

2019 SALARY GUIDE



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CAN BE A CONTROLLED MARKET DATE

The employee-driven market has created a wave of changes from the way employers conduct searches to crafting offers. No company is immune from this and it's up to the employers to step up their game to entice the right candidates. Overall, the trends and data we've seen indicate that the majority of people would leave their current job for better benefits and almost half would make the change for higher pay. Employees are demanding more, and while it may seem like a daunting task to revamp your existing offerings and recruitment process, the benefits of shortening your time to fill and being fully staffed far outweigh the effort.

There are a number of fixes for this tight talent crunch, but first, it's important to understand the market indicators that are driving candidate control.

CAUSES & SYMPTOMS

LOW UNEMPLOYMENT

The unemployment rate in the U.S. is the lowest it's been in almost five decades, and there are currently more jobs than people available. Employers can no longer rely on candidate applications to fill open roles; rather they must also search for passive candidates. When you compare those actively looking for work to passively looking, the contrast is drastic. In fact, 8.59% of Americans are actively looking for work according to a survey commissioned by Textio. While the majority are not looking actively, Indeed reported that 71% of people in the labor force are open to a new job, leaving the door open for better offers. This is a play that requires more effort and strategy than just posting a job. In many cases, employers also elect to work with an agency proficient at pursuing passive candidates.

REGULATORY CHANGES

Companies are delaying projects, increasing budgets, and moving work overseas because of H-1B Visa restrictions and longer-than-usual wait times. Some companies have even explored alternative TN and L-1 Visas or even gone so far as to open new locations in Mexico and Canada to circumvent the lack of available talent. STEM is the sector most affected by the skills gap in the U.S. due to the lack of available H-1B Visas which is only exacerbated by the lag in education and the limited domestic labor force. If nothing is done to improve the current environment, it is reported that there will be a lack of skilled workers in excess of 85 million worldwide by 2030.

LOW RELOCATION TRENDS

Relocation trends have been on the decline for over a decade with a little over 10% of job seekers relocating in the first half of 2018. This is down considerably from the relocation rate of 22.9% in 2000. While the expense of relocating individuals is a cause for some of the decline, technology has had a far greater influence. The ability to offer remote or virtual roles opens the talent pool to a geographic footprint that would've otherwise been inaccessible. It also offers the fringe benefit of working from home. According to UpWork, only 6.6% of hiring managers feel their company is prepared to support a remote workforce, and 57% don't have a remote work policy. Companies faced with a dwindling local talent pool may want to consider including telecommute roles as an option for niche talent needs.

NICHE TALENT DEMANDS

When employers have more control, prioritizing things like experience over potential or industry experience over skills is easy. However, in a candidate-driven market, niche talent requirements may have to be softened to generate a talent pool. Candidates today are

LACK OF
85
MILLION



93.4%

OF HIRING MANAGERS
FEEL THEIR COMPANY IS
NOT PREPARED



57%

OF COMPANIES HAVE NO
REMOTE WORK POLICY

generally willing to quickly upskill to meet demand and extend value by bringing the ancillary skills to the team.

CORPORATE TECH TRANSFORMATION

Big data, consumer analytics, and cybersecurity are just a few of the areas that have taken traditionally non-tech companies into the competitive tech space. As companies compete to improve the user experience and increase connectivity, they also increase their level of vulnerability. This demand for technology and growth is a contributing factor to the tech talent shortage and has businesses competing for similar talent. Business service companies tend to be leading this tech transformation trend followed by consumer finance and compliance.

CYBER CRIME IMPACT

An average company deals with 200,000 security events per day according to the Harvard Business Journal. This year alone there was a ransomware attack on an Indiana hospital, 2018 Olympics malware attack, Ticketmaster UK payment system breach, and according to the United States Computer Emergency Readiness Team, many of our government entities and domestic energy, nuclear, commercial facilities, water, aviation, and critical manufacturing sectors have been attacked in 2018. As technology and software continue to integrate, cybersecurity talent has become more critical to maintain the infrastructure while being responsive to any attacks. According to Cybersecurity Ventures, unfilled positions will reach an alarming number of 3.5 million by 2021, resulting in a cost of more than \$6 trillion in cybercrime damages.

EFFECTS OF MULTIPLE OFFERS

Multiple offers are a known reality for candidates today, as is “ghosting” for employers. With such a tight labor market, candidates are blowing off their job interviews and even first days of work. Employees are quitting their jobs at the fastest rate since 2001. Much of



OVER \$6 TRILLION

this can be attested to the recruitment process to which candidates feel there is a lack of touch points and transparency. They also feel a lack of rapport with the talent acquisition specialist along through their journey giving them no reason for loyalty.

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WHAT CAN BE DONE

Candidate experience is everything when candidates are in control, but some companies are still hiring like it's 1989. The companies that struggle the most to find talent are the ones without an employee brand. These are businesses who don't make any effort to change the process or have an understanding of the market. Those who have a grasp on this candidate-first market are stepping up their game in creative ways.

EXTRAORDINARY THINGS EMPLOYERS ARE DOING ALREADY

PwC is offering more to its employees through its Digital Fitness Assessment. The app is used to continue education for em-

ployees, letting them assess their knowledge of several topics like AI and data through learning assets and courses. It acts as an extra feature to flaunt in the hiring process, but it also helps the company invest in their talent. PwC knows that continuous learning is what job seekers are looking for these days.

The retail giant, Amazon, is now developing their own health clinics for employees. They partnered with JP Morgan and Berkshire Hathaway to lower escalating healthcare costs, resulting in developing these clinics for its employees at its headquarters in Seattle. These clinics will promote quality care for their employees, while also addressing healthcare, which is one of the most important things for candidates.

Others are recruiting in a different way, like focusing on branding instead of offering more benefits. Some employers are even focusing more on high potential candidates than candidates that have experience. This strategy of growing talent instills loyalty in a company. Other businesses are throwing their entire process out the window and really assessing what they're looking for by utilizing behaviorally-based questions to weed out those who aren't a good fit.

PROCESS

In 2019, you'll want to take a good look at your process and improve it with your candidates in mind. Accelerate the process; you can't expect candidates to wait. Long wait times in between communication are opportunities for candidates to be in process elsewhere. Examine timelines, identify bottlenecks, and communicate to executives to improve the overall process. Assess your job descriptions and use relatable language, so

you don't alienate candidates. Put an emphasis on personality and culture fit for a more stable employee. Applicant experience must be the main focus of your process, perhaps offer optional video screening to save candidates from coming into the office. Customize the interview process for the role; different teams have different needs.

TRANSPARENCY & HONESTY

If there is no transparency in your process, it will alienate the candidate and lengthen your

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**...FEEDBACK CAN BE INVALUABLE
WHEN IT COMES TO IMPROVING
YOUR RECRUITMENT PROCESS.**

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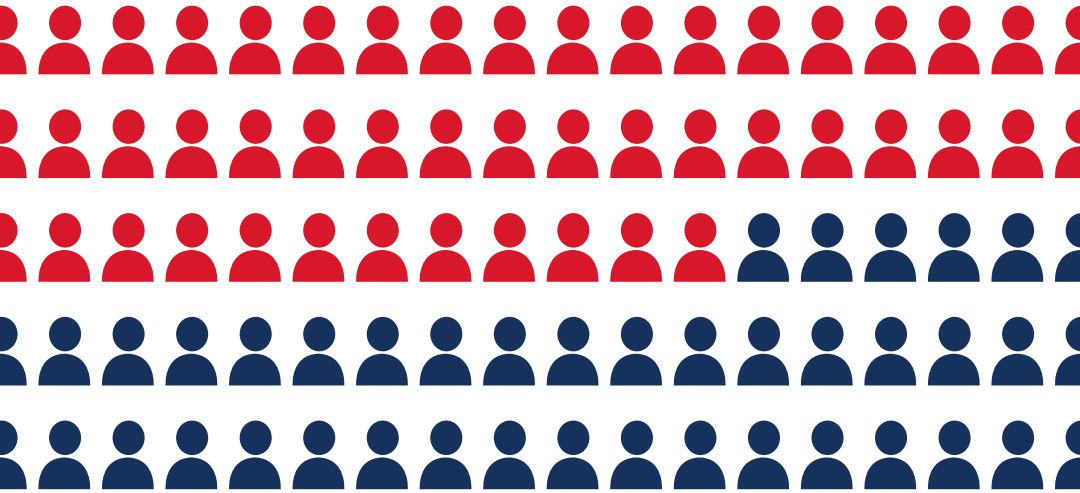
search. Higher rates of retention happen due to clear expectations from the beginning, and in some cases, it's legally required by privacy laws. A big part of transparency is candidate feedback. Let your candidates know where they stand and be consistent. Make sure everyone in the company is upfront about the workload, compensation range, benefits, and next steps. You can also provide your candidates with short surveys along the way to see how they feel about your process. This feedback can be invaluable when it comes to improving your recruitment process. Lastly, keep an eye on your online reviews. Candidates that don't feel comfortable responding to your surveys may resort to a third party site to voice their experience.

COMPENSATION

Know the role and know your market. Salary matters when candidates are in control, so be competitive in your initial offer because you may not get another chance. The tight labor market has forced employers to hand over larger pay raises and discretionary bonuses. Top performers want to be compensated, and companies need to invest more to attract them. If money is the primary motivator, evaluate the cost-effectiveness of increasing the wage versus continuing to search.

FLEXIBILITY

Flexibility is key to making employees and candidates happy. Clutch reported that 41% of those with perks say flexible hours are the most important perk, and TSheets reported 46% of employees said they would take a lower paying job with more flexible working arrangements. If you're curious about how common the flex hours are now, 32% of employees have flexible hours. Flexibility options can help prevent employee burnout, and those employers who adopt this change in workplace flexibility will be better positioned to attract and retain top talent. A lot of it has to do with work-life balance and making a job work for them, not the other way around. There are options like Flextime, remote



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PERCENT

work, and job sharing available to offer to employees. Millennials consider flexible hours essential and could leave a job or not take a job offer if that company doesn't have this option. However, this flexibility doesn't work at every organization. You have to really look at the structure of the company, and its needs. These programs shouldn't be mandatory either because each employee has a different schedule outside of work. Identify critical hours that the business must be open and operating when designing flex options.

CREATIVE COMPENSATION

High-demand employee benefits in 2018 were professional development, work-life balance, and student loan assistance. Professional development can include training, resources, and no limitations on job advancement. Work-life balance is a major factor in job seeker's lives, and they're looking for things like Flexible Work scheduling, working from home, and unlimited PTO. Employees who work remotely are actually more produc-

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tive and have higher rates of engagement. To further accentuate the importance of work-life balance, studies show that the majority of tech professionals would take a pay cut to be able to work from home at least half the time. If you are thinking of providing free things like snack bins and lunches, they don't necessarily improve retention rates or employee satisfaction, but student loan assistance is greatly appreciated by employees and creates loyalty.

TAKE ACTION

LOOK AT THE MARKET

You should always keep in mind whom you are targeting when you hire. Your audience is job seekers, but not just any job seekers, quality ones. With this quality, comes more demands. It's simple, in a job seekers market, companies MUST offer more.

ASSESS YOUR OPTIONS

What can you do in such a tight labor market? Change your process, add transparency and flexibility, increase what you're offering whether that's compensation or otherwise, and be able to adapt to what the job seeker market demands. The only way to entice candidates is to play to their wants and needs. There is no sign of the candidate-driven market ending anytime soon so if you haven't already adjusted, the time is now.

CALL FOR CHANGE

Figure out what your company is capable of doing and act on those changes that are possible. Focus on the candidate journey. Change your search priorities from high-experience to high-potential. Adjust your job descriptions and personalize the interview process based on the team or role. Recruiting is a team effort, so these changes need to be implemented across the board. Call for change from the top down, and you'll have a much smoother and synchronized process that candidates will fully appreciate.





FOCUS AREAS
POPULAR ROLES

INFORMATION TECHNOLOGY

- EXECUTIVES ROLES
- QA | BUSINESS ANALYST
- DEVOPS | SDN
- NETWORKING
- SECURITY
- BIG DATA | CLOUD
- PMO
- DATABASE ADMIN | DEVELOPMENT
- WEB DEVELOPER
- TECH SUPPORT | SYSTEMS
- APP | SOFTWARE DEVELOPMENT
- BUSINESS APP DEVELOPMENT

LEGAL & COMPLIANCE

CYBER SECURITY AND PRIVACY

CPO, DPO, Cyber Risk Officer
Privacy Law - GDPR and Privacy Shield

AML OFAC

BSA Officer, OFAC Officer, KYC/
EDD Officer, FCPA/ABC Officer

LEGAL

General Counsel, Associate/Assistant,
General Counsel, Legal Support/
Paralegal, Contracts Management

REGULATORY BANK COMPLIANCE

Consumer Compliance, Corporate
Compliance, Fair Lending/CRA,
Regulatory Liaison

ANALYTICS

AML Analytics Officer, AML
Compliance Optimization and
Surveillance, AML AI and Machine
Learning, Regulatory Innovation

GOVERNANCE, RISK, AND COMPLIANCE

Data Governance Manager/
Architect, Central and Control Risk
Compliance, Chief Ethics Officer

ACCOUNTING & FINANCE

ACCOUNTING

Accountant, AP/AR Manager, Billing Manager, Controller

RISK

Credit Risk Manager, Market Risk Manager, Operational Risk Manager, IT Risk Manager

GENERAL FINANCE

Branch Manager, FP&A Manager, Operations Manager, Product Control Manager

AUDIT

Audit Director, Internal Audit Manager, IT Auditor, Tax Auditor

TAX

Tax Director, Tax Manager, Tax Accountant, Tax Analyst, Senior Tax Analyst

LENDING

Commercial Lender, Loan Documentation Specialist, Loan Operations Analyst, Underwriting Manager

CORPORATE SUPPORT

OFFICE ADMIN

Admin Assistant, Data Entry and Receptionist

EXEC ADMIN

Exec Assist, Office Manager, Office Coordinator and Office Assistant

TALENT ACQUISITION

Recruiter, Recruiting Coordinator and TA Manager

CUSTOMER SERVICE

Customer Service Manager and Customer Service Rep

HUMAN RESOURCES

Director of HR, HR Manager, Hr Generalist, HR Assistant, HR Coordinator

SPECIALIZED ADMIN

Payroll Admin, Legal Assistant, Legal Secretary and Paralegal

VARIANCES & SALARIES

LOCATIONS	2018 VARIANCE
AUSTIN	111.2 %
CHICAGO	113.3 %
CINCINNATI	99.3 %
COLUMBUS	100.0 %
DALLAS	111.3 %
DC	115.6 %
DENVER	104.9 %
FORT LAUDERDALE	102.5 %
HOUSTON	111.2 %
MINNEAPOLIS	106.5 %
NEWARK	116.5 %
NEW YORK CITY	127.7 %
PHILADELPHIA	113.2 %
PHOENIX	107.6 %
TAMPA	101.1 %
WILMINGTON	107.6 %

1

Locate city's variance:

HOUSTON 111.2

2

Move the decimal point of the variance 2 places to the left:

1.112

3

Multiply this new figure by the salary range of the position:

DATA ANALYST x 1.112

INFORMATION TECHNOLOGY

POSITION	LOW	HIGH
EXECUTIVES		
CIO/Chief Information Officer	\$ 178,600	\$ 283,100
CTO/Chief Technology Officer	\$ 178,700	\$ 251,500
CISO/Chief Information Security Officer	\$ 159,900	\$ 221,600
VP of Engineering	\$ 171,400	\$ 223,000
VP of Information Technology	\$ 160,700	\$ 203,400

DATABASE ADMIN | DEVELOPMENT

Data Analyst	\$ 69,300	\$ 94,500
Data Architect	\$ 122,200	\$ 157,300
Data Warehouse Analyst	\$ 89,500	\$ 120,800
Database Engineer	\$ 97,000	\$ 117,900
MYSQL DBA	\$ 98,600	\$ 133,000
Oracle DBA	\$ 93,000	\$ 121,500
PL/SQL DBA	\$ 77,500	\$ 113,500
SQL DBA	\$ 89,000	\$ 126,300

POSITION	LOW	HIGH
BIG DATA CLOUD		
BI Architect	\$ 115,000	\$ 156,700
Big Data Engineer	\$ 97,200	\$ 129,600
Cloud Engineer	\$ 100,300	\$ 137,000
Cloud Integration Specialist	\$ 79,100	\$ 127,200
Data Scientist	\$ 99,500	\$ 136,600

DEVOPS | SDN

DevOps Engineer	\$ 91,300	\$ 134,900
DevOps Manager	\$ 104,400	\$ 158,100
Lamp Developer/Engineer	\$ 83,300	\$ 102,400

WEB DEVELOPER

Ecommerce Analyst	\$ 69,500	\$ 80,700
Front-End Developer	\$ 64,500	\$ 106,400
Web Designer	\$ 58,500	\$ 76,700
Web Developer	\$ 74,400	\$ 106,200
UX/UI Developer	\$ 88,000	\$ 122,500

POSITION	LOW	HIGH
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TECH SUPPORT | SYSTEMS ADMIN

Citrix Engineer	\$ 89,200	\$ 114,300
Director of Information Technology	\$ 142,600	\$ 214,800
Desktop Engineer	\$ 73,100	\$ 103,400
Desktop Support	\$ 60,500	\$ 77,800
Help Desk Manager	\$ 74,300	\$ 92,000
Help Desk Technician/Analyst	\$ 47,300	\$ 61,900
Information Technology Manager	\$ 88,100	\$ 124,800
Linux Administrator	\$ 80,400	\$ 103,600
Microsoft 365 Engineer	\$ 71,400	\$ 98,300
Middleware Engineer	\$ 92,700	\$ 123,900
Release Engineer	\$ 89,800	\$ 125,100
Systems Administrator	\$ 74,500	\$ 103,700
Systems Engineer	\$ 91,400	\$ 120,100
Virtualization Engineer	\$ 94,600	\$ 132,300

APP | SOFTWARE DEVELOPMENT

.Net Developer	\$ 86,200	\$ 112,700
AngularJS Developer	\$ 88,100	\$ 124,800
Application Architect	\$ 113,200	\$ 167,800
C++ Developer	\$ 83,100	\$ 111,100
Full Stack Developer	\$ 82,100	\$ 121,800
Java Developer	\$ 88,200	\$ 137,000
Java/J2EE Developer	\$ 87,500	\$ 136,400
Mobile Applications Developer	\$ 92,300	\$ 134,000
PHP Developer	\$ 83,200	\$ 102,800
Python Developer	\$ 98,300	\$ 131,800
Ruby Software Developer	\$ 86,400	\$ 121,200

BUSINESS APPLICATION DEVELOPMENT

ERP/CRM Analyst	\$ 88,600	\$ 122,400
ERP/CRM Developer	\$ 86,800	\$ 112,500
Oracle Application Dev	\$ 94,300	\$ 137,400
SAP Developer	\$ 96,300	\$ 126,000

POSITION	LOW	HIGH
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QA | BUSINESS ANALYST

Business Analyst	\$ 85,300	\$ 110,000
Business Systems Analyst	\$ 79,800	\$ 99,100
QA Automation Engineer	\$ 87,000	\$ 111,800
QA Manager	\$ 112,300	\$ 137,400
QA Tester	\$ 64,500	\$ 85,800

NETWORKING

Data Center Engineer	\$ 78,400	\$ 109,600
Firewall Engineer	\$ 95,300	\$ 126,400
Network Administrator	\$ 73,600	\$ 105,700
Network Architect	\$ 125,000	\$ 170,100
Network Engineer	\$ 106,400	\$ 136,400
Network Voice Engineer	\$ 96,000	\$ 126,500
NOC Engineer	\$ 65,300	\$ 86,700
NOC Manager	\$ 102,600	\$ 113,100
Wireless Network Engineer	\$ 87,200	\$ 122,000

SECURITY

Information Security Analyst	\$ 81,300	\$ 107,200
Information Security Manager	\$ 107,700	\$ 131,500
Network Security Engineer	\$ 89,300	\$ 116,400
Senior Cyber Security Analyst	\$ 115,300	\$ 136,100

PMO

Director of PMO	\$ 147,900	\$ 180,000
Agile Project Manager	\$ 107,500	\$ 144,800
Infrastructure Project Manager	\$ 103,000	\$ 149,400
Product Manager	\$ 102,500	\$ 143,500
Program Manager	\$ 112,100	\$ 133,800
Project Coordinator	\$ 68,700	\$ 90,200
Scrum Master	\$ 78,700	\$ 131,200
Technical Writer	\$ 83,000	\$ 113,200
Technical Project Manager	\$ 105,000	\$ 140,500

LEGAL & COMPLIANCE

POSITION	LOW	HIGH
EXECUTIVES		
CRO/Head of Risk	\$ 174,900	\$ 276,800
CCO/Chief Compliance Officer	\$ 119,300	\$ 322,200
CPO/Chief Privacy Officer	\$ 144,800	\$ 215,300
BSA Officer/Head of Financial Crimes	\$ 116,300	\$ 252,000
Deputy BSA Officer/Deputy Head of Financial Crimes	\$ 110,800	\$205,600
Deputy Chief Compliance Officer	\$ 103,400	\$ 227,600
General Counsel/Chief Legal Officer	\$ 105,900	\$ 353,100
OFAC Officer	\$ 114,900	\$ 226,400
KYC Officer	\$ 127,400	\$ 181,600

POSITION	LOW	HIGH
COMPLIANCE ANALYTICS		
Compliance Analytics - Officer	\$ 103,900	\$ 166,500
Compliance Analytics - Analyst	\$ 73,800	\$ 106,400

FRAUD

Senior Fraud Manager	\$ 83,600	\$ 132,900
Fraud Manager	\$ 74,600	\$ 103,300
Fraud Analyst	\$ 59,800	\$ 76,300

POSITION	LOW	HIGH
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FINANCIAL CRIMES | AML | BSA

BSA/AML Analyst	\$ 61,700	\$ 92,700
BSA/AML Investigator	\$ 68,300	\$ 103,100
EDD Analyst	\$ 52,300	\$ 71,200
EDD Investigator	\$ 68,900	\$ 86,700
Director of AML	\$ 139,800	\$ 216,600
KYC Analyst	\$ 63,100	\$ 85,600
KYC Deputy	\$ 121,300	\$ 157,700
OFAC Analyst	\$ 56,900	\$ 87,300
SAR Analyst	\$ 52,800	\$ 84,500
Senior Compliance Analyst	\$ 70,500	\$ 104,300

COMPLIANCE

Central/Control Room Compliance Officer	\$ 140,600	\$ 193,200
Central/Control Room Compliance Manager	\$ 94,200	\$ 138,200
Central/Control Room Compliance Analyst	\$ 64,600	\$ 94,200
Compliance Director	\$ 116,300	\$ 196,900
Compliance Manager	\$ 97,000	\$ 131,400
Compliance Analyst	\$ 58,900	\$ 101,800
Cyber Security Risk Analyst	\$ 85,900	\$ 101,900
Cyber Security Risk Officer	\$ 89,700	\$ 144,400
Risk Analyst	\$ 82,500	\$ 127,900
Senior Compliance Manager	\$ 107,500	\$ 161,500

PRIVACY

DPO (Data Privacy Officer)	\$ 123,800	\$ 279,000
Privacy Counsel	\$ 143,200	\$ 213,000

POSITION	LOW	HIGH
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AUDIT | TESTING | QA & QC

BSA/AML Auditor	\$ 62,900	\$ 87,800
BSA/AML Auditor - Senior	\$ 82,500	\$ 130,000
Testing & Monitoring Officer	\$ 109,900	\$ 156,800
Testing & Monitoring Analyst	\$ 66,000	\$ 97,200
Director - Quality Assurance & Quality Control	\$ 114,300	\$ 178,400
SOX Manager	\$ 83,400	\$ 116,700
SOX Analyst	\$ 68,900	\$ 89,700

BANK COMPLIANCE

Compliance Manager - Home Loans	\$ 97,100	\$ 126,500
Fair Lending Manager	\$ 87,000	\$ 146,500
VP, Compliance Officer	\$ 114,300	\$ 162,700

LEGAL

Associate/Assistant General Counsel	\$ 149,700	\$ 212,400
Legal Assistant	\$ 49,100	\$ 67,200
Paralegal	\$ 57,300	\$ 95,100

ACCOUNTING & FINANCE

POSITION	LOW	HIGH
EXECUTIVES		
CFO	\$ 246,900	\$ 455,300
Director of Finance	\$ 141,600	\$ 209,500

POSITION	LOW	HIGH
RISK		
Credit Risk Analyst	\$74,500	\$ 93,100
Credit Risk Manager	\$ 106,700	\$ 158,400
Director of Risk	\$ 114,300	\$ 158,200
Head of Credit Risk	\$ 145,400	\$ 357,400
Head of Market Risk	\$ 137,800	\$ 316,000
Head of Operational Risk	\$ 139,400	\$ 317,300
Head of Technology Risk	\$ 168,300	\$ 323,100
Market Risk Analyst	\$ 83,200	\$ 117,500
Market Risk Manager	\$ 97,400	\$ 142,900
Operational Risk Analyst	\$ 81,300	\$ 121,800
Operational Risk Manager	\$ 104,300	\$ 154,900
Risk Analyst	\$ 82,400	\$ 121,900
Risk Associate	\$ 69,000	\$ 101,200
Risk Manager	\$ 119,700	\$ 147,800
Technology/IT Analyst	\$ 76,400	\$ 106,700
Technology/IT Risk Manager	\$ 97,300	\$ 150,400

POSITION	LOW	HIGH
ACCOUNTING		
Accountant	\$ 56,600	\$ 69,100
Accounting Assistant	\$ 43,800	\$ 62,100
Accounting Director	\$ 117,600	\$ 167,300
Accounting Manager	\$ 78,000	\$ 111,100
Accounts Payable Analyst	\$ 46,500	\$ 68,900
Accounts Receivable Analyst	\$ 46,400	\$ 68,400
AR/AP Manager	\$ 66,500	\$ 90,100
Assistant Controller	\$ 107,600	\$ 148,200
Billing Analyst	\$ 46,400	\$ 68,300
Billing Manager	\$ 63,600	\$ 82,200
Controller	\$ 153,900	\$ 229,100
Credit & Collections Analyst	\$ 58,000	\$ 75,600
Credit & Collections Manager	\$ 64,100	\$ 91,800
Financial Reporting Analyst	\$ 70,300	\$ 102,500
Financial Reporting Director	\$ 114,200	\$ 168,400
Financial Reporting Manager	\$ 105,700	\$ 143,800
Senior Accountant	\$ 67,900	\$ 87,400

POSITION	LOW	HIGH
PAYROLL		
Payroll Manager	\$ 72,300	\$ 96,400
Payroll Specialist	\$ 47,000	\$ 63,900

POSITION	LOW	HIGH
GENERAL FINANCE		
Bank Branch Assistant Manager	\$ 45,700	\$ 69,800
Bank Branch Manager	\$ 64,600	\$ 81,200
Bank Branch Teller	\$ 29,800	\$ 48,900
Call Center Personal Banker	\$ 36,200	\$ 60,600
Data Analysis Manager	\$ 113,700	\$ 164,800
Data Analyst	\$ 69,300	\$ 108,400
Director of Operations	\$ 85,700	\$ 134,300
Financial Analyst	\$ 77,800	\$ 108,400
Inventory Analyst	\$ 54,900	\$ 85,800
Manager of FP&A	\$ 109,700	\$ 128,800
Operations Analyst	\$ 70,800	\$ 107,800
Operations Manager	\$ 78,300	\$ 121,600
Operations Specialist	\$ 58,200	\$ 94,100
Portfolio Manager	\$ 87,800	\$ 147,800
Private Banker	\$ 65,400	\$ 104,400
Product Control Manager	\$ 109,300	\$ 130,600
Product Control Specialist	\$ 63,800	\$ 96,400
Regulatory Reporting Analyst	\$ 78,300	\$ 113,500
Regulatory Reporting Manager	\$ 92,400	\$ 120,400
Senior Financial Analyst	\$ 76,400	\$ 94,200

TREASURY

Senior Treasury Analyst	\$ 97,300	\$ 134,900
Treasurer	\$ 94,100	\$ 298,800
Treasurer, Assistant	\$ 79,700	\$ 147,200
Treasurer Analyst	\$ 75,500	\$ 115,300
Treasurer Manager	\$ 111,200	\$ 157,100

POSITION	LOW	HIGH
AUDIT		
Audit Director	\$ 135,900	\$ 173,700
Head of Internal Audit	\$ 185,900	\$ 258,900
Internal Audit Manager	\$ 110,600	\$ 127,200
Internal Auditor	\$ 76,300	\$ 105,300
IT Audit Manager	\$ 115,200	\$ 146,100
IT Internal Auditor	\$ 73,100	\$ 89,900
Senior Internal Auditor	\$ 82,800	\$ 111,300
Tax Auditor	\$ 59,500	\$ 95,400

LENDING

Bank Operations Specialist	\$ 48,300	\$ 68,500
Commercial Lender	\$ 61,400	\$ 108,900
Credit Analyst	\$ 55,500	\$ 86,600
Lending Compliance Auditor	\$ 63,400	\$ 114,400
Loan Documentation Specialist	\$ 40,800	\$ 53,900
Loans Operations Analyst	\$ 41,200	\$ 67,500
Loss Mitigation Supervisor	\$ 54,000	\$ 81,400
Mortgage Audit Specialist	\$ 52,800	\$ 78,100
Mortgage Lending Analyst	\$ 47,900	\$ 66,900
Mortgage/Loan Underwriter	\$ 54,100	\$ 72,700
Underwriting Manager	\$ 92,500	\$ 129,800

TAX

International Tax Accountant	\$ 82,300	\$ 124,600
Senior Tax Analyst	\$ 79,100	\$ 103,200
Tax Accountant	\$ 56,200	\$ 81,300
Tax Analyst	\$ 57,800	\$ 78,200
Tax Director	\$ 147,800	\$ 188,400
Tax Manager	\$ 105,600	\$ 144,900

CORPORATE SUPPORT

POSITION	LOW	HIGH
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EXECUTIVES

CHRO	\$ 194,700	\$ 314,200
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OFFICE ADMINISTRATION

Administrative Assistant	\$ 41,300	\$ 59,100
Data Entry Clerk/Associate	\$ 31,600	\$ 40,300
Receptionist	\$ 31,200	\$ 38,900
Switchboard Operator	\$ 35,100	\$ 45,700

EXECUTIVE ADMINISTRATION

Executive Assistant	\$ 52,000	\$ 80,400
Office Manager	\$ 49,000	\$ 69,700
Office Coordinator	\$ 35,100	\$ 41,200
Office Administrator	\$ 33,000	\$ 41,000
Office Assistant	\$ 42,200	\$ 50,400

MARKETING

Graphic Designer	\$ 51,700	\$ 64,900
Marketing Assistant	\$ 40,900	\$ 52,900
Marketing Coordinator	\$ 47,300	\$ 61,700
Marketing Manager	\$ 85,400	\$ 115,600
Trade Show Assistant	\$ 50,300	\$ 61,900

HUMAN RESOURCES SYSTEMS

HRIS Manager	\$ 100,200	\$ 128,900
HRIS Analyst	\$ 58,400	\$ 78,500

POSITION	LOW	HIGH
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HUMAN RESOURCES

Director of HR	\$ 119,200	\$ 155,800
Employee Benefits Manager	\$ 86,000	\$ 112,500
HR Manager	\$ 91,700	\$ 129,100
HR Coordinator	\$ 54,600	\$ 82,400
HR Generalist	\$ 73,200	\$ 92,100
Human Resource Assistant	\$ 39,100	\$ 49,600
VP of Human Resources	\$ 153,200	\$ 189,600

TALENT ACQUISITION

Recruiter	\$ 55,600	\$ 72,900
Recruiting Coordinator	\$ 49,800	\$ 68,200
Recruiting Director	\$ 122,400	\$ 157,400
Talent Acquisition Manager	\$ 88,600	\$ 123,300

CUSTOMER SERVICE

Customer Service Director	\$ 112,600	\$ 154,100
Customer Service Manager	\$ 54,300	\$ 80,900
Customer Service Rep	\$ 35,700	\$ 47,600

SPECIALIZED ADMINISTRATION

Legal Assistant	\$ 49,100	\$ 67,200
Legal Secretary	\$ 51,700	\$ 67,700
Payroll Administrator	\$ 50,100	\$ 65,900
Paralegal	\$ 57,300	\$ 95,100
Program Coordinator	\$ 63,900	\$ 98,100



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