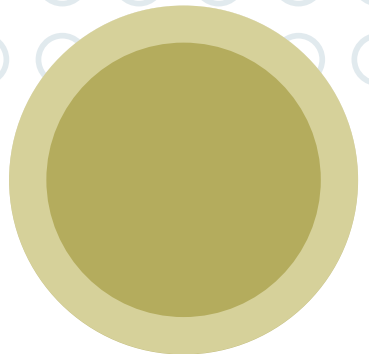
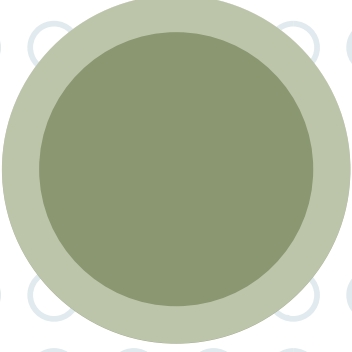
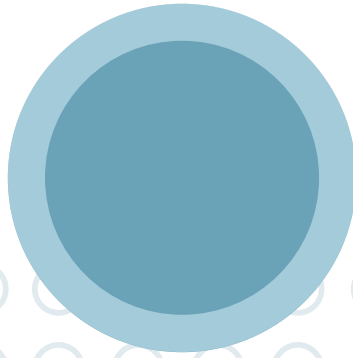


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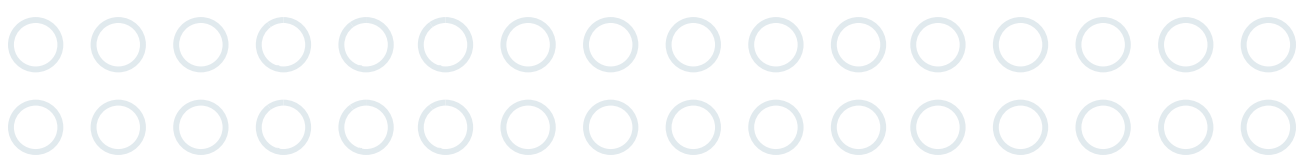
2016 US Salary Guide

US Job Salaries and Workforce Insights

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Introduction: Understanding Salary Trends for Hiring and Being Hired

With a new wave of economic uncertainty descending upon us, it's hardly surprising that the 2016 job market will feature a mix of both good and bad news.

On the positive side of the equation, recent labor market data shows a surge in job openings, specifically in professional and business services like health care, food services, and retail trade.

However, even with that welcome uptick in openings, there is little expectation it will translate into a corresponding boost in salaries. Salaries have been stagnant for several years now, and all forecasts are calling for more of the same in 2016.

That will put the onus on the best talent to venture forth into the market to seek new jobs with higher salaries. Mobility—which has been the norm in the labor market for some time now—will continue to be the rallying cry for top talent for the foreseeable future.

It is that market reality that makes LHH's 2016 US Salary Guide so valuable for assessing current compensation trends and building a future talent strategy. The US Salary Guide features detailed job descriptions and salary data on a national, regional, and local basis.

The 2016 US Salary Guide also provides an analysis of current labor market trends that will be invaluable to both organizations and individuals.

Relevant data is critical if organizations want to attract and retain top talent. For individuals, detailed job descriptions and salary data are essential for anyone looking to find the best jobs and negotiate the best salary.

LHH's 2016 US Salary Guide is your source for all that information.

Ready or Not, the Gig Economy Is Growing

The Gig Economy: blessing or curse?

The debate over the Gig Economy—a broad term that refers to an economy where workers have to move from one temporary “gig” to another—has become a top-of-mind issue for employees and employers alike. And the debate is heated.

In the United States, political leaders, including President Barack Obama, have expressed concerns about the long-term impacts of the Gig Economy. Obama acknowledged that it offers some people increased “flexibility, autonomy, and opportunity.” However, he also noted that no one yet knows whether it will offer workers a living wage.

“If the combination of globalization and automation undermines the capacity of the ordinary worker and the ordinary family to be able to support themselves ... then we’re going to have problems,” the President said at a White House summit meeting of business and union leaders.

The only point of agreement is that the Gig Economy is growing. More workers are operating as veritable “free agents” who must cobble together a patchwork of part-time “gigs” to make ends meet. This is a career path that marks the end of the traditional 9–5 workday, with greater demands on workers to go wherever the work is, whenever it is.



Management software company Intuit released new research, which found that 3.2 million American workers are actively engaged in some kind of gig work, at least part-time. According to Intuit, by 2020 there will be 7.6 million such people.



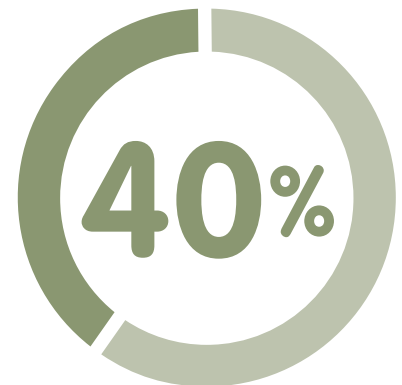


How can workers navigate the Gig Economy and get the most out of it? First and foremost, we need to continually pay attention to the ebb and flow of business to identify those conditions and scenarios where employers are contracting and expanding their workforces. This will help all of us seize opportunities to land better and more lucrative gigs.

Second, workers need to commit to continuous learning and development in a big way. Upgrading skills and education can be time consuming and expensive. However, it can be an investment that allows us to take full advantage of the opportunities that will arise in the Gig Economy.

Last, as individuals, we need to develop our resiliency so that we can tackle the uncertainty in a way that allows us to see otherwise hidden opportunities. If you're feeling stressed or lacking confidence, dig deep into the root causes of those feelings, encourage yourself to stay positive, and identify ways to turn challenges into catalysts for growth.

The Gig Economy contains a lot of uncertainty. However, there are ways that we can manage our careers to turn that uncertainty into opportunity.



Intuit predicts that by 2020, 40% of U.S. workers will be part of the "contingent workforce."



When Negotiating Salary, Be Ready to Take Your Best Shot

If you received a job offer today, would you know how much the market is willing to pay or what others holding down the same job are being paid?

If your answer to those questions is ‘no,’ you’re not alone. Far too many of us are so relieved to receive a job offer, we forget to scrutinize the salary and benefits and compare them against the market. And that’s a shame, because when it comes to salary negotiation, you only have one shot to get it right.

That first moment you see the terms of a job offer can be, handled properly, a huge opportunity if—and this is a big ‘if’—you approach negotiation in a thoughtful and deliberate manner.

First off, don’t rush the compensation conversation. Ensure that the employer makes the first move; try to hold off talking about your expectations or requirements until you have received a detailed offer.

However, after receiving that offer, where do you go from there? A good place to start is asking yourself some key questions:

- 1. How much do you know about your future employer?** Using sites like Glassdoor.com, you can access reviews from current and former employees, CEO ratings, salary reports, and assessments of interviewing processes.
- 2. What are you worth?** Using resources including the LHH Salary Guide, you should be able to find out what someone with your skills and experience should expect to be paid. Don’t forget to include the impact of location.
- 3. How will you articulate your value?** You cannot wing a salary negotiation. Try role-playing with a friend to hone your counteroffer. Include all non-salary issues like start date, professional membership dues, benefits, vacation, relocation expenses, and bonus eligibility.
- 4. What’s your bottom line?** After determining your wish list of salary and benefits, you should also figure out the minimum you would accept. This will help you determine whether to accept the job being offered or continue your search.



Social Recruiting: The Role of Big Data in Hiring

Remember the days when all you needed to bring with you to an interview was a résumé, a couple of references, and a good attitude?

Well, those days are done. Employers are tapping into new channels and using new tools to assess potential employees.

Welcome to the era of Big Data hiring.

A growing number of organizations are using online pre-hire assessments to evaluate behavioral or interpersonal skills, personality traits, problem-solving skills and key skills such as math and vocabulary. Some of the assessments will even look for leadership potential.

By some estimates, more than 57 percent of organizations are using some form of pre-hire assessments. These assessments are moving online to save time and money for the employer. More importantly, the data generated by these assessments “is helping employers identify the best candidates and the qualities that represent the best fit for job openings.

In other words, employers are getting better at separating the average candidates from the high potentials. What does all this mean for the candidate? As noted above, employers are no longer going to rely just on résumés and references or skill designations. Employers are using quantitative tools to find the people who are the best fit for their organizations.

The best advice for handling a Big Data screening is to perform your own pre-hire assessment. Learn as much as you can about the company that is hiring. Search online resources like Glassdoor.com to learn about hiring practices, interviewing and assessment techniques, and employer expectations. Go into an interview with your eyes open.

The bottom line is to invest the time to find an organization that is looking to hire someone like you. And then be your authentic self during the assessment.

As a general rule of thumb, it's always better to be as genuine as possible with your responses to assessment questions. Remember that you will benefit as much from being matched to the right job as the employer will. Getting a job that you're not suited for is an invitation to disaster.

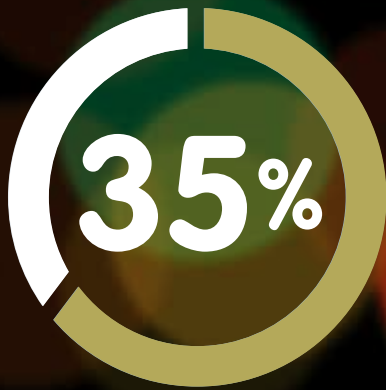


More than 57 percent of organizations are using some form of pre-hire assessments.

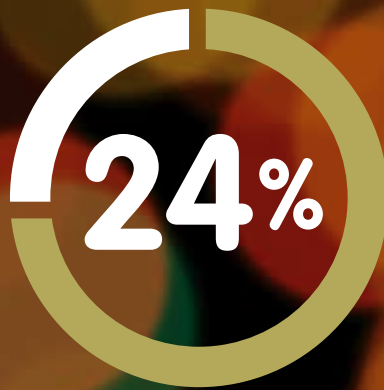


Social Media Metrics

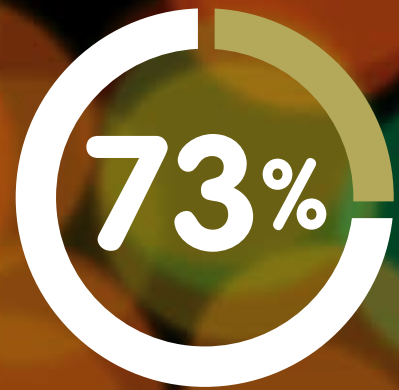
Source: Adecco Work
Trends Study, 2015



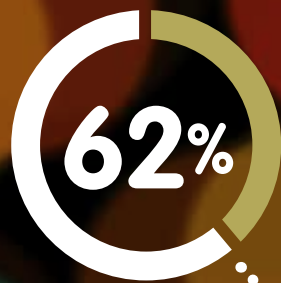
of candidates say they use social networks to contact potential employers.



of candidates say they use social networks to look for recruiters or headhunters.



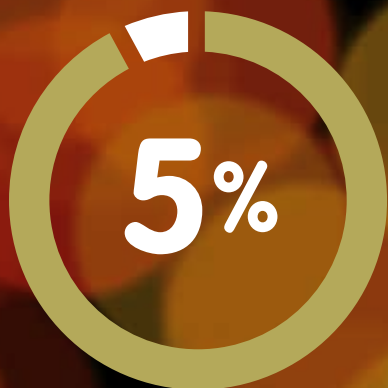
of candidates, on average, do their job-seeking activities online.



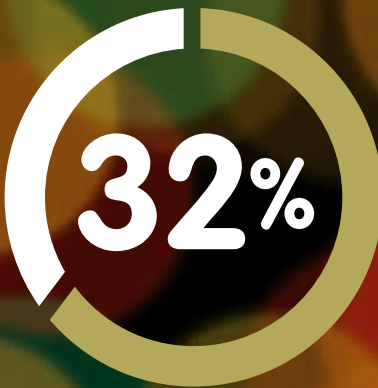
of these were contacted via LinkedIn®



of job seekers have been contacted by a recruiter through social media.



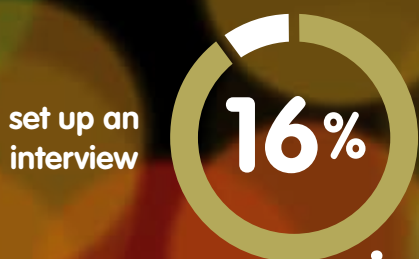
of job boards' importance will be lost in 2016 to social media, according to recruiters' expectations



of recruiters say they ask candidates about their presence on social media.



of recruiters say they have rejected at least one candidate because of content available online pertaining to the candidate.



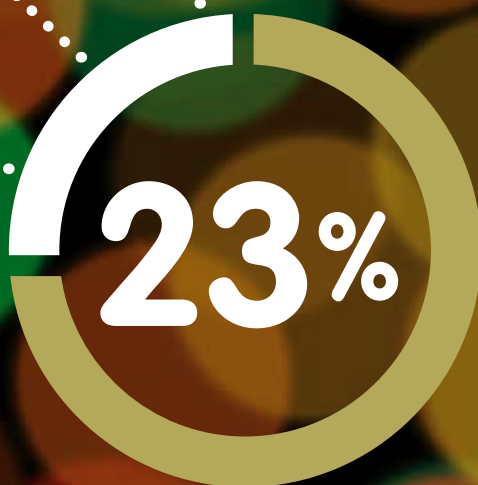
set up an interview



turned down the offer of an interview



got the job



of job seekers interviewed were contacted by a recruiter through social media.



Professional vs. Personal: The Social Media Conundrum

"Tweets are my own."

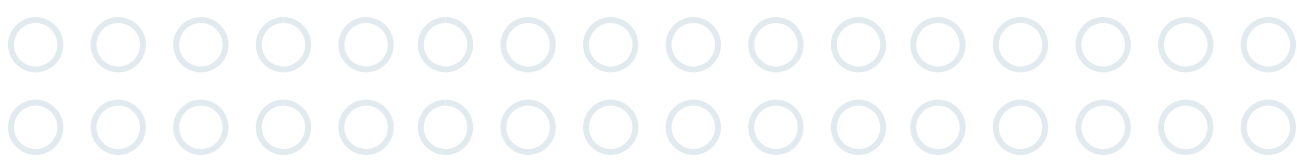
Regular users of Twitter will recognize this tiny caveat, which appears in the details of many user profiles. It's an attempt by the user to keep his or her professional and personal identities separated when using social media.

The caveat implies that we can promote or disseminate something via social media as an individual without consequence for the people who employ us.

It's a nice idea, but it's mostly misguided.

Let's face reality—there is no separation between your personal and professional identities when it comes to social media. You cannot post a photo or comment—or retweet someone else's photo or comment—as a private citizen and expect that it will not affect your identity as a working person.

The big question for all of us is—how do we manage our social media identities to ensure that what we say does not come back to haunt us at work? Consider this simple rule of thumb: If you are a professional, act professional in all that you say and do... even when you're on social media and dabbling in issues or events that are of a purely personal nature. Your employer will not separate the personal you from the professional you.



Most people understand this simple concept, particularly when it comes to business-oriented professional networking sites like LinkedIn. In this forum, it seems that most users are deliberate about the information they post, the comments they make, even the photo they use as part of their profile.

But when it comes to personal social media sites like Facebook, Twitter, or Instagram, we tend to let our guards down. We speak more freely, take more chances, and engage in more discussions than we would via professional networking sites. These discussions, which can range from the lighthearted and innocuous to the bawdy and controversial, all have different impacts on our personal brand.

No one should deny you the freedom to speak your mind or express yourself. However, it's important to weigh the impact of that freedom of expression when it comes to your career.

Where do you draw the line? Almost any subject is open for discussion on social media, but as a general rule of thumb, post comments or share photos that wouldn't embarrass you with a co-worker or a manager at your workplace. If it's something that might make you uncomfortable at work, then maybe it's a good idea to keep it off your Twitter feed.





Networking Trends: Time to Hit Up the Gym

It's time to put away those soft-spike golf shoes and pick up your water bottle. Golf is on its way out as a business activity, and sweating it out at the gym is emerging as the go-to pastime for effective career networking.

Studies from around the world over the past few years have shown a general stagnation in the number of people playing golf, a decline in the number of people purchasing golf memberships, and a plateau or small decline in the number of rounds being played each year.

In some ways, that's not hard to understand. Golf is an expensive activity, and it's time consuming. As organizations demand greater results to show for the spending, fewer business people can justify the time or the cost.

However, working out at the gym has golf beat on a number of different levels.

A gym or fitness program is a great place to meet motivated, high-energy, passionate people. Camaraderie—a key building block in a business network—grows quickly among people working out at the same time, particularly if you're engaged in a high-intensity activity like CrossFit, Tough Mudder, or SoulCycle.

These activities require people to push themselves to their physical and mental limits. It's a forum in which people put their grit, determination, and mental acuity on display. All in all, it's a place where you can develop deep, lasting bonds.

Additionally, more and more business people are prioritizing physical fitness as an important aspect of a successful career. Many cite improved fitness as having a direct impact on confidence levels and performance, including enhanced ability to focus and follow through.

Remember that the key to effective business networking is to find a group of people with whom you share an interest. This is where you will meet the people who will expand your network through common experience and goals.

Let's face it—a certain trust develops among people who are willing to sweat in front of each other.



Sideways Is the New Up

In her seminal 2013 book *Lean In: Women, Work, and the Will to Lead*, Facebook COO Sheryl Sandberg told us to think of career advancement less in terms of climbing a “ladder” and more in terms of scaling a “jungle gym.”

In one sentence, Sandberg may have completely captured the secret of career success in the 21st century.

More than ever before, old notions of direct upward mobility for career advancement are being left at the curb. Organizations are flatter in terms of corporate structure, with fewer levels and, thus, fewer opportunities to move up.

Other organizations, notably online retailer Zappos, have gone so far as to embrace Holacracy, a management system which seeks to replace the traditional top-down structure by distributing decision-making authority throughout an organization.

What does this mean for workers? Simply put, lateral has become the new “up.” That is to say, your opportunities for greater personal and career growth will come from

changing jobs and organizations more regularly, rather than just waiting in your current job for a promotion that may not be available.

This is an employment reality that is proving to be a challenge both for individuals and organizations.

Organizational structures that feature more lateral movement still contain a wealth of opportunity. However, those organizations embracing a lateral structure may find it takes some time for employees to fully recognize these opportunities.

Employees need to realize that the old standards of “deep knowledge”—the expertise that comes from working in one role for an extended period—are giving way to the new concept of “broad knowledge.” This is the cumulative expertise that comes from acquiring knowledge in more than one job.

How can you seize the opportunities that lateral or sideways movement can provide? The foundation of a successful lateral career move starts with the job you have now.

Look for opportunities in your current job to expand your knowledge and skill sets. Seize assignments that allow you to work in cross-functional teams. This will expand your internal network and provide you with experience and knowledge that extend beyond your current assignment.

Even better, position yourself to lead a team or a project. This is a great way to increase your profile within your current organization and build your resumé. It also positions you as a prime candidate to make a lateral move to another organization that can provide opportunities for advancement, along with greater pay and responsibilities.

Abandoning the corporate ladder in favor of the jungle gym can be a scary proposition. However, when managed properly, it can also be the key that opens the door to career fulfillment.





Salaries and Variances: About the Salaries in This Guide

Where do we get our data?

All employees are curious to know how their pay compares to others with similar job titles while analyzing how the market values their specific skills. Our salary data, compiled by CareerBliss in 2014, represents regional averages for positions across multiple industries, functions, and levels. The guide also features job descriptions for key positions. CareerBliss is the repository of millions of real-time salary data points provided by employees around the world. CareerBliss compares this salary data with employer data, which is provided by CyberCoders, a full-time staffing company. This combination of two key components provides data that enables us to produce statistically accurate, individualized salary reports on thousands of job titles.

Salaries may be affected by many factors, including company size, benefits offered, location within your region, educational requirements, and local supply/demand trends. The data in our guide represents average base salary only.

Get the most accurate salary data from your local job market.

We realize that salaries in your region may not be the same as salaries in another area of the country. That's why we've provided variances for 78 key markets in the chart on the next page. These variances are vital in helping you determine the most accurate salary ranges for your specific market.

How to use the variances.

The percentages listed in our variance chart will help you calculate a more accurate salary range for your area as compared to the entire region—just follow these simple steps:

+ If the variance for a selected area is a positive percentage, add the variance percentage to both the low and the high regional averages on the salary chart.

Example: A Financial Analyst working for a small company in the Northeast has a salary between \$45,527 and \$68,190. The company is based in Boston, MA.

Here is the calculation you should use:

$\$45,527 + 8.84\%$ (of \$45,527) = \$49,551
 $\$68,190 + 8.84\%$ (of \$68,190) = \$74,217

The salary range for
Boston, MA, would be: \$49,551 – \$74,217

– If the variance for a selected area is a negative percentage, subtract the variance percentage from both the low and the high regional averages on the salary chart.

Example: A Customer Service Manager working for a large company in the West has a salary between \$70,874 and \$121,600. The company is based in Tucson, AZ.

Here is the calculation you should use:

$\$70,874 - 10.75\%$ (of \$70,874) = \$63,256
 $\$121,600 - 10.75\%$ (of \$121,600) = \$108,528

The salary range for
Tucson, AZ, would be: \$63,256 – \$108,528

Market	Variance to National Average
Albuquerque, NM	-4.92%
Arlington, TX	0.82%
Atlanta, GA	2.65%
Austin, TX	-1.27%
Baltimore, MD	4.27%
Bloomington, MN	0.22%
Boston, MA	8.84%
Boulder, CO	4.90%
Burbank, CA	10.26%
Charlotte, NC	1.72%
Chicago, IL	6.38%
Cincinnati, OH	-0.14%
Cleveland, OH	1.62%
Colorado Springs, CO	1.19%
Columbus, OH	0.35%
Dallas, TX	2.40%
Denver, CO	2.84%
Detroit, MI	1.67%
Duluth, GA	2.66%
Edison, NJ	17.43%
El Paso, TX	-11.62%
Fort Worth, TX	0.82%
Fresno, CA	3.82%
Greensboro, NC	-0.70%
Hartford, CT	5.99%
Herndon, VA	11.18%
Honolulu, HI	9.33%
Houston, TX	2.43%
Indianapolis, IN	-1.40%
Jacksonville, FL	-3.77%
Kansas City, MO	0.77%
La Palma, CA	11.33%
Las Vegas, NV	1.89%
Livingston, NJ	17.70%
Long Beach, CA	11.46%
Los Angeles, CA	10.52%
Louisville, KY	-1.84%
Melville, NY	12.45%
Memphis, TN	-2.45%

Market	Variance to National Average
Mesa, AZ	-0.66%
Miami, FL	-2.05%
Milwaukee, WI	-3.44%
Minneapolis, MN	5.94%
Nashville, TN	-2.87%
New Orleans, LA	2.75%
New York, NY	17.70%
Newport Beach, CA	11.33%
Northbrook, IL	6.63%
Oakland, CA	13.73%
Oklahoma City, OK	-3.09%
Omaha, NE	-2.78%
Ontario, CA	6.67%
Orlando, FL	-2.09%
Paramus, NJ	14.42%
Philadelphia, PA	6.48%
Phoenix, AZ	0.003%
Pittsburgh, PA	-1.40%
Portland, OR	4.68%
Princeton, NJ	17.43%
Raleigh, NC	1.56%
Richmond, VA	2.14%
Sacramento, CA	9.38%
Saint Louis, MO	0.44%
Salt Lake City, UT	-2.14%
San Antonio, TX	-3.21%
San Diego, CA	7.70%
San Francisco, CA	21.35%
San Jose, CA	17.55%
San Mateo, CA	21.35%
Schaumburg, IL	6.38%
Seattle, WA	7.88%
Stamford, CT	12.45%
Tacoma, WA	6.17%
Tampa, FL	-2.14%
Tucson, AZ	-10.75%
Tulsa, OK	-2.31%
Virginia Beach, VA	-4.51%
Washington, DC	10.92%

Administrative

Market	Company Size	Billing Clerk	Client Relations Manager	Data Entry
		Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	30,291 - 47,570	77,099 - 158,747	30,987 - 49,881
	Medium	31,417 - 49,311	78,325 - 161,414	32,846 - 51,816
	Large	31,669 - 49,406	78,807 - 162,532	32,711 - 53,432
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	30,679 - 48,138	69,494 - 129,197	31,549 - 49,344
	Medium	31,927 - 50,056	70,761 - 130,936	32,192 - 52,713
	Large	31,820 - 49,959	71,063 - 131,111	32,493 - 53,560
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	28,436 - 44,544	65,511 - 122,384	29,320 - 46,671
	Medium	29,503 - 46,228	66,568 - 124,602	30,446 - 50,418
	Large	29,539 - 46,391	66,831 - 124,135	30,549 - 48,893
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	27,689 - 43,458	65,091 - 122,761	28,096 - 44,541
	Medium	28,747 - 44,990	65,980 - 124,953	29,475 - 48,942
	Large	28,711 - 45,087	66,044 - 125,807	30,368 - 47,173
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	30,895 - 48,523	70,821 - 133,391	31,850 - 51,959
	Medium	32,198 - 50,415	71,994 - 135,401	33,948 - 54,527
	Large	32,181 - 50,287	72,177 - 136,386	34,165 - 53,886

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Billing Clerk

Responsible for compiling amounts owed by the company to vendors, suppliers, or other organizations/individuals. Gathers purchase orders, charge slips, sales tickets, etc. and prepares payments. Maintains all payment or other transaction records. Requires a high school diploma or its equivalent with 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Client Relations Manager

Manages a team of channel sales representatives to achieve sales and profit goals by selling goods and services through resellers/channels. Identifies and approaches key or strategic partners and sets short- and long-term channel strategies. Recommends product or service enhancements to improve customer satisfaction and sales potential. Typically requires a bachelor's degree or its equivalent with at least seven years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a head of a unit/department.

Data Entry

Operates a data entry device to input lists, records, or other data points into an electronic format. Requires a high school diploma or its equivalent with 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Administrative

		Executive Assistant	Office Manager	Project Coordinator
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	48,678 - 75,434	51,258 - 94,174	44,827 - 84,671
	Medium	50,909 - 82,874	54,565 - 103,431	46,677 - 86,391
	Large	51,022 - 80,906	55,320 - 99,138	48,019 - 87,700
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	49,448 - 75,951	53,201 - 98,938	46,254 - 85,017
	Medium	51,812 - 82,555	55,950 - 101,673	47,465 - 89,741
	Large	50,496 - 82,718	54,167 - 100,230	48,429 - 87,997
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	44,361 - 72,570	48,139 - 90,594	41,365 - 77,175
	Medium	48,345 - 76,346	51,119 - 92,839	43,359 - 83,094
	Large	47,325 - 76,871	51,179 - 97,134	45,068 - 83,138
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	44,980 - 70,078	46,775 - 86,462	41,708 - 75,494
	Medium	45,598 - 73,501	49,517 - 90,815	42,019 - 79,259
	Large	46,412 - 74,520	49,651 - 94,551	43,106 - 78,611
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	49,708 - 78,753	52,203 - 100,118	45,372 - 84,525
	Medium	50,651 - 84,339	54,793 - 105,086	48,202 - 87,813
	Large	51,318 - 82,477	54,994 - 102,295	48,654 - 89,609

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Executive Assistant

Relieves the executive of administrative-type functions in order to increase the time an executive has available for executive-level responsibilities. May handle a wide variety of situations and conflicts involving the clerical and administrative function of the office. Responsible for confidential and time-sensitive material. Prepares routine and advanced correspondence including letters, memoranda, and reports. Requires an associate's degree or its equivalent with at least four years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. May direct and lead the work of others. Typically reports to an executive. A wide degree of creativity and latitude is expected.

Office Manager

Supervises office activities to achieve maximum expense control and productivity. Develops procedures and policies for office activities, such as filing, dictating, records maintenance, typing, word processing, faxing and mail distribution. May also be responsible for the maintenance of office equipment and supplies. Requires a high school diploma or its equivalent with at least seven years of experience in the field. Relies on experience and judgment to plan and accomplish goals. Typically reports to a senior manager.

Project Coordinator

Supervises the daily operations of office services team. Arranges for office services such as communications, contracted security services, typing, word processing, faxing, and mail distribution. May require a bachelor's degree in area of specialty and 4-6 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager.

Customer Service

		Account Manager	Customer Relationship Manager	Customer Service Manager
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	76,188 - 165,324	52,758 - 105,326	59,932 - 105,903
	Medium	78,731 - 171,136	54,438 - 108,934	70,737 - 121,716
	Large	79,091 - 172,244	54,769 - 109,728	71,127 - 121,863
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	77,353 - 166,749	44,845 - 80,896	60,220 - 107,163
	Medium	79,317 - 172,805	46,110 - 82,631	70,282 - 122,674
	Large	79,167 - 173,665	46,130 - 83,043	71,185 - 123,368
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	72,819 - 157,778	43,737 - 81,125	56,861 - 97,873
	Medium	74,399 - 162,621	44,722 - 83,160	66,691 - 111,857
	Large	75,092 - 163,461	45,052 - 83,681	67,102 - 111,142
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	71,258 - 154,545	42,603 - 79,040	54,442 - 94,497
	Medium	72,952 - 158,895	43,694 - 81,296	63,803 - 106,683
	Large	73,840 - 160,329	43,917 - 81,724	62,586 - 110,808
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	77,818 - 168,929	47,191 - 87,111	61,465 - 105,392
	Medium	79,544 - 173,050	48,217 - 89,366	71,647 - 122,516
	Large	80,396 - 174,528	48,325 - 89,751	70,874 - 121,600

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Account Manager

Manages and develops client accounts to initiate and maintain favorable relationships with clients. Responsible for leading a team of account managers dedicated to meeting the operational needs of assigned client segments. Requires a bachelor's degree in area of specialty and at least five years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to head of a unit/department.

Customer Relationship Manager

Provides customer service to affluent professional customers in order to increase client satisfaction and portfolio growth. Researches new products or services that may enhance relationship with the client or fulfill the client's short-and long-term financial needs. Requires a bachelor's degree with at least 3-5 years of experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. A certain degree of creativity and latitude is expected. May lead and direct the work of others. Typically reports to a manager or head of a unit/department.

Customer Service Manager

Manages a staff of customer service representatives and ensures that customers are retained and satisfied, and that their needs are fulfilled. Responsible for designing and implementing improved process or operational policies. Recommends changes to products or services to fulfill customer needs. Requires a bachelor's degree in business, marketing, or related area, and at least seven years of experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Typically reports to a senior manager.

Customer Service

		Customer Service Representative	Technical Support Representative
Market	Company Size	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	27,640 - 40,803	28,301 - 47,643
	Medium	28,719 - 43,067	29,006 - 48,663
	Large	27,636 - 41,993	29,063 - 48,250
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	27,361 - 41,125	29,458 - 49,632
	Medium	28,315 - 43,565	30,090 - 50,408
	Large	28,593 - 41,809	30,208 - 50,758
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	25,136 - 39,480	26,700 - 44,582
	Medium	25,752 - 39,324	27,091 - 45,445
	Large	26,680 - 39,024	27,284 - 45,328
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	24,947 - 38,066	25,956 - 43,439
	Medium	25,428 - 39,434	26,496 - 44,304
	Large	25,390 - 39,178	26,549 - 44,432
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	27,627 - 41,854	29,070 - 48,694
	Medium	29,021 - 43,165	29,478 - 49,437
	Large	29,126 - 42,330	29,637 - 49,636

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Customer Service Representative

Processes orders, prepares correspondence, and fulfills customer needs to ensure customer satisfaction. Requires a high school diploma or equivalent and 0-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Technical Support Representative

Provides basic technical support to clients via email, phone, or other methods; does not work on site. Possesses a basic understanding of the organization's products and services, but escalates more complex inquiries. Requires a high school diploma or equivalent and 0-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Engineering

		Biomedical Engineer	Chemical Engineer	Civil Engineer
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	38,696 - 69,944	59,183 - 89,752	53,531 - 73,090
	Medium	38,658 - 71,661	57,575 - 92,409	56,103 - 77,993
	Large	40,350 - 73,687	58,901 - 92,346	54,614 - 75,568
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	38,993 - 69,911	57,929 - 92,256	55,212 - 76,825
	Medium	40,402 - 74,436	58,984 - 93,729	55,975 - 77,495
	Large	40,249 - 71,879	58,430 - 91,952	55,537 - 79,335
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	35,941 - 67,169	53,611 - 83,725	50,467 - 68,329
	Medium	36,785 - 67,920	54,100 - 87,108	50,936 - 73,134
	Large	36,414 - 68,713	54,084 - 83,614	51,801 - 72,730
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	35,891 - 63,309	52,560 - 79,980	50,066 - 66,517
	Medium	36,495 - 66,414	53,960 - 82,195	51,034 - 70,123
	Large	36,118 - 67,093	54,318 - 81,524	49,879 - 70,496
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	39,722 - 71,113	58,764 - 91,077	55,944 - 76,741
	Medium	39,248 - 73,005	59,105 - 90,190	57,061 - 76,052
	Large	41,259 - 75,060	59,644 - 94,428	56,693 - 80,213

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Biomedical Engineer

Designs, develops, and provides safety testing, repair, and maintenance of biomedical equipment. Ensures that the biomedical equipment is in compliance with applicable regulatory requirements and quality control standards. Requires a bachelor's degree and 0-2 years of direct experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. A certain degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

Chemical Engineer

Designs and initiates processes for the manufacturing of chemicals and related products, such as cement, detergents, gasoline, plastics, and synthetics. Runs experiments and tests to aid in the development of improved manufacturing procedures and processes. May require a bachelor's degree in engineering and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Civil Engineer

Designs and supervises construction projects such as airports, bridges, channels, dams, railroads, and roads. Responsibilities also include estimating costs of personnel and material needs, preparing proposals, and establishing completion dates. May require a bachelor's degree in engineering and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Engineering

		Design Engineer	Electrical Engineer	Environmental Engineer
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	54,057 - 77,037	59,405 - 79,738	48,717 - 76,129
	Medium	56,619 - 77,843	62,452 - 80,526	49,329 - 77,034
	Large	56,917 - 79,082	63,279 - 80,632	50,956 - 79,255
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	54,187 - 78,809	61,694 - 80,216	48,477 - 76,081
	Medium	56,545 - 78,127	63,301 - 85,347	49,581 - 76,612
	Large	56,839 - 80,735	63,439 - 82,222	50,290 - 77,646
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	50,923 - 72,299	56,265 - 76,364	46,065 - 69,558
	Medium	51,397 - 72,396	57,016 - 78,462	45,674 - 73,032
	Large	53,193 - 75,933	58,835 - 75,963	47,482 - 73,618
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	49,135 - 70,917	56,756 - 75,292	44,683 - 69,493
	Medium	49,726 - 73,777	55,461 - 75,747	44,715 - 69,873
	Large	50,188 - 73,391	58,019 - 76,726	46,215 - 71,511
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	55,279 - 79,934	62,929 - 81,363	49,783 - 76,574
	Medium	57,675 - 79,182	63,771 - 83,471	50,769 - 79,188
	Large	57,882 - 80,686	63,766 - 83,055	51,883 - 79,741

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Design Engineer

Designs new products and makes improvements to existing products. May evaluate products, parts, or processes for cost efficiency and reliability. Works with other members of the engineering staff to ensure that production is completed in a timely manner. Requires a bachelor's degree in area of specialty and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager.

Electrical Engineer

Designs, tests, installs, and maintains large-scale electronic equipment or machinery for use in manufacturing or power generation or transmission. May use computer-assisted engineering and design software and equipment to perform assignments. Applies principles and techniques of electrical engineering to accomplish goals. Requires a bachelor's degree in engineering and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Environmental Engineer

Identifies, assesses, and resolves problems concerning the environment. May also design, install, operate, and maintain measuring apparatus to determine the level of pollutants involving air, land, and water. Performs experiments and reports findings on environmental consequences of equipment, tools, and procedures. Ensures the organization's conformance to federal, state, and local environmental legislation. Requires a bachelor's degree in area of specialty and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager.

Engineering

		Machinist	Manufacturing Engineer	Mechanical Engineer
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	30,049 - 51,101	56,364 - 76,435	56,765 - 80,237
	Medium	33,961 - 56,270	58,010 - 76,880	58,062 - 82,098
	Large	34,252 - 59,153	57,216 - 76,676	58,217 - 83,552
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	31,387 - 53,493	56,769 - 77,438	57,786 - 81,612
	Medium	33,568 - 58,011	58,062 - 75,601	59,558 - 84,719
	Large	34,330 - 58,025	57,470 - 76,679	58,169 - 84,123
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	28,252 - 49,599	54,152 - 69,366	51,512 - 74,719
	Medium	31,569 - 54,296	52,851 - 71,675	53,235 - 76,179
	Large	31,982 - 54,406	53,795 - 71,731	55,557 - 78,947
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	27,194 - 47,900	51,209 - 67,590	52,311 - 72,083
	Medium	30,449 - 51,909	53,057 - 69,220	53,323 - 74,865
	Large	30,225 - 52,505	52,560 - 69,462	52,881 - 75,344
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	30,782 - 54,363	55,175 - 72,259	58,405 - 82,192
	Medium	35,010 - 59,798	58,069 - 76,397	59,857 - 82,966
	Large	34,121 - 59,772	60,230 - 78,376	59,092 - 85,037

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Machinist

Assembles, repairs, and fabricates metal parts by operating mechanical equipment. Assembles parts into subunits or complete units. Uses blueprints and design sketches to ensure the proper dimensions and tolerance levels of the finished product. Requires a high school diploma or its equivalent. May be required to meet certain certifications in the field and to have at least 0-2 years of experience. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Manufacturing Engineer

Designs work processes, tools and/or machines of varying types for use in the manufacture of company products. Sets up new equipment, ensures its satisfactory operation, and instructs others to use the new equipment properly. Writes procedures for operating new or existing equipment. A bachelor's Degree is typically required, as well as 3-5 years of experience in the field. Typically reports to the head of engineering and/or operations manager.

Mechanical Engineer

Designs, develops, and tests all aspects of mechanical components, equipment, and machinery. Applies knowledge of engineering principles to design products such as engines, instruments, controls, robots, machines, etc. May be involved in fabrication, operation, application, installation, and/or repair of mechanical products. May require a bachelor's degree in engineering and 0-3 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Engineering

Metallurgical Engineer

Process Engineer

Market	Company Size	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	53,843 - 74,205	55,929 - 77,758
	Medium	54,809 - 75,425	58,039 - 84,134
	Large	54,856 - 74,581	57,873 - 82,595
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	54,911 - 73,985	56,628 - 78,858
	Medium	56,258 - 75,248	57,177 - 82,776
	Large	55,843 - 78,225	58,624 - 85,037
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	51,337 - 70,314	51,186 - 75,391
	Medium	52,026 - 70,435	53,117 - 79,487
	Large	53,140 - 69,469	53,362 - 76,575
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	49,998 - 66,030	49,731 - 72,855
	Medium	51,252 - 69,557	53,079 - 76,951
	Large	50,700 - 68,074	52,037 - 74,626
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	55,187 - 76,464	56,782 - 81,118
	Medium	57,418 - 76,345	59,427 - 82,652
	Large	56,689 - 76,182	59,072 - 84,033

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Metallurgical Engineer

Designs and initiates processes for the manufacture of metals from ores and for the operation of the related production equipment. Performs analysis and tests to aid in the development of new and improved metals and alloys, as well as their applications to various products. May require a bachelor's degree in engineering and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Process Engineer

Responsible for designing and implementing manufacturing processes, equipment, and plants (from pilot to fully operational) to achieve the production goals of the organization. Identifies and develops process and equipment needed to produce specific products, parts, and components. Requires a bachelor's degree in area of specialty and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a manager or head of a unit/department.

Engineering

Market	Project Engineer		Software Engineer	
	Company Size	Salary Range	Salary Range	
Northeast CT, MA, ME, NH, NY, RI, VT	Small	34,513 - 76,549	52,855 - 80,331	
	Medium	35,823 - 78,230	56,702 - 86,304	
	Large	35,226 - 78,467	55,383 - 84,666	
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	35,509 - 77,640	53,941 - 81,452	
	Medium	36,016 - 77,265	55,296 - 86,659	
	Large	35,380 - 79,632	57,734 - 88,255	
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	32,721 - 71,035	49,559 - 77,942	
	Medium	33,035 - 73,643	51,632 - 78,317	
	Large	33,643 - 73,794	51,189 - 78,709	
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	32,743 - 68,382	49,320 - 73,238	
	Medium	31,991 - 70,140	51,600 - 76,258	
	Large	33,382 - 69,233	49,850 - 76,569	
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	35,869 - 78,086	53,723 - 81,970	
	Medium	35,580 - 78,701	57,442 - 88,406	
	Large	35,752 - 79,156	55,597 - 85,241	

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Project Engineer

A project engineer performs work that crosses the boundaries between engineering and project management, leading the technical workers who contribute to the building of structures or products. In some cases, the project engineer is the same as a project manager, but in most cases these two professionals have joint responsibility for leading a project. Responsibilities include schedule preparation and resource forecasting for engineering and other technical activities relating to the project.

Software Engineer

Designs, modifies, develops, writes, and implements software programming applications. Supports and/or installs software applications/operating systems. Participates in the testing process through test review and analysis, test witnessing, and certification of software. Requires a bachelor's degree in a related area and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a manager.

Executive Management

Market	Chief Compliance Officer		Chief Executive Officer
	Company Size	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	113,940 - 223,637	440,542 - 1,901,259
	Medium	122,209 - 239,163	678,571 - 2,943,139
	Large	124,637 - 245,080	814,577 - 3,530,732
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	135,851 - 345,282	442,920 - 1,897,029
	Medium	142,245 - 357,922	680,563 - 2,951,131
	Large	147,421 - 372,857	823,671 - 3,537,388
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	128,295 - 323,009	423,898 - 1,831,150
	Medium	134,041 - 336,976	656,260 - 2,828,742
	Large	139,288 - 350,801	786,881 - 3,414,663
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	124,423 - 306,067	420,223 - 1,809,401
	Medium	130,124 - 320,726	652,750 - 2,801,586
	Large	135,385 - 333,197	784,716 - 3,377,116
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	135,140 - 335,045	444,653 - 1,918,519
	Medium	141,495 - 350,111	689,679 - 2,955,608
	Large	146,751 - 364,226	825,650 - 3,584,014

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Chief Compliance Officer

Directs programs, policies, and practices to ensure that all business units are in compliance with financial policy and reporting regulations. Tracks laws and regulations that might affect the organization's policies and implements necessary changes. Requires a bachelor's degree in area of specialty and at least 10 years of experience in the field or in a related area. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Chief Executive Officer

Plans and directs all aspects of an organization's policies, objectives, and initiatives. Responsible for the short- and long-term profitability and growth of the company. Requires a bachelor's degree with at least 15 years of experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. May preside over board of directors.

Executive Management

Market	Chief Financial Officer		Chief Information Officer	
	Company Size	Salary Range	Salary Range	
Northeast CT, MA, ME, NH, NY, RI, VT	Small	193,234 - 722,001	144,178 - 458,599	
	Medium	244,027 - 914,513	195,315 - 622,092	
	Large	275,690 - 1,030,378	202,578 - 647,728	
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	194,352 - 726,555	145,302 - 462,919	
	Medium	244,319 - 918,114	195,622 - 625,298	
	Large	276,846 - 1,031,596	203,691 - 651,648	
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	186,675 - 696,887	139,439 - 446,086	
	Medium	234,761 - 879,833	189,176 - 600,572	
	Large	267,321 - 994,785	195,454 - 624,125	
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	184,771 - 692,550	138,284 - 441,696	
	Medium	233,411 - 872,973	187,226 - 596,260	
	Large	264,070 - 989,111	194,139 - 618,866	
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	195,686 - 730,669	145,919 - 464,472	
	Medium	246,278 - 921,067	197,271 - 630,128	
	Large	278,906 - 1,041,097	204,485 - 655,890	

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Chief Financial Officer

Directs and coordinates company's financial affairs according to financial principles and government regulations. Establishes major economic objectives and policies for the company. Develops, directs, and prepares financial analyses of operations for guidance of management. Recommends changes and ideas to top management or board of directors in regard to policies and programs. Plans and directs new operational procedures to obtain optimum efficiency and reduced costs. Establishes extensive line of credit. Directs receipt, disbursement, and expenditures of money or capital assets. Approves and signs documents effecting monetary transactions. Directs the activities concerned with safekeeping, control, and accounting for assets and securities. Directs preparation of budgets and financial forecasts. Analyzes division or department budget requests to identify areas in which reductions can be made, and allocates

operating budget. Directs the preparation of reports that outline company's financial position in areas of income, expenses, and earnings based on past, present, and future operations. Directs preparation of directives to division or department administrator outlining policy, program, or operating changes to be implemented. Promotes organization in financial markets to assure sources of capital. Requires a bachelor's degree and at least 15 years of direct experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to CEO or COO.

Chief Information Officer

Responsible for the long-range direction of an organization's technology function. Directs the strategic design, acquisition, management, and implementation of an enterprise-wide technology infrastructure. Maintains technology standards for the organization. Directs the activities necessary to keep the technology infrastructure running seamlessly, efficiently, and effectively while ensuring compliance with established standards and policies. May require an advanced degree in a related area with at least 15 years of experience in the information technology field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a chief executive officer.

Executive Management

Market	Chief Marketing Officer		Chief Operating Officer
	Company Size	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	142,747 - 308,846	202,581 - 860,055
	Medium	147,034 - 323,748	381,690 - 1,621,960
	Large	141,942 - 324,947	535,169 - 2,263,922
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	137,202 - 309,704	204,025 - 860,954
	Medium	147,454 - 322,181	382,407 - 1,623,213
	Large	147,745 - 332,089	534,307 - 2,271,434
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	133,852 - 309,601	194,676 - 829,246
	Medium	137,447 - 315,959	369,807 - 1,563,787
	Large	143,865 - 310,454	516,341 - 2,187,299
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	135,629 - 300,706	193,745 - 823,574
	Medium	141,882 - 307,825	366,098 - 1,550,804
	Large	135,952 - 314,396	509,676 - 2,162,516
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	143,819 - 322,137	204,778 - 869,297
	Medium	143,016 - 331,716	386,114 - 1,636,919
	Large	146,203 - 330,666	539,051 - 2,278,995

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Chief Marketing Officer

Responsible for directing the marketing function of the division. Plans and directs all aspects of a division's marketing policies, objectives, and initiatives. Identifies changes in the marketing environment or competitive strategies and evaluates, adjusts, or redrafts the organization's marketing plan and philosophy accordingly. Requires a bachelor's degree and at least 10 years of direct experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Chief Operating Officer

Plans and directs all aspects of an organization's operational policies, objectives, initiatives. Responsible for the attainment of short- and long-term financial and operational goals. Directs the development of the organization to ensure future growth. Requires a bachelor's degree with at least 15 years of experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to chief executive officer.

Finance & Accounting

Market	A/P – A/R Manager		Accountant
	Company Size	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	63,798 - 121,398	41,878 - 64,154
	Medium	65,242 - 123,640	44,345 - 65,587
	Large	65,376 - 123,689	43,608 - 65,287
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	63,774 - 121,806	42,197 - 64,316
	Medium	65,310 - 124,089	44,302 - 64,893
	Large	66,035 - 124,472	44,020 - 65,201
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	59,566 - 113,175	39,994 - 59,010
	Medium	60,659 - 115,077	39,776 - 60,830
	Large	61,310 - 116,216	41,305 - 59,896
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	57,850 - 110,488	38,578 - 57,119
	Medium	59,289 - 112,351	39,232 - 57,902
	Large	59,669 - 113,295	39,574 - 57,495
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	64,590 - 122,617	44,367 - 63,448
	Medium	65,993 - 124,722	44,118 - 64,980
	Large	66,128 - 125,926	44,441 - 66,233

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

A/P – A/R Manager

Responsible for all activities in the accounts payable/receivable function. Ensures timely payments of vendor invoices and expense vouchers, and maintains accurate records and control reports. Manages collection activities such as sending follow-up inquiries, negotiating with past-due accounts, and referring accounts to collection agencies. May require a bachelor's degree in area of specialty and at least seven years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Accountant

Prepares balance sheets, profit and loss statements, and other financial reports. Responsibilities also include analyzing trends, costs, revenues, financial commitments, and obligations incurred to predict future revenues and expenses. Reports organization's finances to management, and offers suggestions about resource utilization, tax strategies, and assumptions underlying budget forecasts. May require a bachelor's degree in area of specialty and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a supervisor or manager.

Finance & Accounting

Market	Chief Financial Officer		Controller
	Company Size	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	193,234 - 722,001	117,505 - 359,618
	Medium	244,027 - 914,513	149,579 - 458,972
	Large	275,690 - 1,030,378	153,071 - 467,669
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	194,352 - 726,555	118,485 - 361,434
	Medium	244,319 - 918,114	149,991 - 459,460
	Large	276,846 - 1,031,596	153,275 - 469,059
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	186,675 - 696,887	113,339 - 347,969
	Medium	234,761 - 879,833	144,707 - 445,565
	Large	267,321 - 994,785	147,668 - 451,090
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	184,771 - 692,550	112,326 - 345,598
	Medium	233,411 - 872,973	143,766 - 438,931
	Large	264,070 - 989,111	146,519 - 448,510
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	195,686 - 730,669	118,324 - 363,859
	Medium	246,278 - 921,067	151,447 - 464,883
	Large	278,906 - 1,041,097	153,957 - 471,707

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Chief Financial Officer

Directs and coordinates company's financial affairs according to financial principles and government regulations. Establishes major economic objectives and policies for the company. Develops, directs, and prepares financial analyses of operations for guidance of management. Recommends changes and ideas to top management or board of directors in regard to policies and programs. Plans and directs new operational procedures to obtain optimum efficiency and reduced costs. Establishes extensive line of credit. Directs receipt, disbursement, and expenditures of money or capital assets. Approves and signs documents effecting monetary transactions. Directs the activities concerned with safekeeping, control, and accounting for assets and securities. Directs preparation of budgets and financial forecasts. Analyzes division or department budget requests to identify areas in which reductions can be made, and allocates operating budget. Directs the preparation of reports that outline company's financial position in areas of income, expenses,

and earnings based on past, present, and future operations. Directs preparation of directives to division or department administrator outlining policy, program, or operating changes to be implemented. Promotes organization in financial markets to assure sources of capital. Requires a bachelor's degree and at least 15 years of direct experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to CEO or COO.

Controller

Directs and plans the preparation of reports that summarize and forecast company business activity and financial position in areas of income, expenses, and earnings based on past, present, and expected operations. Oversees determination of

depreciation rates to apply to capital assets. Establishes, or recommends to management, major economic objectives and policies for company or subdivision. May manage accounting department.

May direct preparation of budgets. May prepare reports required by regulatory agencies. May advise management on desirable operational adjustments due to tax code revisions. May arrange for audits of company accounts. May advise management about property and liability insurance coverage needed. May direct financial planning, procurement, and investment of funds for organization. Requires a bachelor's degree and at least 15 years of direct experience in the field. Typically requires a CPA certification. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Leads and directs the work of others. Typically reports to top financial officer or CEO.

Finance & Accounting

Market	Company Size	Financial Analyst	Senior Accountant
		Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	45,527 - 68,190	60,819 - 91,448
	Medium	46,723 - 68,575	61,748 - 91,301
	Large	46,597 - 69,103	63,836 - 93,029
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	46,459 - 67,321	61,328 - 91,964
	Medium	48,249 - 71,258	65,384 - 96,944
	Large	48,168 - 70,999	66,019 - 93,367
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	42,917 - 62,860	59,304 - 85,008
	Medium	42,814 - 63,757	59,279 - 88,802
	Large	43,018 - 67,005	58,622 - 90,407
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	42,107 - 62,673	57,689 - 83,033
	Medium	42,209 - 62,602	59,069 - 85,156
	Large	41,916 - 64,007	58,363 - 87,452
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	46,215 - 68,769	62,989 - 95,609
	Medium	48,811 - 71,095	65,098 - 94,591
	Large	48,510 - 71,179	66,262 - 98,372

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Financial Analyst

Runs and documents financial analysis projects. Analyzes past and present financial data of organization and estimates future revenues and expenditures, applying principles of finance. Develops integrated revenue/expense analyses, projections, reports, and presentations. Creates and analyzes monthly, quarterly, and annual reports, and ensures financial information has been recorded accurately. Identifies trends and developments in competitive environments, and presents findings to senior management. Performs financial forecasting and reconciliation of internal accounts. Evaluates and analyzes capital expenditures, depreciation, proposals, investment opportunities, rate of return, profit plans, operating records, and financial statements. Analyzes records of present and past operations, trends and costs, estimated and realized revenues, administrative commitments, and obligations incurred to project future

revenues and expenses. Documents revenues and expenditures expected and submits to management. Assists in preparation of special studies, analyses, and recommendations in areas such as budgets, forecasts, financial plans, governmental requirements, statistical reports, and business forecasts. Advises management on matters such as effective use of resources and assumptions underlying budget forecasts. Interprets budgets to management. Requires a bachelor's degree and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager.

Senior Accountant

Prepares balance sheets, profit and loss statements, and other financial reports. Responsibilities also include analyzing trends, costs, revenues, financial commitments, and obligations incurred to predict future revenues and expenses. Reports organization's finances to management, and offers suggestions about resource utilization, tax strategies, and assumptions underlying budget forecasts. Requires a bachelor's degree in area of specialty, and 4-6 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department.

Finance & Accounting

Market	Company Size	Tax Accountant	Tax Manager
		Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	42,757 - 67,225	86,046 - 151,011
	Medium	43,706 - 68,092	90,293 - 159,442
	Large	43,277 - 67,880	92,385 - 156,761
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	44,308 - 67,589	88,485 - 153,451
	Medium	43,617 - 68,538	91,040 - 161,736
	Large	45,153 - 70,436	92,732 - 158,420
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	39,671 - 62,891	82,404 - 147,307
	Medium	41,803 - 65,591	83,184 - 152,682
	Large	40,489 - 64,185	83,611 - 151,488
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	40,350 - 63,025	80,389 - 142,164
	Medium	40,192 - 61,570	81,927 - 145,654
	Large	39,427 - 63,562	81,679 - 148,442
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	44,638 - 68,412	87,312 - 155,651
	Medium	44,214 - 70,916	90,647 - 164,751
	Large	44,946 - 72,128	91,536 - 161,543

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Tax Accountant

Readies Federal, State, or local tax returns for individuals, business establishments, or other organizations. Prepares and analyzes financial and tax accounts, records, and reports, and determines taxes owed according to prescribed rates, laws, and regulations. Advises management regarding effects of business activities on taxes and on strategies for minimizing tax liability. Confirms that establishment complies with periodic tax payment, information reporting, and other taxing authority requirements. Prepares claims for tax refunds. Represents principal before taxing bodies. May devise and install tax record systems. May specialize in various aspects of tax accounting, such as tax laws applied to particular industry or individual, fiduciary, or partnership income tax preparation. Prepares paperwork for local, state and federal level returns. A bachelor's degree is required, and CPA preferred, and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Works under immediate supervision.

Tax Manager

Responsible for managing the tax reporting, tax planning, and compliance function. Oversees the completion of accurate tax returns in order to minimize the tax obligations of an organization. Manages department responsible for preparation of federal, state, and local tax returns. Reviews records of departments to ensure proper recording of transactions and compliance with applicable laws. Determines estimate expected and furnishes to management. Analyzes records of present and past operations, trends and costs, estimated and realized revenues, administrative commitments, and obligations incurred. Develops, installs, and maintains reporting systems that provide control of tax expenditures and marketing, production and labor, maintenance, or project activities. Implements corporate tax strategy. Ensures compliance with federal, state, local, and foreign laws. Advises management regarding tax matters. Interprets accounts and records to management. Requires a

bachelor's degree in a related area and at least seven years of experience in the field. Relies on experience and judgment to plan and accomplish goals. Manages the tax accounting staff and typically reports to top management.

Human Resources

Market	Company Size	Employee Relations Advisor	Manager, Benefits	Manager, Training & Development
		Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	59,773 - 98,910	78,130 - 146,301	122,556 - 300,731
	Medium	61,121 - 100,760	80,246 - 150,996	139,727 - 344,692
	Large	61,294 - 101,212	80,593 - 151,871	140,792 - 349,646
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	51,797 - 81,645	78,859 - 148,186	123,415 - 302,955
	Medium	53,078 - 84,051	81,247 - 152,263	140,838 - 346,057
	Large	53,183 - 84,288	81,723 - 153,029	141,528 - 350,209
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	49,425 - 78,439	73,547 - 137,522	117,061 - 289,065
	Medium	50,420 - 80,330	75,545 - 141,798	134,680 - 331,233
	Large	50,509 - 80,787	75,754 - 142,574	135,592 - 333,537
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	48,200 - 76,740	71,448 - 134,387	115,954 - 285,431
	Medium	49,261 - 78,637	73,736 - 138,202	132,579 - 326,882
	Large	49,646 - 78,896	73,715 - 138,973	134,148 - 328,190
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	53,111 - 84,688	79,366 - 148,972	123,893 - 304,870
	Medium	54,425 - 86,494	81,776 - 153,964	141,548 - 347,873
	Large	54,817 - 87,177	82,251 - 154,162	142,198 - 350,551

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Employee Relations Advisor

Designs and administers human resources policies and procedures that pertain to employee relations. Researches and analyzes data pertaining to human resources. Requires a bachelor's degree in a related area and 4-8 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. May report directly to an executive or head of a unit/department. A wide degree of creativity and latitude is expected.

Manager, Benefits

Designs, plans, and implements corporate benefits programs, policies, and procedures. Responsible for ensuring programs meet employee needs, comply with legal requirements, and are cost effective. Requires a bachelor's degree in a related area and at least seven years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a head of a unit/department.

Manager, Training & Development

Responsible for all aspects of an organization's corporate training policies, objectives, and initiatives. Plans and directs new training techniques and suggests enhancements to existing training programs. Oversees relationships with vendors to ensure appropriate employee participation in outside training programs. Requires a bachelor's degree in area of specialty and at least 15 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Human Resources

Vice President, Human Resources

Recruitment Specialist

Market	Company Size	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	48,957 - 76,779	125,333 - 325,885
	Medium	48,451 - 79,166	147,587 - 377,381
	Large	50,272 - 81,440	213,700 - 551,668
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	49,007 - 78,619	129,138 - 335,119
	Medium	49,025 - 82,223	151,688 - 373,275
	Large	51,239 - 80,901	213,769 - 547,436
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	44,789 - 72,883	123,629 - 316,683
	Medium	45,194 - 77,260	143,750 - 369,224
	Large	47,100 - 74,208	209,727 - 531,598
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	43,567 - 70,570	124,509 - 309,607
	Medium	45,471 - 73,158	145,153 - 373,349
	Large	45,956 - 73,707	211,070 - 537,843
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	49,182 - 79,469	130,454 - 326,716
	Medium	50,291 - 81,802	147,081 - 385,907
	Large	51,758 - 82,375	217,454 - 568,144

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Recruitment Specialist

Screens, interviews, and recommends prospective employees for employment in entry-level and experienced technical positions. Works with search firms or other placement agencies, and determines optimum recruitment method to develop and maintain a highly qualified candidate pool. May require a bachelor's degree in area of specialty and 2-4 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

Vice President, Human Resources

Plans and directs all aspects of an organization's human resources policies, objectives, and initiatives. Responsible for employment, placement, orientation and training, labor relations, compensation, benefits, and employee services. Ensures company compliance with current, applicable labor laws. Requires a bachelor's degree with at least 15 years of experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Information Technology

Market	Chief Information Officer		Information Systems Manager	Network Engineer
	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	144,178 - 458,599	86,282 - 146,513	47,651 - 84,889
	Medium	195,315 - 622,092	87,705 - 152,454	49,807 - 90,082
	Large	202,578 - 647,728	89,729 - 155,368	50,504 - 88,841
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	145,302 - 462,919	90,621 - 149,188	47,222 - 87,730
	Medium	195,622 - 625,298	90,744 - 150,486	50,592 - 89,620
	Large	203,691 - 651,648	89,511 - 155,804	50,411 - 92,699
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	139,439 - 446,086	81,912 - 138,730	45,330 - 79,000
	Medium	189,176 - 600,572	85,838 - 142,754	46,445 - 85,248
	Large	195,454 - 624,125	85,613 - 147,366	47,868 - 85,883
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	138,284 - 441,696	83,153 - 141,668	42,288 - 76,268
	Medium	187,226 - 596,260	84,370 - 140,994	46,445 - 83,227
	Large	194,139 - 618,866	85,156 - 139,284	46,111 - 83,005
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	145,919 - 464,472	91,108 - 151,472	48,819 - 85,388
	Medium	197,271 - 630,128	91,462 - 156,203	49,865 - 92,716
	Large	204,485 - 655,890	91,431 - 155,326	49,959 - 89,553

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Chief Information Officer

Responsible for the long-range direction of an organization's technology function. Directs the strategic design, acquisition, management, and implementation of an enterprise-wide technology infrastructure. Maintains technology standards for the organization. Directs the activities necessary to keep the technology infrastructure running seamlessly, efficiently, and effectively while ensuring compliance with established standards and policies. May require an advanced degree in a related area with at least 15 years of experience in the information technology field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a chief executive officer.

Information Systems Manager

Manages the information technology department. Implements and maintains policies and goals that support the organization's IT needs. Ensures proper functioning of the information processing system and oversees necessary upgrades. Helps business operations groups utilize information systems to improve their efficiency. Ensures computer equipment, hardware, and software are updated to meet organizational needs. Requires a bachelor's degree and at least five years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Network Engineer

Assists in the development and maintenance of network communications. Uses knowledge of LAN/WAN systems to help design and install internal and external networks. Tests and evaluates network systems to eliminate problems and make improvements. Requires a bachelor's degree in area of specialty and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on experience, and judgment to perform the functions of the job. Works under general supervision. Typically reports to a supervisor.

Information Technology

Market	Operating Systems Programming Manager		Programmer/Analyst	Project Manager
	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	86,244 - 163,400	48,654 - 76,737	52,982 - 93,383
	Medium	91,823 - 170,240	51,458 - 81,355	56,455 - 96,999
	Large	93,934 - 169,834	51,612 - 81,799	54,874 - 96,235
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	88,954 - 163,976	49,971 - 78,126	52,969 - 93,849
	Medium	90,614 - 164,872	51,651 - 79,997	55,597 - 98,598
	Large	91,090 - 167,785	52,858 - 81,865	55,459 - 98,959
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	86,070 - 153,026	46,353 - 72,965	49,521 - 87,231
	Medium	89,072 - 158,116	47,622 - 75,349	50,634 - 90,880
	Large	86,322 - 160,942	47,107 - 77,266	51,173 - 89,406
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	84,364 - 152,715	44,077 - 71,364	49,227 - 85,822
	Medium	85,253 - 157,073	45,880 - 73,373	49,622 - 88,551
	Large	87,654 - 157,350	47,099 - 73,388	51,725 - 88,658
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	87,466 - 163,541	50,702 - 77,568	53,760 - 93,640
	Medium	93,814 - 165,437	52,061 - 82,719	55,177 - 95,552
	Large	95,142 - 171,039	52,487 - 81,559	57,174 - 95,838

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Operating Systems Programming Manager

Oversees a staff responsible for the development, installation, and modification of computer operating systems. Develops policies and procedures related to the deployment and maintenance of the organization's operating systems. Explores the future operating system needs of the organization and provides technical leadership to the operating team. Requires a bachelor's degree in area of specialty and at least eight years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Programmer/Analyst

Reviews, analyzes, and modifies programming systems including encoding, testing, debugging, and installing to support an organization's application systems. Consults with users to identify current operating procedures and to clarify program objectives. May be expected to write documentation to describe program development, logic, coding, and corrections. Writes manual for users to describe installation and operating procedures. May require a bachelor's degree in a related area and 2-5 years of experience in the field or in a related area. Familiar with relational databases and client-server concepts. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision; typically reports to a project leader or manager. A certain degree of creativity and latitude is required.

Project Manager

Responsible for the coordination and completion of projects. Oversees all aspects of projects. Sets deadlines, assigns responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project. May require a bachelor's degree and 2-4 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department.

Information Technology

		Security Analyst	Software Development Manager	Software Engineer	Webmaster
Market	Company Size	Salary Range	Salary Range	Salary Range	
Northeast CT, MA, ME, NH, NY, RI, VT	Small	38,232 - 62,384	100,042 - 160,983	54,307 - 80,633	53,540 - 100,768
	Medium	39,241 - 66,679	106,632 - 168,212	57,094 - 86,186	56,334 - 100,691
	Large	39,767 - 65,944	109,841 - 168,203	56,838 - 87,033	56,125 - 102,970
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	38,322 - 63,453	102,080 - 164,194	52,746 - 81,571	55,118 - 98,883
	Medium	39,126 - 67,068	110,203 - 168,800	57,063 - 86,649	57,087 - 101,755
	Large	39,852 - 65,135	106,804 - 169,861	55,715 - 84,381	56,687 - 103,418
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	35,339 - 59,557	96,822 - 157,643	50,399 - 77,096	51,016 - 92,425
	Medium	37,311 - 60,985	103,516 - 163,494	52,872 - 78,528	52,820 - 94,960
	Large	36,086 - 59,959	101,626 - 164,628	51,737 - 80,997	53,229 - 95,906
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	33,946 - 57,117	97,565 - 153,359	49,759 - 74,853	49,935 - 88,982
	Medium	35,154 - 60,612	101,535 - 157,517	50,658 - 78,863	50,857 - 94,539
	Large	35,666 - 58,324	100,147 - 163,960	51,048 - 79,093	50,399 - 95,663
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	38,685 - 63,943	103,546 - 163,816	54,287 - 81,560	53,368 - 98,876
	Medium	39,274 - 65,309	106,771 - 167,363	57,207 - 86,290	55,855 - 102,888
	Large	40,661 - 67,701	110,879 - 170,180	56,595 - 85,232	57,583 - 104,926

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Security Analyst

Maintains systems to protect data from unauthorized users. Identifies, reports, and resolves security violations. May require a bachelor's degree in area of specialty and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor or manager.

area and at least seven years of experience in software development. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a head of a unit/department.

a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Primary job functions do not typically require exercising independent judgment. Typically reports to a manager.

Webmaster

Develops and maintains the company's portal. Performs backups and ensures user accessibility to the site. Monitors site traffic and helps scale site capacity to meet traffic demands and performance expectations. Improves the portal's efficiency and designs the look and feel for the site. May require a bachelor's degree and 2-4 years of experience in the field or related area. Must have a working knowledge of HTML, JavaScript, and SQL. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a manager.

Software Development Manager

Manages a team of software engineers that architect and design enterprise software products and operating systems. Writes product requirement documents, implements and tracks development timelines, and negotiates feature sets with the development leads and product teams. Requires a bachelor's degree in a related

Software Engineer

Designs, modifies, develops, writes, and implements software programming applications. Supports and/or installs software applications/operating systems. Participates in the testing process through test review and analysis, test witnessing, and certification of software. Requires a bachelor's degree in a related area and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within

Legal

		Associate	Corporate Counsel	Law Clerk
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	67,122 - 127,769	190,093 - 586,196	34,598 - 58,630
	Medium	68,852 - 130,570	198,712 - 610,731	34,633 - 60,501
	Large	69,438 - 131,407	221,889 - 688,627	34,801 - 60,752
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	67,831 - 129,049	167,336 - 436,285	34,454 - 59,159
	Medium	69,327 - 132,529	176,333 - 457,723	35,497 - 60,124
	Large	70,248 - 133,709	187,783 - 493,290	35,490 - 62,482
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	63,302 - 120,817	162,029 - 429,512	31,681 - 54,896
	Medium	64,645 - 123,630	171,872 - 447,658	32,635 - 58,041
	Large	65,731 - 124,422	182,839 - 485,042	33,086 - 57,385
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	61,829 - 118,034	161,513 - 433,499	31,450 - 55,153
	Medium	63,404 - 120,754	170,839 - 453,310	31,320 - 55,734
	Large	63,962 - 121,748	182,651 - 492,145	31,894 - 54,811
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	68,460 - 130,376	170,488 - 452,786	35,053 - 59,775
	Medium	69,935 - 133,618	179,102 - 476,820	35,472 - 60,478
	Large	70,636 - 134,624	191,348 - 519,756	34,979 - 62,504

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Associate

Provides support to attorneys. Under the direction of an attorney, resolves routine legal issues. Researches and analyzes law sources such as statutes, recorded judicial decisions, legal articles, treaties, constitutions, and legal codes to prepare legal documents, such as briefs, pleadings, appeals, wills, contracts, etc. May require an associate's degree or its equivalent and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to an attorney.

Corporate Counsel

Plans and directs all aspects of an organization's legal affairs and ensures maximum protection of its legal rights. Leads the defense of the organization in lawsuits and the prosecution of lawsuits on behalf of the organization against others. Provides legal expertise to other departments where needed. Must be a graduate of an accredited law school with at least 15 years of experience and be admitted into the state bar. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Law Clerk

Files, indexes and codes legal documents. Assists in quality check and proper storage of documents. Provides attorneys and legal staff with requested information on a daily basis. Requires a bachelor's degree and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor.

Legal

Market	Company Size	Senior Associate	Special Counsel
		Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	87,568 - 169,672	149,498 - 320,052
	Medium	93,068 - 180,616	158,654 - 338,146
	Large	93,168 - 181,637	159,305 - 341,709
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	87,680 - 170,432	135,485 - 275,203
	Medium	93,813 - 181,308	140,160 - 285,357
	Large	94,668 - 182,848	141,527 - 288,548
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	83,610 - 160,833	131,086 - 267,836
	Medium	89,430 - 171,740	136,053 - 279,341
	Large	89,377 - 173,559	136,550 - 280,307
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	81,964 - 159,035	129,510 - 267,362
	Medium	87,497 - 169,106	135,086 - 277,583
	Large	88,142 - 170,673	136,802 - 279,122
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	88,764 - 171,655	137,695 - 281,208
	Medium	94,520 - 182,223	143,273 - 293,910
	Large	95,184 - 183,728	143,884 - 296,569

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Senior Associate

Provides support to attorneys. Under the direction of an attorney, resolves routine legal issues. Researches and analyzes law sources such as statutes, recorded judicial decisions, legal articles, treaties, constitutions, and legal codes to prepare legal documents such as briefs, pleadings, appeals, wills, contracts, etc. May require a bachelor's degree and 5-8 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. May lead and direct the work of others. A wide degree of creativity and latitude is expected. Typically reports to an attorney.

Special Counsel

Assists in protecting an organization's legal interest and maintaining its operations within the scope established by law. Provides hands-on counsel to all levels of executive staff and manages the operations of legal department. Responsible for identifying and analyzing legal issues, drafting key documents, presenting clear recommendations, and assuring legal compliance. Must be a graduate of an accredited law school with at least 10 years of experience as an attorney and admitted into the state bar. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to the Top Legal Executive.

Marketing

		Communications Specialist	Content Marketer	Director Marketing
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	46,907 - 83,875	51,977 - 94,298	92,680 - 174,532
	Medium	47,849 - 82,149	52,453 - 95,375	99,052 - 177,686
	Large	49,602 - 85,223	52,712 - 96,092	95,265 - 183,328
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	48,110 - 84,331	66,061 - 122,172	94,670 - 169,886
	Medium	49,046 - 85,088	66,769 - 122,583	97,556 - 175,435
	Large	49,867 - 84,773	66,920 - 124,393	98,814 - 184,752
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	45,324 - 78,895	59,155 - 109,677	92,060 - 164,040
	Medium	45,489 - 78,381	59,824 - 110,680	95,231 - 172,951
	Large	46,516 - 77,961	60,005 - 110,884	92,268 - 171,034
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	42,954 - 76,139	56,477 - 103,943	87,378 - 164,804
	Medium	44,170 - 77,217	57,111 - 104,981	94,261 - 167,212
	Large	44,560 - 75,771	57,714 - 106,101	94,858 - 168,658
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	49,269 - 85,581	63,738 - 116,928	92,184 - 175,110
	Medium	49,394 - 85,002	64,454 - 119,132	96,116 - 180,673
	Large	49,252 - 86,741	64,779 - 119,243	98,517 - 180,306

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Communications Specialist

Creates communications programs that effectively describe and promote the organization and its products including graphics, brochures, company or product fact sheets, logos, or other promotional products. Researches and develops content for publication of products. Prepares presentations and/or speeches geared towards employees. Requires a bachelor's degree in area of specialty and 2-4 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. A certain degree of creativity and latitude is expected. Typically reports to a supervisor or manager.

Content Marketer

Assists in the development and implementation of content on websites. May be involved with integrating work of writers and designers to produce a final layout compatible with corporate standards. Requires a bachelor's degree with 0-2 years of experience. May be expected to have knowledge of HTML, DHTML and JavaScript programming language. Relies on experience and judgment to perform the functions of the job. Works under general supervision. Typically reports to a supervisor or manager.

Director Marketing

Directs and oversees an organization's marketing policies, objectives, and initiatives. Conducts market research and develops marketing plans for specific products, services, or business lines. Reviews changes to the marketplace and industry and adjusts marketing plan accordingly. Requires a bachelor's degree with at least 10 years of experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Marketing

		Director of Inbound Marketing	Events Manager	Internet Marketer
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	89,320 - 191,882	41,813 - 73,210	53,485 - 101,846
	Medium	97,542 - 209,465	42,627 - 74,474	55,090 - 104,323
	Large	100,975 - 217,945	42,858 - 74,873	55,011 - 104,799
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	90,170 - 193,296	42,153 - 73,890	61,803 - 116,486
	Medium	98,039 - 210,703	43,455 - 75,657	64,963 - 122,250
	Large	101,736 - 218,113	43,289 - 75,848	65,385 - 122,680
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	85,194 - 184,310	39,121 - 68,280	57,175 - 107,139
	Medium	93,493 - 201,622	40,061 - 69,737	60,247 - 112,216
	Large	97,035 - 208,569	40,222 - 69,926	60,214 - 113,006
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	84,998 - 182,552	38,136 - 66,623	55,086 - 103,514
	Medium	92,585 - 198,530	39,201 - 68,103	57,896 - 108,156
	Large	95,911 - 206,005	39,118 - 68,104	57,937 - 108,810
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	90,640 - 195,507	42,627 - 74,237	61,535 - 115,097
	Medium	98,788 - 213,457	43,699 - 76,103	64,659 - 120,924
	Large	102,250 - 220,032	43,768 - 76,194	64,775 - 121,428

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Director of Inbound Marketing

Directs the marketing activities of one or more products or product lines within the organization. Oversees product lifecycles from initial proposal through production and sales. Identifies trends in the marketplace when suggesting new products or product enhancements. Involved in producing product projections in order to ensure that the strategic direction of a product is in line with overall company goals and objectives. Requires a bachelor's degree with at least 10 years of experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Events Manager

Coordinates and implements marketing communication projects with responsibilities that include public relations, special events management, and advertising, as well as creating brand awareness. Organizes the preparation of proposals and presentations using marketing resource materials such as brochures, data, slides, photographs, and reports. Prepares status reports on marketing efforts. May require a bachelor's degree in area of specialty and 0-2 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a supervisor or manager.

Internet Marketer

Collects and analyzes data to evaluate existing and potential online markets. Uses traffic tracking applications to recognize user patterns and trends to help formulate effective marketing techniques. Requires a bachelor's degree in area of specialty and 2-4 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a supervisor or manager.

Marketing

		Senior Vice President, Marketing	Social Media Manager
Market	Company Size	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	130,164 - 324,575	67,273 - 140,976
	Medium	147,115 - 347,760	69,567 - 144,999
	Large	155,081 - 382,224	71,678 - 149,410
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	135,503 - 333,373	65,478 - 126,353
	Medium	142,288 - 351,157	67,259 - 129,697
	Large	150,337 - 386,612	69,351 - 133,334
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	125,666 - 306,163	61,536 - 119,131
	Medium	141,621 - 333,344	63,308 - 122,440
	Large	147,153 - 371,836	65,380 - 126,118
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	125,190 - 304,945	60,738 - 118,786
	Medium	141,090 - 336,276	62,245 - 121,958
	Large	150,186 - 360,702	64,353 - 125,980
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	136,688 - 322,538	66,206 - 127,894
	Medium	146,016 - 353,925	67,900 - 131,953
	Large	157,175 - 371,137	69,854 - 135,744

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Senior Vice President, Marketing

Plans and directs all aspects of an organization's marketing policies, objectives, and initiatives. Identifies changes in the marketing environment or competitive strategies and evaluates, adjusts, or redrafts the organization's marketing plan and philosophy accordingly. Requires a bachelor's degree with at least 15 years of experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Social Media Manager

Develops and implements the organization's social media strategy, including marketing plans that leverage social media outlets. Responsible for development and maintenance of online content that attracts attention, generates interest, and is easily shared with social networks. Establishes relationships with bloggers and other members of the online community. May work with technical personnel in the development of tools that allow for easy integration with a social network. Requires a bachelor's degree with at least seven years of marketing experience. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Operations

		District Manager	General Manager	Operations Director
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	97,149 - 222,232	40,081 - 68,202	126,924 - 249,656
	Medium	99,303 - 227,599	41,125 - 69,736	131,473 - 259,505
	Large	100,217 - 230,824	41,224 - 70,589	131,749 - 256,996
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	97,708 - 225,709	40,464 - 69,195	111,881 - 217,444
	Medium	99,926 - 231,366	41,505 - 71,045	114,479 - 222,946
	Large	101,231 - 234,116	41,792 - 71,142	109,860 - 213,858
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	93,001 - 213,617	37,439 - 64,197	109,850 - 212,826
	Medium	95,078 - 218,241	38,699 - 65,789	112,219 - 218,793
	Large	95,778 - 220,117	38,446 - 66,078	109,745 - 212,651
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	91,364 - 209,789	36,686 - 62,452	108,719 - 212,302
	Medium	93,152 - 214,512	37,600 - 63,829	111,310 - 216,918
	Large	94,105 - 216,946	37,769 - 64,339	108,083 - 210,899
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	98,456 - 227,707	40,894 - 69,726	113,665 - 221,599
	Medium	100,584 - 230,897	41,913 - 71,440	116,944 - 228,628
	Large	101,531 - 234,103	42,178 - 71,973	113,455 - 220,817

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

District Manager

Manages technical service-related operations for an organization within an assigned district. Oversees the work of engineering or maintenance staff to ensure that all jobs are completed on time, within budget, and to customer specifications. Ensures that physical inventory levels are monitored and replenished as needed. Has responsibility for the profitability of the department. May be responsible for selling the organization's services to existing or potential clients. Requires a bachelor's degree with at least eight years of experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

General Manager

Manages the daily activities of an operations unit. Responsible for planning and directing budgets, goals, and business objectives. Requires a bachelor's degree or its equivalent with at least five years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. Typically reports to a senior manager.

Operations Director

Directs and oversees an organization's nonmanufacturing operational policies, objectives, and initiatives. Responsible for evaluating current and proposed systems and procedures, and determining and implementing changes as necessary. Requires a bachelor's degree with at least 10 years of experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Operations

		Operations Manager	Plant Manager	Vice President, General Manager
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	66,057 - 123,452	108,011 - 239,016	117,662 - 268,902
	Medium	66,199 - 123,877	112,003 - 249,673	122,499 - 279,339
	Large	67,876 - 122,123	113,310 - 253,340	126,582 - 289,162
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	67,414 - 120,866	108,545 - 241,437	118,181 - 268,883
	Medium	66,893 - 121,407	112,479 - 252,062	123,150 - 279,926
	Large	67,793 - 124,778	114,498 - 254,854	127,103 - 289,785
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	60,910 - 113,274	101,822 - 227,775	113,321 - 258,321
	Medium	63,603 - 114,252	105,915 - 235,734	118,592 - 268,529
	Large	64,745 - 119,037	107,469 - 239,831	122,970 - 279,054
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	61,253 - 114,162	99,866 - 222,703	112,891 - 255,508
	Medium	62,895 - 110,954	104,142 - 231,976	117,295 - 267,340
	Large	62,558 - 111,717	105,773 - 235,275	121,806 - 275,912
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	66,347 - 124,217	109,000 - 244,005	119,690 - 270,412
	Medium	67,334 - 126,146	113,978 - 252,889	124,291 - 282,181
	Large	69,083 - 128,510	115,231 - 256,806	128,555 - 291,450

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Operations Manager

Manages the day-to-day activities of an organization's nonmanufacturing operations department. Assists in evaluating current and proposed systems and procedures. Recommends changes when necessary and assists in implementation of new processes. Requires a bachelor's degree with at least eight years of experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a senior manager or head of unit/department.

Plant Manager

Manages and oversees overall plant operations, which may include finance, manufacturing, manufacturing engineering, materials, quality assurance/control, human resources, and information systems. Makes recommendations to improve productivity, quality, and efficiency of operations. May be required to meet certain certifications in field. Requires a bachelor's degree and 7-10 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. A wide degree of creativity and latitude is required. Typically reports to top management.

Vice President, General Manager

Provides general management over finance, marketing, sales, manufacturing, engineering, materials, quality assurance/control, human resources, and information systems for a plant or other production facility. Makes decisions regarding improving productivity, quality, and efficiency of operations. May be required to meet certain certifications in field. Requires a bachelor's degree and at least 10 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. Leads and directs the work of others. A wide degree of creativity and latitude is required. Typically reports to top management.

Sales

		Account Manager	Business Development Manager	Director of Sales
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	76,188 - 165,324	76,230 - 155,305	105,962 - 225,715
	Medium	78,731 - 171,136	78,842 - 159,628	105,370 - 225,328
	Large	79,091 - 172,244	78,542 - 162,496	103,736 - 228,371
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	77,353 - 166,749	76,713 - 161,618	104,962 - 226,554
	Medium	79,317 - 172,805	77,338 - 163,761	106,301 - 227,067
	Large	79,167 - 173,665	79,028 - 161,594	104,852 - 234,620
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	72,819 - 157,778	70,942 - 152,215	100,863 - 217,928
	Medium	74,399 - 162,621	73,561 - 155,079	103,785 - 223,904
	Large	75,092 - 163,461	75,361 - 152,054	103,642 - 221,389
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	71,258 - 154,545	68,883 - 146,404	97,023 - 214,745
	Medium	72,952 - 158,895	71,694 - 152,785	101,489 - 217,400
	Large	73,840 - 160,329	71,535 - 149,983	98,826 - 218,235
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	77,818 - 168,929	77,782 - 161,389	106,174 - 228,122
	Medium	79,544 - 173,050	77,787 - 162,306	107,575 - 226,175
	Large	80,396 - 174,528	79,769 - 169,914	107,622 - 234,036

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Account Manager

Manages and develops client accounts to initiate and maintain favorable relationships with clients. Responsible for leading a team of account managers dedicated to meeting the operational needs of assigned client segments. Requires a bachelor's degree in area of specialty and at least five years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to head of a unit/department.

Business Development Manager

Identifies and helps to develop strategic relationships with partners or potential customers. Manages the marketing, sales and product development teams to implement business development initiatives. Requires a bachelor's degree in business, finance, or marketing, with four years of experience in the field or a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on experience and judgment to plan and accomplish goals. Performs a variety of complicated tasks. May lead and direct the work of others. May report to an executive or a manager. A wide degree of creativity and latitude is expected.

Director of Sales

Directs and oversees an organization's sales policies, objectives, and initiatives. Sets short- and long-term sales strategies and evaluates effectiveness of current sales programs. Recommends product or service enhancements to improve customer satisfaction and sales potential. Requires a bachelor's degree with at least 10 years of experience in the field. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Sales

		Sales Representative	Senior Client Manager	Senior Vice President, Sales
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	55,617 - 139,514	101,506 - 214,105	166,082 - 475,097
	Medium	57,638 - 143,980	110,981 - 234,643	173,508 - 498,395
	Large	57,720 - 144,074	111,571 - 235,092	179,563 - 490,052
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	56,456 - 141,129	81,760 - 179,875	165,220 - 473,605
	Medium	58,012 - 145,200	87,377 - 191,627	171,877 - 491,079
	Large	58,780 - 146,515	87,544 - 191,079	179,309 - 502,095
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	52,468 - 131,106	78,862 - 172,137	160,261 - 455,626
	Medium	54,215 - 135,449	84,445 - 184,692	169,259 - 487,028
	Large	54,457 - 136,112	85,152 - 185,087	166,625 - 486,651
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	50,865 - 126,841	79,893 - 173,779	159,079 - 457,211
	Medium	52,762 - 130,740	85,866 - 185,742	163,314 - 465,236
	Large	52,881 - 131,491	85,942 - 186,577	166,676 - 467,997
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	57,110 - 142,331	83,945 - 183,527	167,503 - 482,855
	Medium	58,945 - 146,172	90,158 - 196,431	173,461 - 496,173
	Large	58,905 - 146,786	90,247 - 197,003	179,021 - 513,945

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Sales Representative

Develops new prospects and interacts with existing customers to increase sales of an organization's products and/or services. Requires a minimum of an associate's degree or its equivalent with 3-6 years of experience in the field or in a related area. Familiar with standard concepts, practices, and procedures within a particular field. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Works under general supervision. A certain degree of creativity and latitude is required. Typically reports to a supervisor or manager.

Senior Client Manager

Directs a team responsible for the development, implementation, and troubleshooting of enterprise hardware, software, and networking systems. Generates timelines, estimates costs, and ensures projects meet the needs of the client organization. Oversees the operations of a team of project managers, business technology consultants, and implementation specialists who interface with the client organization. Requires a bachelor's degree in area of specialty and at least 10 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Senior Vice President, Sales

Plans and directs all aspects of an organization's sales policies, objectives, and initiatives. Develops the sales plan to fulfill the growth and revenue goals of the organization. Responsible for ensuring maximum sales volume of an organization's products and/or services. Manages all aspects of the sales function, including inside sales, outside sales, and customer service teams. Requires a bachelor's degree with at least 15 years of experience in the field. Demonstrates expertise in a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to top management.

Technical

		Project Manager	Quality Control Manager	Quality Assurance Manager
Market	Company Size	Salary Range	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	52,982 - 93,383	70,017 - 122,598	76,139 - 133,633
	Medium	56,455 - 96,999	73,839 - 127,923	77,797 - 137,381
	Large	54,874 - 96,235	74,997 - 129,801	79,112 - 138,295
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	52,969 - 93,849	72,738 - 128,379	77,974 - 137,145
	Medium	55,597 - 98,598	73,421 - 131,121	81,710 - 138,277
	Large	55,459 - 98,959	73,106 - 130,772	79,031 - 140,684
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	49,521 - 87,231	66,616 - 118,009	72,830 - 125,276
	Medium	50,634 - 90,880	68,363 - 122,480	76,466 - 130,883
	Large	51,173 - 89,406	69,130 - 119,834	76,854 - 125,436
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	49,227 - 85,822	66,495 - 116,368	72,941 - 124,819
	Medium	49,622 - 88,551	67,410 - 119,433	74,512 - 126,615
	Large	51,725 - 88,658	66,407 - 118,681	74,229 - 125,187
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	53,760 - 93,640	71,785 - 127,788	79,652 - 135,187
	Medium	55,177 - 95,552	74,007 - 133,052	79,536 - 136,108
	Large	57,174 - 95,838	75,100 - 127,357	80,621 - 139,431

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Project Manager

Responsible for the coordination and completion of projects. Oversees all aspects of projects. Sets deadlines, assigns responsibilities, and monitors and summarizes progress of project. Prepares reports for upper management regarding status of project. May require a bachelor's degree and 2-4 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on limited experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a manager or head of a unit/department.

specialty and 7-10 years of experience in the field or in a related area. Familiar with a variety of the field's concepts, practices, and procedures. Relies on extensive experience and judgment to plan and accomplish goals. Performs a variety of tasks. Leads and directs the work of others. A wide degree of creativity and latitude is expected. Typically reports to a head of a unit/department.

Quality Assurance Manager

Manages, plans, coordinates, and heads the quality control program designed to ensure continuous production/service consistent with established standards. Oversees the development and analysis of statistical data and specifications to determine present standards and establish proposed quality and reliability expectancy. Formulates and maintains quality control objectives, and coordinates objectives with production procedures in cooperation with other managers to maximize quality and

reliability and to minimize costs. Manages, through intermediate personnel, workers engaged in activities to ensure continuous control over materials, facilities, services, and products. Develops and implements methods and procedures for monitoring work activities, such as preparation of records of expenditures, progress reports, etc., in order to inform management of current status or work activities. Plans, promotes, and organizes training activities related to quality and reliability. Analyzes and resolves work problems, or assists employees in solving work problems. May recruit, hire, train staff; evaluate employee performance; and recommend or initiate promotions, transfers, and disciplinary action. Interprets company policy to employees and enforces company policy and practices. May investigate customer complaints regarding quality and make appropriate adjustments. Requires a bachelor's degree in area of specialty and 5-8 years of experience in the field or in a related area. Typically reports to senior management.

Quality Control Manager

Oversees the evaluation of a finished product for quality and reliability. May assist in the development of quality control standards. Requires a bachelor's degree in area of

Technical

Market	Technical Writer		Technician
	Company Size	Salary Range	Salary Range
Northeast CT, MA, ME, NH, NY, RI, VT	Small	38,704 - 67,355	34,198 - 63,450
	Medium	38,238 - 69,470	34,587 - 66,222
	Large	38,917 - 68,927	35,973 - 66,400
Mid-Atlantic DE, MD, NJ, PA, VA, WV, Washington DC	Small	39,021 - 67,649	35,325 - 66,360
	Medium	38,884 - 68,859	35,147 - 65,525
	Large	40,224 - 67,668	36,473 - 67,118
Midwest IA, IL, IN, KS, MI, MN, MO, ND, NE, OH, SD, WI	Small	36,483 - 61,157	33,238 - 58,914
	Medium	36,409 - 64,805	33,031 - 61,174
	Large	36,034 - 63,248	33,368 - 60,698
South AL, AR, FL, GA, KY, LA, MS, NC, OK, SC, TN, TX	Small	35,006 - 61,633	31,422 - 58,673
	Medium	35,126 - 60,914	31,908 - 59,899
	Large	36,282 - 62,517	32,197 - 59,678
West AK, AZ, CA, CO, HI, ID, MI, NM, NV, OR, UT, WA, WY	Small	38,301 - 66,715	35,711 - 66,444
	Medium	38,830 - 67,752	36,674 - 68,306
	Large	40,773 - 68,568	36,666 - 65,601

Company size and annual revenues: Small = under \$250 million; Medium = \$250 million to \$1 billion; Large = over \$1 billion

Technical Writer

Writes a variety of technical articles, reports, brochures, and/or manuals for documentation for a wide range of uses. May be responsible for coordinating the display of graphics and the production of the document. May require a bachelor's degree in a related area and 0-2 years of experience in the field or in a related area. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Primary job functions do not typically require exercising independent judgment. Works under immediate supervision. Typically reports to a supervisor or manager.

Technician

Maintains, repairs, and troubleshoots desktop hardware and software packages. Also responsible for customer service and end-user training. May require a bachelor's degree or its equivalent and 0-2 years of related experience. Has knowledge of commonly used concepts, practices, and procedures within a particular field. Relies on instructions and pre-established guidelines to perform the functions of the job. Works under immediate supervision. Typically reports to a supervisor.

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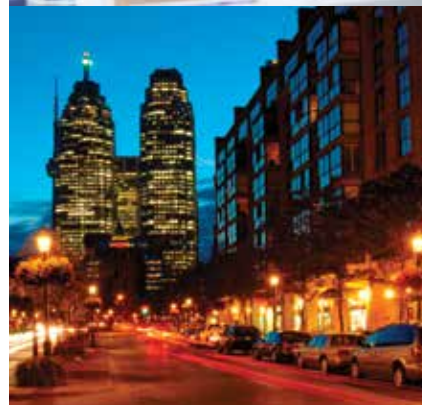
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