



Looking Back on 2021

In today's environment, many businesses are struggling to find top talent. Due to increased consumer demands and production needs, many companies need to hire, and quickly.

Additionally, employers need to rethink their hiring processes in order to compete in this new remote/hybrid work environment. The interview process has become more virtual and most employees expect some flexibility in their work environment.

To staff essential accounting, finance & IT positions, hiring managers continuously turn to CFS for timely and cost efficient results.

A Look Ahead

"The Pandemic Era has changed our world forever. As we move forward in a market where it has never been harder to find top talent, companies have realized that the utilization of staffing firms is critical. There is a huge shortage of qualified candidates versus the number of open positions. In addition, many individuals have decided that they are only interested in remote or hybrid opportunities.

Despite these new challenges, CFS continues to assist clients in identifying, locating and evaluating the top accounting, finance & IT talent in the market."

- Gary Irwin, President & COO

About Us

Creative Financial Staffing (CFS) and our CFS Technology Division provide qualified Accounting, Finance & IT professionals on a temporary and permanent basis across a broad range of industries. Our large network of CPA and consulting firms provides us with unique resources to better understand our clients' needs, attract higher caliber candidates and assess candidate potential.

CFS Quality Guarantee

Client and recruit satisfaction are the most important part of our business, and we work hard to ensure that each placement we make is the absolute best. Our promise of excellence applies to all of our temporary and direct hire services. We stand by our word and strive to exceed every expectation.

Our Services



Temporary Staffing

We have a network of talent across a variety of industries, available for short-term, long-term, temp-to-hire and remote assignments. We provide solutions for peak periods, special projects, leaves of absence and staff vacancies.

Each CFS consultant and temporary employee is phone screened, interviewed, and referenced in order to make the best possible placement.

CFS staffs all levels, from operational support to senior management.



Project Support & Interim Management

We provide scalable support for interim management, compliance and technical projects. With over 25 years of experience in the staffing industry, we know how to fit the right person into the right environment.

Our consultants are highly skilled professionals with diverse experience, thereby enabling them to tackle complex projects and adapt to your business climate. Our staff is available for both onsite and remote assignments.



Executive Search

We are committed to recruiting top talent. We offer the following services to customize your search based on your unique needs:

- At length discussions to determine the skills, knowledge, and abilities required for the position
- Assistance with defining a compensation plan
- A rigorous screening process involving personal interviews, employment and degree verification, and professional reference checks
- Assistance with making the final offer

Hiring Trends Shaped by the Pandemic:

COVID-19 has brought unprecedented challenges for many businesses. As the pandemic recedes, we are seeing trends emerge that will shape the future of hiring forever. Companies that are keeping up with these trends are experiencing improved retention rates, while simultaneously bettering their workforce. Consider adding and/or improving the following within your organization:









Utilize Temporary Support

Organizations across the country are struggling to find qualified candidates - they've turned to us for assistance. CFS can help fill gaps, tackle special projects, and staff for peak periods.

Expedite Hiring Processes

Hiring fast is essential right now. The best candidates are in high demand and are receiving multiple offers. If you're not prepared, you may lose out on talent to your competitors.

Workplace Flexibility

A hybrid work policy is critical for attracting, hiring, and retaining top talent. By eliminating geographical boundaries and considering fully remote workers, you will significantly expand the talent pool.

Retention-Focused Hiring

If you are not finding the right candidates, change how you are looking for them. Look for candidates who are enthusiastic and passionate about your company culture. It's also important to communicate the goals, vision, and values of the company throughout the entire hiring process.

Interviewing & Onboarding:

By making simple changes to your hiring process, you will attract and secure the right candidates quickly. A few techniques to consider:

- Conduct the interview process through virtual meetings
- · Prioritize diversity-focused hiring
- Ensure transparency with candidates
- Pipeline for future hires
- Upgrade technology to improve workflow
- Create/improve a training program



Quality interviews lead to quality hires, click <u>here</u> to download our Client Interviewing Guide.

Addressing the "Labor Shortage"

Despite high unemployment rates, organizations all across the U.S. are facing a severe shortage of qualified candidates as well as alarming turnover rates. This national trend has become known as the "<u>Great Resignation</u>". As the effects of COVID-19 still loom, Hiring Managers must rethink their employee retention strategy to keep critical business functions running. To develop a winning strategy, consider the following statistics:

Higher Employee Burnout Rates Lead to Higher Turnover Rates

48%

of America's working population is actively job searching or watching for new opportunities.

80%

of employees are not engaged or are actively disengaged at work.

40%

of the global workforce is considering leaving their current employer this year.

57%

of employees in America and Canada report high levels of daily stress — far above the global average.

The Great Resignation: Employee Retention Strategies

INVEST IN YOUR TEAM

A strong onboarding and training program is essential to an employee's success. Not only will this lead to the development of new skills, but it also creates a sense of pride within the employee. Investing in your employees lays the groundwork for a stronger future — for your team as a whole and the individual.

CREATE OPPORTUNITIES FOR GROWTH AND ADVANCEMENT

Employees want opportunities to grow as professionals, acquire leadership skills, and create positive/productive working relationships, whether on-site or remote. When the time comes, a title change and small raise can go a long way to make an employee feel valued.

RECOGNIZE AND REWARD EMPLOYEES

In times of uncertainty, it's crucial to keep employees continuously engaged and remind them that they are supported. Show employees that their work is appreciated and that they are valued. Create programs that recognize top performers and reward innovative ideas. Celebrate the small wins and create an employee-centric culture.

STAY COMPETITIVE

With record-high resignations and a labor shortage, companies should evaluate their benefits packages to attract and retain employees. This is also a good time to re-evaluate compensation plans, especially for top performers. To compete, it's important to balance competitive wages, bonuses, 401k, health insurance, work-from-home options, PTO, etc.

OFFER A FLEXIBLE WORK ENVIRONMENT

Companies may miss out on top talent if they fail to grow out of old business paradigms. Hybrid/remote work is here to stay. By offering more flexibility, you should see an increase in overall employee job satisfaction and performance.

COMMUNICATE. COMMUNICATE. COMMUNICATE.

As a company, it's important to ensure that all employees are kept up to date on company goals, expectations, and projects. Managers and upper-level management should be consistent and transparent. Every employee should feel comfortable reaching out to their manager/leadership team. Encouraging a culture of open communication leads to higher retention rates and higher employee engagement.



Understanding the Data

As experts in the accounting, finance and IT staffing sectors, we have assembled this guide as a tool to assist with all of your salary needs. Whether it's creating a competitive offer or helping with your salary negotiations, CFS is here to help.

Our data is based on placements we've made, job orders we've received from clients, and valuable information from the professionals we've interviewed.

In need of further guidance? Connect with a CFS staffing professional today.

Company Size Definitions

Small Companies: Companies with revenues up to \$100 Million.

Medium Companies: Companies with revenues between \$100 Million and \$500 Million.

Large Companies: Companies with revenues in excess of \$500 Million.

*Note: Our Technology salaries are not broken down by company size since differences are minimal

Statistics and Terminology

First 20%: Most often reflects candidates who are still developing their skills and/or are newer to the role. May be a smaller organization or less competitive market.

Middle 60%: Reflects candidates with average experience and the skill set required for the role. Competition in this market will likely be moderate.

Upper 20%: These candidates possess a high level of expertise and may hold certifications/other advanced degrees. The role will likely be in a complex business environment and in a highly competitive market.



Local Market Multipliers

With offices across the U.S., it's important to note that starting salaries differ in each major market. We have compiled a list of **local market multipliers**, derived from independent research and data from local CFS professionals. To calculate your local market salary, multiply the national salary by the local market multiplier.

California		Indiana		Dayton	0.87
Bakersfield	0.94	Fort Wayne	0.90		
Los Angeles	1.28	Indianapolis	0.97	Oregon	/
San Francisco	1.38	South Bend	0.89	Portland	1.09
1			MA		}
Colorado		Maryland	hom	Pennsylvania	13
Denver	1.09	Baltimore	5 1.03	Pittsburgh	0.97
			1	1 EN E	
Connecticut		Massachusetts		Puerto Rico	7
Hartford	1.15	Boston	1.31	San Juan	0.84
New Haven	1.12		_5	1	1
Stamford	1.34	Michigan	~	Tennessee	5)
		Grand Rapids	0.92	Nashville	0.99
District of Columbia			Just 1	W Sur	Ty.
District of Columbia DC Metro	1.29	Minnesota		Texas	3
/ 54		<i>Minnesota</i> Minneapolis	1.04	Texas Houston	1.06
/ 54		1	1.04	5	1.06 1.00
DC Metro		1	1.04	Houston	
DC Metro	1.29	Minneapolis	1.04	Houston	
DC Metro Florida Fort Lauderdale	1.29	Minneapolis New York		Houston San Antonio	
DC Metro Florida Fort Lauderdale Orlando	1.29 1.03 1.02	Minneapolis New York New York	1.38	Houston San Antonio <i>Virginia</i>	1.00
DC Metro Florida Fort Lauderdale Orlando	1.29 1.03 1.02	Minneapolis New York New York	1.38	Houston San Antonio <i>Virginia</i>	1.00
Plorida Fort Lauderdale Orlando Tampa	1.29 1.03 1.02	Minneapolis New York New York White Plains	1.38	Houston San Antonio Virginia Tysons Corner	1.00
Florida Fort Lauderdale Orlando Tampa Georgia	1.29 1.03 1.02 0.97	Minneapolis New York New York White Plains Ohio	1.38	Houston San Antonio Virginia Tysons Corner Washington	1.00
Florida Fort Lauderdale Orlando Tampa Georgia	1.29 1.03 1.02 0.97	Minneapolis New York New York White Plains Ohio Akron	1.38 1.36 0.94	Houston San Antonio Virginia Tysons Corner Washington	1.00

^{*}These local market multipliers reflect CFS office locations

Large Companies

Position/Title	First 20%	Middle 60%	Upper 20%
Corporate Accounting			
CFO/Treasurer*	Under \$277,000	\$277,000 - \$416,000	Over \$416,000
VP of Finance*	Under \$206,500	\$206,500 - \$344,750	Over \$344,750
Controller*	Under \$174,750	\$174,750 - \$244,750	Over \$244,750
Assistant Controller*	Under \$126,000	\$126,000 - \$181,500	Over \$181,500
General Accounting			
Accounting Manager	Under \$111,500	\$111,500 - \$139,500	Over \$139,500
Senior Accountant	Under \$90,500	\$90,500 - \$104,750	Over \$104,750
Staff Accountant (1-3 years)	Under \$70,000	\$70,000 - \$83,750	Over \$83,750
Staff Accountant (up to 1 year)	Under \$56,000	\$56,000 - \$69,750	Over \$69,750
Tax			
Director of Tax*	Under \$222,250	\$222,250 - \$277,000	Over \$277,000
Tax Manager	Under \$146,500	\$146,500 - \$187,750	Over \$187,750
Tax Senior	Under \$105,000	\$105,000 - \$126,000	Over \$126,000
Tax Accountant (1-3 years)	Under \$76,750	\$76,750 - \$98,250	Over \$98,250
Tax Accountant (up to 1 year)	Under \$62,750	\$62,750 - \$76,500	Over \$76,500
Cost Accounting			
Cost Accounting Manager	Under \$118,500	\$118,500 - \$146,750	Over \$146,750
Senior Cost Accountant	Under \$91,250	\$91,250 - \$105,000	Over \$105,000
Cost Accountant (1-3 years)	Under \$76,750	\$76,750 - \$91,250	Over \$91,250
Cost Accountant (up to 1 year)	Under \$62,500	\$62,500 - \$76,500	Over \$76,500

^{*}Bonuses & incentives are a significant part of overall compensation at these levels and are not included in the CFS salary ranges.

^{**}All salaries are rounded to the nearest 250. Some are slightly adjusted based on internal data collected.

Large Companies

Position/Title	First	20%	Mido	lle	60%	Upp	er 20%
Internal Audit							
Internal Audit Director	Under	\$236,250	\$236,250	-	\$291,250	Over	\$291,250
Internal Audit Manager	Under	\$139,500	\$139,500	-	\$174,500	Over	\$174,500
Internal Audit Senior	Under	\$94,000	\$94,000	-	\$125,500	Over	\$125,500
Internal Auditor (1-3 years)	Under	\$76,750	\$76,750	-	\$98,000	Over	\$98,000
Internal Auditor (up to 1 year)	Under	\$62,750	\$62,750	-	\$76,500	Over	\$76,500
Analysis							
Manager of Cost, Financial or Budget Analysis	Under	\$125,500	\$125,500	-	\$153,750	Over	\$153,750
Senior Cost, Financial or Budget Analyst	Under	\$91,250	\$91,250	-	\$118,750	Over	\$118,750
Cost, Financial or Budget Analyst	Under	\$76,750	\$76,750	-	\$91,250	Over	\$91,250
Operations							
AP/AR Manager	Under	\$76,500	\$76,500	-	\$97,750	Over	\$97,750
Payroll Manager	Under	\$85,250	\$85,250	-	\$111,250	Over	\$111,250
Billing Manager	Under	\$76,500	\$76,500	-	\$97,750	Over	\$97,750
AP/AR Clerk	Under	\$52,250	\$52,250	-	\$59,250	Over	\$59,250
Payroll Clerk	Under	\$48,500	\$48,500	-	\$55,250	Over	\$55,250
Billing Clerk	Under	\$48,500	\$48,500	-	\$56,000	Over	\$56,000
Credit & Collections							
Credit & Collections Manager	Under	\$83,250	\$83,250	-	\$111,250	Over	\$111,250
Commercial Collector	Under	\$48,500	\$48,500	-	\$72,500	Over	\$72,500

Medium Companies

Position/Title	First 20%	Middle 60%	Upper 20%
Corporate Accounting			
CFO/Treasurer*	Under \$208,250	\$208,250 - \$346,750	Over \$346,750
VP of Finance*	Under \$172,000	\$172,000 - \$275,750	Over \$275,750
Controller*	Under \$153,250	\$153,250 - \$216,000	Over \$216,000
Assistant Controller*	Under \$118,750	\$118,750 - \$161,000	Over \$161,000
General Accounting			
Accounting Manager	Under \$98,000	\$98,000 - \$126,000	Over \$126,000
Senior Accountant	Under \$83,500	\$83,500 - \$98,000	Over \$98,000
Staff Accountant (1-3 years)	Under \$62,750	\$62,750 - \$76,750	Over \$76,750
Staff Accountant (up to 1 year)	Under \$48,750	\$48,750 - \$62,500	Over \$62,500
Tax			
Director of Tax*	Under \$194,250	\$194,250 - \$249,750	Over \$249,750
Tax Manager	Under \$125,500	\$125,500 - \$167,500	Over \$167,500
Tax Senior	Under \$94,000	\$94,000 - \$114,750	Over \$114,750
Tax Accountant (1-3 years)	Under \$69,750	\$69,750 - \$83,500	Over \$83,500
Tax Accountant (up to 1 year)	Under \$56,000	\$56,000 - \$69,750	Over \$69,750
Cost Accounting			
Cost Accounting Manager	Under \$104,500	\$104,500 - \$132,000	Over \$132,000
Senior Cost Accountant	Under \$83,250	\$83,250 - \$97,500	Over \$97,500
Cost Accountant (1-3 years)	Under \$69,500	\$69,500 - \$83,250	Over \$83,250
Cost Accountant (up to 1 year)	Under \$55,250	\$55,250 - \$69,250	Over \$69,250

^{*}Bonuses & incentives are a significant part of overall compensation at these levels and are not included in the CFS salary ranges.

^{**}All salaries are rounded to the nearest 250. Some are slightly adjusted based on internal data collected.

Medium Companies

Position/Title	Firs	t 20%	Middl	le	60%	Upp	er 20%
Internal Audit							
Internal Audit Director	Under	\$208,500	\$208,500	-	\$243,500	Over	\$243,500
Internal Audit Manager	Under	\$121,750	\$121,750	-	\$157,000	Over	\$157,000
Internal Audit Senior	Under	\$91,500	\$91,500	-	\$112,000	Over	\$112,000
Internal Auditor (1-3 years)	Under	\$70,000	\$70,000	-	\$83,750	Over	\$83,750
Internal Auditor (up to 1 year)	Under	\$56,000	\$56,000	-	\$69,750	Over	\$69,750
Analysis							
Manager of Cost, Financial or Budget Analysis	Under	\$111,000	\$111,000	-	\$139,000	Over	\$139,000
Senior Cost, Financial or Budget Analyst	Under	\$83,250	\$83,250	-	\$111,000	Over	\$111,000
Cost, Financial or Budget Analyst	Under	\$69,250	\$69,250	-	\$83,000	Over	\$83,000
Operations							
AP/AR Manager	Under	\$62,500	\$62,500	-	\$80,500	Over	\$80,500
Payroll Manager	Under	\$76,500	\$76,500	-	\$90,500	Over	\$90,500
Billing Manager	Under	\$69,500	\$69,500	-	\$83,250	Over	\$83,250
AP/AR Clerk	Under	\$48,750	\$48,750	-	\$56,000	Over	\$56,000
Payroll Clerk	Under	\$45,500	\$45,500	-	\$52,250	Over	\$52,250
Billing Clerk	Under	\$45,250	\$45,250	-	\$52,250	Over	\$52,250
Credit & Collections							
Credit & Collections Manager	Under	\$76,500	\$76,500	-	\$90,500	Over	\$90,500
Commercial Collector	Under	\$45,500	\$45,500	-	\$62,500	Over	\$62,500

Small Companies

Position/Title	First 20%	Middle 60%	Upper 20%
Corporate Accounting			
CFO/Treasurer*	Under \$173,000	\$173,000 - \$276,500	Over \$276,500
VP of Finance*	Under \$139,000	\$139,000 - \$208,000	Over \$208,000
Controller*	Under \$126,000	\$126,000 - \$161,000	Over \$161,000
Assistant Controller*	Under \$98,250	\$98,250 - \$126,250	Over \$126,250
General Accounting			
Accounting Manager	Under \$83,750	\$83,750 - \$98,250	Over \$98,250
Senior Accountant	Under \$76,750	\$76,750 - \$91,250	Over \$91,250
Staff Accountant (1-3 years)	Under \$56,250	\$56,250 - \$70,000	Over \$70,000
Staff Accountant (up to 1 year)	Under \$48,750	\$48,750 - \$56,000	Over \$56,000
Tax			
Tax Manager	Under \$104,750	\$104,750 - \$146,500	Over \$146,500
Tax Senior	Under \$83,500	\$83,500 - \$104,750	Over \$104,750
Tax Accountant (1-3 years)	Under \$62,750	\$62,750 - \$76,500	Over \$76,500
Tax Accountant (up to 1 year)	Under \$56,000	\$56,000 - \$66,250	Over \$66,250
Cost Accounting			
Cost Accounting Manager	Under \$90,250	\$90,250 - \$118,250	Over \$118,250
Senior Cost Accountant	Under \$76,250	\$76,250 - \$90,250	Over \$90,250
Cost Accountant (1-3 years)	Under \$62,500	\$62,500 - \$76,250	Over \$76,250
Cost Accountant (up to 1 year)	Under \$48,500	\$48,500 - \$62,250	Over \$62,250

^{*}Bonuses & incentives are a significant part of overall compensation at these levels and are not included in the CFS salary ranges.

^{**}All salaries are rounded to the nearest 250. Some are slightly adjusted based on internal data collected.

Small Companies

Position/Title	Firs	t 20%	Middl	е	60%	Upp	er 20%
Internal Audit							
Internal Audit Director	Under	\$153,250	\$153,250	-	\$194,750	Over	\$194,750
Internal Audit Manager	Under	\$105,000	\$105,000	-	\$139,750	Over	\$139,750
Internal Audit Senior	Under	\$83,750	\$83,750	-	\$105,250	Over	\$105,250
Internal Auditor (1-3 years)	Under	\$62,750	\$62,750	-	\$76,750	Over	\$76,750
Internal Auditor (up to 1 year)	Under	\$56,000	\$56,000	-	\$66,500	Over	\$66,500
Analysis							
Manager of Cost, Financial or Budget Analysis	Under	\$97,750	\$97,750	-	\$125,500	Over	\$125,500
Senior Cost, Financial or Budget Analyst	Under	\$76,500	\$76,500	-	\$104,500	Over	\$104,500
Cost, Financial or Budget Analyst	Under	\$62,250	\$62,250	-	\$76,250	Over	\$76,250
Operations							
Full Charge Bookkeeper	Under	\$62,500	\$62,500	-	\$73,750	Over	\$73,750
Bookkeeper	Under	\$48,500	\$48,500	-	\$56,750	Over	\$56,750
AP/AR Manager	Under	\$55,250	\$55,250	-	\$69,500	Over	\$69,500
Payroll Manager	Under	\$66,250	\$66,250	-	\$83,250	Over	\$83,250
Accounting Clerk	Under	\$41,500	\$41,500	-	\$56,000	Over	\$56,000
AP/AR Clerk	Under	\$41,500	\$41,500	-	\$48,750	Over	\$48,750
Payroll Clerk	Under	\$41,500	\$41,500	-	\$48,500	Over	\$48,500
Billing Clerk	Under	\$41,500	\$41,500	-	\$48,500	Over	\$48,500
Credit & Collections							
Credit & Collections Manager	Under	\$66,250	\$66,250	-	\$83,250	Over	\$83,250
Commercial Collector	Under	\$41,500	\$41,500	-	\$55,250	Over	\$55,250

2022 Technology Salaries

Position/Title	First 20%	Middle 60%	Upper 20%
Administration			
Chief Information Officer (CIO)	Under \$157,750	\$157,750 - \$266,000	Over \$266,000
Chief Security Officer (CSO)	Under \$136,000	\$136,000 - \$240,250	Over \$240,250
Chief Technology Officer (CTO)	Under \$135,750	\$135,750 - \$238,250	Over \$238,250
Director of Technology	Under \$110,500	\$110,500 - \$185,500	Over \$185,500
Vice President of Information Technology	Under \$128,250	\$128,250 - \$216,750	Over \$216,750
Quality Assurance (QA) & Testing			
QA Associate/Analyst	Under \$57,250	\$57,250 - \$96,000	Over \$96,000
QA Engineer - Automated	Under \$64,750	\$64,750 - \$110,500	Over \$110,500
QA Engineer - Manual	Under \$54,250	\$54,250 - \$90,750	Over \$90,750
QA/Testing Manager	Under \$74,750	\$74,750 - \$126,750	Over \$126,750
Consulting & Systems Integration			
Director	Under \$108,250	\$108,250 - \$181,750	Over \$181,750
Project Manager/Senior Consultant	Under \$102,500	\$102,500 - \$173,000	Over \$173,000
Staff Consultant	Under \$56,000	\$56,000 - \$103,000	Over \$103,000
Web Development			
DevOps Engineer	Under \$83,000	\$83,000 - \$146,000	Over \$146,000
E-Commerce Analyst	Under \$76,000	\$76,000 - \$128,000	Over \$128,000
Front-End Web Developer	Under \$65,250	\$65,250 - \$113,000	Over \$113,000
Senior Web Developer	Under \$92,000	\$92,000 - \$154,500	Over \$154,500
Web Administrator	Under \$62,250	\$62,250 - \$106,500	Over \$106,500
Web Designer	Under \$67,750	\$67,750 - \$113,750	Over \$113,750
Web Developer	Under \$76,750	\$76,750 - \$129,500	Over \$129,500
ı	. ,	. ,	. ,

^{*}All salaries are rounded to the nearest 250. Some are slightly adjusted based on internal data collected.

2022 Technology Salaries

Position/Title	First 20%	Middle 60%	Upper 20%
Application Development			
Application Development Manager	Under \$97,500	\$97,500 - \$167,750	Over \$167,750
Applications Architect	Under \$103,250	\$103,250 - \$175,500	Over \$175,500
Business Systems Analyst	Under \$72,500	\$72,500 - \$123,000	Over \$123,000
Cloud Computing Analyst	Under \$69,500	\$69,500 - \$127,750	Over \$127,750
CRM Business Analyst	Under \$74,500	\$74,500 - \$125,500	Over \$125,500
CRM Technical Developer	Under \$82,500	\$82,500 - \$139,000	Over \$139,000
Developer/Programmer Analyst	Under \$80,000	\$80,000 - \$135,250	Over \$135,250
ERP Business Analyst	Under \$77,250	\$77,250 - \$131,500	Over \$131,500
ERP Technical Developer	Under \$88,000	\$88,000 - \$148,250	Over \$148,250
ERP Technical/Functional Analyst	Under \$83,500	\$83,500 - \$141,750	Over \$141,750
Lead Applications Developer	Under \$95,750	\$95,750 - \$162,250	Over \$162,250
Mainframe Systems Programmer	Under \$48,250	\$48,250 - \$89,500	Over \$89,500
Mobile Applications Developer	Under \$102,250	\$102,250 - \$173,750	Over \$173,750
Project Manager	Under \$85,500	\$85,500 - \$144,250	Over \$144,250
Systems Analyst	Under \$70,750	\$70,750 - \$120,250	Over \$120,250
Technical Writer	Under \$51,250	\$51,250 - \$86,250	Over \$86,250
Software Development			
Product Manager	Under \$93,750	\$93,750 - \$157,000	Over \$157,000
Software Developer	Under \$90,250	\$90,250 - \$152,500	Over \$152,500
Software Engineer	Under \$95,000	\$95,000 - \$159,500	Over \$159,500

2022 Technology Salaries

Position/Title	First 20%	Middle 60%	Upper 20%
Help Desk & Operations			
Business Continuity Analyst	Under \$80,250	\$80,250 - \$135,500	Over \$135,500
Cable Technician	Under \$30,250	\$30,250 - \$55,000	Over \$55,000
Computer Operator	Under \$31,500	\$31,500 - \$52,750	Over \$52,750
Desktop Support Analyst	Under \$46,750	\$46,750 - \$79,250	Over \$79,250
Hardware Analyst	Under \$56,250	\$56,250 - \$95,250	Over \$95,250
Help Desk Manager	Under \$75,500	\$75,500 - \$127,500	Over \$127,500
Help Desk Tier 1	Under \$29,500	\$29,500 - \$49,750	Over \$49,750
Help Desk Tier 2	Under \$35,000	\$35,000 - \$59,250	Over \$59,250
Help Desk Tier 3	Under \$45,250	\$45,250 - \$75,750	Over \$75,750
Instructor/Trainer	Under \$53,000	\$53,000 - \$89,000	Over \$89,000
Mobile Device Support Analyst	Under \$52,750	\$52,750 - \$88,500	Over \$88,500
PC Technician	Under \$29,750	\$29,750 - \$50,250	Over \$50,250
Product Support Specialist	Under \$42,500	\$42,500 - \$72,250	Over \$72,250
Site Reliability Engineer	Under \$88,750	\$88,750 - \$156,250	Over \$156,250
Systems Administrator	Under \$62,250	\$62,250 - \$105,750	Over \$105,750
Systems Engineer	Under \$79,250	\$79,250 - \$133,500	Over \$133,500
Networking/Telecommunications			
Network/Cloud Administrator	Under \$70,000	\$70,000 - \$117,750	Over \$117,750
Network/Cloud Architect	Under \$107,000	\$107,000 - \$181,500	Over \$181,500
Network/Cloud Engineer	Under \$86,500	\$86,500 - \$144,000	Over \$144,000
Network/Cloud Manager	Under \$88,750	\$88,750 - \$149,750	Over \$149,750
NOC Technician	Under \$48,250	\$48,250 - \$83,250	Over \$83,250
Telecommunications Manager	Under \$73,500	\$73,500 - \$123,750	Over \$123,750
Telecommunications Specialist	Under \$54,500	\$54,500 - \$92,500	Over \$92,500
Wireless Network Engineer	Under \$95,750	\$95,750 - \$161,250	Over \$161,250

^{*}All salaries are rounded to the nearest 250. Some are slightly adjusted based on internal data collected.

2022 Technology Salaries

Position/Title	First 20%	Middle 60%	Upper 20%
Security			
Data Security Analyst	Under \$99,000	\$99,000 - \$165,750	Over \$165,750
Information Systems Security Manager	Under \$109,250	\$109,250 - \$185,500	Over \$185,500
IT Auditor	Under \$87,250	\$87,250 - \$147,000	Over \$147,000
Network Security Administrator	Under \$87,750	\$87,750 - \$148,250	Over \$148,250
Network Security Engineer	Under \$92,750	\$92,750 - \$157,250	Over \$157,250
Systems Security Administrator	Under \$88,500	\$88,500 - \$149,500	Over \$149,500
Data/Database Administration			
Big Data Engineer	Under \$117,250	\$117,250 - \$200,750	Over \$200,750
Business Intelligence Analyst	Under \$79,000	\$79,000 - \$142,750	Over \$142,750
Data Analyst/Report Writer	Under \$75,250	\$75,250 - \$126,250	Over \$126,250
Data Architect	Under \$102,500	\$102,500 - \$171,000	Over \$171,000
Data Modeler	Under \$72,750	\$72,750 - \$132,000	Over \$132,000
Data Reporting Analyst	Under \$54,250	\$54,250 - \$99,000	Over \$99,000
Data Scientist	Under \$94,500	\$94,500 - \$159,750	Over \$159,750
Data Warehouse Analyst	Under \$75,250	\$75,250 - \$135,250	Over \$135,250
Database Administrator	Under \$70,750	\$70,750 - \$126,500	Over \$126,500
Database Developer	Under \$90,250	\$90,250 - \$152,750	Over \$152,750
Database Manager	Under \$99,500	\$99,500 - \$166,500	Over \$166,500

Software Skills In Demand for Accounting & Finance Professionals

- Cloud Based Systems
 - » NetSuite
 - » Workday
- Data Analytics & Database Management
 - » Alteryx
 - » Microsoft Power BI
 - » Tableau
- ERP Systems
 - » SAP
 - » Oracle
 - » Microsoft Dynamics 365
 - » JD Edwards

- Excel (Pivot Tables, LOOKUPs, Macros)
- Industry & Company Specific Software:
 - » Yardi
 - » Timberline/Sage 300
 - » Deltek
 - » Blackbaud
 - » QuickBooks (for small businesses)

Accounting & Finance Certifications In Demand

- CPA Certified Public Accountant
- CA Chartered Accountant
- CIA Certified Internal Auditor
- CFA Chartered Financial Analyst
- CISA Certified Information Systems Auditor
- CMA Certified Management Accountant
- CFE Certified Fraud Examiner
- CTP Certified Treasury Professional
- CPP Certified Payroll Professional
- CFP Certified Financial Planner
- CFFA Certified Forensic Financial Analyst

^{*}According to data from local CFS professionals, the certifications listed here are the most commonly sought by employers

Technical Skills In Demand for IT Professionals .NET Java **Amazon Web Services JavaScript** Angular Linux Apache Spark Microsoft Power BI Artificial Intelligence and Machine Learning Microsoft SQL Server Blockchain PHP C# Python C++ React/React Native Cloud and SaaS Ruby on Rails CSS SAS Cybersecurity Scrum Swift Hadoop Virtualization HTML

IT Certifications In Demand

- Agile and Scrum
- AWS Certified Solutions Architect
- CEH: Certified Ethical Hacker
- · CISSP: Certified Information Systems Security Professional
- CCNA: Cisco Certified Network Associate
- CCNP: Cisco Certified Network Professional
- CompTIA
- ITIL: IT Infrastructure Library
- ITSM: IT Service Management
- MCSE: Microsoft Certified Solutions Expert
- · PMP: Project Management Professional

^{*}According to data from local CFS professionals, the certifications listed here are the most commonly sought by employers

Interview Questions 101

As a business leader, it's important to continuously re-evaluate internal processes and onboarding procedures to ensure that you are hiring top talent. As a job seeker, it's important to stay ahead of the curve and to be prepared for anything a potential employer may ask. In a time where face-to-face meetings have been predominantly replaced by video interviews, this is more important than ever.

To help you select the best candidate for your team or to help you land your dream job, we've prepared a list of our top interview questions.

Motivation Based

- » What are your long-term professional goals?
- » What goals, personal and professional, have you set for yourself?
- » What has been your greatest triumph in your current role?
- » How would you define "success" for your career?
- » Tell me about a time where you went above and beyond the call of duty to accomplish a specific goal.

Communication

- » Tell me about a situation where you had to be persuasive and sell your idea to someone else.
- » Tell me about a time you disagreed with a colleague. How did you handle it?
- » Tell me about a time when you had to solve a complex customer issue.

Interview Questions 101

Problem Solving

- » Describe for me a situation where you may have missed an obvious solution to a problem.
- » Tell me about a time when you anticipated potential problems and developed preventative measures.
- » Tell me about a time when you overcame a major obstacle.

Leadership

- » Tell me about a time when you were able to step into a situation, take charge, and achieve results.
- » Tell me about a significant accomplishment that would not have occurred had you not been an employee at the time.
- » If I were to interview the people who have reported to you in the past, how would they describe your management style?
- » As a manager or supervisor, one of your responsibilities is to provide direction and leadership. Describe how you have accomplished this in the past.
- » How do you effectively manage and motivate a remote workforce?



Interview Questions 101

Frequently Asked Questions

- » Why are you looking to change positions?
- » Describe what you have done on major projects/audits.
- » Can you rate your Excel knowledge? What is the most technical task you have had to complete?
- » How have you previously been evaluated by your superiors, peers, subordinates, and clients?
- » What have you done that has caused you to stand out amongst your peers?
- » How have you increased revenue, saved money/time, or increased workflow in your department?
- » Tell me about a time when you had to change work mid-stream because of changing organizational priorities.
- » What are your greatest professional strengths? What do you consider to be your weaknesses?
- » What do you feel is missing in your current role that this position can provide for you?
- » Why was there a gap in your employment?

*To request our full Interviewing Guide, visit our website



CFS Resources



How Employers Can Beat The "Great Resignation"

Before the "Great Resignation" hits your organization, consider taking proactive steps to retain your top talent.

Click here to learn more



Virtual Interviews 101

With virtual interviews more prevalent, here are 26 ways to woo the hiring manager and ace your next virtual interview.

Click here to learn more



Interns Available Year-Round

CFS interns are available for a variety of positions. Whether you need additional support in your department or you're looking to acquire new skills, the CFS internship program is for you.

Meet a few of our CFS Interns

