randstad

2022

salary guide.

uncover the ideal compensation
for your team.

welcome to the 2022 salary guide.

After two years of navigating a business landscape filled with uncertainty and near-constant disruption, employers today have had a lot of practice adapting and innovating on the fly. But there's one challenge no amount of innovation can overcome: talent scarcity.

Businesses need great people to thrive, and great talent today has more options than ever before. Employers in almost every industry are hiring — or, perhaps more accurately, attempting to hire — and almost all of them are facing lengthy search cycles and talent shortages as a result.

Fortunately, there's one lever every business can use to attract top talent: competitive compensation. It's still the top factor for candidates when considering joining a new company or staying with their current employer, and it's still your best bet for attracting the caliber of candidates your company needs to thrive.

That's why Randstad's 2022 Salary Guide provides accurate, dependable benchmarks you can use to measure your own offerings against those of the broader market. Our annual salary guide is a trusted source of compensation data for hiring leaders in virtually every industry and specialization, and we invite you to review the guide and connect with us to learn how we can help you build a strong team or make your next great hire.

navigate today’s competitive labor market

uncover national wages

This guide provides nationwide compensation information and key rates for the most in-demand positions throughout the industries and specializations Randstad serves. The salary information provided is a combination of Randstad’s proprietary information paired with data and insights from Emsi, Burning Glass and other trusted third-party sources.

Data reflected for each section in this guide is organized by job title and level.* For executive positions (director and above), salaries are listed by company size as determined by revenue. For all other positions, compensation is determined by average years of experience across three different professional levels. Because every organization structures its departments and job titles differently, the categories, roles and functions presented here may not be an exact match to those within your organization.

The roles in this guide are just a sample of the many Randstad provides. For an in-depth look at key positions in your local market, contact a Randstad representative in your area today.

*The compensation data presented in this guide is based on average wages at the time of publication and may not reflect recent changes in wage laws. Consult your municipal and state wage laws to ensure your compensation offerings are compliant.

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four trends that will shape the world of work in 2022.

The pandemic remains, but the workforce and talent landscapes of 2022 look virtually nothing like they did during the height of the pandemic. After lockdowns were lifted and additional benefits dried up, employers expected the workers to rush back to offices and job sites — only to find that the workers themselves were in no great hurry to do so.

Meanwhile, those who did come back and those who remained employed during the worst of COVID-19 now have new expectations for everything from salary to where and when they work and beyond. Worryingly, the data from a number of recent surveys seem to indicate that those wants and needs aren't being heard by C-suites. In order to attract and retain talent effectively in 2022, employers will need to adjust their strategies to align with current workforce trends and evolving job seeker expectations. Considering how rapidly the world of work is changing before our eyes, that's no easy task. However, concentrating on these four trends will put companies in a strong position to hire and retain talent in 2022.

the great resignation is here to stay

While jobs are being created and job seekers are gradually returning to the workforce, ripples from The Great Resignation will continue to be felt throughout 2022. A staggering (and record-setting) 4.4 million workers quit their jobs in one month alone, and all signs point to this trend continuing. Fifty-seven percent of knowledge workers, for instance, are open to looking for a new job in 2022, up slightly from earlier in 2021.

What makes this trend different and harder to predict is that it's not tied directly to specific market conditions. It's certainly influenced by them, but most of its staying power appears to come from a more intangible, widespread shift in employee attitudes and preferences. The pandemic disrupted the status quo in a major way, and workers in virtually all industries are using this transitory period to reassess how they view work itself and searching for roles that are more meaningful — and better paying.

The Great Resignation is not only making it more difficult for employers to find talent, but it's disrupting the balance of their workforces as well. In just one month alone, 309,000 women dropped out of the workforce — meaning they either quit working or stopped looking for work — while almost 200,000 men joined.

In order to attract talent and improve gender parity against this backdrop, employers will need to focus on connecting roles to meaningful outcomes in order for workers to rekindle their passion for work. Unfortunately, the latter's not always possible. After all, not every role can be tied to a broader, more meaningful mission. The good news is that, despite the many workforce transformations over the past two years, compensation is still king. When all else fails, paying competitive wages remains a surefire way to attract and retain talent, and 2022 will be no different.

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workers want flexible work — but the c-suite doesn't always agree

As variant waves recede and others appear, employers are largely looking to hybrid models of working to ensure the health and safety of their teams. However, there's a broad disconnect between what executives want and what employees want regarding when and where they work.

Sixty-eight percent of workers prefer remote work over returning to onsite work, and 61 percent would be willing to take a pay cut to remain remote. Almost half (45%) said they would quit or immediately begin looking for a new job if they were forced to return full time.

A monthly survey of over 30 thousand workers found that:

- 60 percent of workers reported being more productive working from home than they expected to be
- 40 percent of workers reported they were more productive at home during the pandemic than they had been when in the office
- Researchers calculate that remote, flexible working arrangements will increase overall worker productivity in the U.S. by five percent as compared with the pre-pandemic economy.

Despite this clear employee preference, executives overwhelmingly want their workers back full time. The Future Forum Pulse from Slack shows that more than two-thirds of executives (68%) want to work in the office most or all of the time, and nearly half of all execs in this group (44%) want to work from the office every day.

Given the many logistical and operational challenges involved with balancing a workforce across multiple locations, it's easy to see why companies are split. Those in the finance and banking space, like JPMorgan Chase and Goldman Sachs, seem set on going back to the office, although both postponed their return dates early in the year. Many large companies, including Microsoft, Apple and Citigroup are going the hybrid route. Others — especially in the tech space — including Twitter and Dropbox are letting their employees work remotely indefinitely. That's a dizzying array of options enough as it is, before even factoring in the many companies for which alternative working models aren't possible. Manufacturing and logistics employers, for instance, have no choice but to proceed with fully onsite workforces. For them, the challenge won't be about balancing an offsite or blended working model, but keeping their safety practices up to date with the latest COVID-19 safety guidelines and local regulations.

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evolution of tech tools in the workplace calls for continued skilling

With continued advancements in tech and widespread digital transformation, employers need to invest in building their workforces' skill sets for the jobs of today and the jobs of the future. Add to that the strain of hiring in today's job market, and it's more important than ever to reskill/upskill workers to keep them on board.

Forty percent of workers will require up to six months of skilling or reskilling by 2025, and a full 87 percent of executives said their organizations either are currently experiencing skill gaps or expect them to emerge within a few years. However, despite this acknowledgement, nearly four in 10 businesses don't have a plan in place to address the problem. Proceeding with an under-skilled workforce is reason enough to close this gap, but continued de-prioritization of skilling carries severe retention-related risks as well. For instance, one study found that companies where workers weren't engaged in learning were twice as likely to lose employees before they reached their third year of tenure. A LinkedIn Learning study also revealed that 94 percent of employees would stay with their employers longer if they invested in their workers' career development.

The good news is that once employers are ready to invest in learning and development, they'll find a majority of their workers ready to meet the challenge — in some cases, they may already have. Another PwC study found that 77 percent of workers are ready to learn new skills or completely retrain. Interestingly, 74 percent see training as a matter of personal responsibility. That could explain why 40 percent of workers worked to improve their digital skills during the pandemic.

These statistics show a profound disconnect between what workers want, what the changing economy increasingly demands and what leadership seems to think their workers and organizations need. But the business case for skilling couldn't be more clear — and the timing couldn't be more urgent. Companies that make skilling a priority in 2022 will be much more likely to keep and retain talent, while those that don't will struggle with more than just human capital. They'll also have a harder time innovating and adapting to our ever-changing business landscape.

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employee well-being is still top of mind

The burnout and mental health challenges of living in a pandemic and fielding constant disruption aren't going away. Employers need to make employee well-being a top priority — to support their current workers and attract top talent down the line.

Just a quick look at the numbers is all it takes to understand the magnitude of this new imperative: Seventy-eight percent of workers surveyed by Oracle said that the pandemic has negatively affected their mental health and 85 percent said that newfound work-related stress was spilling over into their home lives. Unfortunately, 76 percent also said that companies should be doing more to protect workers' mental health than what they were currently doing.

Yet again, we see a disconnect between employers and employees on this issue. This time, the discrepancy is about the quality of mental health support employers think they're delivering and what frontline workers feel they're receiving. According to McKinsey's recent national employer survey, 71 percent of employers with frontline staff reported supporting mental health well or very well, compared with 27 percent of frontline employees who agreed.

So what can employers do to close this gap and provide workers with the support they need? Consider focusing on these key areas first:

- monitor workloads to distribute tasks as evenly as possible
- encourage leaders to share their own mental-health hygiene routines with their teams
- introduce bookends to the workday, refining the lines between work life and home life
- detect emerging issues through feedback loops, embedding wellness into annual reviews and collecting data around wellness targets

Employers who begin implementing these practices will be rewarded with not only healthier workforces, but more loyal and productive employees, as well. Supporting employee mental health and well-being is an integral part of the larger employee experience. Workers who feel heard and understood by their employers are more engaged in their work, resulting in better performance and less turnover in the end.

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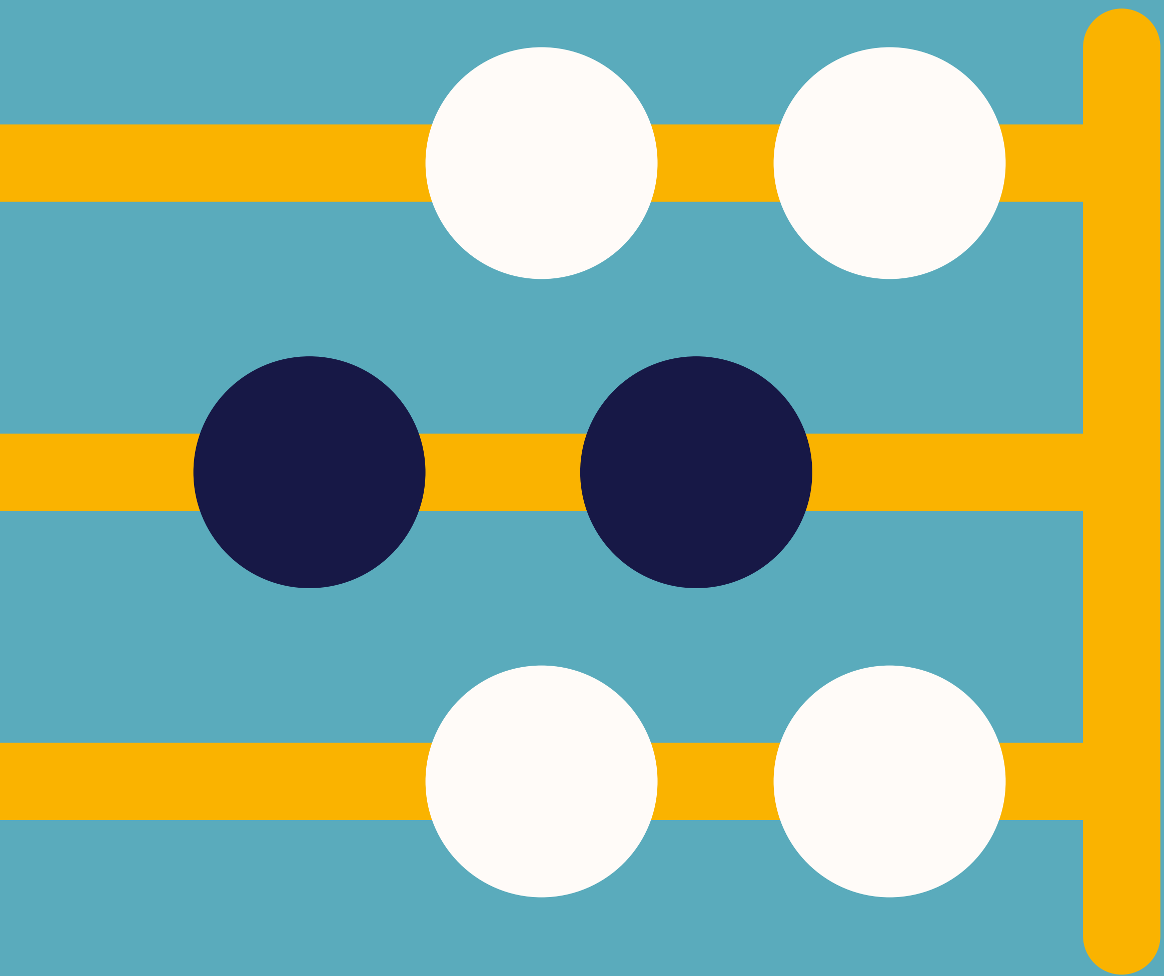
the way forward

2022 is expected to be filled with just as much uncertainty as 2021, but offering competitive compensation while remaining flexible and open to adjusting to changing workforce trends will be keys to success in the new year. By connecting workers to meaningful work at above-market rates and providing flexibility, skilling opportunities and mental-health support, employers will find themselves in a much better position to attract and retain talent throughout it all.

Of course, if the task of trying to tackle it all on your own is too great given the many other challenges facing your business today, know that Randstad is here to help. Between our vast network of qualified talent, local presence in hundreds of U.S. markets and consultative approach to staffing and workforce solutions, we can help your business attract and retain the talent it needs to thrive in the face of uncertainty.



accounting and finance.

While accounting and finance functions weren't as impacted by the disruptions of the past two years as many others were, they're nevertheless facing a number of human capital issues. Here's what leaders in the space will need to address to succeed in 2022 and beyond.

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the perils of an aging workforce

There's no way to sugarcoat it: The accounting workforce isn't getting any younger. The average age of accountants in the U.S. is 43, and 60 percent of all accountants are over 40. Meanwhile, according to Burning Glass, there were 228,661 entry-level accounting jobs posted during the previous year, but fewer than 125,000 accounting degrees were awarded during the same period. In other words, the U.S. economy created more accounting jobs than it did accountants.

It's not hard to see the problem here: With an aging workforce approaching retirement and too few recent graduates joining the profession, companies are likely to find it increasingly difficult to hire the accounting talent they need — especially at the staff level.

improving EDI&A is still an imperative

Within the accounting space, improving equity, diversity, inclusion and access (EDI&A) continues to be an uphill battle — and a battle few firms appear to be winning. According to the most recent trends report by the American Institute of CPAs, 84 percent of accountants at CPA firms are white. Among partners at those firms, that number rises to 91 percent. Across the accounting profession as a whole, just 14 percent of all CPAs in the U.S are nonwhite, and just under 10 percent of Fortune 500 and S&P 500 companies have racially diverse CFOs.

In finance, the EDI&A situation is somewhat less dire — but only somewhat. A report by the US Equal Employment Opportunity Commission (EEOC) found that among the largest financial institutions in the U.S., almost 31 percent of workers at the professional level are nonwhite. However, like accounting, that number dwindles toward the top: Just 13.6 percent of executives at those institutions are nonwhite.

Clearly, there's more work to be done in both sectors, especially when it comes to diversifying C-suites.

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finance salaries soar

Accounting and finance isn't immune to today's talent attraction challenges, and salaries are starting to reflect that. While financial services companies are already paying top dollar for tech talent, candidates for non-tech roles are also seeing their rates rise.

Morgan Stanley and Goldman Sachs have recently raised annual first-year pay to $110,000. As of Q3 2021, Morgan Stanley first-years were taking home $85,000 a year, while JPMorgan Chase, Citi, Barclays, Bank of America and Deutsche Bank have all bumped entry-level investment banker pay to $100,000. Meanwhile, Ally Bank is raising salaries and bonuses and increasing its contribution to employee 401(k)s — all in the wake of losing candidates to other offers.

Employers looking for similar accounting and finance talent should expect to do the same throughout 2022 if they want to keep pace with the competition.

remote work is both a must — and a mystery

Accounting and finance teams, like virtually every white-collar function, went largely remote as a result of the pandemic. That's old news. Today, however, firms are struggling to bring them back — or to hire new talent that's willing to work in the office. Accounting firms are losing talent to remote opportunities, while finance firms are finding — often the hard way — that their teams just don't want to come back to the office. In New York City, the capital of America's financial sector, just 27 percent of finance employees had returned to the office as of October 2021.

But even firms that do offer flexible or remote work are encountering challenges. While CFOs were more optimistic than other executives when it came to hybrid work (31 percent said that hybrid work was not a challenge to revenue growth compared to 20 percent of all other executives), the hybrid model is not without its challenges. Specifically, leaders of finance and accounting departments cited loss of in-person culture (48%), innovation opportunities (29%) and mentoring opportunities (40%) as their biggest concerns around hybrid work.

Ultimately, accounting and finance leaders are faced with a difficult choice: offer remote work or lose out on top talent. But offering remote work isn't a magic bullet, but merely a first step — and further work will need to be done to integrate it seamlessly.

takeaways

- The Great Resignation is poised to add an extra level of difficulty to accounting and finance's already-precarious human capital position. With an aging workforce straining talent pools throughout the sector, companies that focus on skilling, internal advancement and EDI&A initiatives may see major dividends when it comes to hiring and developing talent.
- Firms that are able to offer flexible remote work options to their workforces will have a leg up on those that don't, but they must be prepared to overcome the challenges associated with them.
- Rising salaries across the board mean the cost of hiring and retention is only going up. With that in mind, companies in this space will need to be even more judicious about their hiring processes. After all, the wrong fit is going to cost more now than ever.

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national salaries

accounting	entry-level	mid-level	senior-level
accounting manager	$72,480 - $92,512	$92,512 - $120,032	$92,512 - $120,032
accounts payable clerk	$34,992 - $42,512	$42,512 - $52,016	$42,512 - $52,016
accounts payable manager	$76,419 - $92,749	$92,749 - $109,557	$92,749 - $109,557
accounts payable supervisor	$45,008 - $58,256	$58,256 - $72,304	$58,256 - $72,304
accounts receivable clerk	$34,992 - $42,512	$42,512 - $52,016	$42,512 - $52,016
accounts receivable manager	$76,515 - $90,656	$90,656 - $105,915	$90,656 - $105,915
accounts receivable supervisor	$45,008 - $58,256	$58,256 - $72,304	$58,256 - $72,304
assistant controller	$97,531 - $132,679	$132,679 - $146,470	$132,679 - $146,470
controller	$136,935 - $244,750	$150,195 - $268,451	$150,195 - $268,451
cost accountant/analyst	$59,882 - $71,809	$71,809 - $83,215	$71,809 - $83,215
cost accounting manager	$88,765 - $107,733	$107,733 - $123,493	$107,733 - $123,493
credit and collections manager	$83,583 - $100,232	$100,232 - $114,767	$100,232 - $114,767
junior accountant	$61,240 - $73,437	$73,437 - $81,224	$73,437 - $81,224
payroll coordinator/clerk	$30,950 - $37,731	$37,731 - $47,029	$37,731 - $47,029
payroll manager	$72,367 - $87,831	$87,831 - $103,116	$87,831 - $103,116
payroll supervisor	$51,346 - $61,572	$61,572 - $72,213	$61,572 - $72,213
SEC reporting manager	$102,311 - $124,174	$124,174 - $142,359	$124,174 - $142,359
senior accountant	$66,846 - $79,199	$79,199 - $90,161	$79,199 - $90,161
staff accountant	$61,240 - $73,437	$73,437 - $81,224	$73,437 - $81,224

banking			
branch manager	$45,843 - $67,454	$67,454 - $103,646	$103,646 - $161,179
commercial credit analyst	$56,118 - $65,000	$65,000 - $74,984	$74,984 - $103,834
commercial credit manager	$95,763 - $110,000	$110,000 - $134,181	$134,181 - $186,035
commercial lender	$63,960 - $93,496	$93,496 - $110,000	$110,000 - $133,848
commercial loan administrator	$33,654 - $45,531	$45,531 - $63,960	$63,960 - $93,496
commercial portfolio manager	$74,784 - $93,152	$93,152 - $133,216	$133,216 - $188,256
loan processor	$27,352 - $33,738	$33,738 - $41,371	$41,371 - $50,939
loan servicing manager	$70,824 - $95,763	$95,763 - $134,181	$134,181 - $186,035

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national salaries

banking	entry-level	mid-level	senior-level
mortgage processor	$41,371 - $50,939	$50,939 - $61,360	$61,360 - $65,000
retail lending manager	$70,824 - $95,763	$95,763 - $134,181	$134,181 - $186,035
senior mortgage underwriter	$75,000 - $81,456	$81,456 - $95,024	$95,024 - $120,000
underwriter	$72,800 - $90,336	$90,336 - $100,000	$100,000 - $127,520

executive

chief accounting officer	$114,525 - $125,000	$125,000 - $185,952	$185,952 - $255,722
chief financial officer	$185,952 - $255,722	$255,722 - $384,229	$384,229 - $431,504
credit risk officer	$70,000 - $81,120	$81,120 - $114,400	$114,400 - $120,000
vice president of accounting and finance	$163,228 - $200,504	$176,128 - $216,348	$189,469 - $232,738
vice president of financial planning and analysis	$163,228 - $200,505	$176,128 - $216,349	$189,469 - $232,739
vice president of internal audit	$142,251 - $190,068	$151,099 - $201,889	$160,052 - $213,853
vice president of tax	$172,779 - $245,160	$185,602 - $263,356	$198,200 - $281,232

finance

business systems analyst	$68,209 - $83,639	$83,639 - $100,297	$100,297 - $117,472
director of finance	$145,398 - $191,951	$156,021 - $205,976	$166,715 - $220,095
director of financial planning and analysis	$120,000 - $130,000	$130,000 - $144,992	$144,992 - $190,048
finance manager	$70,824 - $95,763	$95,763 - $134,181	$134,181 - $186,035
financial analyst	$69,926 - $83,853	$83,853 - $95,576	$95,576 - $112,466
manager of financial planning and analysis	$110,000 - $120,00	$120,000 - $144,992	$144,992 - $190,048
senior financial planning and analysis analyst	$48,755 - $63,669	$63,669 - $83,658	$83,658 - $112,466

internal audit

director of internal audit	$120,854 - $161,477	$128,215 - $171,313	$135,808 - $181,459
internal audit manager	$99,490 - $122,211	$122,211 - $140,267	$140,267 - $160,096
internal auditor	$54,976 - $69,664	$69,664 - $85,024	$85,024 - $112,480

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procurement/purchasing	entry-level	mid-level	senior-level
procurement specialist	$46,935 - $56,965	$56,965 - $65,314	$65,314 - $75,051
purchasing manager	$84,957 - $103,112	$96,408 - $125,944	$125,944 - $158,163

tax			
director of tax	$139,694 - $184,422	$147,698 - $194,989	$155,729 - $205,593
tax accountant	$63,448 - $77,006	$77,006 - $87,118	$87,118 - $100,000
tax manager	$94,306 - $115,842	$115,842 - $132,708	$132,708 - $152,341

treasury			
corporate treasurer	$185,932 - $257,551	$202,284 - $280,202	$222,200 - $307,791
treasury analyst	$54,080 - $66,016	$66,016 - $83,232	$83,232 - $114,144
treasury associate	$54,080 - $66,016	$66,016 - $83,232	$83,232 - $114,144

engineering.

The engineering sector has a lot to look forward to in 2022, from new legislation to new occupations, rising salaries and more — and engineers themselves will find no shortage of opportunities. Employers looking to hire and retain these skilled professionals, on the other hand, will have their work cut out for them.

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new investments mean new opportunities

The much-celebrated Infrastructure Investment and Jobs Act, commonly known as just "the infrastructure bill," is expected to contribute to the continued boom in engineering roles. Specifically, it promises a $1.2 trillion investment designed to upgrade roads, bridges, water systems and even the nation's broadband networks — all of which will take no small amount of engineering manpower.

Expect engineering firms looking to capture some of that investment to make two things top priorities:

- offering competitive compensation to candidates
- upskilling or reskilling existing workers

Both can give organizations an edge when competing for contracts like the ones that come with the infrastructure bill — and even ones that don't.

global priorities create new demand for engineers

Like infrastructure, addressing climate change is also a major priority around the world, and doing so will take no shortage of engineers. Consider that, late in 2021, dozens of nations met at the 2021 United Nations Climate Change Conference and committed to raising $100 billion to combat climate change by 2023. From green energy to electric vehicles to sustainable agriculture, initiatives like these will only increase the demand for engineers — and maybe even create new engineering disciplines.

Little wonder, then, that the BLS predicts almost 146,000 new engineering jobs to be added by 2030, largely in areas like infrastructure, renewable energy, oil and gas extraction and robotics. Employers looking to capitalize on opportunities in these areas should expect competition for engineering talent to be fierce — and to pay above-market rates in order to attract them.

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wages rise as competition increases

Salaries are rising in virtually every industry, and engineering is no exception. The median annual wage for all architecture and engineering occupations is almost double that for all occupations ($83,160 vs. $41,950), and this year, we saw national average salaries rise by as much as 19 percent for some of the most in-demand positions.

Positions that command the highest salaries, like petroleum engineer, electronics engineers and engineering managers, reflect both the limited supply of talent and increasing demand for these highly specialized professionals. If your organization finds itself looking to fill a key role like these in 2022, prepare to pay top dollar — and then some.

there's (much) more work to do on EDI&A

It's no secret that STEM fields like engineering are among the least diverse, and while engineering as a discipline has made some significant strides in improving EDI&A in recent years, that work is far from finished. Black and Hispanic workers remain vastly under-represented in the field, as are women.

To stay competitive in our evolving business landscape, employers looking for engineers should consider making EDI&A initiatives a priority in 2022 — especially when it comes to landing entry-level talent. That's because comparatively few students from under-represented background pursue the kind of STEM degrees required to enter the engineering field. To combat this shortage of diverse entry-level talent, employers might consider partnering with local universities to generate interest in the field or even implementing initiatives like Randstad's own REVup internship program.

takeaways

- Major investments in infrastructure and responses to climate change are creating new opportunities for engineering employers — if they can find the right talent. To do that, engineering employers will need to leverage every weapon in their arsenals, offer competitive salaries and make sure worksites are optimized with health and safety in mind.
- Meanwhile, engineering remains a largely homogeneous field, and additional efforts to improve EDI&A within the space are sorely needed. This is especially the case for early talent, since relatively few students from under-represented backgrounds currently pursue engineering degrees. To build a talent pipeline that's truly representative of the population as a whole, employers will need to find ways to generate interest and connect with candidates from under-represented backgrounds.

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national salaries

energy	entry-level	mid-level	senior-level
construction manager/superintendent	$56,888 - $73,466	$73,466 - $97,178	$97,178 - $128,856
designer	$58,406 - $71,885	$71,885 - $90,168	$90,168 - $114,379
drafter	$57,491 - $70,179	$70,179 - $83,741	$83,741 - $97,524
electrical engineer	$78,998 - $100,838	$100,838 - $128,669	$128,669 - $159,515
electronics engineer	$84,406 - $107,536	$107,536 - $135,304	$135,304 - $167,398
petroleum engineer	$108,139 - $137,322	$137,322 - $189,030	$189,030 - $237,298
project engineer/manager	$95,306 - $119,309	$119,309 - $149,531	$149,531 - $185,266
safety engineer/manager	$55,390 - $71,469	$71,469 - $94,245	$94,245 - $120,890
scheduler	$64,992 - $79,008	$79,008 - $97,504	$97,504 - $128,152
technician/operator	$44,262 - $55,494	$55,494 - $67,371	$67,371 - $82,451

engineering and construction

automation/robotics engineer	$61,472 - $80,032	$80,032 - $104,992	$104,992 - $130,016
buyer	$50,835 - $66,685	$66,685 - $88,608	$88,608 - $112,174
civil/structural engineer	$74,464 - $92,512	$92,512 - $120,032	$120,032 - $156,000
construction manager/superintendent	$56,888 - $73,466	$73,466 - $97,178	$97,178 - $128,856
designer	$53,373 - $71,323	$71,323 - $90,168	$90,168 - $114,379
drafter	$57,491 - $70,180	$70,179 - $83,742	$83,741 - $97,525
electrical engineer	$78,998 - $100,838	$100,838 - $128,669	$128,669 - $159,516
electronics engineer	$84,406 - $107,536	$107,536 - $135,304	$135,304 - $167,399
mechanical engineer	$71,885 - $90,168	$90,168 - $114,379	$114,379 - $123,594
project engineer/manager	$95,306 - $119,309	$119,309 - $149,531	$149,531 - $185,266
safety engineer/manager	$55,390 - $71,469	$71,469 - $94,245	$94,245 - $120,890
scheduler	$64,992 - $79,008	$79,008 - $97,504	$97,504 - $128,153
technician	$40,851 - $54,080	$54,080 - $68,349	$68,349 - $82,950

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national salaries

manufacturing	entry-level	mid-level	senior-level
automation/robotics engineer	$61,472 - $80,032	$80,032 - $104,992	$104,992 - $130,016
controls engineer	$75,424 - $90,016	$90,016 - $114,976	$114,976 - $135,008
designer	$53,373 - $71,323	$71,323 - $90,169	$90,169 - $114,380
drafter	$57,491 - $70,181	$70,179 - $83,743	$83,743 - $97,526
electrical engineer	$78,998 - $100,838	$100,838 - $128,669	$128,669 - $159,517
electronics engineer	$84,406 - $107,536	$107,536 - $135,304	$135,304 - $167,400
engineering manager	$95,306 - $119,309	$119,309 - $149,531	$149,531 - $185,266
field service technician	$32,822 - $40,726	$40,726 - $52,686	$52,686 - $68,494
maintenance manager/supervisor	$54,205 - $70,242	$70,242 - $89,045	$89,045 - $109,450
manufacturing engineer	$72,992 - $87,008	$87,008 - $106,912	$106,912 - $130,016
mechanical engineer	$71,885 - $90,168	$90,168 - $114,379	$114,379 - $123,595
metallurgist	$77,709 - $83,446	$83,446 - $104,132	$104,132 - $129,118
planner	$67,101 - $84,989	$84,989 - $108,784	$108,784 - $141,294
production manager/supervisor	$87,008 - $106,912	$106,912 - $123,638	$123,638 - $137,125
project engineer/manager	$71,635 - $88,941	$88,941 - $111,363	$111,363 - $136,926
quality engineer/manager	$67,101 - $84,989	$84,989 - $108,784	$108,784 - $141,294
safety engineer/manager	$55,390 - $71,469	$71,469 - $94,245	$94,245 - $120,890
supply chain manager	$74,016 - $94,496	$94,496 - $120,032	$120,032 - $160,096
technician	$45,032 - $57,325	$57,325 - $71,989	$71,989 - $86,902
test engineer	$93,600 - $113,697	$113,697 - $120,032	$120,032 - $145,632

healthcare.

As the pandemic continues, a wide range of both clinical and non-clinical healthcare workers — physicians, nurses, administrators, technicians and more — are on the front lines, delivering life-saving treatment and support to patients in need. However, those efforts have not come without a price, particularly in terms of mental health.

This obviously poses significant challenges for healthcare employers down the line. How will they respond? Here’s the high-level view of what’s shaping up in the healthcare space for 2022.

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talent in a tailspin

We've all heard about the dramatic effects of the Great Resignation, but the situation in healthcare is especially dire. In fact, the healthcare sector has hemorrhaged nearly half a million workers in total since the start of the global pandemic, according to the BLS, a figure representing something like 18 percent of the total healthcare workforce.

Worse, it appears many frontline healthcare workers aren't just quitting their jobs, but leaving the industry as a whole.

For example, one McKinsey survey found that nearly a quarter of all nurses are considering leaving their current positions — and the majority of them are looking to pursue career paths outside of the industry. From an operational standpoint, preventing this attrition will be the most immediate business priority for healthcare organizations across the country in 2022.

a pandemic within a pandemic

Burnout may not be (technically) contagious, but it's nonetheless spreading like wildfire across the healthcare landscape — and dramatically impacting the health and well-being of this vital workforce. The following two findings are a case in point:

- The majority (55%) of front-line healthcare workers experienced symptoms of burnout — defined as mental and physical exhaustion related to workplace stress — last year, according to a survey conducted by The Washington Post and the Kaiser Family Foundation. Notably, too, younger staff members reported experiencing symptoms of burnout at a higher rate than their older peers.
- Meanwhile, the Physicians Foundation 2021 Physician Survey found that 61 percent of physicians experienced symptoms of burnout, 46 percent withdrew or isolated themselves and another 34 percent felt hopeless or purposeless at least once during the last year.

While none of this is good, no matter how you look at it, it does at least lay out a clear mandate for healthcare employers in 2022. Namely, they'll need to make the health and well-being of employees not only a priority, but a core part of how they operate. That means offering more robust resources to all workers, across a variety of touchpoints, from end to end.

Only by doing so can healthcare employers hope to turn the tide of burnout. Not insignificantly, this is also something that nurses themselves have identified as a pressing need.

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flexibility reigns supreme in 2022

From telehealth to surgical robotics, the healthcare space as a whole was abuzz with the latest digital innovations in 2021. And while that's certainly not going to end in the year ahead, the impact of new digital tech and tools for healthcare employees should be a critical consideration for organizations everywhere — and one that will come with important implications for employers in 2022.

How so? For starters, healthcare staff members have grown increasingly accustomed to leveraging a wide variety of digitally mediated workforce solutions — portals, flexible scheduling tools and more — over the past year, to the point where they're clamoring for more of that, not less, and employers have a noteworthy incentive to deliver. After all, integrating more digital tools into the workplace should allow healthcare employers to not only operate with greater agility, but reimagine end-to-end delivery models as well.

Employers that don't deliver will quickly lose valuable staff members to their more nimble competitors that do.

strengthening talent pipelines while building skills for the future

While demand for talent has skyrocketed across the healthcare sector, the skill sets and capabilities organizations need is also changing. To help their workforces stay ahead, businesses will need to get proactive, and forward-thinking healthcare organizations would be wise to explore a number of different approaches.

For example, healthcare employers should look to bolster their recruiting pipelines across in-demand clinical roles, leaning on the proven strengths and expertise of strategic talent partners wherever needed — building out new professional development pathways, tapping into hard-to-find talent pools, rolling out training platforms and so on.

Meanwhile, introducing targeted, outcome-oriented upskilling and reskilling programs will go a long way toward helping their mission-critical non-clinical contributors stay up to date with the latest digital tech and tools. For best-in-class healthcare employers, these and similar initiatives should be top of mind.

takeaways

- The Great Resignation has had particularly powerful implications for employers in the healthcare space — after all, when employees aren't just leaving your company but fleeing your industry, something has clearly gone wrong. In the near term, unfortunately, the overall talent outlook isn't going to change all that much. Expect top-tier talent with the right credentials to become even harder to find.
- Burnout is rampant among healthcare employees, and it's a key factor driving negative talent outcomes for organizations looking to hire. In 2022, rolling out more robust resources — and making them available to all workers, across a variety of touchpoints, from end to end — is going to be the only way to effectively counteract this worrisome trend.
- A spate of new digital tech and tools entered the healthcare space with the onset of the global pandemic, and many of them, especially those that enable greater flexibility and agility in the workforce, are here to stay. In fact, employers that don't deliver these capabilities to staff members will likely lose employees to those that do.
- While healthcare employers across the board will need to bolster their recruiting pipelines, particularly for highly in-demand roles, in 2022, many will find that leaning on the expertise of strategic talent partners is the most effective way to go.

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national salaries

advanced practice	entry-level	mid-level	senior-level
nurse practitioner	$82,950 - $94,890	$94,890 - $111,675	$111,675 - $130,250
physician assistant	$79,165 - $100,996	$100,996 - $115,398	$115,398 - $135,221

allied health			
medical assistant	$26,936 - $30,347	$30,347 - $35,838	$35,838 - $41,288
medical lab technician	$31,450 - $39,686	$39,686 - $54,184	$54,184 - $69,638
pharmacist	$85,197 - $112,694	$112,694 - $128,710	$128,710 - $147,701
pharmacy technician	$29,099 - $35,090	$35,090 - $42,995	$42,995 - $52,054
phlebotomy technician	$26,686 - $30,618	$30,618 - $36,317	$36,317 - $42,141
surgical technologist	$34,112 - $41,018	$41,018 - $49,712	$49,712 - $60,986

nursing			
case management	$60,320 - $69,984	$69,984 - $87,520	$87,520 - $107,488
licensed practical nurse (LPN)	$35,568 - $42,058	$42,058 - $48,818	$48,818 - $57,866
outpatient clinic	$55,123 - $64,075	$64,075 - $75,338	$75,338 - $93,579
registered nurse (RN)	$55,123 - $69,807	$69,807 - $79,101	$79,101 - $93,579

human resources.

When unprecedented business challenges became a fact of life, HR professionals stepped up and rose to the occasion — backfilling en masse, fast-tracking hiring processes and ensuring onsite workforces remained safe, healthy and compliant. Today, as organizations begin to gear up for growth in 2022, new priorities are ahead for these human capital experts. Here's what's on tap.

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lengthy hiring cycles remain a critical pain point

At a moment when nearly half (49%) of U.S. executives report that their organizations experienced significantly higher-than-usual turnover over the past six months, according to SHRM, the value of highly capable HR professionals to their enterprises has probably never been more pronounced, right?

Well, yes and no.

The challenge seems to be alignment: HR teams are being asked to successfully source top-caliber candidates on shorter and shorter timelines, even as the overall talent market grows more competitive each day. And the result, rather predictably, is that executive leadership isn't happy. According to the same SHRM report, for example:

- A full 93 percent of executives report that they have had open positions at their companies for six months or longer.
- Another 84 percent are convinced that vacancies are now going unfilled for long periods than prior to the pandemic.

Rolling back those hiring timelines in order to support business needs is going to be a monumental ask for skilled HR pros in 2022. As for whether it's even possible for them to deliver on that ask, that remains to be seen. Time will tell.

it's not just about hiring — new strategic priorities

Even as the ongoing effects of the Great Resignation throw hiring into the spotlight, HR professionals will find a host of competing priorities on their plates in 2022. Chief among them will be addressing the intangibles of organizational success, like culture, engagement and loyalty.

Why such a big shift in focus? Because regardless of whether organizations are remote, hybrid or fully onsite, those intangibles will have a marked impact on a company's success. Take the following findings, for example:

- Roughly one in three workers today is struggling to accomplish essential work-related tasks.
- One in four say they're lonelier and more isolated than they were prior to the pandemic.
- Another quarter report feeling a diminished sense of loyalty toward their employers.

While it's easy to see how challenges like culture could easily snowball into negative human capital outcomes, the reality is that there aren't one-size-fits-all solutions to any one of them — especially not in a remote or hybrid context. Meanwhile, organizational risks have recently appeared — COVID-19-based retaliation, for example — and human capital leaders will also be responsible for ensuring compliance.

In other words, 2022 is going to be a very busy year.

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skilling becomes a desirable alternative to hiring

By now, most businesses have regrouped from the pandemic and are gearing up for growth. That puts HR teams somewhere between a rock and a hard place. After all, how do you deliver top-tier talent in an extremely tight market, without additional budget or even the ability to network in person or attend hiring fairs?

Like other professionals, HR pros became essentially 100 percent reliant on tech solutions to achieve their goals and drive business outcomes nearly overnight. But the result has been a proliferation of new digital technologies over the past year, adding new layers of tech to nearly every aspect of HR's core responsibilities, from sourcing to hiring, onboarding to engagement and nearly everything in between.

If this trend continues to build steam in 2022, these tech-mediated processes will require savvy HR pros who have not only new competencies, but a level of digital proficiency more commonly associated with IT departments. And since no one understands the challenges of hiring right now more acutely than those very team members, expect HR pros to prioritize investment in upskilling, reskilling and training as the most feasible, highest-impact and lowest-cost route to move their businesses forward.

takeaways

- Having succeeded with the seemingly impossible — making mass remote and hybrid workforces actually work — HR teams must now regroup and shift their focus. In 2022, the top priority is less about maintaining business-as-usual than driving key outcomes around thorny organizational challenges: culture, engagement, productivity management and more.
- Looking ahead, HR will continue to be held accountable for large-scale business challenges, including vacancies caused by the Great Resignation and vaccine mandates. Nonetheless, they'll be expected to successfully backfill for roles while streamlining hiring, interviewing and onboarding processes — and to do all of it quickly. Significant challenges probably stand in the way.
- The proliferation of new hiring tech and tools within the HR department calls for human capital experts armed with ever-more advanced digital skill sets. Given the unprecedented level of competition that defines the hiring market right now, however, it's equally clear that increasing organizational investment around upskilling and reskilling is going to be the most effective workaround — at least for now. Expect HR leaders will evangelize this path accordingly.

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national salaries

benefits	entry-level	mid-level	senior-level
benefits analyst	$53,521 - $61,993	$61,993 - $71,327	$71,327 - $86,590
benefits assistant/associate	$41,496 - $52,021	$52,021 - $67,184	$67,184 - $86,590
benefits director	$93,517 - $125,133	$125,133 - $168,501	$168,501 - $258,350
benefits manager	$88,299 - $101,301	$101,301 - $125,133	$125,133 - $168,501
retirement specialist	$41,496 - $52,021	$52,021 - $67,184	$67,184 - $86,590

benefits/compensation/HRIS

benefits and compensation specialist	$52,474 - $61,202	$61,202 - $71,102	$71,102 - $86,590
benefits and HRIS specialist	$45,376 - $54,496	$54,496 - $66,912	$66,912 - $80,032
director of HRIS, benefits, compensation	$89,504 - $125,024	$125,024 - $152,544	$152,544 - $200,032
manager of HRIS, benefits, compensation	$90,068 - $105,032	$105,032 - $125,024	$125,024 - $152,544

compensation

compensation analyst	$60,639 - $73,031	$73,031 - $86,590	$86,590 - $111,925
compensation director	$93,517 - $125,133	$125,133 - $168,501	$168,501 - $258,350
compensation manager	$96,510 - $111,686	$111,686 - $125,133	$125,133 - $168,501

employee/labor relations

employee relations director	$118,337 - $126,355	$126,355 - $162,718	$162,718 - $253,492
employee relations manager	$87,238 - $99,219	$99,219 - $110,944	$110,944 - $144,992
labor relations director (JD)	$129,198 - $137,935	$137,935 - $162,718	$162,718 - $253,492
labor relations manager	$97,504 - $120,032	$120,032 - $149,472	$149,472 - $185,696

generalist

chief diversity and inclusion officer	$90,016 - $104,096	$104,096 - $133,216	$133,216 - $152,160
chief human resources officer (CHRO)	$62,774 - $114,525	$114,525 - $185,952	$185,952 - $255,722
HR coordinator	$37,710 - $48,194	$48,194 - $63,482	$63,482 - $83,949
HR director	$118,337 - $126,355	$126,355 - $162,718	$162,718 - $253,492
HR generalist	$71,178 - $91,728	$91,728 - $121,222	$121,222 - $162,718
HR manager	$88,353 - $103,160	$103,160 - $121,222	$121,222 - $162,718
HR specialist	$42,552 - $49,736	$49,736 - $63,482	$63,482 - $83,949
vice president of HR	$157,242 - $177,077	$177,077 - $261,604	$261,604 - $345,394

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national salaries

HRIS	entry-level	mid-level	senior-level
compensation director	$93,517 - $125,133	$125,133 - $168,501	$168,501 - $258,351
HRIS analyst	$57,472 - $69,344	$69,344 - $85,024	$85,024 - $107,616
HRIS manager	$86,327 - $102,108	$102,108 - $125,024	$125,024 - $152,544

learning and development

learning and development director	$141,261 - $150,423	$150,423 - $161,914	$161,914 - $200,200
learning coordinator	$52,894 - $65,763	$65,763 - $83,512	$83,512 - $107,058
learning manager	$85,316 - $97,840	$97,840 - $115,648	$115,648 - $155,126
learning specialist (trainer)	$45,885 - $62,691	$62,691 - $83,512	$83,512 - $107,058

recruiting/talent acquisition

director of talent acquisition	$91,728 - $121,222	$121,222 - $162,718	$162,718 - $253,492
head of recruitment	$99,869 - $105,869	$105,869 - $121,222	$121,222 - $162,718
manager of talent acquisition	$88,476 - $100,964	$100,964 - $121,222	$112,720 - $162,720
recruiter	$48,194 - $63,482	$63,482 - $83,949	$83,949 - $109,346
recruiting manager	$71,178 - $91,728	$91,728 - $121,222	$121,222 - $162,718
talent acquisition/staffing specialist	$48,194 - $63,482	$63,482 - $83,949	$83,949 - $109,346

talent management/organizational development

director of talent management/OD	$120,160 - $127,522	$127,522 - $162,718	$162,718 - $253,492
manager of talent management/OD	$90,644 - $105,709	$105,709 - $121,222	$121,222 - $162,718

life sciences.

Interest in life sciences soared with the onset of the global pandemic, and there are no signs of that momentum slowing down — it certainly isn't about to return to pre-pandemic levels any time soon. Nor, for that matter, will companies in this space have an easy time of transitioning back to previous workforce norms.

Instead, with competition for top talent at a fever pitch, innovative approaches to talent strategy will be required simply to stay afloat, let alone thrive. Here's what's next for life sciences employers in 2022.

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top talent is highly in demand — and equally hard to come by

The lack of qualified life sciences professionals in the job market at large isn't anything new. It's more like a long-term fact.

What is new, however, is the level of competition in the space, and the lengths to which established companies and start-ups alike will go in order to woo those with the right credentials. Or, for that matter, any credentials. Today, for example, even novice postdoctoral researchers — graduate students with four-to-six months of hands-on experience — are being poached by talent-hungry industry players and deployed in roles that would have once required two or three years of experience.

This isn't a temporary condition, either. In fact, if the current forecasts hold, then life sciences employment will grow at three times the rate of overall employment for the next five years. That means the fundamental mismatch between the available supply of qualified life sciences talent and employers' demand for it will only get worse.

In an environment like this, staying competitive will mean offering industry-leading salaries and benefits, along with perks like flexible or remote work.

flexibility is going to be key

Speaking of flexibility: The remote work arrangements brought on by the global pandemic weren't as disruptive to life sciences companies as many leaders feared they would be. In fact, by most accounts — and especially if you ask employees — they're working out just fine.

According to Deloitte, for example:

- Nine out of 10 life sciences employees think overall productivity has held steady, despite the sudden shift to remote work arrangements.
- These employees aren't eager to transition back to pre-pandemic norms: 64 percent say they would prefer to work in some form of hybrid model going forward.

Employers will need to heed these calls for flexibility. Those that don't, whether because they're unable or unwilling, will struggle mightily to secure the talent they need to continue to grow in 2022.

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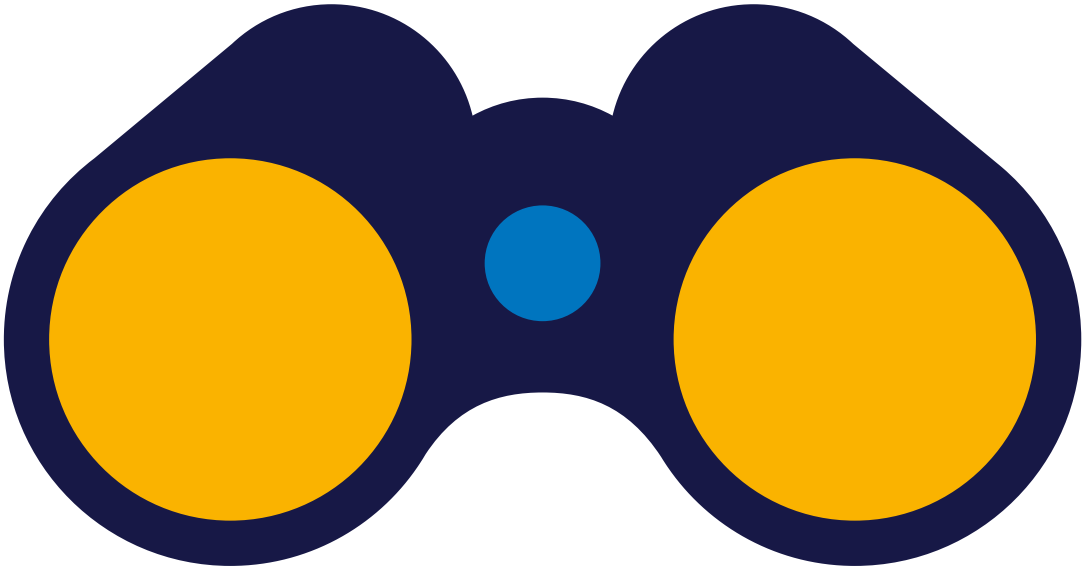

EDI&A becomes a bigger focus than ever

The push for companies across the board to be far more diligent and transparent around EDI&A has hit the life sciences space hard — and to a certain extent, that should come as no surprise.

After all, while the industry as a whole has made some measurable gains, moving the needle on EDI&A initiatives hasn't been the kind of highly publicized priority you see today in tech and many other fields. One survey, for example, found that:

- Forty-four percent of life sciences employers haven't issued company-wide statements outlining their commitments and EDI&A.
- Among those that have, less than one in four are even measuring their own progress over time.
- Meanwhile, 78 percent have never recruited from historically Black colleges and universities (HBCUs) or institutions that typically serve under-served populations.

In 2022, all that needs to change. Life sciences companies simply can't afford to overlook the strong link between EDI&A outcomes and employer brand perceptions, or how that influences retention and hiring in turn. And if inhouse HR teams aren't up to the challenge, leveraging the expertise of strategic partners will be the most viable workaround.

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skill sets aren't keeping pace with tech

Digital transformation has taken the life sciences space by storm, enabling new products and treatments to move from R&D labs to real-world markets faster than ever. Underwriting that increased speed is increased investment, of course, with year-over-year spending on digital initiatives growing by 100 percent or more on an annual basis.

All of this points to boom times for life sciences companies, and accounts for the generally bearish outlook among organizational leadership. Yet the proliferation of new digital tools and technologies, while great for the bottom line, calls for employees to be equipped with new skill sets in turn. For bench scientists, for example, the ability to work fluidly with AI, data science or machine learning algorithms wasn't even part of the job requirement five years ago.

In response, life sciences companies would be wise to allocate significantly more budget to learning and development programs, and upskilling and reskilling initiatives in particular. Given the outsized impact of tech on the life sciences space specifically — and considering that the majority of HR professionals across industries now see "moderate to severe" skills gaps at their companies — the rationale for doing so should be clear. In an exceedingly competitive talent marketplace, it's simply going to be more cost-effective to develop and promote candidates from within than to try your luck sourcing qualified contributors from without.

Any life sciences company attempting to do the latter, in fact, will likely need a strategic partner for help.

takeaways

- It takes years of education and training to become a qualified life sciences professional, and there simply aren't enough of them to go around. As the war for talent intensifies, expect salaries to grow at all levels within the life sciences space.
- More flexible work arrangements are here to stay in the life sciences space. Why? For the simple reason that these high-value employees are demanding them. And while most appear willing to return to the lab or office for a few days at a time, this is an area where companies can't afford to take a hard line. Instead, life sciences companies should be ready to compromise to keep top talent on board.
- Life sciences companies still have a long way to go when it comes to EDI&A — and they can't afford to continue to overlook the demonstrated link between EDI&A and employer brand perception, which powerfully influences retention and hiring outcomes in turn. Especially not in the current hiring market.
- Digital transformation may have a firm foothold in the life sciences industry at large, but that doesn't necessarily mean skill sets have kept pace. As life sciences workers grapple with new technologies, look for upskilling and reskilling to take center stage as organizational priorities in 2022.

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national salaries

clinical	entry-level	mid-level	senior-level
biometrics			
biostatistician	$60,836 - $88,845	$88,845 - $109,999	$109,999 - $137,568
clinical data analyst	$54,918 - $73,546	$73,546 - $85,428	$85,428 - $108,819
clinical data manager	$52,686 - $68,806	$68,806 - $92,269	$92,269 - $121,805
clinical SAS programmer	$63,488 - $76,384	$76,384 - $93,024	$93,024 - $122,528
clinical trial management and operations			
clinical documentation specialist (eTMF)	$44,096 - $57,846	$57,846 - $76,317	$76,317 - $96,044
clinical outsourcing manager	$71,406 - $101,754	$101,754 - $137,946	$137,946 - $190,008
clinical project manager (CPM)	$71,406 - $101,754	$101,754 - $137,946	$137,946 - $190,008
clinical research associate (CRA)	$50,976 - $69,588	$69,588 - $116,345	$116,345 - $150,191
clinical trial associate (CTA)	$54,918 - $70,368	$70,368 - $100,000	$100,000 - $125,024
clinical trial manager (CTM)	$70,368 - $100,000	$100,000 - $125,024	$125,024 - $234,976
medical director	$139,651 - $203,449	$203,449 - $287,689	$287,689 - $371,246
drug safety/pharmacovigilance			
drug safety physician	$91,499 - $126,277	$126,277 - $171,239	$171,239 - $251,728
drug safety specialist	$58,822 - $76,336	$76,336 - $95,181	$95,181 - $112,840
medical monitor/reviewer	$65,934 - $95,191	$95,191 - $139,614	$139,614 - $177,690
medical and scientific affairs			
commercial trainer	$45,885 - $62,691	$62,691 - $83,512	$83,512 - $107,058
medical affairs project manager	$78,832 - $104,270	$104,270 - $139,651	$139,651 - $195,624
medical information specialist	$44,096 - $60,159	$60,159 - $82,499	$82,499 - $119,518
medical science liaison	$103,520 - $145,632	$145,632 - $171,692	$171,692 - $206,248
medical writing			
document manager	$35,360 - $44,907	$44,907 - $58,448	$58,448 - $74,672
editor/formatter	$65,934 - $74,038	$74,038 - $89,544	$89,544 - $126,797
medical writer	$80,032 - $95,008	$95,008 - $124,833	$124,833 - $154,421
quality control reviewer	$41,616 - $62,017	$62,017 - $69,807	$69,807 - $107,883

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national salaries

clinical (continued)	entry-level	mid-level	senior-level
quality, process and validation			
process development engineer	$74,720 - $90,016	$90,016 - $115,515	$115,515 - $141,729
quality assurance auditor	$38,992 - $67,675	$67,675 - $109,999	$109,999 - $133,268
quality assurance specialist	$65,208 - $84,011	$84,011 - $110,136	$110,136 - $140,462
quality control analyst	$45,776 - $62,749	$62,749 - $75,095	$75,095 - $103,653
quality engineer	$57,949 - $71,635	$71,635 - $111,363	$111,363 - $136,926
regulatory affairs			
regulatory advertising and promotions associate	$40,165 - $52,666	$52,666 - $71,094	$71,094 - $95,326
regulatory affairs CMC associate	$52,016 - $60,016	$60,016 - $78,000	$78,000 - $104,048
regulatory affairs labeling associate	$54,773 - $76,153	$76,153 - $109,999	$109,999 - $148,075
regulatory affairs operations associate	$52,016 - $60,016	$60,016 - $78,000	$78,000 - $104,048
regulatory affairs publishing associate	$35,360 - $48,499	$48,499 - $75,625	$75,625 - $97,307
regulatory affairs strategy associate	$68,725 - $95,191	$95,191 - $121,633	$121,633 - $142,787
research and design systems			
business analyst	$57,184 - $72,480	$72,480 - $92,000	$92,000 - $119,584
clinical database programmer	$54,059 - $71,906	$71,906 - $98,862	$98,862 - $126,880
clinical systems project manager	$67,488 - $85,024	$85,024 - $115,449	$115,449 - $152,306
medical technologist	$31,450 - $39,686	$39,686 - $54,184	$54,184 - $69,638
validation analyst	$56,514 - $72,030	$72,030 - $93,725	$93,725 - $120,890
supply chain management			
clinical trial supply manager	$57,184 - $70,368	$70,368 - $100,000	$100,000 - $125,024
inventory management specialist	$36,904 - $50,769	$50,769 - $63,461	$63,461 - $92,018
material documentation coordinator	$35,360 - $44,907	$44,907 - $58,448	$58,448 - $74,672
packaging requirements specialist	$50,769 - $72,980	$72,980 - $92,018	$92,018 - $111,056

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national salaries

scientific	entry-level	mid-level	senior-level
chemical			
analytical chemist	$44,800 - $58,240	$58,240 - $82,499	$82,499 - $101,984
applications engineer	$65,208 - $84,011	$84,011 - $110,136	$110,136 - $140,462
biochemical engineer	$68,432 - $84,885	$84,885 - $108,534	$108,534 - $136,365
chemical engineer	$68,432 - $84,885	$84,885 - $108,534	$108,534 - $136,365
compounder	$38,002 - $48,506	$48,506 - $62,858	$62,858 - $80,766
formulator	$49,816 - $67,297	$67,297 - $85,672	$85,672 - $118,460
laboratory manager	$71,406 - $101,754	$101,754 - $137,946	$137,946 - $190,008
laboratory technician	$36,275 - $46,342	$46,342 - $60,133	$60,133 - $74,613
materials engineer	$57,970 - $73,944	$73,944 - $95,638	$95,638 - $123,594
metallurgist	$57,970 - $73,944	$73,944 - $95,638	$95,638 - $123,594
plant manager	$84,989 - $108,784	$108,784 - $141,294	$141,294 - $181,210
process engineer	$68,432 - $84,885	$84,885 - $108,534	$108,534 - $136,365
product development chemist	$58,074 - $79,310	$79,310 - $108,389	$108,389 - $139,651
product development scientist	$54,309 - $73,445	$73,445 - $99,882	$99,882 - $130,437
quality control engineer	$56,096 - $66,826	$66,826 - $83,028	$83,028 - $111,056
environmental science			
elemental analyst	$45,427 - $58,240	$58,240 - $76,750	$76,750 - $98,364
environmental engineer	$55,453 - $70,262	$70,262 - $92,123	$92,123 - $118,955
environmental health and safety specialist	$42,272 - $56,288	$56,288 - $88,032	$88,032 - $114,976
environmental microbiologist	$45,698 - $58,802	$58,802 - $84,406	$84,406 - $119,766
environmental scientist	$55,203 - $73,237	$73,237 - $98,114	$98,114 - $129,459
field monitor/sampler/tester	$39,333 - $51,626	$51,626 - $67,101	$67,101 - $87,734
industrial hygienist	$58,822 - $76,336	$76,336 - $95,181	$95,181 - $112,840
laboratory technician	$35,901 - $46,862	$46,862 - $60,965	$60,965 - $80,538
nondestructive tester	$49,808 - $54,192	$54,192 - $68,272	$68,272 - $90,032
quality assurance technologist	$52,016 - $68,141	$68,141 - $76,153	$76,153 - $87,787
safety coordinator	$42,272 - $56,288	$56,288 - $72,288	$72,288 - $88,032
water quality technician	$35,901 - $48,736	$48,736 - $63,461	$63,461 - $92,018

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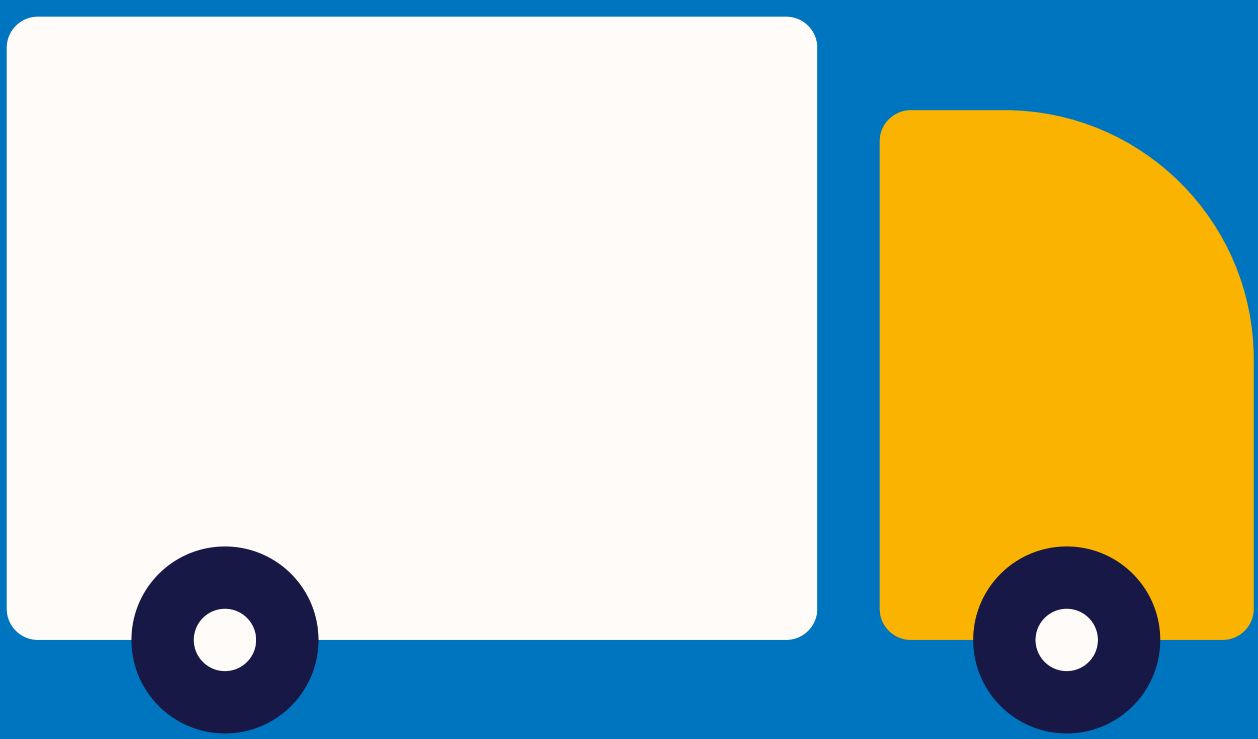
national salaries

scientific (continued)	entry-level	mid-level	senior-level
food science			
bioengineer	$56,597 - $71,843	$71,843 - $92,622	$92,622 - $118,934
flavorist	$41,246 - $54,309	$54,309 - $73,445	$73,445 - $99,882
food scientist	$54,309 - $73,445	$73,445 - $99,882	$99,882 - $130,437
food technologist	$54,309 - $73,445	$73,445 - $99,882	$99,882 - $130,437
HACCP compliance manager	$48,506 - $65,372	$65,372 - $92,018	$92,018 - $127,979
microbiologist	$45,698 - $58,802	$58,802 - $84,406	$84,406 - $119,766
process engineer	$72,032 - $85,024	$85,024 - $104,033	$104,033 - $125,024
project manager	$71,456 - $95,008	$95,008 - $124,832	$124,832 - $160,096
formulation and drug development			
analytical chemist	$44,970 - $58,074	$58,074 - $79,310	$79,310 - $108,389
microbiologist	$45,698 - $58,802	$58,802 - $84,406	$84,406 - $119,766
molecular/cell biologist	$46,784 - $57,472	$57,472 - $74,912	$74,912 - $109,088
research assistant	$31,096 - $39,250	$39,250 - $51,182	$51,182 - $69,807
research associate	$61,344 - $81,248	$81,248 - $125,024	$125,024 - $175,072
research scientist	$72,218 - $95,347	$95,347 - $126,818	$126,818 - $157,726
personal care			
cosmetic chemist	$44,970 - $58,074	$58,074 - $79,310	$79,310 - $108,389
formulation scientist	$58,074 - $79,310	$79,310 - $112,725	$112,725 - $153,364
fragrance technician	$28,165 - $37,019	$37,019 - $46,357	$46,357 - $68,749
organic chemist	$44,970 - $58,074	$58,074 - $79,310	$79,310 - $108,389
product development manager	$80,032 - $104,032	$104,032 - $137,568	$137,568 - $174,688
quality assurance inspector	$31,845 - $40,456	$40,456 - $55,638	$55,638 - $79,326
regulatory affairs specialist	$60,016 - $78,000	$78,000 - $104,048	$104,048 - $134,384
regulatory compliance chemist	$52,016 - $62,417	$62,417 - $87,787	$87,787 - $114,229
sensory evaluator	$49,970 - $54,999	$54,999 - $77,211	$77,211 - $99,422
toxicologist	$55,104 - $69,984	$69,984 - $100,512	$100,512 - $135,008

manufacturing and logistics.

Supply chain shortcomings. Material shortages. An acute scarcity of qualified workers. Manufacturing and logistics firms today face shortages of almost every kind, but one thing that is in abundance at manufacturing and logistics organizations today is the sheer number of challenges they'll need to overcome in order to thrive in the year ahead.

Yet embedded within those challenges are also opportunities. So let's unpack what's next for forward-looking manufacturing and logistics companies right now, paying particularly close attention to the levers at their disposal as they seek to drive better talent outcomes in 2022.



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employers will have to elevate compensation and benefits

From sourcing to onboarding, retention to scheduling, manufacturing and logistics companies aren't strangers to talent pain points. Issues like these have been recurring for years, and many employers in the space have experimented with a variety of measures to counteract them: raising pay, offering additional benefits, introducing more flexible scheduling and so on.

But with signs that the Great Resignation is accelerating, with more than one quarter of the manufacturing and logistics workforce eligible for retirement in the next few years and with as many as 2.1 million manufacturing jobs at risk of going unfilled by 2030, 2022 may be the year manufacturing and logistics firms have to get serious about becoming and staying competitive when it comes to talent attraction and retention.

Such a conclusion is clearly supported by this survey, which found that sourcing high-quality candidates today is 36 percent harder for manufacturing hiring managers than it was just three years ago — a period during which the size of the available workforce effectively doubled. Meanwhile, manufacturing productivity is now more labor-intensive and labor-dependent than it was before the pandemic.

So how can employers thrive from a talent standpoint in 2022? For one, manufacturing and logistics companies won't be able to rely on a ready supply of candidates to fill their shifts. Instead, they'll have to use every tool at their disposal to attract talent — including raising their hourly rates, improving benefits, re-examining workplace culture and more.

displaced talent could be a silver lining

Faced with a shortage of qualified workers in the industry, employers may be well served to look outside it. As waves of layoffs, restructurings and closures swept through retail to hospitality and everything in between, thousands of workers were forced to leave behind their established career paths, and many of them are now seriously considering alternatives. So why shouldn't manufacturing and logistics employers look to bring these workers in?

Of course, to win over these workers, competitive compensation will be key — but it's far from the only factor to consider. Pay may be paramount, but as we'll see in the following two sections, combining it with a heightened focus on workplace safety and skilling initiatives may ultimately determine the difference between success and failure.

a redoubled focus on workplace safety

The pandemic required new health and safety precautions for virtually all employers, but few sectors were impacted quite as severely as manufacturing and logistics. Today, as variants emerge and the pandemic lingers, workers increasingly demand improved health and safety policies and benefits — and employers should carefully consider listening. In fact, many are already offering extended health and wellness benefits in efforts to better care for their workers and stave off retention crises.

But these companies' approaches aren't just focused on mitigating the spread of COVID-19. They're also focused on improving mental health, creating a sense "psychological safety" and ensuring employees can find better work/life balance, just to name a few. Companies offering these benefits are rapidly becoming employers of choice for today's workers, and they're enjoying the positive impacts to hiring and retention that come with it. Employers that fail to rethink their health and wellness offerings, on the other hand, will only find it increasingly hard to find and keep the talent they need in 2022.

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bringing to life upskilling and reskilling initiatives

As manufacturing and logistics employers are only too well aware, new skill sets are increasingly required — even for traditional frontline production roles like forklift operators or assemblers. While some workers already have those skills, most won't — meaning upskilling and reskilling initiatives should be a top priority in 2022 and beyond. Here's why:

- For starters, the appetite for upskilling is growing across the board: 77 percent of employees indicated that they were eager to upskill prior to the pandemic, and since then, more than one in three workers is already acquiring new skills, while a similar number say they're ready to reskill completely (a good sign for the prospect of converting displaced workers, obviously).
- This level of interest is echoed by manufacturing and logistics employees specifically: Nearly half of frontline manufacturing workers today want to work in more digital environments, and leverage technology to perform their jobs more effectively.
- In connection with the aging manufacturing and logistics workforce mentioned earlier, studies also show that younger professionals are twice as likely to take advantage of upskilling and reskilling opportunities than their older peers.

But there's one tiny problem: None of this seems to be happening. Not yet, anyway. And not on the kind of scale required for manufacturing and logistics employers to secure long-term access to the qualified talent they need. Across the board, in fact, just five percent of all organizations reportedly rolled out new upskilling or reskilling initiatives in response to the global pandemic.

For manufacturing and logistics employers today, that has to change, and fast. So you should expect to see enhanced upskilling and reskilling programs adopted far more widely this year. Soon, that's probably going to be table stakes — a must-have capability for manufacturing and logistics employers looking to lure talent down the line

takeaways

- Manufacturing and logistics employers are going to be forced to rethink talent acquisition strategies wholesale in 2022. Especially in the context of the Great Resignation and other workforce trends, piecemeal measures like modest pay increases or additional benefits offerings probably won't be enough to really move the needle.
- Workers displaced by the global pandemic could be a vital source of talent and help overturn chronic human capital challenges in the manufacturing and logistics space. However, organizations will have to get proactive.
- Prioritizing health and wellness is going to be absolutely crucial to talent outcomes. Once upon a time, employers could maintain poor track records for safety, while nonetheless landing a steady stream of reliable workers. But those days are long gone — and they're not likely to come back.
- Upskilling and reskilling initiatives at manufacturing and logistics companies will continue to evolve and reach significantly greater maturity in 2022. With adequate investment and execution at scale, these efforts could even rewrite the overall outlook for human capital in the manufacturing and logistics space. Time will tell.

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national salaries

assembly	entry-level	mid-level	senior-level
assembly line foreman	$18 - $23	$23 - $30	$30 - $39
electronics assembler (general)	$13 - $16	$16 - $20	$20 - $25
electronics assembler (precision)	$14 - $20	$20- $23	$23 - $26
fabricator assembler	$11 - $13	$13 - $16	$16 - $20
product assembler (bench)	$14 - $18	$18 - $21	$21 - $25
product assembler (machine)	$12 - $14	$14 - $17	$17 - $22

inspection

quality control inspector	$18 - $20	$20 - $23	$23 - $29
quality control tester	$21 - $29	$29 - $36	$36 - $42
quality inspector	$13 - $15	$15 - $19	$19 - $26

machine operation

CNC machinist	$22 - $28	$28 - $35	$35 - $42
computer-controlled machine tool operator	$14 - $17	$17 - $20	$20 - $25
general machinist	$14 - $17	$17 - $22	$22 - $28
machine feeder	$12 - $13	$13 - $16	$16 - $19
machine operator	$15 - $18	$18 - $23	$23 - $28
machine operator helper	$13 - $17	$17 - $19	$19 - $22
molding machine operator	$11 - $13	$13 - $16	$16 - $20
numerical control machine operator	$18 - $22	$22 - $28	$28 - $35

maintenance

electromechanical technician	$22 - $27	$27 - $34	$34 - $40
electronics technician	$19 - $25	$25 - $32	$32 - $39
facilities maintenance worker	$15 - $20	$20 - $26	$26 - $32
field service technician	$21 - $26	$26 - $33	$33 - $43
janitor	$12 - $14	$14 - $18	$18 - $23
maintenance mechanic	$21 - $24	$24 - $28	$28 - $34

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national salaries

management	entry-level	mid-level	senior-level
assembly supervisor	$23 - $30	$30 - $39	$39 - $49
assistant foreman	$17 - $23	$23 - $27	$27 - $35
assistant plant manager	$23 - $36	$36 - $50	$50 - $77
assistant production supervisor	$18 - $23	$23 - $30	$30 - $39
logistics manager	$27 - $35	$35 - $46	$46 - $61
maintenance manager	$26 - $34	$34 - $43	$43 - $53
maintenance supervisor	$26 - $34	$34 - $43	$43 - $53
operations manager	$34 - $46	$46 - $53	$53 - $77
plant manager	$41 - $52	$52 - $68	$68 - 87
production manager	$41 - $52	$52 - $68	$68 - $87
quality control manager	$32 - $46	$46 - $52	$52 - $70
warehouse manager	$26 - $34	$34 - $43	$43 - $50

production			
CNC programmer	$22 - $28	$28 - $35	$35 - $42
injection molder	$13 - $16	$16 - $20	$20 - $25
manufacturing worker	$12 - $15	$15 - $18	$18 - $22
production helper	$12 - $15	$15 - $18	$18 - $22
production laborer	$12 - $15	$15 - $18	$18 - $22
production machinist	$17 - $22	$22 - $28	$28 - $33
production scheduler	$21 - $27	$27 - $34	$34 - $40
tool and die maker	$22 - $27	$27 - $32	$32 - $38
welder	$18 - $22	$22 - $26	$26 - $32

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national salaries

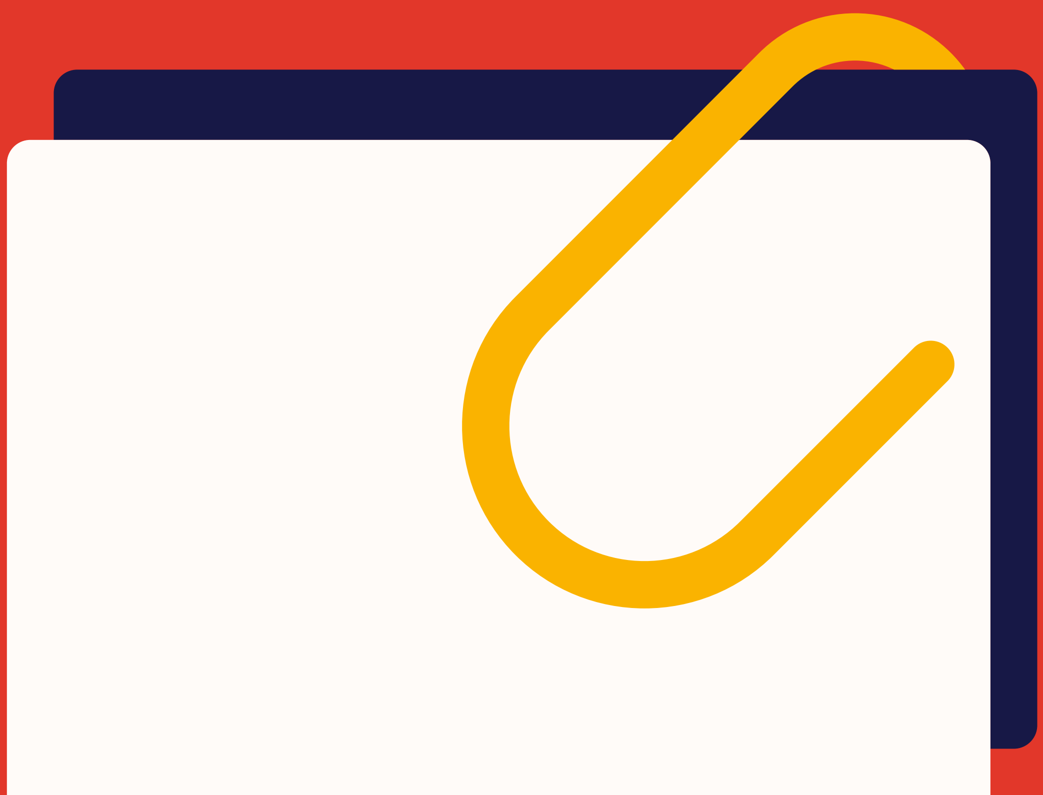
warehouse/distribution	entry-level	mid-level	senior-level
driver	\$15 - \$18	\$18 - \$23	\$23 - \$28
forklift operator	\$14 - \$17	\$17 - \$20	\$20 - \$26
inventory control clerk	\$14 - \$18	\$18 - \$22	\$22 - \$24
kitter	\$10 - \$12	\$12 - \$14	\$14 - \$17
manual packager	\$13 - \$16	\$16 - \$20	\$20-\$25
materials handler	\$14 - \$16	\$16 - \$19	\$19 - \$23
order puller	\$12 - \$14	\$14 - \$17	\$17 - \$21
picker/packer	\$13 - \$14	\$14 - \$17	\$17 - \$19
shipping and receiving clerk	\$15 - \$19	\$19 - \$22	\$22 - \$26
stock handler	\$13 - \$16	\$16 - \$19	\$19 - \$22
warehouse laborer	\$14 - \$16	\$16 - \$19	\$19 - \$22

office and administration.

Major challenges — as well as major opportunities — await office and administration employers in the year ahead, most of them tethered to a key question: Do you continue with a 100 percent remote work strategy, or push for hybrid or fully onsite alternatives?

Public health policy, of course, will partly be responsible for dictating the answer to that question (and employers in some states will enjoy greater liberty and latitude to operate than those in others). But either way, a host of background issues are going to crop up simultaneously — everything from the continuing impact of the Great Resignation to the importance of workplace flexibility, new concerns around mental health, vacancies at the top and more.

Here's what's on tap for office and administration employers in the year ahead.



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flexibility remains a make-or-break factor for talent

Resolving the onsite-versus-remote work conundrum, doing so on the right timeline and effectively communicating the decision to workforces at large will continue to be a high-level strategic challenge for many employers in the office and administration space. What's going to be the best approach?

At this point, one thing is absolutely clear: Organizations with existing hiring pain points will place themselves at a considerable disadvantage if they take a hardline or inflexible approach.

Don't believe us? Consider the results of this survey, which found that one out of three employees will simply quit their jobs if their work-from-home arrangement gets nixed in favor of a return-to-office policy. Greater flexibility, in other words, remains paramount for talent in this space. To be successful, forward-looking employers will need to plan and act accordingly.

demographic shifts in the office and administration workforce

Clearly, office and administration employers that don't offer workforce flexibility to talent will stand to lose employees to competitors that do in the year ahead. But what other trends are impacting this business-critical talent pool?

For one, many older office and administration employees are opting to retire rather than return to the office. Plus, these older workers are also far more likely to be reaping the benefits of big-picture macroeconomic factors like the continued strength of the strong stock market, together with soaring home prices.

And if the fact that older workers are tuning in, turning on and opting out doesn't sound like a huge operational challenge for your company, think again. Consider the practical consequences: For example, when these seasoned pros leave, they tend to leave behind key vacancies at (or near) the the top of your org chart, too. So it's a safe bet that competition for proven leaders within the office and administration space is going to heat up in the year ahead.

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transitioning out of “pandemic bridge jobs”

The Great Resignation is one thing, but as far as attrition within the office and administration workforce is concerned, there’s another factor in play. That is, already, a number of office and administration workers are beginning to transition out of what have been dubbed “pandemic bridge jobs” — typically short-term roles that employees signed on for in order to get from point A to point C, secure some much-needed cash and gain on-the-job experience during a moment of broad-based economic uncertainty.

As the economy pushes toward recovery, however, these kinds of positions may begin to lose their luster. Simply put, high-value office and administration talent are going to be on the hunt for something better: namely, longer-term, flexible and meaningful opportunities.

Only time will tell how this shakes out, of course. But if those hired during the pandemic are indeed itching to leave, that could lead to openings in critical functions across your organization — openings that may take many months to fill. For talent-starved companies in high-demand markets, augmenting existing teams with temporary talent, and doing so through the expertise of a strategic partner, may be the most effective workaround.

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renewed focus on employee mental health

New — and newly pressing — conversations around mental health in the workforce emerged in 2021, many of which touch on office and administration talent directly. Take burnout, for example, which is particularly prevalent among professionals engaged in fast-paced, interpersonal work such as customer service.

When the global pandemic shuttered brick-and-mortar stores and pushed customers online, it wasn't just call volumes and escalations that went through the roof. Customer expectations apparently soared, too. The outcome? Higher stress levels for customer service teams, alongside correspondingly higher risks of burnout, in turn.

But, of course, customer service pros aren't alone in this regard.

In fact, the same essential ingredients — a combination of resource scarcity and skyrocketing demand — have become part of the day-to-day routine for many other professionals in the office and administration space. Recent supply chain shortages, for example, led to product shortages, delayed shipments and a host of other headaches, all of which fell to office and administration pros for resolution. So it's crucial for these business-critical professionals to feel they have the support they need day in and day out at your organization. Otherwise, they're simply going to walk away.

Worryingly, however, as many as 60 percent of leaders say they plan to revert the mental health strategies deployed pre-pandemic in 2022. If that proves to be the case, it could wind up being a major source of attrition for office and administration talent in the year ahead.

takeaways

- Remote, flexible work — that's it. It's what employees crave, and may be the magic bullet for employers of office and administration professionals across the board. What's more, after fully two years of iterating and experimenting, it's clear that these kinds of working arrangements, well, work. And for employers that (still) don't get it, or aren't offering flexibility to their workforces for whatever reason, there are going to be some mighty talent hurdles on the road ahead.
- Aging employees are retiring rather than returning to the office, leaving key gaps in leadership — and these gaps, needless to say, create problems of a different order of magnitude than vacancies at the staff level. Backfilling them will require time and resources. Oh, and did we mention that offering remote and flexible work options might make all of the difference when it comes to these and other hiring outcomes?
- Employers that hired heavily during the pandemic may soon experience an exodus of workers from so-called "pandemic bridge jobs," particularly as more flexible alternatives become available. In fact, that just might be the overarching theme for office and administration employers in 2022: The unprecedented talent mobility of 2021 is going to continue unabated in the year ahead. Even your most recently hired contributors will at times be considering jumping ship.
- The conversation around mental health and related issues like burnout assumed new urgency in 2021, and look for all of that to continue in the year ahead. To avoid losing stressed or burnt out contributors to competitors, employers should not only evangelize greater dialogue, but look to offer far more robust health and wellness programs for their workers as well. Done right, it'll seriously bolster your retention rate in 2022 and beyond.

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national salaries

administrative	entry-level	mid-level	senior-level
administrative coordinator	$17 - $22	$22 - $28	$28 - $36
eligibility specialist	$15 - $18	$18 - $23	$23 - $28
executive assistant	$24 - $30	$30 - $38	$38 - $46
front desk receptionist/switchboard operator	$13 - $15	$15 - $19	$19 - $24
general/office clerk	$13 - $18	$18 - $22	$22 - $27
insurance verification specialist	$19 - $24	$24 - $29	$29 - $31
mailroom clerk	$12 - $15	$15 - $18	$18 - $20
medical receptionist	$13 - $15	$15 - $18	$18 - $22
medical records administrator	$36 - $41	$41 - $48	$48 - $56
medical records clerk	$14 - $16	$16 - $21	$21 - $27
medical scheduler	$13 - $15	$15 - $18	$18 - $22
medical screener	$12 - $15	$15 - $19	$19 - $24
office assistant	$12 - $15	$15 - $19	$19 - $23
office manager	$22 - $28	$28 - $36	$36 - $45
patient access representative/specialist	$21 - $23	$23 - 27	$27 - $30
receptionist	$11 - $15	$15 - $19	$19 - $23
resolution representative	$13 - $15	$15 - $18	$18 - $23
scheduler	$17 - $21	$21 - $27	$27 - $34
secretary	$15 - $19	$19 - $23	$23 - $28
secretary (bilingual)	$15 - $19	$19 - $23	$23 - $28
word processor	$14 - $17	$17 - $20	$20 - $24

call/contact center

call center representative (general calls)	$12 - $13	$13 - $16	$16 - $20
call center representative (specialized calls)	$13 - $16	$16 - $20	$20 - $26
call center sales representative	$13 - $16	$16 - $20	$20 - $26
call center supervisor	$20 - $26	$26 - $34	$34 - $41
certified coder/medical coding technician	$16 - $19	$19 - $22	$22 - $26
customer service manager	$16 - $20	$20 - $26	$26 - $34
customer service representative	$12 - $14	$14 - $17	$17 - $22

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national salaries

call/contact center (continued)	entry-level	mid-level	senior-level
customer service representative, financial	$14 - $18	$18 - $22	$22 - $28
customer service representative, insurance (commercial)	$18 - $20	$20 - $24	$24 - $29
customer service representative, insurance (personal)	$14 - $18	$18 - $25	$25 - $38
data entry operator	$14 - $17	$17 - $20	$20 - $24
data entry operator lead	$15 - $20	$20 - $23	$23 - $26
data entry supervisor	$19 - $24	$24 - $30	$30 - $36
order processing clerk	$14 - $17	$17 - $21	$21 - $26
order processing supervisor	$21 - $27	$27 - $31	$31 - $36
transportation import/export specialist	$20 - $27	$27 - $37	$37 - $50

human resources

benefits clerk	$17 - $21	$21 - $25	$25 - $30
benefits coordinator	$26 - $32	$32 - $42	$42 - $54
employee relations representative	$24 - $34	$34 - $40	$40 - $53
human resources assistant/clerk	$17 - $21	$21 - $25	$25 - $30
human resources coordinator	$18 - $23	$23 - $31	$31 - $40
training coordinator	$22 - $30	$30 - $40	$40 - $51

revenue cycle

accounts receivable/collections clerk	$15 - $19	$19 - $23	$23 - $28
AR/collections supervisor	$22 - $29	$29 - $35	$35 - $43
contact center specialist	$12 - $14	$14 - $17	$17 - $22
data analyst	$29 - $37	$37 - $50	$50 - $65
director, access services	$39 - $56	$56 - $59	$59 - $67
director, revenue cycle	$77 - $85	$85 - $91	$91 - $102
insurance billing clerk	$16 - $19	$19 - $23	$23 - $28
insurance claims clerk	$17 - $20	$20 - $25	$24 - $31
insurance claims processor	$17 - $20	$20 - $25	$24 - $31
insurance collections clerk	$13 - $15	$15 - $18	$18 - $23
manager, access services	$31 - $35	$35 - $39	$39 - $46
medical billing and collections specialist	$15 - $18	$18 - $23	$23 - $28
medical transcriptionist	$13 - $17	$17 - $22	$22 - $27

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national salaries

sales and marketing	entry-level	mid-level	senior-level
account coordinator	$17 - $22	$22 - $28	$28 - $36
account manager	$31 - $37	$37 - $43	$43 - $62
account representative	$31 - $36	$36 - $41	$41 - $47
advertising clerk	$12 - $15	$15 - $19	$19 - $23
market data researcher	$23 - $32	$32 - $45	$45 - $62
marketing assistant	$17 - $23	$23 - $32	$32 - $45
marketing coordinator	$23 - $32	$32 - $45	$45 - $61
proofreader	$15 - $20	$20 - $27	$27 - $32
public relations coordinator	$22 - $30	$30 - $41	$41 - $57
sales assistant	$16 - $19	$19 - $22	$22 - $26
sales coordinator	$22 - $28	$28 - $38	$38 - $52
survey worker, marketing	$24 - $24	$24 - $24	$24 - $24
telemarketing representative	$12 - $15	$15 - $18	$18 - $21

small business accounting			
accounting clerk	$16 - $20	$20 - $25	$25 - $30
accounts payable clerk	$15 - $19	$19 - $23	$23 - $28
bookkeeper	$14 - $17	$17 - $21	$21 - $26

technologies.

Concern about the lack of available talent in the tech sector should come as no surprise at this point — after all, they're nothing new. Back in 2019, for example, nearly four out of five executives said they were concerned about the lack of qualified talent to fill existing tech roles. That concern is around today, but now it's just one of many human capital concerns tech employers face.

From the unprecedented demand associated with high-value tech roles to the impact upskilling and reskilling can deliver to the imperative for improving EDI&A and more, let's unpack four high-level trends that will be top of mind for tech employers in 2022.

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demand can't seem to get any higher — but it will

Today's hiring market has job seekers in the driver's seat as never before, and nowhere is that more apparent than when it comes to tech roles. In fact, it's practically impossible to overstate the extent to which demand for tech professionals has skyrocketed in recent years. For proof, just consider the following figures, which chart increases in the number of job postings during the past four years for various tech specialties, from one Bain report:

- DevOps positions: 443 percent increase
- machine learning positions: 417 percent increase
- software engineering positions: 69 percent increase
- data science positions: 67 percent increase

High as those numbers might seem, the longstanding talent scarcity in the tech sector isn't about to end any time soon. So if you think the trend toward infinitely intensifying demand is going away, think again.

The flip side of that, unfortunately, is that retention woes will likely continue unabated in the tech space. Especially given broader marketplace trends — such as the recent uptick in average wage increases for employees who change jobs, for example — it stands to reason that many employers will be hard pressed to hold on to high-value tech resources in 2022.

upskilling and reskilling take center stage

Creating talent, rather than finding it, will be among the most effective ways for tech employers to counteract chronic talent shortages in tech space in the year ahead. In fact, perhaps that's why 42 percent of executives indicated that the planned to unveil new upskilling and reskilling initiatives in 2022. That's a positive sign — and the rationale for doing so should be clear enough.

For starters, there's a demonstrated link between successful upskilling and reskilling initiatives and overall employee retention, which remains a thorny challenge in the tech space (as noted above). Studies show that nearly three out of four workers would be much more engaged at work if employers allocated additional resources to learning, development and training programs. Absent those programs, however, organizations will face negative consequences in turn. In one survey of tech employees, for example, "limited career progression" was cited as the primary reason that 41 percent were considering leaving their jobs.

One final point to bear in mind around upskilling and reskilling: These initiatives, like everything else your enterprise is gearing up for in 2022, should be built with flexibility top of mind. Think: platforms and tools that are available on an on-demand, platform-agnostic basis to employees, whenever and wherever they want them. That's the best way to enable your team members to grow in their careers and prepare for the future without feeling constrained.

new threats of disruption from "hyperscalers"

Need one more reason to redouble your focus on upskilling and reskilling — and to generally do everything you can to advance your learning and development capabilities, and promote and advance talent from within? In that case, look no further than "hyperscalers," or large enterprises looking to expand across multiple verticals.

The outsized scale of these behemoths means that they have outsized access to resources — and despite being relatively new to the tech talent ecosystem, they have significant clout among candidates. While the dynamics of supply and demand have long been imbalanced in the tech talent market, hyperscalers' incursion into the space is yet another turn of the screw. And as these companies gobble up larger and larger shares of available tech candidates, they're going to create unprecedented talent acquisition headaches for even the largest legacy companies in turn.

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time to finally move the needle on EDI&A

While the conversation about EDI&A has been going on for years in tech, 2022 may well prove to be a tipping point. Why?

For one, because moving the needle on EDI&A so clearly aligns with what the tech workforce wants that at this point it should be regarded as a core business objective. For example, there's the fact that nearly half of tech workers would consider moving to a different company if it had a more mature EDI&A strategy in place than their current employer — and leading organizations appear to be responding. Google, for example, announced an initiative to increase the percentage of underrepresented groups on their leadership team by 30 percent in the next few years, while Johnson & Johnson has committed to increasing their percentage of Black vice presidents and managers within the company by 50 percent by 2025. With companies facing higher levels of scrutiny around EDI&A plans and outcomes, what's more, many will feel pressured to disclose EDI&A-related data about the composition of their workforces. All of which is a recipe for more progress around EDI&A in the tech space than ever before.

At this point, in other words, it seems tech employers recognize that implementing high-impact EDI&A initiatives is much more than just the right thing to do. Rather, with demand for tech talent approaching a fever pitch, these organizations understand the importance of embracing broadly inclusive hiring practices. Casting the widest-possible net — and perhaps tapping the capabilities of a proven talent partner — is going to be the best and most viable talent strategy for most tech employers moving forward.

takeaways

- From hard-to-find DevOps experts to business-critical data scientists, the demand for value-adding tech pros is going through the roof, and the size of the candidate pool isn't keeping pace. So expect these tech resources to continue to command sky-high salaries, even if they're working remotely — and even as serious retention challenges remain.
- Rolling out robust upskilling and reskilling initiatives will be among the most viable paths forwards for tech employers struggling to acquire talent in the external market. It can also be an effective bulwark against attrition as well. Look for upskilling and reskilling to take center stage.
- "Hyperscalers" — large enterprises looking to expand across multiple verticals — have become major players in the tech talent landscape, and they're creating a host of talent acquisition challenges for legacy companies. This is only going to intensify in the year ahead.
- Moving from talk to plans, action and measurable outcomes around EDI&A is going to be table stakes for today's most competitive employers — and be a differentiator when it comes to the relative strength or weakness of many employer brands. But the tech workforce has clearly voiced its preferences in this department, and the risk of attrition is going to be high for any company that doesn't toe the line. In other words, it's time for tech employers to finally move the needle on EDI&A.

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national salaries

data	entry-level	mid-level	senior-level
big data			
data warehouse/business intelligence developer	$101,024 - $127,904	$127,904 - $149,984	$149,984 - $168,189
Hadoop developer	$108,192 - $135,008	$135,008 - $160,096	$160,096 - $180,064
software development architect	$100,000 - $125,024	$125,024 - $163,020	$163,020 - $192,652
database administration			
Oracle database administrator	$84,768 - $106,080	$106,080 - $130,016	$130,016 - $160,096
SQL-server database administrator	$80,958 - $104,889	$104,889 - $135,435	$135,435 - $145,632
ETL developer	$90,016 - $114,976	$114,976 - $140,384	$140,384 - $172,512
Oracle developer	$88,583 - $119,937	$119,937 - $146,834	$146,834 - $173,673
SQL-server developer	$86,509 - $114,210	$114,210 - $138,355	$138,355 - $167,329

enterprise software

collaboration tools			
SharePoint developer	$94,953 - $118,758	$118,758 - $136,559	$136,559 - $170,640
CRM/ERP			
Oracle applications developer	$104,500 - $118,757	$118,757- $140,095	$140,095 - $170,697
PEGA developer	$105,000 - $118,813	$118,813 - $143,913	$143,913 - $175,000
Salesforce administrator	$77,472 - $97,504	$97,504 - $120,032	$120,032 - $146,656
Salesforce developer	$100,704 - $125,024	$125,024 - $150,880	$150,880 - $180,064
SAP apps developer	$95,008 - $116,512	$116,512 - $145,632	$145,632 - $176,864
SharePoint administrator	$68,128 - $83,232	$83,232 - $103,008	$103,008 - $125,024

functional areas

business analysis			
business analyst	$96,140 - $106,911	$106,911 - $131,617	$131,617 - $164,704
data analyst	$77,792 - $104,032	$104,033 - $141,351	$141,351 - $149,697
enterprise architecture			
enterprise architect	$67,824 - $95,792	$95,792 - $122,736	$122,736 - $151,920

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national salaries

functional areas (continued)	entry-level	mid-level	senior-level
project management			
agile coach	$102,512 - $125,040	$125,041 - $163,037	$163,037 - $173,112
product manager	$90,923 - $130,269	$130,269 - $141,024	$141,024 - $174,688
product owner	$60,736 - $79,685	$79,685 - $108,826	$108,826 - $148,034
program manager	$90,438 - $117,000	$117,000 - $151,154	$151,154 - $191,464
project coordinator	$45,760 - $65,624	$65,624 - $92,872	$92,872 - $122,366
project manager	$92,872 - $122,366	$122,366 - $152,734	$152,734 - $172,809
scrum master	$86,258 - $109,045	$109,045 - $139,478	$139,478 - $170,978
technical architect	$65,624 - $92,872	$92,872 - $122,366	$122,366 - $152,734
QA/testing			
automated QA tester	$87,520 - $112,416	$112,416 - $138,336	$138,336 - $165,088
manual QA tester	$82,528 - $104,032	$104,032 - $130,016	$130,016 - $157,792
performance engineer (QA)	$83,633 - $111,178	$111,178 - $137,849	$137,849 - $163,454
technical writing			
instructional designer	$61,647 - $83,103	$83,103 - $131,224	$131,224 - $158,344
technical writer	$74,651 - $100,008	$100,008 - $126,507	$126,507 - $169,518

infrastructure

desktop/help desk			
desktop/help desk support technician	$52,686 - $68,494	$68,494 - $92,943	$92,943 - $119,039
network engineering			
network administrator	$69,316 - $88,717	$88,717 - $125,328	$125,328 - $148,967
systems administrative engineering			
Linux/Unix systems engineer	$87,520 - $114,400	$114,400 - $142,560	$142,560 - $174,688
site reliability engineer	$82,528 - $106,016	$106,016 - $130,016	$130,016 - $160,096
storage administrator	$76,277 - $94,333	$94,333 - $124,092	$124,092 - $151,605
virtualization engineer/cloud developer/ cloud engineer	$83,700 - $115,332	$115,332 - $141,275	$141,275 - $174,515
Windows systems engineer	$82,016 - $103,392	$103,392 - $130,016	$103,392 - $159,456

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security	entry-level	mid-level	senior-level
network engineering			
certified ethical hacker (CEH)/penetration tester	$115,240 - $140,264	$140,264 - $155,451	$155,451 - $185,072
cybersecurity engineer	$82,528 - $117,744	$117,744 - $141,032	$141,032 - $176,496
network engineer (Cisco or Juniper)	$67,205 - $88,130	$88,130 - $122,026	$122,026 - $154,189
network security engineer	$85,024 - $108,000	$108,000 - $135,264	$135,264 - $162,528
security analyst	$77,472 - $100,064	$100,064 - $130,078	$130,078 - $159,712

software development

application architecture			
applications architect	$77,984 - $97,504	$97,504 - $122,208	$122,208 - $149,600
software architect	$87,791 - $126,620	$126,620 - $158,849	$158,849 - $192,652
software development engineer in test	$84,011 - $110,136	$110,136 - $140,462	$140,462 - $170,102
devops			
build and release/configuration engineer	$94,067 - $126,901	$126,901 - $147,114	$147,114 - $181,927
devops developer	$100,704 - $125,024	$125,024 - $150,880	$150,880- $176,864
software engineering			
.NET developer	$93,232 - $117,488	$117,488 - $135,024	$135,024 - $162,544
Android developer	$66,528 - $85,024	$85,024 - $114,400	$114,400 - $145,632
artificial intelligence (AI)/applications engineer	$100,512 - $125,024	$125,024- $160,096	$160,096 - $180,064
data scientist	$93,93 - $125,000	$125,000 - $147,568	$147,568 - $175,088
embedded engineer	$91,325 - $117,017	$117,017 - $139,309	$139,309 - $168,676
full-stack web developer	$83,650 - $114,323	$114,323 - $142,398	$142,398 - $168,563
iOS Developer	$69,984 - $88,480	$88,480 - $117,472	$117,472 - $145,632
JavaScript developer	$90,032 - $114,416	$114,416 - $151,533	$151,533 - $167,946
machine learning engineer	$100,704 - $130,016	$130,016 - $160,096	$160,096 - $180,064
mobile developer (iOS, Android, W8)	$85,024 - $114,400	$114,400 - $145,632	$145,632 - $175,072
native mobile developer	$43,984 - $61,392	$61,392 - $83,248	$83,248 - $119,600
Python developer	$100,000 - $125,024	$125,024 - $151,776	$151,776 - $176,864
React Developer	$71,008 - $90,048	$90,048 - $114,048	$114,048 - $140,032
software/back-end engineer	$87,791 - $117,747	$117,747 - $140,462	$140,462 - $170,102

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national salaries

software development (continued)	entry-level	mid-level	senior-level
solution architecture			
solutions architect	$72,816 - $100,016	$100,016 - $125,040	$125,040 - $156,016
web and app design			
graphic designer	$55,775 - $83,326	$83,326 - $128,978	$128,978 - $149,528
PHP developer	$77,472 - $105,570	$105,570 - $137,343	$137,343 - $174,684
Ruby developer	$102,496 - $125,024	$125,024 - $152,544	$152,544 - $175,072
UI/visual designer	$74,533 - $112,694	$112,694 - $134,367	$134,367 - $162,668
UX/interaction designer	$86,994 - $113,816	$113,816 - $146,317	$146,317 - $166,486