

2026



DAHL
IT'S THE PEOPLE.

SALARY & BENEFITS GUIDE

2026



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SALARY & BENEFITS GUIDE

Positively Impacting People's Lives Through Employment

Dahl Consulting

It's the People.

At Dahl Consulting (DAHL), we understand that our people are our greatest asset, which is why we truly believe in our tagline "It's the People." We make it our mission to place the right people in the right seats at the right time.

DAHL offers affordable and scalable solutions to help businesses drive growth and success. We provide professional staffing services for roles in Accounting/Finance, Administration, Human Resources, Information Technology (IT), Marketing, and more. We also provide Managed Services Provider (MSP) programs and Vendor Management System (VMS) technology to provide impactful solutions to our valued partners.

4.85

Average online review rating

80

**NPS Score
(Staffing Firm Average = 18)**

45+

Years of Employment Expertise

91%

Consultant Retention Date



2026 Trends

Labor Market Overview

The U.S. labor market has cooled from the overheated post-pandemic period and settled into a **“low-hire, low-fire”** equilibrium.

Unemployment ticked down to **4.3% in January 2026**, with participation steady at **62.5%**—higher than a year ago but still below pre-2020 peaks.

Job growth is uneven: Health care and construction are adding positions, while government and some white-collar services softened.

Demand has clearly normalized. **Job openings fell to ~6.5M in December 2025** (lowest since 2020), and the **quits rate** has hovered around **2.0%** for most of the past year—well below the Great Resignation era. That translates to more balanced hiring conditions for employers, though not a surplus.

LinkedIn’s latest **Workforce Report (Jan–Feb 2026)** shows hiring still **3%–6% lower YoY**, with pockets of relative strength in **Manufacturing, Tech/Media, and Minneapolis–St. Paul**, even as national transitions sit ~20% below pre-pandemic levels.

Some sectors will fare better than others this year, with high demand in engineering, technology, and healthcare. Based on the **World Economic Forum’s** findings, you’ll find the fastest-growing and fastest-declining jobs by 2030 on the following page.



Fastest Growing and Declining Jobs by 2030



Top Fastest Growing Jobs

1	Big Data Specialists
2	FinTech Engineers
3	AI & Machine Learning Specialists
4	Software & Applications Developers
5	Security Management Specialists
6	Data Warehousing Specialists
7	Autonomous & Electric Vehicle Specialists
8	UI & UX Designers
9	Light Truck or Delivery Services Drivers
10	Internet of Things Specialists
11	Data Analysts & Scientists
12	Environmental Engineers
13	Information Security Analysts
14	DevOps Engineers
15	Renewable Energy Engineers



Top Fastest Declining Jobs

1	Postal Service Clerks
2	Bank Tellers & Related Clerks
3	Data Entry Clerks
4	Cashiers & Ticket Clerks
5	Administrative/Executive Assistants
6	Printing & Related Trades Workers
7	Accounting, Bookkeeping & Payroll Clerks
8	Material-recording & Stock-keeping Clerks
9	Transportation Attendants & Conductors
10	Door-to-door Sales & Related Workers
11	Graphic Designers
12	Claims Adjusters & Investigators
13	Legal Officials
14	Legal Secretaries
15	Telemarketers

Note: The jobs that survey respondents report the highest and lowest net growth (5) by 2030
Source: World Economic Forum. (2025). *Future of Jobs Report 2025*.

Due to high demand in industries made up of “**high-skill, high-impact**” roles, employers in certain professional sectors will continue to struggle with skill shortages. This reinforces the need for competitive salaries, strong benefits, and compelling workplace cultures to attract and retain top talent.

Addressing Workforce Disconnection & Low Employee Engagement

Despite a stabilizing labor market and improving economic indicators, many workers remain detached from broader economic optimism. Recent research shows persistent financial stress, uncertainty about career trajectories, and rising living costs continue to shape employee sentiment. These pressures have fueled a broader sense of disconnection across the workforce, even as job availability and wage growth remain relatively steady.

Employee engagement continues to lag. According to the latest findings, U.S. engagement sits at **32%**, with **16% actively disengaged**, marking one of the lowest engagement periods in over a decade. Globally, engagement remains stagnant at **21%**, reflecting ongoing workplace strain and unclear performance expectations. Many employees report declining role clarity and reduced support for development—factors closely tied to disengagement and retention challenges.

Younger employees, in particular, report lower levels of engagement, making retention strategies increasingly critical. Gallup's most recent workplace research shows sharp declines among early-career workers, driven by fading role clarity, weaker manager connection, and limited pathways for growth. Organizations investing in wellbeing initiatives, manager enablement, career mobility, and meaningful recognition are seeing improved outcomes. Structured recognition programs and integrated wellbeing systems have shown **participation increases of over 80%**, reinforcing the importance of transparent communication and a strong culture of belonging. Companies that prioritize growth opportunities, strengthen manager support, and redesign workloads to reduce burnout are better positioned to curb disengagement and build resilient, high-performing teams.



The Great Stay: Stability Over Job-hopping

The Great Stay reflects a continuing workforce trend: employees are remaining with their current employers longer rather than frequently switching jobs. As of December 2025, the **U.S. quit rate holds at 2.0%**, a level that has remained flat for several consecutive months and sits well below Great Resignation peaks. This sustained stability signals that many workers feel less confident about finding better opportunities, prompting longer tenure with existing employers.

Historically, employees often moved from job to job seeking improved pay, growth, or fulfillment. Today, slower turnover is reshaping how organizations approach retention and engagement. Instead of continually backfilling roles, companies are increasingly focused on creating workplace environments that support long-term employment. Employers emphasizing **internal mobility, skills development, and flexible work structures** are better positioned to maintain engagement and keep their workforce committed.

Continuous Growth of Artificial Intelligence

AI-driven automation continues to **transform industries**, streamlining repetitive tasks and expanding the need for advanced technical skills. From predictive analytics in finance to AI-powered support in customer operations, AI has become a core component of daily business functions. Employees who adapt to these technologies and build AI-related competencies are better prepared for emerging opportunities and are **less likely to face displacement** as organizations modernize.

Companies implementing AI responsibly are not only improving productivity but also **reshaping business operations**. Leading organizations are using AI to enhance efficiency, strengthen decision-making, and improve service quality. Ethical considerations—including responsible data use, transparency, and reducing bias—are increasingly central to AI adoption strategies. Businesses prioritizing responsible development and deployment of AI are better positioned to innovate sustainably and strengthen their employer brand in a rapidly evolving digital landscape.



Emphasis on Learning & Development

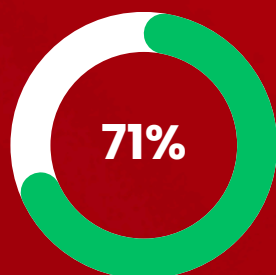
As AI and automation continue reshaping workplace expectations, the need for upskilling and reskilling has never been more critical. Recent studies show rapid technological advancement is accelerating skill disruption, prompting employees to pursue new capabilities to remain competitive. For example, **94% of business leaders expect employees to pick up new skills by 2026**, reflecting the growing urgency for continuous learning. Companies that provide AI literacy programs and hands-on development opportunities are building more adaptable and future-ready workforces in an environment where core job skills evolve at an unprecedented pace.

Beyond AI, broader skill development continues to be a primary factor in employee retention. Many workers cite career growth opportunities as a key reason for staying with their employer. Research shows that **over half of U.S. workers have participated in an upskilling program in the past 12 months**, underscoring a rising demand for structured learning pathways. Employers that actively invest in development—whether through mentorship, tuition support, or digital learning platforms—are better positioned to attract and retain top talent in competitive labor markets.

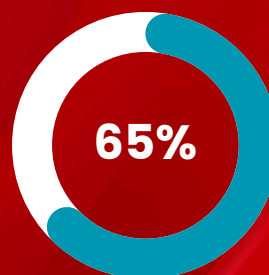
In addition, companies emphasizing leadership development, cross-functional training, and industry-specific certifications are better equipping employees with adaptable skill sets. This investment not only strengthens retention but also improves organizational performance. Findings show that **companies with formal upskilling programs experience 22% lower turnover**, demonstrating the long-term impact of development-driven cultures. In today's rapidly changing workplace, learning and development is no longer optional—it has become a defining factor in employer reputation and long-term workforce sustainability.

UPSKILLING AS A BENEFIT

U.S. workers want employers to pay for their training



say they want to be paid for attending classes.



say they want training paid for by their employer & offered during work hours.

Source: The American Upskilling Study: Empowering Workers for the Jobs of Tomorrow, Gallup, 2021.

Attracting Top Talent: Actionable Strategies

In today's job market, attracting and retaining top talent requires more than just offering a competitive salary. Job seekers are prioritizing workplace flexibility, company culture, and leadership development as key factors in their career decisions. Organizations that adapt to these evolving expectations will not only **build a strong employer brand** but also cultivate a more engaged and loyal workforce.



Hybrid Flexibility: Meeting Workforce Expectations

Flexible work remains a top priority for job seekers, with national research showing that the **majority of remote-capable employees prefer hybrid arrangements**, while only a small share want fully on-site roles. Although some organizations are pushing for increased in-office attendance, hybrid models have largely stabilized, with recent Gallup data showing hybrid work holding at roughly **51%** of remote-capable workers. At the same time, generational differences continue to shape policy discussions—employees earlier in their careers typically prefer more structured in-person collaboration, while more tenured workers favor greater autonomy.

Employers that provide flexible, predictable hybrid schedules are more likely to attract and retain top talent. As debates around remote versus in-office work continue, companies benefit from remaining agile and aligning policies with the latest workforce sentiment. Striking the right balance between operational needs and employee preferences will remain essential for long-term retention and competitiveness.

Company Culture: A Defining Competitive Advantage



A strong company culture remains one of the most influential differentiators in today's hiring landscape. Employees increasingly seek workplaces that emphasize transparency, trust, shared purpose, and supportive communication. Organizations that actively **encourage feedback, solicit ideas, and foster belonging** report stronger engagement and lower turnover. Employers integrating these cultural elements into daily operations are better positioned to maintain morale, improve collaboration, and strengthen performance.

Beyond internal culture, corporate social responsibility continues to play a growing role in employer appeal. Workers favor companies that support community initiatives, sustainability efforts, and meaningful philanthropic programs. In a competitive labor market, organizations that demonstrate clear values—and act on them—are more likely to attract purpose-driven candidates and retain employees who want to make a positive impact through their work.

Leadership Development: Investing in the Future

Strong leadership remains essential to building an engaged and high-performing workforce. Recent global findings show that leadership expectations are rising as organizations navigate rapid change, hybrid work, and shifting workforce needs. Employees increasingly want leaders who are **communicative, empathetic, and actively invested in their growth**—a theme reinforced by Gallup's latest research indicating that **manager engagement has declined from 30% to 27%**, representing one of the sharpest drops across all role types. Companies that prioritize personalized leadership development, measure leadership impact, and prepare managers for hybrid-team challenges are better positioned to strengthen their leadership pipeline and reinforce retention.

Organizations that fail to invest in leadership development face elevated risks. Declining manager engagement directly predicts reduced team performance, with Gallup estimating that **70% of team engagement is driven by a manager's influence**. Younger managers—particularly those under 35—have experienced notable engagement declines, amplifying the need for structured growth opportunities, coaching skills, and ongoing support. As leadership expectations continue to evolve, companies must equip managers with the capabilities required to **inspire, motivate, and retain talent**, ensuring long-term organizational resilience.



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Location Key | Cities Included

Minneapolis – St. Paul Metro Area



Afton, MN	Eden Prairie, MN	New Brighton, MN
Albertville, MN	Edina, MN	New Hope, MN
Andover, MN	Elk River, MN	New Richmond, WI
Annandale, MN	Excelsior, MN	Newport, MN
Anoka, MN	Falcon Heights, MN	Norwood Young America, MN
Apple Valley, MN	Farmington, MN	Oak Park Heights, MN
Arden Hills, MN	Forest Lake, MN	Oakdale, MN
Baldwin, WI	Fridley, MN	Plymouth, MN
Bayport, MN	Golden Valley, MN	Ramsey, MN
Becker, MN	Greenfield, MN	Richfield, MN
Blaine, MN	Hamel, MN	River Falls, WI
Bloomington, MN	Hastings, MN	Robbinsdale, MN
Braham, MN	Hopkins, MN	Rockford, MN
Brooklyn Center, MN	Hudson, WI	Rogers, MN
Brooklyn Park, MN	Hugo, MN	Rosemount, MN
Buffalo, MN	Inver Grove Heights, MN	Roseville, MN
Burnsville, MN	Jordan, MN	Rush City, MN
Cambridge, MN	Lake Elmo, MN	Saint Paul, MN
Cedar, MN	Lakeville, MN	Savage, MN
Centerville, MN	Lino Lakes, MN	Shakopee, MN
Champlin, MN	Little Canada, MN	Shoreview, MN
Chanhassen, MN	Maple Grove, MN	Spring Lake Park, MN
Chaska, MN	Maple Plain, MN	St. Louis Park, MN
Circle Pines, MN	Maplewood, MN	St. Michael, MN
Columbia Heights, MN	Medina, MN	Stillwater, MN
Coon Rapids, MN	Mendota Heights, MN	Vadnais Heights, MN
Cottage Grove, MN	Minneapolis, MN	Waconia, MN
Crystal, MN	Minnetonka, MN	Wayzata, MN
Dayton, MN	Monticello, MN	White Bear Lake, MN
Delano, MN	Mound, MN	Woodbury, MN
Eagan, MN	Mounds View, MN	



Accounting & Finance

Accounting and finance professionals play a critical role in analyzing financial activities and supporting sound business decisions that reduce risk and promote stability. In the coming years, employment for accountants and auditors is projected to

grow by 5%,

faster than the average for all occupations. According to the **U.S. Bureau of Labor Statistics**, this growth is driven by economic expansion, evolving global markets, and a complex regulatory environment that continues to increase the need for skilled financial oversight.

It is estimated that more than

124,200 job openings

will become available each year over the next decade, largely due to workforce transitions and rising demand for qualified accounting professionals. Organizations will continue seeking experts who can ensure compliance, strengthen reporting accuracy, and support strategic financial planning.

Despite positive projected growth for the field, the industry continues to face meaningful challenges. One major concern is the persistent accounting talent shortage, as many younger professionals remain hesitant to enter the field—often influenced by concerns that artificial intelligence may reduce the need for traditional accounting roles.

In fact, 87% of finance leaders now report experiencing a “significant talent shortage” on their teams, with open roles increasing sharply over the past year.

While accounting jobs will not disappear, the nature of the work continues to evolve as automation and AI streamline routine, rule-based tasks such as bookkeeping, payables and receivables, payroll support, and certain audit functions. These technologies can reshape entry-level roles and accelerate the shift toward more analytical and strategic responsibilities that require human judgment. As AI adoption expands—already delivering measurable efficiency benefits for nearly **40% of accounting organizations**—professionals with strong technical and digital capabilities are in especially high demand.



These trends highlight the critical importance of technological proficiency for emerging accounting and finance talent, as well as the need for organizations to stay ahead of rapid advancements in automation and data analytics. Employers that invest in training, modern tools, and upskilling programs will be better positioned to close the **widening skills gap, strengthen their teams, and attract top talent** in a highly competitive market.

Operating in a turbulent labor market, accounting and finance organizations must refine their hiring strategies to secure talent quickly and efficiently. Recent CFO-level research shows hiring delays and administrative bottlenecks remain major barriers, prompting more companies to shorten processes and incorporate automation for scheduling, communication, and assessments. Streamlining each step of the hiring journey has become essential as **open finance and accounting roles have risen by 150% in just one year**, intensifying competition for qualified candidates.

In addition to improving hiring efficiency, **promoting your company culture** is now a critical advantage. Employee experience continues to influence retention, and 2025–2026 data shows CFOs are increasingly prioritizing work-life balance, learning opportunities, and competitive pay to attract talent. Fostering an inclusive and growth-oriented culture — one that values transparency, collaboration, and professional development — strengthens your employer brand and reduces hiring friction.

Employee recognition programs, strong wellness benefits, and opportunities for meaningful social interaction can significantly enhance engagement and morale.

With 87% of finance leaders reporting serious talent shortages, organizations that cultivate a supportive and connected workplace environment are better positioned to retain top talent and offset competitive pressures.



Accounting & Finance Sources

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Accounting & Finance

Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Accountant	\$60,655	\$75,000	\$68,268
Accounting Assistant	\$43,461	\$55,120	\$49,931
Accounting Associate	\$47,284	\$58,000	\$53,111
Accounting Clerk	\$43,462	\$53,170	\$47,863
Accounting Consultant	\$66,517	\$120,650	\$98,236
Accounting Coordinator	\$43,193	\$55,428	\$49,929
Accounting Director	\$99,375	\$165,250	\$138,196
Accounting Manager	\$81,063	\$117,500	\$96,964
Accounting Officer	\$53,089	\$73,875	\$62,258
Accounting Specialist	\$48,485	\$62,186	\$55,518
Accounting Technician	\$53,780	\$63,850	\$57,771
Accounts Payable Manager	\$52,029	\$83,200	\$70,283
Accounts Payable Specialist	\$44,798	\$57,189	\$51,240
Accounts Payable Supervisor	\$44,079	\$54,040	\$50,218
Accounts Receivable Analyst	\$60,266	\$85,648	\$75,839
Accounts Receivable Manager	\$50,087	\$71,563	\$62,368
Accounts Receivable Specialist	\$42,940	\$55,120	\$49,393
Assistant Controller	\$74,158	\$135,000	\$106,835
Assistant Finance Director	\$111,976	\$137,745	\$121,381
Associate Accountant	\$52,252	\$74,340	\$63,711
Billing Manager	\$58,000	\$98,000	\$76,651
Billing Specialist	\$43,680	\$56,160	\$50,326

Accounting & Finance | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Billing Supervisor	\$51,307	\$71,103	\$61,751
Bookkeeper	\$40,452	\$59,488	\$50,712
Chief Financial Officer	\$157,766	\$254,193	\$198,204
Controller	\$87,464	\$137,500	\$111,883
Cost Accountant	\$68,153	\$86,320	\$77,974
Credit Analyst	\$64,000	\$93,502	\$77,652
Credit Manager	\$67,427	\$117,500	\$94,552
Credit Representative	\$47,182	\$55,624	\$52,066
Credit Specialist	\$47,097	\$75,596	\$64,173
Finance Associate	\$52,500	\$91,963	\$74,256
Finance Director	\$122,314	\$158,502	\$140,528
Finance Manager	\$95,000	\$137,500	\$116,660
Financial Analyst	\$70,325	\$90,286	\$80,579
Financial Associate	\$61,165	\$121,517	\$92,748
Financial Controller	\$90,564	\$115,000	\$104,417
Financial Coordinator	\$47,516	\$60,000	\$55,022
Financial Planning Analyst	\$68,250	\$90,465	\$78,487
Financial Planning & Analysis Manager	\$119,775	\$129,630	\$123,437
Financial Reporting Analyst	\$78,370	\$99,752	\$87,009
Financial Representative	\$44,439	\$60,724	\$53,571
Financial Specialist	\$55,205	\$74,941	\$62,944
Full Charge Bookkeeper	\$55,000	\$62,500	\$59,727
Lead Accountant	\$88,006	\$97,500	\$94,413
Lead Financial Analyst	\$101,194	\$118,125	\$107,064

Accounting & Finance | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Medical Billing Specialist	\$44,460	\$52,125	\$48,644
Operations Accountant	\$57,045	\$89,891	\$73,063
Payment Processor	\$38,269	\$49,317	\$44,551
Payroll Accountant	\$51,045	\$67,507	\$58,608
Planning Analyst	\$71,987	\$88,271	\$80,444
Planning Consultant	\$83,375	\$131,607	\$110,405
Planning Engineer	\$90,072	\$114,032	\$102,998
Planning Manager	\$107,270	\$144,463	\$126,464
Planning Specialist	\$58,903	\$87,390	\$72,419
Plant Controller	\$76,547	\$124,089	\$96,194
Project Accountant	\$62,561	\$74,000	\$68,733
Property Accountant	\$60,590	\$68,799	\$65,140
Risk Analyst	\$82,000	\$104,927	\$91,244
Risk Management Director	\$94,787	\$215,540	\$155,676
Risk Manager	\$99,060	\$129,397	\$112,198
Risk Specialist	\$61,126	\$107,089	\$86,726
Senior Accountant	\$75,081	\$92,500	\$83,927
Senior Accounting Analyst	\$84,450	\$101,246	\$92,558
Senior Cost Accountant	\$86,372	\$102,398	\$94,882
Senior Credit Analyst	\$86,400	\$98,568	\$91,927
Senior Finance Analyst	\$98,025	\$119,414	\$107,344
Senior Financial Analyst	\$91,343	\$107,000	\$99,095
Senior Tax Accountant	\$85,000	\$95,000	\$89,909
Senior Tax Associate	\$87,750	\$102,510	\$94,865

Accounting & Finance | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Senior Tax Manager	\$120,000	\$174,250	\$146,090
Tax Accountant	\$70,000	\$80,706	\$76,337
Tax Director	\$175,000	\$274,003	\$216,868
Tax Manager	\$112,917	\$148,000	\$128,779
Tax Specialist	\$50,361	\$70,752	\$60,884
Treasury Analyst	\$70,750	\$86,283	\$79,410
Treasury Manager	\$119,625	\$137,883	\$128,111
Vice President Finance	\$122,194	\$187,500	\$149,541
Vice President Treasurer	\$48,829	\$75,607	\$60,756



When you need talented employees for number-crunching, you don't want to hire just anyone. You want people with experience in the field who you can trust. Accounting and finance are simply too important.

At Dahl Consulting, we offer inclusive staffing and diversity hiring in the accounting and financial space. Whether you need accountants to bolster your department or contract financial professionals for peak seasons, we can provide the staff you need. And if you're interested in a job in the finance world, you've come to the right place.

Need to Hire Accounting and Finance Talent?

Looking to staff your finance department long-term? Interested in trying out financial professionals for a special project or during a busy period? Whatever your organization's accounting recruitment needs,

DAHL can help.

Family Breakdown

Accounting & Finance

Sub Family	Minimum Salary	Maximum Salary	Average Salary
Accounting	\$56,250	\$85,000	\$72,775
Accounts Payable/Receivable	\$44,193	\$58,317	\$53,197
Billing Operations	\$44,000	\$57,200	\$51,698
Cost Accounting	\$75,051	\$95,155	\$84,865
Credit	\$56,904	\$94,391	\$79,083
Financial Control	\$85,000	\$135,000	\$110,675
Financial Planning/Analysis	\$72,690	\$93,650	\$83,522
General	\$71,024	\$125,335	\$102,298
Group Management	\$157,500	\$254,080	\$197,851
Management Accounting	\$80,000	\$124,842	\$104,560
Planning	\$73,981	\$117,611	\$101,815
Revenue Management	\$64,717	\$120,000	\$108,157
Risk Management	\$82,222	\$125,000	\$107,060
Tax	\$57,680	\$109,878	\$88,331
Treasury	\$52,135	\$98,000	\$77,587



In collaboration with our owners, the Doherty Family Foundation is our way of giving back to the communities in which we live. The Foundation supports organizations that help children and/or adults in need of food, shelter, clothing, and education. Learn more about the Doherty Family Foundation and its mission at www.dahlconsulting.com/about-us/family-foundation.





Administrative Support

Administrative professionals play essential roles in keeping workplaces running smoothly by managing organizational tasks and supporting daily operations. However, employment across the administrative support sector is **projected to show little or no change over the next decade**, reflecting shifting office needs and ongoing automation trends.

Even with minimal overall job growth, there are

over 358,000 job openings

projected each year, according to the U.S. Bureau of Labor Statistics. These openings largely stem from workers retiring or transferring to other fields rather than newly created positions.

For secretaries and administrative assistants specifically, the outlook also indicates a

near-zero growth rate

through 2034, yet continued demand remains strong due to replacement needs.

Skills-based hiring has continued gaining traction as employers increasingly prioritize practical capabilities and real-world experience over formal education. This shift is especially common in administrative roles, where organizations are adopting assessments that evaluate skills such as **typing accuracy, computer literacy, time management, customer service, and problem-solving**. Recent research on administrative hiring trends shows that companies are expanding talent pools by focusing on demonstrated competencies rather than traditional qualifications, and the rise of **AI and automation is accelerating this shift** in 2025–2026.



Technology and artificial intelligence are reshaping nearly every administrative function. Routine, rule-based tasks—including email management, scheduling, document handling, and data entry—are increasingly automated as AI tools grow more capable. According to **current labor-market analyses**, administrative roles tied to repetitive workflows face higher exposure to automation risk, and job responsibilities are shifting toward more strategic, tech-enabled work. As automation continues expanding, professionals who develop strong problem-solving, communication, and digital skills will remain well-positioned for long-term career growth. Organizations investing in upskilling and technology training can help employees adapt and unlock new opportunities created by the evolving administrative landscape.

Introducing the DAHL Learning Center: Answers to Your Most Common Staffing Questions

Choosing a staffing partner can feel complicated, but it doesn't have to be. That's why we created the DAHL Learning Center—a go-to resource packed with expert insights, practical tools, and straightforward guidance to help you make smart, confident workforce decisions.

From understanding staffing costs to streamlining your hiring process, our goal is to take the guesswork out of staffing with transparent answers to your common staffing questions. Start exploring today and discover how Dahl Consulting can help you simplify your strategy and build a workforce that drives results.



In today's competitive administrative sector, organizations are increasingly turning to contract professionals to address staffing gaps and maintain workflow agility. As flexible work expectations continue to rise, emphasizing workplace flexibility has become one of the strongest differentiators for attracting and retaining administrative talent.

Recent workforce studies show that **flexibility is now a core requirement**, with **65% of U.S. workers ranking flexible work options—location and hours—as one of their most important benefits**. Additional 2026 labor-market data reinforces this trend, revealing that **flexible scheduling now outranks salary for 38% of employees** and that companies offering flexible arrangements experience significantly higher satisfaction and retention rates.

Providing opportunities for employees to develop new skills—particularly in AI-supported tools and automation—can further boost job satisfaction and operational efficiency. Streamlining the hiring process is equally important, helping prevent the loss of qualified candidates in a tightening labor market. By prioritizing flexibility, skill development, and an efficient hiring experience, companies gain a valuable edge in attracting and keeping skilled administrative professionals.



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Administrative Support

Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Call Center Customer Service Representative	\$35,411	\$61,866	\$48,553
Call Center Representative	\$34,655	\$43,948	\$39,928
Call Center Specialist	\$31,345	\$42,900	\$37,818
Case Manager	\$47,112	\$89,440	\$67,283
Center Director	\$51,402	\$69,169	\$60,752
Center Manager	\$50,000	\$85,142	\$67,957
Center Supervisor	\$48,670	\$69,398	\$60,717
Client Advocate	\$41,600	\$69,996	\$59,985
Client Associate	\$52,751	\$63,335	\$57,861
Client Care Specialist	\$41,600	\$49,920	\$46,276
Client Manager	\$67,868	\$100,964	\$88,166
Client Relations Specialist	\$45,190	\$59,500	\$51,785
Client Relationship Manager	\$69,000	\$120,463	\$97,556
Client Service Coordinator	\$40,560	\$49,650	\$44,998
Client Service Manager	\$59,375	\$96,875	\$81,448
Client Service Specialist	\$38,480	\$55,000	\$47,645
Client Services Representative	\$38,158	\$46,915	\$42,988
Client Services Specialist	\$39,370	\$57,900	\$48,839
Client Success Manager	\$66,625	\$127,347	\$91,405
Customer Care Analyst	\$80,348	\$112,245	\$93,264
Customer Care Representative	\$35,185	\$47,960	\$42,911
Customer Care Specialist	\$41,962	\$50,076	\$45,915

Administrative Support | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Customer Relations Representative	\$46,438	\$65,000	\$57,175
Customer Representative	\$33,363	\$46,280	\$41,274
Customer Service Associate	\$30,543	\$35,111	\$33,291
Customer Service Manager	\$40,942	\$70,253	\$57,127
Customer Service Representative	\$31,864	\$46,761	\$39,772
Customer Success Manager	\$74,639	\$107,500	\$91,400
Customer Support Representative	\$37,262	\$48,125	\$43,802
Customer Support Specialist	\$40,656	\$52,544	\$46,449
Director Operations	\$95,485	\$170,205	\$139,346
Operations Analyst	\$62,428	\$91,417	\$77,193
Operations Assistant	\$36,577	\$53,537	\$45,860
Operations Assistant Manager	\$58,834	\$63,797	\$61,115
Operations Associate	\$38,495	\$57,034	\$48,002
Operations Clerk	\$40,114	\$53,033	\$47,984
Operations Consultant	\$77,455	\$114,350	\$94,205
Operations Director	\$85,000	\$160,875	\$126,701
Operations Manager	\$52,500	\$90,000	\$73,028
Operations Representative	\$40,849	\$61,582	\$50,452
Operations Specialist	\$49,569	\$70,756	\$61,218
Operations Staff	\$31,099	\$43,319	\$38,558
Operations Supervisor	\$47,013	\$77,963	\$62,718
Operations Support Specialist	\$45,405	\$55,583	\$50,706
Operations Team Leader	\$53,577	\$67,392	\$58,816
Operator	\$39,009	\$54,199	\$47,236

Job Title	Minimum Salary	Maximum Salary	Average Salary
Senior Customer Service Representative	\$39,172	\$55,098	\$47,982
Senior Manager Operations	\$107,084	\$156,271	\$130,535
Vice President Operations	\$122,062	\$232,161	\$179,282

Family Breakdown

Administrative Support

Sub Family	Minimum Salary	Maximum Salary	Average Salary
Case Management	\$47,149	\$89,100	\$67,143
Contact Center Operations & Training	\$43,000	\$70,500	\$63,368
Customer Relationship	\$50,000	\$70,000	\$59,494
Customer Service	\$33,920	\$54,403	\$48,442
General	\$49,519	\$71,116	\$63,339



DAHL Deep Dive Podcast

Did you know that Dahl Consulting has a podcast? On the DAHL Deep Dive with Dain & Delainey, you'll discover case studies that highlight real-world workforce challenges and strategies for success with impactful results. Through the use of artificial intelligence, our success stories come to life in engaging conversations.

Dive in today at

www.dahlconsulting.com/resources/case-studies/podcast.



Human Resources

Human resources (HR) professionals play a vital role in managing an organization's workforce, overseeing recruitment, employee relations, and compliance with labor laws. As organizations continue adapting to evolving workplace expectations and technological shifts, HR remains central to shaping a positive employee experience.

According to the **U.S. Bureau of Labor Statistics**, employment of human resources specialists is projected to **grow 6% from 2024 to 2034**, adding approximately **81,800 job openings** each year on average.

Similarly, human resources managers are expected to see a **5% growth in employment** during the same period, resulting in about **17,900 new positions**.

This growth reflects the ongoing demand for HR expertise as organizations navigate hiring challenges, strengthen retention strategies, and support workforce development in a rapidly changing business environment.

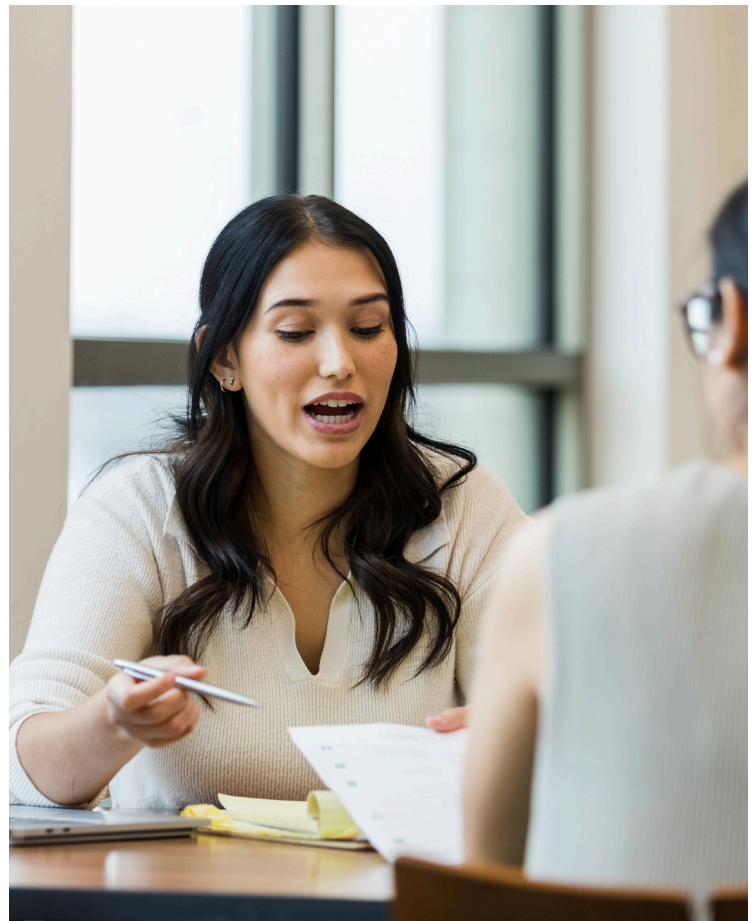
Artificial intelligence and advanced people analytics are transforming HR operations by streamlining processes, reducing administrative workloads, and improving the overall employee experience. AI tools now automate tasks such as onboarding, payroll coordination, and performance reviews, enabling HR teams to focus on more strategic initiatives. Predictive analytics also help organizations identify workforce patterns, enhance retention planning, and strengthen development programs. As AI capabilities expand, these technologies are shaping both the employee and candidate experience in significant ways.

Skills-based hiring has seen rapid adoption and continues gaining momentum. In 2025, 64.8% of employers reported using skills-based hiring practices, reflecting a continued shift away from traditional degree requirements

As talent shortages persist, many organizations are prioritizing real-world capabilities over formal education requirements. This shift supports more equitable hiring and improves job-candidate matching. With adoption rising across industries, HR teams are encouraged to evaluate job descriptions, expand competency-based assessments, and invest in training programs to help develop high-potential talent.

With ongoing advances in AI and automation, upskilling and continuous learning have become essential. Employers investing in these programs often see significant benefits, including stronger engagement and improved retention. Research shows that more than **half of employers (53%) eliminated degree requirements in 2025**, aligning with a growing emphasis on practical skill development.

Another priority is employee well-being, as organizations continue expanding mental health programs and flexible support options. Surveys indicate that **76% of employees consider mental health benefits essential**, underscoring the rising importance of holistic well-being within HR strategy. Companies that invest in well-being initiatives, AI-driven tools, and upskilling resources are better positioned to strengthen retention, support staff development, and gain a competitive talent advantage.



Employees who feel supported in their mental health and work-life balance are far more likely to remain with their employers. Recent wellbeing research shows that **92% of U.S. workers say it is important to work for an employer that values emotional and psychological wellbeing**, underscoring the role that mental health offerings, flexible work options, and supportive cultures play in retention. HR leaders increasingly recognize that investing in wellbeing programs can strengthen engagement and reduce turnover.

As HR continues to evolve, organizations that embrace AI-driven decision-making, data-informed talent strategies, and skills-based hiring will be better positioned to compete. Current workforce studies reveal that wellbeing is now considered as important as compensation for **88% of global employees**, making it a defining factor in employer attractiveness. Employers that prioritize efficiency, upskilling, workforce development, and a strong employee experience will be well-equipped for long-term success in a changing HR landscape.



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Human Resources

Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Acquisition Specialist	\$51,050	\$64,632	\$58,247
Benefits Administrator	\$50,837	\$77,240	\$63,688
Benefits Assistant	\$34,186	\$51,586	\$44,294
Benefits Manager	\$61,762	\$106,554	\$85,087
Benefits Specialist	\$49,673	\$72,893	\$61,683
Chief Human Resources Officer	\$121,007	\$187,500	\$168,023
Compensation Manager	\$106,257	\$122,500	\$115,042
Compensation Specialist	\$66,815	\$106,620	\$89,662
Director HR Strategy	\$140,799	\$179,400	\$160,743
Director of Human Resources	\$105,425	\$149,475	\$123,159
Employee Relations Manager	\$74,927	\$134,719	\$103,770
Employee Relations Specialist	\$57,049	\$74,899	\$68,310
Employment Counselor	\$48,000	\$55,120	\$52,330
Employment Specialist	\$39,364	\$48,799	\$44,893
Engagement Director	\$70,304	\$165,253	\$116,417
Engagement Manager	\$57,703	\$106,334	\$85,252
Hiring Manager	\$93,069	\$105,000	\$100,307
HRIS Specialist	\$72,575	\$92,645	\$83,307
Human Resources Assistant	\$38,933	\$52,390	\$45,586
Human Resources Business Partner	\$75,463	\$106,184	\$90,069
Human Resources Consultant	\$72,892	\$103,403	\$85,097
Human Resources Coordinator	\$46,059	\$56,923	\$51,142

Human Resources | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Human Resources Director	\$95,575	\$153,250	\$122,868
Human Resources Generalist	\$57,032	\$72,500	\$64,428
Human Resources Manager	\$64,000	\$101,070	\$83,101
Human Resources Representative	\$45,115	\$57,200	\$51,838
Human Resources Specialist	\$52,208	\$69,950	\$61,429
Manager in Training	\$38,480	\$52,211	\$45,827
Payroll Coordinator	\$49,392	\$63,801	\$57,432
Payroll Manager	\$70,967	\$106,800	\$90,405
Payroll Processor	\$41,013	\$54,080	\$49,686
Payroll Specialist	\$49,038	\$68,970	\$59,014
Recruiter	\$47,500	\$66,111	\$58,309
Recruiting Manager	\$49,050	\$66,341	\$60,937
Recruiting Specialist	\$47,102	\$73,805	\$63,293
Retirement Specialist	\$150,000	\$150,000	\$150,000
Senior Compensation Specialist	\$87,646	\$111,334	\$99,823
Senior Human Resources Business Partner	\$92,500	\$123,250	\$103,553
Senior Human Resources Generalist	\$67,595	\$90,000	\$81,230
Senior Recruiter	\$63,887	\$104,825	\$85,014
Talent Acquisition Coordinator	\$48,902	\$64,354	\$55,315
Talent Acquisition Manager	\$70,639	\$89,243	\$85,113
Talent Acquisition Specialist	\$54,126	\$75,946	\$65,510
Talent Management Specialist	\$54,155	\$88,110	\$71,875
Training Assistant	\$36,375	\$49,835	\$44,382
Training Coordinator	\$48,739	\$65,119	\$57,626

Job Title	Minimum Salary	Maximum Salary	Average Salary
Training Manager	\$52,575	\$85,000	\$69,186
Workforce Analyst	\$59,417	\$104,133	\$80,307



The human resources (HR) department is about more than hiring and retaining employees, maintaining records, and communicating benefit information.

An HR professional is truly the core of your organization’s culture—these are the individuals who define what your company’s people and work environment are all about.

If your organization is looking for HR professionals who align with your company’s mission, vision, and culture, turn to the HR search firm that gets it right: DAHL. And if you’re an HR expert yourself who is ready to take your career in human resources to the next level, trust our diversity-focused staffing firm to work hard for the results you want.

Looking for HR Professionals?

When you need to fill HR-related seats and find true professionals that match your company’s core values, trust DAHL. Whether it’s contract staffing to assist your existing team during busy periods or a full-time HR professional to lead your team, we can leverage our talent network to your advantage. All it takes is **connecting with us to get started.**



Check Out Our Webinars

At Dahl Consulting, we regularly provide industry insights, workforce trends, talent tactics, and business strategies for our valued partners. Discover informative webinars from our experts on topics including Minnesota’s 2026 Employment Law Changes and Powering Up Your Employer Brand here: www.dahlconsulting.com/resources/webinars.

Family Breakdown

Human Resources

Sub Family	Minimum Salary	Maximum Salary	Average Salary
Benefits	\$49,639	\$81,522	\$67,307
Compensation	\$75,325	\$122,350	\$103,963
Employee Relations	\$47,320	\$88,795	\$72,869
General	\$54,080	\$92,259	\$77,628
M&A	\$55,000	\$83,000	\$74,162
Organizational Development	\$71,041	\$129,653	\$99,990
Payroll	\$50,960	\$75,000	\$65,990
Pension	\$150,000	\$150,000	\$149,519
Recruitment	\$50,600	\$78,299	\$66,201
Systems Administration	\$73,400	\$110,000	\$90,654
Talent Management	\$55,000	\$103,271	\$80,436
Total Rewards	\$94,223	\$187,326	\$143,352
Training & Development	\$41,249	\$65,000	\$57,314
Workforce Planning	\$59,708	\$119,850	\$93,821

DAHL's AI Recruiting Technology:

Enhancing the Recruitment Process with Artificial Intelligence, Winnie

At Dahl Consulting, we understand the challenges faced by many professionals in the complex world of job searching. Often, candidates feel lost and unsure if their applications are making the desired impact. To address these concerns, we are excited to introduce our latest innovation...the AI-powered Virtual Recruiter "Winnie". This advanced tool is designed to enhance your candidate experience by revolutionizing our recruitment process with cutting-edge algorithms.

Learn more at www.dahlconsulting.com/workforce-solutions/ai-recruiting.



Information Technology

Information Technology professionals are essential in ensuring that computer systems, applications, and networks remain secure, efficient, and up to date. According to the U.S. Bureau of Labor Statistics, the IT field is among the fastest-growing sectors, supported by rising demand for data security, cloud computing, and artificial intelligence capabilities.

Approximately

317,700 job openings

are projected each year from 2024 to 2034 due to growth and workforce replacement needs, and the median annual wage for IT occupations reached \$105,990 in 2024, significantly higher than the median for all occupations.

Industry research reinforces these trends, with forecasts showing continued expansion in technology-driven services. Employment in professional, scientific, and technical services—fueled by AI, data processing, software development, and consulting—is projected to

grow 7.5% through 2034,

while the broader information sector is expected to grow 6.5% over the same period.



Unsurprisingly, AI is reshaping the IT landscape at record speed. Recent global forecasts show that **worldwide AI spending will surpass \$2 trillion in 2026**, driven by rapid enterprise adoption and expansion of AI-optimized infrastructure. As AI continues its momentum, investments are expected to grow across cloud, software, cybersecurity, and data-center technologies.

With AI automating routine coding tasks, security monitoring, and infrastructure functions, demand is rising for IT professionals who can work effectively alongside AI systems. The “human layer” remains critical—organizations still need professionals who can refine AI workflows, improve outcomes, and apply judgment in complex situations. **Technical support roles, in particular, remain in high demand**, requiring hands-on troubleshooting, strong communication, and customer-focused problem-solving skills despite advancements in automation.

As AI capabilities advance, cybersecurity threats have become more sophisticated. Emerging risks, including **AI-powered cyberattacks**, require organizations to adopt more advanced detection technologies and strengthen their defensive frameworks. AI-enhanced threat detection significantly improves response times and bolsters protection against breaches, phishing attempts, and ransomware events. With demand for AI-driven security expertise rising, the field faces a **growing cybersecurity skills gap**, emphasizing the need for training and proactive workforce development.

Cloud and edge computing adoption continues to expand as companies modernize their infrastructure, contributing to ongoing shifts in the IT job market. Employers increasingly seek IT talent capable of supporting hybrid cloud environments, managing distributed systems, and adapting quickly to emerging technologies.



With cloud adoption accelerating rapidly across industries, recent research shows that **94% of enterprises are using cloud services in 2025**, and cloud-hosted workloads now account for **72% of all global workloads**. As traditional IT roles shift toward cloud-based responsibilities, organizations increasingly seek professionals skilled in platforms like AWS, Azure, and Google Cloud to support modern infrastructure demands.

Amid growing talent shortages—particularly in AI-related and cloud-based roles—it is vital for organizations to streamline hiring processes and retain competitive advantages through flexible work models, competitive pay, and targeted development opportunities. With cloud adoption rising and workloads becoming more complex, companies are investing more heavily in upskilling, focusing on AI skills, cybersecurity capabilities, and cloud-technology learning programs.

Organizations prioritizing learning and development are better positioned to retain IT talent and close emerging skills gaps. By embracing AI, cloud modernization, and cybersecurity-focused initiatives, businesses in the technology sector are better prepared to attract, develop, and retain top IT professionals heading into 2025 and beyond.



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Information Technology

Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Application Analyst	\$56,444	\$107,408	\$82,383
Application Architect	\$126,627	\$150,588	\$137,720
Application Developer	\$77,607	\$130,333	\$105,144
Application Specialist	\$51,968	\$112,363	\$86,023
Application Support Specialist	\$64,463	\$90,570	\$77,722
Back End Developer	\$104,418	\$130,000	\$116,989
Business Architect	\$131,480	\$154,168	\$144,712
Business Systems Analyst	\$72,669	\$112,708	\$90,981
Chief Information Officer	\$43,171	\$174,405	\$123,234
Chief Technology Officer	\$43,037	\$95,398	\$75,321
Cloud Engineer	\$100,000	\$130,537	\$113,405
Computer Support Technician	\$38,480	\$59,280	\$50,719
Contract Application Developer	\$93,225	\$108,419	\$100,637
Cyber Security Analyst	\$88,967	\$113,500	\$100,656
Data Analyst	\$61,224	\$94,910	\$79,779
Data Architect	\$123,771	\$153,928	\$138,587
Data Center Manager	\$107,049	\$152,657	\$128,670
Data Center Technician	\$47,840	\$67,212	\$59,993
Data Consultant	\$85,933	\$131,438	\$109,850
Data Coordinator	\$49,082	\$63,858	\$55,807
Data Engineer	\$83,550	\$133,000	\$105,868
Data Manager	\$94,943	\$151,446	\$126,014

Information Technology | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Data Processing Manager	\$41,535	\$50,815	\$48,035
Data Processor	\$37,139	\$64,573	\$46,678
Data Scientist	\$93,025	\$133,250	\$109,714
Data Specialist	\$37,667	\$49,306	\$43,783
Database Administrator	\$36,510	\$120,000	\$85,576
Database Developer	\$84,359	\$128,092	\$101,278
Desktop Support	\$43,649	\$64,272	\$53,343
Desktop Support Analyst	\$46,847	\$57,200	\$52,866
Desktop Support Specialist	\$49,802	\$57,242	\$54,051
Desktop Support Technician	\$46,374	\$56,285	\$51,516
Developer	\$80,000	\$118,361	\$96,949
Development Analyst	\$67,475	\$92,750	\$79,126
Development Consultant	\$84,416	\$125,960	\$101,746
Development Coordinator	\$47,992	\$68,526	\$59,285
Development Director	\$86,067	\$109,278	\$105,875
Development Engineer	\$87,017	\$122,551	\$103,924
Development Manager	\$71,111	\$132,500	\$105,892
Devops Engineer	\$101,674	\$128,338	\$114,972
Direct Support Professional	\$31,692	\$40,000	\$36,030
Embedded Application Developer	\$99,485	\$131,250	\$113,402
Embedded Engineer	\$100,423	\$124,800	\$114,461
Engineering Project Manager	\$105,607	\$129,413	\$116,881
Front End Supervisor	\$33,800	\$38,955	\$36,625
Frontend Developer	\$97,334	\$116,818	\$107,965

Information Technology | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Full Stack Developer	\$95,000	\$120,380	\$106,130
Game Attendant	\$29,246	\$34,195	\$31,547
Games Director	\$26,362	\$34,493	\$31,613
Implementation Manager	\$93,946	\$156,662	\$118,434
Implementation Specialist	\$59,963	\$86,138	\$72,814
Information Security Analyst	\$91,435	\$154,300	\$122,439
Information Security Engineer	\$105,333	\$145,297	\$122,133
Information Technology Director	\$141,053	\$195,750	\$174,095
Information Technology Manager	\$81,188	\$136,814	\$111,121
Information Technology Specialist	\$86,805	\$103,363	\$93,545
Information Technology Technician	\$71,395	\$81,315	\$76,217
Integration Engineer	\$98,000	\$127,751	\$113,348
Integration Specialist	\$72,520	\$127,250	\$100,042
IT Analyst	\$57,850	\$101,565	\$83,708
IT Assistant	\$28,572	\$37,440	\$33,014
IT Supervisor	\$53,250	\$100,629	\$76,824
IT Support Analyst	\$46,800	\$72,500	\$67,090
IT Technician	\$47,857	\$66,000	\$57,512
Java Developer	\$106,286	\$124,423	\$114,314
Lead Computer Operator	\$42,624	\$65,776	\$56,447
Lead Developer	\$108,412	\$131,395	\$121,701
Lead Software Developer	\$105,320	\$145,690	\$121,913
Net Developer	\$101,471	\$114,377	\$107,081
Network Architect	\$80,000	\$123,027	\$98,513

Information Technology | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Network Design Engineer	\$51,500	\$76,225	\$64,226
Network Engineer	\$78,634	\$120,111	\$97,093
Network Technician	\$32,647	\$38,122	\$37,040
Principal Project Manager	\$55,593	\$121,794	\$102,981
Product Developer	\$87,941	\$135,438	\$112,308
Python Developer	\$96,834	\$119,325	\$107,932
Quality Assurance Tester	\$80,483	\$100,916	\$87,266
Scrum Master	\$100,293	\$122,493	\$112,121
Security Architect	\$138,361	\$181,915	\$163,699
Senior Application Developer	\$106,000	\$133,950	\$117,211
Senior Automation Engineer	\$113,000	\$133,962	\$122,145
Senior Business Systems Analyst	\$106,550	\$125,138	\$111,152
Senior Data Analyst	\$102,718	\$125,250	\$111,849
Senior Developer	\$109,326	\$138,332	\$118,759
Senior Embedded Application Developer	\$118,148	\$130,000	\$125,510
Senior Firmware Engineer	\$119,750	\$137,477	\$128,489
Senior Java Developer	\$115,000	\$134,822	\$125,576
Senior Security Engineer	\$128,601	\$150,917	\$139,097
Senior Solutions Architect	\$154,325	\$188,600	\$168,737
Senior System Engineer	\$106,206	\$128,560	\$117,800
Senior Test Engineer	\$94,917	\$122,365	\$108,678
Service Desk Analyst	\$45,085	\$61,690	\$51,812
Software Development Director	\$173,225	\$222,335	\$196,985
Software Development Manager	\$142,400	\$190,902	\$167,690

Information Technology | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Software Engineering Manager	\$139,254	\$165,000	\$154,146
Software Quality Assurance Engineer	\$77,279	\$109,100	\$92,842
Software Tester	\$71,617	\$102,517	\$85,221
Solution Analyst	\$46,505	\$96,835	\$71,664
Solution Architect	\$138,337	\$171,600	\$154,861
Solution Consultant	\$70,015	\$136,000	\$105,846
Solution Manager	\$79,649	\$132,519	\$108,637
Solution Specialist	\$49,773	\$86,091	\$72,145
Sql Developer	\$97,142	\$108,911	\$104,089
System Administrator	\$73,697	\$104,890	\$88,946
System Analyst	\$77,455	\$112,292	\$94,595
System Manager	\$43,680	\$101,788	\$69,608
Systems Analyst	\$81,950	\$111,865	\$96,149
Systems Architect	\$128,380	\$152,709	\$138,297
Systems Consultant	\$93,600	\$133,490	\$111,627
Systems Engineer	\$83,772	\$122,655	\$101,072
Systems Specialist	\$60,318	\$85,705	\$74,652
Systems Technician	\$52,655	\$67,950	\$59,243
Systems Test Engineer	\$72,500	\$103,219	\$89,822
Tech Support Analyst	\$69,187	\$99,582	\$84,772
Technical Analyst	\$69,680	\$95,826	\$82,871
Technical Business Analyst	\$87,175	\$109,499	\$97,871
Technical Director	\$118,782	\$226,557	\$176,860
Technical Intern	\$47,661	\$81,799	\$67,154

Information Technology | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Technical Manager	\$80,500	\$138,585	\$110,582
Technical Support Analyst	\$57,200	\$80,901	\$71,426
Technical Support Representative	\$42,646	\$57,894	\$50,644
Technology Analyst	\$91,867	\$106,470	\$98,604
Technology Director	\$142,500	\$226,129	\$184,451
Technology Manager	\$107,826	\$148,671	\$123,544
Telecommunications Specialist	\$65,724	\$103,979	\$81,463
Telecommunications Technician	\$46,800	\$58,208	\$53,643
Test Engineer	\$75,332	\$109,500	\$93,447
Test Lead	\$104,250	\$124,357	\$111,483
Test Technician	\$48,805	\$60,257	\$55,137
Test Technician I	\$50,960	\$56,250	\$52,847
Testing Manager	\$106,973	\$154,075	\$126,279
Testing Specialist	\$83,325	\$110,343	\$94,670
Vice President Engineering	\$143,833	\$240,008	\$201,557
Vice President Technology	\$147,500	\$245,995	\$191,968
Web Developer	\$72,966	\$102,247	\$87,184

Finding IT professionals who are the right fit for your projects can be time-consuming and costly.

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Family Breakdown

Information Technology

Sub Family	Minimum Salary	Maximum Salary	Average Salary
IT Architecture	\$125,867	\$163,000	\$143,422
Software Development	\$105,360	\$152,977	\$132,205
Systems Security	\$100,630	\$144,209	\$119,705
Cloud Computing	\$100,671	\$130,765	\$114,397
Data Science	\$93,425	\$133,250	\$110,558
Project Management	\$100,461	\$122,544	\$112,109
Data Engineer	\$83,550	\$133,000	\$105,868
Technical Analysis	\$70,000	\$133,310	\$104,386
Development	\$79,223	\$125,361	\$102,628
Database Development and Administration	\$43,236	\$121,034	\$90,817
Business Analysis	\$71,450	\$120,900	\$99,286
Network Design	\$64,432	\$119,580	\$94,553
Systems Administration	\$77,500	\$110,500	\$93,402
Quality Assurance	\$77,557	\$108,209	\$91,199
Web Development	\$72,100	\$103,450	\$87,006
Technical Product Development	\$63,000	\$109,138	\$90,334
Network Administration & Operations	\$38,708	\$108,313	\$79,609
Data Administration	\$56,898	\$105,143	\$83,319
Telecommunication	\$55,028	\$95,093	\$73,296
Group Management	\$43,095	\$117,210	\$93,124
Computer Operations	\$41,358	\$61,038	\$53,717
Help Desk	\$32,846	\$45,000	\$42,342

Insurance & Risk

Insurance and risk management professionals play a critical role in safeguarding organizational assets, navigating regulatory landscapes, and ensuring business continuity. As market volatility, climate exposures, and digital transformation accelerate, the need for skilled talent across underwriting, claims, compliance, risk analysis, and actuarial science continues to rise.

According to the Q3 2025 U.S. Insurance Labor Market Study,

86% of carriers

plan to increase or maintain staff sizes over the next 12 months, underscoring long-term stability and ongoing demand for industry talent. More than

53% of insurers

expect to expand their workforce, driven by growth in new markets and increased business volume.

This strong hiring outlook underscores the industry's long-term need for professionals skilled in technical underwriting, modern claims operations, regulatory compliance, and emerging analytics-driven risk functions.

Organizations anticipate continued revenue growth—**81% of carriers project increased revenue** over the coming year—which further reinforces hiring demand and ongoing investment in talent development.



Industry Employment Outlook

The insurance labor market continues to demonstrate resilience and stability, supported by sustained demand across underwriting, claims, technology, and analytical functions. According to the **Q3 2025 U.S. Insurance Labor Market Study**, the industry's employment outlook remains strong, with steady growth projected through 2026.

Key industry-wide employment insights include:

- **53% of insurance carriers plan to increase staff** in the next 12 months, while **33% expect to maintain current staffing**, signaling ongoing workforce stability.
- **81% of insurers expect revenue growth**, an increase of seven points from early 2025, reinforcing confidence in long-term market demand.
- **Technology, underwriting, and claims** remain the industry's most in-demand roles; actuarial, executive, and analytics positions remain the hardest to fill.
- **Recruiting difficulty has eased** in most areas compared to 2024, though senior-level analytical roles still pose challenges.

The U.S. insurance workforce is also undergoing a significant demographic shift. Industry research indicates that **hundreds of thousands of insurance professionals achieved retirement by 2026**, creating urgency for succession planning and talent-pipeline development across underwriting, actuarial, claims, and leadership functions.

Insurance & Risk Talent Trends

Digital Transformation & AI Driven Risk Operations

Artificial intelligence is reshaping job requirements rather than replacing them. McKinsey research cited in industry reports indicates that up to **43% of insurance tasks may be automated by 2030**, shifting talent needs toward hybrid skill sets, professionals who can use AI tools, interpret predictive insights, and balance automation with customer relationships.

As a result, insurers increasingly seek candidates with:

- Strong data fluency and comfort with InsurTech platforms
- Skills in automation oversight, model governance, and model auditing
- Ability to integrate AI-generated insights into client communication and decision-making

These roles require adaptability as traditional job descriptions give way to more analytical, tech-forward responsibilities across underwriting, claims, and risk operations.



Workforce Flexibility Expectations

Remote and hybrid work models continue to shape employment expectations across the insurance sector. According to the **Q3 2025 U.S. Insurance Labor Market Study**, **78% of carriers expect most employees to work in a hybrid schedule**, an increase of three points from earlier in the year.

Fully in-office requirements are rising but still represent a minority, **8% of carriers now require employees onsite daily**, up from 4% in mid-2024. As flexibility evolves, hybrid models remain a key differentiator for attracting and retaining underwriting, claims, actuarial, and risk professionals.

Succession Planning & Knowledge Transfer

The insurance industry faces an urgent demographic challenge. Industry workforce analyses project that **more than 400,000 insurance professionals will retire between 2021 and 2026**, intensifying concerns about institutional knowledge loss, client-relationship continuity, and specialized skill transfer across underwriting, actuarial, claims, and risk leadership roles.

Organizations are encouraged to:

- Map retirement risk within 24-month windows
- Develop structured mentorship and knowledge-transfer plans
- Build proactive candidate pipelines through specialized recruiting partnerships

Risk Management & Workforce Insights

Risk management roles continue expanding as organizations confront cyber threats, ESG-related reporting pressures, regulatory complexity, and global supply-chain volatility.

Recent U.S. risk-manager demographic data show:

- There are over **14,381 risk managers** employed nationwide
- **Average risk manager age is 45 years**
- Gender distribution: **59.3% male, 40.7% female**
- **Private-sector employers account for 47%** of risk-manager roles
- **Spanish is the most common non-English language**, spoken by **47.7%** of risk managers

These dynamics reflect a profession that is maturing while diversifying, with rising demand for multilingual, data-literate, and technologically adept risk practitioners.



Safety, Compliance & Loss Control Trends

Workplace safety continues to be a core priority for insurance and risk teams, with national data showing persistent exposure to injuries, fatalities, and compliance risk. Recent U.S. workplace-safety statistics indicate that **4.2 million nonfatal workplace injuries and illnesses were reported in 2024**, according to the Bureau of Labor Statistics. During the same year, **5,190 workplace fatalities occurred, an increase of 3% from the prior year** with transportation incidents remaining the leading cause of fatal workplace events.

Business impacts are significant: workplace injuries cost U.S. companies an estimated \$160 billion annually in medical expenses, productivity loss, and legal exposures. This shifting risk landscape is directly affecting insurers' claims strategies, underwriting decisions, and loss-control resource needs.



Industry demand continues to rise for professionals skilled in:

- Risk engineering
- Occupational safety
- Regulatory compliance
- Complex claims management
- Catastrophe modeling and property risk assessment

What This Means for Employers

Organizations within the Insurance & Risk sector will remain in a highly competitive talent environment as demand grows and the experienced workforce contracts. To stay ahead, leaders should:

- Embrace hybrid work and flexible arrangements
- Reassess job descriptions for digital and analytics competencies
- Strengthen succession planning and institutional knowledge retention
- Partner with experienced staffing and workforce-solutions firms to access both experienced professionals and emerging talent

As the Insurance & Risk landscape evolves, companies that invest in adaptive talent strategies, advanced technology integration, and workforce development will be best positioned for long-term stability and growth.

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Insurance

Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Claims Adjuster	\$55,330	\$72,600	\$63,361
Claims Manager	\$63,904	\$90,152	\$77,624
Claims Representative	\$45,000	\$70,000	\$59,225
Claims Specialist	\$45,812	\$72,500	\$61,326
Finance and Insurance Manager	\$75,107	\$117,704	\$97,709
Insurance Account Manager	\$54,313	\$65,000	\$59,072
Insurance Agent	\$49,568	\$68,070	\$60,440
Insurance Broker	\$52,220	\$89,840	\$76,714
Insurance Producer	\$48,356	\$153,125	\$98,418
Insurance Sales Representative	\$55,000	\$87,500	\$71,209
Insurance Specialist	\$45,552	\$61,165	\$55,779
Licensed Insurance Agent	\$60,000	\$100,000	\$79,265

Family Breakdown

Insurance

Job Title	Minimum Salary	Maximum Salary	Average Salary
Claims	\$50,018	\$74,288	\$63,642
General	\$51,571	\$82,500	\$69,768

Dahl Consulting's Talent Reputation

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Marketing & Creative

Marketing and creative professionals continue to play a critical role in driving brand awareness, generating demand, and creating content that resonates with target audiences. According to the latest U.S. Bureau of Labor Statistics (BLS) projections, **advertising, promotions, and marketing managers** are expected to grow **6% from 2024 to 2034**, which is faster than the average for all occupations. This growth is projected to generate about **36,400 openings per year**, driven largely by retirements and workforce transitions.

In contrast, **graphic designers** are projected to grow **2% from 2024 to 2034**, a slower-than-average pace. Despite modest overall growth, the field is expected to generate about **20,000 openings annually**, primarily due to workforce replacement needs and continued demand for digital content creation.

- Overall hiring trends across marketing and creative functions remain positive. Demand is supported by rising global digital-advertising spend, continued expansion of omnichannel marketing strategies, and increased need for high-quality creative assets across mobile, social, and emerging platforms.

Artificial intelligence continues to reshape the marketing landscape, transforming how organizations automate tasks, personalize content, and deliver tailored customer experiences. According to Deloitte's 2025 Marketing Trends research, **75% of consumers are more likely to purchase from brands that deliver personalized content, and 48% of personalization leaders are more likely to exceed revenue goals**—highlighting AI's value in improving campaign performance and customer engagement.

AI-enhanced search behaviors are also reshaping SEO. With the rise of AI-powered and voice-driven search, users are shifting from short keywords to full-sentence, conversational queries. As search engines evolve, traditional SEO practices—such as keyword-only optimization—are giving way to strategies aligned with “natural-language” behavior and semantic search patterns.



The year 2025 is projected to be a major inflection point for content-based marketing, driven by the surge in short-form video, AI-generated creative assets, and interactive content formats. Mobile access continues to dominate these engagement trends.

According to Statista, as of **Q2 2025**, **mobile devices account for 62.54% of all global website traffic**, representing a steady rise in mobile-first consumption habits worldwide.

This shift underscores the necessity for marketing content—and customer experiences—to be optimized for mobile. As mobile content consumption increases, businesses must ensure that campaigns, web experiences, and digital assets are designed to perform effectively on smaller screens and across diverse device types.

With mobile now driving the majority of global internet usage, marketers who prioritize mobile-friendly content, AI-driven personalization, and search-intent intelligence will be best positioned to capture and retain audience attention in 2026 and beyond.

Data-driven decision-making is no longer optional—it is essential for competitive performance. Recent research shows that **80% of B2C marketers reported that AI implementations in 2024 exceeded ROI expectations**, highlighting the increasing value of AI-powered analytics, real-time insights, and automated optimization across campaigns. As digital environments become more saturated and ad costs rise, the ability to leverage data effectively is critical to maximizing ROI and maintaining market advantage.

To remain competitive, organizations must attract marketing professionals who can bridge analytical expertise with creative strategy. While AI is transforming workflows, demand for highly skilled marketers remains strong. However, the hiring landscape has shifted: **marketing job postings declined 10.5% in 2023**, reflecting a more selective employer market—one that presents challenges for job seekers but opportunities for organizations to secure top talent.

Companies that prioritize flexibility, support AI-driven upskilling, and invest in digital-first capabilities will be best positioned to enhance engagement, strengthen brand presence, and drive measurable ROI in an increasingly dynamic digital world.



Marketing & Creative Sources

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Marketing

Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Associate Marketing Manager	\$63,045	\$100,102	\$82,794
Category Analyst	\$56,563	\$84,295	\$68,427
Category Manager	\$81,698	\$115,515	\$96,042
Commerce Manager	\$34,750	\$63,010	\$52,180
Digital Analyst	\$79,040	\$96,928	\$86,250
Digital Marketing Manager	\$84,375	\$116,726	\$96,580
Digital Marketing Specialist	\$53,923	\$73,313	\$65,645
Ecommerce Manager	\$80,611	\$173,750	\$129,791
Ecommerce Specialist	\$47,156	\$72,055	\$61,599
Event Assistant	\$30,452	\$34,580	\$32,632
Event Coordinator	\$34,531	\$52,169	\$44,114
Event Management	\$53,686	\$71,040	\$62,430
Event Coordinator	\$34,531	\$52,169	\$44,114
Event Management	\$53,686	\$71,040	\$62,430
Event Manager	\$48,217	\$59,846	\$54,089
Event Planner	\$44,684	\$75,836	\$57,776
Event Specialist	\$35,313	\$63,486	\$49,968
Event Staff	\$28,213	\$37,625	\$34,222
Marketing Analyst	\$62,343	\$84,128	\$73,208
Marketing Assistant	\$40,688	\$51,593	\$45,995
Marketing Consultant	\$72,938	\$101,940	\$88,521
Marketing Director	\$89,500	\$150,000	\$124,915

Marketing | Minneapolis–St. Paul Metro Area

Job Title	Minimum Salary	Maximum Salary	Average Salary
Marketing Manager	\$56,250	\$114,889	\$89,372
Marketing Operations Manager	\$93,987	\$121,982	\$107,048
Marketing Representative	\$43,940	\$71,025	\$56,481
Marketing Specialist	\$54,000	\$75,928	\$64,899
Marketing Strategist	\$70,112	\$102,791	\$85,945
Product Marketing Director	\$141,352	\$194,000	\$171,090
Senior Category Manager	\$127,616	\$150,750	\$141,436
Senior Manager Marketing	\$110,500	\$148,128	\$124,544
Senior Marketing Specialist	\$72,266	\$91,121	\$80,823
Senior Product Marketing Manager	\$127,053	\$153,801	\$138,098
Vice President Marketing	\$129,382	\$203,410	\$165,798



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You can find the full magazine here: www.dahlconsulting.com/resources/discover-dahl.

Family Breakdown

Marketing

Sub Family	Minimum Salary	Maximum Salary	Average Salary
Advertising & Promotion	\$45,398	\$84,487	\$76,469
Category Management	\$79,819	\$119,452	\$98,991
Convention & Events	\$35,564	\$57,250	\$48,991
Digital Marketing	\$58,641	\$90,000	\$77,787
E - Business/Commerce	\$43,229	\$99,474	\$87,409
General	\$55,000	\$109,500	\$86,903
Market Research	\$63,669	\$97,336	\$77,536
Marketing Analysis	\$82,849	\$106,100	\$97,248
Product/Brand Management	\$130,000	\$160,500	\$148,757

Find Great Marketing Talent Today!

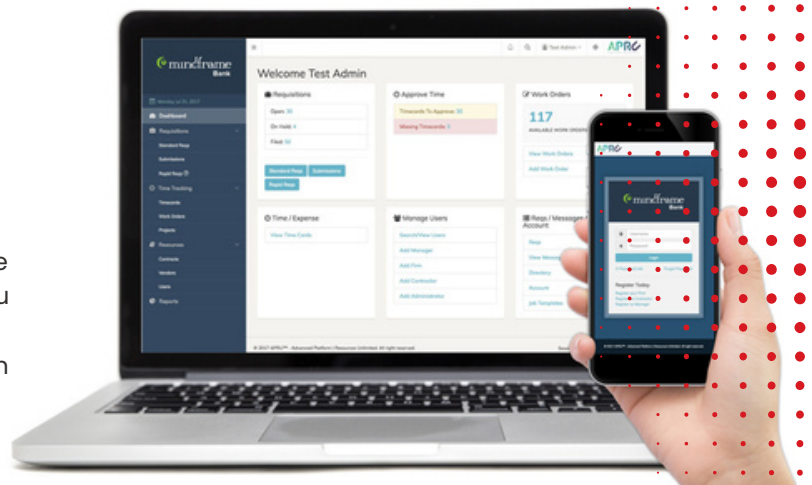
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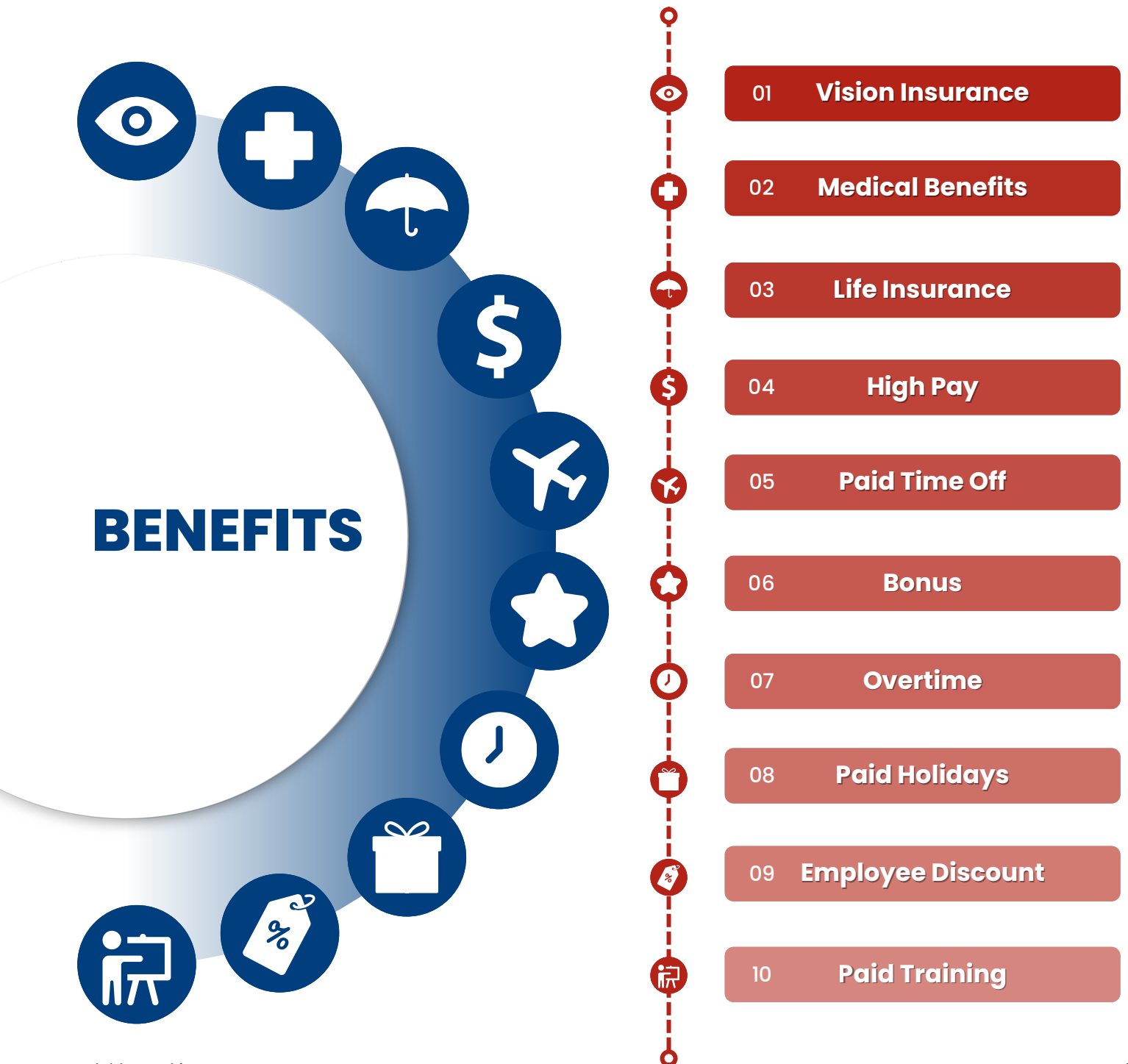
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Beyond the Pay

The Full Compensation Picture: Offering Comprehensive Benefits

Compensation extends beyond base pay. The importance of offering competitive benefits cannot be understated, as they play a crucial role in attracting and retaining top talent. Benefits, such as healthcare coverage and retirement plans, form the foundation of a comprehensive compensation package. Incentives, including performance-based bonuses, reward employees for their contributions. Perks, embedded in organizational culture, offer additional value—ranging from flexible working arrangements to on-site amenities. Together, these elements enhance your competitiveness in the job market. The infographic below emphasizes the popularity of advertised benefits and perks within the manufacturing job sector.



The True Cost of Turnover: Why Companies Can't Afford to Ignore It

Rising Turnover Costs & Rehiring Plans

According to a recent poll, turnover costs are rising, but plans to rehire remain in place. Nearly 40% of U.S. hiring managers expect an increase in turnover, raising concerns about company budgets, especially for larger organizations. Still, hiring remains a priority, as 88% of hiring managers surveyed plan to rehire in 2025. However, nearly half of those planning to hire cited turnover as the main reason for their decision. These survey results not only highlight cost concerns but also reveal a broader negative sentiment about work culture, considering the high number of current workers expected to leave their jobs in the near future.

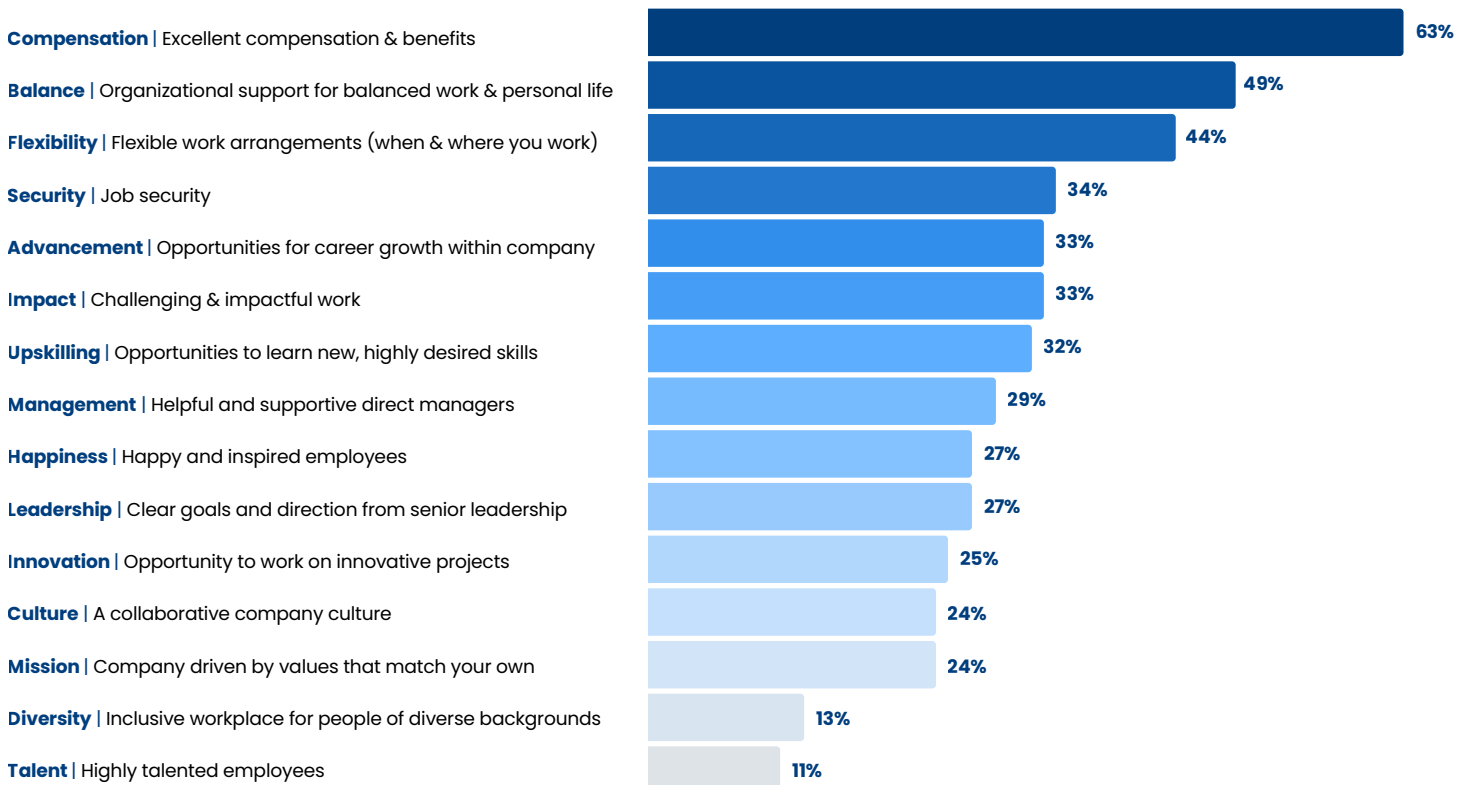
The Key Driver: Employee Dissatisfaction

The percentage of employees planning to leave their current role is reaching alarming levels. A survey conducted by ResumeTemplates.com found that 6 in 10 workers plan to seek new job opportunities in 2025. A Gallup survey reported similar findings, with 51% of employees planning to look for a new job this year. Additionally, only 18% of those surveyed stated they were extremely satisfied with their current roles, which is a record low over the past decade. This is even more evident for blue-collar workers, according to the Pew Research Center.

Many dissatisfied workers cite unclear expectations, inadequate pay to keep up with the rising cost of living, a lack of career advancement opportunities, and anxiety around the economy and AI displacement as reasons for seeking a new opportunity. LinkedIn found the top five things candidates prioritize when looking for a new position are compensation, work-life balance, flexible work arrangements, job security, and opportunities for career growth. Here is the full breakdown:

What Candidates Prioritize When Considering a New Job

Top factors LinkedIn members prioritize when considering a new job. Percentages represent the share of respondents who selected that factor as one of their five most important.



Our Sister Company

Doherty Staffing Solutions

Meet Doherty

For over 45 years, Doherty Staffing Solutions has been a local Employment Expert organization with a mission to positively impact lives through employment throughout every community they serve. With a focus on customized and strategic workforce solutions in the Upper Midwest, they're here to help manufacturing operations with their hiring and workforce management needs.

As an attorney-led, family-run, and certified women-owned organization since 1980, their business revolves around people and relationships. They are passionate, customer-focused, dynamic, and results-driven. These values drive their commitment to providing excellent service to local communities and valued partnerships.

Why Doherty?



Local Expertise

With an Upper Midwest reach and over 45 years of experience, Doherty has a deep understanding of the regional job market. Their local employment experts know the ins and outs of the regional hiring market, enabling better job matching and comprehensive support throughout the hiring process.



Women Owned

A proud woman-owned company, Doherty provides a diverse and inclusive approach to staffing and employment solutions. Doherty fosters strong community ties and an empathetic understanding of the workforce's various and divergent employment needs.



Attorney Led

Doherty Staffing Solutions is guided by leadership with legal expertise, ensuring that their staffing solutions are compliant with labor laws and regulations. This highly ethical approach provides additional assurance to both job seekers and employers regarding workplace legality and integrity.

