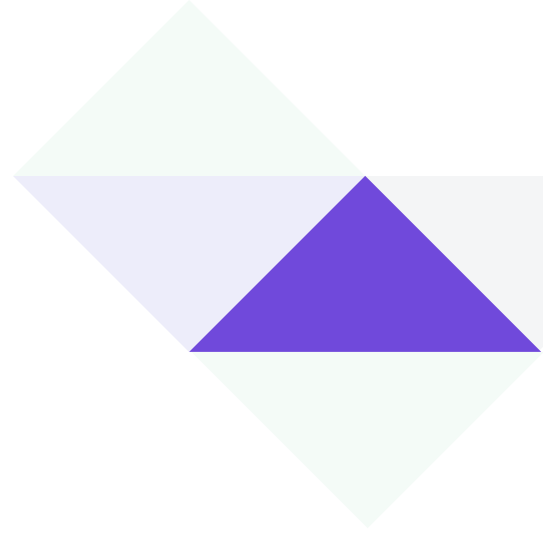


# 2025

## Hiring and Salary Guide



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# Introduction

Welcome to 4 Corner Resources' 2025 Hiring and Salary guide!

My team and I have spent the past year reviewing data, analyzing workforce shifts, and consulting with employers of all sizes to bring you a clear picture of the labor market's direction. Instead of the recession many predicted, 2024 surprised us with stable job growth, a cooling inflation rate, and a labor market that achieved the "soft landing" economic leaders aimed for.

Yet, the hiring landscape is still a puzzle. Talent shortages persist in fields like healthcare and the skilled trades, and changes to immigration policies could compound those gaps.

AI currently dominates the conversation in recruiting, prompting employers to rethink every aspect of their process. Remote vs. on-site work also remains a hot topic as companies strive to balance efficiency, morale, and productivity. It's a fascinating time as we figure out the best way to leverage new technology while maintaining the human side of hiring.

This guide aims to help you understand the trends shaping the year ahead, including insights from our 2025 Hiring Market Survey, so that you can build your strategy accordingly. Whether you're an HR professional, a hiring manager, or a curious observer of the job market, there's something here for you. Browse the latest salary data and industry-specific insights to find practical tips you can apply immediately.

For regular updates throughout the year, [subscribe to our newsletter](#) and [connect with us on LinkedIn](#).

Most importantly, have a happy and successful 2025!

Pete Newsome



# The 2025 Job Market

As 2025 gets underway, the U.S. labor market hangs in a delicate balance between resilience and continued uncertainty, though the outlook is notably more optimistic than many would have predicted just a few months ago.

Employers and job seekers spent much of the past year waiting for a recession that never materialized. Job growth maintained steady gains at a rate consistent with the years leading up to the global pandemic. Inflation tapered off without widespread job losses, indicative of the “soft landing” economic leaders set out to achieve in 2024. It’s a solid position to be in, and advances in hiring technology add a layer of encouragement to the outlook.

Yet, there are challenges, too. Critical talent shortages persist in fields like healthcare, education, hospitality, and skilled trades, and the potential for tighter immigration restrictions and increased deportations may drive labor shortages in other sectors. Sweeping tariff hikes could also cause budget constraints that prompt employers to hold off on hiring or keep positions vacant longer.

For employers and recruiting firms alike, the current hiring landscape is cause for neither alarm nor celebration. Instead, it’s a useful guidepost for understanding the path we’re on and what organizations should prepare for as the new year unfolds.

In this guide, we’ll look at hiring market trends, both broadly and in specific industries, to help you anticipate and adapt to what’s ahead. We’ll explore what top employers are doing to attract the best talent and the skills in the highest demand. We’ll reveal the most pressing challenges companies will grapple with in the year ahead and share strategies and technology for overcoming those challenges to build competitive, highly skilled workforces in 2025.



# 01: Economic Overview

When my team makes strategic hiring decisions, we first look at the numbers. So, what do the numbers say about the labor outlook as we head into 2025? For employers, there's a case for cautious optimism.

As of the most recent data, the U.S. economy has added an average of approximately 180,000 jobs per month in 2024.<sup>1</sup> This is a marked drop from the massive post-COVID job gains, but it's right in line with job growth for the decade leading up to the pandemic. The latest numbers mark a near-record 47 consecutive months of labor market growth.

At the time of publishing this guide, the U.S. Consumer Price Index (which is what many people simply refer to as 'inflation') is 2.7%. This metric reached an important milestone in August, falling below 3% for the first time since March of 2021.<sup>2</sup> For many employers, steady inflation can signal a stable economy, spurring more confidence in business investments like hiring. Unemployment, though still low at around 4.2%, has been slowly inching higher for about a year, which could ease some of the pressure for hiring managers who have struggled to fill vacancies with a limited candidate pool.

On the flip side, the numbers also call for a healthy dose of adaptability on employers' behalf.

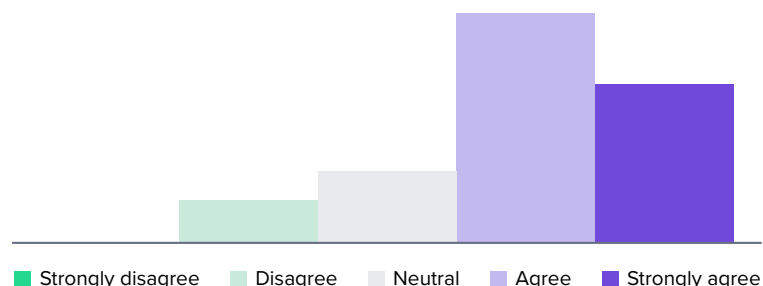
The quit rate, an important indicator of employees' willingness to leave their jobs, sits at a near-decade low of 2.1%, which means employers will face an uphill battle to lure often-elusive passive candidates away from stable, existing jobs.

Though wage growth is strong and, on the surface, has outpaced inflation, many workers simply don't feel that their paycheck has kept up with the rising cost of living. People across income levels say inflation has made it harder to make ends meet, despite any salary gains they've experienced in recent years.<sup>3</sup> As employees seek out higher wages in exchange for making a career move, employers may feel added financial pressure and face fiercer competition for the best candidates.

In summary, the labor market is a mixed bag. To navigate this complex landscape, employers must be mindful of and adaptive to economic conditions like unemployment, inflation, job growth, and wage growth, many of which may change rapidly in the coming months.

**Attracting candidates to my team will be a challenge in 2025**

2025 Hiring Market Survey



## 02: Industry-Specific Trends

The mixed bag of hiring trends continues when we narrow our focus on specific industries. Some sectors, like healthcare, experienced gains so large that they had a measurable impact on overall employment, while other industries that saw massive hiring levels in recent years cooled off considerably.

### Booming growth in healthcare

Healthcare jobs—both clinical and nonclinical—experienced the most growth of any industry, adding an average of 59,000 jobs per month over the last year. Ambulatory care services like outpatient clinics saw the biggest gains.<sup>4</sup>

The job growth in this field is unwelcome news for many healthcare employers already dealing with a critical labor shortage. The surge in vacancies only compounds hiring difficulties for hard-to-fill positions like physicians, nurses, healthcare educators, and midwives. The American Hospital Association predicts a shortage of 100,000 healthcare workers by 2028.<sup>5</sup>

There are some positive numbers about healthcare worker engagement, which will

be welcome news to organizations looking to hold onto their best talent; employee burnout and turnover rates have both decreased from peak pandemic levels.<sup>6</sup>

### A turbulent year for IT

Information technology had a rough go in 2024. It was a year marked by mass layoffs and foundational shifts driven by the widespread adoption of artificial intelligence. Employment in the technology field has remained roughly flat over the last 12 months.

As tech adapts to the AI-driven landscape, we expect a surge in hiring for roles like AI engineers and full-stack engineers. Software engineers are also in high demand. U.S. tech companies had an average of 300 open software engineering positions in 2024, representing a 12% year-over-year increase.<sup>7</sup>

There's a glimmer of hope if you've been struggling to find applicants for key technical positions: tech leaders said this year was easier to identify potential candidates for engineering roles and to verify their skills than it was in 2023, indicating that some of the pressure on IT recruiters may be lifting.

*“Highly proficient machine learning algorithm developers and deep learning engineers with extensive practical experience are relatively scarce. In high-tech manufacturing, advanced semiconductor process engineers and precision instrument calibration technicians are also difficult to find.”*

2025 Hiring Market Survey







## Finance holds steady

The finance and accounting sector experienced moderate job growth in 2024, fueled by increased demand for financial planning, risk management, and compliance roles. Key growth areas included financial analysts, accountants, and compliance officers, reflecting a heightened focus on data-driven decision-making and regulatory adherence.

It's worth noting how the expansion of AI has reshaped the most in-demand finance roles, creating a greater need for expertise in data analysis, blockchain technology, and cybersecurity. In the year ahead, finance and accounting firms will increasingly seek out professionals capable of overseeing AI systems, managing cloud-based financial applications, and interpreting complex data sets.

## Other movers

Other high-growth sectors this year are government, with an average of 41,000 new jobs per month, and hospitality, with 21,000 new monthly openings.<sup>4</sup>

Employers looking to fill customer service and call center openings may have an easier time this year. Job growth in these roles is projected to fall by 5% over the next decade, which could mean more applicants competing for fewer roles.<sup>8</sup>



## 03: Shifts in Hiring Practices

Economic conditions aren't the only thing undergoing a shift heading into 2025. Employer hiring practices are changing, too, partially in response to the economy but also to accommodate changing job seeker expectations. Here are some of the most noteworthy differences.

### Strategic approach to remote and hybrid work policies

While demand for fully remote jobs continues to be high, employee preferences are shifting. In the years immediately following the pandemic, many top applicants took a "remote or nothing" stance, but the intensity of that preference has softened.

When it comes to candidates' ideal work arrangement, preferences are tied between fully remote work and a 50/50 balance of remote and in-office work. Different generations are split on this front, with remote work holding particular value for Gen Z. Seventy-five percent of workers in that age group view remote work as at least somewhat important when deciding whether to accept a job offer.

Also of note, remote work has become slightly less critical to job seekers than in previous years. Sixty-six percent of job seekers said it was 'very important' or 'somewhat important' in 2024, down from 74% in 2021.<sup>9</sup>

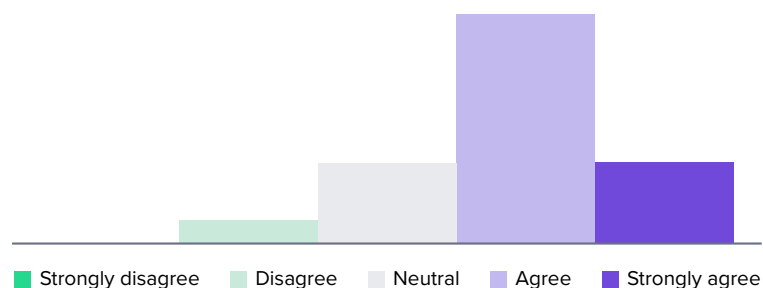
Rather than making as many roles as possible remote or hybrid, employers must take a strategic approach to work arrangements depending on what's practical and what type of candidates they're looking to attract.

*We plan to offer more remote work opportunities, allowing candidates to work from locations that suit them best. This could include fully remote positions or hybrid models where employees can split their time between home and the office.*

2025 Hiring Market Survey

Remote or hybrid work arrangements are essential in attracting top candidates

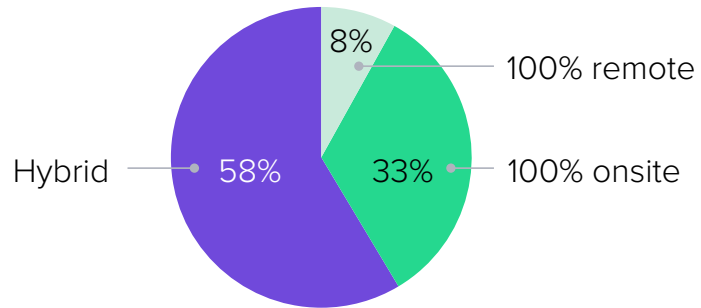
2025 Hiring Market Survey





What is your current policy around working in the office?

2025 Hiring Market Survey



## Rise of skills-based hiring

Skills-based hiring, which prioritizes role-specific competencies over less quantifiable qualifications like degrees, is on the rise. A record 81% of employers used it in 2024, up from 57% in 2022.<sup>10</sup> More than half of these employers started implementing skills-based hiring within the last two years. Marketing is the industry that's using this hiring strategy most heavily, followed closely by tech and finance.

Pre-employment testing has become a key tool for verifying candidates' skills. The most popular forms of testing are role-specific skills tests and cognitive ability tests, which are used by about 49% of employers.

Additionally, more organizations are turning to multi-measure testing, which combines multiple assessments into a streamlined process, enhancing both efficiency and the candidate experience.

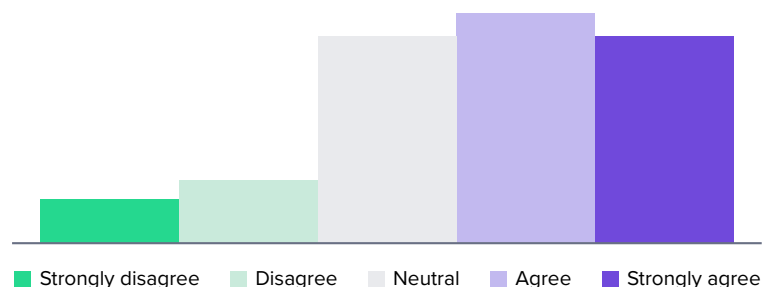
## Compensation and benefits adjustments

As you've probably noticed (and may have already grappled with), more employers have adjusted their salaries and other forms of compensation upward. It's an effort to better compete in the face of inflation and labor shortages coupled with meeting new job seeker expectations. Seventy-eight percent of organizations expected to pay more for talent this year, with the majority of those firms planning pay increases between 3 and 5%.<sup>11</sup>

What does that look like in practice? Higher base salaries are just one aspect of the trend. Employers are also embracing flexible work schedules, more frequent raises, regular cost-of-living adjustments, location-based compensation, and enhanced benefits packages.

College degrees are a deciding factor when hiring at my company.

2025 Hiring Market Survey



## 04: In-Demand Skills

As we move into 2025, the evolving job market highlights a growing emphasis on both technical and soft skills, along with an increasing relevance of certifications and micro-credentials. Employers are looking for well-rounded candidates who can successfully navigate change and are excited about being part of it. The most desirable candidates in today's market will help their employers leverage cutting-edge technology to drive innovation and results.

With that, let's take a look at the most important skills and credentials to look for this year when hiring.

### Top soft skills for 2025



#### Adaptability

It's never been more important for employees to be able to evolve in the face of change. In an economic and technological environment that's constantly shifting, adaptability is critical to help businesses overcome disruptions and stay agile.



#### Communication

Communication skills are paramount in an age where a vast portion of labor is done via computer and remote and hybrid setups are the norm. Effective operations require employees who can convey their ideas clearly and distill the important information from the communications they receive, both verbally and in writing. A LinkedIn survey ranked communication as the number one most desired skill in 2024.<sup>12</sup>



#### Leadership

Leadership remains a cornerstone skill even for non-managerial roles. Human connection is essential for building cohesive, resilient teams, and strong leaders facilitate those productive relationships.

*“The ability to quickly adjust to new technologies, changing job roles, and dynamic work environments. Employees who can thrive in uncertainty and embrace change will be highly valued.”*

2025 Hiring Market Survey



## Top technical skills for 2025



### Data analysis

It should come as no surprise that the most highly sought-after technical skills revolve around helping companies harness the immense power of technology to parse through data and make informed decisions from it. Demand for data analysis skills continues to surge, highlighting the growing need for professionals who can interpret data, uncover trends, and generate actionable insights.

To be a little more specific, some of the most desirable data analysis skills are SQL, Python, R, and data visualization. Data analysis roles are projected to grow a massive 36% by 2033.<sup>13</sup>



### Cloud computing

Cloud computing expertise is another critical area of demand, driven by the widespread adoption of cloud-based infrastructure and software. The need for these roles is reflected in soaring salaries, with experienced cloud engineers and other types of cloud specialists commanding salaries upward of \$200,000.<sup>14</sup>



### AI integration

As artificial intelligence becomes more embedded into day-to-day business processes, skills in AI integration are indispensable. Forward-thinking organizations must seek out professionals who can integrate AI and machine learning tools into existing workflows to streamline operations and boost productivity.

## Certifications and credentials

The rise of skills-based hiring means certifications and micro-credentials will play a bigger role in hiring decisions. These qualifications help employers gain an objective understanding of a candidate's knowledge level and skill proficiency.

Micro-credentials are of particular interest to organizations looking to upskill and reskill existing employees. They're a type of short-term learning experience that provides a narrow set of knowledge in a specific area of focus, like grant writing or food process sanitation. Seventy-four percent of employers agree or strongly agree that micro-credentials have helped their organization fill skills gaps.<sup>15</sup>

For employers, seeking out candidates whose skills combine human adaptability with technological innovation will help your organization navigate both the challenges and opportunities 2025 holds.



## 05: The Role of Technology in Hiring

Feel like you're learning about a new piece of recruiting technology on a daily basis? You're not alone. Technology is reshaping the hiring landscape before our eyes, and we're in the thick of a historic transformation.

From AI and automation to emerging concerns about fairness and ethics, technology's impact is profound and far-reaching. It opens the door to novel challenges and opportunities in how we attract top talent. Here are some of the biggest areas for consideration.

### AI and automation in recruitment

AI and automation have become integral to recruitment, streamlining processes, improving efficiency, and enhancing the candidate's side of the experience. In 2024, over 98% of Fortune 500 companies were using an applicant tracking system (ATS) to aid in tasks like managing applications, filtering resumes, and ranking candidates.<sup>16</sup> AI takes the tech

assistance a step further, with tools that can intelligently communicate with candidates, conduct interviews, and even analyze cognitive abilities. Half of companies are using some form of AI in hiring, and 68% say they plan to by the end of 2025.<sup>17</sup>

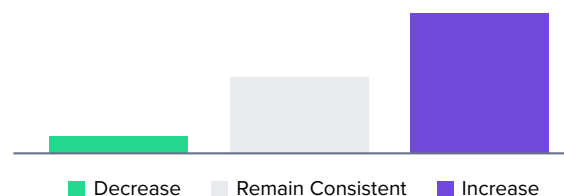
With 60% of candidates saying they expect the hiring process to take less than a month (yikes!), AI and automation can be an asset in helping us meet this ambitious timeline.<sup>18</sup>

#### Additional resources on the implications and use cases for AI in recruiting:

- [How is Artificial Intelligence Changing the Recruiting Process?](#)
- [Can You Trust AI to Handle Recruiting?](#)
- [How To Use Artificial Intelligence Recruiting Tools for Sourcing and Screening](#)

Over the next we months, our use of AI in hiring will

2025 Hiring Market Survey





## Ethical concerns and biases

While AI technologies offer clear benefits, they also raise some interesting ethical concerns.

One major issue is the potential for algorithmic bias. AI systems are only as good as the data they're trained on, and if that data contains bias (or is even just slightly skewed in favor of one group), it can perpetuate or amplify inequitable outcomes.

One recent study demonstrated a troubling example of this. In tests of three open-source large language models (LLMs) on screening more than three million hypothetical resumes, the technology heavily favored candidates perceived to be white and male.<sup>19</sup>

To mitigate these risks, transparency and accountability are essential. Companies are increasingly investing in ethical AI frameworks, and organizations like the Institute of Electrical and Electronics Engineers (IEEE) and Fairness, Accountability, and Transparency in Machine Learning (FATML) are developing guidelines to promote fairness in AI-driven hiring. Employers must also ensure their tech partners adhere to these principles to avoid reputational damage and legal challenges.

## Imminent developments

Looking ahead, hiring technology is poised to become even more sophisticated.

Blockchain technology may revolutionize credential verification, creating secure, tamper-proof records of things like candidates' educational achievements and professional certifications. The use of predictive analytics will expand, allowing employers to forecast hiring needs and candidate success rates with precision at scale. We'll see more fully integrated hiring platforms that combine sourcing, screening, assessment, and onboarding into one seamless, AI-powered system.

Technology in hiring can be described in one word: transformative. It offers solutions to longstanding recruiting problems while introducing new complexities of its own. To stay competitive in 2025, organizations must deploy these tools thoughtfully, balancing efficiency with broader implications on ethics and company reputation.





## 06: Challenges in the Hiring Market

Employers across industries face a complex hiring landscape characterized by the shifting economic conditions, changing job seeker preferences, and emerging technology we've discussed thus far. These conditions present a unique set of challenges that hiring managers and recruiters must work to overcome. Here are the biggest hurdles we anticipate in 2025.

### Talent shortages in critical fields

We've already talked about the record shortages plaguing some roles in healthcare. Technology and the skilled trades are also seeing a dire talent and skills gap. The field of cybersecurity, for example, faces a shortage of 500,000 to 750,000 workers, and it's not just a matter of lacking the right skills—there simply aren't enough people in the workforce.<sup>20</sup>

COVID-19 instigated a host of diverse problems for the labor market, but one of the biggest was the millions of people who left their jobs. The workforce still hasn't recovered. Labor participation has rebounded, but it's still far short of where it was pre-pandemic. Even if every person in the country who wanted a job had one, there would still be millions of unfilled positions. In other words, there are too many openings and not enough humans to

fill them, and this is true across industries and skill levels.<sup>21</sup>

For employers, the talent shortage is more than an inconvenience; it's a major barrier to growth. Positions remain vacant for longer (or permanently), time-to-fill increases, hiring costs rise, projects are delayed, productivity suffers...the list goes on. Organizations must adopt strategies like reskilling initiatives, collaborations with educational institutions, and leveraging global and more diverse talent pools to mitigate this problem.

### Increased competition for top talent

Competition for top talent has reached an unprecedented level. Organizations are finding it harder to stand out as an employer of choice, especially as candidates become more particular about where they'll work. Between building a strong company culture, offering attractive salaries, establishing a great leadership team, and providing an excellent candidate experience, it can feel like there are simply too many boxes to check.

The prevalence of remote work has expanded talent pools considerably, which is a good thing for employers who've been able to branch out and hire beyond their region. But there's a flip side: professionals in small towns, rural areas,

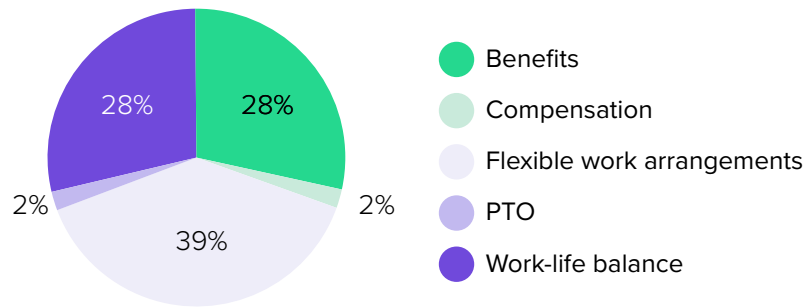
*To enhance talent attraction and retention next year, we plan to offer more competitive compensation and benefits packages, including performance-based bonuses.*

2025 Hiring Market Survey



**Which factor is the most important for talent acquisition and retention?**

2025 Hiring Market Survey



and even other countries are being poached by big-city employers, and small- to medium-sized businesses can't compete.

Job seekers also hold more power in negotiations, perhaps more than ever before. Top candidates know they have options, and those with in-demand skills will have their pick of places to work.

## Wage growth struggles and rising cost of living

Employee wages are growing, but inflation-adjusted wages—that is, wages that have been adjusted to account for the rising cost of goods and services—have remained flat or even declined in many sectors. Education, health services, manufacturing, and financial services are a few examples.

Wage stagnation is a particular problem for certain segments of the workforce when it comes to two big factors: housing and parental status. People who have children (i.e., those who have to pay for childcare and have additional household members to buy groceries for) and those who rent their homes have borne the brunt of the recent spikes in housing and grocery costs. As a result, their cost of living has increased faster than colleagues who own their homes and/or don't have children.<sup>3</sup>

This very real pressure on employees' bank accounts, coupled with the labor shortage, allows candidates with specialized skills or experience to command premium salaries. Companies that don't meet these demands risk losing out to competitors. Rising labor costs are straining budgets, particularly for small businesses that don't have the resources to match the compensation packages of larger firms.

## Generational shifts in workforce expectations

The workforce is more diverse than it has ever been in terms of age, and generational differences are shaping both employee expectations and workplace norms. For employers, this creates the challenging task of catering to a wide range of preferences and demands when recruiting.

Baby Boomers, many of whom are working past retirement age, value stability, robust health insurance, and financial planning support. Some may seek out flexible roles, like hybrid and part-time work, that allow them to remain in the workforce without being in the office 40 hours a week.<sup>22</sup>

Gen Xers, many of whom are in the prime of their careers, want to feel that their work is important and be recognized for it. Workers



in this age bracket value job prestige and regular pay raises more highly than any other generational group.<sup>23</sup>

Millennials, now in their late 20's to early 40's and the largest segment of the workforce, prioritize career growth, flexibility, and meaningful work. Eighty-nine percent of workers in this age group say having a sense of purpose in their work is very or somewhat important to their overall job satisfaction and well-being. Forty percent of millennials have turned down a job based on their personal ethics or beliefs. While pay is important (as it is for every generation), millennials place a high emphasis on family and personal life and would take a pay cut if it meant having more flexibility.<sup>24</sup>

Gen Z, which is rapidly gaining in workforce presence, holds the most hard-line preferences of any generational group. Seventy-five percent of workers in this age group consider flexibility in their work location and hours a top priority when choosing where to work. This generation is also heavily attuned to mental health and well-being, expecting robust support systems and programming from their employers.

Whew—that's a lot to take in. This long list of expectations and challenges means companies must focus on continuously optimizing their employer brands and finding creative ways to attract top talent while adapting to the expectations of the modern workforce. We'll talk more about strategies to achieve these goals next.



## 07: Employer Strategies

We just spent a lot of time discussing the hiring challenges in 2025. Now, let's get to the good stuff: how to overcome them. Employers must take a multi-faceted approach prioritizing innovation, inclusivity, and adaptability. The tactics below are a good place to focus your efforts.

### Building an attractive employer brand

A strong employer brand is essential for standing out in today's competitive market. Your employer brand encompasses how your company is perceived by current and prospective employees, shaping their decisions to apply, join, and stay with you.

To build a compelling brand, employers must create a positive workplace culture. It's something 77% of job seekers consider before applying to a company.<sup>25</sup> Having a strong employee value proposition—the 'why' for candidates thinking about joining your team—is also paramount. Workplace culture and employee value proposition are intertwined and revolve around values like diversity, inclusion, transparency, sustainability, teamwork, and independence—whatever positive characteristics are

applicable and true for your organization. Both your company culture and your employee value proposition should be featured prominently in your recruitment marketing materials.

Use employee feedback surveys to learn what you're doing right and where you fall short as an employer. This will help you target your focus and decide where to allocate resources to improve.

#### Additional resources on building a strong employer brand:

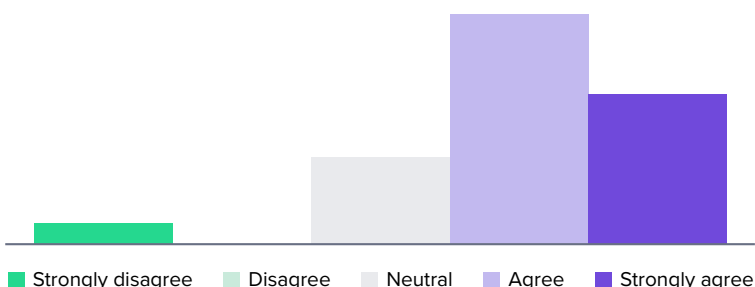
- [How to Elevate Your Employer Brand to Recruit Top Candidates](#)
- [How to Create a Winning Employee Value Proposition](#)
- [What is an Employer of Choice \(and How to Become One\)](#)

### Adapting to candidate expectations

Modern workplaces must cater to employees spanning generations, backgrounds, and geographic locations. As we've covered thus far, today's employees have diverse desires

Strengthening employer branding efforts will draw in better candidates

2025 Hiring Market Survey





*We will also focus on employee career development by providing more training programs, mentorship opportunities, and clear career advancement paths.*

2025 Hiring Market Survey

and demands. Competitive employers should strive to create a cohesive environment that accommodates the needs of all while fostering collaboration and productivity. Some surefire ways to do that include:

### Offering flexible work options

Flexibility is a universal employee priority; you can't go wrong by offering more of it. Whether allowing remote work some or all of the time, giving employees the freedom to flex their schedules, or offering more discretion about how and when PTO is taken, more flexibility is a win and will resonate with candidates.

### Tailoring professional development opportunities

Together, millennials and Gen Z make up a massive portion of the global talent pool, and they're clear about their desire for professional development. It's one of the top three factors these age groups consider when choosing an employer (the other two are pay and work-life balance). Organizations can win the talent race by offering diverse opportunities for workers to gain new skills, especially in the area of GenAI. Some popular offerings include online courses, certifications, mentoring programs, and leadership development.<sup>24</sup>

### Prioritizing well-being

Now more than ever, job seekers are prioritizing their well-being. COVID-19 was a turning point for many people who decided their job wasn't worth sacrificing their physical or mental health for. Employers who want to attract the best candidates—and lure back talented professionals who have been out of the workforce—should follow suit and prioritize worker well-being.

Providing benefits that cover mental health services, offering employee assistance programs, supporting employees in taking their allotted sick and PTO days, and instituting policies that promote work-life balance are all ways an organization can demonstrate commitment to the welfare of its employees. And there's another upside: these programs contribute to a strong employee value proposition.

### Facilitating communication and collaboration

Strong communication drives transparency, which is seen as a favorable value by workers and leaders alike. Eighty-six percent of company leaders say the more transparent an organization is, the greater the level of workforce trust.<sup>26</sup>





To communicate transparently, leaders should share company information, decisions, and motives with employees in straightforward language. And it's not just about communicating from the top down—communication should go the other way, too. Give workers the opportunity to express thoughts and concerns freely using a combination of one-on-one meetings, group interactions, and digital channels.

Another type of communication, peer-to-peer communication, is necessary for effective collaboration. Leverage technology, like Slack or Monday.com, to facilitate collaborative work. Set team-based goals and assign clear roles and responsibilities. Build a culture of mutual respect where all team members feel comfortable sharing ideas.

With honest, open communication, employees feel more engaged and the company culture is positively impacted.

**Additional resources on adapting to candidate expectations:**

- [The Importance of Flexibility in the Workplace](#)
- [Important Tips on How to Effectively Recruit and Retain Millennials](#)
- [How to Recruit Gen Z: Understanding Their Values and Aspirations](#)

## **Innovative approaches to recruitment and retention**

Every candidate would like a higher salary, but as recruiters, we don't always hold that bargaining chip. Maybe rising costs mean you're working with a smaller recruiting budget, or maybe your local candidates are being poached by big-city employers dangling the carrot of equally big paychecks. Whatever the case, the strongest employers are those that can compete on more than just salary.

Nonmonetary benefits can help set your company apart. Offerings like wellness perks, personalized career coaching, and flexible PTO enhance your employer value proposition. Alternative forms of 'compensation,' like tuition reimbursement, stock options, and child care assistance, are also appealing.

And let's not forget about the great importance of employee development, which provides advantages for both recruiting and retention. We discussed earlier how much the younger workforce segments value professional development when job searching, but it's also a big factor in longevity. Eighty-six percent of employees say they would stay at a company longer if it offered learning opportunities.<sup>27</sup>

There's big value in helping employees expand their skills, not only because it's a selling point for recruiting but also because it contributes to a stronger overall workforce.





**Additional resources on creative recruitment and retention:**

- [Attract Top Candidates With These In-Demand Perks and Benefits](#)
- [10 Unique Recruitment Campaign Ideas to Attract High-Quality Candidates](#)
- [Retention Interviews: Are You Asking Your Employees the Right Questions?](#)

## **Balancing automation with human-centric hiring**

Despite the many ways technology has become integral to the hiring process, candidates still crave a human touch. Companies must find ways to strike a balance between automation and genuine interactions.

Leverage technology strategically. By using an ATS to manage repetitive tasks like scheduling and screening resumes, recruiters have more time to dedicate to building relationships and personally evaluating candidates. Use AI tools like personality assessments and predictive analytics to complement rather than replace human decision-making.

Maintain a personal touch during key stages of hiring, like your initial outreach, the interview process, and giving candidate feedback. Personalizing every communication, even if it's automated, helps candidates feel valued and respected.

**Additional resources on balancing automation with human-centric hiring:**

- [What Is Recruitment Automation and How Can You Use It to Hire Smarter?](#)
- [7 Candidate Experience Best Practices & Why You Should Follow Them](#)
- [What Makes a Good Candidate Experience](#)



# Salaries

## Accounting and Finance

	Low	Average	High
Accounting Assistant	\$37,719	\$45,248	\$57,075
Accounting Director	\$94,460	\$113,777	\$153,744
Accounting Manager	\$82,167	\$107,328	\$134,566
Accounts Payable Clerk	\$40,613	\$50,197	\$60,165
Accounts Payable Manager	\$56,844	\$69,710	\$86,692
Accounts Payable Specialist	\$45,671	\$55,360	\$72,768
Actuary	\$89,456	\$112,346	\$145,677
Billing Specialist	\$38,476	\$45,630	\$60,159
Bookkeeper	\$37,490	\$44,982	\$57,157
Certified Public Accountant	\$79,558	\$94,760	\$117,868
Chief Financial Officer	\$135,075	\$320,653	\$420,866
Controller	\$95,648	\$122,650	\$150,644
Cost Accountant	\$59,634	\$71,222	\$88,463
Credit Analyst	\$59,256	\$72,550	\$85,850
Finance Director	\$95,332	\$157,978	\$189,045
Financial Analyst	\$65,776	\$82,500	\$107,869
Junior Accountant	\$50,222	\$60,234	\$72,345
Loan Officer	\$70,411	\$77,549	\$88,520



## Accounting and Finance (continued)

	Low	Average	High
Loan Processor	\$39,040	\$45,765	\$59,225
Senior Accountant	\$80,754	\$101,350	\$125,673
Staff Accountant	\$65,710	\$78,550	\$90,422
Treasurer	\$125,675	\$206,550	\$280,330
Underwriter	\$62,311	\$74,320	\$88,675

## Admin and Clerical

	Low	Average	High
Administrative Assistant	\$37,719	\$45,248	\$57,075
Data Entry Clerk	\$31,233	\$36,605	\$48,940
Executive Assistant	\$56,755	\$66,540	\$81,205
File Clerk	\$30,455	\$37,789	\$48,225
Office Administrator	\$41,233	\$49,320	\$69,455
Office Coordinator	\$34,152	\$44,530	\$55,633
Personal Assistant	\$33,708	\$42,233	\$58,615
Receptionist	\$36,121	\$44,270	\$57,410
Secretary	\$35,126	\$45,250	\$59,744

## Architecture, Engineering, and Construction

	Low	Average	High
Architectural Designer	\$75,630	\$84,540	\$106,411
Architectural Project Manager	\$77,450	\$93,520	\$132,520



# Architecture, Engineering, and Construction (continued)

	Low	Average	High
AutoCAD Designer	\$54,785	\$65,230	\$83,200
BIM Modeler	\$58,630	\$71,454	\$90,290
CAD Designer	\$44,860	\$53,620	\$68,115
CAD Drafter	\$44,025	\$52,175	\$66,755
Chemical Engineer	\$91,053	\$105,655	\$139,640
Civil Engineer	\$93,675	\$104,550	\$140,010
Construction Foreman	\$57,050	\$71,222	\$94,325
Construction Manager	\$71,635	\$85,647	\$108,954
Construction Project Captain	\$62,045	\$73,659	\$93,106
Construction Project Manager	\$79,443	\$100,683	\$122,500
Construction Scheduler	\$56,358	\$69,832	\$82,145
Construction Superintendent	\$80,650	\$90,364	\$116,230
Construction Vice President	\$110,530	\$179,650	\$225,405
Electrical Engineer	\$79,653	\$104,118	\$135,466
Environmental Engineer	\$86,433	\$100,650	\$130,889
Geotechnical Engineer	\$68,250	\$87,633	\$105,377
Geothermal Energy Engineer	\$87,050	\$92,500	\$103,563
GIS Specialist	\$58,633	\$69,501	\$84,322
Industrial Engineer	\$79,640	\$93,325	\$115,632
Interior Designer	\$54,788	\$64,868	\$75,698
Junior Architect	\$55,684	\$66,856	\$80,941
Junior Architectural Designer	\$49,852	\$58,364	\$69,544





# Architecture, Engineering, and Construction (continued)

	Low	Average	High
Mechanical Engineer	\$87,111	\$98,658	\$115,545
Petroleum Engineer	\$108,733	\$138,330	\$185,716
Principal Architect	\$105,230	\$120,780	\$204,217
Process Engineer	\$85,024	\$95,241	\$113,689
Revit Technician	\$55,631	\$64,476	\$69,194
Senior Architect	\$101,558	\$130,949	\$195,250
Senior Architectural Designer	\$85,294	\$93,421	\$102,880
Structural Engineer	\$86,663	\$92,385	\$110,291
Surveyor	\$64,222	\$70,456	\$85,035

## Aviation

	Low	Average	High
Aircraft Electrician	\$63,520	\$76,252	\$99,858
Aircraft Inspector	\$64,750	\$76,596	\$91,654
Aircraft Mechanic	\$56,080	\$66,754	\$87,650
Aircraft Painter	\$48,790	\$56,155	\$71,606
Airplane Mechanic	\$56,870	\$67,640	\$85,901
Aviation Engine Mechanic	\$62,430	\$72,110	\$91,950
Avionics Technician	\$55,236	\$68,755	\$87,125



# Call Center and Customer Service

	Low	Average	High
Call Center Manager	\$65,866	\$85,646	\$95,105
Call Center Operations Manager	\$49,630	\$62,775	\$79,655
Call Center Representative	\$31,689	\$35,168	\$50,115
Collections Manager	\$57,228	\$69,225	\$88,100
Collections Representative	\$38,452	\$45,500	\$59,633
Customer Service Director	\$81,225	\$106,980	\$125,680
Customer Service Manager	\$56,105	\$65,596	\$77,430
Customer Service Representative	\$30,827	\$39,856	\$50,688
Help Desk Manager	\$83,114	\$95,685	\$113,560
Help Desk Specialist	\$45,631	\$55,291	\$66,800
Inbound Customer Service Representative	\$28,633	\$34,902	\$45,210
Outbound Customer Service Representative	\$32,454	\$38,976	\$50,155
Telemarketer	\$27,755	\$35,326	\$42,185

# Healthcare

	Low	Average	High
Cardiac Sonographer	\$68,790	\$85,630	\$102,366
Certified Medical Assistant	\$30,955	\$36,899	\$41,560
Certified Nursing Assistant	\$38,775	\$44,500	\$51,630
Certified Registered Nurse Anesthetist	\$102,360	\$168,775	\$250,365



# Healthcare

	Low	Average	High
Clinical Data Manager	\$75,607	\$97,085	\$128,075
Credentialing Specialist	\$36,123	\$44,820	\$59,653
EKG Technician	\$40,105	\$47,232	\$60,377
Healthcare Customer Care Representative	\$31,550	\$38,302	\$47,065
Healthcare Enrollment Specialist	\$40,366	\$53,575	\$65,733
HEDIS Coordinator	\$57,630	\$69,540	\$83,115
Medical Biller	\$40,850	\$48,416	\$52,750
Medical Coder	\$39,356	\$46,500	\$55,190
Medical Scribe	\$32,050	\$38,565	\$48,190
Patient Access Representative	\$34,894	\$39,210	\$48,324
Patient Care Coordinator	\$40,690	\$47,545	\$65,678
Pharmacist	\$108,924	\$125,245	\$140,247
Pharmacy Technician	\$34,168	\$41,264	\$53,456
Provider Operations Specialist	\$54,104	\$63,956	\$67,348
Provider Relations Specialist	\$50,648	\$58,383	\$68,275
Reimbursement Specialist	\$40,655	\$47,720	\$57,446
Respiratory Therapist	\$67,078	\$78,276	\$85,988
Verification Representative	\$36,486	\$41,970	\$51,342



# HR & Recruiting

	Low	Average	High
Benefits Administrator	\$55,985	\$68,110	\$84,786
Benefits Analyst	\$53,411	\$62,875	\$78,655
Benefits Specialist	\$46,123	\$56,863	\$72,500
Chief Human Resources Officer	\$126,500	\$205,322	\$315,905
Compensation Analyst	\$63,225	\$75,500	\$85,653
Corporate Recruiter	\$65,100	\$79,620	\$93,156
HR Administrator	\$51,733	\$60,115	\$71,050
HR Coordinator	\$42,350	\$54,840	\$65,700
HR Director	\$90,176	\$115,966	\$150,250
HR Generalist	\$57,630	\$69,530	\$78,111
HR Manager	\$79,600	\$96,643	\$110,553
HRIS Manager	\$89,640	\$115,034	\$130,760
Payroll Manager	\$74,038	\$88,863	\$95,036
Payroll Specialist	\$45,982	\$51,550	\$56,680
Recruiter	\$54,536	\$65,200	\$75,634
Recruiting Coordinator	\$44,527	\$53,856	\$60,044
Recruiting Manager	\$92,083	\$106,650	\$112,511
Talent Acquisition Specialist	\$61,336	\$65,698	\$76,039



# Legal

	Low	Average	High
Bankruptcy Attorney	\$81,555	\$103,566	\$140,863
Corporate Counsel	\$101,635	\$144,320	\$225,685
Court Reporter	\$55,100	\$66,863	\$81,563
E-Discovery Specialist	\$60,955	\$74,563	\$93,650
Estate Planning Attorney	\$90,466	\$122,563	\$168,733
General Counsel	\$140,620	\$222,208	\$290,644
Intake Specialist	\$37,625	\$44,155	\$59,789
Intellectual Property Attorney	\$110,532	\$173,497	\$202,577
Labor Attorney	\$90,544	\$110,402	\$140,645
Law Firm Administrator	\$62,375	\$75,688	\$89,625
Legal Assistant	\$42,365	\$51,825	\$70,653
Legal Clerk	\$38,642	\$48,866	\$59,647
Legal Data Entry Specialist	\$29,975	\$38,500	\$47,534
Legal Investigator	\$45,842	\$59,648	\$83,542
Legal Receptionist	\$35,678	\$43,685	\$55,863
Legal Secretary	\$50,145	\$60,452	\$70,698
Litigation Support Specialist	\$57,632	\$67,850	\$89,673
Paralegal	\$51,992	\$57,378	\$85,447
Personal Injury Attorney	\$107,706	\$125,550	\$186,614
Real Estate Attorney	\$122,012	\$138,410	\$220,945
Tax Attorney	\$114,117	\$139,093	\$197,338





# Marketing & Creative

	Low	Average	High
Animator	\$55,640	\$65,677	\$87,655
Art Director	\$77,630	\$92,320	\$120,668
Artist	\$51,752	\$59,265	\$97,630
Assistant Brand Manager	\$55,630	\$66,542	\$87,411
Brand Ambassador	\$36,540	\$44,100	\$55,875
Brand Manager	\$73,656	\$90,560	\$116,860
Chief Marketing Officer	\$110,635	\$179,505	\$255,775
Communications Director	\$80,633	\$102,650	\$135,400
Community Manager	\$44,665	\$53,622	\$69,800
Content Manager	\$58,663	\$71,336	\$90,100
Copywriter	\$58,633	\$68,630	\$77,510
Creative Director	\$90,150	\$126,752	\$165,064
CRM Specialist	\$66,256	\$85,693	\$103,422
Digital Marketing Analyst	\$55,361	\$64,338	\$85,460
Digital Marketing Director	\$91,488	\$122,500	\$140,396
Digital Marketing Manager	\$70,644	\$84,640	\$105,050
Email Marketing Manager	\$77,630	\$92,048	\$115,644
Email Marketing Specialist	\$50,310	\$62,855	\$77,644
Event Coordinator	\$32,658	\$44,818	\$61,610
Event Planner	\$39,644	\$47,579	\$65,308



# Marketing & Creative (continued)

	Low	Average	High
Graphic Designer	\$55,630	\$77,578	\$91,063
Instructional Designer	\$58,631	\$68,750	\$84,356
Market Research Analyst	\$57,187	\$65,228	\$79,774
Marketing Analyst	\$58,921	\$69,652	\$75,330
Marketing Assistant	\$40,275	\$46,365	\$52,540
Marketing Associate	\$41,450	\$51,466	\$65,918
Marketing Director	\$120,750	\$134,726	\$155,520
Marketing Manager	\$82,670	\$110,965	\$122,150
Media Buyer	\$57,610	\$68,149	\$77,955
Public Relations Specialist	\$58,361	\$67,984	\$81,488
Report Developer	\$84,570	\$91,435	\$96,926
SEM Strategist	\$74,777	\$81,255	\$93,680
SEO Manager	\$74,338	\$85,435	\$102,074
SEO Strategist	\$67,133	\$75,274	\$85,286
Social Media Coordinator	\$45,734	\$54,620	\$68,430
Social Media Manager	\$55,877	\$69,755	\$81,669
UI Designer	\$72,380	\$88,075	\$110,272
UX Designer	\$83,267	\$90,670	\$114,908
Web Analytics Manager	\$98,258	\$125,730	\$164,097
Web Developer	\$75,243	\$96,959	\$111,488



# Mortgage and Real Estate

	Low	Average	High
Appraiser	\$54,778	\$64,357	\$83,900
Mortgage Broker	\$82,831	\$91,288	\$107,720
Mortgage Loan Officer	\$74,242	\$80,778	\$87,220
Mortgage Loan Processor	\$42,817	\$52,553	\$64,238
Mortgage Underwriter	\$63,910	\$71,877	\$86,755
Property Manager	\$50,456	\$55,484	\$65,938
Real Estate Appraiser	\$54,124	\$63,854	\$72,220
Real Estate Broker	\$62,448	\$68,373	\$77,541
Realtor	\$53,605	\$58,076	\$79,101

# Sales

	Low	Average	High
Account Executive	\$58,509	\$73,164	\$87,229
Account Manager	\$43,338	\$51,753	\$66,439
Business Development Manager	\$71,964	\$89,675	\$102,863
Customer Success Manager	\$56,975	\$70,658	\$88,122
Inside Sales Representative	\$47,688	\$55,996	\$68,730
Outside Sales Associate	\$55,944	\$63,089	\$75,458
Sales Assistant	\$35,088	\$42,750	\$50,937



# Sales

	Low	Average	High
Sales Director	\$132,358	\$165,250	\$180,949
Sales Engineer	\$81,991	\$95,985	\$112,122
Sales Manager	\$110,321	\$127,695	\$140,092
Sales Representative	\$57,654	\$64,792	\$79,502
Technology Solutions Sales Representative	\$82,625	\$115,758	\$129,944
Vice President of Sales	\$99,350	\$175,300	\$200,025

# Technology

	Low	Average	High
AI Engineer	\$102,500	\$131,450	\$212,540
Applications Architect	\$96,321	\$159,500	\$181,355
Backend Developer	\$90,115	\$103,568	\$135,650
BI Developer	\$84,247	\$108,936	\$144,696
Big Data Engineer	\$90,110	\$146,950	\$166,530
Blockchain Developer	\$85,630	\$116,770	\$162,411
Business Analyst	\$75,605	\$88,750	\$112,366
Business Intelligence Analyst	\$87,653	\$102,588	\$120,598
Business Systems Analyst	\$80,255	\$98,675	\$116,777
C++ Developer	\$97,990	\$107,656	\$125,630



# Technology (continued)

	Low	Average	High
Cable Installer	\$41,866	\$55,630	\$69,860
Chief Information Officer	\$149,633	\$265,300	\$379,214
Chief Information Security Officer	\$151,633	\$211,560	\$262,688
Chief Technology Officer	\$126,633	\$210,500	\$361,533
Cloud Architect	\$97,644	\$142,325	\$190,200
Cloud Engineer	\$95,405	\$128,650	\$186,320
Computer Programmer	\$76,344	\$92,105	\$120,550
Cyber Security Analyst	\$86,571	\$115,630	\$155,698
Data Analyst	\$72,150	\$86,520	\$110,633
Data Architect	\$103,220	\$125,635	\$145,770
Data Scientist	\$102,365	\$120,062	\$155,245
Database Administrator	\$89,645	\$95,634	\$132,563
Database Architect	\$96,433	\$131,600	\$155,866
Database Developer	\$95,630	\$129,630	\$140,697
Desktop Support Technician	\$55,644	\$60,211	\$75,480
DevOps Engineer	\$100,560	\$129,630	\$145,633
Drupal Developer	\$85,620	\$106,733	\$140,866
Enterprise Architect	\$103,665	\$153,461	\$182,450
ETL Developer	\$89,631	\$106,855	\$140,688
Field Service Technician	\$49,667	\$60,250	\$68,953



# Technology (continued)

	Low	Average	High
Frontend Developer	\$80,344	\$101,566	\$125,644
Full Stack Developer	\$91,355	\$121,270	\$145,623
Information Security Analyst	\$89,633	\$101,147	\$130,544
IT Auditor	\$75,369	\$81,500	\$95,672
IT Director	\$115,486	\$168,900	\$225,630
IT Manager	\$102,546	\$115,632	\$196,350
IT Project Manager	\$90,466	\$119,670	\$165,877
IT Support Technician	\$46,950	\$55,687	\$71,230
Java Developer	\$91,466	\$110,563	\$130,640
Javascript Developer	\$92,365	\$110,643	\$125,633
Linux Engineer	\$90,185	\$110,697	\$140,687
Machine Learning Engineer	\$109,923	\$122,375	\$150,257
Mobile Application Developer	\$95,674	\$104,202	\$122,910
Mobile Designer	\$82,557	\$90,358	\$113,630
Network Administrator	\$75,245	\$84,958	\$101,950
Network Architect	\$108,980	\$125,456	\$159,350
Network Engineer	\$90,929	\$100,866	\$116,540
Network Operations Manager	\$90,411	\$101,252	\$116,770
PHP Developer	\$69,840	\$79,329	\$100,272
Principal Wireless Engineer	\$105,552	\$128,780	\$161,362





# Technology (continued)

	Low	Average	High
Programmer	\$69,878	\$82,257	\$89,635
Python Developer	\$95,586	\$108,260	\$118,625
QA Manager	\$92,269	\$100,325	\$119,585
Quality Analyst	\$54,326	\$59,875	\$84,469
React Developer	\$82,840	\$87,336	\$104,095
Rust Developer	\$97,399	\$106,187	\$119,314
Salesforce Administrator	\$87,380	\$96,836	\$117,727
Salesforce Developer	\$102,265	\$115,368	\$128,657
Scrum Master	\$103,596	\$119,868	\$139,263
Security Analyst	\$89,208	\$100,383	\$118,803
Security Compliance Manager	\$111,594	\$133,290	\$146,973
Security Engineer	\$99,699	\$120,932	\$139,388
Software Developer	\$110,216	\$129,322	\$141,187
Software Development Manager	\$125,079	\$148,559	\$175,500
Software Engineer	\$110,125	\$133,764	\$148,145
Solutions Architect	\$107,273	\$129,798	\$152,109
SQL Developer	\$90,800	\$97,061	\$104,586
Storage Engineer	\$87,532	\$103,253	\$116,468
Systems Administrator	\$77,684	\$88,120	\$118,020
Systems Analyst	\$88,587	\$99,828	\$108,500



# Technology (continued)

	Low	Average	High
Systems Engineer	\$107,878	\$124,420	\$152,431
Technical Support Specialist	\$48,657	\$55,855	\$59,800
Technical Trainer	\$65,220	\$77,785	\$102,137
Technical Writer	\$70,308	\$81,648	\$99,955
Telecommunications Administrator	\$67,205	\$80,255	\$96,138
Telecommunications Engineer	\$85,483	\$100,998	\$114,316
Telecommunications Technician	\$49,630	\$60,785	\$65,455
UI Designer	\$72,380	\$88,075	\$110,272
UI Developer	\$83,650	\$95,424	\$111,229
UX Developer	\$86,200	\$91,511	\$127,845
Vice President of Information Technology	\$125,320	\$175,070	\$209,750
VoIP Engineer	\$77,664	\$98,865	\$129,802
Web Designer	\$67,949	\$80,992	\$97,338
Web Developer	\$75,243	\$96,959	\$111,488
WordPress Developer	\$62,845	\$84,212	\$105,449



# Transportation and Logistics

	Low	Average	High
Dispatcher	\$37,540	\$43,688	\$58,055
Fulfillment Coordinator	\$36,866	\$44,255	\$56,732
Logistics Coordinator	\$46,876	\$55,686	\$70,685
Logistics Manager	\$75,689	\$93,054	\$115,873
Shipping and Receiving Clerk	\$28,561	\$35,597	\$43,761
Supply Chain Analyst	\$69,558	\$77,252	\$88,905
Supply Chain Manager	\$95,826	\$104,347	\$121,020
Warehouse Manager	\$54,124	\$69,288	\$79,277



# Conclusion

With an economy poised for sustained growth and technology pushing the envelope of what's possible daily, 2025 is full of promise. A healthy curiosity about emerging technology, awareness of workplace trends, openness to new hiring methodologies, and commitment to continuously refining your employee value proposition will position your organization to navigate the challenges and capitalize on the opportunities the year has in store.

Today's candidates are discerning, but that selectivity can be an asset. Employers that invest the time and resources to learn what workers want and build recruiting strategies to accommodate those needs are the ones that will stand out in the eyes of top talent. By staying informed and adaptable; you'll be better prepared to thrive in a dynamic market and achieve optimal hiring outcomes.

If you would like personalized guidance on applying the concepts in this guide within your organization, my team is eager to hear from you. We help companies of all sizes refine their recruitment strategies and hire skilled workers who fit their culture and budget. [Schedule your conversation with us](#) today to hire smarter in the year ahead.

Here's to your success in 2025!



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