

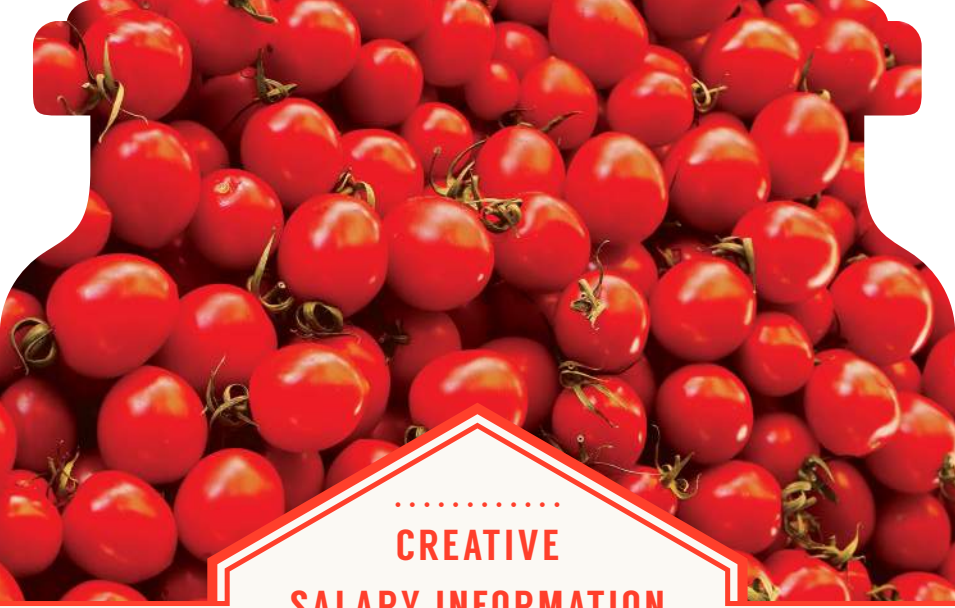
tcg[®]

Secret

SAUCE

**2016
SALARY GUIDE**

intelligently  *delicious*



.....
CREATIVE
SALARY INFORMATION
Du Jour
~ 2016 ~
.....



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Recruiting for Interactive,
Design & Marketing Talent

A Robert Half Company

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SECRET SAUCE

Your Source for Creative Industry Salary Information

The *2016 Salary Guide* marks the 16th year The Creative Group (TCG) has published data on starting compensation levels in the creative and marketing fields. In that time, we've become the authority on the subject — and we're happy to share our insights and expertise with you.

This year's *Salary Guide* takes you into the kitchen to see what creative professionals are cooking up across North America. We've developed a signature tasting menu featuring the latest salary and employment trends so you can make the smartest, most savory staffing and management decisions for your business.

We invite you to contact us at creativegroup.com for help with any of your creative staffing needs.



Additional Resources

Visit our Salary Center at creativegroup.com/salary-center for more information, including our Salary Calculator.

Catch up on the latest industry news and hiring trends in the creative and marketing fields on the TCG Blog at blog.creativegroup.com.



IN THE KITCHEN

About the Guide

For years, *The Creative Group Salary Guide* has been a highly regarded resource for employers — and for good reason. Competitive compensation is a company's key ingredient in the Secret Sauce for attracting and retaining top talent.

The *2016 Salary Guide* features salary ranges for more than 120 positions in the creative industry. Each year, employers use the guide to set compensation levels for new hires, plan budgets and better understand the hiring environment. The *Salary Guide* is so highly regarded that the U.S. Department of Labor's Bureau of Labor Statistics has included the guide's data in its *Occupational Outlook Handbook*.

The salary figures in the 2016 edition are based on a number of sources, most notably the thousands of full-time, temporary and project placements our staffing and recruiting professionals make each year. Our experts interact with hiring managers and job seekers daily, which gives us unique real-world insight into the latest compensation trends.

Other sources include:

- Our surveys of advertising and marketing executives
- An in-depth analysis of the hiring environment and an extrapolation of current trends into 2016
- Local insights from our staffing and recruiting teams throughout our branch network

The projected salaries for each position reflect starting pay only. Bonuses, incentives and other forms of compensation are not taken into account. Since professionals joining a company may enter at a variety of experience levels, we report salaries in ranges. The ranges represent national averages and can be adjusted for your market by using the local variance numbers on [Pages 16-17](#).



WHAT'S HOT

7 Sizzling Hiring Trends

Just like food crazes, the hiring market changes from year to year. Before you plan your staffing strategy, consider these seven can't-miss hiring trends.

1. Job seekers are in command. Highly skilled candidates such as marketing managers, front-end web developers and designers now have the upper hand in the employment market. A shortage of qualified talent gives job seekers greater negotiating power, so expect to pay more to recruit and retain these individuals, particularly those with three or more years of experience.

2. Digital reigns supreme. Employees at all levels who specialize in mobile and responsive design continue to be in strong demand. Professionals skilled at creating content for the small screen are also becoming more sought after as wearables and other mobile devices gain in popularity.

Most challenging areas for companies to staff:



Brand/product management

Account services

Web design/production

Public relations

Marketing research

Source: The Creative Group survey of more than 400 advertising and marketing executives in the United States



• WHAT'S HOT •

3. Perks have come into season. In addition to higher salaries and signing bonuses, perks like flextime, remote work options and generous paid time off are some of the carrots companies are dangling to woo workers in a tight job market.

4. Companies are sharpening employee skills. Businesses are investing in training and placing a greater emphasis on career planning to help with staff retention. And because it's becoming harder to find mid- and senior-level employees with the right technical expertise, firms are more willing to hire junior-level candidates with solid soft skills who fit in with the company's work environment.

5. Job-hopping and counteroffers are on the rise. As the job market becomes more active, creatives with specialized skills are keeping an eye on opportunities at other companies. In response, employers are making counteroffers they hope will retain their crème de la crème. Still, both parties are approaching counteroffers with caution: Some executives say they would question the loyalty of an employee who accepted one of these deals, while others worry a counteroffer might not address the issues prompting the staff member to want to leave.

6. Full-time and contract-to-hire employment is heating up. Marketing budgets are increasing, leading to a steady rise in full-time hiring and contract-to-hire positions. Companies are also bringing projects in-house they previously contracted out and increasing head count to keep up with growing workloads.

7. Indie creatives are in demand. Agencies and in-house departments alike are bringing in freelancers to help manage workloads and access specialized skills that don't exist internally. In many cases, they are extending full-time offers to consultants who have proved successful in their roles.

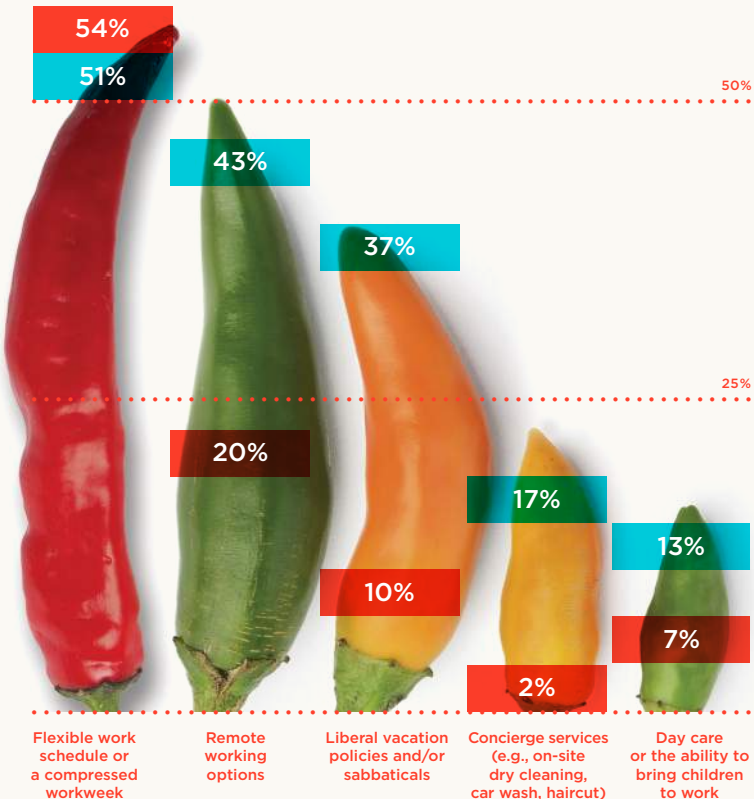


• WHAT'S HOT •

Advertising and marketing executives were asked:

- Which one of the following work-life balance perks do you think employees at your company would find most appealing?
- Does your company offer this perk?

The top responses were:



Source: The Creative Group survey of more than 400 advertising and marketing executives in the United States



PANTRY STAPLES

8 Essentials of an Award-Winning Team

Want to whip up a five-star team? Here are eight indispensable creative professionals you'll need:

1. Digital strategist • Develops user experience (UX) strategies, including information design, online content strategy and lead-generation tactics for web, mobile, email, social and digital advertising media. Requires strong communication skills to keep senior management fully informed of campaign activity, challenges and opportunities. Technical knowledge of customer relationship management (CRM) software like Salesforce and NetSuite is a plus, as are skills in search engine optimization (SEO), search engine marketing (SEM) and web analytics.

2. Content strategist • Develops content strategy based on a company's or client's business objectives and a customer's or end user's needs. Also responsible for overseeing content requirements and creating content strategy deliverables (including content audits, gap analyses, taxonomies, metadata frameworks, style guides, content migration plans and editorial calendars) across a project life cycle. Strong SEO and SEM skills are often preferred.

3. User experience (UX) designer • Creates satisfying or compelling experiences for users of a product, often drawing on results from user research and workflow analysis. Areas of focus may include content, controls, visual design, packaging, customer/technical support, branding and other aspects of user experience. Also responsible for producing personas, usage scenarios, site maps, taxonomies and wireframes. Must have an expert understanding of graphic design and web technologies, and of wireframing tools such as Axure RP and Balsamiq.



• PANTRY STAPLES •



4. Visual designer • Designs for a variety of platforms, which may include Internet and intranet sites, games, movies, kiosks, and wearables. Creates the concepts, artwork and layout for digital projects based on creative briefs and client meetings. Understanding of web design issues, including browser usability and cross-platform compatibility, is necessary. Requires strong design and troubleshooting skills, as well as an eye for detail. Responsive design and e-commerce skills are a plus.

5. Graphic designer • Develops or acquires images used in a variety of creative projects (for example, ads, brochures, corporate identity, packaging, presentations, promotional displays, signage and websites) and oversees the design, layout and formatting of these materials. Must possess a strong sense of concept development, in addition to communication, collaboration, research, problem-solving and presentation skills. Proficiency in Adobe Creative Suite is typically required. Web design skills are a plus.

• PANTRY STAPLES •

6. User interface (UI) developer • Builds the interfaces that connect the users of an application to its back-end processes and data. Provides code that meets usability and accessibility standards while enabling users to accomplish their goals quickly. May work closely with a development team to create and improve interactive applications and web pages. Must have expertise in a range of web technologies, often including AJAX, CSS, HTML and JavaScript; LAMP skills are sometimes preferred.

7. Front-end web developer • Develops web- and mobile-based applications and works on website maintenance and enhancements. Other duties include writing web pages in a combination of languages and assisting in the coding and testing of technical solutions. Must be proficient in web technologies, including user interface design, CSS, HTML, JavaScript and jQuery. Experience with content management systems, such as Drupal and WordPress, is in high demand.

8. Web content writer • Writes clear and compelling website content, including articles, product descriptions, online advertisements, promotional copy, e-newsletters, blog posts and podcast scripts. Edits and repurposes existing print copy for the Web, and plans and crafts email marketing campaigns. Requires strong writing and editing skills. HTML and SEO skills are a plus.



For a complete list of job descriptions for the positions we place, please visit creativegroup.com/salary-center.

• PANTRY STAPLES •

Emerging Roles: Rising Stars in the Creative World

Keep an eye out for these roles bubbling up throughout the creative industry:

Creative technologist • A technology-focused professional who understands the creative process and is good at prototyping early, facilitating prototype testing and implementing changes. Responsible for building web projects as well as mobile and other digital experiences. Must be open to feedback and comfortable handling risk and change.

Customer experience designer • Similar to that of a user experience (UX) designer, this role is responsible for creating satisfying or compelling experiences for users of a product, but is more focused on reshaping the customer experience to maximize conversions. Must have an expert understanding of touchpoints across the entire customer journey.

Marketing automation manager • This individual administers marketing campaigns; tests and analyzes workflow, lead generation, lead nurturing and lead scoring; and identifies tactics for improvement. Must be comfortable with customer relationship management (CRM) software such as Eloqua, Marketo and Salesforce, and possess web development and digital design skills (HTML at a minimum).



• PANTRY STAPLES •

Qualities to Look for in Job Candidates

While every cook has his or her own signature style, the top chefs share fundamental skills that serve as a foundation for their creative endeavors. Similarly, today's hiring managers are on the hunt for creative professionals with expertise in the following areas:

Coding • With more and more digital projects on the horizon, employers are on the lookout for coding skills across many positions. Professionals with a mastery of CSS, HTML, JavaScript and other coding languages are in demand.

Content management systems • Familiarity with content management systems like Drupal, Joomla and WordPress can be a boon to the careers of a variety of creatives, from digital designers to copywriters to public relations managers.

SEO/SEM • Candidates with search engine optimization and search engine marketing skills are in high demand as the competition for clicks and time-on-page heats up.

Social media • The ever-changing social media landscape is prompting companies to look for employees with both an innate understanding of how to use various social media platforms and a passion to stay abreast of new trends. Knowing the ins and outs of popular and emerging social channels — and the programs used to manage them — can set a candidate apart.

Soft skills • Every employer with an open creative position today needs strategic thinkers who can sell ideas, communicate clearly and collaborate effectively with a wide range of colleagues and clients.



THE MAIN COURSE

Starting Salaries

DESIGN & PRODUCTION

POSITION	LOW	HIGH
Creative Director (8+ years)	\$ 111,750	\$ 188,750
Creative Director (5 to 8 years)	\$ 99,500	\$ 143,500
Creative Services Manager	\$ 79,750	\$ 120,000
Art Director (5+ years)	\$ 76,250	\$ 107,500
Art Director (3 to 5 years)	\$ 64,500	\$ 84,500
Production Director (8+ years)	\$ 86,000	\$ 117,000
Production Manager	\$ 63,250	\$ 87,000
Production Coordinator	\$ 43,000	\$ 57,250
Project Manager	\$ 58,500	\$ 89,000
Studio Manager (5+ years)	\$ 77,500	\$ 106,500
Studio Manager (1 to 5 years)	\$ 61,500	\$ 85,000
Traffic Manager	\$ 54,500	\$ 75,750
Traffic Coordinator	\$ 40,500	\$ 57,000
Medical Illustrator	\$ 67,500	\$ 91,500
Illustrator (3+ years)	\$ 57,000	\$ 81,000
Illustrator (1 to 3 years)	\$ 42,750	\$ 57,250
Graphic Designer (5+ years)	\$ 66,500	\$ 93,000
Graphic Designer (3 to 5 years)	\$ 52,500	\$ 72,250
Graphic Designer (1 to 3 years)	\$ 38,750	\$ 56,750
Package Designer	\$ 59,500	\$ 91,000
Package Production Artist	\$ 47,250	\$ 65,500
Litigation Graphics Specialist	\$ 62,250	\$ 90,250
Infographics Designer	\$ 58,000	\$ 83,000
3D Animator	\$ 64,500	\$ 91,750
3D Modeler	\$ 62,750	\$ 88,000
Multimedia Designer	\$ 61,750	\$ 91,000
Presentation Specialist (3+ years)	\$ 58,250	\$ 86,250
Presentation Specialist (1 to 3 years)	\$ 45,500	\$ 62,500
Production Artist (3+ years)	\$ 49,500	\$ 69,250
Production Artist (1 to 3 years)	\$ 37,250	\$ 51,750

For a complete list of job descriptions for the positions we place, visit creativegroup.com/salary-center.



• THE MAIN COURSE •

INTERACTIVE DESIGN & PRODUCTION

POSITION	LOW	HIGH
Interactive Creative Director	\$ 104,500 -	\$ 193,000
Interactive Art Director	\$ 87,500 -	\$ 130,000
Interaction Designer (5+ years)	\$ 84,500 -	\$ 120,750
Interaction Designer (1 to 5 years)	\$ 58,250 -	\$ 88,500
Responsive Designer	\$ 72,750 -	\$ 106,000
Visual Designer	\$ 63,000 -	\$ 94,000
Information Architect	\$ 90,000 -	\$ 137,250
User Experience (UX) Director	\$ 117,000 -	\$ 184,250
User Experience (UX) Designer (5+ years)	\$ 87,750 -	\$ 128,000
User Experience (UX) Designer (3 to 5 years)	\$ 71,250 -	\$ 97,250
User Experience (UX) Designer (1 to 3 years)	\$ 49,000 -	\$ 75,000
User Experience (UX) Specialist	\$ 86,500 -	\$ 132,500
User Interface (UI) Developer	\$ 87,500 -	\$ 132,000
Web Designer (5+ years)	\$ 81,000 -	\$ 113,750
Web Designer (1 to 5 years)	\$ 55,000 -	\$ 85,000
Email Designer	\$ 55,000 -	\$ 78,750
HTML Developer	\$ 62,500 -	\$ 88,250
Front-End Web Developer (3+ years)	\$ 72,000 -	\$ 100,000
Front-End Web Developer (1 to 3 years)	\$ 53,000 -	\$ 74,750
Interactive Producer	\$ 75,000 -	\$ 107,000
Web Production Artist	\$ 50,000 -	\$ 68,000
Motion Designer	\$ 66,750 -	\$ 99,250
Video Producer	\$ 65,500 -	\$ 95,500
Video Editor	\$ 56,750 -	\$ 85,500
Mobile Designer	\$ 75,000 -	\$ 113,750
Mobile Developer	\$ 94,750 -	\$ 140,250

CONTENT DEVELOPMENT & MANAGEMENT

POSITION	LOW	HIGH
Copywriter (5+ years)	\$ 77,500 -	\$ 109,750
Copywriter (3 to 5 years)	\$ 58,750 -	\$ 79,250
Copywriter (1 to 3 years)	\$ 42,750 -	\$ 60,000
Medical Writer (5+ years)	\$ 86,750 -	\$ 120,750
Medical Writer (3 to 5 years)	\$ 69,250 -	\$ 94,250
Curriculum Developer/Writer	\$ 71,750 -	\$ 101,250
Instructional Systems Designer	\$ 75,750 -	\$ 115,250
Proposal Writer	\$ 65,000 -	\$ 92,750
Proposal Specialist	\$ 59,500 -	\$ 80,000



• THE MAIN COURSE •

CONTENT DEVELOPMENT & MANAGEMENT (Continued)

POSITION	LOW	HIGH
Web Content Writer (5+ years)	\$ 67,500	\$ 98,000
Web Content Writer (1 to 5 years)	\$ 47,750	\$ 71,750
Blogger	\$ 45,000	\$ 67,250
Copy Editor (3+ years)	\$ 54,500	\$ 75,500
Copy Editor (1 to 3 years)	\$ 41,000	\$ 55,750
Proofreader	\$ 39,000	\$ 57,500
Content Manager	\$ 66,000	\$ 90,250
Content Marketing Manager	\$ 68,000	\$ 94,500
Content Strategist	\$ 77,500	\$ 109,000

ADVERTISING & MARKETING

POSITION	LOW	HIGH
AGENCY		
President	\$ 149,500	\$ 230,000
Vice President	\$ 134,500	\$ 205,000
Business Development Director	\$ 97,000	\$ 163,500
Creative Director	\$ 113,250	\$ 181,500
Account Director	\$ 98,250	\$ 135,000
Account Supervisor	\$ 81,000	\$ 108,750
Account Manager (5+ years)	\$ 67,750	\$ 94,500
Account Executive (3+ years)	\$ 53,250	\$ 74,000
Account Coordinator (1 to 3 years)	\$ 38,000	\$ 56,000
Account Planner/Strategist	\$ 45,000	\$ 70,000

CORPORATE

Chief Marketing Officer	\$ 154,750	\$ 245,000
Vice President of Marketing	\$ 132,250	\$ 232,000
Marketing Director	\$ 97,250	\$ 148,500
MarCom Manager (5+ years)	\$ 77,250	\$ 109,000
MarCom Manager (3 to 5 years)	\$ 62,000	\$ 85,000
MarCom Coordinator (1 to 3 years)	\$ 43,500	\$ 62,500

AGENCY OR CORPORATE

Media Director	\$ 87,500	\$ 126,000
Media Planner	\$ 61,500	\$ 87,250
Media Buyer (3+ years)	\$ 57,500	\$ 83,500
Media Buyer (1 to 3 years)	\$ 45,250	\$ 61,000
Market Researcher (3+ years)	\$ 69,750	\$ 91,250
Market Researcher (1 to 3 years)	\$ 48,500	\$ 65,750



• THE MAIN COURSE •

ADVERTISING & MARKETING (Continued)

POSITION	LOW	HIGH
AGENCY OR CORPORATE (Continued)		
Brand/Product Manager (5+ years)	\$ 87,750	\$ 120,000
Brand/Product Manager (1 to 5 years)	\$ 64,250	\$ 93,500
Event/Trade Show Manager	\$ 57,000	\$ 84,500
Event/Trade Show Coordinator	\$ 42,000	\$ 59,250
Digital Strategist	\$ 92,000	\$ 138,000
Digital/Interactive Marketing Manager	\$ 88,000	\$ 130,000
E-Commerce Marketing Manager	\$ 87,500	\$ 120,500
Marketing Analytics Specialist (3+ years)	\$ 74,750	\$ 102,250
Marketing Analytics Specialist (1 to 3 years)	\$ 57,250	\$ 77,000
Web Analytics Specialist (3+ years)	\$ 81,750	\$ 111,250
Web Analytics Specialist (1 to 3 years)	\$ 72,500	\$ 99,750
SEO/SEM Specialist (3+ years)	\$ 73,500	\$ 102,750
SEO/SEM Specialist (1 to 3 years)	\$ 52,000	\$ 71,000
Digital Project Manager	\$ 76,750	\$ 116,500
Digital Traffic Manager	\$ 59,500	\$ 84,750
Digital Community Manager	\$ 62,750	\$ 76,500
Social Media Manager	\$ 68,250	\$ 93,500
Social Media Specialist	\$ 53,500	\$ 76,250

PUBLIC RELATIONS

POSITION	LOW	HIGH
AGENCY		
Vice President/Group Director	\$ 127,750	\$ 222,250
Account Manager/Supervisor	\$ 84,000	\$ 120,750
Senior Account Executive (5+ years)	\$ 75,750	\$ 106,750
Account Executive (3 to 5 years)	\$ 57,750	\$ 77,500
Account Coordinator (1 to 3 years)	\$ 39,750	\$ 58,750
CORPORATE		
Vice President of Public Relations	\$ 125,000	\$ 220,000
Public Relations Director	\$ 101,000	\$ 141,250
Public Relations Manager	\$ 80,750	\$ 103,000
Public Relations Specialist (5+ years)	\$ 66,750	\$ 93,000
Public Relations/Communications Specialist (1 to 5 years)	\$ 45,500	\$ 69,000



REGIONAL CUISINE

Adjusting Salaries for U.S. Cities

The starting salary ranges provided on the previous pages reflect the national averages for each position. To determine the estimated salary range for a position in your area, use the local variance numbers below. Move the decimal point in the variance number two places to the left, and then multiply this figure by the low and high ends of the salary range.

ALABAMA

Birmingham.....	95.0
Huntsville.....	93.0
Mobile.....	86.0

ARIZONA

Phoenix.....	112.0
Tucson.....	103.5

ARKANSAS

Fayetteville.....	95.0
Little Rock.....	95.0

CALIFORNIA

Fresno.....	90.0
Irvine.....	128.0
Los Angeles.....	128.0
Oakland.....	127.0
Ontario.....	117.0
Sacramento.....	102.0
San Diego.....	123.0
San Francisco.....	138.0
San Jose.....	135.0
Santa Barbara.....	127.0
Santa Rosa.....	118.1
Stockton.....	85.0

COLORADO

Boulder.....	116.3
Colorado Springs.....	92.3
Denver.....	104.8

Fort Collins.....	95.0
Greeley.....	86.0
Loveland.....	92.0
Pueblo.....	80.0

CONNECTICUT

Hartford.....	116.5
New Haven.....	112.0
Stamford.....	131.0

DELAWARE

Wilmington.....	105.0
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DISTRICT OF COLUMBIA

Washington.....	133.0
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FLORIDA

Fort Myers.....	90.0
Jacksonville.....	95.0
Melbourne.....	90.5
Miami/	
Fort Lauderdale.....	107.0
Orlando.....	99.5
St. Petersburg.....	96.5
Tampa.....	98.0
West Palm Beach.....	100.5

GEORGIA

Atlanta.....	106.5
Macon.....	84.0
Savannah.....	84.0

HAWAII

Honolulu.....	105.0
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IDAHO

Boise.....	86.1
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ILLINOIS

Chicago.....	123.0
Naperville.....	112.0
Rockford.....	83.0
Springfield.....	91.0

INDIANA

Fort Wayne.....	82.0
Indianapolis.....	96.0

IOWA

Cedar Rapids.....	94.0
Davenport.....	95.0
Des Moines.....	100.0
Sioux City.....	83.0
Waterloo/	
Cedar Falls.....	87.0

KANSAS

Overland Park.....	99.2
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KENTUCKY

Lexington.....	91.5
Louisville.....	92.0



• REGIONAL CUISINE •

LOUISIANA

Baton Rouge	99.0
New Orleans.....	99.0

MAINE

Portland	95.0
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MARYLAND

Baltimore.....	103.0
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MASSACHUSETTS

Boston	133.0
Springfield.....	104.0

MICHIGAN

Ann Arbor	101.5
Detroit	100.0
Grand Rapids.....	85.5
Lansing.....	85.0

MINNESOTA

Bloomington	105.5
Duluth.....	79.6
Minneapolis.....	106.0
Rochester.....	100.5
St. Cloud	82.0
St. Paul	102.0

MISSOURI

Kansas City.....	99.2
St. Joseph.....	91.0
St. Louis	100.0

NEBRASKA

Lincoln.....	86.0
Omaha.....	96.0

NEVADA

Las Vegas.....	97.0
Reno	98.0

NEW HAMPSHIRE

Manchester/ Nashua.....	112.0
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NEW JERSEY

Mount Laurel.....	115.0
Paramus	130.0
Princeton	125.0
Woodbridge	126.5

NEW MEXICO

Albuquerque	91.5
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NEW YORK

Albany	97.0
Buffalo	95.0
Long Island.....	120.0
New York	140.0
Rochester.....	91.7
Syracuse	90.3

NORTH CAROLINA

Charlotte.....	101.5
Greensboro.....	100.0
Raleigh	104.0

OHIO

Akron	89.0
Canton.....	82.0
Cincinnati	97.5
Cleveland.....	96.0
Columbus	97.5
Dayton.....	87.0
Toledo.....	84.5
Youngstown.....	76.0

OKLAHOMA

Oklahoma City.....	93.0
Tulsa	93.0

OREGON

Portland	106.5
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PENNSYLVANIA

Harrisburg	95.0
Philadelphia.....	115.0
Pittsburgh	98.0

RHODE ISLAND

Providence.....	97.0
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SOUTH CAROLINA

Charleston.....	93.5
Columbia	93.5
Greenville	92.0

TENNESSEE

Chattanooga	89.0
Cool Springs.....	99.0
Knoxville	89.0
Memphis	95.0
Nashville	99.5

TEXAS

Austin.....	107.0
Dallas	108.5
El Paso.....	72.0
Fort Worth.....	107.5
Houston.....	107.5
Midland/Odessa.....	115.0
San Antonio.....	100.0

UTAH

Salt Lake City.....	101.0
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VIRGINIA

Norfolk/ Hampton Roads.....	96.0
Richmond.....	98.0
Tysons Corner.....	132.0

WASHINGTON

Seattle	118.9
Spokane	82.0

WISCONSIN

Appleton.....	85.0
Green Bay.....	86.5
Madison.....	98.5
Milwaukee.....	101.0
Waukesha.....	99.0



THE MAIN COURSE

Starting Salaries in Toronto

DESIGN & PRODUCTION

POSITION	LOW	HIGH
Creative Director (8+ years)	\$ 99,500	\$ 221,500
Creative Director (5 to 8 years)	\$ 90,750	\$ 164,750
Creative Services Director	\$ 84,250	\$ 103,000
Creative Services Manager	\$ 59,250	\$ 80,250
Art Director (5+ years)	\$ 74,500	\$ 107,500
Art Director (3 to 5 years)	\$ 66,000	\$ 80,750
Production Director (8+ years)	\$ 92,000	\$ 119,000
Production Manager	\$ 69,500	\$ 100,000
Production Coordinator	\$ 45,500	\$ 65,750
Project Manager	\$ 52,500	\$ 86,250
Studio Manager (5+ years)	\$ 67,250	\$ 91,750
Studio Manager (1 to 5 years)	\$ 56,000	\$ 76,000
Traffic Manager	\$ 54,000	\$ 79,250
Traffic Coordinator	\$ 45,000	\$ 58,500
Medical Illustrator	\$ 63,000	\$ 95,500
Illustrator (3+ years)	\$ 56,500	\$ 89,500
Illustrator (1 to 3 years)	\$ 47,250	\$ 67,500
Graphic Designer (5+ years)	\$ 73,500	\$ 94,250
Graphic Designer (3 to 5 years)	\$ 58,250	\$ 75,750
Graphic Designer (1 to 3 years)	\$ 45,500	\$ 61,250
Package Designer	\$ 69,000	\$ 111,000
Package Production Artist (3+ years)	\$ 62,500	\$ 87,250
Package Production Artist (1 to 3 years)	\$ 50,500	\$ 69,250
3D Animator	\$ 67,750	\$ 97,500
3D Modeler	\$ 67,750	\$ 96,500
Multimedia Designer	\$ 56,750	\$ 85,000
Prepress Specialist (3+ years)	\$ 59,000	\$ 83,750
Prepress Specialist (1 to 3 years)	\$ 47,000	\$ 58,250
Presentation Specialist (3+ years)	\$ 67,750	\$ 97,000
Presentation Specialist (1 to 3 years)	\$ 53,000	\$ 67,250
Production Artist (3+ years)	\$ 54,500	\$ 76,000
Production Artist (1 to 3 years)	\$ 39,250	\$ 54,500

All salaries listed on this and the following pages are in Canadian dollars. For job descriptions, please visit creativegroup.com/salary-centre.



• THE MAIN COURSE: TORONTO •

INTERACTIVE DESIGN & PRODUCTION

POSITION	LOW	HIGH
Interactive Creative Director	\$ 99,500 -	\$ 175,000
Interactive Art Director	\$ 85,000 -	\$ 135,250
Interaction Designer (5+ years)	\$ 81,750 -	\$ 113,500
Interaction Designer (1 to 5 years)	\$ 59,250 -	\$ 88,000
Responsive Designer	\$ 67,500 -	\$ 91,250
Visual Designer	\$ 66,750 -	\$ 94,500
Information Architect	\$ 86,000 -	\$ 166,500
User Experience (UX) Director	\$ 90,250 -	\$ 161,250
User Experience (UX) Designer (5+ years)	\$ 82,500 -	\$ 128,750
User Experience (UX) Designer (3 to 5 years)	\$ 67,000 -	\$ 113,250
User Experience (UX) Designer (1 to 3 years)	\$ 56,750 -	\$ 82,500
User Experience (UX) Specialist	\$ 70,250 -	\$ 125,000
User Interface (UI) Developer	\$ 81,250 -	\$ 146,250
Web Designer (5+ years)	\$ 88,000 -	\$ 129,250
Web Designer (1 to 5 years)	\$ 59,750 -	\$ 88,000
Email Designer	\$ 58,500 -	\$ 76,000
Flash Designer/Developer	\$ 59,000 -	\$ 86,750
HTML Developer	\$ 69,250 -	\$ 91,250
Front-End Web Developer (3+ years)	\$ 67,500 -	\$ 98,500
Front-End Web Developer (1 to 3 years)	\$ 52,000 -	\$ 82,000
Interactive Producer	\$ 58,750 -	\$ 85,000
Web Production Artist	\$ 56,250 -	\$ 72,000
Motion Designer	\$ 69,500 -	\$ 93,500
Video Producer	\$ 57,750 -	\$ 79,250
Video Editor	\$ 60,250 -	\$ 81,000
Mobile Designer	\$ 72,750 -	\$ 102,500
Mobile Developer	\$ 73,250 -	\$ 109,750

CONTENT DEVELOPMENT & MANAGEMENT

POSITION	LOW	HIGH
Copywriter (5+ years)	\$ 83,250 -	\$ 137,500
Copywriter (3 to 5 years)	\$ 63,750 -	\$ 87,500
Copywriter (1 to 3 years)	\$ 49,500 -	\$ 61,250
Instructional Systems Designer	\$ 59,750 -	\$ 102,000
Proposal Writer	\$ 66,250 -	\$ 101,750
Proposal Specialist	\$ 66,250 -	\$ 91,750



• THE MAIN COURSE: TORONTO •

CONTENT DEVELOPMENT & MANAGEMENT (Continued)

POSITION	LOW	HIGH
Web Content Writer (5+ years)	\$ 89,500 -	\$ 122,000
Web Content Writer (1 to 5 years)	\$ 56,000 -	\$ 87,250
Blogger	\$ 50,750 -	\$ 75,750
Copy Editor (3+ years)	\$ 64,750 -	\$ 86,250
Copy Editor (1 to 3 years)	\$ 49,000 -	\$ 61,000
Proofreader	\$ 50,500 -	\$ 76,250
Content Manager	\$ 57,750 -	\$ 84,250
Content Marketing Manager	\$ 57,750 -	\$ 84,250
Content Strategist	\$ 71,500 -	\$ 92,250

ADVERTISING & MARKETING

POSITION	LOW	HIGH
AGENCY		
Account Manager (5+ years)	\$ 77,250 -	\$ 131,250
Account Executive (3+ years)	\$ 59,000 -	\$ 80,250
Account Coordinator (1 to 3 years)	\$ 48,250 -	\$ 61,000
Account Planner/Strategist	\$ 84,250 -	\$ 138,500

CORPORATE

Vice President of Marketing	\$ 107,000 -	\$ 200,750
Marketing Director	\$ 88,500 -	\$ 180,250
MarCom Manager (5+ years)	\$ 86,250 -	\$ 102,000
MarCom Manager (3 to 5 years)	\$ 63,750 -	\$ 80,250
MarCom Coordinator (1 to 3 years)	\$ 43,250 -	\$ 61,750

AGENCY OR CORPORATE

Media Planner	\$ 61,750 -	\$ 111,750
Market Researcher (3+ years)	\$ 48,000 -	\$ 66,250
Market Researcher (1 to 3 years)	\$ 42,250 -	\$ 50,500
Brand/Product Manager (5+ years)	\$ 80,500 -	\$ 117,250
Brand/Product Manager (1 to 5 years)	\$ 54,500 -	\$ 77,000
Event/Trade Show Manager	\$ 58,250 -	\$ 69,000
Event/Trade Show Coordinator	\$ 48,500 -	\$ 58,250
Digital Strategist	\$ 87,750 -	\$ 136,750
Digital/Interactive Marketing Manager	\$ 85,500 -	\$ 132,500
E-Commerce Marketing Manager	\$ 85,750 -	\$ 132,500
Mobile Marketing Manager	\$ 80,750 -	\$ 128,750
Marketing Analytics Specialist (3+ years)	\$ 80,000 -	\$ 114,250
Marketing Analytics Specialist (1 to 3 years)	\$ 60,750 -	\$ 78,000



• THE MAIN COURSE: TORONTO •

ADVERTISING & MARKETING (Continued)

POSITION	LOW	HIGH
AGENCY OR CORPORATE (Continued)		
Web Analytics Specialist (3+ years)	\$ 87,250	\$ 141,250
Web Analytics Specialist (1 to 3 years)	\$ 75,750	\$ 86,250
SEO/SEM Specialist (3+ years)	\$ 79,000	\$ 98,500
SEO/SEM Specialist (1 to 3 years)	\$ 63,250	\$ 77,000
Digital Project Manager	\$ 68,500	\$ 125,750
Digital Traffic Manager	\$ 58,750	\$ 87,250
Digital Community Manager	\$ 53,500	\$ 77,500
Social Media Specialist	\$ 51,500	\$ 77,250

PUBLIC RELATIONS

POSITION	LOW	HIGH
Public Relations Director	\$ 91,000	\$ 139,000
Public Relations Manager	\$ 75,000	\$ 94,750
Public Relations Specialist	\$ 47,500	\$ 76,500



Visit our Salary Centre at creativegroup.com/salary-centre for more information, including our Salary Calculator.



ALL ABOUT AMBIANCE

Hiring for Your Work Environment

While you might hit the nearest snack bar to satisfy a craving, you expect more when you dine at your favorite restaurant. Likewise, when staffing a role in your organization, quick casual just won't do.

Hiring talent requires more than simply finding someone who can do the job. Besides technical skills, the ideal candidate will also have the interpersonal qualities to fit well within a larger menu: your company culture.

But how can you know someone is a good job match from an interview alone? Well, you can't. At least, not entirely. Here are some steps you can take to help find the ideal candidate:



• ALL ABOUT AMBIANCE •

Demonstrate what makes you different. Highlight the unique attributes of your workplace culture on your website and in job postings. Also make sure your hiring managers can easily articulate why your business is a great place to work. Help them capture in words, example and imagery the essence of your company's atmosphere and people.

Introduce the team. When you invite candidates in for interviews, give them an opportunity to talk to other employees. This provides them with additional perspective on what it's really like to work for your company. Later, you can ask your staff how well they feel a particular person would do in the job.

Ask the right interview questions. Here are some suggestions:

- *What makes you want to come to work every day?* Does workplace competition motivate or discourage them? Do they enjoy building relationships with clients, or do they love behind-the-scenes problem-solving? Again, look for candidates whose passion matches your organization's values.
- *Why do you want to work here?* Your best prospects will go beyond your products and business stability and touch on aspects of your company culture. Do you get a sense that your work environment would stimulate them?
- *Can you describe your work style?* Some professionals will say they're most productive when they work independently; others operate better when they're part of a team. Some prefer brainstorming sessions over well-organized meetings. The point is, do you think the person can find satisfaction working for your firm?

The most important aspect of company culture is authenticity. If you mimic the hallmarks of other firms instead of reflecting your own, it's going to be tough to hire and retain people who will work in sync with your team.



FOOD FOR THOUGHT

What Does Growing Employee Confidence Mean for Salaries?

With persistent skills shortages, employees are at the head of the table in numerous fields. For many, this means they can afford to ask for more pay. But what does it mean for employers?

Consider this: Nearly two out of three workers polled in a 2015 survey by Robert Half, TCG's parent company, said they are more confident today in their job prospects than one year ago. Confident professionals are flight risks if they feel undervalued at work. That's likely the reason 25 percent of executives we interviewed recently said they'd lost a good employee in the past year to a job that paid more. This comes on the heels of another Robert Half study that found that insufficient salary is the top reason people quit their jobs.

Still more of our research shows that many workers who feel they deserve a raise won't even ask for one before deciding to resign. All of this ups the ante for managers and business owners. It makes it critical for employers to benchmark their salaries proactively against those of other companies in their region and industry. In addition to offering competitive pay, employers need to consider salary discussions more often than the scheduled annual review.

Bottom line: Don't wait for your employees to approach you about a raise. By then, it may be too late.

Industry reports such as this *Salary Guide* detail compensation levels for an array of creative positions. To further inform your benchmarking efforts, also consider working with a [top-rated staffing firm such as TCG](#). We keep our fingers on the pulse of the creative job market and can help you stay current with local pay and benefit trends.



A STUDY OF FLAVOR PROFILES

Why a Flexible Staffing Strategy Is Crucial for Business Success

Companies are relying on freelancers to spice up their staffing mix more than ever. There are several reasons for this trend, but ultimately, it just makes sense: Why hire full-time employees for tasks that don't require full-time attention?

Rigid staffing structures are expensive and inefficient. They don't allow firms to move quickly and strategically. In order for businesses to have the right people in the right place at the right time, they need flexibility. As such, many organizations are staffing with a perfect blend of full-time, freelance, project and consulting resources.

Your full-time people will always be the backbone of your workforce. But augmenting this core group with project professionals as needed gives you more control over labor costs and helps keep morale high. You can rapidly staff up or down in response to customer demand while lightening the load for employees who are stretched too thin.

Today's project professionals possess a range of in-demand skills. That gives you the flexibility to address staffing gaps across your organization or access senior-level expertise for initiatives that are critical but of limited duration.



• A STUDY OF FLAVOR PROFILES •

Other reasons flexible staffing should be a staple of your year-round personnel strategy include:

- Relief for overburdened employees at risk of burnout — or leaving your firm altogether
- Minimized overtime expenses
- Reduced recruiting and hiring costs
- Support for core employees temporarily dedicated to special initiatives but whose regular jobs can't go unattended
- Greater job stability for full-time workers who'll be largely protected from cycles of hiring and layoffs as business needs fluctuate

An increasing number of talented creative professionals are working on a project basis because of the opportunity to gain experience in different industries and expand their skill set. Taking full advantage of this trend can give you the flexibility your company needs to succeed in today's business environment. It just makes sense.



THE CREATIVE GROUP

Your Creative Talent Maître D'

The Creative Group (TCG) — a division of [Robert Half](#), a global leader in professional staffing and consulting services — specializes in placing interactive, design and marketing professionals on a project, contract-to-hire and full-time basis. Here are only a few of the benefits you enjoy when you let TCG assist with your staffing needs:

Prompt service • Time is money when you're seeking reinforcements for your team. [Our staffing specialists](#) are trained to help find you professionals who can start right away. But saving you time doesn't mean a rushed process. We have access to active and passive job seekers so you can receive the creative talent best suited to your needs and workplace environment.

Soup-to-nuts support • Companies, especially those with limited resources, don't want to spend precious hours on a lot of details when recruiting. We can handle [all aspects of the hiring process](#) for you — from candidate sourcing and interviews to skills evaluations.

A bevy of options • By tapping into our extensive networks, our staffing professionals collaborate with colleagues near and far to find the best available matches. We also have access to creative talent other staffing firms don't because of our alliances with major professional associations, including AIGA, the American Advertising Federation, *Graphic Design USA*, *HOW* and Rhode Island School of Design. For these reasons and more, businesses don't have to look beyond TCG for staffing assistance.



• THE CREATIVE GROUP •

A personal touch • Anyone can post a job online and get a lot of responses. It's easy and it doesn't cost much. Yet it takes more than a computer or a social network to find candidates who are closely suited to your needs. That comes only through working directly with a staffing professional. Of course, we take full advantage of the latest technology tools, but it's the personal service we provide our clients that sets us apart. No e-solution can replace the one-on-one attention you receive sitting down with a skilled recruiter to discuss your hiring needs.

Complete digital solutions • We partner with Robert Half Technology, our sister division, to deliver the most efficient and cost-effective staffing solutions for your complex web projects requiring both creative and technical skills.

Project oversight • We have the ability to scale for large projects that require a team of creative professionals to help you meet your strategic initiatives, such as web/mobile design and development, usability/user experience, and content migration. We can help you achieve your business goals by providing the resources and project management you need.



Contact The Creative Group at creativegroup.com to learn more about how we can help you find skilled talent for your organization.



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most informed staffing and management
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After all, compensation is a main ingredient for
attracting and retaining the best creative talent.



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