

HUMAN RESOURCES

SALARY GUIDE 2021



Versique



UNDERSTANDING YOUR SALARY GUIDE

Versique's HR Salary Guide is a comprehensive resource for compensation and hiring trends in Minnesota.

This guide details salary ranges and descriptions of several specific HR positions. The information and figures inside are based on hundreds of permanent and contract placements made by our HR search and consulting team, as well as tens of thousands of candidates within our Applicant Tracking System.

Our HR recruiting experts work with hiring managers and job seekers throughout Minnesota each day, which gives them unique insight into Minnesota's HR hiring landscape.

Understanding the latest salary trends and recent hiring outlook is crucial for attracting and retaining top HR talent. Our HR Salary Guide gives you the local insight you need to meet Minnesota's emerging salary expectations to recruit, engage, and retain your current talent and your future workforce.



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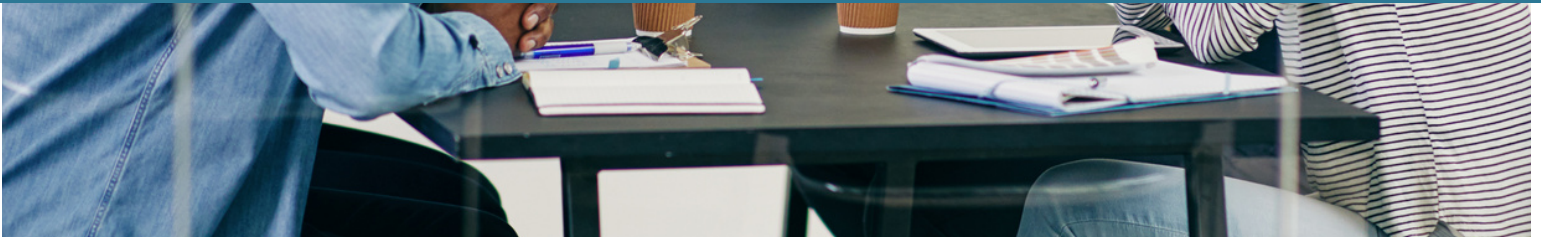
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ABOUT VERSIQUE



HR INDUSTRY REPORT

In today's HR market, many leaders face various hiring challenges and trends. Listed below is an overview of the significant trends that the market is experiencing.



EMPLOYMENT BRANDING

DRIVING CANDIDATE AND EMPLOYEE EXPERIENCE

COVID-19 has presented an incredible challenge for HR leaders. HR professionals play an increased role in curating positive employee experiences while balancing employee safety and the reality of a remote workforce. While HR has always played a critical role in the employee experience, it's never been more important to keep employees engaged throughout their careers.

INVESTMENT IN REMOTE WORKFORCE TECHNOLOGY

As the world continues to become more digital out of necessity, companies are investing in communication tools to keep business moving. Zoom, Teams, and Google are the most popular systems amongst enterprise technology that is trending right now.

EMPLOYEE SAFETY MENTAL HEALTH, WELL-BEING, & SAFETY

HR has seen a tremendous increase in workplace safety initiatives. Essential and non-essential businesses have a responsibility to keep their workplaces compliant and safe. HR leaders are investing in "front door" screening technologies, operations changes for distancing purposes, and new office safety equipment to improve physical and psychological safety.

DIVERSITY EQUITY, & INCLUSION

Companies are actively striving to become better informed about the concepts of diversity, equity, & inclusion. They are actively learning techniques to foster those principles into their day-to-day work and throughout the organization. Research suggests that business who take steps to increase DEI have a better chance of attracting and retaining top talent. Additionally, researchers have demonstrated positive business outcomes for organizations with diverse workforces.



THE MOST IN-DEMAND HR ROLES IN 2021

IN-DEMAND HR EXECUTIVE SEARCH ROLES

HR LEADERS FOCUSED ON CHANGE & TRANSFORMATION

Companies need forward-thinking, change-driven leaders who can partner with leadership and drive employee engagement and employee behaviors. HR leaders need to have the ability to influence leadership and employees and drive transformation and employee engagement.

DIVERSITY, EQUITY, & INCLUSION LEADERS

Companies recognize the value and importance of a diverse workforce, and these leaders are often asked to build sustainable processes and create inclusivity and a place of belonging.

TALENT ACQUISITION LEADERS

Businesses need talent acquisition leaders that can think 1-3 years ahead; no longer is this a role that simply fills requisitions. These professionals must now work closely with human capital leaders to understand business and performance management. The most daunting issue in today's business world is where to find and how to keep the best talent.

SR. HUMAN RESOURCES BUSINESS PARTNERS

HRBPs who can take a consultative approach in partnering with client groups to equip leaders with information to achieve business objectives are acutely sought after in today's market.

IN-DEMAND HR CONSULTING ROLES

HR BUSINESS PARTNERS

The ability to handle a wide variety of responsibilities, combined with thinking strategically, is rare in this market. Individuals with a demonstrated ability to do both are in high demand.

INTERIM HR LEADERS

Interim HR leaders provide an immediate solution to resignations, short-term disability issues, or bolstering a skillset. As the national workforce continues to trend toward a "gig economy," interim HR leaders sometimes take on 2-3 clients at a time.

DIVERSITY, EQUITY, & INCLUSION CONSULTANTS

Companies are recognizing the value and importance of a diverse workforce and realizing they don't have the expertise in-house to understand where to start to drive change. Diversity and inclusion consultants are an excellent resource to help leaders understand how to take a step forward and what to focus on.

TALENT ACQUISITION CONSULTANTS

Talent acquisition consultants are being used as a variable cost resource to continue to source, recruit, and hire. It also gives the company the flexibility to pause on hiring at a moment's notice without having to lay off any full-time employees within their TA teams.

COVID-19 AND HIRING: NOW WHAT?

WRITTEN BY CHRIS DARDIS



Things seem to be trending in the right direction as of now, and hiring is picking back up. But a question came to my mind regarding hiring, and the answer is unclear.

How should we move forward? What's the next step?

National unemployment spiked to over 14% at the pandemic's height, but that number was nearly cut in half by October. The great news is that many people's furloughs have ended with things opening back up. Hiring has increased, yes, but I'm still unsure which sort of hiring will lead the way.

1. Will leaders simply hire all their full-time employees (FTE) back into their offices?
2. Will leaders use this opportunity to redefine org-charts and run a little leaner?
3. Will this be the launch-pad for the gig economy, where leaders hire variable cost resources/consultants to achieve their goals?

Each leader will have to decide what is the right choice for them. There is no right or wrong, there is simply belief. You must believe it is the correct decision for your company and drive forward.

Another question is, "How will candidates react?" Before COVID-19, we saw a trend in flexible work arrangements and candidates' requests to work from home.

Twitter told their employees to stay home...forever. Will more candidates choose a gig economy approach so they have more of a say as to where and how they work?

COVID-19 has allowed employers and employees a chance to reflect upon what is important to them. What actually matters? Those findings will continue to shape how we move forward as a working society and how things will change.

While I do not know how employers are going to tackle hiring or what stipulations candidates will request, I do know that the things that have truly mattered during this time have been:

1. Communication
2. Recognition and conversation around mental well-being
3. A specific focus on the present moment

Best of luck to everyone as our economy starts to reopen. Do not lose the knowledge and insight that you've gained during this time. Use the learnings to evolve so we can be stronger than before.

EMPOWER YOUR TEAM'S MENTAL HEALTH & WELL-BEING AMIDST COVID-19 WITH THESE 10 PRINCIPLES

WRITTEN BY TRISHA FARROW



I would argue that one of the most prevalent concerns HR leaders and executives are facing right now is the mental health and well-being of their employees.

I strongly believed this topic was important back in December when Versique Search and Consulting hosted an HR lab on Mental Health and Wellness in the Workplace, but now the importance has become magnified.

The stats shared in December stated that one in every five adults experience a mental health disorder each year, with anxiety and depression being the most common. I cannot help but wonder how that number has increased and will continue to increase amidst all things COVID-19.

So much has changed since December. So many added pressures, fears, and anxieties around frankly all aspects of health as a result of COVID-19: physical, financial, family, mental and emotional, school, career; the list could go on.

What is important is that we band together, share best practices, and support one another so that our employees, our people, and their families can be supported.

Here is my take on what is going to be very important now and for months to come:

1. DOES YOUR BRAND REFLECT THAT YOU CARE?

We have all heard that the way employees are treated during these times will define a company's brand for years to come. I believe this to be true. Employees need to feel that their mental health and well-being are important and supported during these times. What every person is juggling daily is pretty amazing when you stop to think about it. Take time to recognize that.

2. BE IN THIS TOGETHER

Continue to talk about the importance of mental health and well-being, and offer free resources to employees such as webinars and e-learning courses. Get creative. If your team is up for it, start your meeting with a two-minute virtual meditation, sign up for a free webinar together, purchase off-the-shelf learning modules related to managing stress when working from home, etc.

3. WHAT BENEFITS?

Remind your employees of the benefits available to them and how to fully utilize them for help during these times. Not only EAP programs and medical insurance but also who to contact for questions related to their 401k and investment options.

4. VITAMIN D BREAK

Allow for wellness breaks throughout an employee's workday. Let's be honest, you have employees trying to adjust to working remotely, and that also involves adjusting to working while taking care of kids, tasks around the home, distance learning, and more. This is A LOT. Permit flexibility and creativity with your employees' schedule to allow for morning and/or afternoon walks, feeding and teaching kids, cooking and clean-up, etc. Now more than ever, figure out ways to measure productivity and results while supporting your employees' well-being.

5. GET A PULSE ON IT

If resources allow, do a quick pulse check survey for how your employee population is adjusting to work from home, how they feel, what resources they need, how they can best be supported, etc. Then review what you have in place and adjust as necessary. Re-survey and adjust as needed.

6. HAPPY HOURS

There are so many apps to help people focus on gratitude, mindfulness, meditation, physical health, emotional and mental well-being, stress management, and more. Block off recurring meetings dedicated to self-care for you and your employees on a weekly basis.

7. TRANSPARENT COMMUNICATION

Ensure your employees hear from leadership on a regular cadence. When people are met with uncertainty, they will create their own stories, often far worse than what is happening.

8. LETS GET VIRTUAL, VIRTUAL!

Hold virtual meetings with your team regularly. Personally, I think a quick, 30-minute touch-base every morning at 9 AM is excellent, but you may find that to be overkill. Make video optional for the team and all-employee meetings. This reduces pressure and anxiety for your employees. However, for your one-on-one sessions with direct reports, make video a requirement so you can see them. It's often hard to hide when someone is having an off day or an off week, and frankly, we all have them. Pay attention and ask, "How are you doing?" Then ask it again, "No really, how are you doing?" Acknowledge that this is hard but that together we can do hard things.

9. HIGHLIGHT OR LOWLIGHT

While I would love that to be a question about hopping over to my hair salon, that is not what I am talking about. I am talking about sharing your own success stories and low parts of the day or week. Now more than ever, people need to feel that they are not alone, so celebrate the highlights and pick each other up from the lowlights. Be real, be authentic, be genuine, be you, be human.

10. 1-800-273-TALK

Plug this into your phone in the event someone needs help.

What is your organization doing to focus on the mental health and well-being of your employees?

Sharing is caring.





4 ACTIONS THE BEST LEADERS ARE TAKING RIGHT NOW

WRITTEN BY CHRIS DARDIS



The world has changed. Work has changed. Your leadership style might have to change. I am not suggesting you show up as a different leader who now yells at employees for not working hard enough. Employees can see right through that sort of “panic pivot” by a leader, and it can damage your credibility.

Changing your aggressiveness during difficult times can be seen as non-authentic. My suggestion is that you may need to change what you are focused on as a leader due to the new world around us. COVID-19 has changed the landscape for most companies and NOW is when authentic leadership must emerge. Below are a couple of actions I've heard great leaders are taking.

HELP YOUR TEAM SEE THEIR TRUE PURPOSE, THEIR TRUE "WHY"

At Versique, my team is responsible for finding HR roles to fill and finding applicants for those roles. What value do we serve if hiring is extremely slow and we do not have anything to offer to our candidates? Your employees may be struggling to see their true value right now, which can affect employee engagement. Leaders need to remind employees of the “why” behind the business. Yes, Versique is a staffing and recruiting firm. But our true value is the connections we build between people.

Every day we have intimate conversations with people and hear their stories, struggles, and dreams. We share people's stories and create connections. We help console people in stressful moments in their lives, and often we simply offer a sympathetic ear. Our value during this downturn is to provide connection amongst people. We help people understand that they are not alone by sharing what others are experiencing.

- What do you love most about your job at its core?
- How does your employee's work change other people's lives?
- When are you at your best while at work?

UNDERSTAND WHAT YOUR EMPLOYEES ARE EXPERIENCING

If your company is trending in the wrong direction, a typical first reaction could be, “sales activity needs to double!” or “pricing needs to increase to make up for lost sales.” The first step a leader should take is to understand what experiences your frontline people see right now. What are they hearing from customers? Is nobody buying right now, or is nobody purchasing the same way that they used to?

Customers' concerns are different, sales pain is different, so the solutions you offer need to be different. Understand what your frontline people are struggling with first, then let them help create a solution that solves the customer's problem, knowing that the problem might be vastly different from two months ago. It is your job as a leader to make changes to your approach, but do not make assumptions and do not make the decision in a vacuum. Questions to ask your people:

- "Why isn't our old approach working?"
- "What has changed with our customer's needs?"
- "What would you recommend?"

OVER COMMUNICATE

This is the time to be seen and heard by your employees. Error on the side of over-communication. Without consistent communication, employees may start making up stories in their heads about what their leaders are thinking. Typically, when people make stories up in their head, those thoughts turn negative. Do not give your people room to make up stories. Be as transparent as possible about your feelings and concerns. When feasible, talk about company performance. When trying to put together a plan moving forward, you may not KNOW if your new direction is the best solution, but you must BELIEVE it's the best solution under the circumstances and help your employees believe it as well.

- Set a consistent cadence for communication.
- Let them see you through video or at the very least, hear you vs. an email
- Be honest with how you are feeling. Your people need to hear you say, "This is hard"

FOCUS FORWARD

No one knows exactly when things will turn around, and that is OK to admit as a leader. However, what a leader needs to know is how they can slingshot out of this downturn when things start to trend the right way. You cannot be focused on the layoffs that happened or the numbers from Q1. That is in the past. Honor what has happened but focus on what is in front of you right now. What does your current situation allow you to do that you would not otherwise have done? That is the best question we can be asking ourselves right now. Once you find that answer (with the help of your team), make the final decision and ask your people to move on that decision. Your decision may not be guaranteed to be the correct choice, but you must BELIEVE it is the best thing for your company and your people at this time, and it is a leader's role to help others believe.

- Create a mantra for your team. "We can do hard things"
- Be clear on your expectations of others
- Be consistent in your vision and communication



HR SALARY RANGES

** RANGE DEPENDS ON COMPANY SIZE**

TOTAL REWARDS

Compensation/Benefits Coordinator	\$46,000 - \$65,000
Compensation/Benefits Specialist	\$55,000 - \$75,000
Sr. Compensation/Sr. Benefits Analyst	\$70,000 - \$110,000
Manager Compensation/Benefits	\$90,000 - \$125,000
Director Total Rewards	\$120,000 - \$170,000
VP Total Rewards	\$150,000 - \$225,000

TALENT ACQUISITION / RECRUITING

Talent Acquisition/ Recruiting Coordinator	\$45,000 - \$60,000
Talent Acquisition/Recruiter	\$55,000 - \$80,000
Sr. TA / Sr. Recruiter	\$75,000 - \$110,000
Manager Talent Acquisition/Recruiting	\$85,000 - \$135,000
Director Talent Acquisition/Recruiting	\$130,000 - \$160,000
VP Talent Acquisition/Recruiting	\$140,000 - \$225,000

HR OPERATIONS (HRIS, PAYROLL, ANALYTICS)

HRIS Analyst	\$55,000 - \$85,000
Sr. HRIS Analyst	\$80,000 - \$125,000
Manager HRIS	\$100,000 - \$130,000
Director HR Operations / HRIS	\$120,000 - \$160,000
VP HR Operations	\$150,000 - \$225,000
Payroll Specialist	\$45,000 - \$65,000
Sr. Payroll Specialist	\$50,000 - \$75,000
Payroll Manager	\$80,000 - \$120,000

LEARNING AND DEVELOPMENT

Training Coordinator	\$40,000 - \$50,000
Training Specialist	\$50,000 - \$65,000
Sr. Learning & Development/Training Specialist	\$75,000 - \$90,000
Instructional Designer	\$60,000 - \$75,000
Manager of Learning & Development	\$80,000 - \$115,000
Director of Learning & Development	\$113,000 - \$156,000

GENERAL HUMAN RESOURCES

HR Coordinator	\$40,000 - \$55,000
HR Generalist	\$50,000 - \$65,000
Sr. HR Generalist	\$60,000 - \$85,000
HR Manager	\$75,000 - \$125,000
HR Business PTR/Sr. HRBP	\$80,000 - \$150,000
Director of HR	\$115,000 - \$160,000
VP of HR	\$140,000 - \$215,000
CHRO	\$160,000 - \$371,000

TALENT MANAGEMENT / DEVELOPMENT

Manager Talent Management	\$105,000 - \$130,000
Director Talent Management	\$130,000 - \$160,000
Director Organizational Development/ Effectiveness	\$125,000 - \$160,000
Director Leadership Development	\$115,000 - \$155,000

DIVERSITY, EQUITY, & INCLUSION

Manager of Diversity, Equity, & Inclusion	\$80,000 - \$120,000
Director of Diversity, Equity, & Inclusion	\$110,000 - \$160,000
Chief Diversity, Equity, & Inclusion Officer	\$175,000 - \$260,000



2020 HR SALARIES AND ROLE OVERVIEWS: TOTAL REWARDS

→ **COMPENSATION/BENEFITS COORDINATOR**

\$46,000 - \$65,000

The Compensation/Benefits Coordinator provides guidance regarding compensation and benefits programs while analyzing and administering reports for those programs. 2+ years of administrative experience is typically required.

→ **COMPENSATION/BENEFITS SPECIALIST**

\$55,000 - \$75,000

The Compensation Specialist works with the Compensation Manager on various projects, including compensation program design, analysis, budgeting, and implementation. This role also administers base pay and bonus programs, including the annual focal review and bonus cycles. The Compensation Analyst supports projects such as survey participation and analysis/ compensation integration for mergers and acquisitions. This individual documents procedure to streamline processes and ensure compliance with regulatory requirements. They also work with HR to educate managers on compensation issues.

→ **SR. COMPENSATION/ANALYST**

\$70,000 - \$110,000

This position supports the compensation department in developing, implementing, and administering domestic, international, and global compensation policies and programs. This role typically develops and/or participates in compensation surveys to collect and analyze salary information to determine a company's competitive position. The Sr. Compensation Specialist ensures pay structures are competitive, equitable, and cost-effective while also preparing special studies and recommendations on subjects such as merit, budgets, bonus plans, or other compensation-related programs. This role advises corporate staff on pay decisions, policy and guideline interpretation, and job evaluation, including the design of creative solutions to specific compensation-related programs.

→ **MANAGER COMPENSATION/BENEFITS**

\$84,000 - \$125,000

This role manages the day-to-day operations of the benefits and/or compensation department and designs and modifies benefits and compensation programs and policies. It requires a bachelor's degree with 5+ years of compensation/ benefits administrative experience.

→ **DIRECTOR OF TOTAL REWARDS**

\$120,000 - \$170,000

Typically, the Director of Total Rewards is responsible for developing short-and-long-term strategies that will give the company's benefits and compensation offered a competitive advantage. Their responsibilities may include developing an annual review process to ensure salary ranges are competitive with market pricing. This individual might also develop and implement a long-term plan for improving benefits.

→ **VP TOTAL REWARDS**

150,000 - \$225,000

This role directs the design, development, implementation, administration, and continuous improvement of various programs, including compensation, benefits, rewards, recognition, payroll, and wellness. They also ensure those programs are aligned with the company's total rewards philosophy and strategy, organizational goals, industry best practices, and regulatory requirements. The VP of Total Rewards also provides leadership for total rewards programs, trends, and methodologies, while ensuring compliance with all legal and government regulations related to compensation and benefits programs.



2020 HR SALARIES AND ROLE OVERVIEWS: TALENT ACQUISITION

➔ TALENT ACQUISITION/ RECRUITING COORDINATOR \$40,000 - \$65,000

A recruiting coordinator is responsible for administrative support for recruiters. Duties will typically include: ATS management, report generation, scheduling, prescreening of candidates, and occasionally sourcing. Typically, this role is a good entry point into the industry in either an agency or corporation.

➔ TALENT ACQUISITION/ RECRUITER \$50,000 - \$80,000

A Recruiter is responsible for sourcing, screening, and interviewing candidates as well as writing position descriptions and posting them online. Additionally, they establish and maintain relationships with hiring managers and stay current with the latest hiring trends. This role will generally have more of a candidate sourcing focus. Typically, this role requires 3+ years of recruiting experience in either an agency or corporation.

➔ SR. TALENT ACQUISITION/ SR. RECRUITER \$72,000 - \$110,000

A Sr. Recruiter is responsible for sourcing, screening, and interviewing candidates as well as writing position descriptions and posting them online. Additionally, they establish and maintain relationships with hiring managers and stay current with the latest hiring trends. This role also generally advises hiring managers on employee staffing policies and procedures. Typically, this role requires 7+ years of recruiting experience in either an agency or corporation.

➔ MANAGER, TALENT ACQUISITION/RECRUITING \$85,000 - \$135,000

The Talent Acquisition Manager utilizes various traditional sourcing and recruiting strategies and is often responsible for managing / overseeing a department's recruiting function while also recruiting and sourcing various positions. Typically, this role requires a bachelor's degree with 5+ years of relevant corporate HR recruiting experience.

➔ DIRECTOR TALENT ACQUISITION/ RECRUITING \$130,000 - \$160,000

This individual oversees all facets of recruiting and hiring within the organization while developing local and national recruiting plans based on company needs. The Director of Talent Acquisition must be able to think creatively as well as manage others. The role requires a bachelor's degree with at least 7+ years of relevant HR experience.

➔ VP TALENT ACQUISITION/RECRUITING \$140,000 - \$225,000

VP of Talent Acquisition is responsible for the overall TA strategy for an organization. This person will oversee all facets of applicant tracking systems, brand experience, and execution of the organization's talent strategy. The VP of Talent Acquisition must be able to strategically think 10-20 years into the future to help the organization hire the best talent. The role requires a bachelor's degree, a secondary degree, and at least 15+ years of relevant HR experience.



2020 HR SALARIES AND ROLE OVERVIEWS: HR OPERATIONS



→ HRIS ANALYST \$50,000 - \$85,000

The HRIS Analyst is responsible for defining system requirements and working with the business to ensure that the delivery of HRIS system data meets the organization's needs. This individual also facilitates business requirement conversations, documents business requirements, and translates into detailed design documents.

→ SR. HRIS ANALYST \$80,000 - \$125,000

The Sr. HRIS Analyst is responsible for creating and managing system requirements and works with the business to ensure that the delivery of HRIS system data meets the organization's needs. This role can be responsible for system administration, business requirement conversations, documenting business requirements, and translating data into detailed design documents. This role will typically require 5+ years of relevant experience.

→ MANAGER HRIS \$100,000 - \$130,000

This leader is responsible for the overall HRIS execution. This person must have systems understanding and a strong project management background to ensure all team projects remain on track. This person should have the ability to think strategically and act tactically and should be the face of the division that works most closely with business leaders to ensure they are getting what they need. This role will typically require 7+ years of relevant experience.

→ DIRECTOR OF HR OPERATIONS/HRIS \$120,000 - \$160,000

This role manages, designs, and oversees the implementation of policies and procedures related to HR systems. The Director of HR Operation/HRIS must be able to both manage others and think creatively. It requires a bachelor's degree with 7+ years of relevant experience.

→ VP OF HR OPERATIONS \$150,000 - \$225,000

This strategic leader must have the ability to think 5-10 years into the future to ensure the human resources department is equipped to handle changes in technology and employment landscape. This role oversees the entire Human Resource operation from HRIS to payroll. It has a heavy systems requirement but will also be focused on policies and procedures related to organizational development and effectiveness. It may require a secondary degree with 15+ years of relevant experience. The VP of HR Operation/HRIS must be able to think creatively and influence others.

→ PAYROLL SPECIALIST \$40,000 - \$65,000

This role is responsible for supporting the overall payroll function by entering and extracting payroll information, cutting checks, and updating payroll software with updates and corrections. This tactical role is vital but doesn't require a degree. It is often a good entry point into HR.

→ SR. PAYROLL SPECIALIST \$50,000 - \$75,000

This role is responsible for supporting the overall payroll function by interfacing with employees and answering payroll questions. In smaller companies, this role will be responsible for entering and extracting payroll information, cutting checks, and updating payroll software with updates and corrections. This role requires 3+ years of relevant experience.

→ PAYROLL MANAGER \$80,000 - \$120,000

This role is responsible for the overall management of the payroll team. They are required to manage the day-to-day operation of the performance of the team. This role can still be tactical within smaller companies and be involved with running the payroll and cutting checks. This role demands good technical skills and a detailed mindset. The person should also have the ability to influence others.



2020 HR SALARIES AND ROLE OVERVIEWS: LEARNING & DEVELOPMENT

→ TRAINING COORDINATOR \$40,000 - \$50,000

The Training Coordinator will typically be part of a team of designers, trainers, and specialists. They are responsible for the administration and coordination of an implemented L&D strategy. Tasks may include coordinating logistics, administering systems and managing data reporting, complete data entry, managing budgets, tracking program expenses, managing various communications, managing the tracking of projects, and more. The role typically requires 3+ years of administrative and/or training administrative experience.

→ TRAINING SPECIALIST \$50,000 - \$65,000

The Training Specialist creates and develops content to be rolled out through various forms of training. Curriculum design may be created through several avenues from LMS platforms, Captivate, Storyline, PowerPoint, etc., and may include training formats such as eLearning modules, interactive PDFs, webinars, classroom, and more. Responsibilities may also include training, metrics tracking and analyzing, and project management. This role typically requires 5+ years of learning and development, along with some systems knowledge.

→ SR. LEARNING & DEVELOPMENT / TRAINING SPECIALIST \$75,000 - \$90,000

This Sr. Learning & Development/Training Specialist will lead the L&D efforts of training creation initiatives and may provide work direction for others on the team. This role will include content and curriculum development, learning platform management, as well as the roll-out of training programs. This work may also include actual training of content in various forms, such as eLearning, webinars, classroom format, and more. The Sr. L&D/Training Specialist will work closely with stakeholders and team members, provide recommendations to solutions and delivery methods. This role typically requires 5+ years of L&D experience, along with LMS platform knowledge.

→ INSTRUCTIONAL DESIGNER \$60,000 - \$75,000

An Instructional Designer will be focused on developing a learning design strategy, together with the L&D team. They generally create content and curriculum through storyboarding and often develop training courses using tools such as Storyline, Captivate, Camtasia, and more. This role is more computer-based and behind-the-scenes than an L&D/ Training Specialist role. This role typically requires 3+ years of designing experience.

→ MANAGER OF LEARNING & DEVELOPMENT \$80,000 - \$115,000

The Manager of Learning & Development will typically manage a team of coordinators, designers, and trainers. They are responsible for the execution of the L&D strategy that is set forth by the Director of L&D. This person needs to be able to think 1-2 years ahead and must have the ability to hold their team accountable to the projects that are assigned. The role typically requires 5+ years of experience in curriculum/ eLearning design.

→ DIRECTOR OF LEARNING & DEVELOPMENT \$113,000 - \$156,000

The Director of Learning & Development creates and implements learning development strategies across the organization. They are also responsible for establishing a long-term strategy for leadership development. The role typically requires 8+ years of experience in curriculum/ eLearning design.



2020 HR SALARIES AND ROLE OVERVIEWS: GENERAL HUMAN RESOURCES

→ HR COORDINATOR \$40,000 - \$55,000

The HR Coordinator supports various HR functions, including recruitment, compensation, and generalists. This role will be responsible for data entry, the filing of paperwork, generation of reports, and day-to-day tasks, which allows others to support the business leaders. Typically, this position requires a bachelor's degree and 1+ years of related experience.

→ HR GENERALIST \$50,000 - \$65,000

The HR Generalist collects and tracks human resources trends, offers reviews, interprets data, and recommends changes to HR policies. This role also administers various HR functions, including recruitment, compensation studies, employee relations, reviews, leaves of absence, etc. Typically, this position requires a bachelor's degree and 3+ years of related experience.

→ SR. HR GENERALIST \$60,000 - \$85,000

The Sr. HR Generalist administers HR policies and procedures and supports various areas, including employee benefits and compensation, training, recruiting, etc. This role is responsible for the collection and analysis of HR data and typically requires 4+ years of experience in an HR generalist capacity.

→ HR MANAGER \$75,000 - \$125,000

An HR Manager designs, plans, and implements various human resources programs and policies related to staffing, compensation, employee relations, and training. This role may have HR generalists directly reporting to them and requires a bachelor's degree plus 6+ years of relevant experience. Typically, the HR Manager reports to a department head.

→ HR BUSINESS PTR/SR. HRBP \$80,000 - \$150,000

An HR Business Partner manages and resolves complex employee relations issues and works with department heads and senior executives to align business objectives with employees in various HR business units. This role serves as a consultant and liaison to executives on HR-related issues. It requires a bachelor's degree with 4+ years of related HR experience.

→ DIRECTOR OF HR \$115,000 - \$160,000

The Director of HR plans, directs, and executes policies related to recruiting and interviewing, as well as training and development. They develop and oversee HR strategies, initiatives, and employees within the HR department. This role requires a bachelor's degree with at least 8+ years of experience and typically reports to senior-level executives.

→ VP OF HR \$140,000 - \$215,000

The Vice President of HR plans and directs all aspects of an organization's HR procedures, initiatives, and objectives. They also ensure company compliance with applicable labor and employment laws. This role requires a bachelor's degree with at least 13+ years of HR leadership experience and typically reports to company management.

→ CHRO \$160,000 - \$371,000

The Chief Human Resource Officer (CHRO) is responsible for developing and executing human resource strategy in support of the overall business plan and strategic direction of the organization, specifically in the areas of succession planning, talent management, change management, organizational & performance management, training & development, and compensation. The CHRO provides strategic leadership by articulating HR needs and plans to the executive management team, shareholders, and the board of directors.



2020 HR SALARIES AND ROLE OVERVIEWS: TALENT MANAGEMENT/DEVELOPMENT



➔ **MANAGER TALENT MANAGEMENT**

\$105,000 - \$130,000

The Manager of Talent Management is responsible for the day-to-day direction of talent acquisition, performance management, employee engagement, and learning and development. This leader must understand the organizational needs and assess the current state, define future standing, and motivate and manage the employees within the organization. Key qualities are organizational skills and the ability to hold people accountable. This role typically requires 7+ years of experience.

➔ **DIRECTOR OF OD/OE**

\$125,000 - \$150,000

The responsibilities of this title can often be similar to the Director of Talent Management. The leader of Organization Development and Organizational Effectiveness is responsible for the strategic plans to ensure the correct employees are in the right seats and that the correct roles are created within the organization. This leader must have the ability to understand the business needs within the organization and create and develop the correct competencies within the entire organization. This role needs to have the ability to think 5+ years into the future to understand ideal organization structure and planning.

➔ **DIRECTOR TALENT MANAGEMENT**

\$130,000 - \$160,000

The Director of Talent Management is responsible for the strategic direction of talent acquisition, performance management, employee engagement, and learning and development. This leader must understand the organizational needs and assess the current state, define future standing, and build a roadmap to grow the employees within the organization. This role typically requires over 10 years of experience.

➔ **DIRECTOR OF LEADERSHIP DEVELOPMENT**

\$115,000 - \$155,000

This leader is responsible for the professional growth of all employees within an organization. The Director of L&D will often have a team of 2-15 reporting to them. This leader must identify the organization's employee competencies and build a corporate training function that allows each employee to train toward the growth of those competencies. Leaders within this role need to have the ability to influence and work with top levels within the organization. They must be able to assess the current state, imagine the future state, and build a roadmap to the desired result.



2020 HR SALARIES AND ROLE OVERVIEWS: DIVERSITY, EQUITY, & INCLUSION



➔ **MANAGER, DEI** **\$80,000 - \$120,000**

The Diversity, Equity, & Inclusion, Manager oversees the administration of programs that promote employee diversity & inclusion and designs and implements procedures to ensure that employees comply with internal diversity policies and applicable diversity laws and regulations. They also oversee investigations into alleged discrimination and lead the organization's response in related regulatory proceedings. In addition, this position is responsible for compliance with EEO record keeping requirements and the delivery of diversity training programs, as well as providing input to strategic decisions that affect the functional area of responsibility. They may also give input into developing the budget. Typically requires 3+ years of managerial experience and a bachelor's degree.

➔ **DIRECTOR DEI** **\$110,000 - \$160,000**

The Director of Diversity, Equity, & Inclusion, is involved in attracting, retaining, and training a talented and diverse workforce. They direct the organization's diversity programs and can work cross-functionally across the organization at all levels. They must also create and implement training programs to educate employees and offer support and knowledge. The Director of Diversity, Equity, & Inclusion manages a departmental function within a broader corporate function. The Director is in charge of making any necessary changes or adjustments to ensure compliance and sensitivity to all employees' needs. These individuals must demonstrate expertise in a variety of the field's concepts, practices, and procedures. This position usually requires a bachelor's degree. The Director of DE&I typically reports to top leadership, most frequently Chief People Officer/CHRO or Chief Executive Officer.

➔ **CHIEF DIVERSITY, EQUITY, & INCLUSION OFFICER**

\$175,000 - \$260,000

The Chief Diversity, Equity, & Inclusion Officer is involved in attracting, retaining, and training a talented and diverse workforce. This person is responsible for strategic oversight for the organization's diversity programs. They must be updated regarding changes in regulatory and market changes that could affect any diversity program. They are also expected to study, develop, and implement training programs to educate employees and offer support and knowledge. In addition, the Chief Diversity Officer makes any necessary changes or adjustments to ensure compliance and sensitivity to the needs of all employees. This role is typically most efficient when reporting to the Chief Executive Officer.

MEET THE TEAM



CHRIS DARDIS

Chris Dardis is the Vice President of Versique HR Executive Search and Consulting. Chris has more than 19 years of experience in corporate HR leadership and the executive search and consulting industry. This combined experience provides Chris with the unique ability to truly understand his clients' human capital needs and offer strategic solutions.



ANGIE CARSON

Angie Carson is an executive recruiter on Versique's HR Search team and strives to be the perfect match-maker between our candidates and clients every day. She is passionate about building a strong network of HR professionals with diverse backgrounds and experience to forge connections that help clients strengthen their internal team and candidates find the next step on their career journey.



JENNY KRIHA

Jenny Kriha is a business development professional with more than 19 years of experience. She has strong relationships with business owners and leaders throughout numerous professions and business sectors, including HR, marketing, and finance. Her success has come through building trusting relationships, having solid client management skills focused on strategy and growth, and networking to bring success to her clients.



JULIE STRANTZ

Julie Strantz has a passion for building strong, trusting relationships with candidates and consultants. Throughout the recruitment process, she ensures every interaction is a positive, professional experience with consistent communication and follow-through. Julie is responsible for identifying top HR talent and managing the candidate selection process for all HR consulting opportunities. Her wealth of experience in talent acquisition and dedication to client and consultant success make her an ideal partner in any search.



COLEE BEAN

Colee Bean is a service-oriented professional who enjoys connecting with candidates and building relationships to help people achieve their goals. As the Senior Recruiter on the Versique HR Consulting team, she uses her wealth of experience in HR, higher education, and non-profit work to provide a collaborative and consultative experience to clients and candidates.



KIM GABRIELSE

Kim Gabrielse is a business development professional with years of experience in total rewards management. She has partnered with organizational leadership teams to plan, design, and strategically implement HR project-based functions.



TRISHA FARROW

Trisha Farrow is Director, Client Partnerships – HR Consulting who has 15 years of corporate Human Resources experience in strategic Sr. HRBP and leadership roles. She knows and understands the challenges and competing priorities executives and HR leaders face, and is committed to building trusted partnerships with her clients and providing solutions that deliver business results.



ABOUT Versique

Versique is one of the largest talent acquisition firms in the Midwest and specializes in consulting and permanent placement. The recruiting and consulting team specializes in the following practice areas:

Versique also has an internal digital marketing agency specializing in SEO, PPC, inbound marketing, and more.

Versique has filled thousands of positions, and its network of connections is one of the strongest in the industry.

OUR AREAS OF EXPERTISE

- Finance & Accounting
- Information Technology
- Executive Retained Search
- Human Resources
- Demand Generation/Marketing Technology
- Marketing
- Engineering & Operations
- Consumer Packaged Goods (CPG)
- Healthcare Leadership
- Manufacturing Industry
- Family-Owned Businesses
- Banking & Financial Services
- Sales