



ACCOUNTING  
AND FINANCE

# SALARY GUIDE

2019

**rh** Robert Half®

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# YOUR GUIDE TO STARTING SALARIES

Employers are competing in a fierce hiring market today. Skilled accounting and finance talent is in short supply, and top candidates frequently field multiple job offers. For many roles, the talent crisis is expected to deepen.

Recruiting and retaining the best people require staying current on salary and hiring trends. The 2019 Robert Half Salary Guide for Accounting and Finance Professionals can help.

Why a salary guide from Robert Half? Because we know what we're talking about, having reported on starting salaries since 1950. Our staffing specialists place financial professionals with companies every day. We know what candidates look for in job offers, which skills require employers to pay a premium and which types of roles are hardest to staff. The salary ranges in the guide are based on the tens of thousands of placements we've made and actual salaries companies are paying to land top talent.

In short, the 2019 Salary Guide is your all-in-one source for comprehensive and accurate salary and hiring data.



# THE HIRING ENVIRONMENT

Recruiting in the accounting and finance fields today takes persistence and ingenuity. Unemployment rates for financial professionals often remain below the national average, and there are skills shortages in many industries. Now, more than ever, trying to find the right candidate for an opening can be a job in itself. Here's a rundown on these and other trends likely to shape hiring in accounting and finance in the year ahead.

## Top candidates won't wait for a decision

Our research shows that most job seekers see a long hiring process as a deterrent. The best candidates won't wait around for a firm to make a decision. Companies that move quickly to make a job offer can beat the competition when it comes to landing skilled professionals.

## Companies are concerned about keeping their best

At a time when talented financial professionals are hard to find, companies can't afford to lose a top performer. To ensure this doesn't happen, more firms are continually benchmarking and adjusting salaries, doing more to prepare employees for advancement, and aiming to enhance work-life balance by offering flextime and remote work arrangements.



## HOT POSITIONS

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



## SOUGHT-AFTER SOFT SKILLS

- Adaptability and flexibility
- Commitment to continuous learning
- Cross-functional collaboration
- Leadership qualities
- Strong work ethic
- Verbal and written communication abilities



## IN-DEMAND TECHNOLOGY SKILLS

- Artificial intelligence
- Cloud-based systems (NetSuite, Workday)
- Construction project management software
- Data analytics and database management software (SQL, VBA)
- Enterprise resource planning systems (Microsoft Dynamics GP, Oracle, SAP)
- Excel
- QuickBooks (for small and midsize businesses)
- Real estate software (MRI, Yardi)
- Robotic process automation



## TOP CERTIFICATIONS & DEGREES

- CPA (certified public accountant)
- CFA (chartered financial analyst)
- CFP (certified financial planner)
- CGMA (chartered global management accountant)
- CIA (certified internal auditor)
- CISA (certified information systems auditor)
- CMA (certified management accountant)
- CPP (certified payroll professional)
- Bachelor's degree in accounting or finance
- MBA (master of business administration)

For details on in-demand positions, see the [glossary of job descriptions](#).

## Businesses relax job descriptions

Eliminating candidates who don't have every single quality they're looking for could cause employers to miss out on exceptional talent. Instead, companies are hiring for the most critical skills, then offering training to help a new hire succeed.

## Companies tap the contingent workforce

Businesses are turning to interim professionals and teams of consultants for projects that require specialized knowledge but don't warrant additional full-time staff, such as post-acquisition fixes or large reconciliation jobs. On initiatives where timing is crucial, highly skilled contingent staff are especially valuable since they are ready to go on day one.

Organizations also continue to hire temporary staff to fill the gap when they lose a full-time employee. Keeping the workflow moving not only boosts morale for the core team but also prevents potential hires from being scared away if they learn the job has been open for a long time.

## Technology comes home

Traditionally, IT drove the conversation when it came to technology considerations in financial departments. No longer. Today's accounting and finance teams are actively involved in researching



and evaluating new systems, and collaborating with IT on final purchases and implementations. Ideal hires are professionals who combine financial and technology expertise.

### **New standards boost hiring needs**

Businesses will need professionals to help them comply with the Financial Accounting Standards Board's new revenue recognition and lease accounting standards. As firms update technology and accounting procedures to align with these guidelines, they need employees with experience in revenue accounting, revenue reporting, and U.S. Securities and Exchange Commission reporting.

### **Firms adopt a new staffing strategy**

Companies are embracing a [new labor model in finance](#), which draws on full-time employees, external consultants, interim professionals and technology. As part of this, they increasingly outsource sophisticated, knowledge-based work and turn over entire business functions to [managed services](#) providers. Having a strategic advisor along with targeted staffing resources is particularly popular with firms managing major one-time events, such as a merger or acquisition, an enterprise resource planning (ERP) upgrade, or the building of a new shared services center.

The efficacy of this approach is aided by the presence of career consultants and independent contractors. Many experienced professionals, including those at senior levels, opt for more flexibility as their careers develop, giving employers on-demand access to a greater range of specialists with in-demand skills.

### **Companies concentrate on corporate culture**

To ensure they offer what candidates value most in a job, firms are making their organizational culture more attractive and using it as a selling point. For example, when pursuing millennials and Generation Z professionals, employers often promote telecommuting, free meals and a relaxed dress code — perks appreciated by these groups.

### **Digital transformation is not slowing hiring**

Digital transformation initiatives, such as automation and artificial intelligence, more often drive a need to increase — rather than decrease — staff, research from Robert Half and Financial Executives Research Foundation found. Companies are hiring full-time and interim professionals to support these efforts. Interim workers can also handle traditional projects, freeing full-time staff with tech skills to focus on digital initiatives.

# DIGITAL TRANSFORMATION'S EFFECT ON HIRING



**17%**

of companies are expanding staff levels



**59%**

of companies are maintaining staff levels



**9%**

of companies are freezing staff levels



**3%**

of companies are reducing staff levels



**12%**

Not sure

Source: *Benchmarking Accounting and Finance Functions: 2018*, Robert Half and Financial Executives Research Foundation; based on responses from financial leaders in the United States





# SECTOR SPOTLIGHTS

## Corporate and industry accounting

Accounting and finance professionals are in demand in nearly every corner of the business world, from manufacturing and real estate to construction and healthcare. Driven by U.S. tax changes, system implementations, new standards, and heightened merger and acquisition activity, companies are seeking staff and senior accountants, financial analysts, and payroll professionals.

Companies are looking for candidates with industry-specific technical skills, along with strong communication and presentation abilities. Since these professionals can be hard to find, organizations are more willing to hire less-experienced but high-potential professionals with the ability to learn new skills quickly. Some firms are also looking at candidates from outside their market and providing relocation assistance as part of a job offer.

## Public accounting

The candidate market for public accounting has always been tight, and the competition among companies for top talent has only become tougher over the past year. Firms are taking greater measures to retain their best performers and recruit

new employees. They're offering higher salaries than their competitors, giving employees bonuses and more time off, and providing perks like flextime and assistance with day care costs.

To access hard-to-find professionals, more public accounting firms are using contingent workers until a full-time hire can be found. In addition, now that firms are doing more consulting and business advisory work, they're recruiting year-round, particularly for mid- to senior-level management positions.

### Financial services

Hiring in financial services organizations remains robust. Tax reform is driving some of the recruitment activity, particularly for staff and senior accountants. In addition, banks that are increasing lending activity are hiring experienced credit analysts and commercial lenders. Regulation also continues to affect the hiring environment, particularly in data privacy, as companies look to hire internal auditors and risk and compliance professionals.

Firms seek candidates with expertise in Excel, Access and statistical modeling software (such as SAS and Python), along with communication, presentation and leadership skills. Because of the shortage of experienced candidates, firms are raising salaries, improving benefits packages and promoting perks, including flexible scheduling and work-from-home options.



**91%**  
of finance leaders reported  
**challenges  
finding skilled  
professionals  
today**

Source: Robert Half survey of more than 2,000 finance leaders in the United States



## HIRING IN THE HEALTHCARE INDUSTRY

Healthcare organizations continue to hire accounting and finance professionals to help address a multitude of challenges, such as growing patient and membership loads, declining reimbursement rates, changing reimbursement models, and the need to improve profitability. They require assistance in all aspects of the revenue cycle and disbursement functions.

Today's providers and payers must deal with changes, including millions of baby boomers rolling off of employer-based health plans and transitioning to Medicare. There is also the continued impact of an accelerating shift from a fee-for-service model, where the emphasis was on the volume of medical procedures, to a new value-based model, where risk control is paramount. The same is true for revenue integrity: Organizations want staff skilled at classifying and billing for services.

Billing and collections functions are struggling to find experienced medical collections specialists as insurance company billing requirements have become more complex.

Rules can now vary widely from carrier to carrier on how to bill specific items and which codes to use.

Larger organizations such as hospitals seek expert financial, data and business analysts. Nearly anyone with both a healthcare and financial analysis background is hired virtually on the spot — if they can be found.

In the reimbursement area, the patient experience holds considerable influence. Insurance companies are more likely to base their payment amounts to hospitals on patient outcomes, including results from patient satisfaction surveys. Patients are polled about everything from quality of care to ease of their hospital admissions process. Cost transparency is another area where patients evaluate the service they received, so hospitals need financial staff who can clearly convey to patients what they will, and will not, be billed for. This trend is also beginning to trickle down to affect all providers, not just hospitals.

# HOW TO USE OUR SALARY TABLES

To help you determine salary levels for new hires, we report starting pay ranges by percentiles, as defined on this page. Salary figures represent the national average; you can adjust the figures on the following pages to your market using the local variances on Pages 25-26. Bonuses, benefits and other forms of compensation are not factored into the starting salary ranges. If appropriate, add in other financial incentives your organization offers. Then move quickly. Chances are, your top candidate will be your competitors' first pick, too.

## 25th

The lowest percentile most often fits candidates who are new to the role and still developing their skills. The role may be in a market with low competition for talent or in a smaller, less complex organization.

## 75th

Higher-end starting salaries require a strong skill set and more experience than is typical. Candidates may have specialized certifications. The role may be fairly complex or in a market where the competition for talent is high.

## 50th

To start a candidate at the midpoint percentile, expect average experience and the necessary skills to get the job done. The role will likely be of average complexity or in a market where the competition for talent is moderate.

## 95th

A significantly high level of relevant experience and expertise, including specialized certifications, can command a starting salary in the highest percentile. The role may be very complex or in a market where the competition for talent is extremely high.

### CORPORATE ACCOUNTING

	TITLE/EXPERIENCE	25th	50th	75th	95th
Financial Analyst	Manager	84,750	102,500	122,250	161,500

A black and white photograph of a man and a woman in business attire sitting at a small table, looking at a laptop and a tablet. The background is a modern office with large windows. A teal diagonal overlay on the left side of the image contains various white line-art icons related to business, finance, and technology, such as a folder, pie charts, bar graphs, and a calculator. The main title 'ACCOUNTING AND FINANCE SALARIES' is written in large, bold, white capital letters across the top of the teal area.

# ACCOUNTING AND FINANCE SALARIES

**CORPORATE  
ACCOUNTING**

	TITLE	PERCENTILES			
		25th	50th	75th	95th
Corporate Accounting	Chief Financial Officer <sup>a</sup>	121,250	196,750	239,250	497,250
	Treasurer <sup>a</sup>	111,250	188,750	230,250	484,000
	Vice President of Finance <sup>a</sup>	106,750	180,250	219,750	402,250
	Director of Finance <sup>a</sup>	101,500	148,750	164,750	247,750
	Director of Accounting	96,750	143,250	161,750	225,250
	Director of Financial Reporting	94,250	137,750	160,500	232,500
	Corporate Controller <sup>a</sup>	105,500	173,750	197,750	262,750
	Divisional Controller <sup>a</sup>	101,000	143,000	161,750	223,000
	Controller <sup>a</sup>	92,000	118,250	140,500	207,750
	Assistant Controller <sup>a</sup>	72,750	106,250	127,250	172,000
	Assistant Treasurer	71,000	93,250	111,000	170,500
	Tax Director <sup>a</sup>	111,000	139,000	166,750	267,000
	Tax Manager <sup>b</sup>	92,000	107,000	127,000	163,750
Compliance	Chief Compliance Officer	132,750	169,250	201,000	265,750
	Compliance Director	114,250	138,500	164,750	205,000
	Compliance Officer	84,750	102,750	122,250	161,750
	Senior Compliance Analyst	72,750	87,250	104,250	124,000
	Compliance Analyst	63,500	77,000	92,250	102,500

**CORPORATE  
ACCOUNTING**

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Internal Auditor	Chief Audit Executive/Vice President of Internal Audit/Internal Audit Director	127,750	179,250	213,000	285,000
	Manager	96,750	112,750	134,500	157,500
	Senior	75,000	87,250	105,000	120,250
	1 to 3 Years	58,250	71,000	84,250	95,000
	Up to 1 Year	38,250	46,250	55,000	71,500
IT Auditor	Manager	97,500	118,250	140,750	185,500
	Senior	75,750	92,500	109,750	145,750
	1 to 3 Years	62,250	76,000	90,250	119,000
	Up to 1 Year	42,250	51,250	61,000	80,250
Financial Reporting	Manager	94,500	112,750	134,250	167,750
	Senior	71,500	82,000	97,500	119,750
	1 to 3 Years	59,250	71,750	85,250	93,000
	Up to 1 Year	49,500	59,250	70,750	74,250
SEC Financial Reporting	Director	114,250	138,000	164,250	217,250
	Manager	93,250	112,500	134,250	177,250
	Analyst	67,750	81,750	97,750	129,000

**CORPORATE  
ACCOUNTING**

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
<b>General Accountant</b>	Manager	76,250	92,000	109,750	142,000
	Senior	63,750	77,750	91,750	116,750
	1 to 3 Years	49,000	62,000	73,250	97,000
	Up to 1 Year	38,500	46,750	55,000	69,500
<b>Cost Accountant</b>	Manager	78,250	93,250	111,500	143,750
	Senior	65,750	78,750	93,000	118,750
	1 to 3 Years	52,500	62,750	75,250	100,000
	Up to 1 Year	42,000	49,250	60,000	78,000
<b>Tax Accountant</b>	Manager	90,000	108,000	128,000	158,750
	Senior	72,000	87,250	104,000	126,750
	1 to 3 Years	58,500	71,000	84,000	101,000
	Up to 1 Year	43,000	52,500	62,250	82,250
<b>Financial Analyst</b>	Director	105,750	130,000	152,500	201,250
	Manager	84,750	102,500	122,250	161,500
	Senior	67,750	82,500	98,000	129,500
	1 to 3 Years	55,000	67,000	79,500	105,000
	Up to 1 Year	42,500	51,500	61,250	80,750



**CORPORATE  
ACCOUNTING**

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Budget Analyst	Manager	84,500	102,000	122,000	161,250
	Senior	67,750	81,500	97,750	128,750
	1 to 3 Years	55,000	66,250	79,250	104,750
	Up to 1 Year	42,250	50,750	61,000	80,750
Treasury Analyst	Manager	89,000	106,250	127,750	169,250
	Senior	67,250	80,500	96,500	127,500
	1 to 3 Years	54,500	65,500	78,250	103,000
	Up to 1 Year	47,000	56,000	67,250	88,750
Business Analyst	Manager	96,500	113,000	137,250	181,750
	Senior	76,250	88,500	106,750	142,000
	1 to 3 Years	54,500	68,500	84,000	111,000
	Up to 1 Year	41,500	50,000	60,000	79,500
Data Analyst	Manager	99,750	120,500	141,750	187,750
	Senior	78,000	94,500	111,500	147,250
	1 to 3 Years	60,750	74,000	87,500	114,500
	Up to 1 Year	44,000	57,750	62,750	83,000
Business Intelligence Analyst	Manager	98,250	118,750	141,500	185,750
	Senior	77,000	93,750	110,500	146,000
	1 to 3 Years	60,500	72,750	89,000	114,000
	Up to 1 Year	43,250	52,500	63,750	81,750

**CORPORATE  
ACCOUNTING**

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Business Systems Analyst	Manager	97,500	117,750	139,750	185,000
	Senior	76,750	92,750	111,000	146,500
	1 to 3 Years	59,250	71,750	85,250	112,500
	Up to 1 Year	42,500	51,250	61,000	80,750
Financial Project Manager	Financial Project Manager	96,000	122,250	147,000	195,000
Financial Systems	Director	126,750	152,500	182,500	242,500
	Manager	106,000	127,250	152,500	201,250
	Project Manager	80,750	113,000	134,250	177,000
	Administrator	55,500	66,250	79,500	104,750
Forensic Accountant	Forensic Accountant	76,000	92,000	109,500	144,750
Property Accountant	Property Accountant	46,250	55,500	67,500	82,750
Operational Support: Credit and Collections	Credit Manager/Supervisor	57,500	71,000	85,000	113,000
	Assistant Credit Manager	49,250	58,750	70,750	93,500
	Credit/Collections Analyst	43,250	51,750	62,250	82,000
	Credit/Collections Clerk	32,250	39,000	47,500	61,250
Operational Support: Bookkeepers	Full Charge Bookkeeper	38,000	43,250	52,500	65,750
	Bookkeeper	33,500	38,500	44,000	55,750
	Accounting Clerk	28,250	34,500	40,000	53,000

**CORPORATE  
ACCOUNTING**

		PERCENTILES			
	TITLE/EXPERIENCE	25th	50th	75th	95th
Operational Support: Payroll and Other	AR/AP <sup>c</sup> Manager	48,250	61,750	75,750	101,000
	AP <sup>c</sup> Specialist	40,750	48,000	57,000	70,000
	AR/AP <sup>c</sup> Clerk	31,750	35,250	41,500	51,500
	Billing Manager/Supervisor	43,500	52,500	67,750	94,750
	Billing Clerk	30,250	34,750	41,500	55,000
	Payroll Manager/Supervisor	59,250	72,750	86,750	126,250
	Payroll Coordinator/Administrator	38,500	46,000	54,000	72,750
	Payroll Clerk	32,250	39,000	46,250	60,750
	Purchasing Manager	55,000	66,750	78,750	104,750
	Inventory Analyst	39,000	47,500	55,750	74,750
	Inventory Clerk	31,250	36,500	43,750	58,500

**PUBLIC  
ACCOUNTING**

Tax Services <sup>d</sup>	Senior Manager/Director <sup>a</sup>	111,500	134,000	161,500	212,250
	Manager <sup>a</sup>	86,250	104,000	124,250	164,250
	Senior	60,500	71,500	85,250	113,000
	1 to 3 Years	47,750	57,500	69,000	91,500
	Up to 1 Year	39,500	47,000	56,000	74,250
Audit/Assurance Services <sup>d</sup>	Senior Manager/Director <sup>a</sup>	109,500	131,250	158,000	208,750
	Manager <sup>a</sup>	74,500	90,000	108,000	142,500
	Senior	53,250	64,250	76,750	101,500
	1 to 3 Years	43,500	52,000	62,500	82,750
	Up to 1 Year	39,500	47,000	56,000	74,250

**FINANCIAL SERVICES**

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Banking and Financial Markets	Managing Director/Partner	160,500	194,000	231,250	308,000
	Vice President	123,250	152,500	176,750	234,000
	Associate	81,000	107,000	116,500	153,750
	Analyst	55,000	71,250	79,000	104,500
	Business Development Officer	95,000	114,000	137,250	180,750
	Portfolio Manager	97,250	116,750	140,250	185,000
	Commercial Lender 5+ Years	89,250	107,250	127,750	169,250
	Commercial Lender 3 to 5 Years	65,500	77,000	91,750	121,250
	Commercial Lender 1 to 3 Years	48,750	58,500	70,250	93,000
	Private Banker 5+ Years	80,250	96,500	116,250	153,500
	Private Banker 3 to 5 Years	59,500	71,000	85,250	112,500
	Private Banker 1 to 3 Years	46,750	55,750	67,250	89,000
	Credit Analyst 5+ Years	67,750	81,750	97,750	129,000
	Credit Analyst 3 to 5 Years	52,250	61,500	73,250	97,000
	Credit Analyst 1 to 3 Years	44,000	53,000	64,250	83,500
	Internal Wholesaler	42,500	50,750	61,000	80,500

## FINANCIAL SERVICES

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Finance and Accounting	Chief Financial Officer <sup>a</sup>	168,750	203,500	243,250	500,000
	Controller <sup>a</sup>	106,250	127,500	152,500	201,500
	Accountant 5+ Years	68,000	82,750	97,500	129,250
	Accountant 3 to 5 Years	59,750	72,250	85,750	113,250
	Accountant 1 to 3 Years	51,500	62,000	73,750	96,500
	Product Controller – Manager	76,000	92,000	109,250	145,000
	Product Controller 3 to 5 Years	55,000	86,000	95,500	104,500
	Product Controller 1 to 3 Years	47,750	66,000	78,500	91,000
	Financial Planning & Analysis – Manager	85,500	116,500	136,750	161,750
	Financial Planning & Analysis 3 to 5 Years	63,750	77,000	92,250	121,250
	Financial Planning & Analysis 1 to 3 Years	51,000	66,750	73,250	96,750
	Hedge Fund Accountant – Manager	63,500	76,500	92,500	121,250
	Hedge Fund Accountant 3 to 5 Years	53,000	63,250	75,750	100,250
	Hedge Fund Accountant 1 to 3 Years	41,000	48,750	58,500	77,500
	Mutual Fund Accountant – Manager	58,000	69,250	82,750	109,750
	Mutual Fund Accountant 3 to 5 Years	42,500	50,750	61,000	80,750
	Mutual Fund Accountant 1 to 3 Years	38,500	45,750	55,000	72,750
	Internal Auditor – Manager	89,500	118,500	128,500	170,750
	Internal Auditor 3 to 5 Years	68,750	87,500	98,750	129,250
	Internal Auditor 1 to 3 Years	57,750	70,250	83,000	110,750

## FINANCIAL SERVICES

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
Finance and Accounting (continued)	Regulatory Reporting – Manager	74,750	112,000	123,250	141,500
	Regulatory Reporting 3 to 5 Years	60,000	76,500	85,750	112,750
	Regulatory Reporting 1 to 3 Years	49,250	58,750	70,750	93,250
	Financial Analyst	59,250	77,500	84,000	111,250
	Business Systems Analyst	75,000	89,250	104,750	136,500
	Tax Accountant	55,500	67,500	80,250	105,000
Risk and Compliance	Chief Risk Officer	146,250	177,000	211,250	278,750
	Market Risk Analyst – Manager	97,500	118,000	140,000	185,750
	Market Risk Analyst 3 to 5 Years	72,500	87,250	103,500	136,750
	Credit Risk Analyst – Manager	81,500	98,500	116,500	153,500
	Credit Risk Analyst 3 to 5 Years	68,000	82,750	98,250	129,250
	Operational Risk Analyst – Manager	80,750	97,500	115,750	153,250
	Operational Risk Analyst 3 to 5 Years	62,500	74,250	89,500	116,750
	Chief Compliance Officer	164,750	200,000	246,250	313,500
	Compliance Officer	84,750	123,500	136,500	161,750
	Compliance Manager	77,000	113,000	127,250	146,000
	Compliance Analyst	67,750	82,250	97,500	128,750
	Anti-Money Laundering Specialist	66,500	81,750	97,250	128,000
	Fraud Investigator	58,250	71,750	85,250	112,500
	Regulatory Affairs Specialist	72,750	87,000	103,500	136,750

**FINANCIAL  
SERVICES**

	TITLE/EXPERIENCE	PERCENTILES			
		25th	50th	75th	95th
<b>Operations</b>	Director of Operations	114,250	136,750	165,250	217,250
	Operations Manager	80,250	96,750	117,000	152,500
	Banking Operations Specialist 5+ Years	53,000	63,250	75,750	100,000
	Banking Operations Specialist 3 to 5 Years	42,500	50,750	62,000	80,750
	Banking Operations Specialist 1 to 3 Years	35,250	42,750	51,250	67,000
	Fund Operations Specialist 5+ Years	55,500	66,250	79,500	105,000
	Fund Operations Specialist 3 to 5 Years	44,500	53,500	64,500	84,500
	Fund Operations Specialist 1 to 3 Years	38,750	46,000	56,250	72,750
	Client Service Representative 5+ Years	65,750	78,750	94,750	125,250
	Client Service Representative 3 to 5 Years	50,750	61,000	73,500	96,000
	Client Service Representative 1 to 3 Years	40,500	48,500	58,000	76,750
	Sales/Trader Assistant	48,000	57,500	69,250	91,500
	Performance Analyst	52,000	62,500	75,500	99,000
	Loan Processor	32,250	38,250	46,500	60,500
	Loan Administrator	27,000	32,000	38,500	50,500
	Mortgage Underwriter	53,000	63,500	76,250	101,000
	Mortgage Processor	28,250	33,750	41,500	55,000

## HEALTHCARE

	TITLE	PERCENTILES			
		25th	50th	75th	95th
Healthcare	Revenue Cycle Director	76,000	92,000	111,000	145,500
	Medical Billing Manager/Supervisor	51,750	62,250	73,250	97,000
	Medical Collections Manager/Supervisor	51,000	61,000	73,250	96,500
	Revenue Cycle Analyst	44,500	53,750	64,250	83,750
	Medical Biller	28,750	34,250	41,000	58,250
	Denials Specialist	30,250	35,500	43,000	56,500
	Medical Collections Specialist	28,750	33,750	41,500	58,500
	Payment Poster	28,250	33,250	40,000	52,500
	Charge Entry Clerk	26,250	31,500	38,500	51,000
	Claims Examiner/Analyst	42,500	51,000	61,000	80,750
	Claims Processor	30,000	34,250	41,000	55,000

- a. Bonuses and incentives reflect an increasingly large part of overall pay at this level and are not included in the salary figures listed.
- b. This title is a senior-management position. The tax manager title on Page 13 is a line-management position.
- c. AR/AP = Accounts Receivable/Accounts Payable
- d. Salary does not reflect overtime or bonuses.



# CALCULATE YOUR CUSTOM SALARY

How do salaries in your area compare to the national averages? Click the button below to calculate local salaries. Just select from the options for job titles and locations, and the calculator does the work for you.

[CALCULATE YOUR CUSTOM SALARY](#)

Salary Calculator

Need to quickly calculate the starting salary offer for a job? Use the Salary Calculator to create a customized pay range for your open role based on experience level, location and other factors.

Area of Specialization:  
Accounting & Finance

Job Category:  
Financial Services Operations

Job Title:  
Fund Operations Specialist

Experience:  
5+ Years

State:  
California

City:  
San Francisco

Current Salary Range:  
**\$75,950 - \$144,900**

Current Midpoint Salary:  
**\$91,000**

Find potential Fund Operations Specialist jobs and employees:

[SEARCH CANDIDATES](#)

[FIND JOBS](#)

All figures represent posting salaries. The current salary represents the 25th and 75th percentiles, and the national salary represents the 50th percentile.

# ADJUSTING SALARIES

FOR YOUR MARKET

Starting salaries vary widely from city to city — cost of living, a scarcity of top talent and other factors can all have an impact. To customize compensation for your area, and to better compete for local talent, increase or decrease the national salary reported on previous pages by the percentage for your city. Market variances are reflective of all industries and professions.

## Alabama

Birmingham	-5%
Huntsville	-6%
Mobile	-14%

## Arizona

Phoenix	+15%
Tucson	+7%

## Arkansas

Fayetteville	-5%
Little Rock	-5%

## California

Fresno	-8%
Irvine	+30%
Los Angeles	+32%
Monterey	+15%
Oakland	+32%
Ontario	+20%
Sacramento	+6%
San Diego	+27%
San Francisco	+41%

San Jose	+38.5%
San Rafael	+32%
Santa Barbara	+27%
Santa Rosa	+22%
Stockton	-13%

## Colorado

Boulder	+17.5%
Colorado Springs	-3.5%
Denver	+9%
Fort Collins	-2%
Greeley	-11%
Loveland	-5%
Pueblo	-17%

## Connecticut

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

## Delaware

Wilmington	+5%
------------	-----

## District of Columbia

Washington	+33%
------------	------

## Florida

Fort Myers	-9%
Jacksonville	-4%
Melbourne	-9.5%
Miami/	
Fort Lauderdale	+6%
Orlando	+1%
St. Petersburg	-3%
Tampa	-0.5%
West Palm Beach	+2%

## Georgia

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

## Hawaii

Honolulu	+7%
----------	-----



Calculate a custom salary with the [Salary Calculator](#).

**Idaho**

Boise -11%

**Illinois**

Chicago +23.5%

Hoffman Estates +12%

Naperville +12%

Rockford -15%

**Indiana**

Fort Wayne -16%

Indianapolis -3%

**Iowa**

Cedar Rapids -6%

Davenport -5%

Des Moines +1%

Sioux City -16%

Waterloo/

Cedar Falls -13%

**Kansas**

Overland Park +1%

**Kentucky**

Lexington -8.5%

Louisville -8%

**Louisiana**

Baton Rouge -1%

New Orleans -1%

**Maine**

Portland -5%

**Maryland**

Baltimore +3%

**Massachusetts**

Boston +34%

Springfield +1%

**Michigan**

Ann Arbor +1%

Detroit -1%

Grand Rapids -14.5%

Kalamazoo -20%

Lansing -15%

**Minnesota**

Bloomington +6.5%

Duluth -20.4%

Minneapolis +7%

Rochester +2%

St. Cloud -14%

St. Paul +4%

**Missouri**

Kansas City -0.5%

St. Joseph -10%

St. Louis +0.5%

**Nebraska**

Omaha +0%

**Nevada**

Las Vegas +2%

Reno +1%

**New Hampshire**

Manchester +12%

Nashua +14%

**New Jersey**

Mount Laurel +15%

Paramus +30%

Princeton +25%

Woodbridge +26.5%

**New Mexico**

Albuquerque -8.5%

**New York**

Albany -4%

Buffalo -6.5%

Long Island +20%

New York +40.5%

Rochester -6.5%

Syracuse -9.7%

**North Carolina**

Charlotte +2%

Greensboro +0%

Raleigh +4%

**Ohio**

Akron -11%

Canton -18%

Cincinnati -2.5%

Cleveland -4%

Columbus -2%

Dayton -13%

Toledo -14.5%

Youngstown -24%

**Oklahoma**

Oklahoma City -7%

Tulsa -7%

**Oregon**

Portland +9%

**Pennsylvania**

Harrisburg -5%

Philadelphia +15%

Pittsburgh -2%

**Rhode Island**

Providence +1.5%

**South Carolina**

Charleston -5%

Columbia -6.5%

Greenville -6%

**South Dakota**

Sioux Falls -16%

**Tennessee**

Chattanooga -11%

Cool Springs +0%

Knoxville -11%

Memphis -5%

Nashville +1.5%

**Texas**

Austin +9%

Dallas +10%

El Paso -28%

Fort Worth +9%

Houston +8%

Midland/Odessa +10%

San Antonio +1%

**Utah**

Salt Lake City +6%

**Virginia**

Norfolk/

Hampton Roads -2%

Richmond -1.5%

Tysons Corner +32%

**Washington**

Seattle +25%

Spokane -18%

**Wisconsin**

Appleton -15%

Green Bay -13.5%

Madison -1.5%

Milwaukee +1%

Waukesha +0%

# A SNAPSHOT OF COMPENSATION PACKAGES

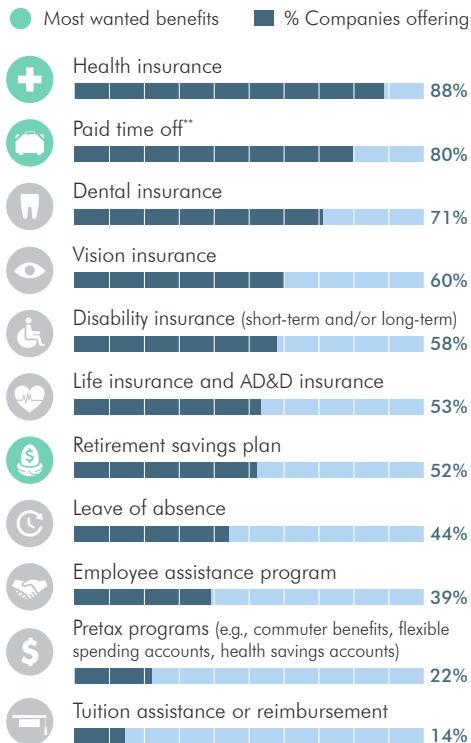
Benefits, perks and incentives can play a significant role as salary in your ability to attract and retain top talent. See what other firms offer so you can keep pace.

**Benefits** — Assistance with basic needs; noncash; not tied to job performance (e.g., health insurance, retirement plans)

**Perks** — Special privileges; typically noncash; sometimes tied to job performance or seniority (e.g., telecommuting, workplace wellness program)

**Incentives** — Motivational rewards; usually cash; tied to job performance (e.g., bonuses, profit-sharing plan)

## Common benefits\*



## Common perks\*



## Employees expect more time off

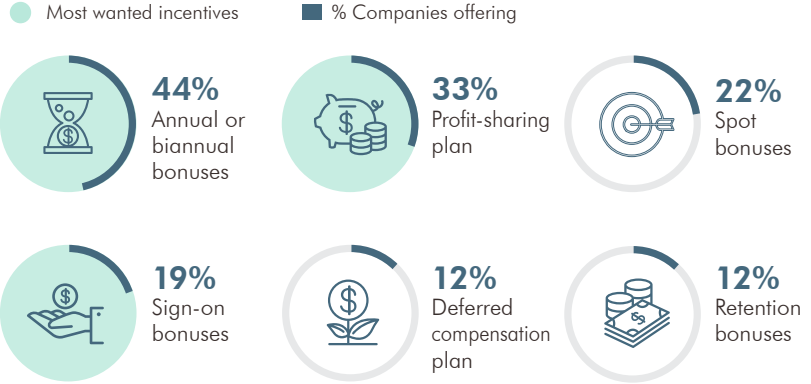


Average number of days of paid time off job seekers want when joining a new company



Average number of days of paid time off companies offer employees with less than 5 years' tenure

## Common incentives\*



## Helping employees save for retirement



90%

Companies that match contributions to employees' 401(k) or RRSP\*\*\* plans



3-4%

Average company match

\* Multiple responses were permitted. Top responses are shown.

\*\* Includes vacation, sick days and paid holidays \*\*\* Registered Retirement Savings Plan in Canada

Source: Robert Half surveys of more than 600 HR managers and more than 1,500 workers in North America



# 10 INTERVIEW QUESTIONS

TO ASK JOB  
CANDIDATES

The job interview is your opportunity to gauge your candidates' technical and interpersonal skills. Here are questions to ask that will give you insight into both.



- 1 What three business metrics do you think are most critical to your current position and why?
- 2 What is the most challenging or technical task you can complete in Excel?
- 3 How do you remain current on new accounting regulations?
- 4 What accounting or finance process at your current company would you most want to improve? How would you improve it?
- 5 If your current company received a \$10 million investment, how would you develop a strategy to spend or invest it?
- 6 What has been your greatest triumph in your current role?
- 7 Tell me about a time you made or saved a substantial amount of money for a company or client.
- 8 Tell me about your biggest work-related failure and what you learned from it.
- 9 What would the budgeting process look like if you oversaw it?
- 10 What trends do you think will have the biggest impact on accounting and finance in the next three years?



# A MANAGER'S ONBOARDING CHECKLIST

The experience your new hires have during the first weeks on the job can determine whether they flourish or begin to look for other employment options. It's your onboarding process that can tip the balance. Here's a checklist to use so the time, money and effort you put into the hiring process don't go down the drain.





### Prior to Day One

- Allocate enough time to onboarding so new hires can digest what's presented.
- Set a clear agenda, and share it in advance.
- Explain the nuts and bolts, such as where to park and the person to ask for when arriving.
- Set up the computer, server, email, voicemail and building security access so the newcomer can be productive from day one.
- Offer early access to select portions of your company intranet or HR system so new hires can see a greeting from your CEO or department head, review the employee handbook and fill out HR paperwork.



### Day One

- Welcome the new hire with genuine excitement.
- Don't delay introductions; make sure the person knows who does what.
- Arrange casual meetings and a lunch so the new hire can begin to develop personal relationships.
- Offer company-branded items like a coffee mug or T-shirt so the newcomer immediately feels like part of the team.
- Conduct a basic orientation: Offer background about the company's industry, structure, history and values, and invite questions.



### Week One and Beyond

- Review the job responsibilities and set goals.
- Set aside time for appropriate functional training, including overviews of internal systems unique to your firm.
- Assign new hires a mentor who can guide them through the company culture and answer questions they may have.
- Check in regularly to ensure staff understand their assignments and find out if they're enjoying their work.
- Ensure the person's goals are still aligned with the organization's.





# WE MAKE HIRING EASY

Hiring doesn't have to be a costly, time-consuming process. We can help you find the right fit for your open roles. Find out all the ways we can be a trusted advisor throughout your hiring process.

[START HIRING NOW](#)

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- **Robert Half Management Resources** — senior-level finance, accounting and business systems professionals for consulting and interim positions
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- **Salaried Professional Service** — full-time consultants for long-term and recurring projects that require ongoing expertise and staff continuity

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Robert Half has more than 300 staffing locations worldwide.

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