



HIGHMARK
COMPANIES

The background features a low-angle, upward-looking perspective of several modern skyscrapers with glass facades. The buildings are arranged in a way that creates a strong sense of verticality and depth. The sky is a clear, light blue. The entire image is overlaid with a semi-transparent blue layer that contains the text.

2017
FINANCE & ACCOUNTING
SALARY GUIDE

2017 Finance & Accounting Salary Guide

The science behind salary planning appears to be simple enough: Review supply, compare it to demand, and the market will dictate an equilibrium. But in reality, it is significantly more complex. In this salary guide, we look at the employment outlook, supply and demand, and industry trends that all make considerable impact on compensation in the Finance and Accounting field. This data is intended to assist in annual review processes, budgeting for new hires, and enterprise-wide salary planning.

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FINANCE & ACCOUNTING EMPLOYMENT OUTLOOK: AN OVERVIEW

Across every industry, the Finance and Accounting function has traditionally been charged with doing more with less. Managing a productive team that can work long hours without burning out is a key strategy, but one that's difficult to successfully execute. CFOs are tasked with finding the delicate balance in maintaining a lean team with low overhead while simultaneously meeting tight deadlines for audits, financial reporting, taxes, payroll, and more. If it's a publicly-held company, the pressure is even higher, as the SEC doesn't exactly hand out free passes for limited headcount.

When it comes time to augment your workforce, there's the additional challenge of a scarce talent pool from which to recruit. Competition is skyrocketing for Finance and Accounting professionals; CareerBuilder data shows 1.1 million finance and accounting jobs posted nationwide throughout the last 12 months, but just 172,000 active candidates. These numbers cast the expression "doing more with less" into an even starker light.

This escalating demand makes sense. The need for Finance and Accounting professionals is closely tied to the economic strength of the nation: A healthy economy naturally requires more professionals in this field. Furthermore, the Bureau of

Labor Statistics reports that the number of financial occupations is growing steadily, with a projected 8 percent growth from 2014 to 2024. This increase is even greater for specific occupations, such as accountants and auditors, at 11 percent projected growth, and financial analysts at 12 percent growth¹.

The primary reason for this increase is the ongoing introduction of more stringent regulatory environments in many industries as a response to the 2008 economic downturn. This includes banking and trading regulations, Affordable Care Act requirements, tax code changes, and more¹. Tackling these challenges with a short-staffed workplace is becoming increasingly difficult. Thus, recruitment and retention initiatives require deeper market analysis and strategy evaluation to ensure success.

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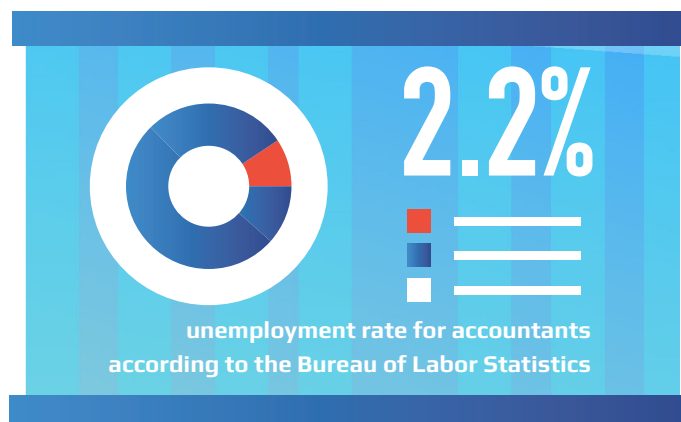
NAVIGATING THE SCARCE TALENT POOL IN FINANCE & ACCOUNTING

The competitive demand for talent makes sense, but why is it so hard to find the right Finance and Accounting professionals to fill those needs? Here are three possible answers that are vital to understand.

Exploring the Generational Shift

Over 100,000 baby boomer CPAs are expected to retire over the next decade, with thousands more executives and other senior professionals on their way out, too². It's a move that leaves many companies scrambling to prepare and execute succession plans. Unsurprisingly, this demographic shift also means an ever-increasing percentage of Millennials are joining the workforce. The question is, are enough of them entering the Finance and Accounting field?

Unfortunately, that answer may very well be, no. The field is plagued with stereotypes (some based in truth), such as long, inflexible work hours, outdated technologies, bureaucratic red tape, and little opportunity to make a difference. For a generation that highly values work-life balance, has grown up amongst cutting edge technology, and wants to be part of something meaningful, the accounting and finance field is not exactly the most attractive option³. Thus, fewer students are entering the Finance and Accounting workforce, leaving fewer candidates when it comes time to recruit.



Uncovering the Unemployment Rate

The Bureau of Labor Statistics pegs the unemployment rate for accountants at just 2.2 percent. That's less than half the national rate of 4.9 percent⁴. That data alone is an excellent indicator of growth in the sector. However, it's not all good news. A low unemployment rate invariably means fewer individuals who are actively job seeking, meaning employers must search deeper for true talent.

Another factor to understand about this low unemployment rate is that with thousands of layoffs immediately resulting from the 2008 recession, many Finance and Accounting workers left the profession completely, pursuing alternative fields that offered greater opportunity⁵. The remaining workforce was left to suffer the consequences, facing the pressure and stress of adapting to an increasingly complex field with less manpower. Burnout was – and continues to be – inevitable.



Understanding the Accounting & Finance Skills Shortage

A recent Deloitte survey reports that a massive 72 percent of leaders admit to being challenged by a talent shortage in Finance and Accounting⁶. Research suggests that this shortage isn't so much a problem of fewer industry professionals, but is instead a result of more complex skills requirements. As the industry grapples with growing trends in digitalization, globalization, and increased regulation, the need for more specific skill sets has likewise grown.

The best candidates usually have some level of tech expertise, such as big data, cloud computing, and data analytics, but these individuals are few and far between. Employers are also reporting a deficiency in adequate soft skills, like leadership, strategic thinking, and process improvement. Still more suggest an unmet need for skills in budgeting and forecasting, cost management, change management, and risk management⁷. Finding candidates who can fulfill this wide array of skills is, quite simply, like searching for a needle in a haystack. It's also clear that the role of the CFO is steadily evolving, with the traditional vertical climb up the corporate ladder slowly becoming a thing of the past, giving way to lateral movement and a more diverse career path.

72%

**of leaders admit to
being challenged by
a talent shortage
in Finance and
Accounting**



THE BIGGEST TRENDS IN FINANCE & ACCOUNTING

There are three key trends impacting employment in the Finance and Accounting field.

Increasing Regulation

From small businesses to publicly-held entities, CFOs and controllers are pressured by an increasingly complex regulatory environment. The goal of this stringent regulation is to make the Finance and Accounting world a whole lot safer and businesses economically (and ethically) stronger. But the reality of running a business within these confines is formidable and often uncertain.

Many experts argue that overregulation negatively impacts an organization's bottom line, as well as their productivity. It can be difficult to align these demands with evolving technology, which influences the growth trajectory of the company. Ultimately, greater regulation adds to the perception of bureaucratic red tape surrounding the Finance and Accounting field, which clashes with employer branding and further diminishes the talent pool of young professionals⁸.

Digitalization and Big Data

As big data sweeps across an organization, it becomes the role of finance to interpret the data and its impact on the bottom line, and

help drive business decisions accordingly. Digitalization allows for increased efficiency and performance while simultaneously lowering costs, but leaders must also be prepared for the implications on security and privacy.

The digitalization of Finance and Accounting requires close collaboration with the IT department as well as business leaders to ensure that initiatives are executed in alignment with organizational strategies. To implement a strong digital foundation, Finance and Accounting professionals must possess a broader skill set and be willing to collaborate cross-functionally and virtually.

Globalization

The global market has grown to such heights that it has gained power to transform the business world. But internalized business requires more streamlined standards, particularly when it comes to financial reporting. Without it, finance leaders are faced with the complexities of multiple language reporting, limited comparability, incompatible processes, and the confusion of international tax reporting, investing, auditing, and more. CFOs must be continually aware of developments in the convergence of accounting standards, as well as gaining insight into how the global market impacts each layer of business.



WHERE ARE THE BEST FINANCE & ACCOUNTING CANDIDATES?

Given the high demand and short supply of Finance and Accounting talent, the natural problem for any hiring team becomes locating the limited number of qualified candidates who will succeed in the role and help develop a stronger team, better work product, and improved leadership. Unfortunately, many companies still expect to find those strong candidates via job advertisements and resume databases. But the reality is that most job board applicants are unhappy, unemployed, and unqualified. That's simply not a recipe to building a winning team.

The best candidates are currently employed in roles at competing organizations. They are top performers whose work is highly valued and well compensated. Naturally, this provides a considerable barrier to recruiting them into a new opportunity. With so much demand for their expertise, organizations must expand their efforts to capture the attention and interest of top talent.

Hiring managers are no strangers to the great deal of research, investigation, and recruitment it requires to acquire key players in the field. Many of these roles require an extremely specialized skill set and a specifically carved career path, making the small number of contenders even harder to find.

Researching where viable candidates are located can be a lengthy process; employment statistics suggest the average vacancy duration in finance is a massive 42.4 days⁹. Executive teams will feel the strain the longer they are left short-handed. With limited resources and tight deadlines, it becomes even more difficult to dedicate the time and effort necessary to attract and recruit top performers. Ensuring compensation packages meet or exceed market standards is just one tactic in the process. Turning to a recruiting and staffing agency such as Highmark can also drastically shorten the time it takes to find the right people.

42.4
days

**average vacancy
duration for
finance positions**



HOW TO EFFECTIVELY SELL THE ROLE TO THE MARKETPLACE

In order to entice top talent, the specialists who are not only currently employed but also being chased by competitors, there must be a significant focus on branding. A strong image and reputation are essential in creating an attractive career destination.

Take a page from some of the companies that are known for their top-tier employer branding, such as Google or Cisco. These greats authentically feature their culture and unique assets in defining what makes their organization desirable¹⁰. Adopting these practices not only helps during initial conversations, but also increases the likelihood of candidates hearing about an organization prior to contact. When harnessed correctly, high-value employer branding ensures that top talent is already interested in you before you reach out to them in the first place.

Beyond branding, there are a handful of challenges we've seen organizations grapple with as they attempt to sell their open positions to the candidate marketplace. For too many employers, interviewing consistency is unheard of. High-level roles are not opened on a regular basis, and as such, hiring managers are often out of

practice in interviewing for these positions.

Furthermore, dragging out the hiring timeline and not communicating effectively are the chief reasons candidates drop off during the interview process and accept a competitor's job offer that was extended before yours was even put together. A streamlined interview process is key in both selling the role and showcasing the way a company conducts business. If necessary, an outside staffing firm can provide the guidance and professionalism needed to instill confidence in a candidate's view toward a company's opening.

Another hiring error that permeates the Finance and Accounting field is the notion of using high compensation as a singular tool to entice a candidate to join an organization. While this strategy may lure an expert worker into an open position, it will rarely be enough to retain them. Employees place great value in work-life balance, a positive environment, and the potential for career growth. Fostering such a workplace atmosphere will keep employees for the long term, and conveying these sought-after traits to potential candidates will sell them on a role.



2017 FINANCE & ACCOUNTING

SALARIES



EXECUTIVE ROLES

CHIEF FINANCIAL OFFICER

Publicly Traded – Company Revenue in Millions		Privately Held – Company Revenue in Millions	
\$500 MM +	\$300,000 - \$500,000	\$500 MM +	\$275,000 - \$450,000
\$100 MM - \$500 MM	\$180,000 - \$320,000	\$100 MM - \$250 MM-	\$180,000 - \$250,000
\$25 Mm - \$100 MM	\$140,000 - \$220,000	\$25 Mm - \$100 MM	\$130,000 - \$200,000
Up to \$25 MM	\$125,000 - \$150,000	Up to \$25 MM	\$125,000 - \$150,000

CHIEF ACCOUNTING OFFICER

Publicly Traded – Company Revenue in Millions		Privately Held – Company Revenue in Millions	
\$500 MM +	\$225,000 - \$300,000	\$500 MM +	\$200,000 - \$250,000
\$100 MM - \$500 MM	\$150,000 - \$200,000	\$100 MM - \$500 MM	\$150,000 - \$200,000
\$25 Mm - \$100 MM	\$150,000 - \$200,000	\$25 Mm - \$100 MM	\$140,000 - \$180,000
Up to \$25 MM	\$150,000 - \$200,000	Up to \$25 MM	\$130,000 - \$150,000

CORPORATE CONTROLLER

Publicly Traded – Company Revenue in Millions		Privately Held – Company Revenue in Millions	
\$500 MM +	\$190,000 - \$220,000	\$500 MM +	\$145,000 - \$175,000
\$100 MM - \$500 MM	\$135,000 - \$175,000	\$100 MM - \$500 MM	\$125,000 - \$150,000
\$25 Mm - \$100 MM	\$125,000 - \$160,000	\$25 Mm - \$100 MM	\$120,000 - \$145,000
Up to \$25 MM	\$105,000 - \$125,000	Up to \$25 MM	\$95,000 - \$125,000

VICE PRESIDENT, FINANCE

Publicly Traded – Company Revenue in Millions		Privately Held – Company Revenue in Millions	
\$500 MM +	\$220,000 - \$340,000	\$500 MM +	\$220,000 - \$305,000
\$100 MM - \$500 MM	\$250,000 - \$275,000	\$100 MM - \$500 MM	\$175,000 - \$250,000
\$25 Mm - \$100 MM	\$125,000 - \$190,000	\$25 Mm - \$100 MM	\$125,000 - \$190,000
Up to \$25 MM	\$100,000 - \$140,000	Up to \$25 MM	\$100,000 - \$135,000

CHIEF AUDIT EXECUTIVE

Publicly Traded – Company Revenue in Millions	
\$500 MM +	\$180,000 - \$290,000
\$100 MM - \$500 MM	\$140,000 - \$200,000
\$25 Mm - \$100 MM	\$125,000 - \$175,000



FINANCIAL ACCOUNTING

DIRECTOR OF ACCOUNTING

Publicly Traded – Company Revenue in Millions		Privately Held – Company Revenue in Millions	
\$500 MM +	\$145,000 - \$200,000	\$500 MM +	\$145,000 - \$180,000
\$100 MM - \$500 MM	\$135,000 - \$150,000	\$100 MM - \$250 MM-	\$135,000 - \$145,000
\$25 Mm - \$100 MM	\$105,000 - \$140,000	\$25 Mm - \$100 MM	\$105,000 - \$140,000
Up to \$25 MM	\$95,000 - \$125,000	Up to \$25 MM	\$95,000 - \$125,000

ASSISTANT CONTROLLER

Publicly Traded – Company Revenue in Millions		Privately Held – Company Revenue in Millions	
\$500 MM +	\$145,000 - \$220,000	\$500 MM +	\$145,000 - \$180,000
\$100 MM - \$500 MM	\$135,000 - \$165,000	\$100 MM - \$500 MM	\$125,000 - \$150,000
\$25 Mm - \$100 MM	\$105,000 - \$145,000	\$25 Mm - \$100 MM	\$95,000 - \$130,000
Up to \$25 MM	\$95,000 - \$130,000	Up to \$25 MM	\$85,000 - \$125,000

ACCOUNTING MANAGER

Publicly Traded – Company Revenue in Millions		Privately Held – Company Revenue in Millions	
\$500 MM +	\$135,000 - \$150,000	\$500 MM +	\$125,000 - \$140,000
\$100 MM - \$500 MM	\$125,000 - \$140,000	\$100 MM - \$500 MM	\$125,000 - \$135,000
\$25 Mm - \$100 MM	\$120,000 - \$135,000	\$25 Mm - \$100 MM	\$115,000 - \$130,000
Up to \$25 MM	\$105,000 - \$125,000	Up to \$25 MM	\$90,000 - \$120,000

SENIOR ACCOUNTANT

Experience in Years	Publicly Traded	Privately Held
10+	\$75,000 - \$95,000	\$75,000 - \$85,000
5- 10	\$68,000 - \$90,000	\$62,000 - \$80,000
2- 5	\$58,000 - \$72,000	\$55,000 - \$68,000

STAFF ACCOUNTANT

Experience in Years	Publicly Traded	Privately Held
10+	\$62,000 - \$75,000	\$62,000 - \$70,000
5- 10	\$52,000 - \$68,000	\$50,000 - \$62,000
2- 5	\$42,000 - \$65,000	\$42,000 - \$58,000



OPERATIONAL ACCOUNTING

ACCOUNTS PAYABLE MANAGER

Company Revenue in Millions	Publicly Traded	Privately Held
\$500 MM +	\$85,000 - \$120,000	\$65,000 - \$80,000
\$50 MM - \$500 MM	\$55,000 - \$110,000	\$50,000 - \$62,000
Up to \$50 MM	\$48,000 - \$70,000	\$45,000 - \$65,000

ACCOUNTS RECEIVABLE | CREDIT MANAGER

Company Revenue in Millions	Publicly Traded	Privately Held
\$500 MM +	\$85,000 - \$120,000	\$65,000 - \$115,000
\$50 MM - \$500 MM	\$65,000 - \$90,000	\$60,000 - \$62,000
Up to \$50 MM	\$55,000 - \$70,000	\$50,000 - \$65,000

PAYROLL DIRECTOR | MANAGER

Company Revenue in Millions	Publicly Traded	Privately Held
\$500 MM +	\$95,000 - \$140,000	\$95,000 - \$120,000
\$50 MM - \$500 MM	\$85,000 - \$100,000	\$75,000 - \$95,000
Up to \$50 MM	\$65,000 - \$85,000	\$55,000 - \$80,000

ACCOUNTING SPECIALIST (AP | AR)

Experience in Years	Salary Range
10+	\$52,000 - \$60,000
5- 10	\$45,000 - \$52,000
2- 5	\$37,000 - \$44,000

PAYROLL SPECIALIST | ANALYST

Experience in Years	Salary Range
10+	\$52,000 - \$65,000
5- 10	\$45,000 - \$52,000
2- 5	\$37,000 - \$45,000



REVENUE RECOGNITION

DIRECTOR OF REVENUE ACCOUNTING

Company Revenue in Millions	Salary Range
\$500 MM +	\$140,000 - \$195,000
\$250 MM - \$500 MM	\$150,000 - \$175,000
\$50 Mm - \$250 MM	\$130,000 - \$155,000
Up to \$50 MM	\$125,000 - \$150,000

MANAGER, REVENUE RECOGNITION

Company Revenue in Millions	Salary Range
\$500 MM +	\$135,000 - \$155,000
\$250 MM - \$500 MM	\$125,000 - \$145,000
\$50 Mm - \$250 MM	\$115,000 - \$145,000
Up to \$50 MM	\$105,000 - \$135,000

SENIOR REVENUE ACCOUNTANT

Experience in Years	Salary Range
10+	\$95,000 - \$115,000
5- 10	\$85,000 - \$105,000
2- 5	\$80,000 - \$90,000

REVENUE ACCOUNTANT

Experience in Years	Salary Range
10+	\$85,000 - \$95,000
5- 10	\$75,000 - \$90,000
2- 5	\$58,000 - \$75,000



CORPORATE FINANCE

DIRECTOR OF FINANCE

Publicly Traded – Company Revenue in Millions		Privately Held – Company Revenue in Millions	
\$500 MM +	\$145,000 - \$200,000	\$500 MM +	\$145,000 - \$180,000
\$100 MM - \$500 MM	\$135,000 - \$150,000	\$100 MM - \$250 MM	\$135,000 - \$145,000
\$50 Mm - \$100 MM	\$105,000 - \$140,000	\$50 Mm - \$100 MM	\$105,000 - \$140,000
Up to \$50 MM	\$110,000 - \$125,000	Up to \$50 MM	\$95,000 - \$125,000

MANAGER, FP&A

Publicly Traded – Company Revenue in Millions		Privately Held – Company Revenue in Millions	
\$500 MM +	\$135,000 - \$150,000	\$500 MM +	\$125,000 - \$145,000
\$100 MM - \$500 MM	\$125,000 - \$140,000	\$100 MM - \$500 MM	\$125,000 - \$135,000
\$50 Mm - \$100 MM	\$120,000 - \$135,000	\$50 Mm - \$100 MM	\$115,000 - \$130,000
Up to \$50 MM	\$95,000 - \$125,000	Up to \$50 MM	\$90,000 - \$120,000

SENIOR FINANCIAL ANALYST

Experience in Years	Publicly Traded	Privately Held
10+	\$80,000 - \$100,000	\$75,000 - \$95,000
5- 10	\$72,000 - \$85,000	\$62,000 - \$80,000
2- 5	\$68,000 - \$75,000	\$65,000 - \$68,000

FINANCIAL ANALYST

Experience in Years	Publicly Traded	Privately Held
10+	\$78,000 - \$80,000	\$70,000 - \$75,000
5- 10	\$68,000 - \$78,000	\$62,000 - \$70,000
2- 5	\$48,000 - \$68,000	\$45,000 - \$62,000



INTERNAL AUDIT

DIRECTOR, INTERNAL AUDIT

Company Revenue in Millions	Salary Range
\$500 MM +	\$145,000 - \$190,000
\$50 MM - \$500 MM	\$140,000 - \$150,000
Up to \$50 MM	\$125,000 - \$145,000

MANAGER, INTERNAL AUDIT

Company Revenue in Millions	Salary Range
\$500 MM +	\$135,000 - \$150,000
\$50 MM - \$500 MM	\$120,000 - \$140,000
Up to \$50 MM	\$95,000 - \$135,000

SENIOR INTERNAL AUDITOR

Experience in Years	Salary Range
10+	\$95,000 - \$105,000
5- 10	\$80,000 - \$95,000
2- 5	\$77,000 - \$85,000

IT AUDITOR

Experience in Years	Salary Range
10+	\$110,000 - \$125,000
5- 10	\$90,000 - \$110,000
2- 5	\$85,000 - \$95,000

INTERNAL AUDITOR

Experience in Years	Salary Range
3-5	\$75,000 - \$85,000
1-2	\$68,000 - \$75,000



CORPORATE TAX

TAX DIRECTOR

Company Revenue in Millions	Salary Range
\$500 MM +	\$140,000 - \$195,000
\$250 MM - \$500 MM	\$135,000 - \$175,000
\$50 Mm - \$250 MM	\$130,000 - \$65,000
Up to \$50 MM	\$125,000 - \$150,000

TAX MANAGER

Company Revenue in Millions	Salary Range
\$500 MM +	\$135,000 - \$155,000
\$250 MM - \$500 MM	\$125,000 - \$145,000
\$50 MM - \$250 MM	\$115,000 - \$145,000
Up to \$50 MM	\$105,000 - \$135,000

SENIOR TAX ACCOUNTANT

Experience in Years	Salary Range
10+	\$95,000 - \$105,000
5- 10	\$85,000 - \$105,000

TAX ACCOUNTANT

Experience in Years	Salary Range
3-5	\$75,000 - \$85,000
1-3	\$68,000 - \$75,000



COST ACCOUNTING

DIRECTOR, INTERNAL AUDIT

Company Revenue in Millions	Salary Range
\$500 MM +	\$145,000 - \$190,000
\$50 MM - \$500 MM	\$140,000 - \$150,000
Up to \$50 MM	\$125,000 - \$145,000

MANAGER, INTERNAL AUDIT

Company Revenue in Millions	Salary Range
\$500 MM +	\$135,000 - \$150,000
\$50 MM - \$500 MM	\$120,000 - \$140,000
Up to \$50 MM	\$95,000 - \$135,000

SENIOR INTERNAL AUDITOR

Experience in Years	Salary Range
10+	\$95,000 - \$105,000
5- 10	\$80,000 - \$95,000
2- 5	\$77,000 - \$85,000

IT AUDITOR

Experience in Years	Salary Range
10+	\$110,000 - \$125,000
5- 10	\$90,000 - \$110,000
2- 5	\$85,000 - \$95,000

INTERNAL AUDITOR

Experience in Years	Salary Range
3-5	\$75,000 - \$85,000
1-2	\$68,000 - \$75,000



FINANCIAL (SEC) REPORTING

DIRECTOR OF FINANCIAL REPORTING

Company Revenue in Millions	Salary Range
\$500 MM +	\$140,000 - \$195,000
\$250 MM - \$500 MM	\$135,000 - \$175,000
\$50 Mm - \$250 MM	\$130,000 - \$65,000
Up to \$50 MM	\$125,000 - \$150,000

FINANCIAL REPORTING (SEC) MANAGER

Company Revenue in Millions	Salary Range
\$500 MM +	\$135,000 - \$155,000
\$250 MM - \$500 MM	\$125,000 - \$145,000
\$50 Mm - \$250 MM	\$115,000 - \$145,000
Up to \$50 MM	\$105,000 - \$135,000

SENIOR FINANCIAL REPORTING ANALYST

Experience in Years	Salary Range
10+	\$95,000 - \$115,000
5- 10	\$85,000 - \$105,000
2- 5	\$80,000 - \$90,000

FINANCIAL REPORTING (SEC) ANALYST

Experience in Years	Salary Range
10+	\$85,000 - \$105,000
5- 10	\$80,000 - \$90,000
2- 5	\$78,000 - \$85,000





ABOUT HIGHMARK COMPANIES

Highmark Companies LLC is a North Carolina limited liability company established in 1999. We are headquartered in the Research Triangle area of North Carolina and have additional offices in Washington, DC, San Diego, New York City, Dallas, Denver, and Salt Lake City metropolitan areas.

Highmark provides full-service recruiting and staffing services to our clients. We deliver well-credentialed executives, managers, and professionals to a client base that are among the most successful companies and organizations in the country. Our reach extends nationwide – with placements in every region of the country.

We have three integrated businesses that specialize in the following areas:

- Finance & accounting professionals
- Creative talent
- Technology professionals



OUR LOCATIONS

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6707 Lupine Lane
Suite 100
McLean, VA 22101

San Diego, California

Phone: (858)-391-1017

Address:
10021 Willow Creek Road
Suite 215
San Diego, CA 92131

Park City, Utah

Phone: (801) 415-9321

Address:
4580 Silver Springs Drive
Suite 202
Park City, UT 84098

Dallas, Texas

Phone: (469) 702-6178

Address:
5430 LBJ Freeway
Suite 1200
Dallas, TX 75240



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