500	162,000	224,000
	Controller ^a	94,250	121,000	144,000	211,000
	Assistant Controller ^a	73,500	108,750	129,000	174,000
	Assistant Treasurer	71,750	95,500	112,000	172,250
	Tax Director ^a	113,250	142,250	170,000	270,000
	Tax Manager ^b	93,750	109,500	129,500	167,000

a. Bonuses and incentives reflect an increasingly large part of overall pay at this level and are not included in the salary figures listed.

b. This title is a senior-management position. The “tax accountant manager” title on [Page 15](#) is a line-management position.

CORPORATE
ACCOUNTING

	TITLE/EXPERIENCE	PERCENTILES			
		25 th	50 th	75 th	95 th
Compliance	Chief Compliance Officer	135,500	175,250	205,000	271,000
	Compliance Director	117,750	143,000	169,750	211,250
	Compliance Officer	87,500	106,250	126,000	166,500
	Senior Compliance Analyst	75,000	90,250	107,500	127,750
	Compliance Analyst	65,500	79,750	95,000	105,500
Internal Auditor	Chief Audit Executive/Vice President, Internal Audit/Internal Audit Director	130,250	185,250	217,250	290,750
	Manager	99,750	116,500	138,500	162,250
	Senior	77,250	90,250	108,250	123,750
	1 to 3 Years	60,000	73,500	86,750	97,750
	Up to 1 Year	39,500	48,000	56,750	73,750
IT Auditor	Manager	100,500	122,250	145,000	191,000
	Senior	78,000	95,500	113,000	150,000
	1 to 3 Years	63,500	78,750	92,000	121,500
	Up to 1 Year	43,500	53,250	62,750	82,750
Financial Reporting	Manager	97,250	116,250	138,250	172,750
	Senior	73,750	84,500	100,500	123,250
	1 to 3 Years	61,000	74,000	87,750	95,750
	Up to 1 Year	51,000	61,250	72,750	76,500
SEC Financial Reporting	Director	117,750	142,250	169,250	223,750
	Manager	96,000	116,000	138,250	182,500
	Analyst	69,750	84,250	100,750	132,750

CORPORATE
ACCOUNTING

	TITLE/EXPERIENCE	PERCENTILES			
		25 th	50 th	75 th	95 th
General Accountant	Manager	79,000	95,250	113,500	147,000
	Senior	66,000	80,500	95,000	120,750
	1 to 3 Years	50,750	64,250	75,750	100,500
	Up to 1 Year	39,750	48,500	57,000	72,000
Cost Accountant	Manager	80,500	96,250	114,750	148,000
	Senior	67,750	81,250	95,750	122,250
	1 to 3 Years	54,000	64,750	77,500	103,000
Tax Accountant	Manager	93,250	111,750	132,500	164,250
	Senior	74,500	90,250	107,750	131,250
	1 to 3 Years	60,500	73,500	87,000	104,500
	Up to 1 Year	44,500	54,250	64,500	85,250
Financial Analyst	Director	109,500	134,500	157,750	208,250
	Manager	87,750	106,000	126,500	167,250
	Senior	70,000	85,500	101,500	134,000
	1 to 3 Years	57,000	69,250	82,000	107,250
	Up to 1 Year	44,000	53,250	63,000	82,250
Budget Analyst	Manager	86,500	105,250	125,000	165,250
	Senior	69,500	84,000	100,250	132,000
	1 to 3 Years	56,500	68,250	81,250	107,250
	Up to 1 Year	43,250	52,500	62,500	82,750

CORPORATE
ACCOUNTING

	TITLE/EXPERIENCE	PERCENTILES			
		25 th	50 th	75 th	95 th
Treasury Analyst	Manager	91,250	109,000	131,000	173,500
	Senior	69,000	82,500	99,000	130,750
	1 to 3 Years	55,750	67,250	80,250	105,500
	Up to 1 Year	48,250	57,500	69,000	91,000
Business Analyst	Manager	99,500	116,500	141,500	187,250
	Senior	79,000	91,500	110,500	147,000
	1 to 3 Years	56,500	71,000	87,000	115,000
	Up to 1 Year	43,000	51,750	62,000	82,250
Data Analyst	Manager	103,250	124,750	146,750	194,250
	Senior	80,750	98,000	115,500	152,500
	1 to 3 Years	63,000	76,750	90,500	118,500
	Up to 1 Year	45,500	59,750	65,000	86,000
Business Intelligence Analyst	Manager	101,750	123,000	146,500	192,250
	Senior	79,750	97,000	114,250	151,000
	1 to 3 Years	62,500	75,500	92,000	118,000
	Up to 1 Year	44,750	54,500	66,000	84,500
Business Systems Analyst	Manager	101,000	121,750	144,750	191,500
	Senior	79,500	96,000	115,000	151,750
	1 to 3 Years	61,250	74,250	88,250	116,500
	Up to 1 Year	44,000	53,000	63,250	83,500

CORPORATE
ACCOUNTING

	TITLE	PERCENTILES			
		25 th	50 th	75 th	95 th
Financial Project Manager	Financial Project Manager	99,000	126,250	151,500	200,750
Financial Systems	Director	130,500	157,750	188,000	249,750
	Manager	109,250	131,750	157,000	207,250
	Project Manager	83,250	116,500	138,250	182,250
	Administrator	57,750	69,000	82,750	109,000
Forensic Accountant	Forensic Accountant	78,250	95,000	112,750	149,000
Property Accountant	Property Accountant	48,000	57,750	69,500	85,250
Operational Support: Credit and Collections	Credit Manager/Supervisor	59,250	73,250	87,500	116,500
	Assistant Credit Manager	50,250	60,000	72,000	95,500
	Credit/Collections Analyst	44,250	53,000	63,500	83,750
	Credit/Collections Clerk	33,000	40,000	48,500	62,500
Operational Support: Bookkeepers	Full Charge Bookkeeper	39,750	44,500	54,000	67,750
	Bookkeeper	34,750	39,750	45,250	57,500
	Accounting Clerk	29,000	35,500	40,750	54,000

CORPORATE
ACCOUNTING

	TITLE/EXPERIENCE	PERCENTILES			
		25 th	50 th	75 th	95 th
Operational Support: Payroll and Other	AR/AP ^c Manager	49,750	63,750	78,000	104,000
	AP ^c Specialist	41,750	49,750	58,500	71,500
	AR/AP ^c Clerk	32,750	36,500	42,750	53,000
	Billing Manager/Supervisor	45,000	54,250	69,750	97,500
	Billing Clerk	31,500	36,000	43,000	57,000
	Payroll Manager/Supervisor	61,000	75,000	89,250	130,000
	Payroll Coordinator/Administrator	39,750	47,500	55,500	75,000
	Payroll Clerk	33,250	40,250	47,250	62,000
	Purchasing Manager	56,750	68,750	81,000	108,000
	Inventory Analyst	40,250	49,000	57,500	77,000
Inventory Clerk	31,750	37,250	44,500	59,750	
Tax Services^d	Senior Manager/Director ^a	113,750	136,750	164,250	216,000
	Manager ^a	88,000	106,500	126,250	167,000
	Senior	61,750	73,000	86,750	115,000
	1 to 3 Years	48,750	59,500	70,250	93,000
	Up to 1 Year	40,250	48,750	57,000	75,250
	Audit/Assurance Services^d	Senior Manager/Director ^a	112,000	134,000	160,250
Manager ^a		75,750	93,000	109,500	144,500
Senior		54,000	66,500	78,000	103,000
1 to 3 Years		44,750	54,250	64,000	84,750
Up to 1 Year		40,250	48,750	57,500	76,000

PUBLIC
ACCOUNTING

FINANCIAL SERVICES

	TITLE/EXPERIENCE	PERCENTILES			
		25 th	50 th	75 th	95 th
Banking and Financial Markets	Managing Director/Partner	164,500	198,750	237,000	315,750
	Vice President	126,250	156,250	181,250	239,750
	Associate	83,000	109,750	119,500	157,500
	Analyst	56,500	73,000	81,000	107,000
	Business Development Officer	97,500	117,250	140,750	185,250
	Portfolio Manager	99,750	119,750	143,750	189,750
	Commercial Lender 5+ Years	91,500	110,000	131,000	173,500
	Commercial Lender 3 to 5 Years	67,250	79,000	94,000	124,250
	Commercial Lender 1 to 3 Years	50,000	60,000	72,000	95,250
	Private Banker 5+ Years	82,250	99,000	119,250	157,250
	Private Banker 3 to 5 Years	61,000	72,750	87,500	115,250
	Private Banker 1 to 3 Years	48,000	57,250	68,500	90,000
	Credit Analyst 5+ Years	68,750	83,000	99,250	131,000
	Credit Analyst 3 to 5 Years	53,500	63,000	75,000	99,500
	Credit Analyst 1 to 3 Years	45,000	54,250	65,750	85,500
	Internal Wholesaler	44,000	52,500	63,000	83,250

a. Bonuses and incentives reflect an increasingly large part of overall pay at this level and are not included in the salary figures listed.

c. AR/AP = Accounts Receivable/Accounts Payable

d. Salary figures do not reflect overtime or bonuses.

FINANCIAL
SERVICES

	TITLE/EXPERIENCE	PERCENTILES			
		25 th	50 th	75 th	95 th
Finance and Accounting	Chief Financial Officer ^a	172,250	208,250	248,000	510,000
	Controller ^a	108,500	132,000	155,500	205,500
	Accountant 5+ Years	70,000	85,250	100,500	133,250
	Accountant 3 to 5 Years	61,500	74,500	88,250	116,750
	Accountant 1 to 3 Years	52,750	64,250	75,250	98,500
	Product Controller – Manager	78,000	94,250	112,000	148,750
	Product Controller 3 to 5 Years	56,500	88,250	98,000	107,000
	Product Controller 1 to 3 Years	49,000	67,750	80,500	93,250
	Financial Planning & Analysis – Manager	87,750	119,500	140,250	165,750
	Financial Planning & Analysis 3 to 5 Years	65,250	79,000	94,500	124,250
	Financial Planning & Analysis 1 to 3 Years	52,250	68,500	75,000	99,250
	Hedge Fund Accountant – Manager	65,000	78,500	94,750	124,250
	Hedge Fund Accountant 3 to 5 Years	54,250	64,750	77,750	102,750
	Hedge Fund Accountant 1 to 3 Years	42,000	50,000	60,000	79,500
	Mutual Fund Accountant – Manager	59,500	71,000	84,750	112,500
	Mutual Fund Accountant 3 to 5 Years	43,500	52,000	62,500	82,750
	Mutual Fund Accountant 1 to 3 Years	39,500	47,000	56,500	74,500
	Internal Auditor – Manager	91,250	122,500	131,000	174,000
	Internal Auditor 3 to 5 Years	70,250	90,500	100,750	131,750
	Internal Auditor 1 to 3 Years	59,000	72,750	84,500	112,500

a. Bonuses and incentives reflect an increasingly large part of overall pay at this level and are not included in the salary figures listed.

FINANCIAL
SERVICES

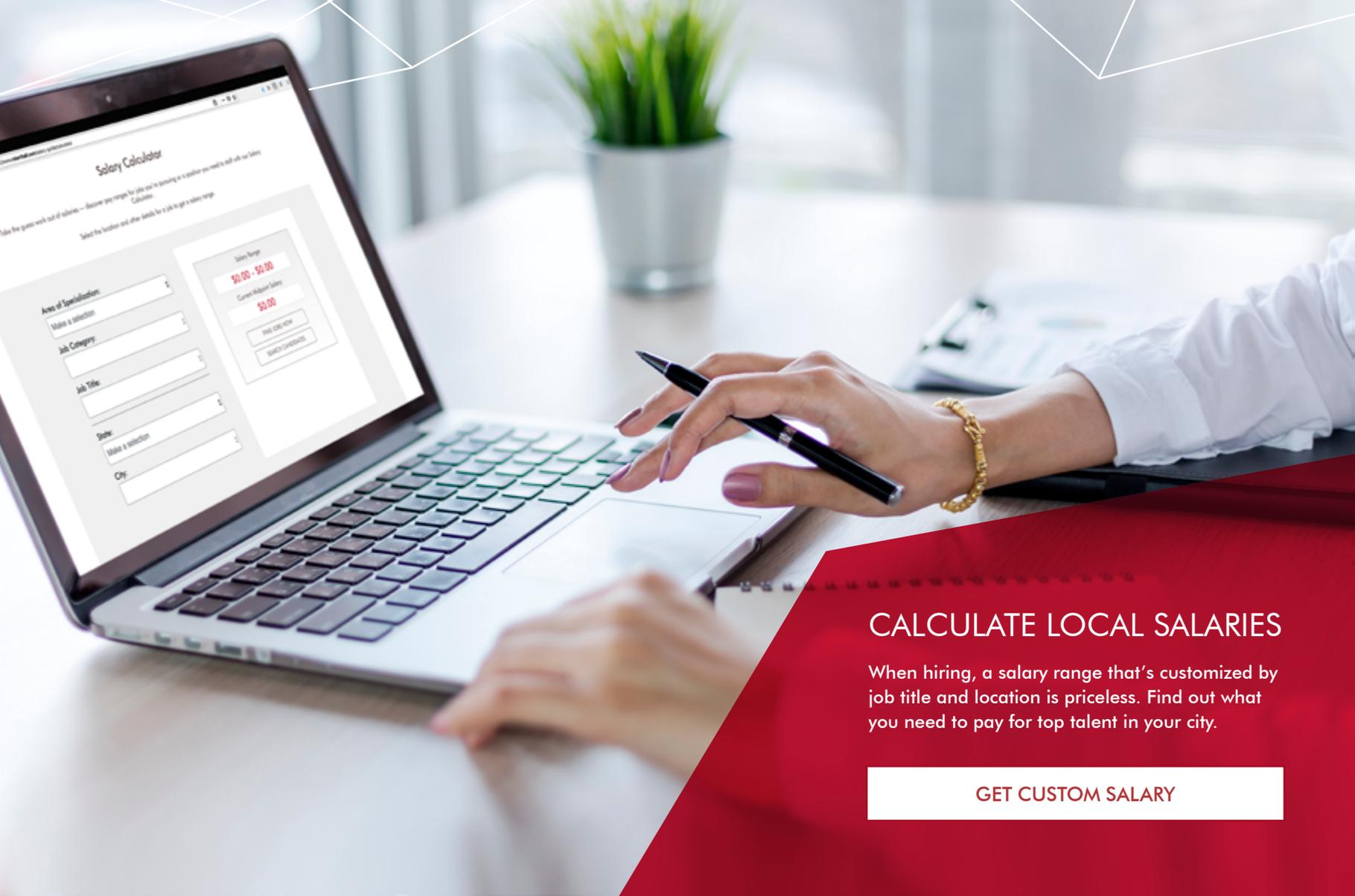
	TITLE/EXPERIENCE	PERCENTILES			
		25 th	50 th	75 th	95 th
Finance and Accounting (continued)	Regulatory Reporting – Manager	76,250	115,750	125,750	144,250
	Regulatory Reporting 3 to 5 Years	61,500	79,250	88,000	115,500
	Regulatory Reporting 1 to 3 Years	50,500	60,750	72,250	95,000
	Financial Analyst	61,000	79,750	86,500	114,500
	Business Systems Analyst	77,250	92,000	108,000	140,500
	Tax Accountant	57,250	70,000	82,750	108,250
Risk and Compliance	Chief Risk Officer	149,250	183,000	215,500	284,250
	Market Risk Analyst – Manager	100,500	122,000	144,250	191,250
	Market Risk Analyst 3 to 5 Years	74,750	90,250	106,500	140,750
	Credit Risk Analyst – Manager	84,000	101,500	120,000	158,000
	Credit Risk Analyst 3 to 5 Years	70,000	85,250	101,250	133,250
	Operational Risk Analyst – Manager	83,250	100,500	119,250	157,750
	Operational Risk Analyst 3 to 5 Years	64,500	76,500	92,250	120,250
	Chief Compliance Officer	169,750	206,250	253,750	323,000
	Compliance Officer	87,250	127,500	140,500	166,500
	Compliance Manager	79,250	116,500	131,000	150,500
	Compliance Analyst	69,250	85,250	100,000	131,000
	Anti-Money Laundering Specialist	68,500	84,250	100,000	131,750
	Fraud Investigator	60,000	74,250	87,750	115,750
	Regulatory Affairs Specialist	74,250	90,000	105,750	139,750

FINANCIAL SERVICES

	TITLE/EXPERIENCE	PERCENTILES			
		25 th	50 th	75 th	95 th
Operations	Director of Operations	117,500	140,500	170,000	223,250
	Operations Manager	82,500	99,500	120,250	156,750
	Banking Operations Specialist 5+ Years	54,500	65,000	77,750	102,750
	Banking Operations Specialist 3 to 5 Years	43,750	52,250	63,750	83,000
	Banking Operations Specialist 1 to 3 Years	36,250	44,000	52,750	69,000
	Fund Operations Specialist 5+ Years	57,000	68,000	81,750	108,000
	Fund Operations Specialist 3 to 5 Years	45,750	55,000	66,250	86,750
	Fund Operations Specialist 1 to 3 Years	39,750	47,250	57,750	74,750
	Client Service Representative 5+ Years	67,500	81,000	97,500	128,750
	Client Service Representative 3 to 5 Years	52,250	62,750	75,500	98,750
	Client Service Representative 1 to 3 Years	41,750	49,750	59,500	79,000
	Sales/Trader Assistant	49,250	59,000	71,250	94,000
	Performance Analyst	53,500	64,250	77,500	101,750
	Loan Processor	33,250	39,250	47,750	62,250
	Loan Administrator	27,750	33,000	39,500	52,000
	Mortgage Underwriter	54,500	65,250	78,000	102,750
	Mortgage Processor	29,000	34,750	42,750	56,500

HEALTHCARE

	TITLE	PERCENTILES			
		25 th	50 th	75 th	95 th
Healthcare	Revenue Cycle Director	78,250	94,750	114,250	149,750
	Medical Billing Manager/Supervisor	53,250	64,000	75,000	98,000
	Medical Collections Manager/Supervisor	52,500	62,750	74,750	98,000
	Revenue Cycle Analyst	45,750	55,250	66,250	86,250
	Medical Biller	29,500	35,500	42,250	59,500
	Denials Specialist	31,250	36,500	44,250	58,250
	Medical Collections Specialist	29,500	34,750	42,500	60,250
	Payment Poster	29,000	34,250	41,250	54,000
	Charge Entry Clerk	27,250	32,500	39,750	52,500
	Claims Examiner/Analyst	43,750	52,500	62,750	83,250
	Claims Processor	30,750	35,250	42,000	55,500



CALCULATE LOCAL SALARIES

When hiring, a salary range that's customized by job title and location is priceless. Find out what you need to pay for top talent in your city.

[GET CUSTOM SALARY](#)

ADJUSTING SALARIES FOR YOUR MARKET

Calculate starting salaries for specific roles with the **Salary Calculator**.

The salary ranges in our guide are backed by Robert Half data, the expertise of our local staffing managers, independent research and Robert Half surveys of senior executives in the United States. To customize compensation for your area, increase or decrease the national salary reported on previous pages by the percentage for your city. Market variances are reflective of all industries and professions.

Alabama

Birmingham	-5%
Huntsville	-5%
Mobile	-14%

Arizona

Phoenix	+17%
Tucson	+7%

Arkansas

Fayetteville	-5%
Little Rock	-5%

California

Fresno	-8%
Irvine	+30%
Los Angeles	+32%
Monterey	+15%
Oakland	+34%
Ontario	+20%
Sacramento	+8%
San Diego	+29%
San Francisco	+41%

San Jose	+40%
San Rafael	+32%
Santa Barbara	+27%
Santa Rosa	+22%
Stockton	-13%

Colorado

Boulder	+19%
Colorado Springs	-2%
Denver	+11%
Fort Collins	+0%
Greeley	-11%
Loveland	-5%
Pueblo	-17%

Connecticut

Hartford	+17%
New Haven	+12%
Stamford	+31%

Delaware

Wilmington	+5%
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District of Columbia

Washington	+33%
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Florida

Fort Myers	-8%
Jacksonville	-3.5%
Melbourne	-9%
Miami/ Fort Lauderdale	+6%
Orlando	+1%
St. Petersburg	-1.5%
Tampa	+0.5%
West Palm Beach	+4%

Georgia

Atlanta	+6%
Macon	-18%
Savannah	-15%

Hawaii

Honolulu	+7%
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Idaho

Boise -11%

Illinois

Chicago +24%

Hoffman Estates +12%

Naperville +12%

Rockford -15%

Indiana

Fort Wayne -16%

Indianapolis -3%

Iowa

Cedar Rapids -5%

Davenport -4%

Des Moines +2%

Sioux City -16%

Waterloo/

Cedar Falls -12%

Kansas

Overland Park +1%

Kentucky

Lexington -8.5%

Louisville -8%

Louisiana

Baton Rouge -1%

New Orleans -1%

Maine

Portland -5%

Maryland

Baltimore +3%

Massachusetts

Boston +34%

Springfield +1%

Michigan

Ann Arbor +1%

Detroit +0%

Grand Rapids -14%

Kalamazoo -20%

Lansing -15%

Minnesota

Bloomington +6.5%

Duluth -20.4%

Minneapolis +7%

Rochester +2%

St. Cloud -14%

St. Paul +4%

Missouri

Kansas City -0.5%

St. Joseph -10%

St. Louis +0.5%

Nebraska

Omaha +0%

Nevada

Las Vegas +2%

Reno +1%

New Hampshire

Manchester +12%

Nashua +14%

New Jersey

Mount Laurel +15%

Paramus +30%

Princeton +25%

Woodbridge +26.5%

New Mexico

Albuquerque -8.5%

New York

Albany -4%

Buffalo -6.5%

Long Island +25%

New York +40.5%

Rochester -6.5%

Syracuse -9.7%

North Carolina

Charlotte +3%

Greensboro +0%

Raleigh +4%

Ohio

Akron -11%

Canton -18%

Cincinnati -2.5%

Cleveland -4%

Columbus -2%

Dayton -13%

Toledo -14%

Youngstown -24%

Oklahoma

Oklahoma City -7%

Tulsa -7%

Oregon

Portland +11%

Pennsylvania

Harrisburg -5%

Lehigh Valley +0%

Philadelphia +15%

Pittsburgh -2%

Reading -5%

Rhode Island

Providence +1.5%

South Carolina

Charleston -5%

Columbia -6.5%

Greenville -6%

South Dakota

Sioux Falls -16%

Tennessee

Chattanooga -11%

Cool Springs +0%

Knoxville -11%

Memphis -5%

Nashville +1.5%

Texas

Austin +9%

Dallas +11%

El Paso -28%

Fort Worth +10%

Houston +8%

Midland/Odessa +10%

San Antonio +1%

Utah

Salt Lake City +8%

Virginia

Norfolk/

Hampton Roads -1.5%

Richmond -1%

Tysons Corner +32%

Washington

Seattle +27%

Spokane -18%

Wisconsin

Appleton -15%

Green Bay -13.5%

Madison +1%

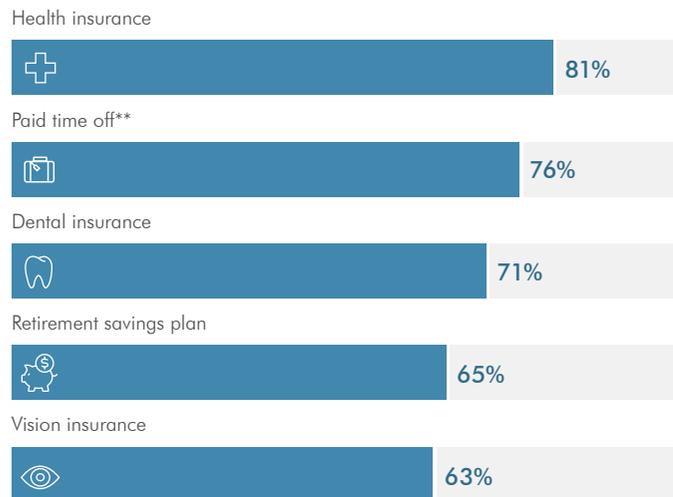
Milwaukee +2%

Waukesha +1%

TRENDS IN BENEFITS, PERKS AND INCENTIVES

MOST COMMON BENEFITS OFFERED BY EMPLOYERS*

The percentage of companies that offer each benefit:



* Multiple responses were permitted. Top responses are shown.

** Paid time off includes vacation, sick days and paid holidays.

*** The responses do not total 100% due to rounding.

WELLNESS PROGRAMS***

Companies are offering a range of benefits that extend beyond traditional health insurance. Here is a summary of other types of benefits and how costs are allocated.

	 Physical Wellness (e.g., gym access)	 Mental Wellness (e.g., stress reduction)	 Financial Wellness (e.g., retirement planning)
Companies where costs are employer-paid	40%	50%	38%
Companies where costs are employee-paid	12%	10%	14%
Companies where costs are shared	11%	14%	13%
Companies that do not offer these benefits	37%	27%	35%

WELLNESS OFFERINGS WORKERS VALUE MOST***

The percentage of workers that value each option:

Access to fitness facilities or programs	24%
Ergonomic evaluations and equipment	22%
Wellness incentives (offering prizes for engaging in healthy behavior)	18%
Healthy food options	14%
Stress management resources	14%
On-site vaccinations or health screenings	9%

MOST COMMON PERKS OFFERED BY EMPLOYERS*

The percentage of companies that offer each benefit:



50%

Flexible work schedules or telecommuting options



47%

Paid parental leave



42%

Employee discounts (e.g., auto, home, electronics)



35%

Company-subsidized meals or snacks



32%

Paid time off for volunteer activities



29%

Matching gifts program for employee donations/fundraising

CHANGES TO INCENTIVE OFFERINGS*

The percentage of companies that plan to make the following changes to their incentive offerings in 2020:

Increase the average dollar amount



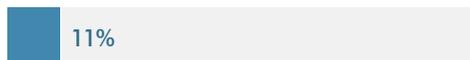
Increase the frequency (e.g., from annual to quarterly)



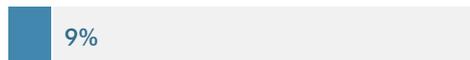
Add new incentives



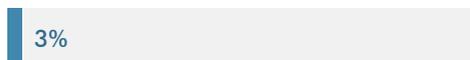
Decrease the frequency (e.g., from quarterly to annual)



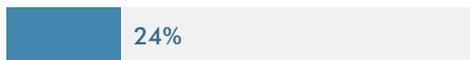
Decrease the average dollar amount



Remove incentives

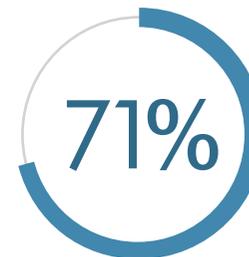


No change



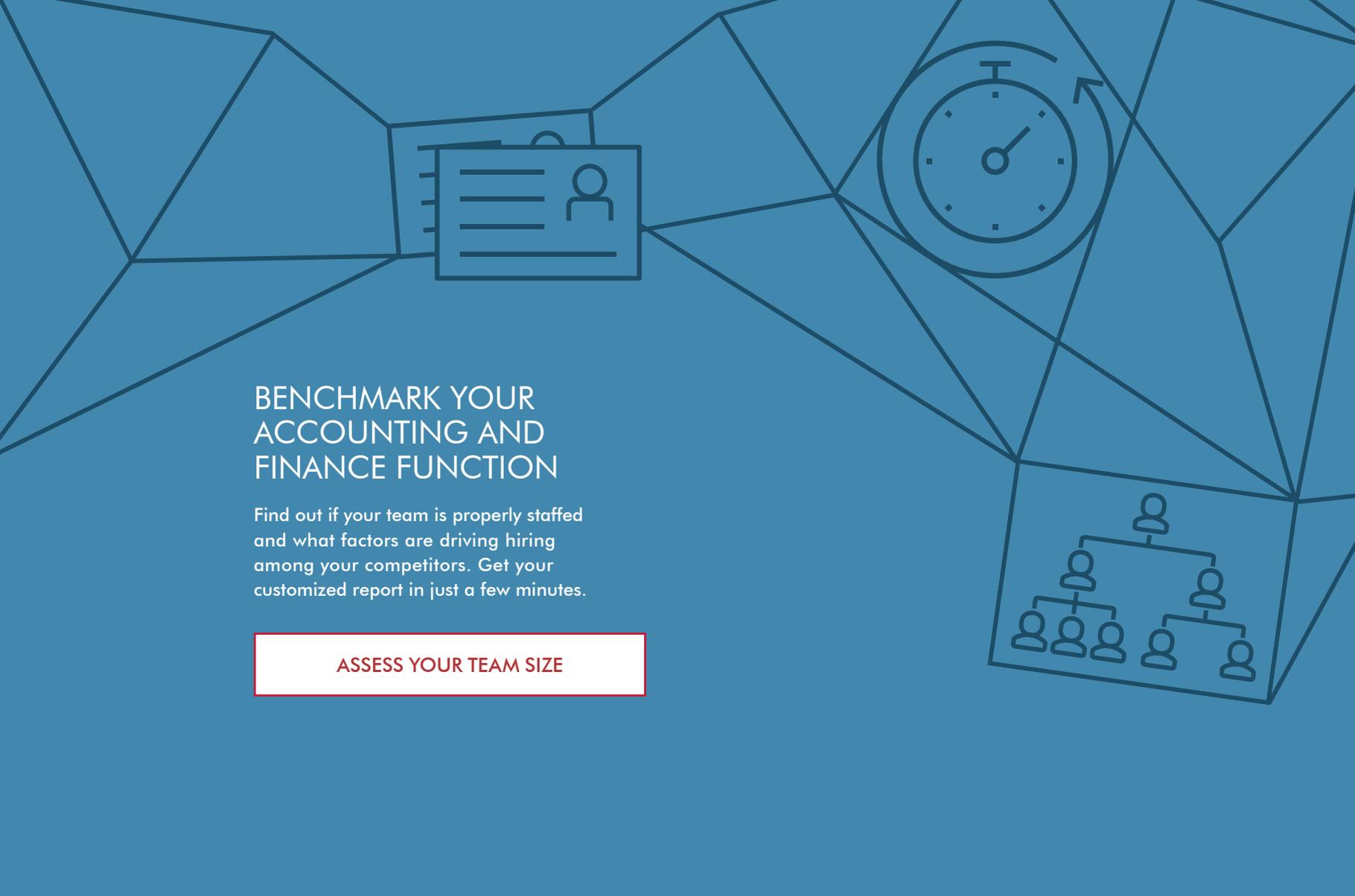
What are incentives?

- Motivational rewards
- Tied to job performance
- Examples: Spot awards, profit-sharing, bonuses, stock



71%
of companies plan to offer incentives to staff-level employees in 2020.

Source: Robert Half surveys of more than 1,000 HR managers and more than 2,000 workers in North America



BENCHMARK YOUR ACCOUNTING AND FINANCE FUNCTION

Find out if your team is properly staffed and what factors are driving hiring among your competitors. Get your customized report in just a few minutes.

[ASSESS YOUR TEAM SIZE](#)

THE LABOR MODEL FOR FINANCE IN THE DIGITAL AGE

When facing major initiatives, companies often lack the internal expertise and the time to go it alone. Worse, many of these key projects can materialize suddenly, forcing managers to proceed without the advance planning and resource buildup they would have preferred.

In response, businesses are embracing a new labor model based on a flexible mix of talent. To augment its team of full-time employees, a firm contracts with one or more outside organizations for additional resources for the duration of a project. These include a scalable mix of specialized interim professionals along with consulting expertise that offers a strategic plan, project oversight and targeted technologies. In some cases, the company outsources to a managed services provider to entirely handle oversight of the project or new business function.

This model is made for the digital age, when many of the complex initiatives companies want to pursue involve new technologies. Examples of other projects well-suited to this approach include business performance improvement, post-acquisition financial

integration and, for healthcare organizations, revenue cycle improvement. Whether or not a specific project is tech-related, technology's ability to free employees from routine tasks to focus on higher-priority and more strategic needs is a key element of this labor model.

The use of interim employees and flexible staffing by itself is, of course, nothing new. Supplementing core teams with temporary staff to provide coverage and specialized expertise is increasingly common as a cost-effective way for firms to access talent for jobs that don't require a full-time employee. But large-scale projects, especially those required as a quick competitive response, can overwhelm a business's internal resources both from an implementation and a project management perspective. The new labor model allows a firm to have an outside provider manage an entire initiative or business function.

Use of this model helps businesses keep key projects moving ahead without disruption of day-to-day operations. With internal staff no longer overburdened, it also helps boost morale and retention.

HOW TO PREPARE FOR THE FUTURE OF WORK

As technology continues to transform the workplace, jobs will change, opportunities will be created, and employers will set their sights on new, highly prized skill sets. Tomorrow's ideal employee will be comfortable working with new technology, at least at the most functional level, and possess polished interpersonal abilities.

Our research suggests the competition for these attributes in the hiring market will be tough. Of the employers surveyed, 80% in the United States said it will be challenging to find professionals skilled in the new technologies their organization plans to implement. Add to that the soft skills these employers say their staff will need in the workplace of the future — qualities ranging from leadership and strategic thinking to intellectual curiosity and emotional intelligence — and the talent pool shrinks even further.

Businesses that prepare now will be much better positioned to thrive in this new world of work. Here are our suggestions for 2020.

- **Invest in your workers.** Upskilling is an investment in your future. When a workforce doesn't evolve along with technology, morale declines and talented people go elsewhere for better opportunities — and career survival.
- **Look at training differently.** Helping employees make the digital leap requires learning opportunities that go deeper, occur more frequently and are more targeted than current programs.
- **Point out the level playing field.** Despite what some may think, few people today have a complete grasp of emerging tech. Let your team understand that if they set their mind to it, no one will be left behind.
- **Upskill yourself.** You don't have to be a technology guru, but as a team leader you will need a solid grounding in the technologies your company adopts.

- **Communicate change.** Disruption makes a workforce uneasy. Give staff a sense of where the company is going and what will be needed to help you get there.
- **Evaluate soft skills.** In the future workplace, human skills will top your must-have list. Interview for emotional intelligence and workplace culture fit as carefully as you do for hard skills.

Find out more about the future of work by downloading the [Jobs and AI Anxiety](#) report.



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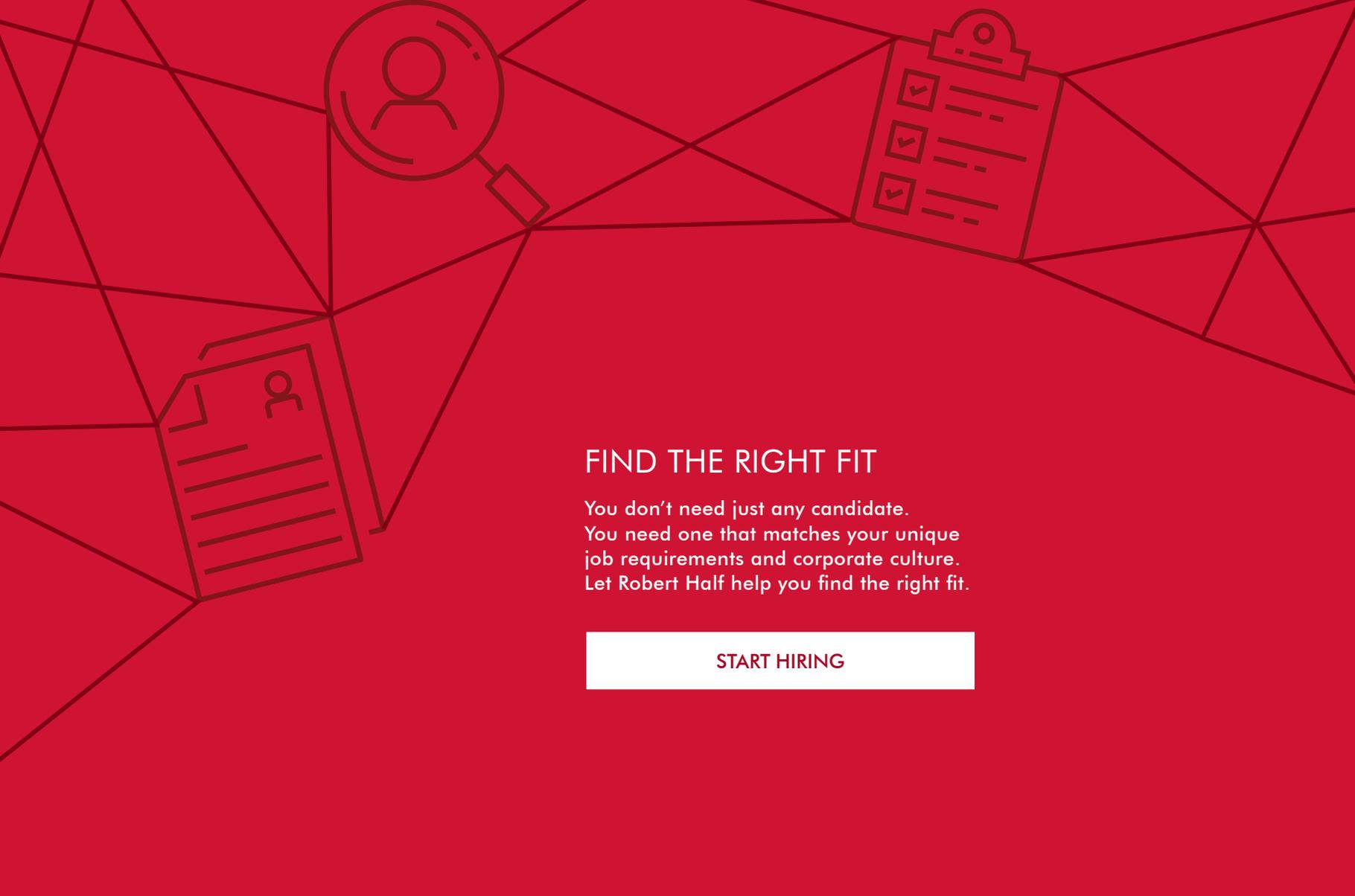
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