

A Note From Our President & COO

"As we navigate this modern workforce – remote/hybrid work, generational divides, employee turnover – it's inherently clear that traditional workplace norms are a thing of the past. Candidates expect more: more flexibility, more transparency, better benefits, etc.

Companies have realized that the utilization of staffing firms is essential. It has never been harder to find and attract top talent, as there is a huge shortage of qualified candidates versus the number of open positions.

With nearly three decades of experience, CFS' national network of accounting, finance & IT professionals gives us a competitive advantage in the war for talent. To discuss your hiring needs or assistance with your job search, <u>contact our team today</u>."

— Gary Irwin, President & COO

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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 nearly 30 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

National Hiring Trends:

With the labor market constantly evolving, hiring managers and business leaders must stay ahead of the curve to attract top talent. Here at CFS, we are seeing trends emerge that will shape the future of hiring forever. Companies that keep up with these trends are experiencing improvements with talent acquisition and retention. To stay competitive, consider the following:

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.

Expedited Hiring Processes

The best candidates are in high demand and receive multiple offers. If you're not prepared, you may lose out on top talent to your competitors.

Workplace Flexibility

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

Employee-Focused Benefits

The key to gaining a competitive edge is offering compelling and meaningful benefits. Consider evaluating your benefits package to include mental health services, financial wellness programs, workplace flexibility, career development training, and more.

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. Be sure to communicate the goals, vision, and values of your 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:

- Streamline the interview process, utilize virtual meetings
- Compile a list of decision-makers prior to the first interview
- Ensure transparency with candidates
- Pipeline for future hires
- Upgrade technology to improve workflow
- Implement a training program and promote career development opportunities

Want to enhance your hiring process? Click here to download our Client Interviewing Guide.



Keeping Up With Employee Values

Employees of today are seeking happier, healthier, and more supportive work environments. They are putting a premium on health (mental and physical), work-life balance, flexibility, and overall sense of purpose. While this is not a new phenomenon, it is more important than ever for leaders to be aware of these trends.

Top Five Reasons Employees Quit their Jobs

- 1 Personal wellbeing or mental health
- 2 Work-life balance
- 3 Lack of flexible work hours or location
- 4 Risk of getting COVID-19
- Lack of confidence in Senior Management/Leadership

Top Five Things Employees Want in their Next Job

- 1 Positive culture
- 2 Mental health/wellbeing benefits
- 3 A sense of purpose/meaning
- 4 Flexible work hours
- More than two weeks of paid vacation time each year

*Data from Microsoft's 2022 Work Trend Index



How to Ensure Longer Tenure From Your Employees

Are you struggling with employee turnover? Is your average tenure lower than your competitors? According to the Bureau of Labor Statistics, 4.2 million people across the world quit their jobs in June of 2022. There are a multitude of reasons for this — but if your company has seen a recent uptick in resignations, then it may be time to implement some changes.

Below are our top tips for reducing employee turnover in this ever-changing economic climate:

Take the time to train and mentor your employees

Investing time and resources into your employees, through various training and mentorship programs, demonstrates that you care about their professional development and that their work is valuable to the company. This results in lower stress levels on the job and a higher sense of pride amongst employees. According to Unboxed Training & Technology, these programs also lead to a greater outcome of employee success and increased team productivity.

Shout out employee success

Employees want to feel recognized and appreciated, not just another name or number in the organization. Quantum Workplace found that 53% of employees want more recognition from their managers in the workplace.

Here at Creative Financial Staffing (CFS), we continuously encourage employee and team shout outs; we highlight positive feedback through internal communications, social media postings, national calls and more. By showing employees that you care and are truly invested in their success, you create an environment where people feel appreciated and excited to come to work every day. This leads to stronger relationships, a better work environment, and longer tenure.

Improve work-life balance

The demands of the workforce have changed dramatically since the pandemic, many people are leaving their current employers if they are not willing to budge on flexible work schedules. According to Forbes, a work-life balance is essential to reducing stress and preventing burnout in the workplace. Forbes also notes, while maximizing employee productivity will always remain a constant goal, ensuring employees have the time they desire away from the office and enjoy their time spent in the office is the best way to retain talented employees.

To initiate a hybrid/remote work policy at your company, the CFS leadership team has some best practices.

Pay fairly

According to Forbes, 57% of Americans say that their pay raises aren't keeping up with inflation. It is also stated that only 56% of Americans who work full time received a pay increase in the past year. With gas prices and living costs steadily on the rise, it is imperative to adjust salaries to match the current economic conditions.

Prioritize mental health

Everyone struggles, especially when it comes to brain fog and mental exhaustion in the workplace. The CDC states that, "depression interferes with a person's ability to complete physical job tasks about 20% of the time and reduces cognitive performance about 35% of the time."

SHRM states, "Research consistently shows the health benefits of taking vacation time, like improved productivity, less stress, and better mental health." Making mental health a priority in the workplace can look something like providing more PTO days for your employees or even carving out specific PTO days for mental health. After the pandemic, Creative Financial Staffing (CFS) gave all employees one additional week of PTO – our staff has taken the time to travel more, unplug, and truly focus on their mental health.

By implementing these small changes to your business, you will see a dramatic difference in employee satisfaction and in turn, an increase in employee retention.



Understanding the Data

Creative Financial Staffing

ww.cfstaffing.com

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.

CFS salary data is based on:

- Placements we've made across the country
- Job orders we've received from clients
- Valuable information from professionals we've interviewed
- The current supply of talent & expected demand

To discuss these salary trends and the current employment landscape, connect with a CFS professional today.

What category does the candidate fall under?

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.

How is company size determined?*

Small Companies: Revenues up to \$100 Million

Medium Companies: Revenues between \$100 Million and \$500 Million

Large Companies: Revenues in excess of \$500 Million

*Note: Applicable to Accounting & Finance salaries

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.

	Indiana		Ohio	
0.98	Fort Wayne	0.90	Akron	0.94
1.38	Indianapolis	0.97	Canton	0.85
	South Bend	0.89	Cleveland	0.95
		~	Columbus	0.96
1.14	Maryland	form	Dayton	0.87
	Baltimore	1.03		4/>
		1	Oregon	T
1.15	Massachusetts	-} (Portland	1.09
1.12	Boston	1.31		35
1.34	Springfield	1.01	Pennsylvania	
	7		Pittsburgh	0.97
	Michigan	7)	was and	34
1.29	Grand Rapids	0.92	Tennessee	Ty,
			Nashville	1.02
	Minnesota	-	175	
1.05	Minneapolis	1.04	Texas	
1.10	1	{	Austin	1.15
1.02	New York	1	Houston	1.09
1.02	Long Island	1.25	San Antonio	1.00
	New York	1.38	7 7	
	White Plains	1.30	Washington	
1.05	1 1		Seattle	1.25
	New Jersey		,9	
	Woodbridge	1.25	Wisconsin	
1.22			Madison	0.99
	1.38 1.14 1.15 1.12 1.34 1.29 1.05 1.10 1.02 1.02 1.05	 1.38 Indianapolis South Bend 1.14 Maryland Baltimore 1.15 Massachusetts 1.12 Boston Springfield Michigan Crand Rapids Minnesota Minnesota Minneapolis 1.10 1.02 New York Long Island New York White Plains 1.05 New Jersey Woodbridge 	0.98 Fort Wayne 0.90 1.38 Indianapolis 0.97 South Bend 0.89 1.14 Maryland Baltimore 1.03 1.15 Massachusetts 1.12 Boston 1.31 Springfield 1.01 Michigan 1.01 1.29 Grand Rapids 0.92 Minnesota 1.04 1.10 New York 1.02 Long Island 1.25 New York 1.38 White Plains 1.30 1.05 New Jersey Woodbridge 1.25	1.38 Indianapolis 0.97 Canton South Bend 0.89 Cleveland Columbus 1.14 Maryland Baltimore 1.03 1.15 Massachusetts 1.12 Boston 1.31 Springfield 1.01 Pennsylvania Pittsburgh Michigan 1.29 Grand Rapids 0.92 Tennessee Nashville Minnesota 1.05 Minneapolis 1.04 Texas 1.10 1.02 New York 1.02 Long Island 1.25 San Antonio New York 1.38 White Plains 1.30 Washington Seattle New Jersey Woodbridge 1.25 Wisconsin

Large Companies

Position/Title	First 20%	Middle 60%	Upper 20%
Corporate Accounting			
CFO/Treasurer*	Under \$288,000	\$288,000 - \$432,750	Over \$432,750
VP of Finance*	Under \$214,750	\$214,750 - \$358,500	Over \$358,500
Controller*	Under \$181,750	\$181,750 - \$254,500	Over \$254,500
Assistant Controller*	Under \$131,000	\$131,000 - \$188,750	Over \$188,750
General Accounting			
Accounting Manager	Under \$116,000	\$116,000 - \$145,000	Over \$145,000
Senior Accountant	Under \$94,000	\$94,000 - \$109,000	Over \$109,000
Staff Accountant (1-3 years)	Under \$72,750	\$72,750 - \$87,000	Over \$87,000
Staff Accountant (up to 1 year)	Under \$58,250	\$58,250 - \$72,500	Over \$72,500
Tax			
Director of Tax*	Under \$231,250	\$231,250 - \$288,000	Over \$288,000
Tax Manager	Under \$152,250	\$152,250 - \$195,250	Over \$195,250
Tax Senior	Under \$109,250	\$109,250 - \$131,000	Over \$131,000
Tax Accountant (1-3 years)	Under \$79,750	\$79,750 - \$102,250	Over \$102,250
Tax Accountant (up to 1 year)	Under \$65,250	\$65,250 - \$79,500	Over \$79,500
Cost Accounting			
Cost Accounting Manager	Under \$123,250	\$123,250 - \$152,500	Over \$152,500
Senior Cost Accountant	Under \$95,000	\$95,000 - \$109,250	Over \$109,250
Cost Accountant (1-3 years)	Under \$79,750	\$79,750 - \$95,000	Over \$95,000
Cost Accountant (up to 1 year)	Under \$65,000	\$65,000 - \$79,500	Over \$79,500

^{*}Bonuses & incentives are a significant part of overall compensation at these levels and are not included in reported salaries.

Large Companies

Position/Title	Firs	t 20%	Midd	lle	60%	Upp	er 20%
Internal Audit							
Internal Audit Director	Under	\$245,750	\$245,750	-	\$303,000	Over	\$303,000
Internal Audit Manager	Under	\$145,000	\$145,000	-	\$181,500	Over	\$181,500
Internal Audit Senior	Under	\$97,750	\$97,750	-	\$130,500	Over	\$130,500
Internal Auditor (1-3 years)	Under	\$79,750	\$79,750	-	\$102,000	Over	\$102,000
Internal Auditor (up to 1 year)	Under	\$65,250	\$65,250	-	\$79,500	Over	\$79,500
Analysis							
Manager of Cost, Financial or Budget Analysis	Under	\$130,500	\$130,500	-	\$160,000	Over	\$160,000
Senior Cost, Financial or Budget Analyst	Under	\$95,000	\$95,000	-	\$123,500	Over	\$123,500
Cost, Financial or Budget Analyst	Under	\$79,750	\$79,750	-	\$95,000	Over	\$95,000
Operations							
AP/AR Manager	Under	\$79,500	\$79,500	-	\$101,750	Over	\$101,750
Payroll Manager	Under	\$88,750	\$88,750	-	\$115,750	Over	\$115,750
Billing Manager	Under	\$79,500	\$79,500	-	\$101,750	Over	\$101,750
AP/AR Clerk	Under	\$54,250	\$54,250	-	\$61,500	Over	\$61,500
Payroll Clerk	Under	\$50,500	\$50,500	-	\$57,500	Over	\$57,500
Billing Clerk	Under	\$50,500	\$50,500	-	\$58,250	Over	\$58,250
Credit & Collections							
Credit & Collections Manager	Under	\$86,500	\$86,500	-	\$115,750	Over	\$115,750
Commercial Collector	Under	\$50,500	\$50,500	-	\$75,500	Over	\$75,500

"Set an intention each day before work starts. This helps you to stay focused and on track."

Medium Companies

Position/Title	First 20%	Middle 60%	Upper 20%
Corporate Accounting			
CFO/Treasurer*	Under \$216,500	\$216,500 - \$360,500	Over \$360,500
VP of Finance*	Under \$179,000	\$179,000 - \$286,750	Over \$286,750
Controller*	Under \$159,500	\$159,500 - \$224,750	Over \$224,750
Assistant Controller*	Under \$123,500	\$123,500 - \$167,500	Over \$167,500
General Accounting			
Accounting Manager	Under \$102,000	\$102,000 - \$131,000	Over \$131,000
Senior Accountant	Under \$86,750	\$86,750 - \$102,000	Over \$102,000
Staff Accountant (1-3 years)	Under \$65,250	\$65,250 - \$79,750	Over \$79,750
Staff Accountant (up to 1 year)	Under \$50,750	\$50,750 - \$65,000	Over \$65,000
Tax			
Director of Tax*	Under \$202,000	\$202,000 - \$259,750	Over \$259,750
Tax Manager	Under \$130,500	\$130,500 - \$174,250	Over \$174,250
Tax Senior	Under \$97,750	\$97,750 - \$119,250	Over \$119,250
Tax Accountant (1-3 years)	Under \$72,500	\$72,500 - \$86,750	Over \$86,750
Tax Accountant (up to 1 year)	Under \$58,250	\$58,250 - \$72,500	Over \$72,500
Cost Accounting			
Cost Accounting Manager	Under \$108,750	\$108,750 - \$137,250	Over \$137,250
Senior Cost Accountant	Under \$86,500	\$86,500 - \$101,500	Over \$101,500
Cost Accountant (1-3 years)	Under \$72,250	\$72,250 - \$86,500	Over \$86,500
Cost Accountant (up to 1 year)	Under \$57,500	\$57,500 - \$72,000	Over \$72,000

^{*}Bonuses & incentives are a significant part of overall compensation at these levels and are not included in reported salaries.

Medium Companies

Position/Title	First 20%	Middle 60%	Upper 20%
Internal Audit			
Internal Audit Director	Under \$216,	750 \$216,750 - \$253,250	Over \$253,250
Internal Audit Manager	Under \$126,	500 \$126,500 - \$163,250	Over \$163,250
Internal Audit Senior	Under \$95,2	50 \$95,250 - \$116,500	Over \$116,500
Internal Auditor (1-3 years)	Under \$72,7	50 \$72,750 - \$87,000	Over \$87,000
Internal Auditor (up to 1 year)	Under \$58,2	50 \$58,250 - \$72,500	Over \$72,500
Analysis			
Manager of Cost, Financial or Budget Analysis	Under \$115,	500 \$115,500 - \$144,500	Over \$144,500
Senior Cost, Financial or Budget Analyst	Under \$86,5	00 \$86,500 - \$115,500	Over \$115,500
Cost, Financial or Budget Analyst	Under \$72,0	00 \$72,000 - \$86,250	Over \$86,250
Operations			
AP/AR Manager	Under \$65,0	00 \$65,000 - \$83,750	Over \$83,750
Payroll Manager	Under \$79,5	00 \$79,500 - \$94,000	Over \$94,000
Billing Manager	Under \$72,2	50 \$72,250 - \$86,500	Over \$86,500
AP/AR Clerk	Under \$50,7	50 \$50,750 - \$58,250	Over \$58,250
Payroll Clerk	Under \$47,2	50 \$47,250 - \$54,250	Over \$54,250
Billing Clerk	Under \$47,0	00 \$47,000 - \$54,250	Over \$54,250
Credit & Collections			
Credit & Collections Manager	Under \$79,5	00 \$79,500 - \$94,000	Over \$94,000
Commercial Collector	Under \$47,2	50 \$47,250 - \$65,000	Over \$65,000

"Make sure to review your resume for spelling, formatting, and grammatical errors. It is a small task, that has a big impact."

Small Companies

Position/Title	First 20%	Middle 60%	Upper 20%
Corporate Accounting			
CFO/Treasurer*	Under \$180,000	\$180,000 - \$287,500	Over \$287,500
VP of Finance*	Under \$144,500	\$144,500 - \$216,250	Over \$216,250
Controller*	Under \$131,000	\$131,000 - \$167,500	Over \$167,500
Assistant Controller*	Under \$102,250	\$102,250 - \$131,250	Over \$131,250
General Accounting			
Accounting Manager	Under \$87,000	\$87,000 - \$102,250	Over \$102,250
Senior Accountant	Under \$79,750	\$79,750 - \$95,000	Over \$95,000
Staff Accountant (1-3 years)	Under \$58,500	\$58,500 - \$72,750	Over \$72,750
Staff Accountant (up to 1 year)	Under \$50,750	\$50,750 - \$58,250	Over \$58,250
Tax			
Tax Manager	Under \$109,000	\$109,000 - \$152,250	Over \$152,250
Tax Senior	Under \$86,750	\$86,750 - \$109,000	Over \$109,000
Tax Accountant (1-3 years)	Under \$65,250	\$65,250 - \$79,500	Over \$79,500
Tax Accountant (up to 1 year)	Under \$58,250	\$58,250 - \$69,000	Over \$69,000
Cost Accounting			
Cost Accounting Manager	Under \$93,750	\$93,750 - \$123,000	Over \$123,000
Senior Cost Accountant	Under \$79,250	\$79,250 - \$93,750	Over \$93,750
Cost Accountant (1-3 years)	Under \$65,000	\$65,000 - \$79,250	Over \$79,250
Cost Accountant (up to 1 year)	Under \$50,500	\$50,500 - \$64,750	Over \$64,750

^{*}Bonuses & incentives are a significant part of overall compensation at these levels and are not included in reported salaries.

Small Companies

Position/Title	First	t 20%	Middle	e 60%	Upp	er 20%
Internal Audit						
Internal Audit Director	Under	\$159,500	\$159,500 -	- \$202,500	Over	\$202,500
Internal Audit Manager	Under	\$109,250	\$109,250 -	- \$145,250	Over	\$145,250
Internal Audit Senior	Under	\$87,000	\$87,000 -	- \$109,500	Over	\$109,500
Internal Auditor (1-3 years)	Under	\$65,250	\$65,250 -	- \$79,750	Over	\$79,750
Internal Auditor (up to 1 year)	Under	\$58,250	\$58,250 -	- \$69,250	Over	\$69,250
Analysis						
Manager of Cost, Financial or Budget Analysis	Under	\$101,750	\$101,750 -	\$130,500	Over	\$130,500
Senior Cost, Financial or Budget Analyst	Under	\$79,500	\$79,500 -	\$108,750	Over	\$108,750
Cost, Financial or Budget Analyst	Under	\$64,750	\$64,750 -	\$79,250	Over	\$79,250
Operations						
Full Charge Bookkeeper	Under	\$65,000	\$65,000 -	\$76,750	Over	\$76,750
Bookkeeper	Under	\$50,500	\$50,500 -	\$59,000	Over	\$59,000
AP/AR Manager	Under	\$57,500	\$57,500 -	\$72,250	Over	\$72,250
Payroll Manager	Under	\$69,000	\$69,000 -	\$86,500	Over	\$86,500
Accounting Clerk	Under	\$43,250	\$43,250 -	\$58,250	Over	\$58,250
AP/AR Clerk	Under	\$43,250	\$43,250 -	\$50,750	Over	\$50,750
Payroll Clerk	Under	\$43,250	\$43,250 -	\$50,500	Over	\$50,500
Billing Clerk	Under	\$43,250	\$43,250 -	\$50,500	Over	\$50,500
Credit & Collections						
Credit & Collections Manager	Under	\$69,000	\$69,000 -	\$86,500	Over	\$86,500
Commercial Collector	Under	\$43,250	\$43,250 -	\$57,500	Over	\$57,500

"Quantify your accomplishments: utilize numbers, percentages, and other supporting details throughout the interview process."

2023 Technology Salaries

Position/Title	First 20%	Middle 60%	Upper 20%
Administration			
Chief Information Officer (CIO)	Under \$165,750	\$165,750 - \$279,250	Over \$279,250
Chief Security Officer (CSO)	Under \$142,750	\$142,750 - \$252,250	Over \$252,250
Chief Technology Officer (CTO)	Under \$142,500	\$142,500 - \$250,250	Over \$250,250
Director of Technology	Under \$116,000	\$116,000 - \$194,750	Over \$194,750
Vice President of Information Technology	Under \$134,750	\$134,750 - \$227,500	Over \$227,500
Quality Assurance (QA) & Testing			
QA Associate/Analyst	Under \$60,000	\$60,000 - \$100,750	Over \$100,750
QA Engineer - Automated	Under \$68,000	\$68,000 - \$116,000	Over \$116,000
QA Engineer - Manual	Under \$57,000	\$57,000 - \$95,250	Over \$95,250
QA/Testing Manager	Under \$78,500	\$78,500 - \$133,000	Over \$133,000
Consulting & Systems Integration			
Director	Under \$113,750	\$113,750 - \$190,750	Over \$190,750
Project Manager/Senior Consultant	Under \$107,750	\$107,750 - \$181,750	Over \$181,750
Staff Consultant	Under \$58,750	\$58,750 - \$108,250	Over \$108,250
Web Development			
DevOps Engineer	Under \$87,250	\$87,250 - \$153,250	Over \$153,250
E-Commerce Analyst	Under \$79,750	\$79,750 - \$134,500	Over \$134,500
Front-End Web Developer	Under \$68,500	\$68,500 - \$118,750	Over \$118,750
Senior Web Developer	Under \$96,500	\$96,500 - \$162,250	Over \$162,250
Web Administrator	Under \$65,250	\$65,250 - \$111,750	Over \$111,750
Web Designer	Under \$71,250	\$71,250 - \$119,500	Over \$119,500
Web Developer	Under \$80,500	\$80,500 - \$136,000	Over \$136,000
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2023 Technology **Salaries**

Position/Title	First 20%	Middle 60%	Upper 20%
Application Development			
Application Development Manager	Under \$102,500	\$102,500 - \$176,250	Over \$176,250
Applications Architect	Under \$108,500	\$108,500 - \$184,250	Over \$184,250
Business Systems Analyst	Under \$76,250	\$76,250 - \$129,250	Over \$129,250
Cloud Computing Analyst	Under \$73,000	\$73,000 - \$134,250	Over \$134,250
CRM Business Analyst	Under \$78,250	\$78,250 - \$131,750	Over \$131,750
CRM Technical Developer	Under \$86,750	\$86,750 - \$146,000	Over \$146,000
Developer/Programmer Analyst	Under \$84,000	\$84,000 - \$142,000	Over \$142,000
ERP Business Analyst	Under \$81,000	\$81,000 - \$138,000	Over \$138,000
ERP Technical Developer	Under \$92,500	\$92,500 - \$155,750	Over \$155,750
ERP Technical/Functional Analyst	Under \$87,750	\$87,750 - \$148,750	Over \$148,750
Lead Applications Developer	Under \$100,500	\$100,500 - \$170,250	Over \$170,250
Mainframe Systems Programmer	Under \$50,750	\$50,750 - \$94,000	Over \$94,000
Mobile Applications Developer	Under \$107,250	\$107,250 - \$182,500	Over \$182,500
Project Manager	Under \$89,750	\$89,750 - \$151,500	Over \$151,500
Systems Analyst	Under \$74,250	\$74,250 - \$126,250	Over \$126,250
Technical Writer	Under \$53,750	\$53,750 - \$90,500	Over \$90,500
Software Development			
Product Manager	Under \$98,500	\$98,500 - \$164,750	Over \$164,750
Software Developer	Under \$94,750	\$94,750 - \$160,250	Over \$160,250
Software Engineer	Under \$99,750	\$99,750 - \$167,500	Over \$167,500

"Be cognizant of your online presence. In the age of social media, everything you post is reviewed by potential employers." - Managing Director, IT Recruiting

2023 Technology Salaries

Position/Title	First 20%	Middle 60%	Upper 20%
Help Desk & Operations			
Business Continuity Analyst	Under \$84,250	\$84,250 - \$142,250	Over \$142,250
Cable Technician	Under \$31,750	\$31,750 - \$57,750	Over \$57,750
Computer Operator	Under \$33,000	\$33,000 - \$55,500	Over \$55,500
Desktop Support Analyst	Under \$49,000	\$49,000 - \$83,250	Over \$83,250
Hardware Analyst	Under \$59,000	\$59,000 - \$100,000	Over \$100,000
Help Desk Manager	Under \$79,250	\$79,250 - \$134,000	Over \$134,000
Help Desk Tier 1	Under \$31,000	\$31,000 - \$52,250	Over \$52,250
Help Desk Tier 2	Under \$36,750	\$36,750 - \$62,250	Over \$62,250
Help Desk Tier 3	Under \$47,500	\$47,500 - \$79,500	Over \$79,500
Instructor/Trainer	Under \$55,750	\$55,750 - \$93,500	Over \$93,500
Mobile Device Support Analyst	Under \$55,500	\$55,500 - \$93,000	Over \$93,000
PC Technician	Under \$31,250	\$31,250 - \$52,750	Over \$52,750
Product Support Specialist	Under \$44,750	\$44,750 - \$75,750	Over \$75,750
Site Reliability Engineer	Under \$93,250	\$93,250 - \$164,000	Over \$164,000
Systems Administrator	Under \$65,250	\$65,250 - \$111,000	Over \$111,000
Systems Engineer	Under \$83,250	\$83,250 - \$140,250	Over \$140,250
Networking/Telecommunications			
Network/Cloud Administrator	Under \$73,500	\$73,500 - \$123,750	Over \$123,750
Network/Cloud Architect	Under \$112,250	\$112,250 - \$190,500	Over \$190,500
Network/Cloud Engineer	Under \$90,750	\$90,750 - \$151,250	Over \$151,250
Network/Cloud Manager	Under \$93,250	\$93,250 - \$157,250	Over \$157,250
NOC Technician	Under \$50,750	\$50,750 - \$87,500	Over \$87,500
Telecommunications Manager	Under \$77,250	\$77,250 - \$130,000	Over \$130,000
Telecommunications Specialist	Under \$57,250	\$57,250 - \$97,250	Over \$97,250
Wireless Network Engineer	Under \$100,500	\$100,500 - \$169,250	Over \$169,250

2023 Technology Salaries

Position/Title	First 20%	Middle 60%	Upper 20%
Security			
Data Security Analyst	Under \$104,000	\$104,000 - \$174,000	Over \$174,000
Information Systems Security Manager	Under \$114,750	\$114,750 - \$194,750	Over \$194,750
IT Auditor	Under \$91,500	\$91,500 - \$154,250	Over \$154,250
Network Security Administrator	Under \$92,250	\$92,250 - \$155,750	Over \$155,750
Network Security Engineer	Under \$97,500	\$97,500 - \$165,000	Over \$165,000
Systems Security Administrator	Under \$93,000	\$93,000 - \$157,000	Over \$157,000
Data/Database Administration			
Big Data Engineer	Under \$123,000	\$123,000 - \$210,750	Over \$210,750
Business Intelligence Analyst	Under \$83,000	\$83,000 - \$150,000	Over \$150,000
Data Analyst/Report Writer	Under \$79,000	\$79,000 - \$132,500	Over \$132,500
Data Architect	Under \$107,750	\$107,750 - \$179,500	Over \$179,500
Data Modeler	Under \$76,500	\$76,500 - \$138,500	Over \$138,500
Data Reporting Analyst	Under \$57,000	\$57,000 - \$104,000	Over \$104,000
Data Scientist	Under \$99,250	\$99,250 - \$167,750	Over \$167,750
Data Warehouse Analyst	Under \$79,000	\$79,000 - \$142,000	Over \$142,000
Database Administrator	Under \$74,250	\$74,250 - \$132,750	Over \$132,750
Database Developer	Under \$94,750	\$94,750 - \$160,500	Over \$160,500
Database Manager	Under \$104,500	\$104,500 - \$174,750	Over \$174,750

"When preparing for an interview, think of clear and concise answers to common interview questions that will highlight your skillset."

Software Skills In Demand for Accounting & Finance Professionals

- Cloud Based Systems
 - » NetSuite
 - » Workday
- Data Analytics & Visualization
 - » Alteryx
 - » Microsoft Power BI
 - » SQL
 - » 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



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

Excel Shortcuts

If you are an accounting, finance, or technology professional, you understand the importance of using keyboard shortcuts. But with so many to remember, it can be difficult to keep them all straight. Below is a list of the most commonly used Excel shortcuts.

- F2 Edits the active cell, putting the cursor at the end
- Shift + F2 Inserts or edits a cell comment (Insert > Comment)
- Ctrl + F9 Minimizes the size of the active workbook or window
- Ctrl + F10 Maximizes the size of the active workbook or window
- Alt + F1 Creates a chart (on a chart sheet) using the highlighted range
- Alt + F4 Closes all workbooks (saving first) and exits Excel (File > Exit)
- Ctrl + 1 Displays the Formatting dialog box
- Ctrl + C Copies the current selection to the clipboard
- Ctrl + F Displays the Find dialog box
- Ctrl + G Displays the GoTo dialog box
- Ctrl + H Displays the Replace dialog box
- Ctrl + I Italicizes the current selection
- **Ctrl + U** Underlines the current selection
- Ctrl + V Pastes the entry from the clipboard
- Ctrl + X Cuts the current selection to the clipboard
- Ctrl + Z Undo the last workbook action
- Ctrl + Shift + F Activates the Font tab of the format cells window
- Ctrl + Shift + P Activates the Font Size tab of the format cells window
- Ctrl +; Enters the current date into the active cell
- Delete Deletes the selection or one character to the right
- Shift + Delete Cuts the selection to the clipboard
- Backspace Deletes the selection or one character to the left
- Ctrl + Spacebar Selects the current column
- Shift + Spacebar Selects the current row
- Shift + Enter Moves to the cell directly above (opposite direction to Enter)
- Shift + Tab Moves to the cell directly to the left (opposite direction to Tab)

- **Home** Moves to the first column in the current row
- **Ctrl + Home** Moves to cell "A1" on the active sheet
- Shift + Home Extends the selection to the first column
- **Ctrl + Shift + Home** Extends the selection to the beginning of the worksheet
- Page Down Moves to the next screen of rows down
- Shift + Page Down Extends the selection down one screen
- Page Up Moves to the previous screen of rows up
- Shift + Page Up Extends the selection up one screen
- Ctrl + Tab Moves to the next open workbook or window
- Alt + Tab Moves to the next application open on your computer
- Alt + Shift + Tab Moves to the previous application open on your computer
- Ctrl + End Moves to the last used cell on the active worksheet
- Ctrl + Shift + End Extends the selection to the last used cell on the worksheet
- Shift + Arrow Key Extends the selection by one cell in that direction
- Ctrl + Shift + Arrow Key Extends the selection to the next cell adjacent to a blank cell in that direction
- Ctrl + Up Arrow Moves to the first row in the current region
- Ctrl + Down Arrow Moves to the last row in the current region
- Ctrl + Left Arrow Moves to the first column in the current region
- Ctrl + Right Arrow Moves to the last column in the current region

Career Tips: From CFS Recruiters

"Your LinkedIn profile must match your resume; recruiters will check for discrepancies. Inconsistencies can disqualify you."

> - Director, Executive Recruiting

"Treat each interaction with a recruiter professionally. The worst thing you can do is burn bridges, which could be beneficial down the road."

"When talking about a notable career highlight or accomplishment, don't just say what you did, but tell the story behind it. This is a great opportunity to articulate the value you bring to a potential employer and allows them to envision you

- Area Director



"It's very important to show your personality during the interview process. The key is to make a genuine connection with the interviewer. Your skillset landed you the interview, but employers ultimately want to hire someone they can connect with and who will fit into the company culture!"

- Managing Director, Staffing

at your best!"

"Don't just research the company; research the person who will be interviewing you! There might be a connection – similar career paths, clubs, associations, alma mater, home town, etc. Establishing a unique connection makes you a more memorable candidate!"

- Managing Branch

Director

- Executive Recruiter

"After your interview, sending a thoughtful thank you note to the person you spoke with can be the extra boost you need to advance to the next round. A few sentences expressing your appreciation of the person's time and your interest in the job will show that you go the extra mile."

"Push yourself outside of your comfort zone!"

- Staffing Manager

Business Development

your resume to represent the direction you are trying to take in your career."

"Build

- Director, Staffing

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 – especially in a hypercompetitive market such as this one.

As a job seeker, it's important to stay ahead of the curve and to be prepared for anything a potential employer may ask. It is crucial to make a positive impact during both in-person and virtual interviews.

To help you select the best candidate for your team or to help you land your dream job, review our top interview questions listed below.

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.

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.

Interview Questions 101

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?

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?

CFS Resources

3 Hiring Pitfalls to Avoid

The demand for talent is at an all-time high. To keep qualified candidates engaged throughout the recruiting process, consult these common hiring pitfalls.

Click here to learn more



Competition in a Remote World

Remote and hybrid jobs are a hot commodity amongst job seekers. However, the competition is fierce — only top notch candidates will be considered.

Click here to learn more



Millennials & Gen Z in the Workplace

To attract Millennial and Gen Z workers, it's crucial to adjust your hiring process and to analyze company culture. This modern workforce values more than the number on their paycheck.

Click here to learn more



How to Prepare for a Second Round Interview

Do you struggle knowing what to expect when going into a second-round interview? CFS is here to help you prepare and share the steps you can take to succeed.

Click here to learn more



Challenges of Remote Work & How to Overcome Them

Remote/hybrid work has become more commonplace. Yet, there are many challenges associated with it. Here's how to navigate these challenges as a business leader.

Click here to learn more



