



2018 SALARY GUIDE

for Accounting
and Finance
Professionals



About the Data in the 2018 Salary Guide

Robert Half has made it our mission for nearly 70 years to provide salary data to help companies benchmark their compensation levels with what other firms are offering. Those of you who are familiar with our guides will find even more comprehensive data this year than ever before.

WHY THE CHANGE?

Our clients have expressed interest in more detailed information on salaries. To help with this, we've presented salaries in percentiles versus the low and high ranges we have previously used. The information is based on our current salary data and analysis of the thousands of job placements we make every year.

WHAT HASN'T CHANGED

As always, we are committed to providing you with the most accurate information on hiring and compensation trends. The 2018 Robert Half Salary Guide for Accounting and Finance Professionals includes the following:

- Average starting salaries for more than 190 positions based on our job placements from the past year
- Regional variances that can help you adjust salaries to your local market
- New data on benefits, incentives and perks

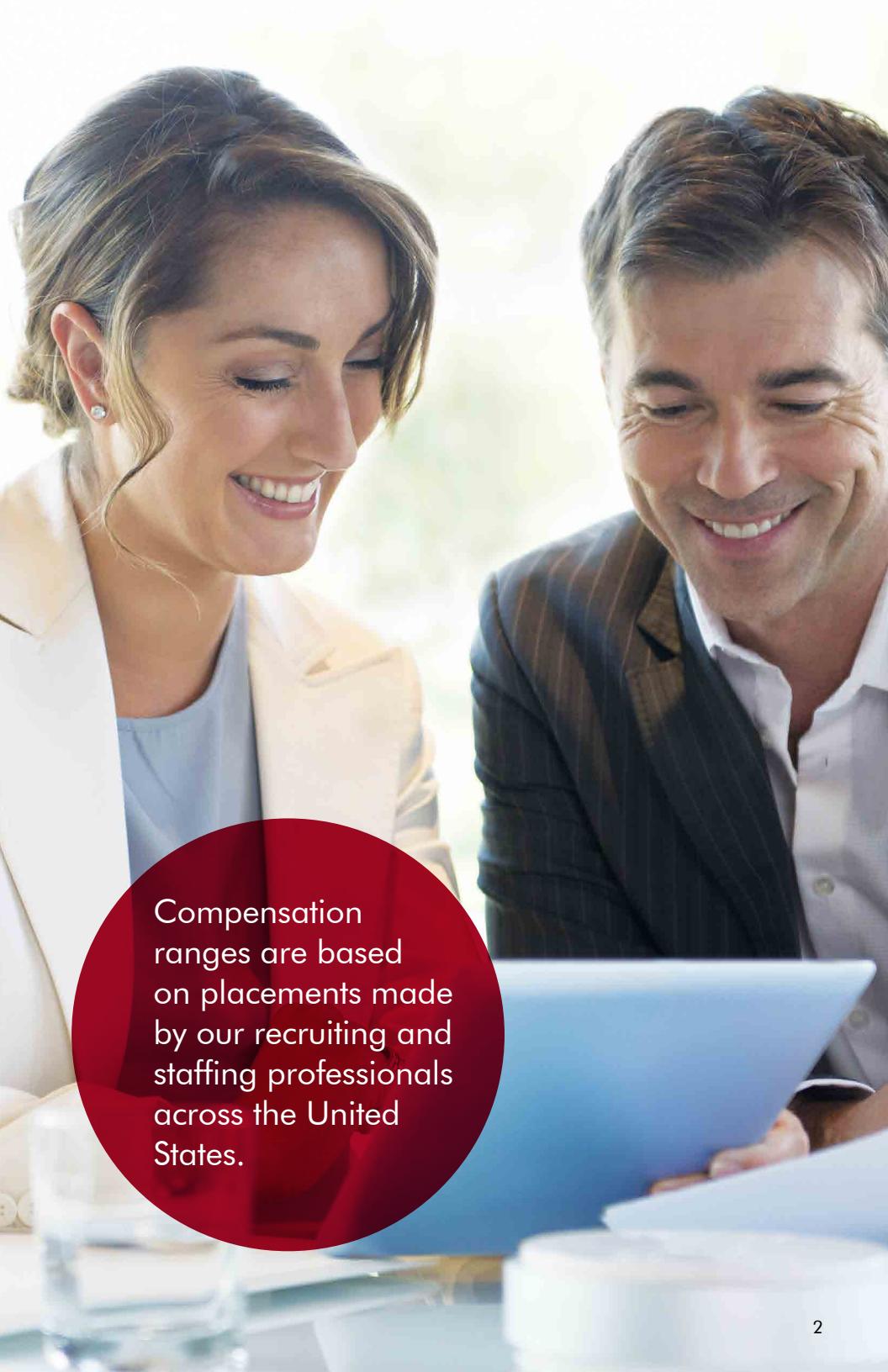
For more information and access to our Salary Calculator, please visit our Salary Center at roberthalf.com/salary-guide/finance.

Use our Salary Guide to learn about compensation trends, positions in demand, and insights on recruiting and retention.



Table of Contents

- 3 Welcome to the 2018 Robert Half Salary Guide
- 4 Hiring Trends in Accounting and Finance
- 8 Where the Jobs Are
- 10 Financial Hiring in the Healthcare Industry
- 12 How to Use Our Salary Tables
- 13 Accounting and Finance Salaries
- 20 Calculate Your Custom Salary
- 21 Local Market Variances
- 23 Building an Engaged, Productive Team
- 25 Pay to Perks: Trends in Compensation Packages
- 28 About Robert Half
- 29 Worldwide Locations

A professional photograph of a man and a woman in business attire. They are both smiling and looking down at a light blue tablet device held by the man. The woman has blonde hair and is wearing a light blue blazer over a white top. The man has dark hair and is wearing a dark pinstripe suit jacket over a white shirt. They appear to be in an office setting with a window in the background.

Compensation
ranges are based
on placements made
by our recruiting and
staffing professionals
across the United
States.

Welcome to the 2018 Robert Half Salary Guide

The guide is your tool for successfully negotiating salaries with the professionals you want to recruit and, ultimately, retain.

A key part of attracting the best people is paying them well — at least as much as your competitors are offering or more.

The 2018 Robert Half Salary Guide for Accounting and Finance Professionals contains compensation figures based on placements made by our U.S. recruiting and staffing professionals. We present this data, along with our staffing managers' knowledge of market conditions and hiring trends, to show where we believe compensation is headed and help you budget accordingly. The guide is also your tool for successfully negotiating salaries with the professionals you want to recruit and, ultimately, retain.

The salary tables are the core of the guide. This year, we've made changes to how we present the salary data, as described on [Page 12](#). Elsewhere in the guide, you'll find an analysis of hiring trends in the accounting and finance fields.

We hope the Salary Guide helps you build a more engaged and productive team, and we invite you to visit us at **[roberthalf.com](#)** for assistance with your staffing needs.

Hiring Trends in Accounting and Finance

Companies frequently offer salaries above market rates even before negotiations with candidates begin.



A good accountant is hard to find — now more than ever. Competition to recruit and retain top performers in the finance and accounting fields has long been fierce, but a tightening pool of skilled candidates could make it even more so.

Managers are offering top job candidates and employees higher salaries and, when they can, more scheduling flexibility to help professionals achieve better work-life balance. Employers, in turn, are often rewarded with lower turnover.

On the skills front, businesses are placing more emphasis on data analytics experience as they evaluate financial job candidates. More and more, firms seek technological abilities to complement traditional accounting and finance skills.

SWEETENING SALARIES

Similar to past years, firms across industries are bumping up compensation. In fact, companies frequently offer salaries above market rates even before negotiations with candidates begin. Employers often extend signing bonuses, as well.

MAKING RETENTION A TOP PRIORITY

Because it's getting harder — and more expensive — to replace staff who leave for new jobs, firms are putting extra emphasis on retention. Managers know that top professionals are likely to look for new opportunities if they can't envision their next steps at the company. In response, companies are mapping clear career paths and offering mentoring programs. Organizations also are enhancing their corporate cultures.

RETENTION WORRIES

CFOs surveyed weighed in on how concerned they are about losing their staff members. Among the findings:



45% are somewhat or very concerned about retaining their current staff.



36% think they could lose staff within the next year.

Source: Robert Half survey of more than 2,200 CFOs in the United States

FOCUSING ON FIT

To reduce the risk of making a bad hire, more businesses are performing pre-employment personality assessments to gauge how well-suited candidates are to the firm's workplace environment. While these evaluations are not new, more companies are taking advantage of them. A word of warning, though: Firms need to make sure any kind of personality indicator is both legal and appropriate for hiring.

ADJUSTING HIRING EXPECTATIONS

Given the limited number of skilled candidates, companies have become increasingly flexible with their hiring requirements. Focusing on hiring for certain skills and being willing to train for others, for instance, allows businesses to be more nimble, giving them an edge over firms that remain rigid in their approach.

THE RESULTS OF A BAD HIRE

Percentages of business owners surveyed who experienced the following outcomes due to a bad hire:



54%

Wasted time hiring and training someone



53%

Increased stress on the team



37%

Increased stress on the manager



20%

Decreased confidence in management's ability to make good hiring decisions

Source: Robert Half survey of more than 1,000 business owners and human resources managers in the United States at companies with one to 499 employees

DON'T WASTE TIME ON A BAD HIRE.

GET HELP HIRING

ENHANCING PERKS

The popularity of flexible scheduling and telecommuting is growing, but businesses are realizing they need to provide even more in the way of perks. Free snacks, lunches and subsidized gym memberships, for example, have been offered for years at tech companies and are now becoming common elsewhere. In addition, casual dress codes are increasingly prevalent, if appropriate for the business.

INVESTING IN EMPLOYEE DEVELOPMENT

Professional development is taking on greater importance, and more employees expect training that supports their personal career growth. In fact, many professionals won't stay at a company that doesn't provide continuing education opportunities. For financial teams, companies most commonly offer training in regulatory compliance, Robert Half research found.

RECOGNIZING RISKS OF DELAYED HIRING

Many companies are taking longer to make hiring decisions, but doing so puts them at risk of losing top candidates. Sixty-nine percent of workers in a Robert Half survey said they'd lose interest in a job if they had not heard from the employer within two weeks of the interview. More businesses need to realize that, while a thorough vetting of candidates is critical, stretching out the process longer than necessary can be a morale buster for prospective hires and puts the firm in a negative light.

GROWING THEIR DIGITAL FOOTPRINT

Firms are stepping up their online presence and branding to appeal to job seekers. This includes sharing more information online about employee perks and benefits, as well as other attractive elements of the work environment.

HIRING PROJECT PROFESSIONALS

Companies are bringing in interim and project professionals for cyclical needs and initiatives requiring specialized expertise. Businesses are working with staffing firms to locate hard-to-find professionals. This often includes individuals amenable to interim-to-hire arrangements, which allow managers to assess the on-the-job performance of potential new hires before extending a full-time offer.



69%
of workers

said they'd lose interest in a job if they had not heard from the employer within two weeks of the interview.

Source: Survey of more than 1,000 adults currently employed in professional environments in the United States

Where the Jobs Are

Companies are hiring accountants at all levels. They're also looking for financial analysts, payroll staff, controllers, internal and information technology (IT) auditors, and risk and compliance professionals. Hiring is especially strong in the healthcare, real estate, nonprofit, construction and technology sectors.

Due to new revenue recognition and lease accounting standards, professionals with experience in revenue accounting, revenue reporting, and U.S. Securities and Exchange Commission reporting are in particularly high demand. In addition, firms seek business systems analysts who can assist in installing updates and performing conversions for accounting software systems.

PUBLIC ACCOUNTING

There's high demand for top talent in public accounting due to a severe shortage of skilled candidates. In response, firms are taking advantage of every available recruiting strategy — from employee referrals to wooing back former staff.

Public accounting firms are pursuing recent college graduates with accounting degrees, and frequently offering higher pay than their competitors, as well as bonuses, perks and additional vacation

time. To attract and retain in-demand accountants, many firms are prioritizing work-life balance policies, such as compressed workweeks, telecommuting and flexible work schedules.

FINANCIAL SERVICES

Demand in the financial services sector looks to remain strong. Many institutions are strengthening their teams and seek general accountants, financial analysts, controllers, and internal and IT auditors. Commercial banking, lending companies, and hedge fund and asset management firms are showing particularly strong demand for these professionals, especially those with expertise in data analytics, credit analytics, and risk and compliance.

As the use of big data grows, top candidates for financial services jobs must possess not only traditional finance knowledge, but also technology skills. Firms favor professionals with advanced Excel and Access abilities and experience with SAS and Python. Institutions also look for compliance professionals possessing certifications such as the CRCM (certified regulatory compliance manager) and FRM (financial risk manager) designations.

Hiring at a Glance

IN-DEMAND SKILLS

- Advanced Excel expertise
- General knowledge of enterprise resource planning (ERP) systems, especially SAP, Oracle and Microsoft Dynamics GP
- Knowledge of cloud-based systems, like NetSuite and Workday
- Experience with data analytics and database management software, especially SQL
- Proficiency in Hyperion, for financial analyst positions
- QuickBooks expertise, in small and midsize businesses
- Strong communication skills
- Industry-specific experience
- Leadership abilities
- Adaptability and flexibility
- Ability to collaborate with multiple departments
- Multilingualism

IN-DEMAND CERTIFICATIONS

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

SEE OPEN FINANCE AND ACCOUNTING JOBS.

BROWSE JOBS

HOT POSITIONS

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



Financial Hiring in the Healthcare Industry

Providers are investing in process improvements, technology and hiring to ensure the revenue cycle is operating at its highest level.



Healthcare organizations in the United States continue to pursue their long-term goals of reducing costs and improving service quality. Firms are responding to a growing patient and membership population by building and maintaining skilled teams. When hiring, decision makers must address areas such as:

CONSUMER MINDSET

Organizations are tasked with improving the customer experience to gain a competitive edge and increase their patient or membership bases. To provide consumers with additional transparency on costs and expenses related to their care, healthcare organizations will need to hire more revenue cycle, financial and operations staff.

REVENUE CYCLE EFFICIENCY

Providers are investing in process improvements, technology and hiring to ensure the revenue cycle is operating at its highest level. This is vital in a landscape where reimbursement models continue to change. Organizations need not only cutting-edge technology but also staff with advanced skill sets.

PAYMENT REFORM

Providers and payers are exploring new payment models to reduce costs and improve the quality of care. In the process, organizations must consider

many financial, operational and compliance ramifications, increasing the need for skilled finance, revenue cycle and operations professionals.

INDUSTRY CONSOLIDATION

As the industry becomes more competitive, healthcare organizations continue to consolidate. Mergers, acquisitions, partnerships and other arrangements give these entities access to capital, technology, processes, and new products and services that can help improve performance. To evaluate possible deals and handle the details of integrating with another organization, employers are likely to need additional financial, revenue cycle and operations professionals.

IN-DEMAND FINANCE SPECIALTIES IN HEALTHCARE

Medical billing

Medical collections

Financial, data and business analysis

Accounts payable

How to Use Our Salary Tables

To help hiring managers determine salary levels for new hires, we've provided starting compensation ranges by percentile, as defined in the chart below.

When a manager is establishing a starting salary, multiple factors come into play. A firm's compensation philosophy, the range of other benefits and incentives offered, and the level of competition for individuals within a particular market all may affect starting salaries. Following are additional elements to consider and how they correlate with the high and low ends of the compensation figures provided:

PERCENTILE	25 TH	50 TH (MIDPOINT)	75 TH	95 TH
Candidate Experience Level	Less experience than typical	Average experience	More experience than typical	Significant, highly relevant experience
Candidate Skills/Expertise	Skills require development	Necessary skills to meet job requirements	Strong skill set; may include specialized certifications	High level of expertise, including specialized certifications
Job Complexity/Duties	Role may be in an industry with low competition for talent or in a smaller, less complex organization or department	Role may be of average complexity or in an industry where competition for talent is moderate	Role may be fairly complex or in a fairly competitive industry for talent	Role may be highly complex and more strategic in nature than usual; may be in a highly competitive industry for talent

The salaries listed on the following pages are based on actual placements in our offices throughout the United States, as well as an analysis of the demand for the role, the supply of talent and other market conditions. Salaries reflect starting pay only. Bonuses, incentives and other forms of compensation are not taken into account. In some situations, it's possible that compensation would fall above or below the percentiles provided. Our recruiters can help you establish appropriate compensation levels for new hires based on your company's goals and budget.

Salaries represent national averages and can be adjusted for your market using the local variance information on [Pages 21-22](#).

Accounting and Finance Salaries

CORPORATE ACCOUNTING

TITLE/EXPERIENCE	PERCENTILES			
	25 TH	50 TH MIDPOINT	75 TH	95 TH
Chief Financial Officer ^a	\$ 119,000	\$ 192,500	\$ 236,500	\$ 497,000
Treasurer ^a	\$ 110,000	\$ 185,000	\$ 227,500	\$ 483,500
Vice President, Finance ^a	\$ 105,500	\$ 176,500	\$ 217,000	\$ 400,000
Director of Finance ^a	\$ 100,000	\$ 145,500	\$ 162,750	\$ 245,000
Director of Accounting	\$ 95,000	\$ 140,000	\$ 160,000	\$ 222,750
Director of Financial Reporting	\$ 93,250	\$ 135,000	\$ 158,500	\$ 230,000
Corporate Controller ^a	\$ 102,000	\$ 170,000	\$ 195,500	\$ 260,000
Controller ^a	\$ 90,500	\$ 115,000	\$ 138,250	\$ 220,500
Divisional Controller ^a	\$ 100,000	\$ 140,000	\$ 160,000	\$ 205,500
Assistant Controller ^a	\$ 72,000	\$ 103,500	\$ 125,500	\$ 170,000
Assistant Treasurer	\$ 70,250	\$ 91,250	\$ 109,750	\$ 168,500
Tax Director ^a	\$ 109,500	\$ 135,000	\$ 164,000	\$ 268,000
Tax Manager ^b	\$ 90,000	\$ 104,000	\$ 125,000	\$ 162,000

COMPLIANCE

Chief Compliance Officer	\$ 130,000	\$ 165,000	\$ 198,500	\$ 262,500
Compliance Director	\$ 112,750	\$ 135,000	\$ 162,500	\$ 202,000
Compliance Officer	\$ 83,500	\$ 100,000	\$ 120,250	\$ 159,250
Senior Compliance Analyst	\$ 71,000	\$ 85,000	\$ 102,250	\$ 122,000
Compliance Analyst	\$ 62,500	\$ 75,000	\$ 90,250	\$ 101,500

INTERNAL AUDITOR

Chief Audit Executive/Vice President, Internal Audit/Internal Audit Director	\$ 126,000	\$ 175,000	\$ 210,500	\$ 282,000
Manager	\$ 95,000	\$ 110,000	\$ 132,250	\$ 155,500
Senior	\$ 74,000	\$ 85,000	\$ 102,250	\$ 118,000
1 to 3 Years	\$ 57,500	\$ 69,000	\$ 83,000	\$ 93,000
Up to 1 Year	\$ 37,500	\$ 45,000	\$ 54,000	\$ 69,500

IT AUDITOR

Manager	\$ 96,000	\$ 115,000	\$ 138,250	\$ 183,000
Senior	\$ 75,000	\$ 90,000	\$ 108,250	\$ 143,250
1 to 3 Years	\$ 61,750	\$ 74,000	\$ 89,000	\$ 117,750
Up to 1 Year	\$ 41,750	\$ 50,000	\$ 60,250	\$ 79,500

CORPORATE ACCOUNTING

TITLE/EXPERIENCE	PERCENTILES			
	25 TH	50 TH MIDPOINT	75 TH	95 TH
FINANCIAL REPORTING				
Manager	\$ 91,750	\$ 110,000	\$ 132,250	\$ 165,000
Senior	\$ 70,500	\$ 80,000	\$ 96,250	\$ 118,250
1 to 3 Years	\$ 58,500	\$ 70,000	\$ 84,250	\$ 91,750
Up to 1 Year	\$ 48,500	\$ 58,000	\$ 69,750	\$ 73,000
SEC FINANCIAL REPORTING				
Director	\$ 112,750	\$ 135,000	\$ 162,250	\$ 214,750
Manager	\$ 91,750	\$ 110,000	\$ 132,250	\$ 175,000
Analyst	\$ 66,750	\$ 80,000	\$ 96,250	\$ 127,250
GENERAL ACCOUNTANT				
Manager	\$ 75,000	\$ 90,000	\$ 108,250	\$ 140,000
Senior	\$ 62,500	\$ 75,000	\$ 90,250	\$ 115,000
1 to 3 Years	\$ 48,000	\$ 60,000	\$ 72,250	\$ 95,500
Up to 1 Year	\$ 37,500	\$ 45,000	\$ 54,000	\$ 68,500
COST ACCOUNTANT				
Manager	\$ 77,000	\$ 92,000	\$ 110,000	\$ 142,000
Senior	\$ 64,000	\$ 77,000	\$ 91,750	\$ 117,250
1 to 3 Years	\$ 51,750	\$ 62,000	\$ 74,250	\$ 98,500
Up to 1 Year	\$ 41,000	\$ 48,500	\$ 58,250	\$ 77,000
TAX ACCOUNTANT				
Manager	\$ 87,750	\$ 105,000	\$ 126,250	\$ 157,000
Senior	\$ 71,000	\$ 85,000	\$ 102,250	\$ 125,000
1 to 3 Years	\$ 57,500	\$ 69,000	\$ 83,000	\$ 99,750
Up to 1 Year	\$ 42,000	\$ 51,000	\$ 61,250	\$ 81,000
FINANCIAL ANALYST				
Director	\$ 104,500	\$ 127,000	\$ 150,500	\$ 199,000
Manager	\$ 83,500	\$ 100,000	\$ 120,250	\$ 159,250
Senior	\$ 66,750	\$ 80,000	\$ 96,250	\$ 127,250
1 to 3 Years	\$ 54,250	\$ 65,000	\$ 78,250	\$ 103,500
Up to 1 Year	\$ 41,750	\$ 50,000	\$ 60,250	\$ 79,500
BUDGET ANALYST				
Manager	\$ 83,500	\$ 100,000	\$ 120,250	\$ 159,250
Senior	\$ 66,750	\$ 80,000	\$ 96,250	\$ 127,250
1 to 3 Years	\$ 54,250	\$ 65,000	\$ 78,250	\$ 103,500
Up to 1 Year	\$ 41,750	\$ 50,000	\$ 60,250	\$ 79,500

CORPORATE ACCOUNTING

TITLE/EXPERIENCE	PERCENTILES			
	25 TH	50 TH MIDPOINT	75 TH	95 TH
TREASURY ANALYST				
Manager	\$ 87,750	\$ 105,000	\$ 126,250	\$ 167,000
Senior	\$ 66,000	\$ 79,000	\$ 95,000	\$ 125,750
1 to 3 Years	\$ 53,500	\$ 64,000	\$ 77,000	\$ 101,750
Up to 1 Year	\$ 46,000	\$ 55,000	\$ 66,250	\$ 87,500
BUSINESS ANALYST				
Manager	\$ 95,000	\$ 110,000	\$ 135,000	\$ 179,000
Senior	\$ 75,000	\$ 86,000	\$ 105,000	\$ 140,000
1 to 3 Years	\$ 54,000	\$ 67,000	\$ 82,000	\$ 109,000
Up to 1 Year	\$ 40,750	\$ 49,000	\$ 59,250	\$ 78,500
DATA ANALYST				
Manager	\$ 98,000	\$ 118,000	\$ 140,000	\$ 185,500
Senior	\$ 77,000	\$ 92,000	\$ 110,000	\$ 145,000
1 to 3 Years	\$ 60,000	\$ 72,000	\$ 86,500	\$ 113,000
Up to 1 Year	\$ 43,000	\$ 57,000	\$ 62,000	\$ 82,000
BUSINESS INTELLIGENCE ANALYST				
Manager	\$ 97,000	\$ 116,000	\$ 139,250	\$ 184,000
Senior	\$ 76,000	\$ 91,000	\$ 109,250	\$ 144,250
1 to 3 Years	\$ 59,500	\$ 71,000	\$ 85,250	\$ 112,500
Up to 1 Year	\$ 42,750	\$ 51,000	\$ 61,250	\$ 80,500
BUSINESS SYSTEMS ANALYST				
Manager	\$ 96,000	\$ 115,000	\$ 138,250	\$ 183,000
Senior	\$ 75,000	\$ 90,000	\$ 108,250	\$ 143,250
1 to 3 Years	\$ 58,500	\$ 70,000	\$ 84,250	\$ 111,500
Up to 1 Year	\$ 41,750	\$ 50,000	\$ 60,250	\$ 79,500
FINANCIAL PROJECT MANAGER				
Financial Project Manager	\$ 95,000	\$ 120,000	\$ 145,000	\$ 192,000
FINANCIAL SYSTEMS				
Director	\$ 125,250	\$ 150,000	\$ 180,500	\$ 238,750
Manager	\$ 104,250	\$ 125,000	\$ 150,250	\$ 199,000
Project Manager	\$ 79,000	\$ 110,000	\$ 132,000	\$ 175,000
Administrator	\$ 54,250	\$ 65,000	\$ 78,250	\$ 103,500
FORENSIC ACCOUNTANT				
Forensic Accountant	\$ 75,000	\$ 90,000	\$ 108,250	\$ 143,250
PROPERTY ACCOUNTANT				
Property Accountant	\$ 45,750	\$ 54,500	\$ 66,250	\$ 80,000

CORPORATE ACCOUNTING

TITLE	PERCENTILES			
	25 TH	50 TH MIDPOINT	75 TH	95 TH
OPERATIONAL SUPPORT: CREDIT AND COLLECTIONS				
Credit Manager/Supervisor	\$ 56,750	\$ 69,500	\$ 84,000	\$ 112,000
Assistant Credit Manager	\$ 48,500	\$ 58,000	\$ 69,750	\$ 92,250
Credit/Collections Analyst	\$ 42,500	\$ 51,000	\$ 61,250	\$ 81,250
Credit/Collections Clerk	\$ 32,000	\$ 38,250	\$ 46,000	\$ 60,750
OPERATIONAL SUPPORT: BOOKKEEPERS				
Full Charge Bookkeeper	\$ 37,500	\$ 42,250	\$ 52,000	\$ 65,000
Bookkeeper	\$ 33,250	\$ 37,500	\$ 43,000	\$ 55,000
Accounting Clerk	\$ 28,000	\$ 34,000	\$ 39,500	\$ 52,500
OPERATIONAL SUPPORT: PAYROLL AND OTHER				
AR/AP ^c Manager	\$ 47,750	\$ 60,000	\$ 72,750	\$ 96,500
AR/AP ^c Clerk	\$ 31,250	\$ 34,250	\$ 39,500	\$ 50,000
Billing Manager/Supervisor	\$ 42,000	\$ 51,000	\$ 65,000	\$ 90,000
Billing Clerk	\$ 29,000	\$ 34,000	\$ 41,000	\$ 54,250
Payroll Manager/Supervisor	\$ 58,250	\$ 71,000	\$ 85,250	\$ 124,750
Payroll Coordinator/Administrator	\$ 37,500	\$ 44,750	\$ 52,000	\$ 70,000
Payroll Clerk	\$ 31,250	\$ 37,750	\$ 45,500	\$ 60,000
Purchasing Manager	\$ 54,000	\$ 65,000	\$ 78,000	\$ 103,500
Inventory Analyst	\$ 38,000	\$ 46,500	\$ 55,000	\$ 73,500
Inventory Clerk	\$ 30,000	\$ 36,000	\$ 43,250	\$ 57,250

PUBLIC ACCOUNTING

TITLE/EXPERIENCE	PERCENTILES			
	25 TH	50 TH MIDPOINT	75 TH	95 TH
TAX SERVICES^d				
Senior Manager/Director ^a	\$ 110,250	\$ 132,000	\$ 158,750	\$ 210,000
Manager ^a	\$ 85,000	\$ 102,000	\$ 122,500	\$ 162,250
Senior	\$ 58,500	\$ 70,000	\$ 84,250	\$ 111,500
1 to 3 Years	\$ 47,000	\$ 56,500	\$ 68,000	\$ 90,000
Up to 1 Year	\$ 38,500	\$ 46,000	\$ 55,250	\$ 73,250
AUDIT/ASSURANCE SERVICES^d				
Senior Manager/Director ^a	\$ 108,250	\$ 129,750	\$ 156,000	\$ 206,500
Manager ^a	\$ 73,750	\$ 88,500	\$ 106,500	\$ 140,750
Senior	\$ 52,500	\$ 63,000	\$ 75,750	\$ 100,250
1 to 3 Years	\$ 42,500	\$ 51,000	\$ 61,250	\$ 81,250
Up to 1 Year	\$ 38,500	\$ 46,000	\$ 55,250	\$ 73,250

FINANCIAL SERVICES

TITLE/EXPERIENCE	PERCENTILES			
	25 TH	50 TH MIDPOINT	75 TH	95 TH
BANKING AND FINANCIAL MARKETS				
Managing Director/Partner	\$ 158,500	\$ 190,000	\$ 228,500	\$ 302,500
Vice President	\$ 121,000	\$ 150,000	\$ 174,500	\$ 230,750
Associate	\$ 79,250	\$ 105,000	\$ 114,250	\$ 151,250
Analyst	\$ 54,250	\$ 70,000	\$ 78,250	\$ 103,500
Business Development Officer	\$ 93,750	\$ 112,500	\$ 135,250	\$ 179,000
Portfolio Manager	\$ 96,000	\$ 115,000	\$ 138,250	\$ 183,000
Commercial Lender 5+ Years	\$ 87,750	\$ 105,000	\$ 126,250	\$ 167,000
Commercial Lender 3 to 5 Years	\$ 62,500	\$ 75,000	\$ 90,250	\$ 119,500
Commercial Lender 1 to 3 Years	\$ 48,000	\$ 57,500	\$ 69,000	\$ 91,500
Private Banker 5+ Years	\$ 79,250	\$ 95,000	\$ 114,250	\$ 151,250
Private Banker 3 to 5 Years	\$ 58,500	\$ 70,000	\$ 84,250	\$ 111,500
Private Banker 1 to 3 Years	\$ 46,000	\$ 55,000	\$ 66,250	\$ 87,500
Credit Analyst 5+ Years	\$ 66,750	\$ 80,000	\$ 96,250	\$ 127,250
Credit Analyst 3 to 5 Years	\$ 50,000	\$ 60,000	\$ 72,250	\$ 95,500
Credit Analyst 1 to 3 Years	\$ 43,000	\$ 51,500	\$ 62,000	\$ 82,000
Internal Wholesaler	\$ 41,750	\$ 50,000	\$ 60,250	\$ 79,500
FINANCE AND ACCOUNTING				
Chief Financial Officer ^a	\$ 166,750	\$ 200,000	\$ 240,500	\$ 498,000
Controller ^a	\$ 104,250	\$ 125,000	\$ 150,250	\$ 199,000
Accountant 5+ Years	\$ 66,750	\$ 80,000	\$ 96,250	\$ 127,250
Accountant 3 to 5 Years	\$ 58,500	\$ 70,000	\$ 84,250	\$ 111,500
Accountant 1 to 3 Years	\$ 50,000	\$ 60,000	\$ 72,250	\$ 95,500
Product Controller – Manager	\$ 75,000	\$ 90,000	\$ 108,250	\$ 143,250
Product Controller 3 to 5 Years	\$ 54,250	\$ 85,000	\$ 94,500	\$ 103,500
Product Controller 1 to 3 Years	\$ 47,250	\$ 65,000	\$ 77,500	\$ 90,000
Financial Planning & Analysis – Manager	\$ 83,500	\$ 115,000	\$ 135,000	\$ 159,250
Financial Planning & Analysis 3 to 5 Years	\$ 62,750	\$ 75,000	\$ 90,500	\$ 119,750
Financial Planning & Analysis 1 to 3 Years	\$ 50,000	\$ 65,000	\$ 72,250	\$ 95,500
Hedge Fund Accountant – Manager	\$ 62,500	\$ 75,000	\$ 90,250	\$ 119,500
Hedge Fund Accountant 3 to 5 Years	\$ 52,000	\$ 62,250	\$ 74,750	\$ 99,000
Hedge Fund Accountant 1 to 3 Years	\$ 40,000	\$ 48,000	\$ 57,750	\$ 76,500
Mutual Fund Accountant – Manager	\$ 57,000	\$ 68,250	\$ 82,000	\$ 108,500
Mutual Fund Accountant 3 to 5 Years	\$ 41,750	\$ 50,000	\$ 60,250	\$ 79,500
Mutual Fund Accountant 1 to 3 Years	\$ 37,500	\$ 45,000	\$ 54,000	\$ 71,500

FINANCIAL SERVICES

TITLE/EXPERIENCE	PERCENTILES			
	25 TH	50 TH MIDPOINT	75 TH	95 TH
FINANCE AND ACCOUNTING (Cont.)				
Internal Auditor – Manager	\$ 87,500	\$ 115,000	\$ 126,250	\$ 167,000
Internal Auditor 3 to 5 Years	\$ 67,000	\$ 85,000	\$ 96,500	\$ 127,750
Internal Auditor 1 to 3 Years	\$ 56,750	\$ 68,000	\$ 81,750	\$ 108,250
Regulatory Reporting – Manager	\$ 73,250	\$ 110,000	\$ 121,500	\$ 139,750
Regulatory Reporting 3 to 5 Years	\$ 58,500	\$ 75,000	\$ 84,250	\$ 111,500
Regulatory Reporting 1 to 3 Years	\$ 48,250	\$ 57,750	\$ 69,500	\$ 92,000
Financial Analyst	\$ 57,500	\$ 75,000	\$ 82,750	\$ 109,500
Tax Accountant	\$ 54,250	\$ 65,000	\$ 78,250	\$ 103,500
RISK AND COMPLIANCE				
Chief Risk Officer	\$ 144,500	\$ 173,250	\$ 208,500	\$ 275,750
Market Risk Analyst – Manager	\$ 96,000	\$ 115,000	\$ 138,250	\$ 183,000
Market Risk Analyst 3 to 5 Years	\$ 71,000	\$ 85,000	\$ 102,250	\$ 135,250
Credit Risk Analyst – Manager	\$ 79,500	\$ 95,250	\$ 114,500	\$ 151,500
Credit Risk Analyst 3 to 5 Years	\$ 66,750	\$ 80,000	\$ 96,250	\$ 127,250
Operational Risk Analyst – Manager	\$ 79,250	\$ 95,000	\$ 114,250	\$ 151,250
Operational Risk Analyst 3 to 5 Years	\$ 60,250	\$ 72,250	\$ 87,000	\$ 115,000
Chief Compliance Officer	\$ 162,750	\$ 195,000	\$ 234,500	\$ 310,250
Compliance Officer	\$ 83,500	\$ 120,000	\$ 135,000	\$ 159,250
Compliance Manager	\$ 75,000	\$ 110,000	\$ 125,000	\$ 143,250
Compliance Analyst	\$ 66,750	\$ 80,000	\$ 96,250	\$ 127,250
Anti-Money Laundering Specialist	\$ 66,000	\$ 79,000	\$ 95,000	\$ 125,500
Fraud Investigator	\$ 58,000	\$ 69,750	\$ 83,750	\$ 111,000
Regulatory Affairs Specialist	\$ 71,000	\$ 85,000	\$ 102,250	\$ 135,250
OPERATIONS				
Director of Operations	\$ 112,500	\$ 135,000	\$ 162,250	\$ 214,750
Operations Manager	\$ 79,250	\$ 95,000	\$ 114,250	\$ 151,250
Banking Operations Specialist 5+ Years	\$ 52,000	\$ 62,250	\$ 74,750	\$ 99,000
Banking Operations Specialist 3 to 5 Years	\$ 41,750	\$ 50,000	\$ 60,250	\$ 79,500
Banking Operations Specialist 1 to 3 Years	\$ 35,000	\$ 42,000	\$ 50,500	\$ 66,750
Fund Operations Specialist 5+ Years	\$ 54,250	\$ 65,000	\$ 78,250	\$ 103,500
Fund Operations Specialist 3 to 5 Years	\$ 43,750	\$ 52,500	\$ 63,250	\$ 83,500
Fund Operations Specialist 1 to 3 Years	\$ 37,500	\$ 45,000	\$ 54,250	\$ 71,500

FIND OUT HOW TO USE THE SALARY PERCENTILES. [WATCH VIDEO](#)

FINANCIAL SERVICES

TITLE/EXPERIENCE	PERCENTILES			
	25 TH	50 TH MIDPOINT	75 TH	95 TH
OPERATIONS (Cont.)				
Client Service Representative 5+ Years	\$ 64,750	\$ 77,750	\$ 93,500	\$ 123,750
Client Service Representative 3 to 5 Years	\$ 50,000	\$ 60,000	\$ 72,250	\$ 95,500
Client Service Representative 1 to 3 Years	\$ 39,750	\$ 47,750	\$ 57,500	\$ 76,000
Sales/Trader Assistant	\$ 47,250	\$ 56,750	\$ 68,250	\$ 90,250
Performance Analyst	\$ 51,250	\$ 61,500	\$ 74,000	\$ 97,750
Loan Processor	\$ 31,250	\$ 37,500	\$ 45,000	\$ 59,750
Loan Administrator	\$ 26,000	\$ 31,250	\$ 37,500	\$ 49,750
Mortgage Processor	\$ 27,750	\$ 33,250	\$ 40,000	\$ 53,000
Mortgage Underwriter	\$ 52,250	\$ 62,500	\$ 75,250	\$ 99,500

HEALTHCARE

TITLE	PERCENTILES			
	25 TH	50 TH MIDPOINT	75 TH	95 TH
Revenue Cycle				
Revenue Cycle Director	\$ 75,000	\$ 90,000	\$ 108,250	\$ 143,250
Medical Billing Manager/Supervisor	\$ 50,000	\$ 60,000	\$ 72,250	\$ 95,500
Medical Collections Manager/Supervisor	\$ 50,000	\$ 60,000	\$ 72,250	\$ 95,500
Revenue Cycle Analyst	\$ 43,500	\$ 52,000	\$ 62,500	\$ 82,750
Medical Biller	\$ 27,750	\$ 33,250	\$ 40,000	\$ 57,250
Denials Specialist	\$ 29,250	\$ 35,000	\$ 42,000	\$ 55,750
Medical Collections Specialist	\$ 27,750	\$ 33,250	\$ 40,000	\$ 57,500
Payment Poster	\$ 27,000	\$ 32,500	\$ 39,000	\$ 51,750
Charge Entry Clerk	\$ 25,750	\$ 31,000	\$ 37,250	\$ 50,250
Claims Examiner/Analyst	\$ 41,750	\$ 50,000	\$ 60,250	\$ 79,500
Claims Processor	\$ 29,000	\$ 33,250	\$ 40,000	\$ 54,250

- a. Bonuses and incentives reflect an increasingly large part of overall pay at this level and are not included in the salary figures listed. Advanced degrees or professional certifications also are assumed at this level.
- b. This title is a senior-management position. The tax manager title on Page 14 is a line-management position.
- c. AR/AP = Accounts Receivable/Accounts Payable
- d. Salary does not reflect overtime or bonuses.

PUT YOUR SALARY KNOWLEDGE TO WORK.

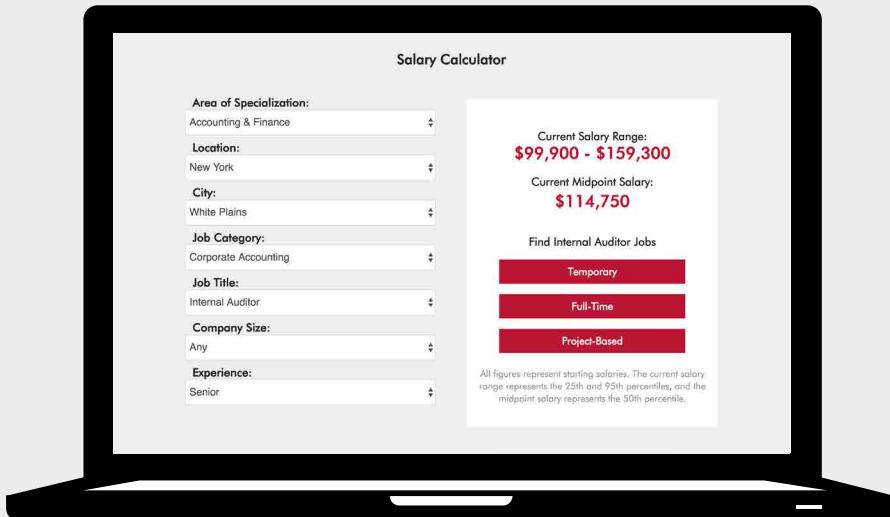
FIND TALENT

FIND JOBS

Calculate Your Custom Salary

As you know, compensation for the same role can vary widely depending on where the job is. To find salaries for a given city, go to the [Salary Calculator](#) and select the job title and city. The online tool calculates a result for you.

CALCULATE YOUR CUSTOM SALARY



The salaries listed in the guide can be customized for nearly 600 cities using the Salary Calculator.

Local Market Variances

The starting salaries on the previous pages reflect the national averages for each position. For guidance on local compensation, increase or decrease the national salary by the percentage below for your city.

The following local market variances are based on data from the U.S. Bureau of Labor Statistics and Robert Half and are general guidelines only. They are reflective of all industries and professions and may apply differently from staff- to executive-level roles. For more information on average starting salaries in your area, contact the Robert Half office nearest you.

ALABAMA

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

ARIZONA

Phoenix	+13%
Tucson	+5%

ARKANSAS

Fayetteville	-5%
Little Rock	-5%

CALIFORNIA

Fresno	-10%
Irvine	+30%
Los Angeles	+31%
Oakland	+29.5%
Ontario	+20%
Sacramento	+5%
San Diego	+26%
San Francisco	+40%
San Jose	+37.5%
San Rafael	+30%
Santa Barbara	+27%

SANTA ROSA

Stockton +20%

Stockton -15%

COLORADO

Boulder +17.5%

Colorado Springs -3.5%

Denver +9%

Fort Collins -2%

Greeley -11%

Loveland -5%

Pueblo -17%

CONNECTICUT

Hartford +17%

New Haven +12%

Stamford +31%

DELAWARE

Wilmington +5%

DISTRICT OF COLUMBIA

Washington +33%

FLORIDA

Fort Myers -9%

Jacksonville -4.5%

MELBOURNE

Miami -9.5%

Fort Lauderdale +6.5%

Orlando +0.5%

St. Petersburg -3%

Tampa -1%

West Palm Beach +1%

GEORGIA

Atlanta +6%

Macon -18%

Savannah -15%

HAWAII

Honolulu +7%

IDAHO

Boise -13.9%

ILLINOIS

Chicago +23.5%

Naperville +12%

Rockford -15%

INDIANA

Fort Wayne -16%

Indianapolis -3%

IOWA		NEW HAMPSHIRE		RHODE ISLAND	
Cedar Rapids	-6%	Manchester/		Providence	+1.5%
Davenport	-5%	Nashua	+14%		
Des Moines	+0%				
Sioux City	-16%				
Waterloo/					
Cedar Falls	-13%				
KANSAS		NEW JERSEY		SOUTH CAROLINA	
Overland Park	+0.5%	Mount Laurel	+15%	Charleston	-5.5%
KENTUCKY		Paramus	+30%	Columbia	-6.5%
Lexington	-8.5%	Princeton	+25%	Greenville	-7%
Louisville	-8%	Woodbridge	+26.5%		
LOUISIANA					
Baton Rouge	-1%	NEW MEXICO		SOUTH DAKOTA	
New Orleans	-1%	Albuquerque	-8.5%	Sioux Falls	-16%
MAINE		NEW YORK			
Portland	-5%	Albany	-4%		
MARYLAND		Buffalo	-6.5%		
Baltimore	+3%	Long Island	+20%		
MASSACHUSETTS		New York	+40.5%		
Boston	+34%	Rochester	-6.5%		
Springfield	+1%	Syracuse	-9.7%		
MICHIGAN		NORTH CAROLINA		TEXAS	
Ann Arbor	+1.5%	Charlotte	+2%	Austin	+8%
Detroit	+0%	Greensboro	+0%	Dallas	+10%
Grand Rapids	-14.5%	Raleigh	+4%	El Paso	-28%
Kalamazoo	-20%	OHIO		Fort Worth	+9%
Lansing	-15%	Akron	-11%	Houston	+7%
MINNESOTA		Canton	-18%	Midland/Odessa	+10%
Bloomington	+6.5%	Cincinnati	-2.5%	San Antonio	+1%
Duluth	-20.4%	Cleveland	-4%		
Minneapolis	+7%	Columbus	-2%		
Rochester	+2%	Dayton	-13%		
St. Cloud	-16.5%	Toledo	-14.5%		
St. Paul	+4%	Youngstown	-24%		
MISSOURI		OKLAHOMA		UTAH	
Kansas City	-0.5%	Oklahoma City	-7%	Salt Lake City	+5%
St. Joseph	-10%	Tulsa	-7%		
St. Louis	-0.5%	VIRGINIA			
NEBRASKA		OREGON			
Omaha	-3%	Portland	+7%		
NEVADA		PENNSYLVANIA			
Las Vegas	+0%	Harrisburg	-5%		
Reno	+0%	Philadelphia	+15%		
		Pittsburgh	-2%		

Get local starting salary data for specific roles
at roberthalf.com/salary-guide/finance.

Building an Engaged, Productive Team

Levels of Job Satisfaction

In a study on workplace happiness by Robert Half and Happiness Works, professionals in 13 fields were asked to evaluate their feelings about on-the-job happiness, interest in their work and stress levels. Here are the results:

LEVEL OF ON-THE-JOB HAPPINESS	LEVEL OF INTEREST IN THEIR WORK	LOWEST ON-THE-JOB STRESS LEVELS
1 Education and Training	1 Education and Training	1 Technology
2 Marketing and Creative	2 Healthcare and Wellness	2 Finance
3 Healthcare and Wellness	3 Marketing and Creative	3 Marketing and Creative
4 Human Resources	4 Legal	4 Human Resources
5 Legal	5 Human Resources	5 Accounting
6 Technology	6 Technology	6 Manufacturing
7 Accounting	7 Administrative	7 Administrative
8 Administrative	8 Manufacturing	8 Education and Training
9 Insurance	9 Financial Services	9 Financial Services
10 Financial Services	10 Accounting	10 Hospitality and Food Services
11 Manufacturing	11 Finance	11 Healthcare and Wellness
12 Finance	12 Insurance	12 Insurance
13 Hospitality and Food Services	13 Hospitality and Food Services	13 Legal

Here are some steps to help you increase job satisfaction among your team members:



HIRE FOR FIT

Employees who mesh well with the workplace culture are likely to feel a greater sense of engagement and loyalty.



EMPOWER STAFF

Let employees make decisions about their work on their own, or with minimal direction.



SHOW APPRECIATION

Be quick to thank staff members for a job well done.



PROVIDE MEANINGFUL WORK

Be sure to share how your team's contributions support big-picture goals.



FOSTER A CULTURE OF COLLABORATION

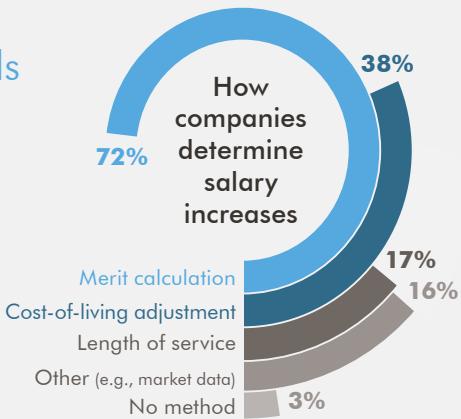
Staff cohesion fuels job satisfaction — as well as innovation.

Find out more about improving happiness in your workplace.

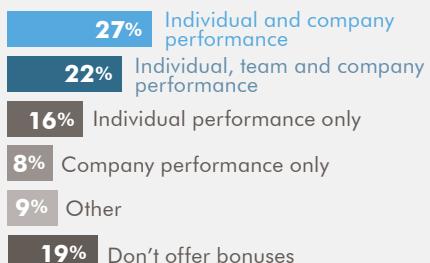
Pay to Perks: Trends in Compensation Packages

Highly skilled professionals expect not just a base salary that's in line with what other firms are offering but also a choice of benefits, incentives and perks that are just as competitive.

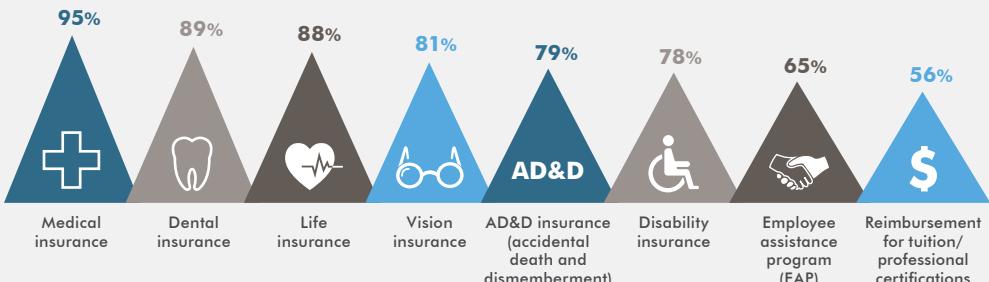
To find out more about the compensation strategies prevalent today, Robert Half surveyed more than 740 human resources, compensation and benefits professionals in businesses across a variety of industries in North America. The results are shown on this and the following pages.



How companies determine bonuses*



The most common benefits offered (1/2)**



Benefits, incentives and perks: What's the difference?



Benefits are any form of noncash compensation paid indirectly to an employee and not tied to job performance. Examples: medical insurance, retirement plans.

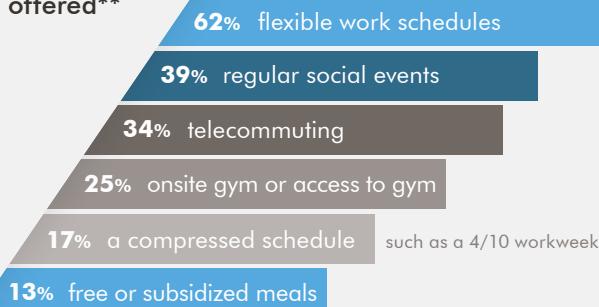


Incentives are cash or other awards made to reward or incent superior performance and boost retention. They are not guaranteed but tied to job performance. Examples: bonuses, spot awards.

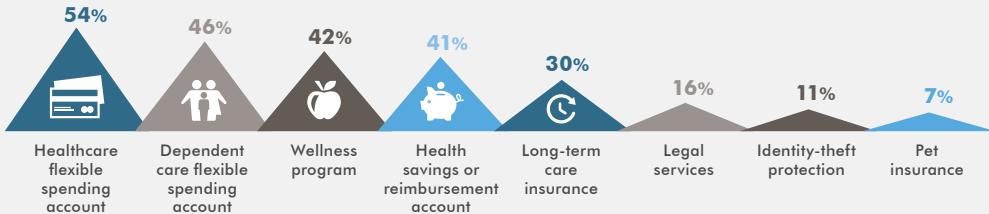


Perks (short for perquisites) are privileges granted to employees in addition to benefits and incentives. Examples: gym membership, free meals.

The most common perks offered**



The most common benefits offered (2/2)**





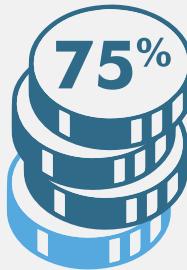
Pay for performance

Nearly 2 out of 3 companies tie compensation to organizational or individual performance.



Helping employees save for retirement

On average, **employers match 3 to 4%** of employees' 401(k) or Registered Retirement Savings Plan (RRSP)*** contributions.



of companies offer a 401(k) or RRSP.



Time-off policies

On average, employers offer **14 days of paid vacation** for the first 5 years of employment, plus **9 paid holidays**, including floating holidays.

*Responses do not total 100 percent due to rounding.

**Only the top responses shown.

***401(k) in the United States and RRSP in Canada

Source: Robert Half survey of more than 740 human resources, compensation and benefits executives in North America

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Oakbrook Terrace

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Houston – Galleria
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