

# Where are all the candidates?



## **2018 Salary & Management Resource Guide**

*Ledgent Finance & Accounting*



*A Roth Staffing Company*

# 2018 Salaries

WITH TODAY'S TIGHT CANDIDATE MARKET, SALARIES AND PAY RANGES ARE INCREASING IN 2018 ACROSS MOST SKILL CATEGORIES AND INDUSTRIES — BUT, IN GENERAL, THE INCREASES AREN'T ENOUGH TO KEEP EMPLOYEES FROM LEAVING.

BASED ON EMPLOYER FEEDBACK AND ECONOMIC MODELING STATISTICS, BUDGETS IN 2018 INCLUDE ABOUT AN APPROXIMATE 3% INCREASE ACROSS THE BOARD FOR SALARIES.

You're likely consulting this Salary & Management Guide to help **ensure your offerings are competitive** when attracting candidates, but if you're like most managers, your primary concern is **getting current employees aligned** with today's market rates.

Considering how hard it is to fill positions, the first and best strategy is to keep the employees you have ... especially your top performers.

**“What salary could your top performer go get in the marketplace today?”**

**“What salary would you have to offer the new candidate in order to fill the position if your top performer left?”**

## 2018 Salary Trends – Quick Facts

- While a **3.2% wage increase** is predicted in 2018, on average employees earn a **5.2% pay increase** when changing jobs
- **Unemployment** is down, **candidate demand** is up
- We are experiencing a **talent shortage**, which typically means salary increases; however, salaries haven't gone up considerably – and that is **increasing turnover**
- With **more opportunities** available, your employees have wandering eyes
- **Entry-level salaries have remained stagnant** and can weaken your future leadership prospects
- Both men and women are not okay with the gender wage gap, but the **gap is not as drastic** as we thought
- Salary is not everything – an employee will stay in a high-trust environment where they **feel valued and important** to the organization

## Where Did We Get Our Data?

We place thousands of candidates in finance and accounting positions for hundreds of companies in a variety of industries. We've compiled definitive compensation data, based on our actual placements.

Yes, we compare our internal research against metropolitan statistical area research, Bureau of Labor Statistics analytics, and pay rate data compiled from more than 50 online job boards. We often make adjustments based on this research to fine tune the salary range that we publish – but our own placements with business clients serve as the foundation.

We then send all of our finalized salary research to our recruiters in every branch across the U.S. (the recruiters who interview and hire for our business clients each day) and seek their final review and input “from the ground level” prior to publication.

### *Most significant increases to the average salary range seen for these positions:*

- ACCOUNTING SUPERVISOR
- AP – SENIOR
- AR MANAGER
- AUDIT – STAFF
- AUDIT – SENIOR
- AUDIT – DIRECTOR
- COLLECTIONS MANAGER
- CONTROLLER
- CREDIT MANAGER
- FINANCE DIRECTOR

## How to Use This Guide

We've broken up the continental U.S. into nine (9) regions. We have a full-page spread dedicated to each region:

- ▶ **Northwest** ..... page 3
- ▶ **Northern California** ..... page 5
- ▶ **Southern California** ..... page 7
- ▶ **Southwest** ..... page 9
- ▶ **West Central** ..... page 11
- ▶ **Midwest** ..... page 13
- ▶ **Northeast** ..... page 15
- ▶ **Mid-Atlantic** ..... page 17
- ▶ **Southeast** ..... page 19

Each region features a salary data table for a prominent metro market in that region (for example, the Southern California region features a salary table for Los Angeles).

Additional cities in that region are listed with multipliers to help determine the localized salary as it compares to that region's salary table. For example, San Diego businesses can multiply the provided L.A. salary ranges by 0.97 to determine their localized salary.

The salary ranges in this guide depict the average salary offer for an employee at the average size company in that market.

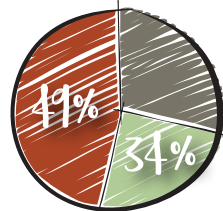
## Interpreting Our Data

If you feel the published salary range for your region is too low or too high (assuming you have also applied the appropriate multiplier for your market), ask yourself these two questions:



**NEED MORE DATA?** Contact your local Ledge nt branch to request market-specific data for your industry. Your Ledge nt recruiter can consult with you regarding updated candidate availability in the market and fluctuations in pay being offered.

Among the top reasons organizations experience hiring difficulty:



49% OF HR PROFESSIONALS CITE COMPETITION FROM OTHER EMPLOYERS

34% STATE THEIR SALARIES ARE NOT COMPETITIVE FOR THE MARKET (SHRM)

## Where are all the candidates?

### They're employed.

With unemployment rates expected to remain low in 2018, there are few active job seekers to attract. The candidate you are trying to recruit is probably currently working somewhere else.

Recruiters aren't even relying on job postings any more – they are relying on methods like LinkedIn, resume databases, referrals, and networking events to tap on the shoulder of the currently employed and introduce them to an enticing career move or a better work culture.

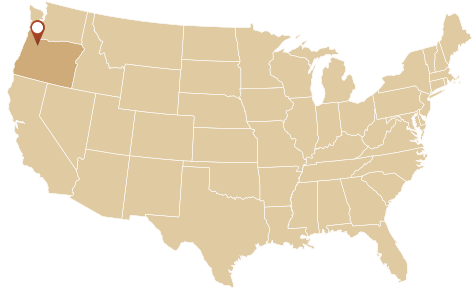
We encourage you to flip through each page of this guide and review the infographics featured in the right-hand sidebar. You'll find topics and strategies that will help you navigate today's candidate market.

### LEARN MORE ABOUT US!

Flip to the last page to learn more about who we are and what we do.

# NORTHWEST REGION

Salaries shown for Portland, OR



## Regional Report: Portland

Avg. Days Before "GOOD" Temp Gets an Assignment: **2-4 days**  
 Avg. Days Before "HOT" Candidate is Hired: **8-10 days**  
 Avg. Unemployment Rate for Finance & Accounting Jobs: **2.5%**  
 Avg. Change Impacting Entry-Level Salaries: **+1.9%**  
 Avg. Change Impacting High-End Salaries: **+3.4%**

## Candidate Supply vs. Demand



EXECUTIVE	SALARY	HOURLY
Accounting Director	117,300 - 176,700	56.39 - 84.93
Audit Director – Public*	112,900 - 172,300	54.30 - 82.85
Chief Financial Officer	167,300 - 229,000	80.42 - 110.09
Controller – Corporate	107,700 - 151,900	51.78 - 73.02
Controller – Division	103,900 - 150,500	49.95 - 72.35
Credit Director	89,900 - 131,000	43.20 - 62.97
Finance Director	132,300 - 216,500	63.60 - 104.10
Finance Vice President	156,600 - 223,600	75.27 - 107.49
Financial Reporting Director	120,900 - 172,800	58.11 - 83.07
Internal Audit Director	110,200 - 165,100	52.96 - 79.39
Tax Director – Public*	107,900 - 150,200	51.88 - 72.23
Treasury Director	112,100 - 179,100	53.89 - 86.11

MANAGEMENT	SALARY	HOURLY
Accounts Payable Manager	64,000 - 85,100	30.75 - 40.90
Accounts Payable Supervisor	49,700 - 72,000	23.88 - 34.62
Accounts Receivable Manager	69,900 - 93,000	33.60 - 44.70
Accounts Receivable Supervisor	50,900 - 72,600	24.47 - 34.92
Accounting Manager	74,500 - 93,300	35.80 - 44.87
Accounting Supervisor	60,600 - 80,700	29.15 - 38.80
Audit Manager	74,600 - 98,000	35.85 - 47.13
Billing Manager	60,300 - 83,500	28.98 - 40.16
Billing Supervisor	51,700 - 73,300	24.86 - 35.26
Collections Manager	65,000 - 88,700	31.25 - 42.65
Collections Supervisor	55,900 - 71,600	26.87 - 34.43
Controller – Assistant	84,000 - 117,900	40.41 - 56.69
Cost Accounting Manager	79,600 - 106,000	38.25 - 50.95
Cost Accounting Supervisor	56,800 - 81,200	27.31 - 39.03
Credit Manager	76,300 - 99,100	36.70 - 47.65
Credit Supervisor	56,900 - 81,900	27.36 - 39.38

\*Public Accounting

NOTE: A city's multiplier may not apply to entry-level positions paying at or near minimum wage.

MANAGEMENT (Cont.)	SALARY	HOURLY
Finance Manager	91,000 - 116,000	43.74 - 55.76
Financial Reporting Manager	99,100 - 125,300	47.67 - 60.22
FP&A Manager	93,100 - 126,100	44.77 - 60.61
Internal Audit Manager	86,200 - 111,200	41.44 - 53.45
Inventory Manager	64,700 - 91,800	31.09 - 44.13
Inventory Supervisor	49,900 - 72,300	23.98 - 34.77
Office Manager w/ Bookkeeping	52,300 - 79,900	25.16 - 38.40
Payroll Manager/Supervisor	76,900 - 101,900	36.98 - 48.98
SEC Manager	96,000 - 118,000	46.15 - 56.74
Tax Manager – Public*	94,500 - 112,700	45.41 - 54.19
Treasury Manager	79,700 - 103,000	38.30 - 49.53

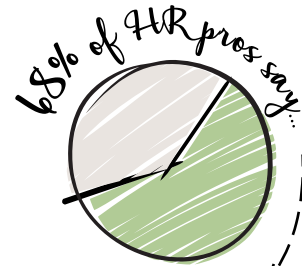
STAFF	SALARY	HOURLY
Accountant – Junior	42,000 - 53,900	20.20 - 25.89
Accountant – Project	57,700 - 69,300	27.76 - 33.30
Accountant – Project Senior	65,500 - 79,900	31.48 - 38.40
Accountant – Revenue	56,700 - 73,800	27.27 - 35.50
Accountant – Staff	49,100 - 66,600	23.59 - 32.02
Accountant – Senior	64,900 - 86,300	31.19 - 41.49
Audit – Staff – Public*	52,500 - 66,500	25.25 - 31.95
Audit – Senior	70,700 - 88,200	34.00 - 42.40
Budget Analyst	55,800 - 75,300	26.82 - 36.19
Budget Analyst – Senior	68,300 - 85,000	32.86 - 40.85
Business Analyst	71,500 - 88,500	34.38 - 42.57
Bookkeeper – Full Charge	43,600 - 60,100	20.94 - 28.88
Cost Accountant	56,100 - 70,700	26.97 - 33.98
Cost Accountant – Senior	73,700 - 91,000	35.45 - 43.74
Credit Analyst	47,300 - 65,000	22.75 - 31.24
Financial Analyst	69,900 - 85,600	33.59 - 41.14

These salary ranges depict average compensation offered by most industries at the average size company for this market. If your company is larger than most or is in an industry that often pays higher, you may offer higher compensation than the published range. Likewise, smaller companies or industries with less competitive pay might pay lower than this range. Consult with your Ledgent representative to pull research specific to your open positions.

# What's taking so long?

THE **HIRING PROCESS** IS TAKING LONGER THAN EVER BEFORE—**TOO LONG**. YOU HOLD YOUR WORKPLACE TO A HIGH STANDARD AND YOU DON'T WANT TO LET JUST ANYONE IN. BUT YOUR **LENGTHY HIRING PROCESS IS CAUSING MORE HARM THAN GOOD**.

**UNEMPLOYMENT IS LOW AND DEMAND IS HIGH**—THE TIGHT CANDIDATE MARKET DOES NOT ALLOW FOR DILLY-DALLY. IT'S TIME TO PICK UP THE PACE, EFFECTIVELY.



...THEY EXPERIENCED RECRUITING DIFFICULTY AND SKILL SHORTAGES (SHRM)

Today's average timelines are too long:



**23 days...**  
LENGTH OF THE AVERAGE **interview** PROCESS (GLASSDOOR)



**31 days...**  
LOWEST TIME-TO-FILL WITHOUT SACRIFICING **quality** (CEB/GARTNER)

The **top 10%** OF CANDIDATES ARE TAKEN OFF THE MARKET WITHIN **10 days** (ERE MEDIA)

**68 days:** AVERAGE TIME-TO-HIRE FOR PROFESSIONAL POSITIONS (CEB/GARTNER)

## Speed up hiring...

- START WITH A PRECISE AND DYNAMIC **JOB DESCRIPTION**
- MAKE A **PLAN** AND A **TIMELINE** TO MATCH
- PRIORITIZE **QUALITIES AND SKILLS**, INCLUDING **CULTURE FIT**
- **CONDENSE THE INTERVIEW PERIOD** AS MUCH AS POSSIBLE
- KEEP CANDIDATES **ENGAGED** THROUGHOUT THE PROCESS
- BE PREPARED TO QUICKLY MAKE A **COMPETITIVE OFFER**

A **slow hiring process** DAMAGES PRODUCTIVITY, TOP TALENT PROSPECTS, SALARY NEGOTIATIONS, HR AND HIRING MORALE, AND YOUR **employer brand**.

STAFF (Cont.)	SALARY	HOURLY
Financial Analyst – Senior	78,400 - 97,500	37.71 - 46.88
Fixed Asset Accountant	53,000 - 72,700	25.50 - 34.96
Internal Auditor	56,500 - 74,100	27.17 - 35.60
Internal Auditor – Senior	72,500 - 95,700	34.87 - 46.00
Inventory Analyst	49,500 - 69,900	23.78 - 33.59
Tax Accountant – Junior	47,900 - 65,700	23.05 - 31.58
Tax Accountant	74,000 - 81,100	35.55 - 38.99
Tax Accountant – Senior	83,100 - 103,400	39.97 - 49.73
Treasury – Analyst	50,900 - 65,700	24.47 - 31.58

SUPPORT	SALARY	HOURLY
Accounts Payable Clerk	34,100 - 43,000	16.38 - 20.69
Accounts Payable – Senior	44,000 - 53,500	21.15 - 25.70
A/R Cash Applications Clerk	37,200 - 46,800	17.90 - 22.51
Accounts Receivable Clerk	35,800 - 45,100	17.21 - 21.68
Accounts Receivable – Senior	41,800 - 50,800	20.11 - 24.42
Accounting Clerk	31,400 - 39,000	15.10 - 18.73
Accounting Clerk – Senior	40,400 - 50,300	19.42 - 24.18
Billing Clerk	32,700 - 40,800	15.74 - 19.62
Billing Clerk – Senior	42,300 - 52,100	20.35 - 25.06
Bookkeeper – Assistant	36,000 - 47,100	17.31 - 22.66
Collector	33,500 - 49,600	16.08 - 23.83
Inventory Clerk	41,400 - 54,900	19.91 - 26.38
Inventory Clerk – Senior	45,300 - 55,800	21.77 - 26.82
Medical Biller	33,400 - 44,100	16.04 - 21.18
Payroll Administrator	46,000 - 55,400	22.12 - 26.63
Payroll Clerk	34,300 - 41,800	16.48 - 20.11
Payroll Clerk – Senior	41,000 - 52,300	19.71 - 25.16

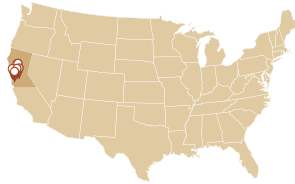
**\$407** THE AVERAGE COST AN ORGANIZATION LOSES EACH DAY A SINGLE VACANCY IS OPEN (CEB/GARTNER)

Ask us for a handout with position descriptions or find job descriptions at [ledgent.com/salaryguide](http://ledgent.com/salaryguide)

# NORTHERN CALIFORNIA REGION

## Salaries shown for Bay Area, CA

City	Multiplier
Fremont	1
Oakland	0.99
Pleasanton	0.96
Roseville	0.87
Sacramento	0.90
San Francisco	1.01
San Jose	1
Santa Clara	1



This page displays Bay Area salaries. Multiply a salary range by the number next to a city to the left to get the localized salary.

EXECUTIVE	SALARY	HOURLY
Accounting Director	161,800 - 226,600	77.78 - 108.96
Audit Director – Public*	167,200 - 225,100	80.40 - 108.20
Chief Financial Officer	197,300 - 332,900	94.84 - 160.06
Controller – Corporate	148,300 - 205,600	71.30 - 98.86
Controller – Division	120,800 - 173,500	58.10 - 83.40
Credit Director	105,000 - 155,700	50.46 - 74.83
Finance Director	184,200 - 230,500	88.55 - 110.80
Finance Vice President	194,900 - 265,400	93.71 - 127.60
Financial Reporting Director	172,200 - 228,400	82.78 - 109.80
Internal Audit Director	156,600 - 230,900	75.27 - 111.02
Tax Director – Public*	163,100 - 217,500	78.41 - 104.55
Treasury Director	164,900 - 210,300	79.30 - 101.12

MANAGEMENT	SALARY	HOURLY
Accounts Payable Manager	85,400 - 115,000	41.08 - 53.42
Accounts Payable Supervisor	61,900 - 84,000	29.77 - 40.41
Accounts Receivable Manager	79,600 - 104,000	38.25 - 50.00
Accounts Receivable Supervisor	59,100 - 84,300	28.39 - 40.51
Accounting Manager	92,000 - 132,500	42.71 - 55.36
Accounting Supervisor	76,000 - 92,800	33.45 - 44.60
Audit Manager	93,900 - 115,100	45.16 - 55.32
Billing Manager	79,600 - 102,000	38.25 - 42.66
Billing Supervisor	56,100 - 78,600	26.97 - 37.81
Collections Manager	85,300 - 107,400	41.00 - 51.65
Collections Supervisor	68,200 - 87,400	32.81 - 42.03
Controller – Assistant	94,000 - 141,300	45.21 - 67.92
Cost Accounting Manager	135,000 - 160,000	44.72 - 60.56
Cost Accounting Supervisor	98,000 - 115,000	45.07 - 54.63
Credit Manager	82,300 - 105,000	39.55 - 50.50
Credit Supervisor	75,800 - 97,300	36.44 - 46.78

\*Public Accounting

NOTE: A city's multiplier may not apply to entry-level positions paying at or near minimum wage.

MANAGEMENT (Cont.)	SALARY	HOURLY
Finance Manager	105,000 - 120,000	47.03 - 59.83
Financial Reporting Manager	125,000 - 145,000	52.81 - 64.83
FP&A Manager	114,600 - 136,300	55.12 - 65.52
Internal Audit Manager	112,300 - 133,100	53.99 - 64.00
Inventory Manager	89,800 - 116,000	43.15 - 55.76
Inventory Supervisor	68,500 - 97,400	32.95 - 46.83
Office Manager w/ Bookkeeping	72,000 - 92,100	34.62 - 44.28
Payroll Manager/Supervisor	85,000 - 110,000	35.36 - 45.85
SEC Manager	135,300 - 156,200	65.03 - 75.08
Tax Manager – Public*	99,900 - 156,100	48.01 - 75.03
Treasury Manager	96,400 - 130,700	46.34 - 62.82

STAFF	SALARY	HOURLY
Accountant – Junior	44,800 - 60,700	21.53 - 29.18
Accountant – Project	59,000 - 73,500	28.34 - 35.36
Accountant – Project Senior	71,300 - 86,600	34.28 - 41.63
Accountant – Revenue	68,400 - 84,800	32.90 - 40.75
Accountant – Staff	58,400 - 72,000	28.10 - 34.62
Accountant – Senior	78,700 - 94,200	37.86 - 45.31
Audit – Staff – Public*	56,000 - 77,900	26.90 - 37.45
Audit – Senior	79,700 - 99,800	38.30 - 48.00
Budget Analyst	62,400 - 81,800	30.01 - 39.33
Budget Analyst – Senior	76,900 - 100,200	36.98 - 48.16
Business Analyst	79,700 - 103,700	38.30 - 49.87
Bookkeeper – Full Charge	57,700 - 77,100	27.76 - 37.07
Cost Accountant	76,000 - 95,000	33.44 - 41.05
Cost Accountant – Senior	90,000 - 115,000	42.17 - 49.33
Credit Analyst	48,700 - 72,000	23.39 - 34.62
Financial Analyst	71,300 - 94,900	34.28 - 45.61

## Regional Report: Bay Area

Avg. Days Before "GOOD" Temp Gets an Assignment: **2-4 days**  
 Avg. Days Before "HOT" Candidate is Hired: **7-10 days**  
 Avg. Unemployment Rate for Finance & Accounting Jobs: **2.5%**  
 Avg. Change Impacting Entry-Level Salaries: **+1.8%**  
 Avg. Change Impacting High-End Salaries: **+3.5%**

## Candidate Supply vs. Demand

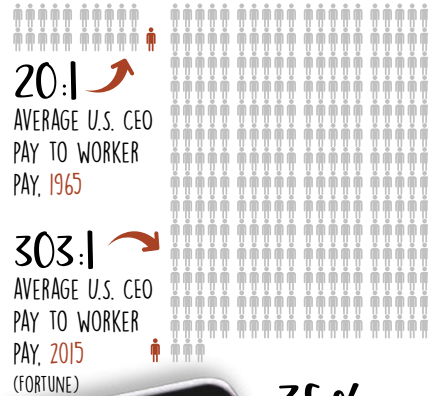


These salary ranges depict average compensation offered by most industries at the average size company for this market. If your company is larger than most or is in an industry that often pays higher, you may offer higher compensation than the published range. Likewise, smaller companies or industries with less competitive pay might pay lower than this range. Consult with your Ledgent representative to pull research specific to your open positions.

# Mind the Gap

THE CANDIDATE MARKET IS TIGHTER BUT SALARIES HAVEN'T RISEN MUCH. EMPLOYERS HAVE SIGNIFICANTLY INCREASED SALARY OFFERS FOR NEW HIRES IN THE PAST FEW YEARS, BUT EXISTING EMPLOYEES HAVE NOT EXPERIENCED THE SAME INCREASE.

THIS HAS CAUSED SALARY GAPS. THERE ARE DISCREPANCIES ESPECIALLY IMPACTED WITHIN TIER-LEVEL, GENDER, AND REGION-GAPS THAT EMPLOYERS MUST PROACTIVELY FILL IN 2018.



74% OF MEN AND 71% OF WOMEN WHO PLAN ON LEAVING THEIR JOBS WITHIN 6 MONTHS ALSO SAY THEIR COMPANY TOOK NO ACTION TO ADDRESS GENDER PAY INEQUALITY (PAYSCALE)

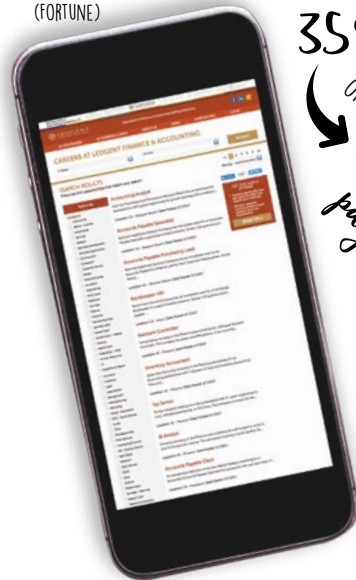
## New Laws/Big Impact

FOUR STATES (MA, OR, DE, CA) HAVE PASSED A LANDMARK LAW PREVENTING EMPLOYERS FROM ASKING AN APPLICANT ABOUT THEIR SALARY HISTORY ... ASK US FOR OUR WHITE PAPER COVERING THE EFFECTS OF THESE LAWS ON THE GENDER PAY GAP & OTHER PAY INEQUALITY TRENDS IN 2018

STAFF (Cont.)	SALARY	HOURLY
Financial Analyst – Senior	90,000 - 115,000	42.71 - 52.62
Fixed Asset Accountant	61,000 - 95,200	29.33 - 45.75
Internal Auditor	72,600 - 89,500	34.92 - 43.01
Internal Auditor – Senior	78,500 - 102,200	37.76 - 49.14
Inventory Analyst	65,500 - 80,500	31.48 - 38.69
Tax Accountant – Junior	53,900 - 70,300	25.89 - 33.79
Tax Accountant	66,900 - 81,700	32.17 - 39.28
Tax Accountant – Senior	81,600 - 96,400	39.23 - 46.34
Treasury – Analyst	87,700 - 104,300	42.17 - 50.17

SUPPORT	SALARY	HOURLY
Accounts Payable Clerk	45,000 - 67,500	21.38 - 27.12
Accounts Payable – Senior	50,000 - 76,000	24.85 - 31.05
A/R Cash Applications Clerk	45,300 - 56,400	21.77 - 27.12
Accounts Receivable Clerk	45,000 - 54,000	19.42 - 24.62
Accounts Receivable – Senior	52,000 - 63,000	23.39 - 29.13
Accounting Clerk	42,500 - 53,200	20.45 - 25.60
Accounting Clerk – Senior	48,500 - 57,500	23.29 - 27.66
Billing Clerk	41,400 - 51,200	19.91 - 24.62
Billing Clerk – Senior	48,200 - 58,500	23.20 - 28.15
Bookkeeper – Assistant	43,500 - 54,100	20.89 - 25.99
Collector	45,000 - 56,400	21.63 - 27.12
Inventory Clerk	38,400 - 47,100	18.44 - 22.66
Inventory Clerk – Senior	51,500 - 59,700	24.76 - 28.69
Medical Biller	42,000 - 58,000	18.44 - 24.42
Payroll Administrator	58,000 - 78,000	27.85 - 33.59
Payroll Clerk	41,600 - 50,400	20.01 - 24.23
Payroll Clerk – Senior	52,000 - 60,600	25.01 - 29.13

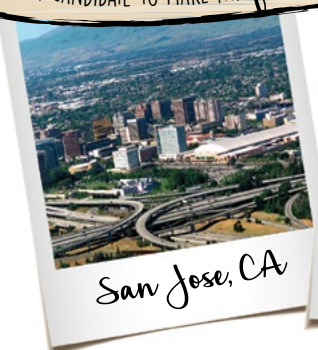
Ask us for a handout with position descriptions or find job descriptions at [ledgent.com/salaryguide](http://ledgent.com/salaryguide)



35% OF EMPLOYEES REPORT THEY WILL LOOK FOR A NEW JOB IF THEY DON'T RECEIVE A PAY RAISE IN THE NEXT 12 MONTHS

(GLASSDOOR)

TRY "blind resumes" AND CREATE A SALARY RANGE BEFORE YOU MEET A CANDIDATE TO MAKE PAY fair & competitive



San Jose, CA

HIGHEST U.S. MEDIAN ANNUAL SALARY: \$75,770 (BUSINESS INSIDER)



Youngstown, OH

LOWEST U.S. MEDIAN ANNUAL SALARY: \$45,400 (FORBES)

# SOUTHERN CALIFORNIA REGION

## Salaries shown for Los Angeles, CA

City	Multiplier	City	Multiplier
Brea	0.99	Pasadena	0.99
Century City	1.01	San Diego	0.97
Cerritos	0.99	Torrance	0.99
Costa Mesa	0.99	Woodland Hills	0.98
Fresno	0.87		
Irvine	0.99		
Ontario	0.97		
Oxnard	0.98		

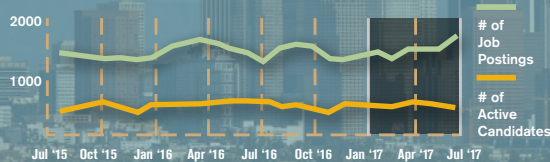


This page displays Los Angeles salaries. Multiply a salary range by the number next to a city above to get the localized salary.

### Regional Report: Los Angeles

Avg. Days Before "GOOD" Temp Gets an Assignment: **1-3 days**  
 Avg. Days Before "HOT" Candidate is Hired: **7-10 days**  
 Avg. Unemployment Rate for Finance & Accounting Jobs: **2.5%**  
 Avg. Change Impacting Entry-Level Salaries: **+2.1%**  
 Avg. Change Impacting High-End Salaries: **+3.1%**

### Candidate Supply vs. Demand



EXECUTIVE	SALARY	HOURLY
Accounting Director	149,500 - 230,000	71.89 - 110.58
Audit Director – Public*	150,400 - 202,600	72.30 - 97.40
Chief Financial Officer	186,900 - 301,100	89.84 - 144.76
Controller – Corporate	140,400 - 198,800	67.48 - 95.58
Controller – Division	126,400 - 176,900	60.75 - 85.05
Credit Director	100,200 - 157,100	48.16 - 75.52
Finance Director	168,600 - 230,500	81.05 - 110.80
Finance Vice President	182,400 - 262,000	87.68 - 125.98
Financial Reporting Director	155,100 - 217,100	74.59 - 104.35
Internal Audit Director	146,000 - 206,000	70.17 - 99.06
Tax Director – Public*	134,500 - 190,200	64.68 - 91.46
Treasury Director	138,500 - 201,000	66.59 - 96.65

MANAGEMENT	SALARY	HOURLY
Accounts Payable Manager	75,100 - 98,500	36.09 - 47.37
Accounts Payable Supervisor	60,000 - 83,400	28.87 - 40.11
Accounts Receivable Manager	72,000 - 95,600	34.62 - 45.95
Accounts Receivable Supervisor	61,000 - 81,400	29.33 - 39.13
Accounting Manager	86,500 - 110,700	41.58 - 53.21
Accounting Supervisor	70,600 - 93,300	33.95 - 44.85
Audit Manager	83,100 - 119,100	39.97 - 57.28
Billing Manager	72,600 - 90,000	34.92 - 43.27
Billing Supervisor	54,500 - 80,000	26.19 - 38.46
Collections Manager	80,200 - 95,000	38.55 - 45.67
Collections Supervisor	61,700 - 82,300	29.67 - 39.57
Controller – Assistant	87,600 - 137,600	42.12 - 66.15
Cost Accounting Manager	90,200 - 120,300	43.37 - 57.84
Cost Accounting Supervisor	80,100 - 110,500	38.51 - 53.13
Credit Manager	79,000 - 104,500	38.00 - 50.25
Credit Supervisor	61,700 - 86,900	29.67 - 41.78

\*Public Accounting  
 NOTE: A city's multiplier may not apply to entry-level positions paying at or near minimum wage.

MANAGEMENT (Cont.)	SALARY	HOURLY
Finance Manager	94,000 - 135,000	45.21 - 64.90
Financial Reporting Manager	100,300 - 150,000	48.20 - 72.12
FP&A Manager	97,100 - 131,000	46.68 - 62.98
Internal Audit Manager	91,800 - 122,700	44.13 - 58.99
Inventory Manager	66,000 - 96,500	31.73 - 46.39
Inventory Supervisor	48,900 - 70,700	23.49 - 33.98
Office Manager w/ Bookkeeping	60,500 - 87,800	29.08 - 42.22
Payroll Manager/Supervisor	69,500 - 97,500	33.42 - 46.90
SEC Manager	125,000 - 175,000	60.04 - 80.05
Tax Manager – Public*	97,000 - 168,700	46.64 - 81.11
Treasury Manager	91,500 - 123,000	43.99 - 59.14

STAFF	SALARY	HOURLY
Accountant – Junior	42,900 - 55,000	20.65 - 26.44
Accountant – Project	60,600 - 79,600	29.13 - 38.25
Accountant – Project Senior	73,400 - 93,800	35.27 - 45.11
Accountant – Revenue	55,700 - 76,300	26.78 - 36.68
Accountant – Staff	60,500 - 76,900	29.08 - 36.98
Accountant – Senior	71,200 - 96,600	34.23 - 46.44
Audit – Staff – Public*	57,600 - 79,200	27.70 - 38.10
Audit – Senior	74,900 - 99,900	36.00 - 48.05
Budget Analyst	59,000 - 82,000	28.34 - 39.43
Budget Analyst – Senior	73,000 - 99,500	35.11 - 47.81
Business Analyst	80,000 - 102,900	38.45 - 49.48
Bookkeeper – Full Charge	52,400 - 74,300	25.21 - 35.70
Cost Accountant	61,500 - 83,700	29.57 - 40.26
Cost Accountant – Senior	78,900 - 103,200	37.96 - 49.63
Credit Analyst	51,100 - 69,100	24.57 - 33.20
Financial Analyst	80,900 - 104,900	38.89 - 50.41

These salary ranges depict average compensation offered by most industries at the average size company for this market. If your company is larger than most or is in an industry that often pays higher, you may offer higher compensation than the published range. Likewise, smaller companies or industries with less competitive pay might pay lower than this range. Consult with your Ledgent representative to pull research specific to your open positions.



# Culture Club

CORPORATE CULTURE IS MORE THAN A BUZZWORD—IT'S THE REALITY OF YOUR ORGANIZATION.

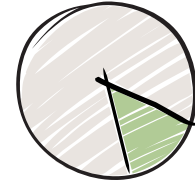
CULTURE HAS CAUSED A LOT OF CHATTER OVER THE YEARS, SO MUCH SO THAT IT HAS ALMOST BECOME WHITE NOISE. BUT CULTURE IS AN ONGOING COMMITMENT THAT REQUIRES THE DAILY DEDICATION OF ITS LEADERS.

Leaders (THEIR VISION, POWER, AND ACTIONS) MAKE culture. BUT FOR MANY, IT'S A NON-PRIORITY.



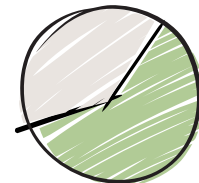
## Tips for Leaders...

- PUBLICLY DOCUMENT THE FUNDAMENTAL BASE OF YOUR CULTURE: YOUR MISSION, VISION, VALUES, AND PURPOSE
- CREATE CONCRETE EXPRESSIONS OF CULTURE (SYMBOLS, AWARDS, PROGRAMS)
- ELIMINATE OBSTACLES TOWARDS CULTURE—BUILDING TOOLS AND PRACTICES
- REINFORCE ACCOUNTABILITY FOR CULTURE
- ACT AS A DAILY EXAMPLE OF CULTURE



ONLY 15% OF EMPLOYEES SAID THEIR COMPANY'S CORPORATE CULTURE WAS WHERE IT NEEDED TO BE (DUKE FUQUA SCHOOL OF BUSINESS)

Don't forget  
Need to figure  
out our company  
culture



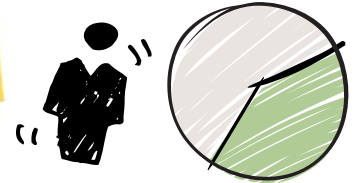
56% OF EMPLOYERS SAY THEY ARE UNABLE TO ACTIVELY MANAGE CULTURE BECAUSE THEY LACK LEADERSHIP SUPPORT (CULTURE IQ)



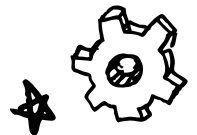
45% OF EMPLOYERS SAY THEY DON'T HAVE ENOUGH TIME OR RESOURCES (CULTURE IQ)



52% OF HR PROS CITE MANAGEMENT BUY-IN AS THE BIGGEST BARRIER TO STRENGTHENING CULTURE (CULTURE IQ)



42% OF EMPLOYEES FEEL THEIR EXECUTIVE LEADERSHIP DOES NOT CONTRIBUTE TO A POSITIVE COMPANY CULTURE (EXECU-SEARCH)



STAFF (Cont.)	SALARY	HOURLY
Financial Analyst – Senior	84,700 - 110,400	40.70 - 53.06
Fixed Asset Accountant	65,400 - 97,500	31.43 - 46.88
Internal Auditor	63,100 - 86,900	30.35 - 41.78
Internal Auditor – Senior	79,200 - 103,100	38.05 - 49.58
Inventory Analyst	54,100 - 76,400	25.99 - 36.73
Tax Accountant – Junior	43,000 - 66,300	20.69 - 31.88
Tax Accountant	59,800 - 83,300	28.74 - 40.06
Tax Accountant – Senior	72,200 - 92,900	34.72 - 44.67
Treasury – Analyst	74,200 - 97,500	35.65 - 46.88

SUPPORT	SALARY	HOURLY
Accounts Payable Clerk	34,900 - 52,000	16.77 - 25.00
Accounts Payable – Senior	44,200 - 63,000	21.25 - 30.29
A/R Cash Applications Clerk	36,700 - 47,600	17.65 - 22.90
Accounts Receivable Clerk	35,800 - 46,600	17.21 - 22.41
Accounts Receivable – Senior	44,000 - 58,300	21.14 - 28.05
Accounting Clerk	32,000 - 49,900	15.40 - 23.98
Accounting Clerk – Senior	40,400 - 55,200	19.42 - 26.53
Billing Clerk	35,000 - 50,500	16.82 - 24.27
Billing Clerk – Senior	42,500 - 57,500	20.45 - 27.66
Bookkeeper – Assistant	36,800 - 53,000	17.70 - 25.50
Collector	40,400 - 56,900	19.42 - 27.36
Inventory Clerk	33,400 - 52,400	16.04 - 25.21
Inventory Clerk – Senior	43,000 - 56,400	20.69 - 27.12
Medical Biller	34,600 - 53,700	16.62 - 25.79
Payroll Administrator	47,500 - 63,100	22.85 - 30.35
Payroll Clerk	40,200 - 53,200	19.32 - 25.60
Payroll Clerk – Senior	46,000 - 58,100	22.12 - 27.95

Ask us for a handout with position descriptions or find job descriptions at [ledgent.com/salaryguide](http://ledgent.com/salaryguide)

# SOUTHWEST REGION

## Salaries shown for Phoenix, AZ

City	Multiplier
Las Vegas	0.92
Mesa	0.98
Reno	1.02
Tempe	1



This page displays Phoenix salaries. Multiply a salary range by the number next to a city above to get the localized salary.

EXECUTIVE	SALARY	HOURLY
Accounting Director	120,400 - 175,500	57.87 - 84.40
Audit Director – Public*	125,100 - 184,400	60.15 - 88.65
Chief Financial Officer	175,200 - 325,100	84.25 - 156.29
Controller – Corporate	162,800 - 248,000	78.25 - 119.25
Controller – Division	110,100 - 166,700	52.94 - 80.12
Credit Director	89,000 - 139,000	42.81 - 66.84
Finance Director	131,000 - 190,600	63.00 - 91.65
Finance Vice President	169,900 - 257,700	81.70 - 123.87
Financial Reporting Director	123,400 - 169,200	59.34 - 81.35
Internal Audit Director	129,400 - 168,900	62.23 - 81.21
Tax Director – Public*	128,600 - 180,600	61.84 - 86.85
Treasury Director	123,700 - 174,500	59.48 - 83.90

MANAGEMENT	SALARY	HOURLY
Accounts Payable Manager	73,000 - 96,700	35.11 - 46.49
Accounts Payable Supervisor	50,100 - 71,400	24.08 - 34.33
Accounts Receivable Manager	74,300 - 98,700	35.70 - 47.45
Accounts Receivable Supervisor	50,700 - 71,100	24.37 - 34.18
Accounting Manager	91,800 - 118,400	44.13 - 56.93
Accounting Supervisor	70,700 - 87,800	34.00 - 42.20
Audit Manager	82,200 - 100,600	39.53 - 48.35
Billing Manager	65,300 - 87,700	31.38 - 42.17
Billing Supervisor	52,600 - 73,200	25.30 - 35.21
Collections Manager	74,200 - 90,500	35.65 - 43.50
Collections Supervisor	57,100 - 72,000	27.46 - 34.62
Controller – Assistant	101,900 - 133,000	48.99 - 63.95
Cost Accounting Manager	101,200 - 130,700	48.68 - 62.86
Cost Accounting Supervisor	84,800 - 105,000	40.79 - 50.48
Credit Manager	80,700 - 102,100	38.80 - 49.10
Credit Supervisor	62,900 - 76,800	30.26 - 36.93

\*Public Accounting

NOTE: A city's multiplier may not apply to entry-level positions paying at or near minimum wage.

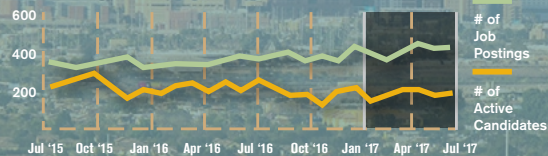
MANAGEMENT (Cont.)	SALARY	HOURLY
Finance Manager	103,200 - 129,300	49.63 - 62.18
Financial Reporting Manager	102,500 - 125,100	49.28 - 60.12
FP&A Manager	103,800 - 128,700	49.92 - 61.89
Internal Audit Manager	96,300 - 114,500	46.29 - 55.07
Inventory Manager	64,600 - 84,000	31.04 - 40.41
Inventory Supervisor	51,500 - 71,600	24.76 - 34.43
Office Manager w/ Bookkeeping	49,000 - 70,200	23.54 - 33.74
Payroll Manager/Supervisor	75,500 - 112,400	36.29 - 54.04
SEC Manager	102,500 - 125,100	49.28 - 60.12
Tax Manager – Public*	97,100 - 123,300	46.68 - 59.29
Treasury Manager	97,400 - 122,400	46.83 - 58.85

STAFF	SALARY	HOURLY
Accountant – Junior	41,700 - 49,500	20.06 - 23.78
Accountant – Project	55,900 - 70,200	26.87 - 33.74
Accountant – Project Senior	65,600 - 79,500	31.53 - 38.20
Accountant – Revenue	66,300 - 88,200	31.88 - 42.42
Accountant – Staff	50,300 - 64,400	24.18 - 30.94
Accountant – Senior	69,800 - 86,600	33.54 - 41.63
Audit – Staff – Public*	52,000 - 69,100	25.00 - 33.20
Audit – Senior	71,300 - 88,300	34.30 - 42.45
Budget Analyst	58,200 - 67,300	28.00 - 32.37
Budget Analyst – Senior	73,000 - 89,900	35.11 - 43.20
Business Analyst	73,300 - 90,400	35.26 - 43.45
Bookkeeper – Full Charge	43,600 - 56,700	20.94 - 27.27
Cost Accountant	66,000 - 77,100	31.73 - 37.07
Cost Accountant – Senior	79,300 - 101,600	38.13 - 48.87
Credit Analyst	49,900 - 65,200	23.98 - 31.34
Financial Analyst	55,700 - 76,200	26.78 - 36.63

## Regional Report: Phoenix

Avg. Days Before "GOOD" Temp Gets an Assignment: **2-4 days**  
 Avg. Days Before "HOT" Candidate is Hired: **8-10 days**  
 Avg. Unemployment Rate for Finance & Accounting Jobs: **2.5%**  
 Avg. Change Impacting Entry-Level Salaries: **+2.9%**  
 Avg. Change Impacting High-End Salaries: **+3.8%**

## Candidate Supply vs. Demand



These salary ranges depict average compensation offered by most industries at the average size company for this market. If your company is larger than most or is in an industry that often pays higher, you may offer higher compensation than the published range. Likewise, smaller companies or industries with less competitive pay might pay lower than this range. Consult with your Ledgent representative to pull research specific to your open positions.

# Potential Energy

GREAT TALENT IS ONLY AS GOOD AS WHAT YOU DO WITH IT.

WHEN DISCOVERING, HIRING FOR, AND DEVELOPING HIGH POTENTIAL (HiPo) TALENT,

YOU MUST HAVE DEDICATED ACTION TO IDENTIFY AND CULTIVATE YOUR ORGANIZATION'S NEXT GENERATION OF LEADERS.

GREAT LEADERS ARE MADE, NOT BORN.



**Remember:**

HIGH POTENTIAL ≠ YOUNG

HIGH POTENTIAL ≠ HIGH PERFORMER

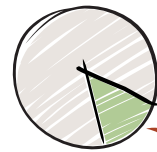
T

HiPo-REVEALING QUESTIONS TO ASK IN AN interview:

WHAT DOES YOUR DREAM JOB LOOK LIKE?

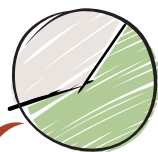
WHAT DO YOU KNOW ABOUT OUR ORGANIZATION?

WHAT MOTIVATES YOU?



ONLY 12% OF EMPLOYEES FEEL THEIR EMPLOYERS AID THEM IN THEIR CAREER DEVELOPMENT (BRIDGE)

LEADER



57% OF EMPLOYEES RANKED OPPORTUNITIES TO GROW AND LEARN AS TOP ASPECTS OF CULTURE (UDEMY)



5 out of 6 HR PROFESSIONALS ARE DISSATISFIED WITH THEIR HiPo PROGRAM (CEB/GARTNER)

3 MAJOR COMPONENTS OF HiPo:

- **Aspiration** TO RISE TO SENIOR POSITIONS
- **Ability** TO BE EFFECTIVE IN MORE RESPONSIBLE/ SENIOR ROLES
- **Engagement** AND COMMITMENT TO THE ORGANIZATION

L

E

N

T

TO REACH YOUR ORGANIZATION'S FULL POTENTIAL, YOU MUST ENSURE YOUR EMPLOYEES CAN REACH **their full potential:**

- BEGIN DEVELOPING LEADERS IN THE ON-BOARDING PROCESS
- PROVIDE STRUCTURED CAREER PATHS
- CREATE LEARNING AND DEVELOPMENT PROGRAMS
- TRY MENTORING AND REVERSE-MENTORING
- ALLOW FOR ROLE EXPLORATION, VERTICALLY AND LATERALLY

STAFF (Cont.)	SALARY	HOURLY
Financial Analyst – Senior	77,300 - 103,000	37.17 - 49.53
Fixed Asset Accountant	52,900 - 71,200	25.45 - 34.23
Internal Auditor	58,100 - 73,100	27.95 - 35.16
Internal Auditor – Senior	73,300 - 92,600	35.26 - 44.53
Inventory Analyst	51,300 - 66,100	24.67 - 31.78
Tax Accountant – Junior	54,300 - 64,900	26.09 - 31.19
Tax Accountant	66,000 - 81,600	31.73 - 39.23
Tax Accountant – Senior	73,200 - 86,400	35.21 - 41.54
Treasury – Analyst	64,900 - 84,300	31.19 - 40.51

SUPPORT	SALARY	HOURLY
Accounts Payable Clerk	34,200 - 44,500	16.43 - 21.38
Accounts Payable – Senior	44,400 - 54,100	21.35 - 26.00
A/R Cash Applications Clerk	33,200 - 44,900	15.94 - 21.58
Accounts Receivable Clerk	34,000 - 43,400	16.33 - 20.84
Accounts Receivable – Senior	41,900 - 49,400	20.15 - 23.73
Accounting Clerk	33,400 - 44,300	16.04 - 21.28
Accounting Clerk – Senior	38,600 - 49,000	18.54 - 23.54
Billing Clerk	36,200 - 47,600	17.41 - 22.90
Billing Clerk – Senior	43,500 - 51,500	20.89 - 24.76
Bookkeeper – Assistant	37,300 - 50,000	17.95 - 24.03
Collector	34,100 - 46,600	16.38 - 22.41
Inventory Clerk	39,900 - 48,800	19.17 - 23.44
Inventory Clerk – Senior	42,800 - 52,000	20.60 - 25.01
Medical Biller	34,000 - 44,900	16.33 - 21.58
Payroll Administrator	42,900 - 54,500	20.65 - 26.19
Payroll Clerk	35,500 - 46,100	17.07 - 22.17
Payroll Clerk – Senior	39,900 - 49,300	19.17 - 23.69

Ask us for a handout with position descriptions or find job descriptions at [ledgent.com/salaryguide](http://ledgent.com/salaryguide)

# WEST CENTRAL REGION

## Salaries shown for Houston, TX

City	Multiplier
Austin	0.97
Dallas	0.99
Denver	0.98
San Antonio	0.96

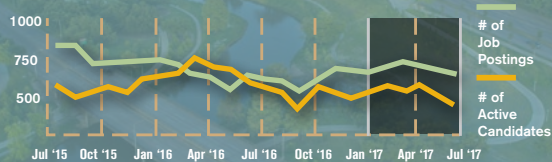


This page displays Houston salaries. Multiply a salary range by the number next to a city above to get the localized salary.

### Regional Report: Houston

Avg. Days Before "GOOD" Temp Gets an Assignment: **3-5 days**  
 Avg. Days Before "HOT" Candidate is Hired: **10-12 days**  
 Avg. Unemployment Rate for Finance & Accounting Jobs: **2.5%**  
 Avg. Change Impacting Entry-Level Salaries: **+1.1%**  
 Avg. Change Impacting High-End Salaries: **+2.4%**

### Candidate Supply vs. Demand



EXECUTIVE	SALARY	HOURLY
Accounting Director	139,300 - 191,000	66.99 - 91.85
Audit Director – Public*	136,100 - 190,600	65.45 - 91.65
Chief Financial Officer	180,400 - 303,100	86.75 - 145.74
Controller – Corporate	124,800 - 177,600	59.98 - 85.39
Controller – Division	110,100 - 156,000	52.95 - 75.00
Credit Director	97,700 - 144,700	46.98 - 69.59
Finance Director	133,700 - 188,600	64.30 - 90.68
Finance Vice President	170,200 - 266,300	81.85 - 128.04
Financial Reporting Director	142,300 - 199,800	68.41 - 96.07
Internal Audit Director	140,600 - 194,900	67.58 - 93.71
Tax Director – Public*	125,700 - 176,200	60.42 - 84.69
Treasury Director	130,900 - 186,000	62.92 - 89.45

MANAGEMENT	SALARY	HOURLY
Accounts Payable Manager	85,900 - 121,500	41.31 - 53.13
Accounts Payable Supervisor	54,600 - 77,300	26.24 - 37.17
Accounts Receivable Manager	79,000 - 105,700	38.00 - 50.80
Accounts Receivable Supervisor	63,800 - 88,800	30.69 - 42.69
Accounting Manager	92,000 - 116,600	44.23 - 56.05
Accounting Supervisor	61,300 - 79,000	29.45 - 38.00
Audit Manager	91,200 - 104,400	43.84 - 50.22
Billing Manager	71,600 - 94,000	34.43 - 45.21
Billing Supervisor	60,800 - 84,500	29.23 - 40.60
Collections Manager	80,900 - 105,700	38.90 - 50.80
Collections Supervisor	62,400 - 82,200	30.01 - 39.53
Controller – Assistant	87,700 - 127,100	42.17 - 61.10
Cost Accounting Manager	89,100 - 112,000	42.86 - 50.02
Cost Accounting Supervisor	79,900 - 100,700	38.40 - 48.40
Credit Manager	83,200 - 108,100	40.00 - 51.95
Credit Supervisor	66,300 - 80,700	31.88 - 38.79

\*Public Accounting

NOTE: A city's multiplier may not apply to entry-level positions paying at or near minimum wage.

MANAGEMENT (Cont.)	SALARY	HOURLY
Finance Manager	97,800 - 122,600	47.03 - 58.94
Financial Reporting Manager	115,500 - 140,800	55.52 - 67.68
FP&A Manager	99,300 - 124,800	47.76 - 60.02
Internal Audit Manager	105,100 - 134,400	50.52 - 64.59
Inventory Manager	67,700 - 89,600	32.56 - 43.06
Inventory Supervisor	51,300 - 79,200	24.67 - 38.05
Office Manager w/ Bookkeeping	58,500 - 82,000	28.15 - 39.43
Payroll Manager/Supervisor	81,700 - 118,000	39.29 - 50.42
SEC Manager	111,500 - 136,200	53.60 - 65.47
Tax Manager – Public*	103,800 - 126,900	49.92 - 61.00
Treasury Manager	90,000 - 112,200	43.25 - 53.94

STAFF	SALARY	HOURLY
Accountant – Junior	44,500 - 60,800	21.38 - 29.23
Accountant – Project	66,200 - 78,100	31.83 - 37.56
Accountant – Project Senior	68,600 - 94,400	33.00 - 42.96
Accountant – Revenue	68,200 - 88,000	32.81 - 42.32
Accountant – Staff	54,800 - 70,600	26.33 - 33.93
Accountant – Senior	71,000 - 95,000	34.13 - 43.60
Audit – Staff – Public*	58,800 - 75,700	28.25 - 36.40
Audit – Senior	76,800 - 91,200	36.90 - 43.85
Budget Analyst	61,700 - 77,900	29.67 - 37.47
Budget Analyst – Senior	77,000 - 92,400	37.02 - 44.43
Business Analyst	85,100 - 100,300	40.90 - 48.20
Bookkeeper – Full Charge	52,800 - 74,900	25.40 - 35.99
Cost Accountant	58,000 - 74,700	27.90 - 35.90
Cost Accountant – Senior	75,300 - 92,300	36.19 - 44.38
Credit Analyst	57,400 - 74,100	27.61 - 35.60
Financial Analyst	72,000 - 93,500	36.05 - 41.18

These salary ranges depict average compensation offered by most industries at the average size company for this market. If your company is larger than most or is in an industry that often pays higher, you may offer higher compensation than the published range. Likewise, smaller companies or industries with less competitive pay might pay lower than this range. Consult with your Ledgeant representative to pull research specific to your open positions.

# Meeting Eye to Eye

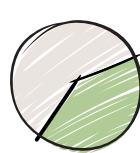
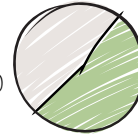
MEETINGS ARE HALF NECESSITY, HALF NUISANCE.

THE DISCUSSION ON HOW TO MAKE MEETINGS MORE EFFECTIVE AND LESS PAINFUL CONTINUES. ONE-ON-ONE MEETINGS REMAIN A VALUABLE TOOL IN UNDERSTANDING AND ENGAGING EMPLOYEES. JUST REMEMBER THAT GENERAL MEETING FAUX PAS REMAIN AND DEDICATED PROTOCOL IS REQUIRED.



EMPLOYEES WHOSE MANAGERS HOLD regular meetings ARE 3 times AS LIKELY TO BE engaged (GALLUP)

53% FIND MEETINGS PRODUCTIVE (IGLOO SOFTWARE)



However... 46% SAID THEY'D RATHER DO ANYTHING THAN SIT IN A STATUS MEETING (INC.)

8% WOULD RATHER OPT FOR A ROOT CANAL! (INC.)



### Successful Meetings

- KEEP IT UNDER 30 MINUTES
- CREATE AN AGENDA AND STAY ON TRACK
- START WITH THE POSITIVES, PRAISE, & RECOGNITION
- DISCUSS GOALS & GROWTH

STAFF (Cont.)	SALARY	HOURLY
Financial Analyst – Senior	87,500 - 112,000	42.08 - 52.08
Fixed Asset Accountant	61,400 - 78,200	29.52 - 37.61
Internal Auditor	52,200 - 65,000	25.08 - 31.23
Internal Auditor – Senior	65,000 - 93,600	38.64 - 45.02
Inventory Analyst	53,800 - 67,700	25.84 - 32.56
Tax Accountant – Junior	45,000 - 63,300	21.63 - 30.45
Tax Accountant	55,800 - 72,900	26.82 - 35.06
Tax Accountant – Senior	76,100 - 93,600	36.58 - 45.02
Treasury – Analyst	73,700 - 100,200	35.45 - 48.16

SUPPORT	SALARY	HOURLY
Accounts Payable Clerk	35,500 - 45,400	17.08 - 21.81
Accounts Payable – Senior	43,800 - 58,000	21.06 - 27.87
A/R Cash Applications Clerk	36,100 - 47,100	17.36 - 22.66
Accounts Receivable Clerk	35,000 - 44,600	16.82 - 21.43
Accounts Receivable – Senior	42,200 - 53,700	20.30 - 25.81
Accounting Clerk	29,100 - 39,200	13.99 - 18.82
Accounting Clerk – Senior	33,400 - 46,300	16.06 - 22.25
Billing Clerk	36,500 - 50,400	17.54 - 24.23
Billing Clerk – Senior	44,900 - 57,200	21.56 - 27.48
Bookkeeper – Assistant	35,600 - 45,300	17.11 - 21.77
Collector	36,300 - 51,500	17.46 - 24.76
Inventory Clerk	35,100 - 43,400	16.88 - 20.87
Inventory Clerk – Senior	41,600 - 52,600	20.01 - 25.30
Medical Biller	32,100 - 43,700	15.45 - 20.99
Payroll Administrator	56,100 - 72,900	26.99 - 35.07
Payroll Clerk	37,000 - 47,600	17.77 - 22.90
Payroll Clerk – Senior	43,800 - 52,300	21.05 - 25.14

Ask us for a handout with position descriptions or find job descriptions at [ledgent.com/salaryguide](http://ledgent.com/salaryguide)

# MIDWEST REGION

## Salaries shown for Chicago, IL

City	Multiplier
Detroit	0.95
Minneapolis/St. Paul	1
St. Louis	0.91



This page displays Chicago salaries. Multiply a salary range by the number next to a city above to get the localized salary.

### Regional Report: Chicago

Avg. Days Before "GOOD" Temp Gets an Assignment: **3-5 days**  
 Avg. Days Before "HOT" Candidate is Hired: **10-12 days**  
 Avg. Unemployment Rate for Finance & Accounting Jobs: **2.5%**  
 Avg. Change Impacting Entry-Level Salaries: **+1.4%**  
 Avg. Change Impacting High-End Salaries: **+2.5%**

### Candidate Supply vs. Demand



EXECUTIVE	SALARY	HOURLY
Accounting Director	122,100 - 168,900	58.70 - 81.21
Audit Director – Public*	119,200 - 168,600	57.30 - 81.05
Chief Financial Officer	158,000 - 268,900	75.96 - 129.27
Controller – Corporate	109,300 - 159,200	52.57 - 76.55
Controller – Division	95,000 - 137,300	45.65 - 66.00
Credit Director	90,300 - 138,100	43.40 - 66.40
Finance Director	131,000 - 186,600	63.00 - 89.70
Finance Vice President	149,000 - 235,300	71.65 - 113.13
Financial Reporting Director	124,600 - 176,800	59.93 - 84.98
Internal Audit Director	123,100 - 172,300	59.19 - 82.83
Tax Director – Public*	110,200 - 155,900	52.96 - 74.93
Treasury Director	126,400 - 172,800	60.76 - 83.07

MANAGEMENT	SALARY	HOURLY
Accounts Payable Manager	64,100 - 83,300	30.80 - 40.06
Accounts Payable Supervisor	50,700 - 71,500	24.37 - 34.38
Accounts Receivable Manager	72,000 - 93,300	34.60 - 44.85
Accounts Receivable Supervisor	52,200 - 71,700	25.11 - 34.47
Accounting Manager	80,800 - 103,200	38.84 - 49.63
Accounting Supervisor	53,900 - 70,100	25.90 - 33.70
Audit Manager	75,300 - 96,700	36.19 - 46.49
Billing Manager	62,900 - 80,400	30.26 - 38.64
Billing Supervisor	49,000 - 69,200	23.54 - 33.25
Collections Manager	72,400 - 92,600	34.80 - 44.50
Collections Supervisor	55,500 - 72,800	26.68 - 35.01
Controller – Assistant	78,600 - 120,000	37.81 - 57.67
Cost Accounting Manager	76,500 - 97,000	36.78 - 46.64
Cost Accounting Supervisor	65,000 - 86,000	31.24 - 41.34
Credit Manager	72,900 - 95,700	35.05 - 46.00
Credit Supervisor	56,200 - 73,600	27.02 - 35.41

\*Public Accounting

NOTE: A city's multiplier may not apply to entry-level positions paying at or near minimum wage.

MANAGEMENT (Cont.)	SALARY	HOURLY
Finance Manager	85,700 - 108,400	41.19 - 52.13
Financial Reporting Manager	92,000 - 113,400	44.23 - 54.53
FP&A Manager	87,900 - 110,800	42.27 - 53.26
Internal Audit Manager	83,100 - 109,000	39.97 - 52.42
Inventory Manager	60,200 - 77,600	28.93 - 37.32
Inventory Supervisor	54,100 - 71,300	25.99 - 34.28
Office Manager w/ Bookkeeping	51,400 - 72,700	24.72 - 34.96
Payroll Manager/Supervisor	61,400 - 80,200	29.52 - 38.54
SEC Manager	97,800 - 120,600	47.03 - 57.96
Tax Manager – Public*	85,700 - 111,000	41.19 - 53.35
Treasury Manager	78,900 - 99,200	37.96 - 47.71

STAFF	SALARY	HOURLY
Accountant – Junior	39,300 - 51,900	18.88 - 24.96
Accountant – Project	55,600 - 66,900	26.73 - 32.17
Accountant – Project Senior	64,300 - 79,200	30.89 - 38.05
Accountant – Revenue	60,000 - 77,900	28.83 - 37.47
Accountant – Staff	52,300 - 61,800	25.16 - 29.72
Accountant – Senior	63,300 - 78,400	30.45 - 37.71
Audit – Staff – Public*	51,600 - 67,100	24.80 - 32.25
Audit – Senior	68,500 - 86,000	32.95 - 41.35
Budget Analyst	54,900 - 76,300	26.38 - 36.68
Budget Analyst – Senior	67,500 - 82,300	32.46 - 39.57
Business Analyst	72,000 - 92,100	34.62 - 44.28
Bookkeeper – Full Charge	48,100 - 64,200	23.15 - 30.85
Cost Accountant	55,800 - 69,700	26.82 - 33.49
Cost Accountant – Senior	70,200 - 86,400	33.74 - 41.54
Credit Analyst	50,400 - 65,800	24.23 - 31.63
Financial Analyst	73,700 - 92,100	35.45 - 44.28

These salary ranges depict average compensation offered by most industries at the average size company for this market. If your company is larger than most or is in an industry that often pays higher, you may offer higher compensation than the published range. Likewise, smaller companies or industries with less competitive pay might pay lower than this range. Consult with your Ledgent representative to pull research specific to your open positions.

# Creating Healthy Competition

IT'S A DOG EAT DOG WORLD.

WE HAVE A COMPLICATED RELATIONSHIP WITH COMPETITION: TOO LITTLE AND WE MAY NEVER PUSH FORWARD, TOO MUCH AND WE START STRESSING, CLASHING, AND BACK STABBING. LIKE ANY GOOD THING, IT'S ALL ABOUT **MODERATION**. IDEALLY, WE FIND A MIDDLE GROUND — **A BALANCE THAT INSPIRES, BOOSTS INNOVATION, AND REWARDS US.**

THIS HARMONY CAN BE HARD TO FIND, BUT NOT IMPOSSIBLE. WE ENVISION MORE OF A "DOG MOTIVATE DOG WORLD"...



25% OF PEOPLE *wilt* UNDER COMPETITION (BECOME DISENGAGED)



25% AREN'T IMPACTED BY IT



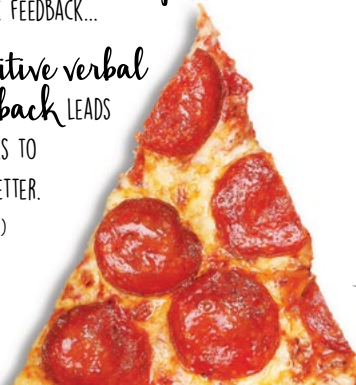
50% BENEFIT FROM IT  
(TOP DOG, BRONSON & MERRYMAN)



20% HAVE LEFT A JOB BECAUSE OF A *workplace rival* (MONSTER)

WHEN REWARDED WITH MONEY, *pizza*, OR POSITIVE FEEDBACK...

*positive verbal feedback* LEADS EMPLOYEES TO PERFORM BETTER. (GAMEFFECTIVE)



88% PREFER A *collaborative* WORK CULTURE THAN A *competitive* ONE (FORBES)



## Intrinsic Motivators

- AUTONOMY
  - PURPOSE
  - ACCOMPLISHMENTS
  - PROBLEM-SOLVING
- THESE ARE SIGNIFICANTLY MORE EFFECTIVE THAN EXTRINSIC ONES (MONEY, BONUSES, PRAISE...)

COMPETITION IS INEVITABLE AND IT'S NOT A BAD THING. KEEP IT *fair, engaging & effective.*

- CREATE AN AIR OF **EXCITEMENT** OVER ANXIETY
- PROVIDE **GUIDELINES** FOR THE COMPETITION, KEEPING EVERYONE **WELL-INFORMED**
- **REWARD FOR WINNING**, RATHER THAN PUNISHING FOR LOSING
- KEEP **COMMUNICATION** OPEN THROUGH THE PROCESS AND EMPHASIZE **STRENGTHS**
- FOCUS ON **TEAM COMPETITIONS** OR "PERSONAL BEST" COMPETITIONS

STAFF (Cont.)	SALARY	HOURLY
Financial Analyst – Senior	74,500 - 92,700	35.80 - 44.58
Fixed Asset Accountant	54,900 - 68,500	26.38 - 32.95
Internal Auditor	57,400 - 75,800	27.61 - 36.44
Internal Auditor – Senior	72,500 - 87,800	34.87 - 42.22
Inventory Analyst	47,200 - 65,000	22.70 - 31.24
Tax Accountant – Junior	39,900 - 50,000	19.17 - 24.03
Tax Accountant	47,400 - 60,000	22.80 - 28.83
Tax Accountant – Senior	62,000 - 80,600	29.82 - 38.74
Treasury – Analyst	64,100 - 84,600	30.80 - 40.65

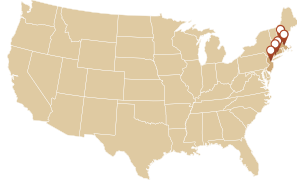
SUPPORT	SALARY	HOURLY
Accounts Payable Clerk	35,500 - 45,400	17.08 - 21.81
Accounts Payable – Senior	43,800 - 58,000	21.06 - 27.87
A/R Cash Applications Clerk	36,100 - 47,100	17.36 - 22.66
Accounts Receivable Clerk	35,000 - 44,600	16.82 - 21.43
Accounts Receivable – Senior	42,200 - 53,700	20.30 - 25.81
Accounting Clerk	29,100 - 39,200	13.99 - 18.82
Accounting Clerk – Senior	33,400 - 46,300	16.06 - 22.25
Billing Clerk	36,500 - 50,400	17.54 - 24.23
Billing Clerk – Senior	44,900 - 57,200	21.56 - 27.48
Bookkeeper – Assistant	35,600 - 45,300	17.11 - 21.77
Collector	36,300 - 51,500	17.46 - 24.76
Inventory Clerk	35,100 - 43,400	16.88 - 20.87
Inventory Clerk – Senior	41,600 - 52,600	20.01 - 25.30
Medical Biller	32,100 - 43,700	15.45 - 20.99
Payroll Administrator	56,100 - 72,900	26.99 - 35.07
Payroll Clerk	37,000 - 47,600	17.77 - 22.90
Payroll Clerk – Senior	43,800 - 52,300	21.05 - 25.14

Ask us for a handout with position descriptions or find job descriptions at [ledgent.com/salaryguide](http://ledgent.com/salaryguide)

# NORTHEAST REGION

## Salaries shown for Boston, MA

City	Multiplier
Hartford	0.95
Nashua	0.96
New Haven	0.97
Paramus	1.13



This page displays Boston salaries. Multiply a salary range by the number next to a city above to get the localized salary.

EXECUTIVE	SALARY	HOURLY
Accounting Director	149,600 - 196,900	71.94 - 94.64
Audit Director – Public*	146,100 - 203,800	70.25 - 98.00
Chief Financial Officer	184,600 - 297,300	88.76 - 142.95
Controller – Corporate	143,500 - 196,900	69.00 - 94.64
Controller – Division	119,200 - 168,300	57.30 - 80.90
Credit Director	87,100 - 141,300	41.88 - 67.92
Finance Director	167,200 - 230,900	80.40 - 111.00
Finance Vice President	189,600 - 268,600	91.16 - 129.12
Financial Reporting Director	160,700 - 220,400	77.24 - 105.97
Internal Audit Director	148,600 - 206,000	71.45 - 99.06
Tax Director – Public*	126,100 - 179,400	60.61 - 86.26
Treasury Director	128,900 - 180,300	61.98 - 86.70

MANAGEMENT	SALARY	HOURLY
Accounts Payable Manager	76,900 - 97,400	36.98 - 46.83
Accounts Payable Supervisor	58,200 - 81,000	28.00 - 38.94
Accounts Receivable Manager	77,400 - 102,400	37.20 - 49.25
Accounts Receivable Supervisor	56,300 - 79,800	27.07 - 38.35
Accounting Manager	88,400 - 112,800	42.52 - 54.24
Accounting Supervisor	63,900 - 85,400	30.70 - 41.05
Audit Manager	85,100 - 103,500	40.90 - 49.77
Billing Manager	83,100 - 104,800	39.97 - 50.36
Billing Supervisor	54,500 - 80,500	26.19 - 38.69
Collections Manager	79,800 - 104,400	38.35 - 50.20
Collections Supervisor	61,900 - 81,900	29.77 - 39.38
Controller – Assistant	92,600 - 132,200	44.53 - 63.55
Cost Accounting Manager	91,200 - 112,800	43.84 - 54.24
Cost Accounting Supervisor	73,700 - 94,500	35.45 - 45.41
Credit Manager	81,400 - 101,500	39.15 - 48.80
Credit Supervisor	63,800 - 83,600	30.65 - 40.21

\*Public Accounting

NOTE: A city's multiplier may not apply to entry-level positions paying at or near minimum wage.

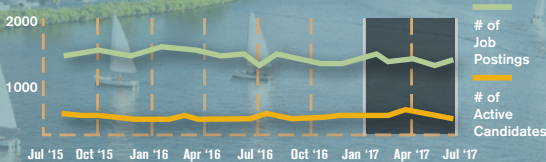
MANAGEMENT (Cont.)	SALARY	HOURLY
Finance Manager	97,400 - 123,500	46.83 - 59.39
Financial Reporting Manager	102,700 - 133,300	49.38 - 64.09
FP&A Manager	100,600 - 133,300	48.35 - 64.09
Internal Audit Manager	91,500 - 128,100	43.99 - 61.59
Inventory Manager	68,900 - 91,400	33.10 - 43.94
Inventory Supervisor	61,100 - 83,000	29.37 - 39.92
Office Manager w/ Bookkeeping	59,200 - 81,000	28.44 - 38.94
Payroll Manager/Supervisor	71,700 - 88,300	34.47 - 42.47
SEC Manager	112,800 - 143,500	54.24 - 69.00
Tax Manager – Public*	103,600 - 164,000	49.82 - 78.85
Treasury Manager	91,900 - 128,100	44.18 - 61.59

STAFF	SALARY	HOURLY
Accountant – Junior	44,100 - 57,500	21.18 - 27.66
Accountant – Project	57,600 - 71,000	27.71 - 34.13
Accountant – Project Senior	68,200 - 83,900	32.81 - 40.36
Accountant – Revenue	63,600 - 82,800	30.60 - 39.82
Accountant – Staff	58,800 - 68,100	28.25 - 32.76
Accountant – Senior	75,000 - 91,800	36.04 - 44.13
Audit – Staff – Public*	53,100 - 69,200	25.55 - 33.25
Audit – Senior	78,300 - 93,500	37.65 - 44.95
Budget Analyst	59,300 - 78,500	28.49 - 37.76
Budget Analyst – Senior	74,400 - 94,700	35.75 - 45.51
Business Analyst	81,500 - 97,000	39.18 - 46.64
Bookkeeper – Full Charge	54,600 - 70,400	26.24 - 33.84
Cost Accountant	61,800 - 81,200	29.72 - 39.03
Cost Accountant – Senior	78,500 - 93,600	37.76 - 45.02
Credit Analyst	52,900 - 67,900	25.45 - 32.66
Financial Analyst	57,500 - 83,200	27.63 - 39.98

## Regional Report: Boston

Avg. Days Before "GOOD" Temp Gets an Assignment: **2-4 days**  
 Avg. Days Before "HOT" Candidate is Hired: **8-10 days**  
 Avg. Unemployment Rate for Finance & Accounting Jobs: **2.5%**  
 Avg. Change Impacting Entry-Level Salaries: **+2.4%**  
 Avg. Change Impacting High-End Salaries: **+3.8%**

## Candidate Supply vs. Demand



These salary ranges depict average compensation offered by most industries at the average size company for this market. If your company is larger than most or is in an industry that often pays higher, you may offer higher compensation than the published range. Likewise, smaller companies or industries with less competitive pay might pay lower than this range. Consult with your Ledgent representative to pull research specific to your open positions.



# Survey says...

LOYALTY & ENGAGEMENT GO HAND IN HAND. REPLENISHING EMPLOYEES AND CUSTOMERS IS A COSTLY BUSINESS, SO MONITORING THEIR ENGAGEMENT SHOULD BE A TOP PRIORITY.

SURVEYS PROVIDE AN AVENUE FOR EMPLOYEES AND CLIENTS TO TELL IT LIKE IT IS. BUT IN ORDER TO GET HONEST, ACTIONABLE RESPONSES, YOU HAVE TO ASK THE RIGHT QUESTIONS, THE RIGHT WAY, AT THE RIGHT TIME, AND DO THE RIGHT THING WITH THE RESULTS.

STAFF (Cont.)	SALARY	HOURLY
Financial Analyst – Senior	85,500 - 102,200	41.09 - 49.14
Fixed Asset Accountant	60,300 - 76,600	28.98 - 36.83
Internal Auditor	71,400 - 87,100	34.33 - 41.88
Internal Auditor – Senior	78,400 - 93,400	37.71 - 44.92
Inventory Analyst	55,500 - 73,400	26.68 - 35.31
Tax Accountant – Junior	42,400 - 57,300	20.40 - 27.56
Tax Accountant	66,300 - 85,600	31.88 - 41.14
Tax Accountant – Senior	78,300 - 95,900	37.66 - 46.10
Treasury – Analyst	75,300 - 93,100	36.19 - 44.77

SUPPORT	SALARY	HOURLY
Accounts Payable Clerk	36,000 - 49,300	17.31 - 23.69
Accounts Payable – Senior	49,100 - 56,500	23.60 - 27.15
A/R Cash Applications Clerk	36,400 - 45,000	17.51 - 21.63
Accounts Receivable Clerk	32,900 - 42,300	15.84 - 20.35
Accounts Receivable – Senior	44,500 - 56,400	21.38 - 27.12
Accounting Clerk	36,600 - 46,700	17.60 - 22.46
Accounting Clerk – Senior	41,500 - 49,700	19.96 - 23.88
Billing Clerk	36,600 - 45,600	17.60 - 21.92
Billing Clerk – Senior	42,800 - 55,400	20.60 - 26.63
Bookkeeper – Assistant	41,100 - 53,200	19.76 - 25.60
Collector	38,000 - 55,000	18.86 - 25.35
Inventory Clerk	40,100 - 50,000	19.27 - 24.03
Inventory Clerk – Senior	47,300 - 58,700	22.75 - 28.20
Medical Biller	36,000 - 55,000	17.31 - 22.02
Payroll Administrator	52,000 - 56,600	25.01 - 27.22
Payroll Clerk	40,800 - 50,200	19.62 - 24.13
Payroll Clerk – Senior	48,000 - 60,000	23.00 - 28.39

Ask us for a handout with position descriptions or find job descriptions at [ledgent.com/salaryguide](http://ledgent.com/salaryguide)

## Surveying Employees



46% OF ORGANIZATIONS WITH 100+ EMPLOYEES SURVEY ANNUALLY (MODERN SURVEY)



16% NEVER MEASURE ENGAGEMENT (MODERN SURVEY)

4/5 EMPLOYEES BELIEVE THEIR manager WILL **not** ACT ON WHAT CAME UP IN THE SURVEY (OFFICEVIBE)



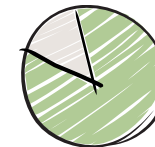
98% OF CEOs IGNORE ANNUAL EMPLOYEE ENGAGEMENT SURVEY RESULTS (MOTIVOSITY)

98%

## Surveying Customers

THE SIMPLE ACT OF **surveying** RETAINED **twice** AS MANY CUSTOMERS AS **NOT SURVEYING** (HBR)

83% OF "SUCCESSFUL" BUSINESSES REGULARLY PULSE CUSTOMERS FOR FEEDBACK (SURVEYMONKEY)



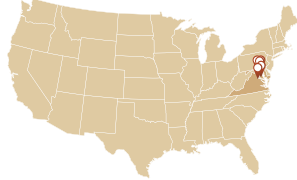
SURVEYS AREN'T EASY. HERE ARE A FEW tips TO GET YOU STARTED:

- HAVE DEDICATED PERSONNEL (OR AN OUTSIDE PARTNER) DEVOTED TO THE SURVEY PROCESS
- EMPHASIZE HONESTY AND GRATITUDE FOR FEEDBACK
- ENSURE ANONYMITY AND KEEP SURVEYS BRIEF
- BE WARY OF DOUBLE-BARRELED QUESTIONS
- BE TRANSPARENT AND ACTIONABLE WITH RESULTS

# MID-ATLANTIC REGION

## Salaries shown for Washington, D.C.

City	Multiplier
Arlington	1
Baltimore	0.93
Frederick	0.95
Rockville	0.98

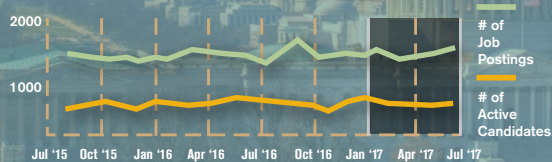


This page displays Washington, D.C. salaries. Multiply a salary range by the number next to a city above to get the localized salary.

### Regional Report: Washington, D.C.

Avg. Days Before "GOOD" Temp Gets an Assignment: **3-5 days**  
 Avg. Days Before "HOT" Candidate is Hired: **7-10 days**  
 Avg. Unemployment Rate for Finance & Accounting Jobs: **2.5%**  
 Avg. Change Impacting Entry-Level Salaries: **+1.1%**  
 Avg. Change Impacting High-End Salaries: **+2.8%**

### Candidate Supply vs. Demand



EXECUTIVE	SALARY	HOURLY
Accounting Director	150,500 - 197,900	71.62 - 94.20
Audit Director – Public*	147,600 - 204,200	70.27 - 97.21
Chief Financial Officer	185,500 - 298,900	88.33 - 142.27
Controller – Corporate	144,200 - 197,900	68.66 - 94.20
Controller – Division	119,800 - 169,100	55.94 - 78.95
Credit Director	87,500 - 142,000	41.66 - 67.59
Finance Director	168,100 - 232,100	78.47 - 108.38
Finance Vice President	190,600 - 270,000	90.75 - 128.53
Financial Reporting Director	161,500 - 221,500	76.87 - 105.47
Internal Audit Director	149,400 - 207,200	71.14 - 98.62
Tax Director – Public*	126,700 - 180,300	60.31 - 85.85
Treasury Director	129,600 - 181,300	61.72 - 86.29

MANAGEMENT	SALARY	HOURLY
Accounts Payable Manager	77,300 - 97,900	36.81 - 46.62
Accounts Payable Supervisor	58,500 - 81,400	27.87 - 38.75
Accounts Receivable Manager	77,800 - 103,000	36.32 - 48.07
Accounts Receivable Supervisor	56,600 - 80,200	26.95 - 38.17
Accounting Manager	88,900 - 113,400	42.34 - 54.00
Accounting Supervisor	64,200 - 85,800	29.96 - 40.06
Audit Manager	85,500 - 104,000	40.69 - 49.53
Billing Manager	83,500 - 105,300	39.77 - 50.11
Billing Supervisor	54,800 - 80,900	26.08 - 38.51
Collections Manager	80,200 - 104,900	37.44 - 48.99
Collections Supervisor	62,200 - 82,300	29.62 - 39.19
Controller – Assistant	93,100 - 132,900	44.33 - 63.27
Cost Accounting Manager	91,700 - 113,400	43.65 - 54.00
Cost Accounting Supervisor	74,200 - 95,000	35.30 - 45.21
Credit Manager	81,800 - 102,000	38.21 - 47.64
Credit Supervisor	64,100 - 84,000	30.49 - 40.01

\*Public Accounting

NOTE: A city's multiplier may not apply to entry-level positions paying at or near minimum wage.

MANAGEMENT (Cont.)	SALARY	HOURLY
Finance Manager	97,900 - 124,100	46.62 - 59.09
Financial Reporting Manager	103,200 - 134,000	49.14 - 63.80
FP&A Manager	101,100 - 134,000	48.12 - 63.80
Internal Audit Manager	92,000 - 128,800	43.80 - 61.33
Inventory Manager	69,300 - 91,900	32.97 - 43.75
Inventory Supervisor	61,400 - 83,400	29.23 - 39.72
Office Manager w/ Bookkeeping	59,500 - 81,400	28.31 - 38.75
Payroll Manager/Supervisor	72,100 - 88,800	34.33 - 42.29
SEC Manager	113,400 - 144,200	54.00 - 68.66
Tax Manager – Public*	104,100 - 164,800	49.58 - 78.47
Treasury Manager	92,400 - 128,800	43.99 - 61.33

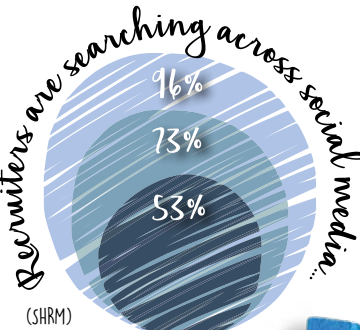
STAFF	SALARY	HOURLY
Accountant – Junior	44,300 - 57,800	21.07 - 27.53
Accountant – Project	57,900 - 71,400	27.58 - 33.99
Accountant – Project Senior	68,500 - 84,400	32.63 - 40.16
Accountant – Revenue	64,000 - 83,200	30.45 - 39.62
Accountant – Staff	59,100 - 68,400	28.11 - 32.58
Accountant – Senior	75,400 - 92,300	35.88 - 43.94
Audit – Staff – Public*	53,500 - 69,500	24.96 - 32.44
Audit – Senior	78,700 - 94,000	36.76 - 43.90
Budget Analyst	59,600 - 78,900	28.36 - 37.58
Budget Analyst – Senior	74,800 - 95,200	35.59 - 45.30
Business Analyst	81,900 - 97,500	38.99 - 46.42
Bookkeeper – Full Charge	54,900 - 70,800	26.12 - 33.70
Cost Accountant	62,100 - 81,600	29.57 - 38.85
Cost Accountant – Senior	78,900 - 94,100	37.58 - 44.82
Credit Analyst	53,200 - 68,200	25.35 - 32.49
Financial Analyst	66,900 - 96,900	31.85 - 46.13

These salary ranges depict average compensation offered by most industries at the average size company for this market. If your company is larger than most or is in an industry that often pays higher, you may offer higher compensation than the published range. Likewise, smaller companies or industries with less competitive pay might pay lower than this range. Consult with your Ledgent representative to pull research specific to your open positions.

# Social Media for Employers

AS THE CANDIDATE MARKET TIGHTENS AND SOCIAL MEDIA EXPANDS, SOCIAL NETWORKING HAS BECOME A POWERFUL TOOL. THE PASSIVE CANDIDATE IS NO MORE – EVERYBODY IS A CANDIDATE, AND SOCIAL MEDIA SERVES AS A TOOL TO GET THEIR ATTENTION, SCOPE OUT TALENT, AND SHOWCASE YOUR WORKPLACE.

SOCIAL MEDIA BECOMES WHERE YOU LOOK FOR THEM AND THEY LOOK FOR YOU.

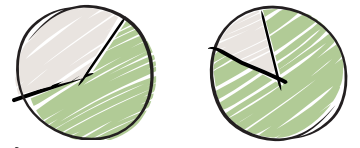


- 96% OF RECRUITERS USE LINKEDIN
- 73% USE FACEBOOK
- 53% USE TWITTER

62% OF CANDIDATES WILL RESEARCH COMPANIES ON SOCIAL MEDIA (CAREERARC)

50% OF RECRUITERS PLAN TO INCREASE THEIR SOCIAL MEDIA BUDGET

THE POWER OF **LinkedIn:**



70% OF PEOPLE USE LINKEDIN FOR JOB HUNTING AND 80% OF PEOPLE USE IT FOR RECRUITING

THERE ARE 5.5 million accountants ON LINKEDIN.



62% OF JOB-SEEKERS SAY THEIR PERCEPTION OF A COMPANY IMPROVES AFTER SEEING AN EMPLOYER RESPOND TO A REVIEW (GLASSDOOR)



67% OF JOBSEEKERS USE FACEBOOK IN THEIR JOB SEARCH (JOBVITE)

STAFF (Cont.)	SALARY	HOURLY
Financial Analyst – Senior	85,900 - 102,700	40.89 - 48.90
Fixed Asset Accountant	60,600 - 77,000	28.84 - 36.66
Internal Auditor	71,800 - 87,500	34.18 - 41.66
Internal Auditor – Senior	78,800 - 93,900	37.54 - 44.72
Inventory Analyst	55,800 - 73,800	26.56 - 35.16
Tax Accountant – Junior	42,600 - 57,600	20.30 - 27.44
Tax Accountant	66,600 - 86,000	31.71 - 40.93
Tax Accountant – Senior	78,700 - 96,400	37.49 - 45.89
Treasury – Analyst	75,700 - 93,600	36.03 - 44.58

SUPPORT	SALARY	HOURLY
Accounts Payable Clerk	36,200 - 49,600	17.24 - 23.60
Accounts Payable – Senior	49,300 - 56,800	23.02 - 26.51
A/R Cash Applications Clerk	36,600 - 45,200	17.43 - 21.51
Accounts Receivable Clerk	33,200 - 42,500	15.78 - 20.25
Accounts Receivable – Senior	44,700 - 56,700	21.27 - 27.00
Accounting Clerk	36,800 - 46,900	17.53 - 22.34
Accounting Clerk – Senior	41,700 - 50,000	19.86 - 23.79
Billing Clerk	36,800 - 45,800	17.53 - 21.80
Billing Clerk – Senior	43,000 - 55,700	20.49 - 26.51
Bookkeeper – Assistant	41,300 - 53,600	19.67 - 25.49
Collector	41,500 - 53,000	19.76 - 25.25
Inventory Clerk	40,300 - 50,300	19.18 - 23.94
Inventory Clerk – Senior	47,500 - 59,000	22.63 - 28.07
Medical Biller	36,200 - 46,000	17.24 - 21.90
Payroll Administrator	52,300 - 56,900	24.91 - 27.10
Payroll Clerk	41,000 - 50,500	19.52 - 24.04
Payroll Clerk – Senior	48,000 - 59,400	22.87 - 28.26

TO BOOST SOCIAL MEDIA RECRUITING, BE SURE TO:

- #1 BE WARY OF SUBCONSCIOUS DISCRIMINATION AFTER VIEWING A CANDIDATE'S PROFILE
- #2 DISPLAY YOUR CULTURE THROUGH PHOTOS AND VIDEOS
- #3 FACILITATE AND REWARD EMPLOYEES FOR SHARING ON PERSONAL PROFILES
- #4 RESPOND TO COMMENTS AND REVIEWS
- #5 SHARE ORIGINAL CONTENT TO DISPLAY YOUR EXPERTISE
- #6 OPTIMIZE YOUR CAREER SITE FOR MOBILE JOB SEARCHING



Ask us for a handout with position descriptions or find job descriptions at [ledgent.com/salaryguide](http://ledgent.com/salaryguide)

# SOUTHEAST REGION

## Salaries shown for Atlanta, GA

City	Multiplier
Boca Raton	1
Clearwater	0.94
Ft. Lauderdale	0.98
Orlando	0.94
Raleigh	0.96
Tampa	0.95
West Palm Beach	1



This page displays Atlanta salaries. Multiply a salary range by the number next to a city to the left to get the localized salary.

EXECUTIVE	SALARY	HOURLY
Accounting Director	131,500 - 188,700	63.21 - 90.72
Audit Director – Public*	125,300 - 185,200	60.25 - 89.05
Chief Financial Officer	159,400 - 298,500	76.65 - 143.49
Controller – Corporate	128,700 - 176,800	61.89 - 84.98
Controller – Division	126,000 - 162,000	60.60 - 77.90
Credit Director	97,700 - 152,500	46.98 - 73.31
Finance Director	136,400 - 232,900	65.60 - 111.95
Finance Vice President	165,800 - 241,300	79.69 - 116.03
Financial Reporting Director	127,800 - 205,300	61.45 - 98.71
Internal Audit Director	144,200 - 176,100	69.34 - 84.64
Tax Director – Public*	101,000 - 140,700	48.55 - 67.62
Treasury Director	128,700 - 174,700	61.89 - 84.00

MANAGEMENT	SALARY	HOURLY
Accounts Payable Manager	69,500 - 91,700	33.40 - 44.09
Accounts Payable Supervisor	53,400 - 76,500	25.70 - 36.78
Accounts Receivable Manager	75,600 - 97,400	36.35 - 46.85
Accounts Receivable Supervisor	52,600 - 68,300	25.30 - 32.86
Accounting Manager	79,600 - 100,600	38.25 - 48.35
Accounting Supervisor	62,100 - 86,900	29.85 - 41.80
Audit Manager	81,000 - 104,700	38.94 - 50.31
Billing Manager	62,200 - 83,400	29.91 - 40.11
Billing Supervisor	56,900 - 77,100	27.36 - 37.07
Collections Manager	73,500 - 96,400	35.35 - 46.35
Collections Supervisor	62,300 - 78,700	29.96 - 37.86
Controller – Assistant	89,800 - 125,700	43.15 - 60.42
Cost Accounting Manager	83,200 - 105,600	40.02 - 50.75
Cost Accounting Supervisor	61,300 - 84,900	29.47 - 40.80
Credit Manager	77,500 - 98,100	37.25 - 47.15
Credit Supervisor	61,000 - 82,600	29.33 - 39.72

MANAGEMENT (Cont.)	SALARY	HOURLY
Finance Manager	98,000 - 122,700	47.13 - 58.99
Financial Reporting Manager	97,900 - 134,300	47.08 - 64.58
FP&A Manager	97,700 - 134,200	46.98 - 64.53
Internal Audit Manager	96,700 - 117,800	46.49 - 56.64
Inventory Manager	67,300 - 87,100	32.37 - 41.88
Inventory Supervisor	47,700 - 68,300	22.95 - 32.86
Office Manager w/ Bookkeeping	41,200 - 73,700	19.81 - 35.45
Payroll Manager/Supervisor	66,000 - 86,400	31.73 - 41.54
SEC Manager	105,100 - 129,600	50.51 - 62.33
Tax Manager – Public*	100,000 - 118,500	48.06 - 56.98
Treasury Manager	72,700 - 94,200	34.96 - 45.31

STAFF	SALARY	HOURLY
Accountant – Junior	39,200 - 51,600	18.83 - 24.81
Accountant – Project	60,000 - 77,000	28.83 - 37.02
Accountant – Project Senior	66,900 - 85,100	32.17 - 40.90
Accountant – Revenue	61,600 - 77,400	29.62 - 37.22
Accountant – Staff	43,200 - 65,200	20.79 - 31.34
Accountant – Senior	66,900 - 88,200	32.17 - 42.42
Audit – Staff – Public*	54,700 - 76,900	26.30 - 36.95
Audit – Senior	68,200 - 99,200	32.80 - 47.70
Budget Analyst	50,100 - 66,100	24.08 - 31.78
Budget Analyst – Senior	64,700 - 80,700	31.09 - 38.79
Business Analyst	75,500 - 94,200	36.29 - 45.31
Bookkeeper – Full Charge	44,600 - 60,800	21.43 - 29.23
Cost Accountant	56,100 - 73,000	26.97 - 35.11
Cost Accountant – Senior	76,300 - 89,300	36.68 - 42.91
Credit Analyst	49,800 - 66,300	23.93 - 31.88
Financial Analyst	66,900 - 84,500	32.17 - 40.60

\*Public Accounting

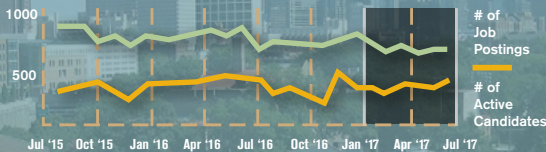
NOTE: A city's multiplier may not apply to entry-level positions paying at or near minimum wage.

These salary ranges depict average compensation offered by most industries at the average size company for this market. If your company is larger than most or is in an industry that often pays higher, you may offer higher compensation than the published range. Likewise, smaller companies or industries with less competitive pay might pay lower than this range. Consult with your Ledgeant representative to pull research specific to your open positions.

## Regional Report: Atlanta

Avg. Days Before "GOOD" Temp Gets an Assignment: **2-4 days**  
 Avg. Days Before "HOT" Candidate is Hired: **8-10 days**  
 Avg. Unemployment Rate for Finance & Accounting Jobs: **2.5%**  
 Avg. Change Impacting Entry-Level Salaries: **+1.8%**  
 Avg. Change Impacting High-End Salaries: **+3.1%**

## Candidate Supply vs. Demand



# The 1099 Trap

INDEPENDENT CONTRACTORS HOLD A SERIOUS TEMPTATION. MANY "ONLINE STAFFING COMPANIES" OFFER TALENT AT A CUT COST BY POTENTIALLY MISCLASSIFYING TEMPORARY EMPLOYEES AS 1099 EMPLOYEES, LEAVING THEIR BUSINESS CLIENTS WITH THE CONSEQUENCES.

THERE'S A REASON LEDGENT GENERALLY EMPLOYS W2 TEMPORARY EMPLOYEES: WE TAKE CARE OF OUR **AMBASSADORS** AND **BUSINESS CLIENTS**. WE RUN **STRINGENT LEGAL ANALYSES** ON ANY WORKER CLASSIFIED AS A 1099.



10%-30% OF EMPLOYERS MISCLASSIFY EMPLOYEES AS 1099 INDEPENDENT CONTRACTORS (NATIONAL EMPLOYMENT LAW PROJECT)

IN 2009, MISCLASSIFICATION COST **\$54 billion** IN UNDERPAYMENT OF EMPLOYMENT TAXES AND **\$15 billion** IN UNPAID FICA & UNEMPLOYMENT TAXES



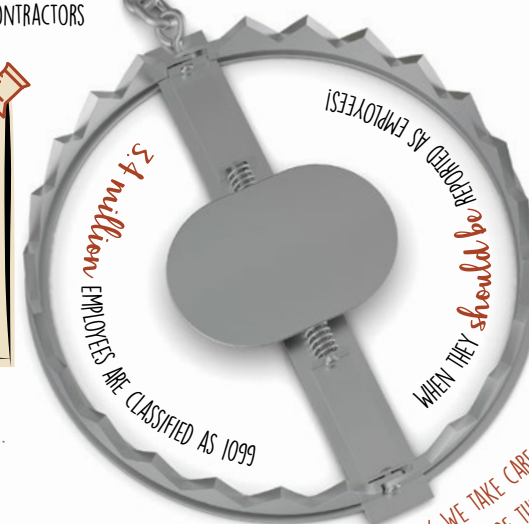
**\$83,051,159**: BACK WAGES FOR 108,050 MISCLASSIFIED WORKERS IN LOW-WAGE INDUSTRIES IN 2013 (DOL WAGE AND HOUR DIVISION INVESTIGATION)

## GENERAL QUALIFICATIONS FOR 1099 Employees:

- BEHAVIORAL CONTROL
  - FINANCIAL CONTROL
  - RELATIONSHIP OF THE PARTIES
- (SEE THE IRS WEBSITE FOR SPECIFICS)

...BUT YOU CAN STILL BE IN VIOLATION IF THE EMPLOYEE...

- AGREES TO BE MISCLASSIFIED
- WORKS ON-SITE OR NOT
- IS PAID ON THE BOOKS OR NOT
- HAS AN EIN OR LLC
- RECEIVES A 1099 (DEPARTMENT OF LABOR)



just to name a few: WE TAKE CARE OF OUR AMBASSADORS AND TAKE CARE OF THE LIABILITY.

It's a messy business. THAT'S WHY WE RECOMMEND WORKING WITH a real staffing firm.

WE FIND WHEN WE INVEST IN OUR AMBASSADORS, THEY PERFORM BETTER. WE OFFER OUR AMBASSADORS:

- 401(K) OPTIONS
- HOLIDAY PAY
- RECOGNITION BONUSES
- TRADITIONAL GROUP HEALTH PLANS
- MINIMUM ESSENTIAL COVERAGE (MEC) PLANS

STAFF (Cont.)	SALARY	HOURLY
Financial Analyst – Senior	77,300 - 103,000	37.17 - 49.53
Fixed Asset Accountant	54,400 - 71,300	26.14 - 34.28
Internal Auditor	60,700 - 77,100	29.18 - 37.07
Internal Auditor – Senior	80,400 - 95,700	38.64 - 46.00
Inventory Analyst	48,300 - 66,300	23.24 - 31.88
Tax Accountant – Junior	49,500 - 65,400	23.78 - 31.43
Tax Accountant	64,900 - 81,000	31.19 - 38.94
Tax Accountant – Senior	75,100 - 91,200	36.09 - 43.84
Treasury – Analyst	67,400 - 83,900	32.41 - 40.36

SUPPORT	SALARY	HOURLY
Accounts Payable Clerk	39,100 - 46,300	18.78 - 22.26
Accounts Payable – Senior	46,700 - 57,600	22.45 - 27.70
A/R Cash Applications Clerk	37,100 - 43,600	17.85 - 20.94
Accounts Receivable Clerk	35,500 - 50,000	17.07 - 24.03
Accounts Receivable – Senior	45,200 - 52,700	21.72 - 25.35
Accounting Clerk	34,400 - 45,200	16.53 - 21.72
Accounting Clerk – Senior	44,600 - 53,800	21.43 - 25.84
Billing Clerk	34,600 - 44,400	16.62 - 21.33
Billing Clerk – Senior	42,700 - 55,300	20.55 - 26.58
Bookkeeper – Assistant	37,700 - 52,100	18.14 - 25.06
Collector	37,000 - 49,900	17.80 - 23.98
Inventory Clerk	33,800 - 46,400	16.23 - 22.31
Inventory Clerk – Senior	38,900 - 53,400	18.68 - 25.70
Medical Biller	34,500 - 43,900	16.58 - 21.09
Payroll Administrator	46,400 - 59,300	22.31 - 28.49
Payroll Clerk	33,300 - 46,600	15.99 - 22.41
Payroll Clerk – Senior	40,200 - 54,300	19.32 - 26.09

Ask us for a handout with position descriptions or find job descriptions at [ledgent.com/salaryguide](http://ledgent.com/salaryguide)

## 2018 Beyond the Salary

### Culture...



**Peers and camaraderie** ARE THE **#1 reason** EMPLOYEES GO THE EXTRA MILE, NOT MONEY (ENTREPRENEUR.COM)

OF THE **79%** OF EMPLOYEES WHO HAVE NO INTENTION TO CHANGE JOBS, **54%** CITE LIKING THE PEOPLE THEY WORK WITH, **50%** CITE GOOD WORK/LIFE BALANCE, AND **49%** CITE GOOD BENEFITS AS REASONS FOR STAYING (CAREERBUILDER)



**"Mission-driven" companies** HAVE **30%** HIGHER LEVELS OF INNOVATION AND **40%** HIGHER LEVELS OF RETENTION, AND THEY TEND TO BE LEADERS IN THEIR MARKET SEGMENT (DELOITTE)

HIGHLY ENGAGED EMPLOYEES ARE **89%** LESS LIKELY TO LEAVE THEIR COMPANY (PEOPLES.PARK)

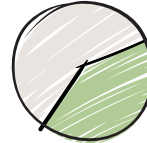


### Bonuses...



**82%** of employers give out bonuses (WORLDATWORK)

**45%** OF COMPANIES OFFER SPOT BONUSES/ AWARDS, OR UNSCHEDULED BONUSES FOR EXCEPTIONAL PERFORMANCE (SHRM)



**15%** OF ORGANIZATIONS OFFERED SPECIFIC RETENTION BONUSES TO EXECUTIVE-LEVEL EMPLOYEES, AND **15%** OFFERED THEM TO NON-EXECUTIVE EMPLOYEES (CAREERBUILDER)

**97%** OF EMPLOYEES WANT TO BE RECOGNIZED AND REWARDED FOR CONTRIBUTIONS BEYOND THE ORGANIZATION'S FINANCIAL RESULTS AND ACTIVITY METRICS (CAREERBUILDER)



### Benefits...



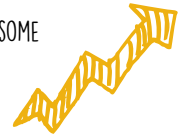
**75%** OF EMPLOYEES REPORTED THEY'RE MORE LIKELY TO STAY WITH THEIR EMPLOYER BECAUSE OF THEIR BENEFIT PROGRAM (CAREERBUILDER)

**35%** OF **millennials** HAVE TURNED DOWN JOB OFFERS BECAUSE THEY WERE DISSATISFIED WITH THE BENEFITS, COMPARED TO **27%** OF ALL OTHER AGE CATEGORIES (ANTHEM)



**60%** of employees are likely to take a job with lower pay but better benefits (AFLAC)

**37%** OF EMPLOYEES SAY THEY HAVE SEEN SOME DEGREE OF IMPROVEMENT IN THEIR BENEFITS (LODESTAR)



# 2018 Beyond the Salary

## Perks...

Most desired employee perks:



HALF-DAY FRIDAYS: 40%  
ON-SITE GYM: 20%  
CASUAL DRESS: 18%

(CAREERBUILDER)

44% OF millennials ARE RELYING ON THEIR EMPLOYERS TO ENSURE THEIR FINANCIAL SECURITY (METLIFE)



48% OF ORGANIZATIONS OFFER COMMUNITY VOLUNTEER PROGRAMS (SHRM)

41% OF employers are sending current workers back to school to get an advanced degree. OF THAT 41%:

14% OF EMPLOYERS ARE FULLY FUNDING THE DEGREE

22% OF EMPLOYERS ARE PARTIALLY FUNDING THE DEGREE

5% OF EMPLOYERS REPORT NO FUNDING OR "OTHER" SOLUTION

(CAREERBUILDER)

## Flexibility...



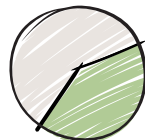
FEELING ENCOURAGED BY A SUPERVISOR TO TAKE BREAKS INCREASES PEOPLE'S LIKELIHOOD TO STAY WITH ANY GIVEN COMPANY BY NEARLY 100%, AND ALSO **doubles** THEIR SENSE OF HEALTH AND WELL-BEING (THE ENERGY PROJECT)

45% OF EMPLOYEES SAY THE IDEAL NUMBER OF PTO DAYS WOULD BE 20 OR MORE; EMPLOYEES AGED 18 TO 29 SAY 16-20 DAYS (METLIFE)



Among companies that offer unlimited vacation days, employees only take about 13 days off (FIERCE)

43% OF U.S. EMPLOYEES SAY THEY WORK REMOTELY IN SOME CAPACITY (GALLUP)



47% OF EMPLOYEES SAY THEIR EMPLOYER OFFERS FLEXIBLE HOURS (REPORTERLINK)

## About Ledgent

Ledgent Finance & Accounting is a business line of Roth Staffing Companies, L.P. providing full-service staffing solutions and executive search for finance and accounting.

We're proud to be regarded by many as the best in the industry including accolades from *Inavero* for "Best of Staffing® - Client Satisfaction" and "Best of Staffing® - Talent Satisfaction." We are one of only five large firms named by *Staffing Industry Analysts* as a "Best Staffing Firm to Work For."

*Fortune* ranked us #1 on the list of Best Workplaces for Professional Services!

We share these accolades not to brag (well, to brag a little), but to validate that we really can help you build and champion a great work culture by finding the right talent ... because we've done it ourselves.

**SALARY GUIDE 2018**



**LEDGENT**  
FINANCE & ACCOUNTING

*A Roth Staffing Company*

**866.702.6670**  
**Ledgent.com**

**Atlanta, GA**  
(770) 951-1464  
atlanta@ledgent.com

**Baltimore, MD**  
(410) 685-2470  
baltimore@ledgent.com

**Boston, MA**  
(617) 330-6870  
boston@ledgent.com

**Century City, CA**  
(310) 201-0092  
centurycity@ledgent.com

**Chicago, IL**  
(630) 523-5428  
chicago@ledgent.com

**Costa Mesa, CA**  
(714) 929-1320  
costamesa@ledgent.com

**Denver, CO**  
(303) 221-3838  
denver@ledgent.com

**Hartford, CT**  
(860) 524-1742  
hartford@ledgent.com

**Houston, TX**  
(713) 871-8620  
galleria@ledgent.com

**Minneapolis, MN**  
(651) 689-0018  
bloomington@ledgent.com

**Ontario, CA**  
(909) 466-3584  
inland@ledgent.com

**Phoenix, AZ**  
(602) 707-1880  
phoenix@ledgent.com

**Pleasanton, CA**  
(925) 737-1818  
pleasanton@ledgent.com

**Portland, OR**  
(503) 200-6446  
portland@ledgent.com

**Sacramento, CA**  
(916) 643-1570  
sacramento@ledgent.com

**San Diego, CA**  
(858) 202-1661  
lajolla@ledgent.com

**Tampa, FL**  
(813) 470-7373  
tampa@ledgent.com

**Washington, DC**  
(703) 647-8425  
arlington@ledgent.com

**West Palm Beach, FL**  
(561) 687-8896  
palmbeach@ledgent.com

**Woodland Hills, CA**  
(818) 347-8989  
woodlandhills@ledgent.com