



CompGeo Online Professional Salary and Compensation Planning Library
 Career Long Range First Forecast Series For **Human Resources** Occupation Group

Region: Mid Atlantic

State: Maryland

Salary Survey Area: Baltimore

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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resource Clerks, Except Payroll and Timekeeping
Industry/Sector: All

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	51,172	-	57,574	49,691	-	55,909
07/2018:	52,550	-	59,241	51,132	-	57,530
07/2019:	54,183	-	60,965	52,615	-	59,199
07/2020:	55,755	-	62,731	54,141	-	60,915

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	54,373	52,800	55,850	54,331	57,573	55,907	59,243	57,528
Fringe	19,031	18,480	19,583	19,015	20,151	19,567	20,735	20,135
Total	73,404	71,280	75,433	73,347	77,724	75,474	79,978	77,663

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	45,312	49,842	54,372	58,902	63,432	01/2017	45,312	51,352	57,392	63,432
01/2018	46,620	51,282	55,944	60,686	65,268	01/2018	46,620	52,836	59,052	65,268
01/2019	47,964	52,764	57,514	62,264	67,164	01/2019	47,964	54,364	60,764	67,164
01/2020	49,356	54,294	59,232	64,170	69,108	01/2020	49,356	55,940	62,524	69,108

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant II (Junior)
Industry/Sector: All

	Direct Salary Mean	Confidence Intervals	Direct Salary Median
07/2017	50,216	-	50,918 - 57,290
07/2018	51,572	-	52,395 - 58,951
07/2019	53,170	-	53,915 - 60,661
07/2020	54,712	-	55,478 - 62,420

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	53,358	51,104	54,885	55,673	56,497	57,288	58,135	58,949
Fringe	18,675	18,936	19,217	19,485	19,774	20,051	20,347	20,632
Total	72,033	70,040	74,102	75,159	76,271	77,339	78,482	79,581

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	44,472	48,918	53,364	57,810	62,256	01/2017	44,472	50,400	56,328	62,256
01/2018	45,756	50,334	54,912	59,499	64,068	01/2018	45,756	51,860	57,964	64,068
01/2019	47,088	51,798	56,508	61,118	65,928	01/2019	47,088	53,368	59,648	65,928
01/2020	48,456	53,304	58,152	63,000	67,848	01/2020	48,456	54,920	61,384	67,848

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant II (Junior)
Industry/Sector: Government

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	50,344	-	56,644	52,019	-	58,529
07/2018:	51,804	-	58,285	53,528	-	60,226
07/2019:	53,306	-	59,976	55,080	-	61,972
07/2020:	54,852	-	61,716	56,677	-	63,769

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	53,494	55,274	55,845	56,877	56,641	58,526	58,284	60,223
Fringe	20,863	21,557	21,468	22,182	22,070	22,825	22,731	23,487
Total	74,357	76,831	77,313	79,059	78,711	81,351	81,015	83,710

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	44,580	49,038	53,496	57,954	62,412	01/2017	44,580	50,524	56,468	62,412
01/2018	45,864	50,454	55,044	59,634	64,224	01/2018	45,864	51,984	58,104	64,224
01/2019	47,196	51,918	55,500	61,162	66,084	01/2019	47,196	53,492	59,788	66,084
01/2020	48,564	53,424	58,284	63,144	68,004	01/2020	48,564	55,044	61,524	68,004

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant II (Junior)
Industry/Sector: Health Services-All Sectors

	07/2017	07/2018	07/2019	07/2020	Direct Salary Mean	Confidence Intervals	Direct Salary Median
	51,385	52,975	54,408	55,986	57,815	36,084 - 40,600	36,084 - 40,600
					59,491	37,131 - 41,777	37,131 - 41,777
					61,216	38,208 - 42,988	38,208 - 42,988
					62,992	39,315 - 44,235	39,315 - 44,235

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	54,600	39,342	56,183	39,454	57,812	40,598	59,489	41,775
Fringe	22,932	15,104	23,597	16,571	24,231	17,051	24,985	17,546
Total	77,532	54,446	79,780	56,025	82,043	57,649	84,474	59,321

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	45,504	50,052	54,600	59,148	63,696	01/2017	45,504	51,568	57,632	63,696
01/2018	46,824	51,504	56,184	60,864	65,544	01/2018	46,824	53,064	59,304	65,544
01/2019	48,180	52,998	57,816	62,634	67,452	01/2019	48,180	54,604	61,028	67,452
01/2020	49,584	54,540	59,496	64,452	69,408	01/2020	49,584	56,192	62,800	69,408

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources

Survey Benchmark: Human Resources Clerk/Assistant II (Junior)

Industry/Sector: Health Services-Private

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017	51,385	-	57,815	36,084	-	40,600
07/2018	52,975	-	59,491	37,131	-	41,777
07/2019	54,408	-	61,216	38,208	-	42,988
07/2020	55,986	-	62,992	39,315	-	44,235

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 Forecast Series 2: 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	54,600	39,342	56,183	39,454	57,812	40,598	59,489	41,775
Fringe	24,024	15,870	24,721	16,360	24,457	17,863	26,175	18,381
Total	78,624	55,212	80,904	55,814	82,269	58,461	85,664	60,156

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	45,504	50,052	54,600	59,148	63,696	01/2017	45,504	51,568	57,632	63,696
01/2018	46,824	51,504	56,184	60,864	65,544	01/2018	46,824	53,064	59,304	65,544
01/2019	48,180	52,998	57,816	62,634	67,452	01/2019	48,180	54,604	61,028	67,452
01/2020	49,584	54,540	59,496	64,452	69,408	01/2020	49,584	56,192	62,800	69,408

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant II (Junior)
Industry/Sector: Hospitals-All Sectors

	07/2017	07/2018	07/2019	07/2020	Direct Salary Mean	Confidence Intervals	Direct Salary Median
	51,385	52,875	54,408	55,986	57,815	36,084 - 40,600	36,084 - 40,600
					59,491	37,131 - 41,777	37,131 - 41,777
					61,210	38,208 - 42,988	38,208 - 42,988
					62,992	39,315 - 44,235	39,315 - 44,235

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	54,600	39,342	56,183	39,454	57,812	40,598	59,489	41,775
Fringe	23,478	15,487	24,159	16,965	22,859	17,457	25,580	17,963
Total	78,078	54,829	80,342	56,419	80,671	58,055	85,069	59,738

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	45,504	50,052	54,600	59,148	63,696	01/2017	45,504	51,568	57,632	63,696
01/2018	46,824	51,504	56,184	60,864	65,544	01/2018	46,824	53,064	59,304	65,544
01/2019	48,180	52,998	57,816	62,634	67,452	01/2019	48,180	54,604	61,028	67,452
01/2020	49,584	54,540	59,496	64,452	69,408	01/2020	49,584	56,192	62,800	69,408

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant II (Junior)
Industry/Sector: Hospitals-Private

	07/2017	07/2018	07/2019	07/2020	Direct Salary Mean	Confidence Intervals	Direct Salary Median
	51,385	52,975	54,408	55,986	57,815	36,084 - 40,600	36,084 - 40,600
					59,491	37,131 - 41,777	37,131 - 41,777
					61,216	38,208 - 42,988	38,208 - 42,988
					62,992	39,315 - 44,235	39,315 - 44,235

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	54,600	39,342	56,183	39,454	57,812	40,598	59,489	41,775
Fringe	24,024	15,870	24,721	17,360	21,457	17,863	26,175	18,381
Total	78,624	55,212	80,904	56,814	79,269	58,461	85,664	60,156

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	45,504	50,052	54,600	59,148	63,696	01/2017	45,504	51,568	57,632	63,696
01/2018	46,824	51,504	56,184	60,864	65,544	01/2018	46,824	53,064	59,304	65,544
01/2019	48,180	52,998	57,816	62,634	67,452	01/2019	48,180	54,604	61,028	67,452
01/2020	49,584	54,540	59,496	64,452	69,408	01/2020	49,584	56,192	62,800	69,408

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)
Industry/Sector: All

	Direct Salary Mean	Confidence Intervals	Direct Salary Median
07/2017	58,043	58,626 - 65,305	58,626
07/2018	59,726	60,327 - 67,268	60,327
07/2019	61,458	62,076 - 69,148	62,076
07/2020	63,240	63,877 - 71,869	63,877

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	61,674	62,294	63,463	64,101	65,303	65,960	67,197	67,873
Fringe	21,586	21,806	22,212	22,435	22,856	23,086	23,519	23,756
Total	83,260	84,097	85,675	86,535	88,159	89,046	90,716	91,629

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	51,384	56,526	61,668	66,810	71,952	01/2017	51,384	58,240	65,096	71,952
01/2018	52,872	58,164	63,456	68,748	74,040	01/2018	52,872	59,928	66,984	74,040
01/2019	54,408	59,850	65,242	70,634	76,176	01/2019	54,408	61,664	68,920	76,176
01/2020	55,992	61,590	67,188	72,786	78,384	01/2020	55,992	63,456	70,920	78,384

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)
Industry/Sector: Government

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	56,926	-	64,050	57,155	-	64,307
07/2018:	58,577	-	65,967	58,812	-	66,172
07/2019:	60,276	-	67,818	60,518	-	68,090
07/2020:	62,024	-	69,784	62,273	-	70,065

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

Mean 07/2017 Median 07/2017 Mean 07/2018 Median 07/2018 Mean 07/2019 Median 07/2019 Mean 07/2020 Median 07/2020

Direct	60,488	60,731	62,274	62,492	64,047	64,304	65,904	66,169
Fringe	23,590	23,685	24,274	24,372	24,978	25,079	25,703	25,806
Total	84,078	84,416	86,548	86,864	89,025	89,383	91,607	91,975

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	50,412	55,452	60,492	65,532	70,572	01/2017	50,412	57,132	63,852	70,572
01/2018	51,864	57,054	62,244	67,434	72,624	01/2018	51,864	58,784	65,704	72,624
01/2019	53,364	58,704	64,044	69,384	74,724	01/2019	53,364	60,484	67,604	74,724
01/2020	54,912	60,408	65,904	71,400	76,896	01/2020	54,912	62,240	69,568	76,896

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)
Industry/Sector: Health Services-All Sectors

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	56,991	-	64,123	40,021	-	45,029
07/2018:	58,744	-	65,932	41,182	-	46,334
07/2019:	60,345	-	67,895	42,376	-	47,678
07/2020:	62,094	-	69,864	43,605	-	49,061

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	60,557	42,525	62,313	43,758	64,120	45,027	65,979	46,333
Fringe	25,434	17,861	26,171	18,378	26,950	18,911	27,711	19,460
Total	85,991	60,386	88,484	62,136	91,070	63,938	93,690	65,793

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	50,460	55,506	60,552	65,598	70,644	01/2017	50,460	57,188	63,916	70,644
01/2018	51,912	57,108	62,304	67,500	72,696	01/2018	51,912	58,840	65,768	72,696
01/2019	53,424	58,770	64,116	69,622	74,808	01/2019	53,424	60,552	67,680	74,808
01/2020	54,972	60,474	65,976	71,478	76,980	01/2020	54,972	62,308	69,644	76,980

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)
Industry/Sector: Health Services-Private

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	56,991	-	64,123	40,021	-	45,029
07/2018:	58,744	-	65,932	41,182	-	46,334
07/2019:	60,345	-	67,895	42,376	-	47,678
07/2020:	62,094	-	69,864	43,605	-	49,061

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	60,557	42,525	62,313	43,758	64,120	45,027	65,979	46,333
Fringe	26,645	18,711	27,418	19,234	28,213	19,812	29,031	20,387
Total	87,202	61,236	89,731	63,002	92,333	64,839	95,010	66,720

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	50,460	55,506	60,552	65,598	70,644	01/2017	50,460	57,188	63,916	70,644
01/2018	51,912	57,108	62,304	67,500	72,696	01/2018	51,912	58,840	65,768	72,696
01/2019	53,424	58,770	64,116	69,622	74,808	01/2019	53,424	60,552	67,680	74,808
01/2020	54,972	60,474	65,976	71,478	76,980	01/2020	54,972	62,308	69,644	76,980

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)
Industry/Sector: Hospitals-All Sectors

	07/2017	07/2018	07/2019	07/2020	Direct Salary Mean	Confidence Intervals	Direct Salary Median
	56,991	58,544	60,345	62,094	64,123	40,021 - 45,029	40,021 - 45,029
					65,932	41,182 - 46,334	41,182 - 46,334
					67,895	42,376 - 47,678	42,376 - 47,678
					69,864	43,605 - 49,061	43,605 - 49,061

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	60,557	42,525	62,313	43,758	64,120	45,027	65,979	46,333
Fringe	26,040	18,286	26,795	18,816	27,572	19,362	28,371	19,923
Total	86,597	60,811	89,108	62,574	91,692	64,389	94,350	66,256

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	50,460	55,506	60,552	65,598	70,644	01/2017	50,460	57,188	63,916	70,644
01/2018	51,912	57,108	62,304	67,500	72,696	01/2018	51,912	58,840	65,768	72,696
01/2019	53,424	58,770	64,116	69,162	74,808	01/2019	53,424	60,552	67,680	74,808
01/2020	54,972	60,474	65,976	71,478	76,980	01/2020	54,972	62,308	69,644	76,980

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)
Industry/Sector: Hospitals-Private

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	56,991	-	64,123	40,021	-	45,029
07/2018:	58,744	-	65,932	41,182	-	46,334
07/2019:	60,345	-	67,895	42,376	-	47,678
07/2020:	62,094	-	69,864	43,605	-	49,061

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	60,557	42,525	62,313	43,758	64,120	45,027	65,979	46,333
Fringe	26,645	18,711	27,418	19,234	28,213	19,812	29,031	20,387
Total	87,202	61,236	89,731	63,002	92,333	64,839	95,010	66,720

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	50,460	55,506	60,552	65,598	70,644	01/2017	50,460	57,188	63,916	70,644
01/2018	51,912	57,108	62,304	67,500	72,696	01/2018	51,912	58,840	65,768	72,696
01/2019	53,424	58,770	64,116	69,622	74,808	01/2019	53,424	60,552	67,680	74,808
01/2020	54,972	60,474	65,976	71,478	76,980	01/2020	54,972	62,308	69,644	76,980

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant III (Fully Qualified)
Industry/Sector: Private

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	57,678	-	64,896	40,504	-	45,572
07/2018:	59,251	-	66,777	41,678	-	46,894
07/2019:	61,072	-	68,714	42,887	-	48,253
07/2020:	62,843	-	70,707	44,131	-	49,653

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	61,287	42,038	63,864	44,286	64,893	45,570	66,775	46,892
Fringe	23,902	15,785	24,595	16,212	24,308	17,772	26,042	18,288
Total	85,189	57,823	88,459	60,498	89,201	63,342	92,817	65,180

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	51,072	56,178	61,284	66,390	71,496	01/2017	51,072	57,880	64,688	71,496
01/2018	52,548	57,804	63,060	68,316	73,572	01/2018	52,548	59,556	66,564	73,572
01/2019	54,072	59,478	64,344	70,390	76,696	01/2019	54,072	61,280	68,488	75,696
01/2020	55,632	61,200	66,768	72,336	77,904	01/2020	55,632	63,056	70,480	77,904

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Clerical - Human Resources
Survey Benchmark: Human Resources Clerk/Assistant IV (Senior/Advanced)
Industry/Sector: Government

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	62,662	-	70,502	44,003	-	49,509
07/2018:	64,479	-	72,547	45,279	-	50,945
07/2019:	66,349	-	74,651	46,592	-	52,422
07/2020:	68,274	-	76,816	47,943	-	53,943

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	66,582	45,756	68,513	48,112	70,500	49,507	72,545	50,943
Fringe	25,967	18,235	26,720	18,764	27,475	19,308	28,293	19,868
Total	92,549	64,991	95,233	66,875	97,975	68,815	100,838	70,811

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	55,488	61,038	66,588	72,138	77,688	01/2017	55,488	62,888	70,288	77,688
01/2018	57,096	62,808	68,520	74,232	79,944	01/2018	57,096	64,712	72,328	79,944
01/2019	58,752	64,632	70,512	76,392	82,272	01/2019	58,752	66,592	74,432	82,272
01/2020	60,456	66,504	72,552	78,600	84,648	01/2020	60,456	68,520	76,584	84,648

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Compensation, Benefits and Job Analysis Specialists
Industry/Sector: All

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	75,951	-	85,455	72,782	-	81,888
07/2018:	78,153	-	87,953	74,892	-	84,264
07/2019:	80,420	-	90,482	77,065	-	86,707
07/2020:	82,752	-	93,106	79,300	-	89,222

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
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Direct	80,703	77,235	83,843	79,578	85,451	81,886	87,929	84,261
Fringe	28,246	27,067	29,065	27,832	29,978	28,660	30,775	29,491
Total	108,949	104,402	112,908	107,410	115,429	110,546	118,704	113,752

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	56,640	68,670	80,700	92,730	104,760	01/2017	56,640	72,680	88,720	104,760
01/2018	58,272	70,656	83,040	95,424	107,808	01/2018	58,272	74,784	91,296	107,808
01/2019	59,976	72,714	85,417	98,190	110,928	01/2019	59,976	76,960	93,944	110,928
01/2020	61,716	74,826	87,936	101,046	114,156	01/2020	61,716	79,196	96,676	114,156

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Employment Interviewers, Employment Services
Industry/Sector: All

	Direct Salary Mean	Confidence Intervals	Direct Salary Median
07/2017:	67,052	61,625 - 75,442	61,625
07/2018:	68,996	63,412 - 77,658	63,412
07/2019:	70,997	65,251 - 79,881	65,251
07/2020:	73,056	67,143 - 82,198	67,143

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 1.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	71,247	65,180	73,213	67,379	75,439	69,333	77,627	71,344
Fringe	24,936	22,918	23,660	23,583	24,474	24,267	27,169	24,970
Total	96,183	88,398	96,973	90,962	101,853	93,600	104,796	96,314

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	50,004	60,624	71,244	81,864	92,484	01/2017	50,004	64,164	78,324	92,484
01/2018	51,444	62,376	73,208	84,240	95,172	01/2018	51,444	66,020	80,596	95,172
01/2019	52,944	64,188	75,432	86,576	97,920	01/2019	52,944	67,936	82,928	97,920
01/2020	54,468	66,042	77,616	89,190	100,764	01/2020	54,468	69,900	85,332	100,764

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resource Training/Labor Relations Specialists
Industry/Sector: All

	07/2017	07/2018	07/2019	07/2020	Direct Salary Mean	Confidence Intervals	Direct Salary Median
	75,854	78,054	80,317	82,646	85,346	69,435 - 85,346	78,123
							80,389
							82,721
							85,120

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 1.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	80,600	72,779	82,937	75,919	85,342	78,121	87,817	80,387
Fringe	28,210	25,873	29,028	26,572	29,870	27,342	30,736	28,135
Total	108,810	98,652	111,965	102,491	115,212	105,463	118,553	108,522

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	56,568	68,586	80,604	92,622	104,640	01/2017	56,568	72,592	88,616	104,640
01/2018	58,212	70,578	82,944	95,310	107,676	01/2018	58,212	74,700	91,188	107,676
01/2019	59,892	72,618	85,344	98,070	110,796	01/2019	59,892	76,860	93,828	110,796
01/2020	61,632	74,724	87,816	100,908	114,000	01/2020	61,632	79,088	96,544	114,000

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resources Specialist II (Junior)
Industry/Sector: All

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	71,708	-	80,680	70,773	-	79,629
07/2018:	73,788	-	83,028	72,826	-	81,938
07/2019:	75,928	-	85,428	74,938	-	84,314
07/2020:	78,130	-	87,906	77,111	-	86,759

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	76,194	75,201	78,184	77,382	80,678	79,626	83,018	81,935
Fringe	26,668	25,370	27,441	27,084	28,237	27,869	29,056	28,677
Total	102,862	100,571	105,625	104,466	108,915	107,495	112,074	110,612

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	53,472	64,830	76,188	87,546	98,904	01/2017	53,472	68,616	83,760	98,904
01/2018	55,020	66,708	78,396	90,084	101,772	01/2018	55,020	70,604	86,188	101,772
01/2019	56,604	68,634	80,514	92,694	104,724	01/2019	56,604	72,644	88,684	104,724
01/2020	58,248	70,626	83,004	95,382	107,760	01/2020	58,248	74,752	91,256	107,760

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resources Specialist II (Junior)
Industry/Sector: Goods Producing

	Direct Salary Mean	Confidence Intervals	Direct Salary Median
07/2017	83,130	87,906	80,233 - 90,273
07/2018	80,298	86,456	82,560 - 92,890
07/2019	82,727	93,079	84,954 - 95,584
07/2020	85,126	95,778	87,418 - 98,356

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	83,018	85,253	85,126	87,725	87,903	90,269	90,452	92,887
Fringe	32,377	33,249	33,316	34,213	34,232	35,205	35,276	36,226
Total	115,395	118,502	118,742	121,938	122,135	125,474	125,728	129,113

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	58,260	70,638	83,016	95,394	107,772	01/2017	58,260	74,764	91,268	107,772
01/2018	59,952	72,690	85,428	98,166	110,904	01/2018	59,952	76,936	93,920	110,904
01/2019	61,692	74,796	87,906	101,004	114,108	01/2019	61,692	79,164	96,636	114,108
01/2020	63,468	76,956	90,444	103,952	117,420	01/2020	63,468	81,452	99,436	117,420

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resources Specialist II (Junior)
Industry/Sector: Government

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	70,020	-	78,782	72,526	-	81,600
07/2018:	72,051	-	81,067	74,629	-	83,967
07/2019:	74,140	-	83,418	76,794	-	86,402
07/2020:	76,291	-	85,837	79,020	-	88,908

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	74,401	77,063	76,550	79,298	78,779	81,598	81,064	83,964
Fringe	29,016	30,055	29,858	30,925	30,774	31,823	31,615	32,746
Total	103,417	107,118	106,411	110,224	109,553	113,421	112,679	116,710

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	52,212	63,306	74,400	85,494	96,588	01/2017	52,212	67,004	81,796	96,588
01/2018	53,724	65,142	76,560	87,978	99,396	01/2018	51,724	68,948	84,172	99,396
01/2019	55,284	67,032	78,710	90,528	102,276	01/2019	51,284	70,948	86,612	102,276
01/2020	56,892	68,976	81,060	93,144	105,228	01/2020	56,892	73,004	89,116	105,228

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resources Specialist II (Junior)
Industry/Sector: Health Services-All Sectors

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	70,656	-	79,498	67,968	-	76,472
07/2018:	72,705	-	81,863	69,938	-	78,690
07/2019:	74,813	-	84,175	71,967	-	80,971
07/2020:	76,983	-	86,615	74,054	-	83,320

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	75,077	72,220	77,254	74,314	79,494	76,469	81,799	78,687
Fringe	31,532	30,332	32,447	31,212	33,337	32,117	34,356	33,049
Total	106,609	102,552	109,701	105,526	112,831	108,586	116,155	111,736

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	52,680	63,876	75,072	86,268	97,464	01/2017	52,680	67,608	82,536	97,464
01/2018	54,204	65,724	77,244	88,764	100,284	01/2018	54,204	69,564	84,924	100,284
01/2019	55,788	67,638	79,488	91,338	103,188	01/2019	55,788	71,588	87,388	103,188
01/2020	57,396	69,594	81,792	93,990	106,188	01/2020	57,396	73,660	89,924	106,188

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resources Specialist II (Junior)
Industry/Sector: Health Services-Private

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	70,656	-	79,498	67,968	-	76,472
07/2018:	72,705	-	81,863	69,938	-	78,690
07/2019:	74,813	-	84,175	71,967	-	80,971
07/2020:	76,983	-	86,615	74,054	-	83,320

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	75,077	72,220	77,254	74,314	79,494	76,469	81,799	78,687
Fringe	33,034	31,777	33,992	32,698	34,977	33,646	35,992	34,622
Total	108,111	103,997	111,246	107,012	114,471	110,115	117,791	113,309

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	52,680	63,876	75,072	86,268	97,464	01/2017	52,680	67,608	82,536	97,464
01/2018	54,204	65,724	77,244	88,764	100,284	01/2018	54,204	69,564	84,924	100,284
01/2019	55,788	67,638	79,488	91,338	103,188	01/2019	55,788	71,588	87,388	103,188
01/2020	57,396	69,594	81,792	93,990	106,188	01/2020	57,396	73,660	89,924	106,188

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resources Specialist II (Junior)
Industry/Sector: Hospitals-All Sectors

	Direct Salary Mean	Confidence Intervals	Direct Salary Median
07/2017	73,458	- 82,650	74,395 - 83,703
07/2018	75,589	- 85,047	76,552 - 86,130
07/2019	77,781	- 87,515	78,772 - 88,628
07/2020	80,037	- 90,051	81,056 - 91,198

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	78,054	78,049	80,318	81,341	82,647	83,700	85,044	86,127
Fringe	33,563	33,991	34,537	34,917	35,538	35,991	36,569	37,035
Total	111,617	113,040	114,855	116,338	118,185	119,691	121,613	123,162

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	54,780	66,414	78,048	89,682	101,316	01/2017	54,780	70,292	85,804	101,316
01/2018	56,364	68,340	80,316	92,282	104,268	01/2018	56,364	72,332	88,300	104,268
01/2019	57,996	70,320	82,544	94,668	107,292	01/2019	57,996	74,428	90,860	107,292
01/2020	59,688	72,366	85,044	97,722	110,400	01/2020	59,688	76,592	93,496	110,400

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resources Specialist II (Junior)
Industry/Sector: Hospitals-Private

	Direct Salary Mean	Confidence Intervals	Direct Salary Median
07/2017	73,458	82,650	74,395 - 83,703
07/2018	75,589	85,047	76,552 - 86,130
07/2019	77,781	87,515	78,772 - 88,628
07/2020	80,037	90,051	81,056 - 91,198

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 1.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	78,054	78,049	80,318	81,341	82,647	83,700	85,044	86,127
Fringe	34,344	34,782	36,340	35,790	36,355	36,828	37,419	37,896
Total	112,398	113,831	116,658	117,131	119,002	120,528	122,463	124,023

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	54,780	66,414	78,048	89,682	101,316	01/2017	54,780	70,292	85,804	101,316
01/2018	56,364	68,340	80,316	92,282	104,268	01/2018	56,364	72,332	88,300	104,268
01/2019	57,996	70,320	82,544	94,168	107,292	01/2019	57,996	74,428	90,860	107,292
01/2020	59,688	72,366	85,044	97,722	110,400	01/2020	59,688	76,592	93,496	110,400

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resources Specialist II (Junior)
Industry/Sector: Manufacturing

	Direct Salary Mean	Confidence Intervals	Direct Salary Median
07/2017	83,130	87,906	80,233 - 90,273
07/2018	80,298	86,456	82,560 - 92,890
07/2019	82,727	93,079	84,954 - 95,584
07/2020	85,126	95,778	87,418 - 98,356

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	83,018	85,253	85,126	87,725	87,903	90,269	90,452	92,887
Fringe	31,547	32,396	32,462	33,336	33,403	34,302	34,372	35,297
Total	114,565	117,649	117,588	121,061	121,306	124,571	124,824	128,184

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	58,260	70,638	83,016	95,394	107,772	01/2017	58,260	74,764	91,268	107,772
01/2018	59,952	72,690	85,428	98,166	110,904	01/2018	59,952	76,936	93,920	110,904
01/2019	61,692	74,796	87,906	101,004	114,108	01/2019	61,692	79,164	96,636	114,108
01/2020	63,468	76,956	90,444	103,952	117,420	01/2020	63,468	81,452	99,436	117,420

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resources Specialist II (Junior)
Industry/Sector: Private

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	71,708	-	80,680	70,773	-	79,629
07/2018:	73,788	-	83,028	72,826	-	81,938
07/2019:	75,928	-	85,428	74,938	-	84,314
07/2020:	78,130	-	87,906	77,111	-	86,759

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	76,194	75,201	78,184	77,382	80,678	79,626	83,018	81,935
Fringe	29,716	29,378	30,578	30,179	31,454	31,054	32,377	31,955
Total	105,910	104,529	108,982	107,561	112,132	110,680	115,395	113,890

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	53,472	64,830	76,188	87,546	98,904	01/2017	53,472	68,616	83,760	98,904
01/2018	55,020	66,708	78,396	90,084	101,772	01/2018	55,020	70,604	86,188	101,772
01/2019	56,604	68,634	80,514	92,694	104,724	01/2019	56,604	72,644	88,684	104,724
01/2020	58,248	70,626	83,004	95,382	107,760	01/2020	58,248	74,752	91,256	107,760

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits



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Total Salary and Compensation Component - Forecast Series 1

Job Family: Human Resources Specialist
Survey Benchmark: Human Resources Specialist II (Junior)
Industry/Sector: Services

Direct Salary Mean Confidence Intervals Direct Salary Median

07/2017:	68,672	-	77,264	67,386	-	75,818
07/2018:	70,563	-	79,565	69,340	-	78,016
07/2019:	72,712	-	81,810	71,351	-	80,279
07/2020:	74,821	-	84,183	73,421	-	82,607

Aging Factors - Forecast Series 1: 07/2017: 3.8 07/2018: 2.9 07/2019: 2.9 07/2020: 2.9 **Forecast Series 2:** 07/2021: 2.4 07/2022: 2.6 07/2023: 2.9 07/2024: 2.8

	Mean 07/2017	Median 07/2017	Mean 07/2018	Median 07/2018	Mean 07/2019	Median 07/2019	Mean 07/2020	Median 07/2020
Direct	72,968	71,502	75,884	73,678	77,261	75,815	79,502	78,014
Fringe	27,728	27,209	28,532	27,998	28,339	28,810	30,211	29,645
Total	100,696	98,811	103,619	101,655	104,600	104,625	109,713	107,659

Competitive Salary Range - Forecast Series 1

Quartiles:	Minimum	1st Quartile	Midpoint	3rd Quartile	Maximum	Terciles:	Minimum	1st Tercile	2nd Tercile	Maximum
01/2017	51,216	62,094	72,972	83,850	94,728	01/2017	51,216	65,720	80,224	94,728
01/2018	52,692	63,888	75,084	86,280	97,476	01/2018	52,692	67,620	82,548	97,476
01/2019	54,216	65,736	77,216	88,776	100,296	01/2019	54,216	69,576	84,936	100,296
01/2020	55,788	67,644	79,500	91,356	103,212	01/2020	55,788	71,596	87,404	103,212

LEGEND: Direct - Normal Full Time Earnings and Variable Performance Related Payments Fringe - Health, Welfare and other Benefits Total - Direct Compensation and Fringe Benefits