

Limited Edition  
– 2011 –

THE  
CREATIVE GROUP  
PRESENTS

# SALARIES

Vol XII



Side A

# THE GREATEST HITS

*Feeling groovy? See the back sleeve for TCG tunes.*



THE  
CREATIVE GROUP  
PRESENTS

# SALARIES

Vol XII

Side A

# THE GREATEST HITS

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# Salaries: The Greatest Hits

## A Compensation Anthology for Creative Teams

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For musicians, there's nothing worse than being labeled a one-hit wonder – and the same goes for those in the creative industry. Achieving platinum-status success, whether you're a manager at a large corporation, ad agency or boutique firm, requires assembling strong teams that can build brands, create communities and leave a lasting, positive impression with target audiences.

*The Creative Group 2011 Salary Guide* is designed to provide timely information on hiring trends and compensation levels to help you make the most informed staffing choices for your business. For more information on how we can help you with your creative staffing needs, please contact the office nearest you by calling **(888) 846-1668** or visit us at **[creativegroup.com](http://creativegroup.com)**.



## Album Notes

To help companies better gauge industry compensation levels, *The Creative Group 2011 Salary Guide* features projected starting salaries for more than 100 creative, interactive, marketing and public relations positions. Also included is information on the current talent market and advice to assist business owners and managers in the hiring process. The content is derived from a wide range of sources, including:

- The thousands of freelance and full-time placements we make each year
- Local insights from our staffing and recruiting teams throughout our branch network
- Our surveys of advertising and marketing executives throughout North America
- An analysis of the hiring environment and an extrapolation of current trends into 2011

For years, educational institutions, local and national media outlets, and research entities such as the U.S. Department of Labor's Bureau of Labor Statistics have consulted our annual *Salary Guide* for the most comprehensive information on hiring and compensation. We hope this resource will be useful in your recruitment efforts.

## About the Salaries

In each job category, the salary ranges listed represent starting compensation only, because hard-to-measure factors such as seniority and job performance can affect ongoing pay. Bonuses, incentives and other benefits are not taken into account.

The figures in the *Salary Guide* are national averages. To adjust them to your local market, please see Page 5. A representative from The Creative Group can offer additional assistance in creating compensation packages that are customized to your organization.

To ensure our salary data and other information are current, we publish a new guide every year. In addition, we feature hiring and employment trends at our Salary Center ([creativegroup.com/salarycenter](http://creativegroup.com/salarycenter)), where you also will find our Salary Calculator and a list of job descriptions.

# Finding the Best Artists for Your Label

Understanding hiring trends in your market can help you recruit the best talent. Following are some industry trends that are influencing the demand for creative and communications professionals.

- **Maximizing social media** – In addition to engaging clients and customers via social networking platforms, firms are placing more emphasis on measuring the success of their efforts. Often, they are creating full-time roles for people who can manage and coordinate all aspects of their social media programs, including tracking and quantifying the results of social media initiatives. Other “metric-centric” roles, including search engine optimization/search engine marketing (SEO/SEM) specialists and web analytics specialists, also are in demand as companies focus more heavily on marketing initiatives that yield measurable results.
- **Moving to mobile** – With the advent of Apple’s iPad and iPhone, and other new smartphone models, companies are scrambling to push out mobile applications and advertising. In fact, eMarketer estimates the U.S. mobile advertising budget will triple to \$1.56 billion by 2013. Mobile strategists who can help define, build and oversee all aspects of mobile development and campaigns will be highly sought in the coming year.
- **Seeking diverse skill sets** – Although companies are gradually getting the green light to hire, they are still looking to maximize their budget dollars. In many cases, and particularly when hiring for

full-time positions, they seek candidates with a range of skills and experience who can offer expertise outside of their specialty.

- **Using freelancers to fill gaps** – Agencies and in-house creative departments are turning to project professionals to help access specialized skills and manage increased workloads. If managers determine a need is ongoing, they often extend full-time offers to freelancers who have proved successful in their roles.

Percentage of advertising and marketing executives who said it is challenging for their agency/firm to find skilled advertising/marketing professionals:

August 2010

54%

May 2010

45%

Source: The Creative Group surveys of 500 U.S. advertising and marketing executives



# Chart Toppers of 2011: 9 Positions in Demand

What are the hottest roles within the creative industry? Following are nine positions, and most-requested skills, that currently top employers' lists.

- **User experience (UX) designer**

Demonstrated expertise in Dreamweaver, Fireworks, Illustrator, InDesign, Photoshop and Visio; strong understanding of web development technologies (CSS, Flex, HTML, JavaScript and XHTML)

- **Interactive project manager**

Knowledge of web protocols (database structure, HTML, JavaScript, web publishing and XML); experience with Excel, Project and Visio is preferred; five or more years of experience managing web-based projects and a proven track record of interactive project delivery

- **Interactive marketing manager**

Experience with database-driven websites and viral, social and word-of-mouth acquisition programs (Eloqua); deep understanding of online consumer businesses (user acquisition, funnel analysis and consumer life cycle) and business reporting tools

- **SEO/SEM specialist**

Expertise with web analytics tools (Alexa, comScore, Google Analytics, Omniture and Webtrends) and web technology implementation; applied analytics sensibility with proven ability to make profitable decisions from data; five or more years of marketing or related experience

- **Web analytics manager**

Experience managing web analytics tools (Alexa, comScore, Google Analytics, Omniture and Webtrends) and superior analytical ability; three or more years of experience with web technologies and marketing analytics preferred

- **Mobile apps designer/developer**

Strong knowledge of Objective-C or extensive C++ experience; understanding of object-oriented and model-view-controller (MVC) patterns and best practices; Android, J2ME and LAMP skills a plus; three or more years of web and interactive design experience

- **Web designer/developer**

Web-page and design software skills (Dreamweaver, Fireworks,

Flash, Flex, Illustrator, ImageReady, InDesign, Photoshop and WYSIWYG editors); familiarity with web protocols (ActionScript, CSS, HTML, JavaScript, XHTML and XML); understanding of web design issues, including browser usability and cross-platform compatibility

- **Information architect**

Strong knowledge of site design, user interface design processes and methodology, and architecture-related software (Acrobat, Axure, Dreamweaver, Illustrator, Photoshop, SQL Server and Visio)

- **Social media specialist**

Three or more years of experience in advertising, marketing, public relations or a related field; solid understanding of the social media universe (blogs, Delicious, Digg, Facebook, Flickr, forums, reddit, StumbleUpon, Twitter, wikis and YouTube)

For additional information and job descriptions, please visit [creativegroup.com/salarycenter](http://creativegroup.com/salarycenter).

# Headliner: Average Starting Salaries

CREATIVE & PRODUCTION	LOW	HIGH
Creative Director (8+ years*)	\$ 92,000	\$158,000
Associate Creative Director (5+ years)	\$ 84,500	\$114,000
Creative Services Manager	\$ 71,000	\$100,250
Art Director (5+ years)	\$ 63,250	\$ 91,500
Associate Art Director (3 to 5 years)	\$ 55,000	\$ 70,250
Production Director (8+ years)	\$ 72,500	\$ 96,750
Production Manager	\$ 52,750	\$ 72,750
Print Project Manager	\$ 47,250	\$ 68,500
Production Coordinator	\$ 36,250	\$ 49,000
Instructional Designer	\$ 64,000	\$ 96,000
Curriculum Developer/Writer	\$ 59,750	\$ 88,000
Senior Studio Manager (5+ years)	\$ 66,000	\$ 91,000
Studio Manager	\$ 55,000	\$ 74,000
Traffic Manager	\$ 45,500	\$ 66,500
Traffic Coordinator	\$ 35,750	\$ 50,000
Technical Illustrator (5+ years)	\$ 61,750	\$ 85,000
Illustrator (3+ years)	\$ 49,500	\$ 71,000
Illustrator (1 to 3 years)	\$ 37,250	\$ 50,000
Senior Graphic Designer (5+ years)	\$ 58,000	\$ 76,750
Graphic Designer (3+ years)	\$ 45,500	\$ 63,000
Graphic Designer (1 to 3 years)	\$ 34,500	\$ 49,250
Package Designer	\$ 53,500	\$ 80,250
Motion Graphics Designer	\$ 58,750	\$ 89,500
Litigation Graphics Specialist	\$ 52,500	\$ 75,250
Studio Artist (3+ years)	\$ 49,500	\$ 65,500
Studio Artist (1 to 3 years)	\$ 38,500	\$ 52,000
Prepress Specialist (3+ years)	\$ 44,250	\$ 61,500
Prepress Specialist (1 to 3 years)	\$ 34,750	\$ 46,000
Senior Multimedia Designer (5+ years)	\$ 74,000	\$103,500
Multimedia Designer (1 to 5 years)	\$ 50,500	\$ 75,250
Presentation Specialist (3+ years)	\$ 49,000	\$ 69,750
Presentation Specialist (1 to 3 years)	\$ 39,000	\$ 50,750
Production Artist (3+ years)	\$ 43,000	\$ 60,000
Production Artist (1 to 3 years)	\$ 33,000	\$ 46,250
Desktop Publisher	\$ 34,000	\$ 45,500

INTERACTIVE	LOW	HIGH
Interactive Creative Director	\$ 90,000	\$145,000
Interactive Art Director	\$ 74,000	\$105,000
Interactive Designer (5+ years)	\$ 70,000	\$100,500
Interactive Designer (1 to 5 years)	\$ 46,500	\$ 73,500
Information Architect	\$ 75,500	\$112,500
User Experience (UX) Designer	\$ 67,500	\$ 98,000
Senior Web Designer (5+ years)	\$ 70,500	\$ 99,500
Web Designer (1 to 5 years)	\$ 48,500	\$ 73,750
Flash Designer	\$ 58,000	\$ 87,000
Flash Animator (5+ years)	\$ 66,500	\$ 94,000
Flash Animator (1 to 5 years)	\$ 48,250	\$ 71,000
Interactive Producer	\$ 64,000	\$ 89,000
Flash Developer	\$ 64,500	\$ 98,250
Web Developer	\$ 58,000	\$ 98,250
Web Production Artist	\$ 43,000	\$ 61,250
Web Content Writer (5+ years)	\$ 58,000	\$ 86,250
Web Content Writer (1 to 5 years)	\$ 43,000	\$ 63,250
Online Editor	\$ 48,000	\$ 67,500
Blogger	\$ 40,000	\$ 60,000
Podcaster	\$ 45,750	\$ 61,250
Video Producer	\$ 52,500	\$ 77,500
Social Media Designer	\$ 56,250	\$ 82,250
Mobile Apps Designer/Developer	\$ 73,250	\$102,500

## ADVERTISING & MARKETING – AGENCY

Vice President – Media/Creative Director	\$104,500	\$175,500
Business Development Director	\$ 85,750	\$138,000
Account Director	\$ 82,500	\$108,500
Account Supervisor	\$ 67,250	\$ 89,500
Account Manager (5+ years)	\$ 57,500	\$ 80,250
Account Executive (3+ years)	\$ 46,500	\$ 64,500
Account Coordinator (1 to 3 years)	\$ 34,250	\$ 47,250

\*Years of experience. For job descriptions, please visit [creativegroup.com/salarycenter](http://creativegroup.com/salarycenter).

## Tuning in to Salaries in Your Market

The salary ranges provided reflect national starting salaries for each position; however, these can be localized for your market using the following formula and the variance index numbers for select U.S. cities found on Page 8.\*\*

The average salary index for all U.S. cities is 100.

To determine the estimated salary for a position in your area, follow the process outlined on the right.

\*\*Source: U.S. Department of Labor's Bureau of Labor Statistics and The Creative Group. Note that city figures are reflective of all industries and are not specific to the creative and communications fields. The index figures should be used as a guide for determining actual compensation. A number of factors, including company size, employee benefits, the candidate's skill set and current market conditions, can impact starting salaries. For further assistance in refining salaries for your market, contact the nearest office of The Creative Group.



<b>ADVERTISING &amp; MARKETING – CORPORATE</b>	<b>LOW</b>	<b>HIGH</b>
Vice President of Marketing	\$103,500	\$188,500
Marketing Director	\$ 80,750	\$125,250
Marketing Manager	\$ 58,750	\$ 88,250
Senior Marketing Specialist (5+ years)	\$ 58,000	\$ 78,750
Marketing Specialist (1 to 5 years)	\$ 41,500	\$ 58,500

<b>ADVERTISING &amp; MARKETING – AGENCY OR CORPORATE</b>		
Brand/Product Manager	\$ 71,500	\$112,500
Senior Copywriter (5+ years)	\$ 66,750	\$ 98,500
Copywriter (3+ years)	\$ 51,000	\$ 70,250
Copywriter (1 to 3 years)	\$ 37,000	\$ 52,250
Senior Copy Editor (3+ years)	\$ 49,000	\$ 67,750
Copy Editor (1 to 3 years)	\$ 36,500	\$ 49,250
MarCom Manager	\$ 58,250	\$ 83,000
MarCom Coordinator (1 to 3 years)	\$ 36,000	\$ 52,000
Proofreader	\$ 34,000	\$ 50,250
Media Director (5+ years)	\$ 75,500	\$103,000
Media Planner	\$ 52,500	\$ 74,000
Media Buyer (3+ years)	\$ 50,000	\$ 72,000
Media Buyer (1 to 3 years)	\$ 39,000	\$ 52,500
Medical Writer (5+ years)	\$ 78,000	\$106,500
Medical Writer (3 to 5 years)	\$ 61,750	\$ 86,250
Marketing Researcher (3+ years)	\$ 53,000	\$ 76,500
Marketing Researcher (1 to 3 years)	\$ 38,250	\$ 54,250
Event/Trade Show Manager	\$ 49,250	\$ 73,250
Event/Trade Show Coordinator	\$ 38,000	\$ 51,750
Promotion Specialist	\$ 45,250	\$ 66,000

<b>DIGITAL MARKETING/E-MARKETING</b>	<b>LOW</b>	<b>HIGH</b>
Interactive Project Manager	\$ 61,000	\$ 98,000
Digital Strategist	\$ 75,500	\$117,000
Interactive Marketing Manager	\$ 74,500	\$111,500
Web Analytics Manager	\$ 68,750	\$ 91,000
Web Analytics Specialist	\$ 66,250	\$ 89,250
SEO/SEM Specialist	\$ 57,750	\$ 88,500
Interactive Traffic Manager	\$ 52,000	\$ 71,500
Online Copy Manager	\$ 59,000	\$ 76,250
Director of Social Media	\$ 80,000	\$108,750
Interactive Strategist/Social Media Analyst	\$ 70,250	\$ 93,750
Online Community Manager	\$ 57,000	\$ 72,000
Social Media Account Manager/Channel Manager	\$ 53,500	\$ 67,500
Social Media Coordinator	\$ 41,500	\$ 52,500
Social Media Planner	\$ 50,000	\$ 66,000
Social Media Product Manager	\$ 63,250	\$ 76,250
Social Media Specialist/Emerging Media Specialist	\$ 61,500	\$ 78,000
User Researcher	\$ 55,000	\$ 69,750

<b>PUBLIC RELATIONS – AGENCY</b>		
Vice President/Group Director	\$106,500	\$184,000
Account Manager/Supervisor	\$ 71,500	\$102,000
Senior Account Executive (5+ years)	\$ 63,000	\$ 89,500
Account Executive (3 to 5 years)	\$ 48,000	\$ 65,750
Account Coordinator (1 to 3 years)	\$ 34,250	\$ 49,000

<b>PUBLIC RELATIONS – CORPORATE</b>		
Vice President of Public Relations	\$107,500	\$180,000
Public Relations Director	\$ 83,500	\$119,000
Public Relations Manager	\$ 68,000	\$ 87,500
Senior Public Relations Specialist (5+ years)	\$ 57,250	\$ 80,000
Public Relations/Communications Specialist (1 to 5 years)	\$ 37,500	\$ 58,250

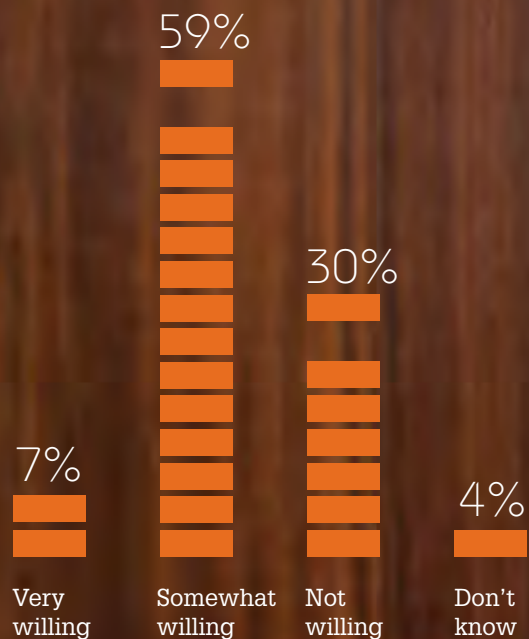
## Calculating the Local Salary Range

**Example: user experience (UX) designer in Minneapolis**

1. Locate the position “user experience (UX) designer” on the chart, Page 5, and your city’s index number on Page 8. (The index number for Minneapolis is 105.0.)
2. Move the decimal point of the index number two places to the left (1.05).
3. Multiply the low end of the national salary range (\$67,500) by the index number as a percentage in step two (1.05) to get \$70,875.
4. Repeat step three using the high end of the salary range (\$98,000) to get \$102,900.
5. The approximate starting salary range for a user experience (UX) designer in Minneapolis is \$70,875 to \$102,900.



Advertising and marketing executives were asked, "How willing would you be to negotiate a higher starting salary for a promising candidate?"



Source: The Creative Group survey of 500 U.S. advertising and marketing executives



## Local Variances

### Alabama

Birmingham.....	92.5
Mobile.....	83.0

### Arizona

Phoenix.....	105.0
Tucson.....	100.0

### Arkansas

Fayetteville.....	92.0
Little Rock.....	90.0

### California

Fresno.....	85.0
Irvine.....	124.0
Los Angeles.....	124.0
Oakland.....	127.0
Ontario.....	109.0
Sacramento.....	103.0
San Diego.....	114.0
San Francisco.....	135.0
San Jose.....	132.0
Santa Barbara.....	120.0
Santa Rosa.....	96.0
Stockton.....	85.0

### Colorado

Boulder.....	113.2
Colorado Springs.....	90.0
Denver.....	102.7
Fort Collins.....	93.0
Greeley.....	84.0
Loveland.....	90.0
Pueblo.....	75.0

### Connecticut

Hartford.....	118.0
New Haven.....	111.0
Stamford.....	131.0

### Delaware

Wilmington.....	102.0
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### District of Columbia

Washington.....	130.0
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### Florida

Fort Myers.....	87.6
Jacksonville.....	94.5
Melbourne.....	94.0
Miami/ Fort Lauderdale.....	110.0
Orlando.....	101.0
St. Petersburg.....	94.0
Tampa.....	94.0

### Georgia

Atlanta.....	110.0
Macon.....	72.0
Savannah.....	78.0

### Hawaii

Honolulu.....	92.0
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### Idaho

Boise.....	86.1
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### Illinois

Chicago.....	123.0
Naperville.....	112.0
Rockford.....	86.2
Springfield.....	90.0

### Indiana

Fort Wayne.....	82.2
Indianapolis.....	94.5

### Iowa

Cedar Falls/Waterloo.....	80.7
Cedar Rapids.....	90.0
Davenport.....	89.0
Des Moines.....	96.0
Sioux City.....	78.2

### Kansas

Kansas City.....	97.0
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### Kentucky

Lexington.....	88.0
Louisville.....	91.0

### Louisiana

New Orleans.....	98.2
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### Maine

Portland.....	95.0
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### Maryland

Baltimore.....	103.0
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### Massachusetts

Boston.....	132.0
Springfield.....	96.0

### Michigan

Ann Arbor.....	98.9
Detroit.....	96.6
Grand Rapids.....	82.8
Lansing.....	81.1

### Minnesota

Bloomington.....	105.0
Duluth.....	79.2
Minneapolis.....	105.0
Rochester.....	100.0
St. Cloud.....	77.0
St. Paul.....	99.0

### Missouri

Kansas City.....	97.0
St. Joseph.....	91.0
St. Louis.....	100.0

### Nebraska

Lincoln.....	78.2
Omaha.....	94.0

### Nevada

Las Vegas.....	96.0
Reno.....	94.0

### New Hampshire

Manchester/Nashua.....	110.0
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### New Jersey

Mount Laurel.....	115.0
Paramus.....	130.0
Princeton.....	126.0
Woodbridge.....	126.0

### New Mexico

Albuquerque.....	86.7
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### New York

Albany.....	97.2
Buffalo.....	94.4
Long Island.....	135.0

New York.....	141.0
Rochester.....	91.7
Syracuse.....	90.3

### North Carolina

Charlotte.....	104.0
Greensboro.....	97.0
Raleigh.....	104.0

### Ohio

Akron.....	89.0
Canton.....	76.7
Cincinnati.....	96.4
Cleveland.....	94.5
Columbus.....	95.0
Dayton.....	87.0
Toledo.....	85.7
Youngstown.....	77.0

### Oklahoma

Oklahoma City.....	89.0
Tulsa.....	92.0

### Oregon

Portland.....	100.0
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### Pennsylvania

Harrisburg.....	95.0
Philadelphia.....	115.0
Pittsburgh.....	95.8

### Rhode Island

Providence.....	97.0
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### South Carolina

Charleston.....	95.0
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Columbia.....	95.0
Greenville.....	90.0

### Tennessee

Chattanooga.....	88.0
Knoxville.....	88.0
Memphis.....	95.0
Morristown.....	73.8
Nashville.....	95.0

### Texas

Austin.....	102.0
Dallas.....	105.0
El Paso.....	70.0
Fort Worth.....	100.0
Houston.....	103.7
Midland/Odessa.....	95.0
San Antonio.....	93.1

### Utah

Salt Lake City.....	100.0
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### Virginia

Richmond.....	97.0
Tysons Corner.....	130.0

### Washington

Seattle.....	118.0
Spokane.....	82.0

### Wisconsin

Appleton.....	82.0
Green Bay.....	86.0
Madison.....	94.5
Milwaukee.....	97.0
Waukesha.....	96.5

## The Right Mix: A Flexible Approach to Meeting Business Demands

Selecting the right mix of songs can make or break an album. The same principle is true when assembling a strong creative team. Firms must have adequate headcount to meet tight deadlines and manage increasing workloads, but they also must avoid having too many employees on payroll. If the mix is off-balance, issues can arise. When understaffed, businesses risk missing out on opportunities for growth. And when over-

staffed, they incur significant costs associated with hiring, training and retaining employees – not to mention the hardship of having to conduct layoffs when business is slow.

Firms are finding that augmenting full-time staff with freelancers provides greater protection from costly staffing mistakes, whether the economy is contracting or expanding. Using consultants also is fiscally

responsible, as you only pay for the skills you need when you need them. In addition, many businesses find that freelancers make strong candidates for full-time positions, as they already have demonstrated their skills, work style and rapport with the rest of the team.

Visit our Salary Center ([creativegroup.com/salarycenter](http://creativegroup.com/salarycenter)) to read “5 Signs It’s Time to Hire.”



# Turning Freelancers Into Rock Stars

It takes an entire crew – not just a stellar performer or band – to produce a successful record or pull off a crowd-pleasing show. In many cases, specialized technicians or stage managers are brought on board to make sure performances run smoothly and on time. Supplementing your team with freelance professionals can help ensure your projects stay on track, even during the busiest times. A little prep work on your part will help freelancers quickly get up to speed at your firm. Here are five essential tips for working with creative consultants:

**1 Take them on a quick tour.** Help freelancers acclimate by introducing them to everyone on the team, including administrative personnel. Also, explain your department's day-to-day workflow and provide a brief overview of policies and procedures.

**2 Create a welcoming workspace.** Make sure the designated work areas are equipped with basic office supplies. Double-check that computers are in working order, with the necessary software and permissions to access relevant data. An hour spent with IT trying to get machines running is an hour freelancers are not performing the work they were brought in to do.

**3 Keep them informed.** Include consultants in all relevant meetings and e-mails concerning their projects. Don't forget to invite them to team-building activities and informal events, like afternoon coffee runs, too.

**4 Promote open communication.** Assign a point person to answer any questions that may arise. Be sure to appoint secondary contacts who can address issues when the primary point person is unavailable.

**5 Check in.** Conduct an early assessment of your freelancer's performance to ensure everything is going as planned. If you're working with a staffing firm, provide updates to your account manager on the freelancer's progress. This will help him or her ensure the consultant is available for as long as needed.

# The Creative Group: Your Creative Talent Manager

No matter the business environment, companies need flexible staffing options to respond quickly and cost-effectively to workload fluctuations. That's where The Creative Group can help. We provide highly skilled creative, marketing and communications professionals to a variety of businesses, ranging from boutique agencies to FORTUNE® 500 companies.

These additional qualities make The Creative Group the right firm to assist with your staffing needs:

- **Industry-leading reputation** – In 2010, our parent company, Robert Half International, was again ranked by FORTUNE® magazine as the World's Most Admired Company in the temporary help industry (March 22, 2010). Our customers agree we're the best at what we do: Nine out of 10 would recommend The Creative Group to a colleague.
- **Fast and personalized service** – We personally interview, evaluate skills and check selected references for every individual we place. And because our staffing managers typically have prior experience working within the creative industry, they have a better understanding of clients' needs and freelancers' unique talents. This means you can be confident the professionals we place will get the job done.
- **In-demand professionals** – The Creative Group attracts highly skilled candidates in the creative and communications fields because we support their professional development and career advancement. We provide free access to thousands of online training courses on popular technical and business topics, and offer access to one of the most comprehensive benefits packages in the creative staffing industry.
- **A vast network** – With locations across the United States and in Canada, we are able to leverage the size and strength of our team to find professionals who match your precise needs. We also have access to creative professionals other staffing firms don't because of our alliances with top professional associations, including The Art Institutes, American Advertising Federation, *Graphic Design USA* and *HOW* magazine.

For more information about The Creative Group and the ways in which we can help meet your staffing needs, please call (888) 846-1668 or visit [creativegroup.com](http://creativegroup.com).





## The Leading Resource

In addition to our annual *Salary Guide*,  
The Creative Group offers the following resources  
to assist you in your hiring and management efforts:

**The Creative Group Salary Center** ([creativegroup.com/salarycenter](http://creativegroup.com/salarycenter))  
provides current commentary on hiring and compensation and access to  
our Salary Calculator.

Vol XII



Side B

Our **10 Questions to Ask When Staffing for Social Media** guide  
([creativegroup.com/socialmediastaffing](http://creativegroup.com/socialmediastaffing)) features tips for building a strong  
social media program and team; an accompanying guide ([creativegroup.com/socialmediajobdescriptions](http://creativegroup.com/socialmediajobdescriptions)) lists job descriptions for 14 common  
social media roles.

**Workplace Redefined: Shifting Generational Attitudes During  
Economic Change** ([roberthalf.us/workplacereDEFINED](http://roberthalf.us/workplacereDEFINED))  
addresses the changing attitudes of employees and  
employers, and identifies key characteristics  
among Generation Y, Generation X  
and baby boomers.



# Office Directory

## UNITED STATES

### California

Irvine  
(949) 476-3199

Los Angeles  
(310) 209-6840

San Francisco  
(415) 989-6650

San Jose  
(408) 961-2975

### Colorado

Denver  
(303) 295-7979

### Connecticut

Hartford  
(860) 241-9350

Stamford  
(203) 324-9690

### District of Columbia

Washington  
(202) 626-0290

### Georgia

Atlanta  
(404) 846-8070

### Illinois

Chicago  
(312) 819-0700

### Massachusetts

Boston  
(617) 526-8899

### Michigan

Southfield  
(248) 372-7500

### Minnesota

Minneapolis  
(612) 333-7990

### Missouri

St. Louis  
(314) 621-1121

### New Jersey

Paramus  
(201) 843-1890

Princeton  
(609) 806-0066

Woodbridge  
(732) 634-5711

### New York

New York  
(212) 687-3800

### Ohio

Cleveland  
(216) 696-4156

Columbus  
(614) 456-1922

### Pennsylvania

Philadelphia  
(215) 568-9410

### Texas

Dallas  
(972) 619-4356

Houston  
(713) 993-1895

### Washington

Seattle  
(206) 749-9046

## CANADA

### Ontario

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