

2014

Workplace Trends and Salary Guide

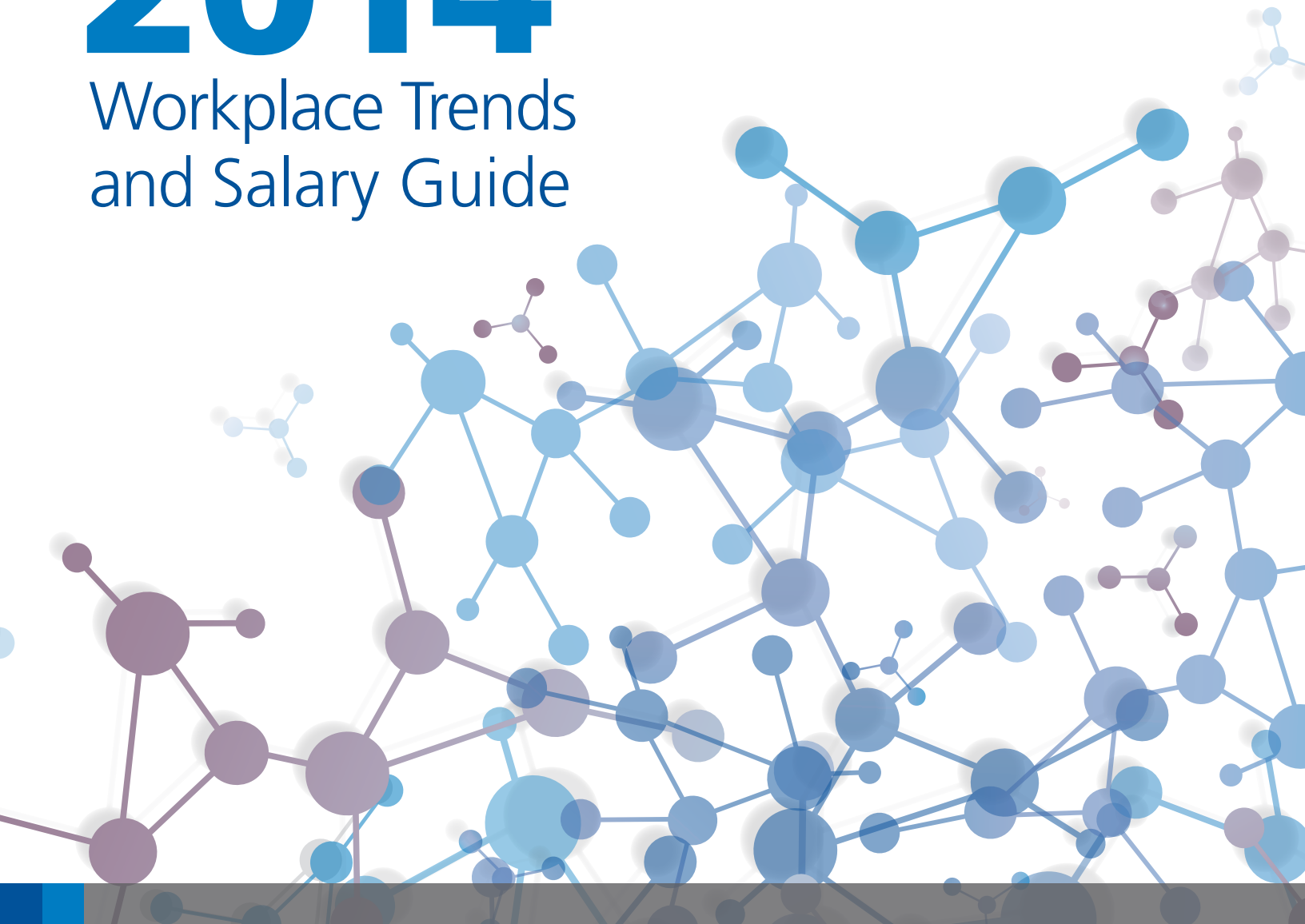


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a note from the president

Dear Colleague:

Welcome to the *2014 Randstad Workplace Trends and Salary Guide*. This publication highlights the results of our proprietary survey of nearly 2,000 U.S. business leaders and professionals and presents detailed, geographically based salary data specific to the healthcare sector. We hope that you find this Guide a valuable tool for recruitment, retention and compensation planning and that you have many opportunities to reference the information in the months to come.

Our 2014 Guide includes two exciting partnerships:

To produce this guide we partnered with the global research firm Ipsos to oversee the survey's implementation and results tabulation. During fourth quarter 2013, Ipsos conducted our survey online with a broad selection of business decision makers, including executives from the healthcare industry. Our Guide highlights the responses of all 2,000 survey participants plus the subset of healthcare participants, providing you with unique insight as to how your peers navigate various employment issues.

To create the salary section of the Guide, we worked with Economic Research Institute (ERI), a premiere provider of compensation and salary information highly regarded for its statistical reliability and validity. Our salary trends section showcases ERI's detailed salary data for a few of the distinct markets and job titles we serve throughout the United States, and we are pleased to share ERI's contribution to our Guide with you.

I would like to extend a note of gratitude to all of our clients who contributed to our survey. Your participation continues to distinguish the Randstad Guide and underscores the strong relationship we value with each of you. We look forward to continuing our partnership and growing new client relationships in the year to come.

Sincerely,
Steve McMahan
President
Randstad Healthcare



overall key findings

2014 workplace trends

Reflecting the input of approximately 2,000 U.S. executives and hiring managers, our *2014 Workplace Trends and Salary Guide* explores topics important to business leaders related to the recruitment, hiring and retention process. **We conducted our survey with professionals representing several of the industry sectors that Randstad U.S. serves: healthcare, engineering, finance and accounting, human resources, information technology and pharma.**

The business landscape | page 10

We start our 2014 Guide with a brief look at the current state of business, having queried our survey participants on their greatest company challenges. Executives issued a clear message that the most pressing topic remains the economy, with talent acquisition and retention rating as a close second.

Most challenging issues for U.S. businesses:

- #1 economic pressures
- #2 talent acquisition and retention

Skills and talent shortages | pages 12–13

Executives from every sector feel there is a shortage of candidates with the right combination of job expertise and appropriate soft skills to produce a good hiring fit.

Hard to find:

job knowledge + soft skills = good fit

Turnover and retention | pages 14–15

Another national trend reported is an increase in employee turnover. On average, half of all companies surveyed note more employee departures, which may reflect general economic improvement and employees' growing confidence in their ability to find another job.

59% of employers are increasingly concerned about employee turnover.

Recruiting and hiring | pages 20, 23

When talking about recruiting and hiring, we discovered that nearly half of employers are below targeted headcount, and a solid majority report that the hiring process consumes more time than it did 12 months ago.

62% say it takes longer to fill positions now than a year ago.

Contingent employment | page 25

The contingent worker is a mainstay across the board.

81% of companies employ some contingent workers.

healthcare key findings

healthcare trends

In addition to the overall survey results presented in this Guide, you'll find data tabulated specifically from our survey's healthcare participants. While their viewpoints often align closely with the overall results, these executives do exhibit some trends exclusive to the healthcare sector.

Look for this banner throughout the Guide to find data specific to the healthcare industry.



The business landscape | page 11

In concert with overall survey results, healthcare professionals say the economy is their most pressing business issue. They also report a significantly greater concern than executives in other industries with factors such as operating costs and increasing regulations.

43% of healthcare professionals report that **their organizations have been impacted by the economy over the past year.**

Skills and talent shortages | pages 12–13

The skills shortage is particularly noticeable within healthcare, with almost three-quarters (72%) of healthcare hiring managers noting a lack of skills within the current workforce.

The healthcare sector may have an opportunity to improve upon the noted gap in employees' technical and nontechnical skills by **instituting a skills assessment during the hiring process.**

Turnover and retention | pages 16–17

Like all survey respondents, healthcare professionals say that money is a top way to retain employees. However, they use monetary retention tools with less frequency than other industries.

Healthcare organizations have an opportunity to improve turnover and retention by evaluating their compensation packages and bonus distributions.

More information on these and other workplace trends is presented throughout the remainder of this Guide. Some figures have been rounded to whole numbers.

Our annual salary trends report begins on page 32, with comparative salary data specific to the healthcare sector beginning on page 34.

participant profile

Organization size by number of employees

Number of employees	All responses	Healthcare responses
1 to 49	2%	4%
50 to 99	16%	5%
100 to 499	23%	17%
500 to 999	7%	12%
1,000 to 2,499	8%	12%
2,500 to 4,999	8%	10%
5,000 or more	36%	40%



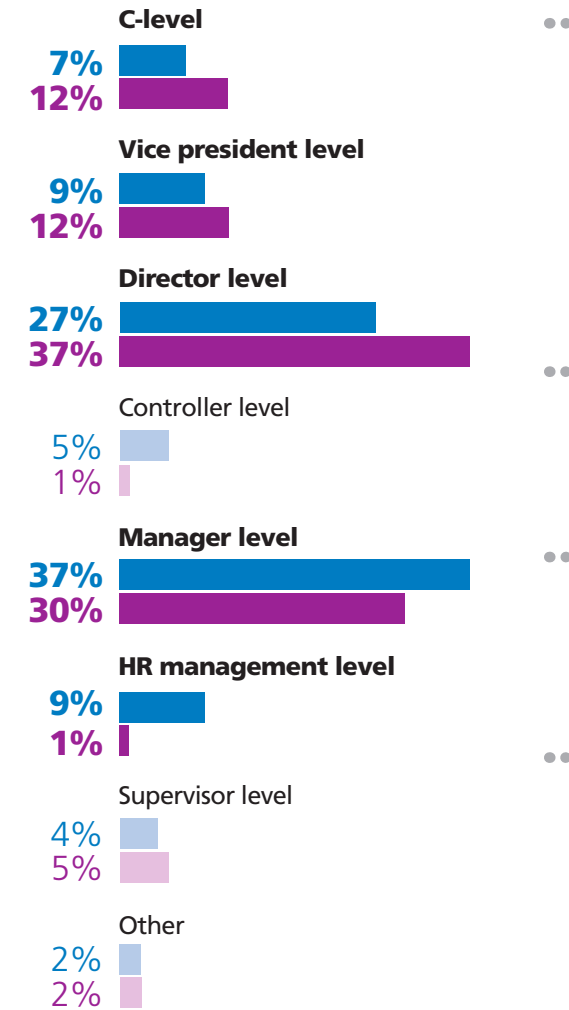
The largest number of total survey participants (36%) work for companies with 5,000 or more employees, followed by 23% whose organizations employ 100 to 499 people.



Similarly, 40% of healthcare survey participants work for large organizations with more than 5,000 employees, with the next largest group (17%) representing companies with 100 to 499 employees.

participant profile

Job levels



43% All responses

survey participants at the director level and above

61% Healthcare responses

46% All responses

survey participants at the manager level

31% Healthcare responses

participant profile

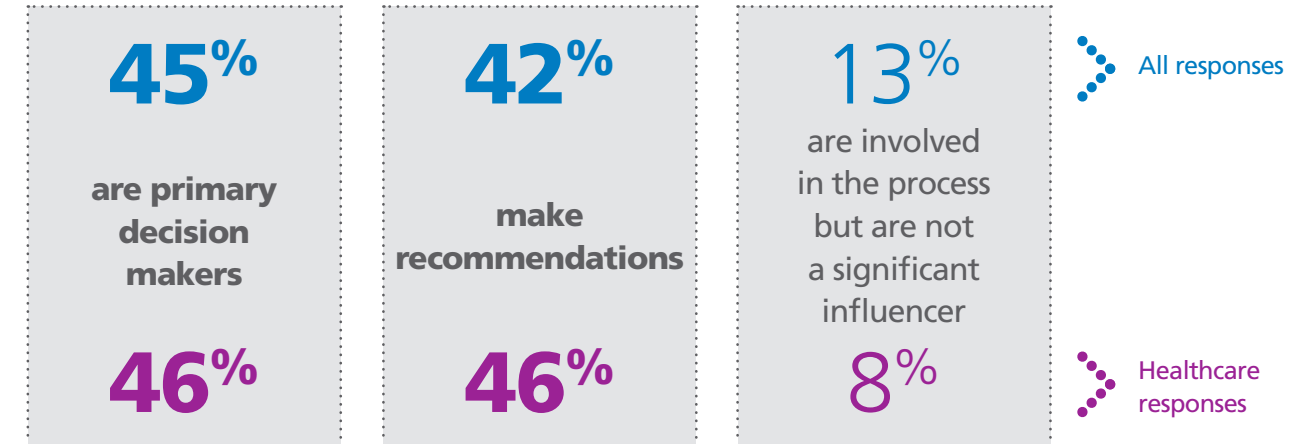
Survey participants hold the following academic degrees and certifications:

Academic degrees and certifications	All responses	Healthcare responses
BA/BS	67%	56%
MBA	25%	33%
CPA	10%	2%
HR	9%	7%
MS Acct./Finance/Tax, CMA, CFA, CIA	9%	8%
IT	7%	4%
PMP	1%	—
PhD, JD	5%	4%
MA/MS (other)	4%	5%
Payroll, AP/AR	3%	5%
PE, MS Engineering	3%	—
MD	1%	6%
MHA	1%	4%
Other	12%	19%

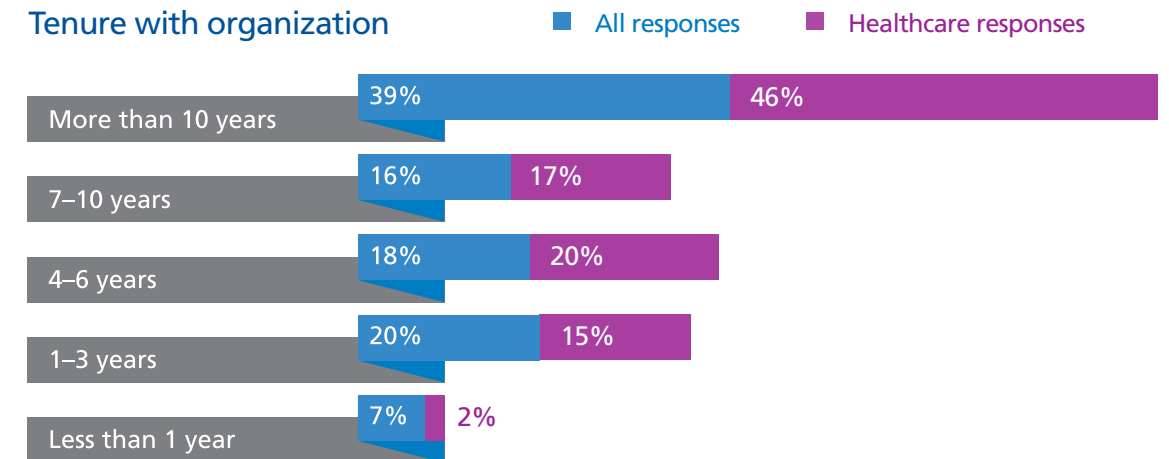
Out of all industries surveyed, significantly more healthcare professionals (33%) hold MBA degrees as compared to an average of 25% within other sectors.

participant profile

How respondents participate in the hiring process:



Across all business sectors, approximately 90% of survey participants impact the hiring process by serving as either the primary decision maker or making talent recommendations.



participant profile

How did you find your current position?

All responses

Healthcare responses



participant profile

What were the top three reasons for choosing your current company?

All responses

Healthcare responses

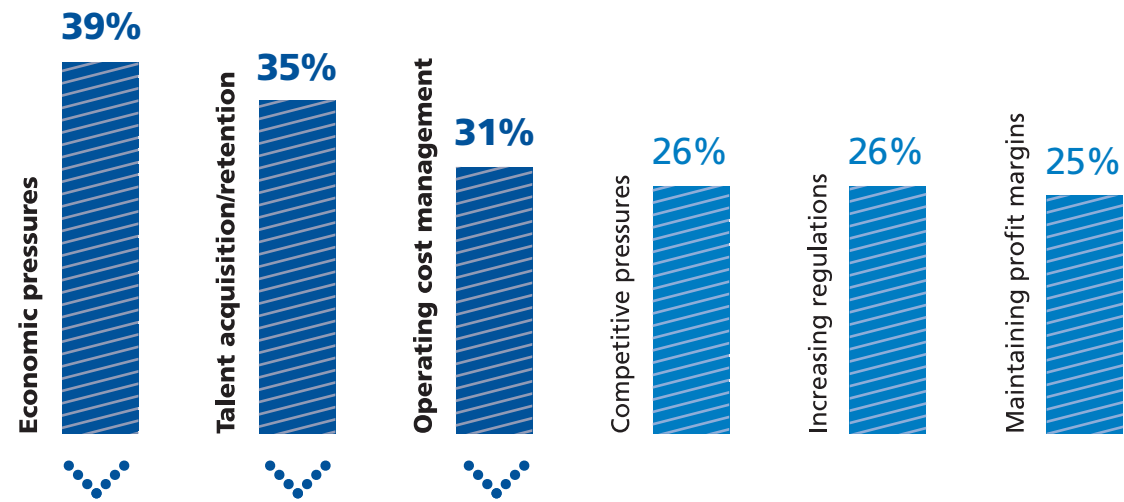


The executives we spoke with most frequently chose their current employer for reasons related to their role/career. **One-quarter (24%) of healthcare professionals, however, cited medical benefits as an important reason for employer selection.**

the business landscape

What three challenges most impacted your company over the past year?

■ All responses

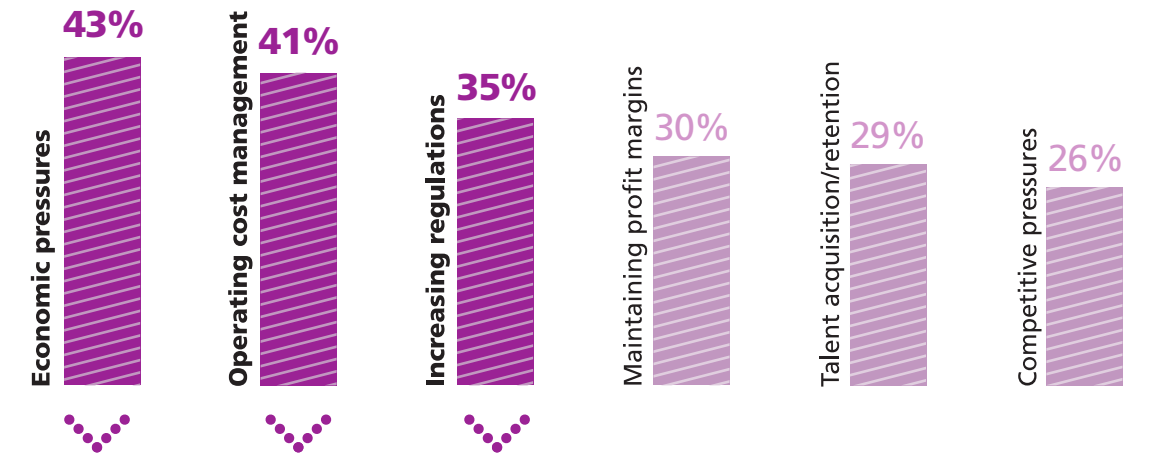


Five years out from the 2008 recession, **the economy remains the number-one factor impacting business**, as reported by the cumulative responses of all survey participants. **Talent acquisition and retention are issues for one out of three companies**, while **operating costs rank third, being of concern to 31% of companies.**

the business landscape

What three challenges most impacted your company over the past year?

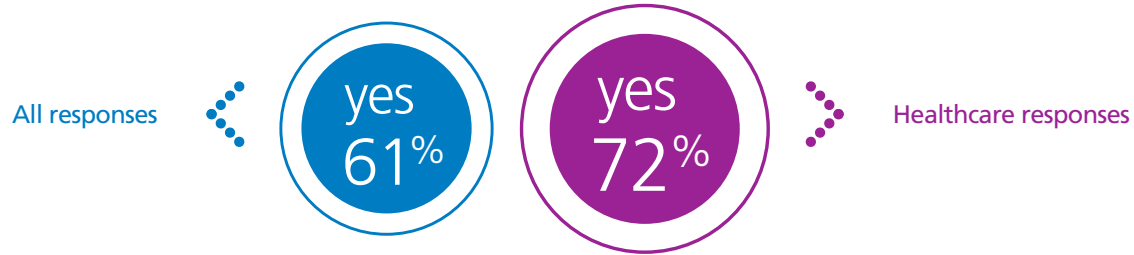
■ Healthcare responses



Out of all industries surveyed, **healthcare professionals are the most likely to report impact from economic conditions at 43%**. **Operating costs are almost as important to healthcare organizations at 41%**, and **slightly over one in three (35%) say increasing regulations remain a challenge.**

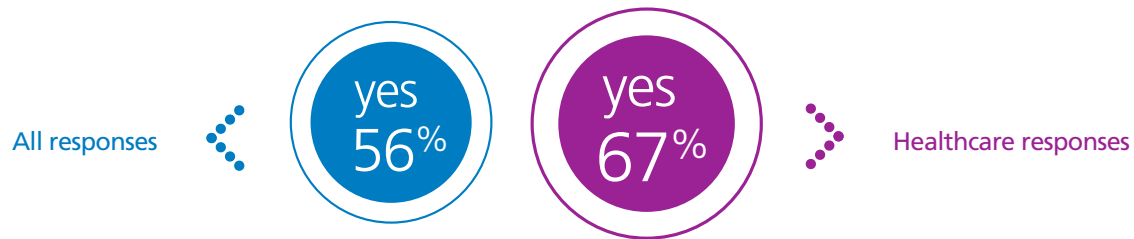
skills and talent shortages

Is there a skills shortage?



According to our survey, executives note a discernible lack of specific skill sets they look for in today's talent pool. **Nearly three-quarters (72%) of healthcare professionals point to a lack of skills within their industry, the highest level reported of all business sectors surveyed.**

Is your business negatively impacted by the skills shortage?



The widely acknowledged skills shortage has far-reaching effects, with two-thirds (67%) of healthcare executives indicating that the skills deficit adversely impacts their businesses, again, the highest level reported in our survey.

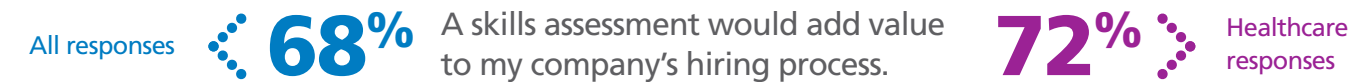
skills and talent shortages

When assessing talent, executives rank the primary areas where candidates lack proficiency as follows:

Candidates lack the right experience/knowledge



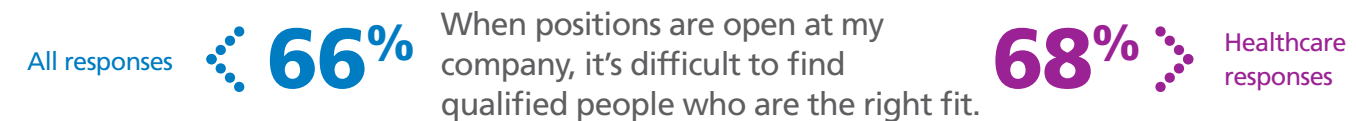
- #1 | #1 Relevant on-the-job experience
- #2 | #3 Knowledge of the industry/sector
- #3 | #2 Years of experience in the field



Candidates lack team/organizational fit



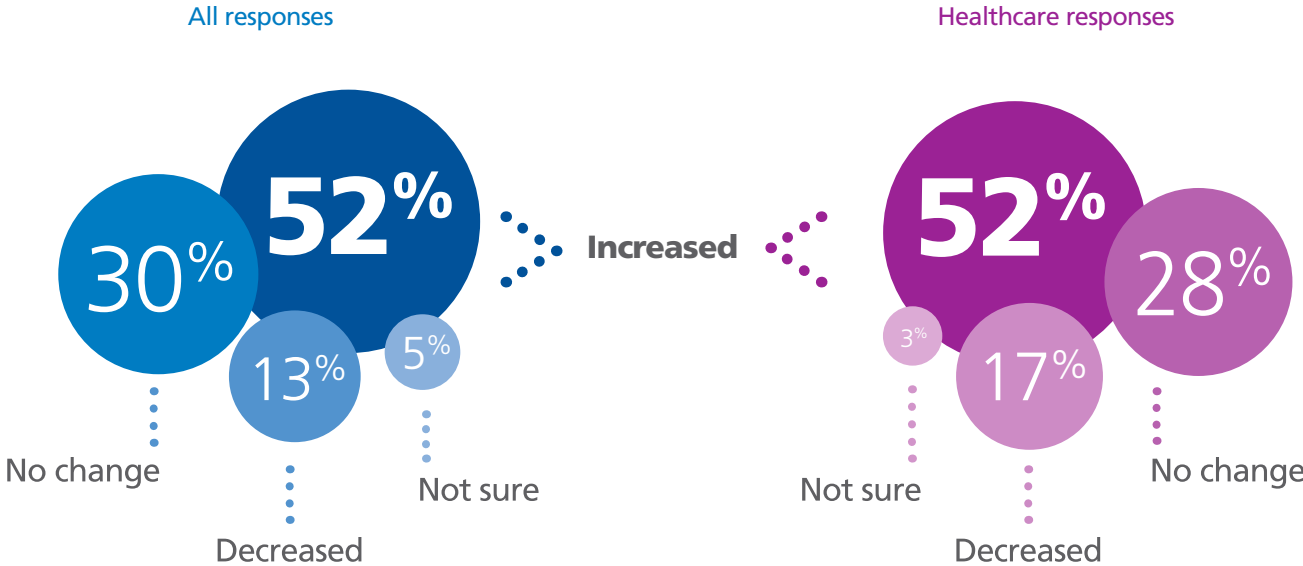
- #1 | #2 Soft skills (communication, teamwork, etc.)
- #2 | #1 Work ethic
- #3 | #3 Right cultural fit for the company/office



turnover and retention

How have turnover rates at your company changed over the past year?

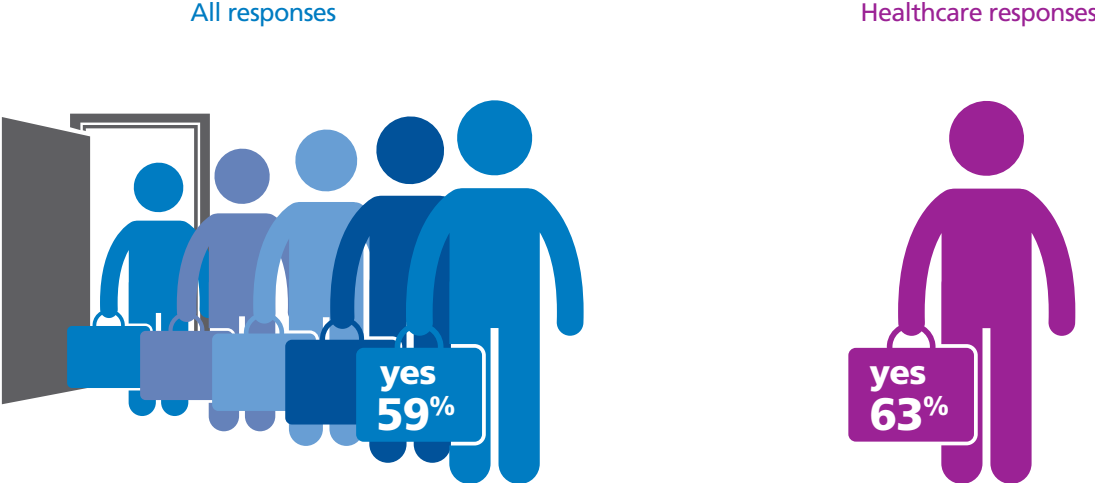
Employees are on the move, as evidenced by increasing turnover rates at a majority of companies.



Slightly more than half (52%) of healthcare professionals report increased turnover rates, reflecting the same response level as executives in other industries.

turnover and retention

Are you increasingly concerned about turnover at your organization?



Across the board, a majority of hiring managers express a rising level of discomfort about employee turnover. Within healthcare the level is higher, with nearly two-thirds of respondents (63%) expressing increased concern.

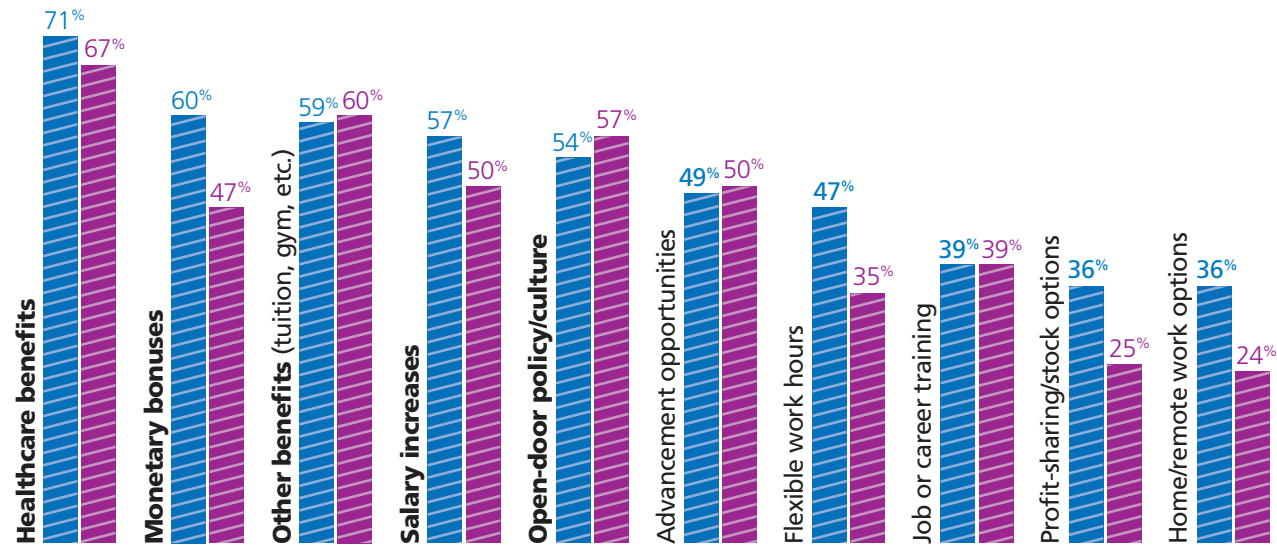
turnover and retention

Benefits companies offer to retain talent

In all industries, companies offer a range of benefits designed for employee retention, with medical benefits, bonuses, other benefits and salary increases ranking at the top. Within healthcare, medical coverage remains the top benefit offered at 67%, followed by other benefits at 60% and an open-door policy at 57%.

Companies in other industries offer monetary rewards more frequently than do healthcare organizations, as evidenced by results for bonuses (60% vs. 47%) and salary increases (57% vs. 50%).

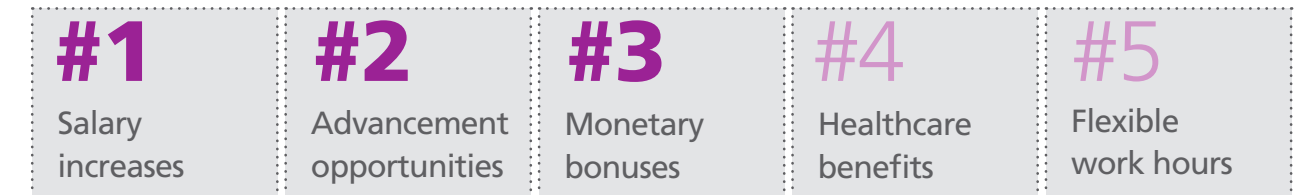
■ All responses ■ Healthcare responses



turnover and retention

Which benefits do you believe are most effective at decreasing turnover rates?

All responses



Healthcare responses

When asked to rate which retention programs actually keep people on the job, executives reiterate that "money talks." However, every industry reveals a discrepancy between retention benefits offered and their perceived effectiveness. Although executives say salary increases are the most effective at keeping top performers, **only slightly more than half (57%) of all respondents and exactly one-half (50%) of healthcare respondents report using salaries as a retention tool.**

turnover and retention

Executives report mixed results on the effectiveness of their retention programs.



My organization should re-evaluate the programs we offer to encourage retention.



Against a backdrop of growing employee turnover and notable opportunity to improve retention outcomes, **a significant majority of executives across all industries say their companies should reassess existing retention programs.**

turnover and retention

What are the top reasons employees tend to give for leaving?



When asked about why employees resign, a majority of executives again point to the power of money, with better offers elsewhere cited as the predominant reason.

Healthcare respondents show a spike over other industries in employee departures related to workload (29% vs. 22%).



recruiting and hiring

Is your company currently below its target headcount?

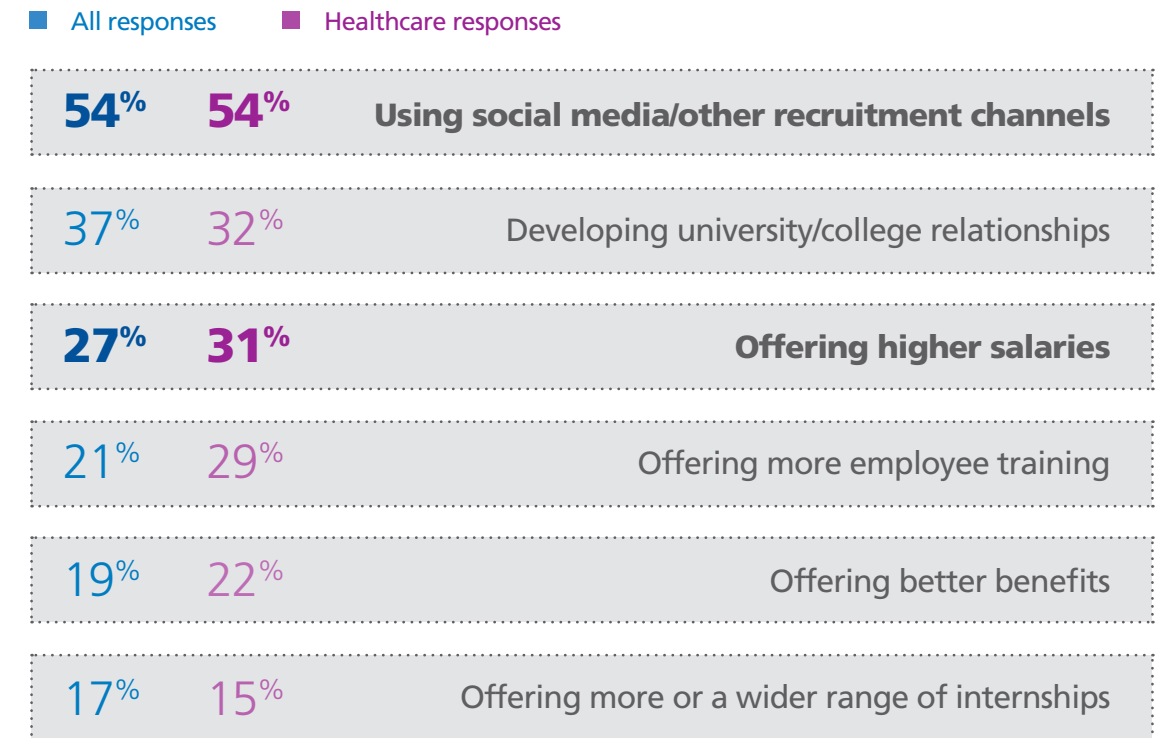


Nearly half (48%) of all executives indicate that their organizations are below headcount, and **the figure jumps slightly for healthcare professionals, with 52% indicating a talent shortage at their organizations.**



recruiting and hiring

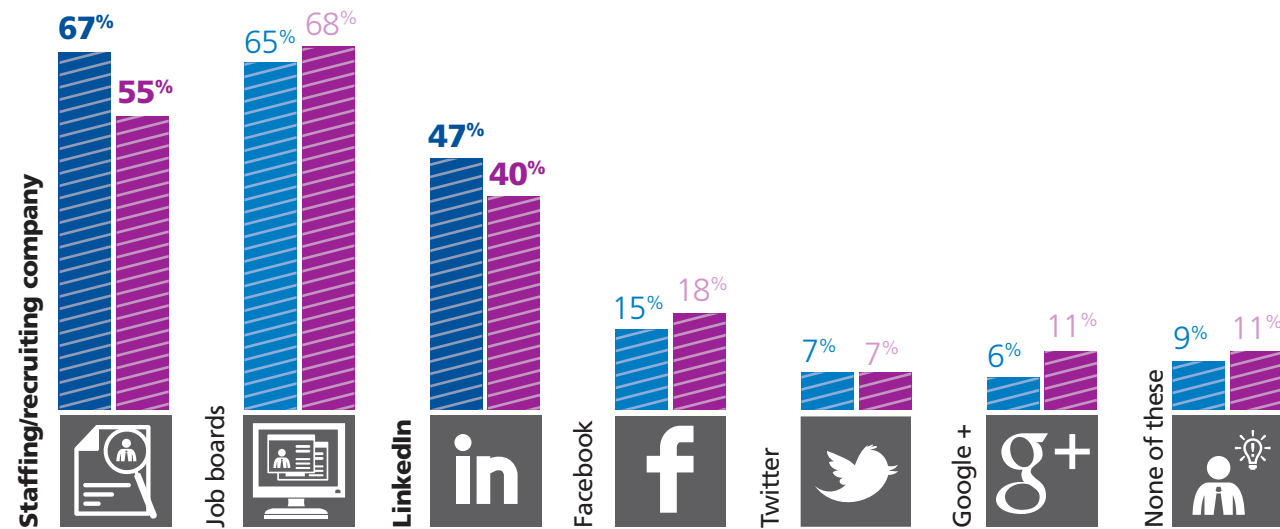
Which of the following measures, if any, has your organization taken to improve recruitment?



Healthcare organizations try to broaden their reach through social media at the same level as other organizations. **Acknowledging the importance of compensation, about one-quarter (27%) of all respondents and nearly one-third (31%) of healthcare respondents use salaries as a means to attract talent. However, healthcare managers tend to use salaries more as a retention tool than a recruitment tool (see page 17).**

recruiting and hiring

Which methods do you use to recruit talent? ■ All responses ■ Healthcare responses



A majority of all respondents rely on recruiters to help fill their talent needs. Healthcare professionals also rely heavily on job boards.

Within social media sites, LinkedIn is highly favored, clearly outpacing Facebook, Twitter and Google+.

recruiting and hiring

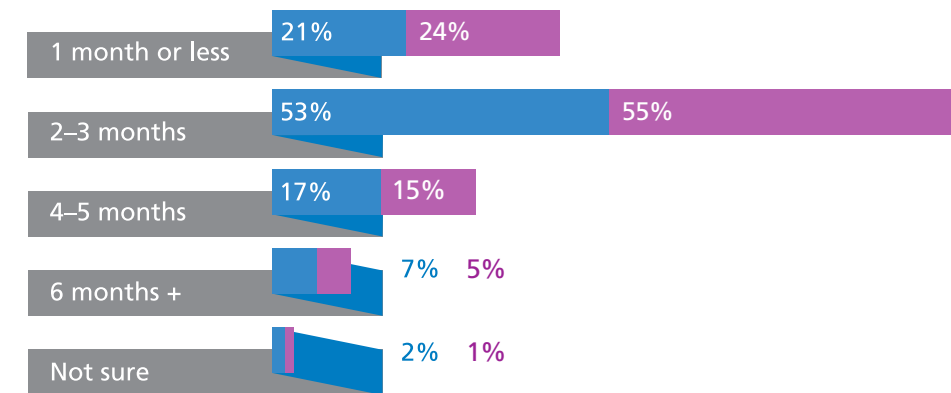
Compared to last year, does it take more time to find the right talent to fill positions?



A solid majority of all companies say it now takes longer to find candidates with the right skills, experience and personal traits to make a good hiring match.

On average, how long does it take to fill a position?

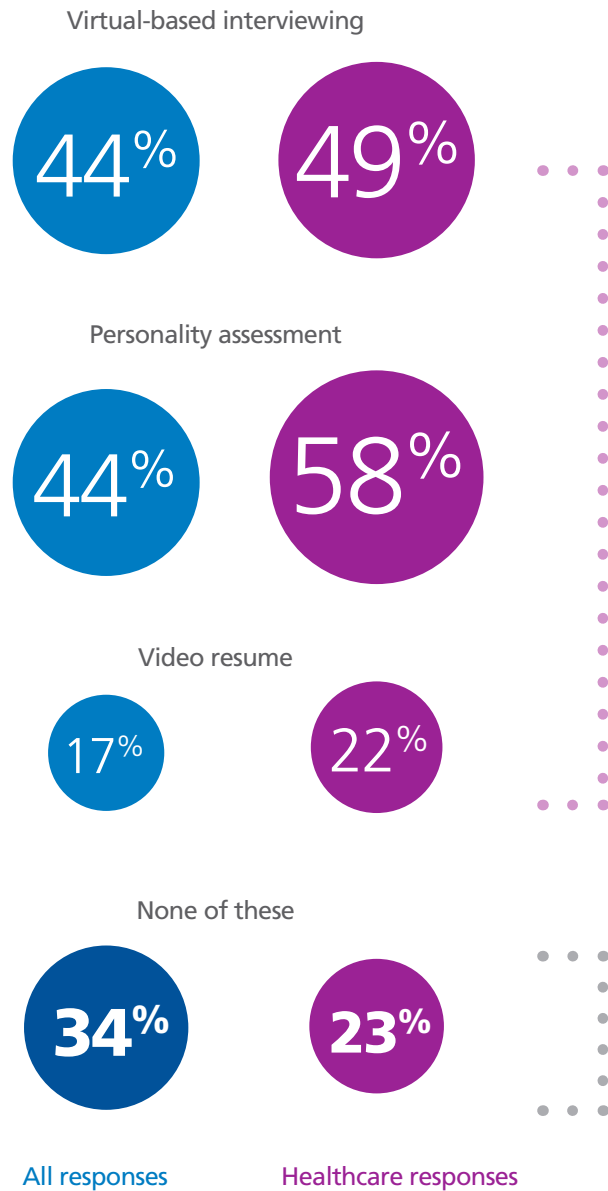
■ All responses ■ Healthcare responses



Most companies require two to three months to fill a position. Overall, hiring appears to take slightly less time in the healthcare industry than in other sectors.

recruiting and hiring

Do you use, or would you consider using, any of these tools during the hiring process?



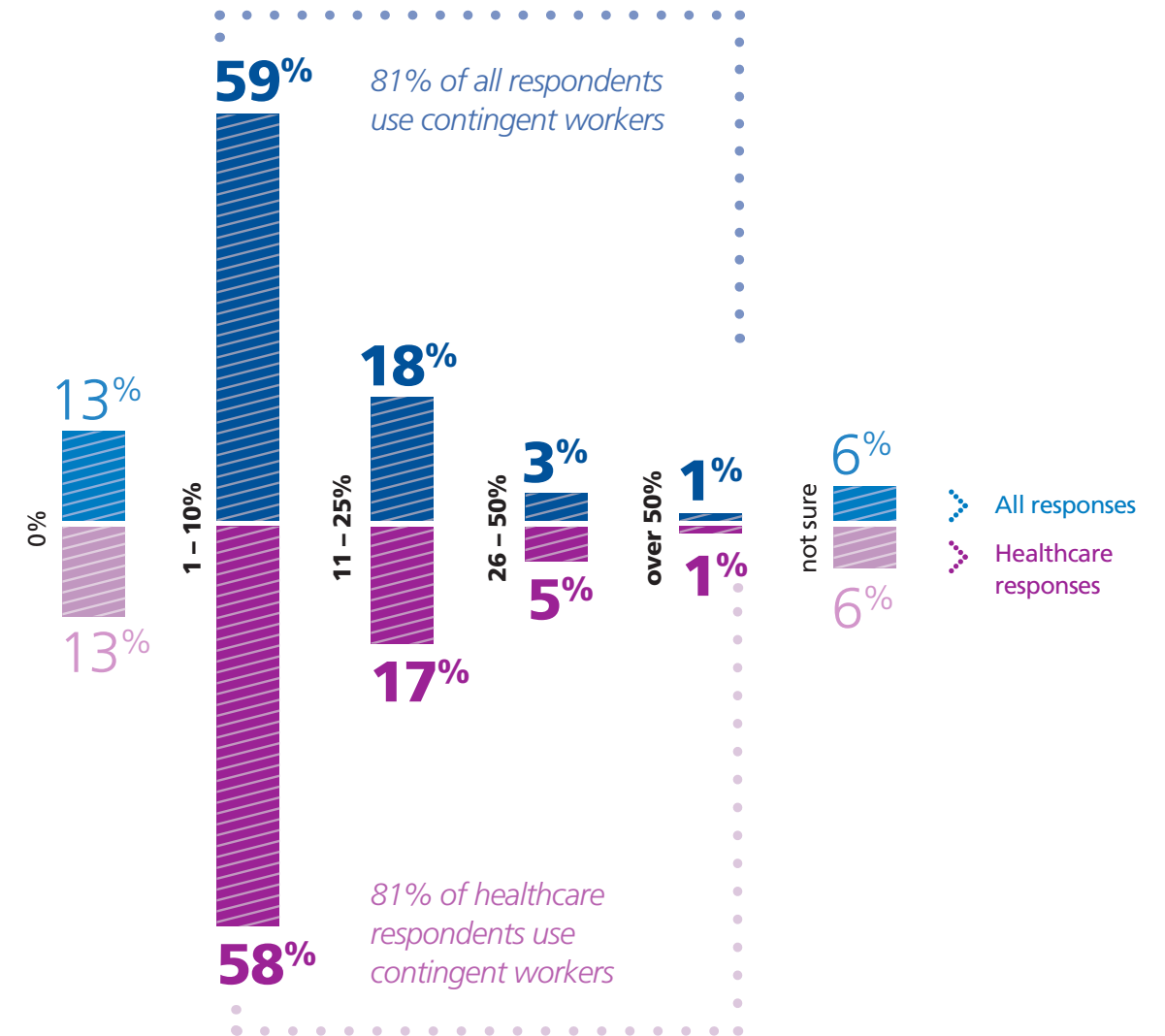
Healthcare hiring managers implement today's more innovative interviewing and assessment tools at a higher rate than their peers in other industries, especially with regard to personality assessments, which are used by 58% of healthcare organizations as compared to 44% of other organizations.

One-third (34%) of all respondents have not embraced the methods highlighted here, a notably higher amount than the one-quarter (23%) of healthcare hiring managers who have yet to try these techniques.

contingent employment

What percent of employees at your company are temporary or contract workers?

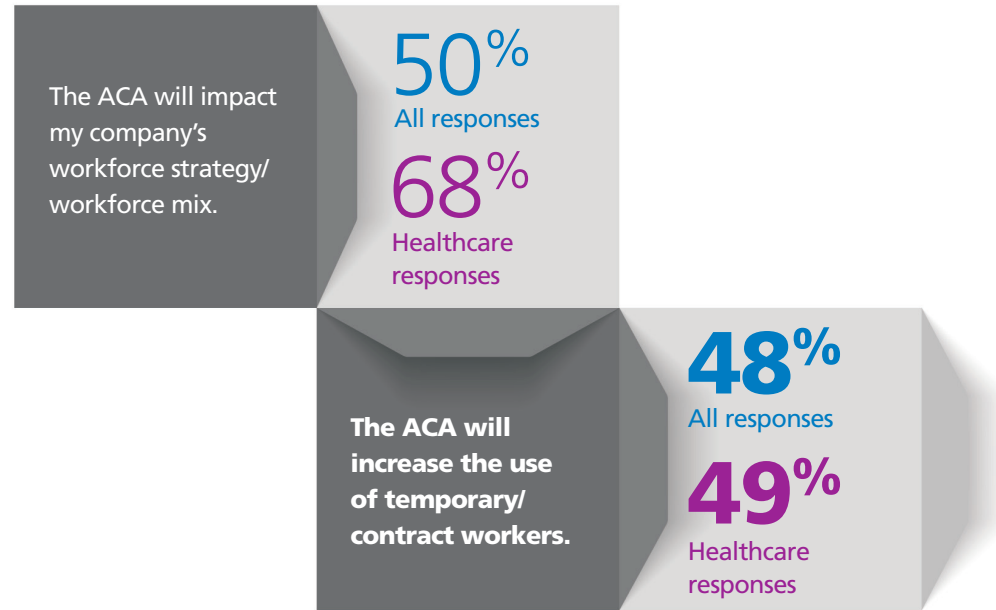
Most American companies find value in temporary or contract workers, with a solid majority saying they use some level of contingent workforce.



contingent employment

How will the Affordable Care Act (ACA) affect the U.S. labor market?

All responses



We have yet to see the full impact of the ACA, but many hiring managers anticipate some effect on workforce strategy, including the use of contingent employees. **Healthcare executives expect the impact to be even stronger than in other industries, with over two-thirds (68%) of healthcare organizations saying the ACA will affect their workforce strategy.**

healthcare workforce highlights

In which of the following ways do you think the Affordable Care Act (ACA) will impact your organization's full-time employee (FTE) headcount?



I don't expect the ACA to impact our FTE headcount



I expect our FTE headcount to decrease



I expect our FTE headcount to increase



A hiring freeze will be in place until we can evaluate how ACA will impact the bottom line



Not sure



Over one-third (37%) of healthcare executives do not think the ACA will influence their FTE headcount, while more than a quarter (29%) indicate that it will decrease their FTE numbers. Only 12% of healthcare professionals anticipate increasing FTE for reasons related to the ACA.

healthcare workforce highlights



To what extent ...

do staffing levels factor into your patient or client satisfaction scores?

73%
great deal/fair amount

do you plan to leverage advanced practice professionals (NP, PA) to supplement physician shortages?

51%
great deal/fair amount

A solid majority of healthcare executives (73%) say staffing levels directly impact patient satisfaction.

About half (51%) of healthcare organizations use advanced practice professionals as part of their talent strategy to compensate for physician shortages.

healthcare workforce highlights



Which one of the following best describes your organization when it comes to managing the pool of potential retirees?

We have no plan at this point and don't anticipate instituting one



We have a plan in place



We have a plan that we are in the process of instituting



We have no plan at this point but expect to begin working on this soon



Not applicable

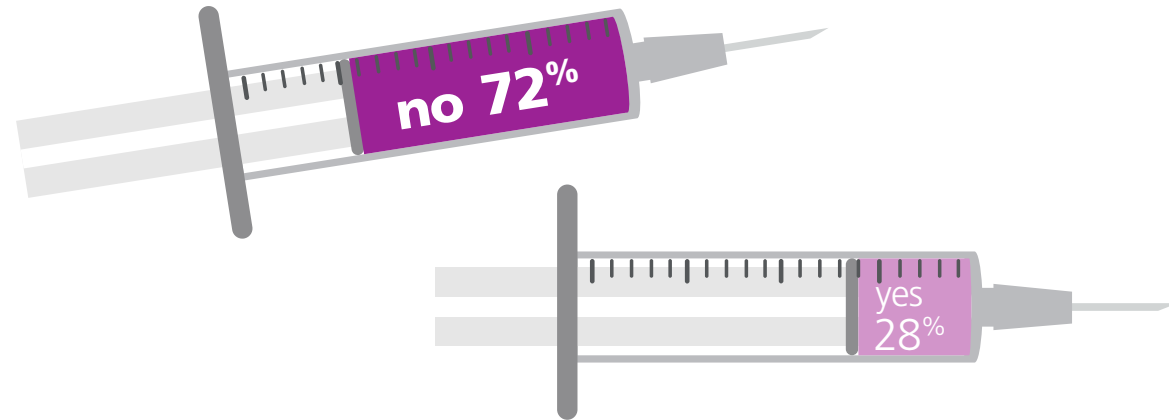


*The largest amount of healthcare organizations surveyed (27%) do not have or intend to create a plan regarding upcoming retirements. **However, nearly as many (24%) already have an existing plan regarding retirees, and slightly fewer are putting such a plan in place (21%) or expect to address the issue soon (20%).***

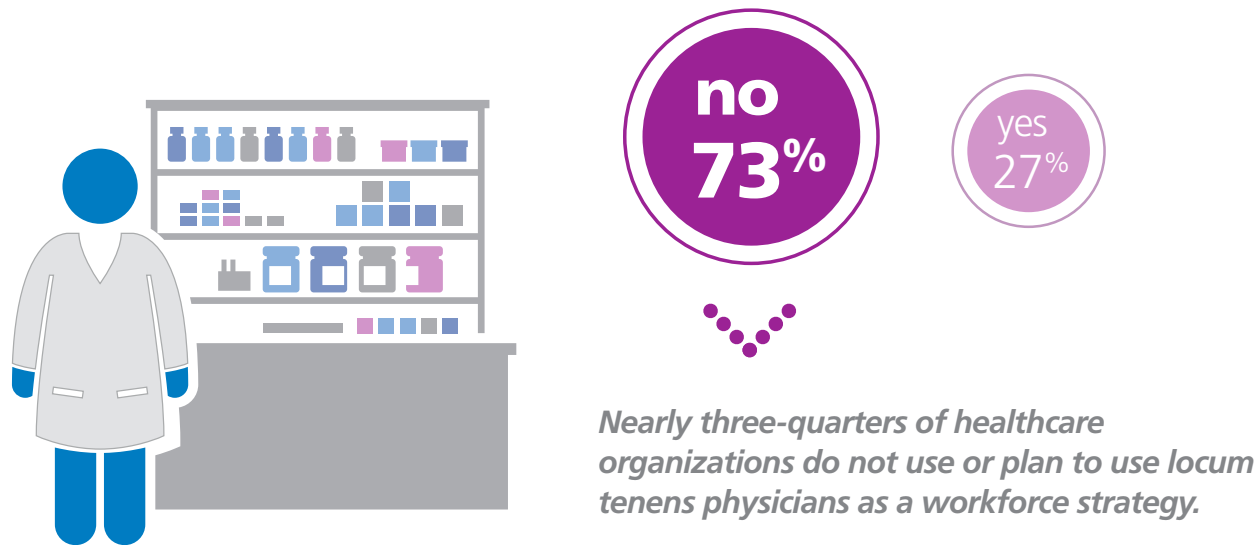
healthcare workforce highlights



In the past 6 –12 months have you engaged or are you currently engaging locum tenens physicians to supplement your existing workforce?



In the next 6-12 months do you intend to use locum tenens physicians to supplement your existing workforce?



healthcare workforce highlights



Why do or would you typically engage a locum tenens physician?

To augment a physician opening until a full-time physician placement has been made



To cover for vacations and other time-off



To meet patient demand



To maintain a continuous revenue stream



None of these/do not engage locum tenens physicians



Of healthcare organizations that employ locum tenens physicians, the majority (30%) do so to fill a physician role until a full-time employee is hired. Another 26% use locum tenens physicians as a strategy to allow more flexibility for time-off requests, and one-quarter (25%) find value in locum tenens physicians to accommodate patient demand.

salary trends

Welcome to the salary portion of *Randstad's 2014 Workplace Trends and Salary Guide*. On the following pages you'll find salary information specific to healthcare positions for geographic markets across the United States.

Understanding the salary data

On the following pages, we present a market-specific listing of starting salary ranges typical for hires with approximately 5 to 12 years of experience for a selection of clinical healthcare positions. To provide you with a more complete picture of salaries in your area, we present a low, median and high salary for every job title.

We worked with Economic Research Institute (ERI) to obtain salary numbers, and we think you will find great value in this approach. ERI has provided salary survey data to the majority of Fortune 500 companies and thousands of smaller organizations for decades. The company conducts over 100 salary surveys annually and analyzes that data along with several other sources to produce the analytics from which these numbers are drawn. For details on how our salary data was collected, please visit ERI's methodology page at <http://www.eri.com/help/SAMethodUS.pdf>.

Please note that because every organization structures its internal departments differently, the job titles presented here may not match those within your organization.

For more detailed information and market-specific analysis, please contact one of our staffing and recruitment specialists at your local Randstad office.

Data is rolled up into nine areas:

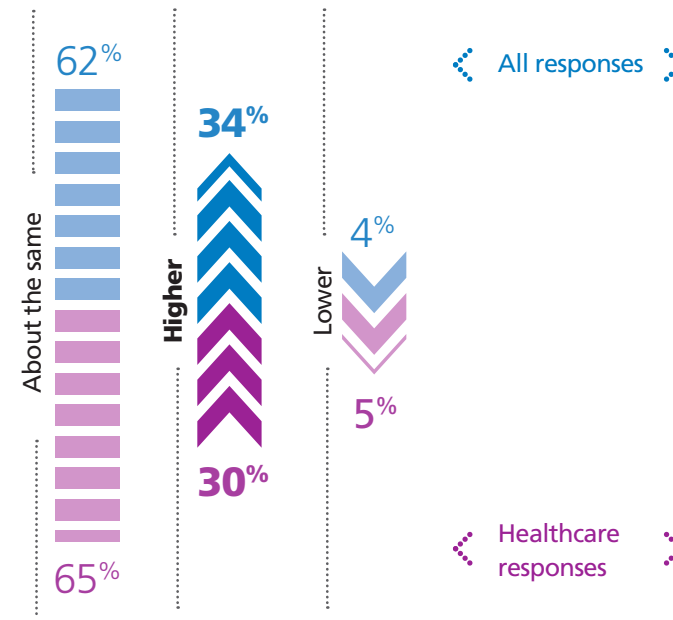
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|---|--|---|
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| Mountain West <ul style="list-style-type: none"> • Arizona • Colorado • Idaho • Montana • Nevada • New Mexico • Utah • Wyoming | Northwest Central <ul style="list-style-type: none"> • Iowa • Kansas • Minnesota • Missouri • Nebraska • North Dakota • South Dakota | Southeast Central <ul style="list-style-type: none"> • Alabama • Kentucky • Mississippi • Tennessee |
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salary trends

To kick off this section, we asked our survey respondents to comment on the state of salaries at their organizations.

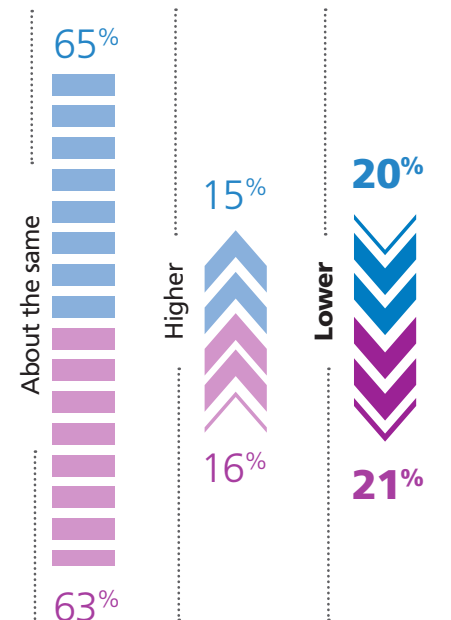
Current company salaries as compared to 12 months ago

Compensation has largely remained level, with approximately two-thirds of all organizations surveyed indicating that current salaries reflect last year's levels. **Of companies experiencing rising salaries, healthcare trails slightly at 30% as compared to other industries at 34%.**



Current company salaries as compared to those of competitors

Most companies feel their salaries align with competitors' pay scales. **However, 20% of all executives and 21% of healthcare executives say their organizations' compensation levels lag behind industry norms.**



	job title	low	median	high
Physicians	Chief Medical Officer (CMO)	\$202,125	\$296,711	\$419,672
	Emergency Medicine Physician	\$237,720	\$265,983	\$302,725
	Family Medicine Physician	\$184,465	\$206,397	\$234,908
	Internal Medicine Physician	\$188,461	\$210,868	\$239,997
	Locum Tenens Physician	\$189,583	\$212,123	\$241,425
	Medical Director (Hospital)	\$202,125	\$296,711	\$419,672
	Pediatrics Physician	\$185,583	\$206,421	\$233,510
Advanced Practice Provider	Certified Registered Nurse Anesthetist (CRNA)	\$157,891	\$169,606	\$184,835
	Nurse Practitioner	\$95,238	\$101,724	\$110,155
	Physician Assistant	\$88,676	\$95,255	\$103,808
Nursing	Case Manager	\$69,198	\$73,910	\$80,036
	Critical Care Unit Nurse	\$65,782	\$71,894	\$79,839
	Intensive Care Unit Nurse	\$68,115	\$72,753	\$78,783
	Nurse Manager	\$98,771	\$109,216	\$122,794
	Nursing Director	\$102,984	\$113,209	\$126,502
	Occupational Health Nurse	\$65,608	\$71,289	\$78,675
	Registered Nurse	\$69,062	\$74,186	\$80,847
	Surgical Technologist	\$40,616	\$42,895	\$45,858
	Utilization Review Nurse	\$67,274	\$71,855	\$77,811
Pharmacists	Pharmacist – Retail/Outpatient	\$119,756	\$128,641	\$140,192
	Pharmacy Director	\$144,829	\$159,209	\$177,903
	Pharmacy Technician	\$31,253	\$33,572	\$36,586
Allied Health	Medical Coder	\$40,986	\$44,027	\$47,980
	Medical Laboratory Technician	\$41,078	\$44,126	\$48,088
	Medical Records Clerk	\$30,243	\$32,487	\$35,404
	Social Worker (MSW)	\$52,130	\$55,680	\$60,295

	job title	low	median	high
Physicians	Chief Medical Officer (CMO)	\$179,204	\$263,063	\$372,080
	Emergency Medicine Physician	\$216,586	\$242,337	\$275,813
	Family Medicine Physician	\$167,954	\$187,923	\$213,882
	Internal Medicine Physician	\$171,614	\$192,018	\$218,543
	Locum Tenens Physician	\$172,640	\$193,166	\$219,850
	Medical Director (Hospital)	\$179,204	\$263,063	\$372,080
	Pediatrics Physician	\$168,973	\$187,946	\$212,610
Advanced Practice Provider	Certified Registered Nurse Anesthetist (CRNA)	\$143,304	\$153,936	\$167,758
	Nurse Practitioner	\$86,108	\$91,972	\$99,595
	Physician Assistant	\$80,089	\$86,031	\$93,756
Nursing	Case Manager	\$62,201	\$66,437	\$71,943
	Critical Care Unit Nurse	\$59,125	\$64,618	\$71,759
	Intensive Care Unit Nurse	\$61,225	\$65,394	\$70,814
	Nurse Manager	\$86,163	\$95,275	\$107,120
	Nursing Director	\$89,884	\$98,808	\$110,410
	Occupational Health Nurse	\$58,966	\$64,072	\$70,710
	Registered Nurse	\$62,081	\$66,687	\$72,675
	Surgical Technologist	\$36,608	\$38,662	\$41,332
	Utilization Review Nurse	\$58,238	\$62,204	\$67,360
Pharmacists	Pharmacist – Retail/Outpatient	\$108,478	\$116,526	\$126,989
	Pharmacy Director	\$131,270	\$144,304	\$161,248
	Pharmacy Technician	\$28,307	\$30,407	\$33,137
Allied Health	Medical Coder	\$36,925	\$39,665	\$43,227
	Medical Laboratory Technician	\$37,007	\$39,753	\$43,322
	Medical Records Clerk	\$27,415	\$29,449	\$32,093
	Social Worker (MSW)	\$46,568	\$49,739	\$53,862

	job title	low	median	high
Physicians	Chief Medical Officer (CMO)	\$195,235	\$286,596	\$405,365
	Emergency Medicine Physician	\$233,928	\$261,740	\$297,896
	Family Medicine Physician	\$181,425	\$202,995	\$231,036
	Internal Medicine Physician	\$185,372	\$207,412	\$236,063
	Locum Tenens Physician	\$186,480	\$208,651	\$237,474
	Medical Director (Hospital)	\$195,235	\$286,596	\$405,365
	Pediatrics Physician	\$182,524	\$203,018	\$229,660
Advanced Practice Provider	Certified Registered Nurse Anesthetist (CRNA)	\$155,027	\$166,529	\$181,482
	Nurse Practitioner	\$92,243	\$98,524	\$106,690
	Physician Assistant	\$85,830	\$92,198	\$100,476
Nursing	Case Manager	\$66,803	\$71,352	\$77,266
	Critical Care Unit Nurse	\$63,530	\$69,432	\$77,105
	Intensive Care Unit Nurse	\$65,772	\$70,251	\$76,074
	Nurse Manager	\$93,220	\$103,078	\$115,893
	Nursing Director	\$97,232	\$106,886	\$119,436
	Occupational Health Nurse	\$63,369	\$68,856	\$75,990
	Registered Nurse	\$66,670	\$71,616	\$78,046
	Surgical Technologist	\$39,861	\$42,098	\$45,006
	Utilization Review Nurse	\$62,946	\$67,233	\$72,805
Pharmacists	Pharmacist – Retail/Outpatient	\$116,675	\$125,331	\$136,584
	Pharmacy Director	\$142,093	\$156,201	\$174,542
	Pharmacy Technician	\$31,020	\$33,321	\$36,313
Allied Health	Medical Coder	\$40,181	\$43,162	\$47,038
	Medical Laboratory Technician	\$40,267	\$43,255	\$47,139
	Medical Records Clerk	\$30,066	\$32,297	\$35,197
	Social Worker (MSW)	\$50,375	\$53,805	\$58,265

	job title	low	median	high
Physicians	Chief Medical Officer (CMO)	\$186,522	\$273,806	\$387,275
	Emergency Medicine Physician	\$223,066	\$249,587	\$284,064
	Family Medicine Physician	\$173,240	\$193,837	\$220,613
	Internal Medicine Physician	\$176,986	\$198,029	\$225,384
	Locum Tenens Physician	\$178,038	\$199,206	\$226,724
	Medical Director (Hospital)	\$186,522	\$273,806	\$387,275
	Pediatrics Physician	\$174,290	\$193,860	\$219,300
Advanced Practice Provider	Certified Registered Nurse Anesthetist (CRNA)	\$148,221	\$159,218	\$173,514
	Nurse Practitioner	\$88,924	\$94,979	\$102,851
	Physician Assistant	\$82,787	\$88,929	\$96,914
Nursing	Case Manager	\$64,581	\$68,979	\$74,696
	Critical Care Unit Nurse	\$61,400	\$67,104	\$74,520
	Intensive Care Unit Nurse	\$63,574	\$67,903	\$73,531
	Nurse Manager	\$90,127	\$99,658	\$112,048
	Nursing Director	\$93,982	\$103,313	\$115,444
	Occupational Health Nurse	\$61,238	\$66,541	\$73,435
	Registered Nurse	\$64,455	\$69,237	\$75,454
	Surgical Technologist	\$38,006	\$40,139	\$42,911
	Utilization Review Nurse	\$61,160	\$65,325	\$70,739
Pharmacists	Pharmacist – Retail/Outpatient	\$112,065	\$120,380	\$131,189
	Pharmacy Director	\$135,917	\$149,412	\$166,956
	Pharmacy Technician	\$29,371	\$31,550	\$34,383
Allied Health	Medical Coder	\$38,338	\$41,182	\$44,880
	Medical Laboratory Technician	\$38,422	\$41,273	\$44,979
	Medical Records Clerk	\$28,440	\$30,550	\$33,293
	Social Worker (MSW)	\$48,768	\$52,089	\$56,406

	job title	low	median	high
Physicians	Chief Medical Officer (CMO)	\$179,771	\$263,896	\$373,258
	Emergency Medicine Physician	\$215,521	\$241,145	\$274,456
	Family Medicine Physician	\$166,842	\$186,678	\$212,465
	Internal Medicine Physician	\$170,502	\$190,774	\$217,127
	Locum Tenens Physician	\$171,529	\$191,923	\$218,435
	Medical Director (Hospital)	\$179,771	\$263,896	\$373,258
	Pediatrics Physician	\$167,853	\$186,700	\$211,201
Advanced Practice Provider	Certified Registered Nurse Anesthetist (CRNA)	\$142,060	\$152,600	\$166,302
	Nurse Practitioner	\$84,679	\$90,445	\$97,941
	Physician Assistant	\$78,703	\$84,542	\$92,133
Nursing	Case Manager	\$60,941	\$65,091	\$70,486
	Critical Care Unit Nurse	\$57,928	\$63,310	\$70,306
	Intensive Care Unit Nurse	\$59,985	\$64,070	\$69,380
	Nurse Manager	\$85,540	\$94,586	\$106,345
	Nursing Director	\$89,270	\$98,133	\$109,656
	Occupational Health Nurse	\$57,773	\$62,776	\$69,280
	Registered Nurse	\$60,823	\$65,336	\$71,202
	Surgical Technologist	\$35,826	\$37,836	\$40,449
	Utilization Review Nurse	\$57,582	\$61,503	\$66,601
Pharmacists	Pharmacist – Retail/Outpatient	\$107,057	\$115,000	\$125,326
	Pharmacy Director	\$130,037	\$142,948	\$159,733
	Pharmacy Technician	\$27,784	\$29,845	\$32,525
Allied Health	Medical Coder	\$36,128	\$38,808	\$42,293
	Medical Laboratory Technician	\$36,207	\$38,893	\$42,385
	Medical Records Clerk	\$26,922	\$28,919	\$31,516
	Social Worker (MSW)	\$45,723	\$48,837	\$52,885

	job title	low	median	high
Physicians	Chief Medical Officer (CMO)	\$194,470	\$285,473	\$403,777
	Emergency Medicine Physician	\$235,342	\$263,323	\$299,698
	Family Medicine Physician	\$183,269	\$205,058	\$233,384
	Internal Medicine Physician	\$187,189	\$209,445	\$238,377
	Locum Tenens Physician	\$188,289	\$210,675	\$239,777
	Medical Director (Hospital)	\$194,470	\$285,473	\$403,777
	Pediatrics Physician	\$184,380	\$205,082	\$231,995
Advanced Practice Provider	Certified Registered Nurse Anesthetist (CRNA)	\$157,213	\$168,877	\$184,040
	Nurse Practitioner	\$94,769	\$101,223	\$109,613
	Physician Assistant	\$88,358	\$94,914	\$103,436
Nursing	Case Manager	\$69,372	\$74,096	\$80,237
	Critical Care Unit Nurse	\$66,010	\$72,143	\$80,116
	Intensive Care Unit Nurse	\$68,323	\$72,976	\$79,024
	Nurse Manager	\$94,767	\$104,788	\$117,816
	Nursing Director	\$98,735	\$108,538	\$121,282
	Occupational Health Nurse	\$65,854	\$71,557	\$78,971
	Registered Nurse	\$69,229	\$74,365	\$81,042
	Surgical Technologist	\$41,854	\$44,202	\$47,255
	Utilization Review Nurse	\$65,159	\$69,596	\$75,364
Pharmacists	Pharmacist – Retail/Outpatient	\$119,091	\$127,927	\$139,414
	Pharmacy Director	\$144,292	\$158,619	\$177,244
	Pharmacy Technician	\$32,583	\$35,000	\$38,143
Allied Health	Medical Coder	\$42,182	\$45,312	\$49,381
	Medical Laboratory Technician	\$42,273	\$45,409	\$49,486
	Medical Records Clerk	\$31,571	\$33,913	\$36,958
	Social Worker (MSW)	\$52,411	\$55,980	\$60,620

	job title	low	median	high
Physicians	Chief Medical Officer (CMO)	\$189,906	\$278,773	\$394,300
	Emergency Medicine Physician	\$226,250	\$253,150	\$288,120
	Family Medicine Physician	\$175,425	\$196,282	\$223,396
	Internal Medicine Physician	\$179,244	\$200,555	\$228,259
	Locum Tenens Physician	\$180,315	\$201,753	\$229,623
	Medical Director (Hospital)	\$189,906	\$278,773	\$394,300
	Pediatrics Physician	\$176,489	\$196,306	\$222,067
Advanced Practice Provider	Certified Registered Nurse Anesthetist (CRNA)	\$149,799	\$160,913	\$175,361
	Nurse Practitioner	\$90,060	\$96,193	\$104,166
	Physician Assistant	\$83,775	\$89,991	\$98,071
Nursing	Case Manager	\$65,083	\$69,515	\$75,277
	Critical Care Unit Nurse	\$61,857	\$67,604	\$75,075
	Intensive Care Unit Nurse	\$64,057	\$68,419	\$74,090
	Nurse Manager	\$91,735	\$101,436	\$114,047
	Nursing Director	\$95,695	\$105,196	\$117,548
	Occupational Health Nurse	\$61,689	\$67,031	\$73,976
	Registered Nurse	\$64,958	\$69,777	\$76,042
	Surgical Technologist	\$37,915	\$40,042	\$42,808
	Utilization Review Nurse	\$61,908	\$66,124	\$71,605
Pharmacists	Pharmacist – Retail/Outpatient	\$113,439	\$121,855	\$132,796
	Pharmacy Director	\$137,275	\$150,905	\$168,624
	Pharmacy Technician	\$29,215	\$31,383	\$34,201
Allied Health	Medical Coder	\$38,258	\$41,097	\$44,787
	Medical Laboratory Technician	\$38,344	\$41,189	\$44,887
	Medical Records Clerk	\$28,284	\$30,382	\$33,110
	Social Worker (MSW)	\$48,520	\$51,824	\$56,119

	job title	low	median	high
Physicians	Chief Medical Officer (CMO)	\$176,550	\$259,168	\$366,571
	Emergency Medicine Physician	\$213,317	\$238,679	\$271,650
	Family Medicine Physician	\$165,155	\$184,791	\$210,318
	Internal Medicine Physician	\$168,777	\$188,844	\$214,931
	Locum Tenens Physician	\$169,794	\$189,981	\$216,225
	Medical Director (Hospital)	\$176,550	\$259,168	\$366,571
	Pediatrics Physician	\$166,157	\$184,813	\$209,066
Advanced Practice Provider	Certified Registered Nurse Anesthetist (CRNA)	\$140,607	\$151,039	\$164,601
	Nurse Practitioner	\$83,977	\$89,696	\$97,130
	Physician Assistant	\$78,006	\$83,793	\$91,317
Nursing	Case Manager	\$60,218	\$64,319	\$69,650
	Critical Care Unit Nurse	\$57,212	\$62,527	\$69,437
	Intensive Care Unit Nurse	\$59,256	\$63,291	\$68,537
	Nurse Manager	\$84,022	\$92,907	\$104,458
	Nursing Director	\$87,709	\$96,417	\$107,738
	Occupational Health Nurse	\$57,049	\$61,989	\$68,411
	Registered Nurse	\$60,106	\$64,565	\$70,362
	Surgical Technologist	\$34,808	\$36,761	\$39,300
	Utilization Review Nurse	\$55,963	\$59,774	\$64,728
Pharmacists	Pharmacist – Retail/Outpatient	\$106,141	\$114,016	\$124,253
	Pharmacy Director	\$128,700	\$141,478	\$158,090
	Pharmacy Technician	\$26,826	\$28,816	\$31,403
Allied Health	Medical Coder	\$35,125	\$37,731	\$41,119
	Medical Laboratory Technician	\$35,204	\$37,816	\$41,211
	Medical Records Clerk	\$25,976	\$27,903	\$30,408
	Social Worker (MSW)	\$44,678	\$47,720	\$51,675

	job title	low	median	high
Physicians	Chief Medical Officer (CMO)	\$178,978	\$262,732	\$371,612
	Emergency Medicine Physician	\$215,779	\$241,434	\$274,785
	Family Medicine Physician	\$167,014	\$186,871	\$212,685
	Internal Medicine Physician	\$170,681	\$190,974	\$217,355
	Locum Tenens Physician	\$171,710	\$192,125	\$218,665
	Medical Director (Hospital)	\$178,978	\$262,732	\$371,612
	Pediatrics Physician	\$168,028	\$186,894	\$211,420
Advanced Practice Provider	Certified Registered Nurse Anesthetist (CRNA)	\$142,135	\$152,680	\$166,389
	Nurse Practitioner	\$84,181	\$89,914	\$97,366
	Physician Assistant	\$78,139	\$83,936	\$91,473
Nursing	Case Manager	\$60,119	\$64,213	\$69,535
	Critical Care Unit Nurse	\$57,087	\$62,391	\$69,286
	Intensive Care Unit Nurse	\$59,141	\$63,168	\$68,404
	Nurse Manager	\$84,497	\$93,432	\$105,048
	Nursing Director	\$88,236	\$96,997	\$108,386
	Occupational Health Nurse	\$56,916	\$61,845	\$68,252
	Registered Nurse	\$60,011	\$64,463	\$70,251
	Surgical Technologist	\$34,309	\$36,234	\$38,737
	Utilization Review Nurse	\$56,150	\$59,974	\$64,945
Pharmacists	Pharmacist – Retail/Outpatient	\$106,836	\$114,763	\$125,068
	Pharmacy Director	\$130,082	\$142,998	\$159,788
	Pharmacy Technician	\$26,293	\$28,244	\$30,780
Allied Health	Medical Coder	\$34,644	\$37,214	\$40,555
	Medical Laboratory Technician	\$34,724	\$37,300	\$40,649
	Medical Records Clerk	\$25,447	\$27,335	\$29,789
	Social Worker (MSW)	\$44,518	\$47,550	\$51,491

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About the survey

Throughout this Guide, the *all responses* figures represent the findings from an Ipsos poll conducted from Sept. 24 to Nov. 4, 2013. For the survey, a sample of 1,937 hiring decision makers working in a variety of sectors was interviewed, including engineering, finance and accounting, healthcare, human resources, information technology and pharma. For each sector a national sample of 250 respondents completed the survey online, and in certain sectors (finance and accounting, healthcare and human resources) this sample was further supplemented with in-person interviews among Randstad clients. All sample surveys and polls may be subject to other sources of error including, but not limited to, coverage error and measurement error.



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