



State Association

2020 COMPENSATION & BENEFITS SURVEY FINDINGS



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Data analysis and reporting was produced by Whorton Marketing & Research, www.kwhorton.com.

Overview & Methodology

Whorton Marketing & Research (WM&R) administered a compensation and benefit survey in State among public accounting firm members of AAA. As part of our Center for Innovation, the AAA is committed to delivering value and supporting State firms in our joint efforts to drive the CPA profession forward. The purpose of this survey was to provide competitive salary and benefit information for State, so firms can make informed decisions around talent and staffing strategies. The survey measured compensation by category of accountant, managerial, and support staff.

Participation in the survey was completely confidential, which is why the AAA engaged a third-party research partner WM&R to conduct the study. WM&R stored and analyzed the data to protect privacy of all participants. Each participating firm receives a free copy of this report.

Timing

The survey launched on November 11 and closed December 11, 2020.

- The invitation and first reminder conveyed a deadline of December 2, which was extended to December 9 for most invitees and December 11 for some additional contact names that were identified and invited well after the initial November 11 invitation date.
- Messages were sent under the AAA logo, name, email, and signature line.
- Survey invitations included a pdf guide to the survey so that respondents could prepare and identify necessary data prior to starting their survey.
- Special notes were sent under the researcher's signature to individuals with incomplete surveys to encourage them to return and complete more.
- AAA staff engaged in viral contacts with various members to encourage their participation.

Participation

- A total of 59 total responses were received from the 390 firms that were invited to participate.
- Our initial list included multiple contacts particularly in larger firms, as we identified primary managing partner contacts and primary HR or office management contacts. In all cases there were no more than three contacts per firm, with names removed from the distribution list as responses from their firm were completed.
- This translates into a 18% participation rate by contacted firm, roughly equal to similar surveys in other states.

Executive Summary

WM&R administered a compensation and benefit survey in State among public accounting firm members of AAA from November 11 to December 11. A total of 59 firms participated out of 390 firms invited to participate, a response rate of 18%. More detailed findings, including compensation by geographic region, can be found in the full report.

Compensation by Position

- Accountants I (with 0-1.9 years of experience) earn a mean salary of \$51,121. Accountants II (with 2-2.9 years) earn a mean of \$57,256, and Accountants III (with 3-4.9 years) earned a mean of \$66,299.
- Supervisor/Manager I (5-6.9 years) earned a mean of \$75,110 and II (10-14.9 years) earned a mean of \$104,181. Directors (\$130,160) and Partners (\$210,780) earn far higher mean salaries.
- Among support staff, those in General Administration (\$51,625) earn the least, while specialists in Finance (\$81,025), Human Resources (\$77,981), IT (\$74,708), and Marketing (\$74,295) earn more. Paraprofessionals/Bookkeepers earn a mean of \$52,345.

Participants also indicated their highest and lowest salary if they had more than one person in a position (presented in the full report). The average spread between mean high and low salaries was quite wide—56% among Partners, 63% among Directors—and lower among Supervisor/Managers (about 40%), Senior Managers (33%), Accountants III (23%), I & II (about 15% each).

Accountants	Salaries	
	Mean	Median
Accountant I	\$51,121	\$52,000
Accountant II	\$57,256	\$60,500
Accountant III	\$66,299	\$66,325
Supervisor/Manager	\$75,110	\$79,910
Supervisor/Manager	\$91,948	\$92,700
Senior Manager	\$104,181	\$107,250
Director	\$130,160	\$120,547
Partner	\$210,780	\$197,900
Paraprofessionals/ Bookkeepers	\$52,345	\$52,000
Human Resources	\$77,981	\$79,100
IT	\$74,708	\$80,423
Marketing	\$74,295	\$67,500
Finance	\$81,025	\$73,416
General Admin.	\$51,625	\$48,515

Raises

Overall, the average percentage increase in salary was a mean of 4% between October 2019-20 and is anticipated to be the same level, 4.0% in the October 2020-21 period.

Bonuses

- Among accountants, the proportion of firms awarding bonuses was lower for Accountants I (55%), II (48%), and III (66%) than for Supervisor/Managers I (71%) and II (57%). Relatively few Senior Managers (62%), Directors (58%), and Partners (35%) received a bonus.
- Among support staff, Finance (100%) and IT specialists (71%) were likely to receive, while HR (58%), General Administration (53%), Paraprofessionals (43%), and Marketing (43%) are less likely.
- Mean bonus targets generally rise with income and experience, from means of 2.8%, 3.9%, and 4.2% among Accountants I, II, and III, to Supervisor/Manager I (5.3%), Senior Manager I (6.5%), and Directors (10.4%). They are lower however for Supervisor/Manager II (6.5%) and Partners (7.7%). Bonus targets are between 2.5% and 4.2% for each support staff position.
- Average bonus increases with years of experience, among accountants lowest for Accountants I (\$1,721), II (\$2,640) and III (\$2,743), higher for Supervisor/Managers I (\$4,156) and II (\$4,133). Senior Managers (\$9,253), Directors (\$13,300) and Partners (\$67,274) have much larger bonuses when they are awarded.
- Among support staff, Bookkeepers (\$1,815) and General Administration (\$1,893) earn lower bonuses. Specialists including HR (\$4,255), Marketing (\$3,566), IT (\$4,862), and Finance (\$6,297) earn larger ones.
- Only 11% regularly offer profit sharing to staff, while 3% do so sometimes. Amount is based on individual or group achievement of company goals (50% each), or a set amount per person (25%).

- Approximately 20% of Accountants, 26% of Bookkeepers, and less than 15% of more senior Supervisor/Managers, Senior Managers, or Directors are eligible to receive overtime pay, while administrative staff are eligible in 65% of participating firms.

Company Focus and Variances in Compensation

- Primary areas of focus, accounting for at least a quarter of a firm's total billings include tax (93%), audit (56%), consulting (37%), outsourced accounting or bookkeeping (32%), and a few in forensic/litigation support (8%) or business/asset valuation (7%).
- Estimated average salary differentials by staff with a specialty show that tax specialists (mean of 7.6% and a median 2.5%) earn more than generalists do, and CPAs earn a mean 15%/median 10.0% more than non-CPAs. Audit specialists (5.0%) and consulting/valuation specialists (2.8%) also earn more than generalists.

Staff Levels and Turnover

- Firms had a mean of 27.6 and median 9.0 FTE staff. We broke down results in the report categorizing firms roughly into thirds as small (1-5 staff), medium sized (6-15 staff), and large >15 FTE (32%).
- Staff structures show that Accountants I (9%), II (5%), and III (14%), Supervisor/Managers I (7%) and II (6%), Senior Managers (12%), Directors (5%) and Partners (22%) account for most of staff combined: Paraprofessional/Bookkeepers (5%) and support staff (15.5%) round out total staffing.
- During the past year, firms lost a mean of 4.6 and median of 1.0 staff, and hired a mean of 5.6 and median of 1.0. This meant slight growth and mean 13% and median 6% average staff turnover.
- Official workweek for accountants is a median 40 hours while actual weeks are 55 hours in the busy/tax season and 40 hours outside the busy season. Most (85%) firms offer flexible hours, most of them year-round while some do so in the summers only.
- Currently, 45% of firms permit some time working at home and/or either more in the office or more time at home, while 40% permit full work from home, 38% require periodic videoconferences.

Average Leave

Full-time staff receive a mean of 18.3 days in the 1st year of employment, 20.6 days at their 3rd anniversary, 22.9 days at their 5th, 26.0 days at their 10th, and 27.2 days at 15 or more years of experience.

- Most (86%) have PTO and 14% have separate vacation/sick leave. Mean PTO increases from 14.5 days at the lowest experience level to a high of 22.1 days at the 5th anniversary. Vacation increases from 8.8 days to 18.3 days between lowest and highest tiers. Sick leave increases from 5.0 to 11.5 days at each tier.
- Mean paid family leave (excluded from the total above) is 17.5 days at all levels of experience.
- A mean of 69 hours and median 40 hours of unused PTO are allowed to carry forward into the next year.

Insurance

The most common insurance benefits available to accountants on staff include medical insurance for employees (76%) and dependents/family (60%). The detailed report presents much more information, but in this case, almost all large firms provide these benefits.

- Other benefits include life insurance for employees & dependents/family (58%/20%) dental insurance (55%/47%), vision insurance (44%/44%), long-term (47%) and short-term disability (38%).
- Firms offer FSAs (47%) or HSAs (40%), while 7% provide a health reimbursement arrangement.
- Mean percent of premium covered by employer is highest for employee health insurance (85%) while average premium covered for spouses (40%) is low. Employee long- and short-term disability (74% each) are primarily covered by the employer. Premium coverage is low for employee/spouse dental (27%/11%), and life insurance (13%/15%).

Other Benefits

Matching contributions for retirement programs (75%), professional membership dues (71%), professional license/credential reimbursement, and bonuses for passing CPA exam (55% each), and flexible work arrangements (49%) are offered by many.

- If offered, cost of membership dues and license/credentials are covered almost 100% by employers.
- Tuition assistance (63%) has lower average coverage by the employer.
- 401k employer match is a mean 4.6% and median 3.0% of salary. It is sometimes one-for-one (43%) or automatic amount (22%), while 35% report fractional matches of employee contribution with a cap.
- Typical vesting schedules are either automatic (39%), 100% vested at a certain time (35%), or phased in vesting over time (26%).

Company Profile

Most firms participating in the survey operate in Region 1 (51%) or Region 2 (39%), and fewer are in Region 3 (22%), Region 4 (17%), or Region 5 (12%); 15% operated in multiple areas.

- Most firms generate annual revenue under \$1 million (33%) or \$-\$2.4 million (30%) while 20% do \$2.5-\$9.9 million, and 17% more than \$20 million.

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Individual Profile/Diversity

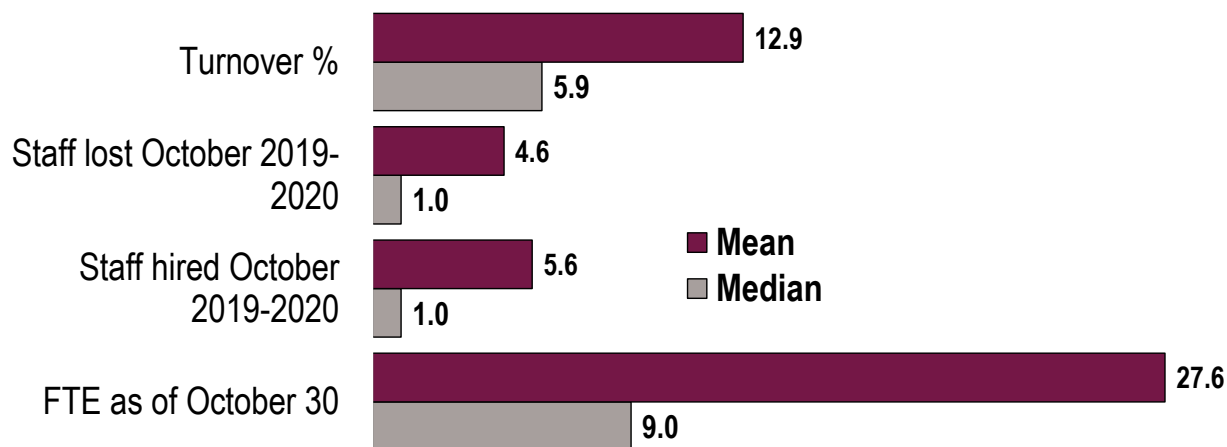
- Leadership is 90% white while other accountants and support staff are 83% and 87% white, respectively.
- The age profile shows that 65% of leadership is 50 or older, while median age of other accountants is about 36 and support staff almost 35.
- Education profile profiles show 75%-80% of staff hold Bachelor degrees at each staff level, while 23% of leadership, 20% of other accountants, and 10% of support staff hold MBAs or another advanced degree.
- 21% have a systematic diversity, equity & inclusion initiative while 58% of firms do not, and another 21% indicated being diverse or at least unbiased without a specific program.
- Common programs include presence at historically diverse schools, engaging a consultant to ensure they attract and retain a diverse population, being involved with college associations such as NABA, founding a Women's Council, and commitment to fostering a culture of inclusion through valuing differences of clients, vendors and current and prospective team members.

Survey Findings

Staffing Levels and Turnover

Participating firms reported as of October 30 that total FTE staff were a mean of 27.6 and median of 9.0. We categorized firms to be small with 1-5 staff (32%), medium sized with 6-15 (36%), and large >15 FTE (32%).

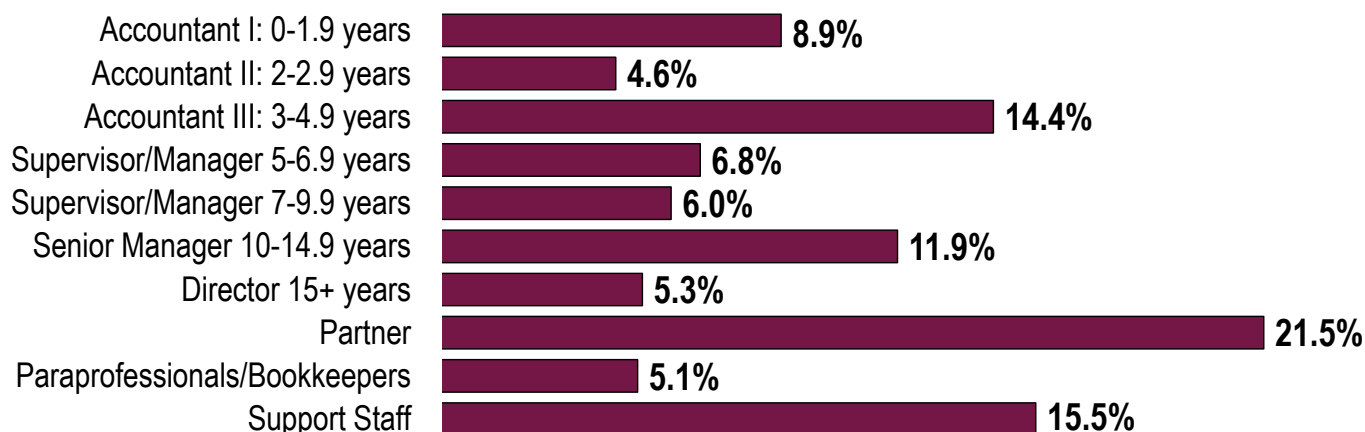
- During the past year, staff lost were a mean of 4.6 and median of 1.0 and staff hired between October 2019-2020 were a mean of 5.6 and also a median of 1.0.
- This resulted in an estimated average staff turnover that was a mean of 13% and median of 6%.



Proportion of Total Reported Staff

The survey categorized staff according to their role and years of experience. Respondents reported the number of full-time equivalent (FTE) staff, their salary and bonus in a single matrix.

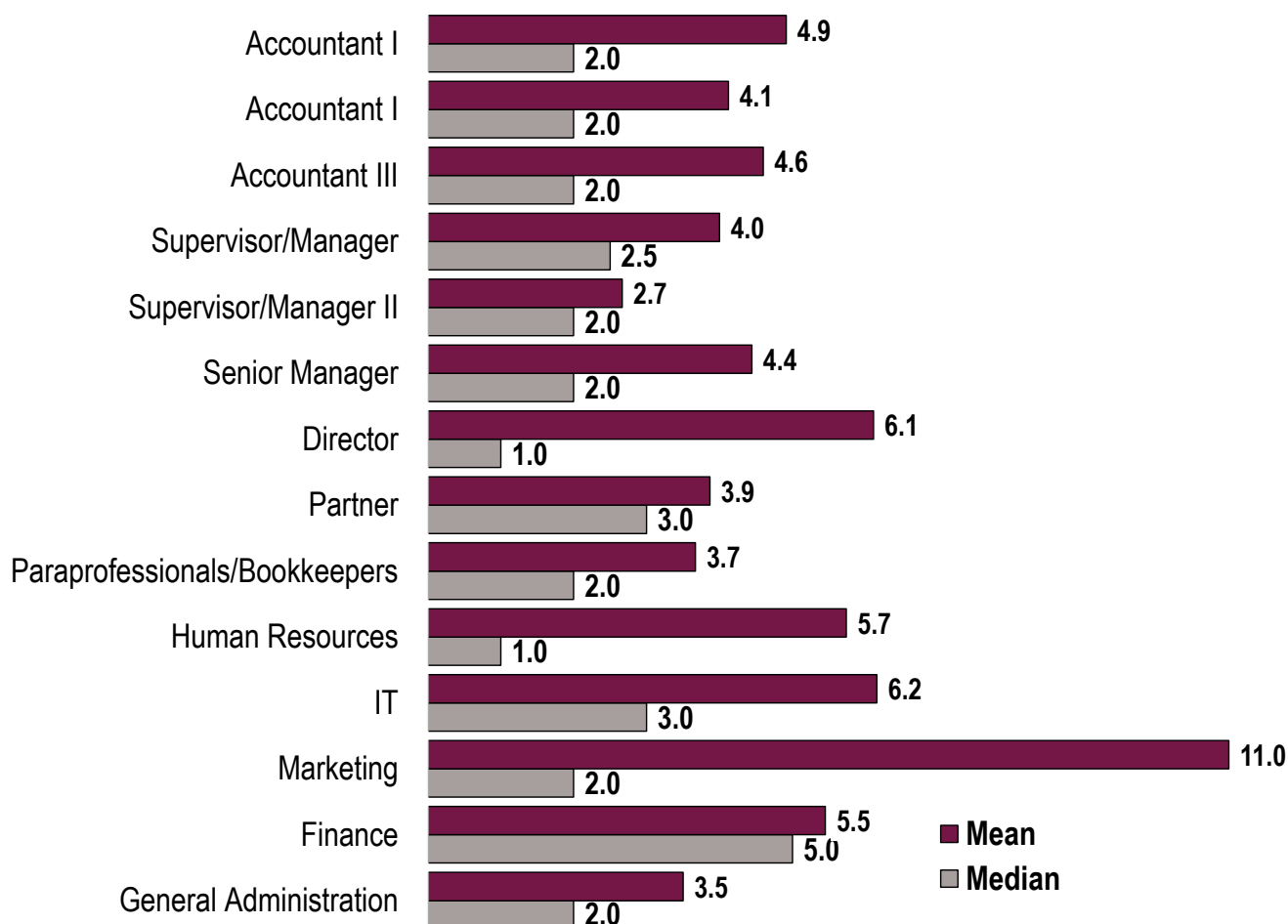
- Converting their responses to totals, we found that as a proportion of total staff, associate level staff Accountants I (with 0-1.9 years) are 9% while Accountants II (with 2-2.9 years) are almost 5%, and Accountants III (with 3-4.9 years) are 14.4% of the total.
- Staff categorized as Supervisor/Manager I with 5-6.9 years (7%), Supervisor/Manager II with 7-9.9 years (6%), and Senior Manager with 10-14.9 years (12%) comprise another quarter of total staff.
- Directors with 15+ years (5%) and particularly partners (21.5%) are another quarter. Paraprofessional Bookkeepers (5%) and support staff (15.5%) round out the total staffing structure.



Staffing

We calculated average number of staff per position excluding zero responses, so these means and medians reflect total staffing only if present in the firm.

- Full time equivalent staff in each category show that Accountant I (4.9 mean and 2.0 median), II (4.1 mean and 2.0 median), III (4.6 mean and 2.0 median) are common on staff.
- Supervisor/Manager I (4.0 mean and 2.5 median) and II (2.7 mean and 2.0 median), and Senior Manager (4.4 mean and 2.0 median) positions are also common, with more Director (6.1 mean and 1.0 median) and Partner (3.9 mean and 3.0 median) staff, logical given that they represent a much broader range of years of experience.
- Paraprofessionals/Bookkeepers (3.7 mean and 2.0 median), Human Resources (5.7 mean and 1.0 median), IT (6.2 mean and 3.0 median), Marketing (11.0 mean and 2.0 median), Finance (5.5 mean and 5.0 median), and General Administration (3.5 mean and 2.0 median) are also common as multiple staff if present.



Compensation

This report presents mean and medians.

- The mean is an arithmetic average, summing all the responses and dividing by the total firms that participated.
- The median is the midpoint of all responses, sorting from high to low and reporting the 50th percentile.
- The mean is

what we often think of as an average, although it can be distorted by abnormally high value; the median is what we might commonly regard as the “typical” response.

Salaries		Lowest Paid		Average		Highest Paid	
Accountants		Mean	Median	Mean	Median	Mean	Median
Accountant I: 0-1.9 years		\$51,476	\$55,000	\$51,121	\$52,000	\$58,712	\$58,000
Accountant II: 2-2.9 years		\$56,994	\$57,608	\$57,256	\$60,500	\$65,856	\$63,150
Accountant III: 3-4.9 years		\$61,139	\$60,037	\$66,299	\$66,325	\$75,283	\$75,000
Supervisor/Mgr. I: 5-6.9 years		\$74,120	\$75,000	\$75,110	\$79,910	\$104,836	\$100,000
Supervisor/Mgr. II: 7-9.9 years		\$86,556	\$90,150	\$91,948	\$92,700	\$121,118	\$120,000
Senior Manager: 10-14.9 years		\$98,954	\$98,000	\$104,181	\$107,250	\$131,190	\$120,000
Director: 15+ years		\$105,520	\$103,513	\$130,160	\$120,547	\$171,923	\$186,430
Partner		\$187,007	\$145,000	\$210,780	\$197,900	\$291,629	\$250,000
Paraprofessionals/Bookkeepers		\$47,452	\$45,000	\$52,345	\$52,000	\$63,770	\$60,600
Support Staff							
Human Resources		\$48,326	\$47,000	\$77,981	\$79,100	\$118,940	\$103,700
IT		\$45,214	\$44,618	\$74,708	\$80,423	\$124,900	\$123,700
Marketing		\$53,132	\$51,450	\$74,295	\$67,500	\$97,566	\$105,000
Finance		\$55,528	\$54,540	\$81,025	\$73,416	\$137,490	\$125,230
General Administration		\$37,860	\$36,820	\$51,625	\$48,515	\$64,477	\$56,275

Annual Increases

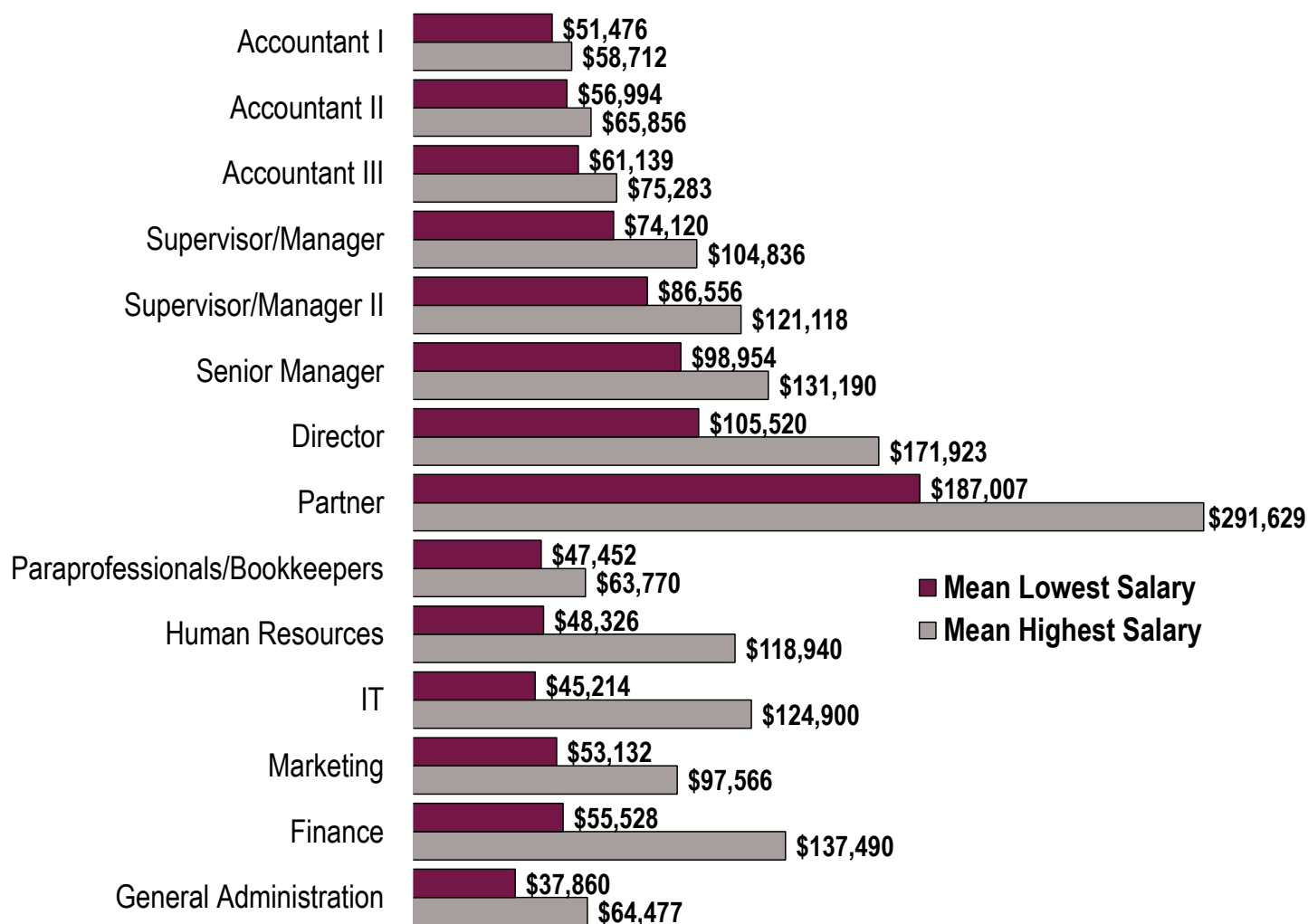
The average percentage increase in salary was a mean of 4% between October 2019-20 and is anticipated to be the same level, 4.0% in the October 2020-21 period.



Lowest and Highest Annual Salary

Higher-level accountants and support staff have the greatest variance between the mean highest and mean lowest salaries reported by participating accounting firms.

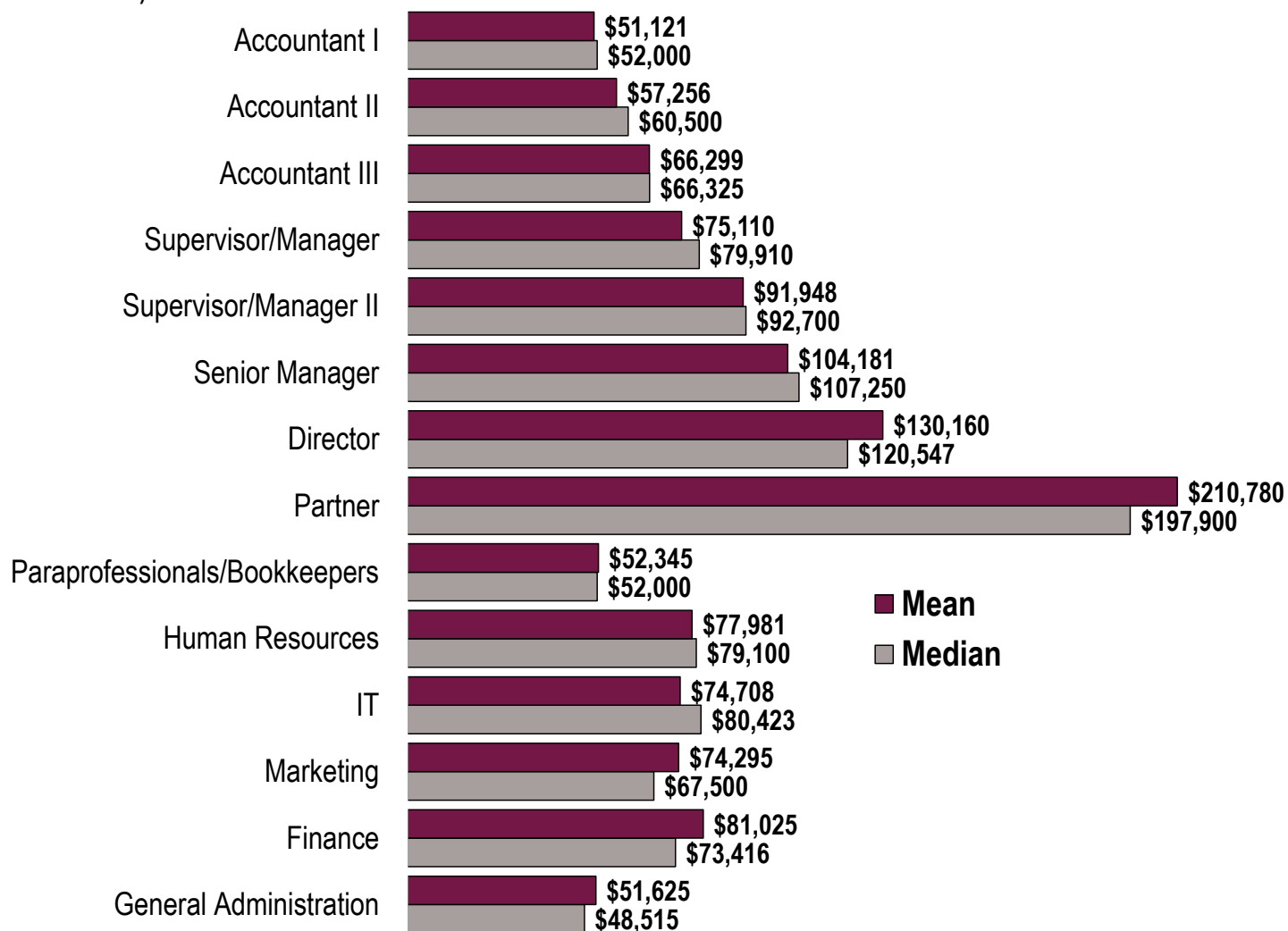
- Partners (\$187,007 mean lowest salary, \$291,629 mean highest salary) have the highest lowest- and highest salaries-paid levels and a relatively wide spread—56% between the mean high and low.
- Directors (\$105,520 mean lowest salary, \$171,923 mean highest salary) and Senior Managers (\$98,954-\$131,190 mean highest salary) have the next-highest mean lowest- and highest annual salaries and spreads of 63% and only 33%, respectively.
- Supervisor/Managers II (\$86,556 mean lowest salary, \$121,118 mean highest salary) and I (\$74,120 mean lowest salary, \$104,836 mean highest salary) have spreads of about 40%.
- Accountants III (\$61,139 mean lowest salary, \$75,283 mean lowest salary), II (\$56,994 mean lowest salary, \$65,856 mean highest salary), and I (\$51,476 mean lowest salary, \$58,712 mean highest salary) have the lowest spreads—23% among the former, and only 14% and 16% for early-career accountants.
- Spreads are much higher with support staff, particularly IT (\$45,214 mean lowest, \$124,900 mean highest salary), Finance (\$55,528 mean lowest, \$137,490 mean highest salary), and HR (\$48,326 mean lowest, \$118,940 mean highest salary). Marketing (\$53,132 mean lowest, \$97,566 mean highest salary), and General Administration (\$37,860 mean lowest, \$64,477 mean highest salary) have 85% and 70% spreads.



Average Annual Salary

Accountants I (\$51,121 mean-\$52,000 median) receive the lowest mean average annual compensation and are roughly equivalent to the entry-level salary for accounting professionals.

- Accountants II (\$57,256 mean, \$60,500 median) and III (\$66,299 mean, \$66,325 median).
- Supervisor/Managers I (\$75,110 mean, \$79,910 median) and Supervisor/Managers II (\$91,948 mean, \$92,700 median).
- Senior Managers (\$104,181 mean, \$107,250 median), Directors (\$130,160 mean and \$120,547 median), and Partners (\$210,780 mean, and \$197,900 median) earn far higher mean annual salaries.
- Among support staff, those in General Administration (\$51,625 mean, \$48,515 median) earn a mean salary far lower than that of specialists in Finance (\$81,025 mean, \$73,416 median), Human Resources (\$77,981 mean, \$79,100 median), IT (\$74,708 mean, \$80,423 median), and Marketing (\$74,295 mean, \$67,500 median).



Bonuses

The proportion of firms that report bonuses were awarded is lower among Accountants I (55%), II (48%), and III (66%) and Paraprofessionals (43%), than Supervisor/ Managers I (71%) and II (57%).

- However, there is not a trend of more experienced employees being more likely to get bonuses, as only a majority of Senior Managers (62%) and Directors (58%) receive bonuses.
- Partners (35%) are least likely to be receive a bonus, probably due to the nature of their compensation and share of profits.
- Among support staff, all firms with Finance specialists report that they receive a bonus, while fewer IT (71%), HR (58%), General Administration (53%), and Marketing (43%) do.

Bonus: Eligibility



Accountants	Bonus Awarded		Target Bonus	
	Mean	Median	Mean	Median
Accountant I	\$1,721	\$1,500	2.8%	2.0%
Accountant II	\$2,640	\$2,494	3.9%	4.5%
Accountant III	\$2,743	\$2,600	4.2%	4.8%
Supervisor/Manager I	\$4,156	\$4,080	5.3%	6.7%
Supervisor/Manager II	\$4,133	\$2,500	2.2%	0.0%
Senior Manager	\$9,253	\$7,007	6.5%	6.9%
Director	\$13,300	\$8,500	10.4%	6.0%
Partner	\$67,274	\$25,000	7.7%	0.0%
Paraprofessionals/Bookkeepers	\$1,815	\$1,135	2.7%	2.5%
Human Resources	\$4,255	\$3,682	4.2%	4.0%
IT	\$4,862	\$4,896	2.5%	1.6%
Marketing	\$3,566	\$2,743	3.1%	2.6%
Finance	\$6,297	\$3,407	3.0%	2.5%
General Administration	\$1,893	\$1,792	3.2%	3.8%

Bonus Targets

In contrast, the mean bonus target reported generally rises with income and experience, from means of 2.8%, 3.9%, and 4.2% within the Accountant category, to Supervisor/Manager I (5.3%), Senior Manager (6.5%), and Directors (10.4%).

Only lower levels reported for Supervisor/Manager II (6.5%) and Partners (7.7%) break the straight linear relationship between years of experience and target bonuses.

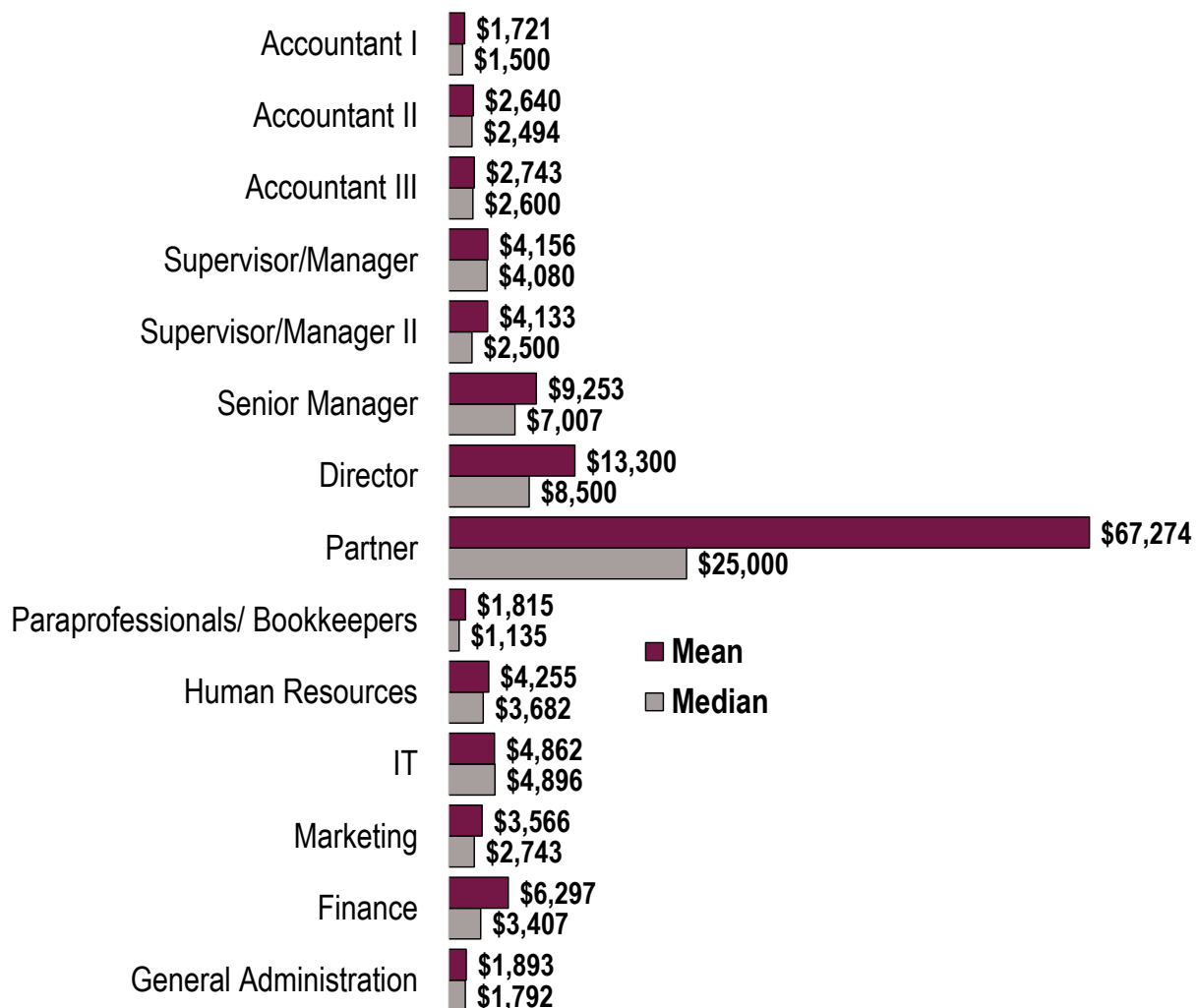
Bonus targets are generally lower among support staff and paraprofessionals: lowest for bookkeepers (2.7%) and IT (2.5%), Finance, GA, and Marketing (3.0%-3.2%), and HR (4.2%).

Medians sometimes tell another story as the midpoint or “typical” practice, but they show a similar pattern and are often higher than the mean. Both Supervisor/Manager I and Partners have medians of 0% meaning the majority set no target for them.

Average Bonuses Awarded

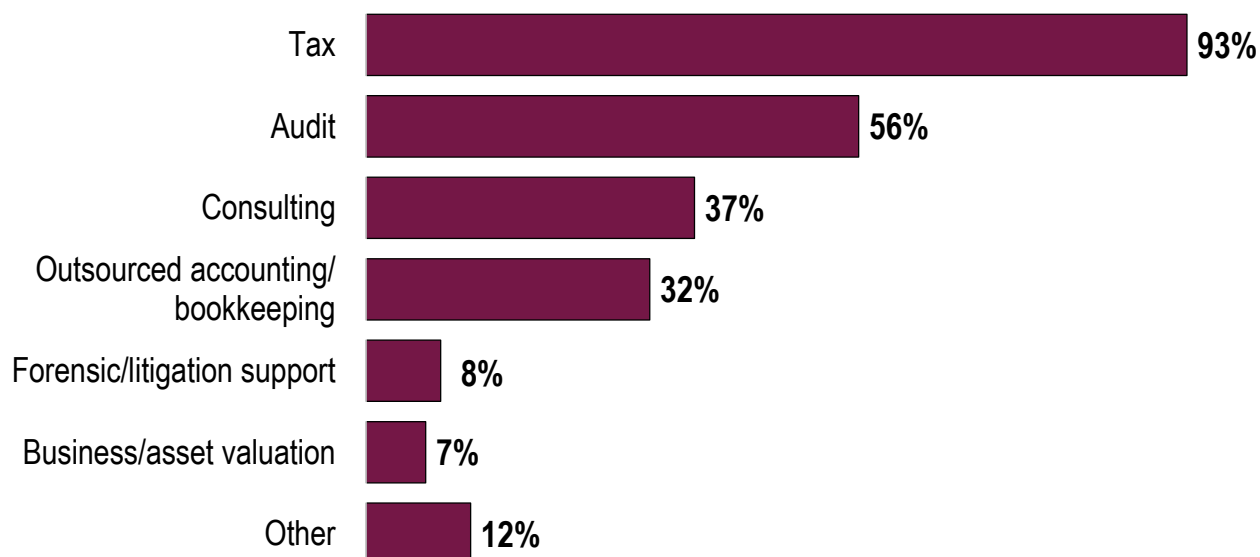
Just as eligibility increases with years of experience, so too do the average size of bonuses.

- Accountants I (\$1,721), II (\$2,640) and III (\$2,743) get small incremental increases in their first work years.
- A step increase of \$1,400 for Supervisor/Managers shows similar bonuses for I (\$4,156) and II (\$4,133).
- Senior Managers (\$9,253), Directors (\$13,300) and Partners (\$67,274) have much larger bonuses when they are awarded and these means are considerably higher than the medians of \$7,000, 8,500, and \$25,000. This means that the means are somewhat distorted by some outliers that pay considerably higher bonuses.
- Bookkeepers (\$1,815) and General Administration (\$1,893) earn lower mean bonuses.
- Other support specialists including Human Resources (\$4,255), Marketing (\$3,566), IT (\$4,862), and Finance (\$6,297) earn larger bonuses, with a larger spread between mean and median particularly for Finance staff.



Primary Areas of Company Focus

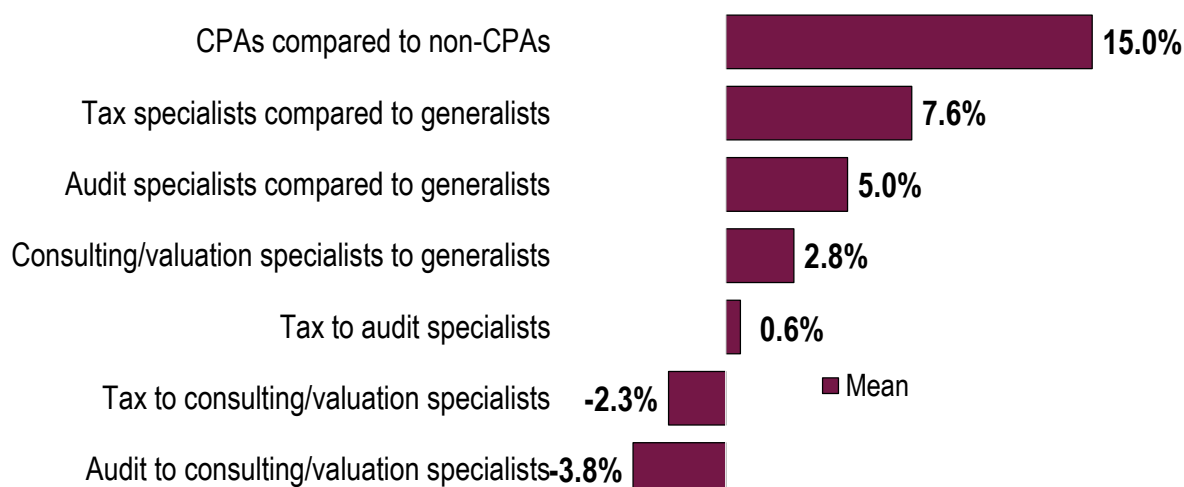
The primary areas of company focus, accounting for at least a quarter of the company's billings includes tax almost universally (93%) and audit (56%). Some report a focus on consulting (37%) and outsourced accounting or bookkeeping (32%) with few in forensic/litigation support (8%) or business/asset valuation (7%).



Variances in Compensation

There are some estimated salary differentials reflecting staff who have a focus in a specialty area of practice.

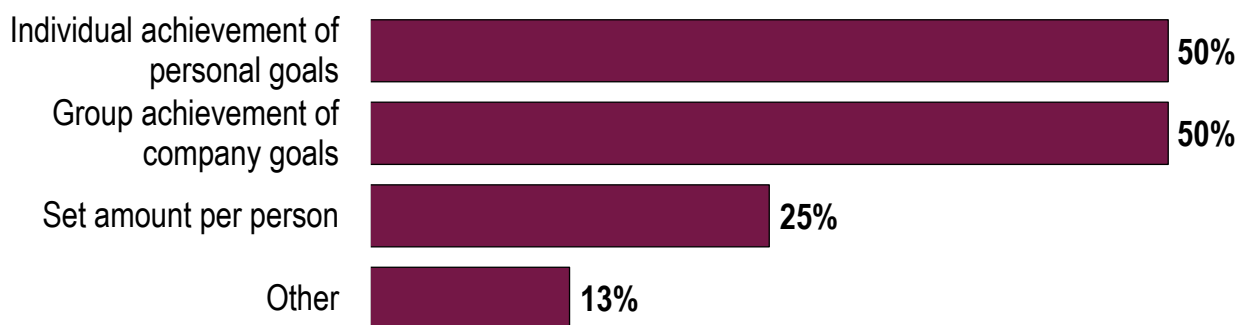
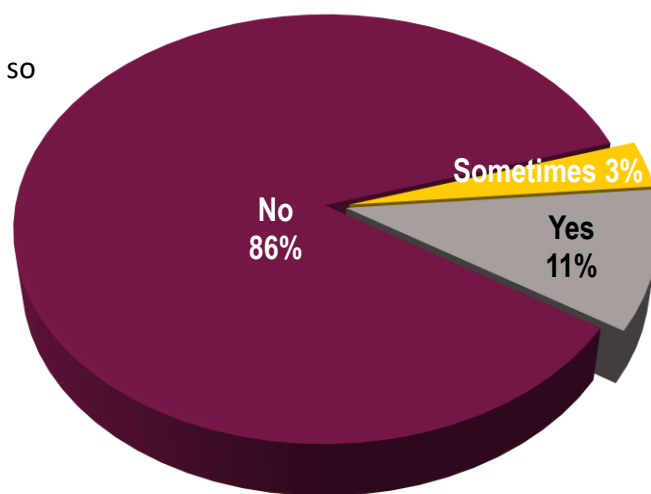
- Tax specialists are estimated to earn a mean of 7.6% and a median 2.5% more than generalists do.
- Audit specialists (5.0%) and consulting/valuation specialists (2.8%) also earn mean salaries greater than that of generalists, although there is no median difference because most firms estimate there is no premium in compensation.
- Comparisons across specialties show that tax specialists and audit specialists earn about the same, while tax specialists earn 2.3% less and audit specialists earn 3.8% less than consulting/valuation specialists.
- The single largest difference across staff earnings reflects CPA status, as CPAs earn a mean of 15% and a median of 10.0% more than non-CPAs.



Profit Sharing

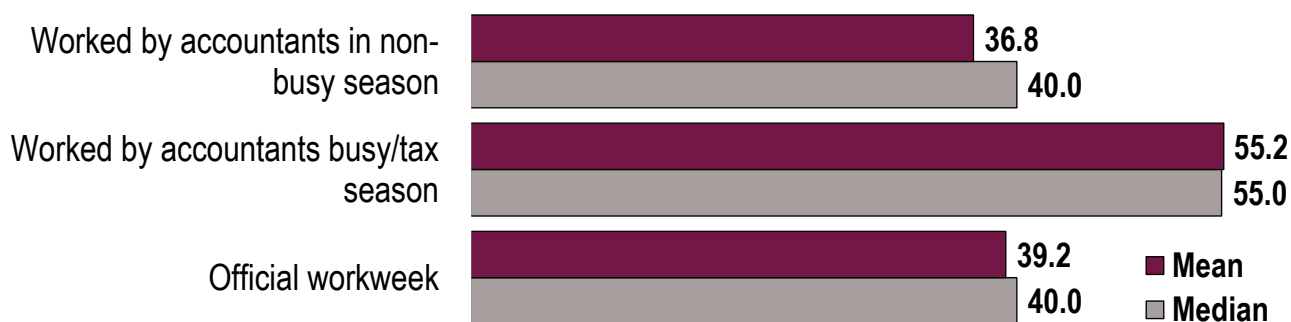
Only 11% regularly offer profit sharing to staff, while 3% do so sometimes.

- The amount is based on either individual or group achievement of company goals (50% each), or sometimes a set amount per person (25%).
- The 19% other comments include calculations, complex formulas, set amount by title, or a flat amount to all FTEs after one year of service.
- The approximate amount per staff person is either low or high—43% each report it is less than 3.0% or greater than 10%, and 14% indicate it is between 3% and 7%.



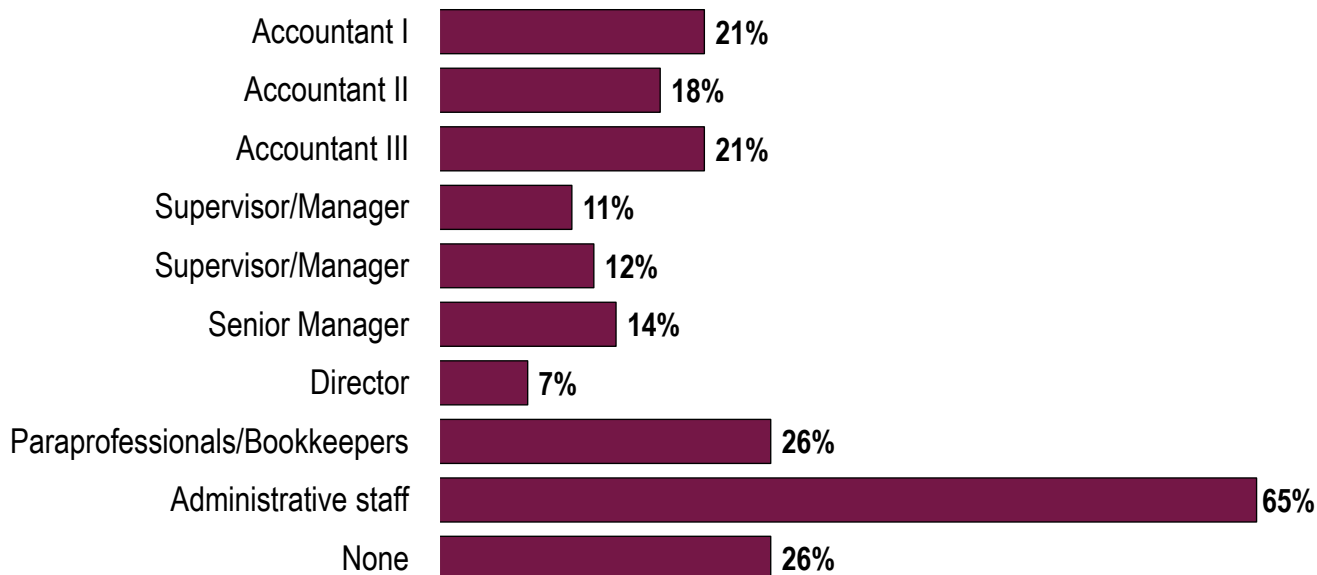
Estimated Work Weeks

The official workweek for accountants is a median of 40 hours, while actual weeks are 55 hours in the busy/tax season and 40 hours outside the busy season. Mean official workweek and non-busy season hours are lower (39.2 and 36.8 hours, respectively).



Overtime Pay

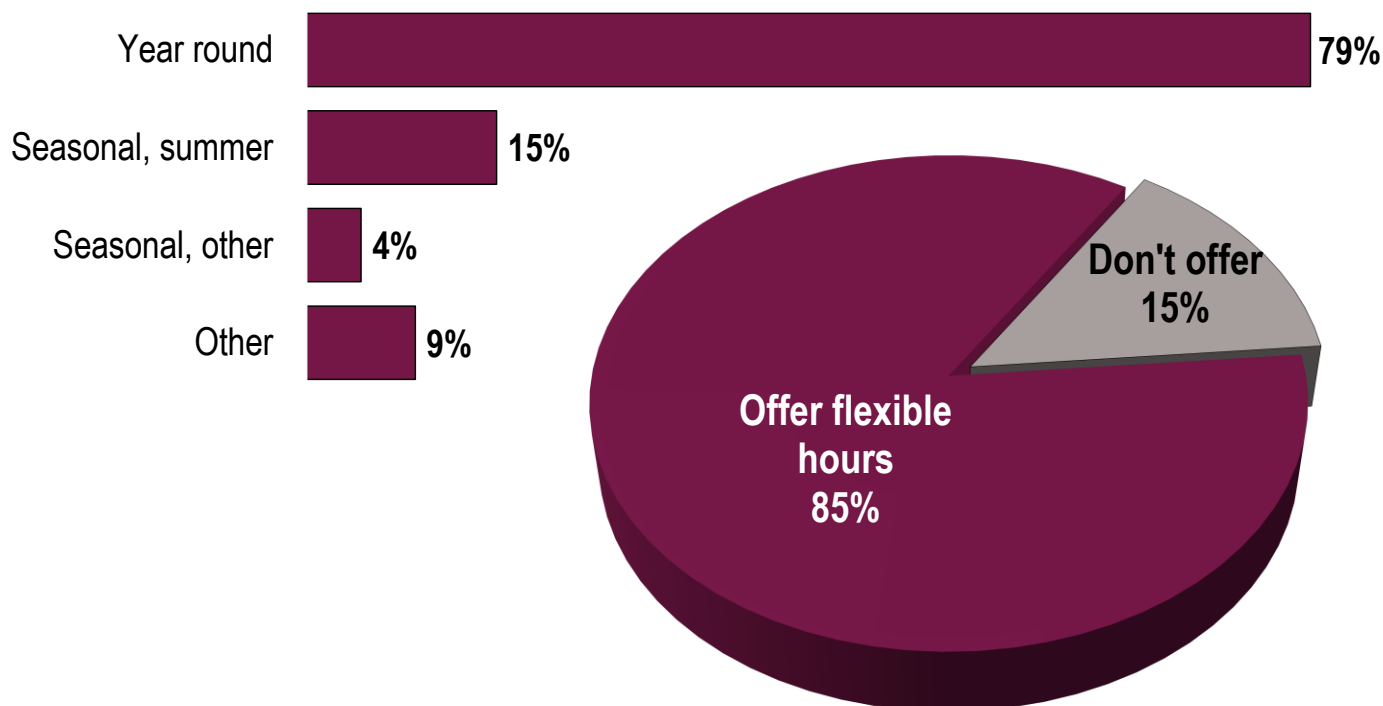
Approximately 20% of Accountants, 26% of Bookkeepers, and less than 15% of more senior Supervisor/Managers, Senior Managers, or Directors are eligible to receive overtime pay, while administrative staff are eligible in 65% of participating firms. About one-fourth indicate that none of their staff are eligible for overtime.



Flexible Hours

Most participating firms (85%) offer flexible hours.

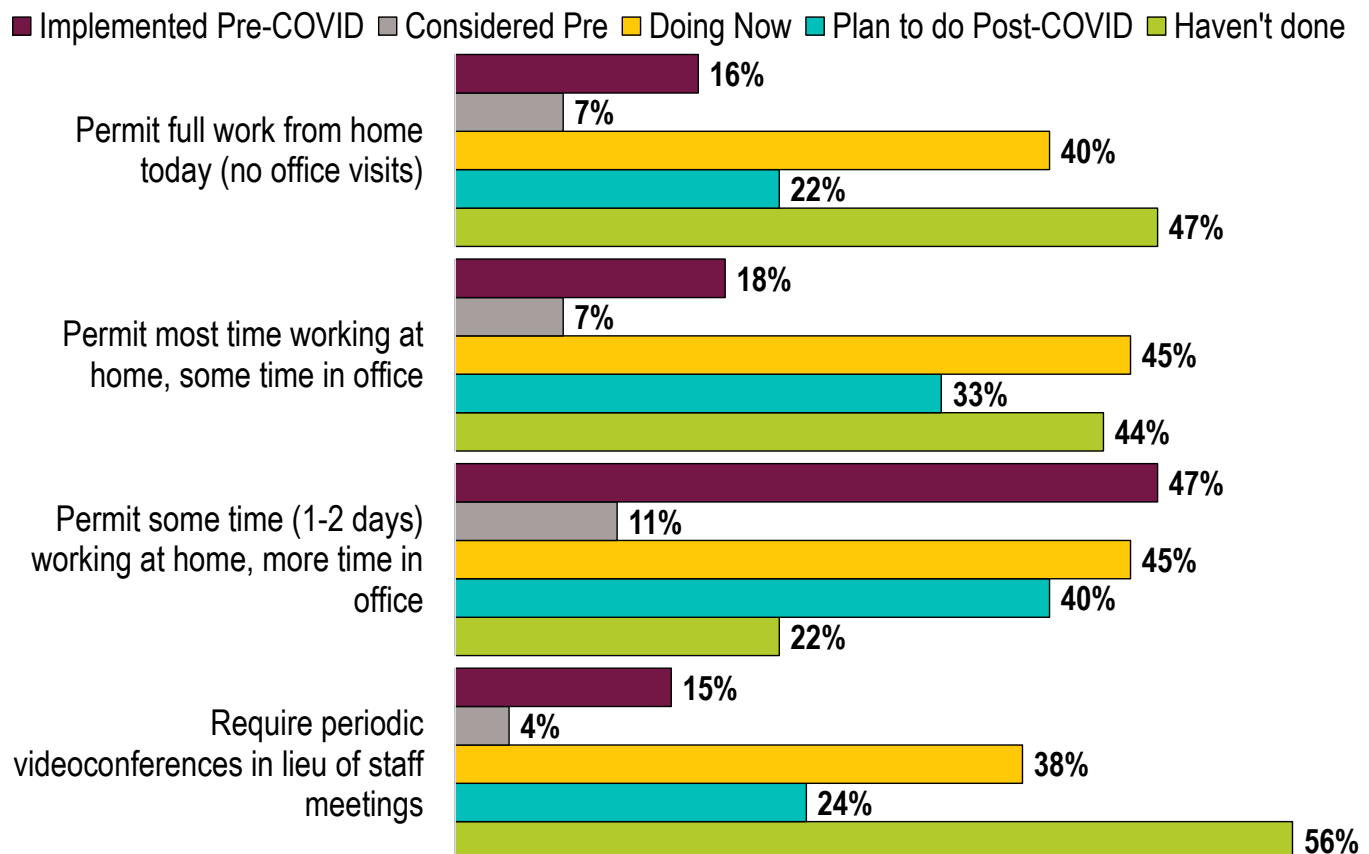
- In a second question screened from the 15% who do not, most (78%) offer this year-round, while 20% do so in the summers, 4% in other seasons, and 15% indicate some other practice.



COVID-19 Effect on Work Arrangements

Participants completed a grid showing four discrete practices that could have been affected by the pandemic.

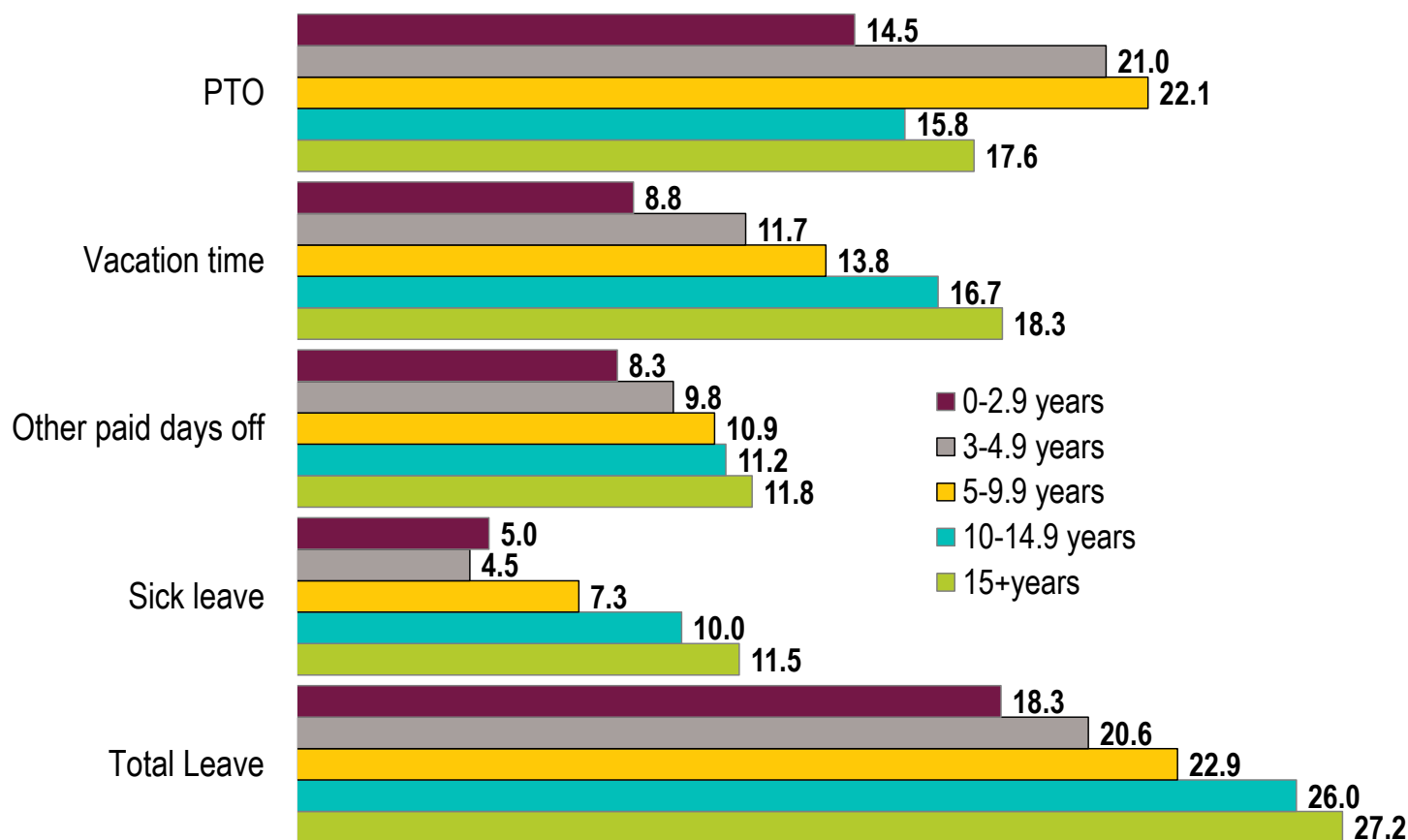
- Currently, 45% permit some time working at home and/or more in the office or more time at home and less in the office, while 40% permit full work from home and 38% require periodic videoconferences. (Note that these are not mutually exclusive options, so they add to considerably more than 100%).
- These options were more likely to be implemented pre-COVID rather than being just considered: full work from home (23%), mostly working at home (25%), and videoconferences (19%) are each chosen by relatively few firms combining considered and implemented Pre-COVID, with only one-third or fewer thinking about it rather than acting. This low ratio compared to how many do it now suggests that COVID pushed many firms to act who had not thought about or done anything before the pandemic.
- Looking into the near future, full work at home is relatively unlikely to stick (for 22%) while most time (33%) or some time working at home (40%) are much more likely to remain common working practices.
- As the matrix was complex to respond to, we also recoded null responses to “haven’t done,” which was omitted by some who didn’t check the box by way of saying they were not pursuing these options. The largest proportions indicating no action did so for videoconferences (56%), followed by those who permit full work at home (47% do not), working mostly at home (44% do not), and far fewer prohibit working at home some days (only 22% do not).



Average Leave Days by Experience Level

Average total leave days granted to full-time staff is a mean of 18.3 days in the first years of employment, increasing to 20.6 days for those reaching their third anniversary, 22.9 days for those reaching their fifth, 26.0 days for those reaching their tenth, and 27.2 days for those with 15 or more years of experience.

- This represents the sum of paid time off for 86% who have PTO and 14% with separate vacation/sick leave.
- Mean PTO increases from 14.5 days at the lowest tier of experience to 21.0, 22.1 at the next two tiers, then declines again to 15.8 and 17.6 days at the highest levels of employment.
- Mean vacation show a very linear pattern, from 8.8 days to 18.3 days between lowest and highest tiers.
- Sick leave is 5.0 and 4.5 days at the lowest two tiers, then is 7.3, 10.0, and 11.5 days at the three higher.
- Other paid days off are more stable, with means between 8.3 and 11.8 days in each tier.
- Mean paid family leave (excluded from the total above) is 17.5 days at all levels of experience.

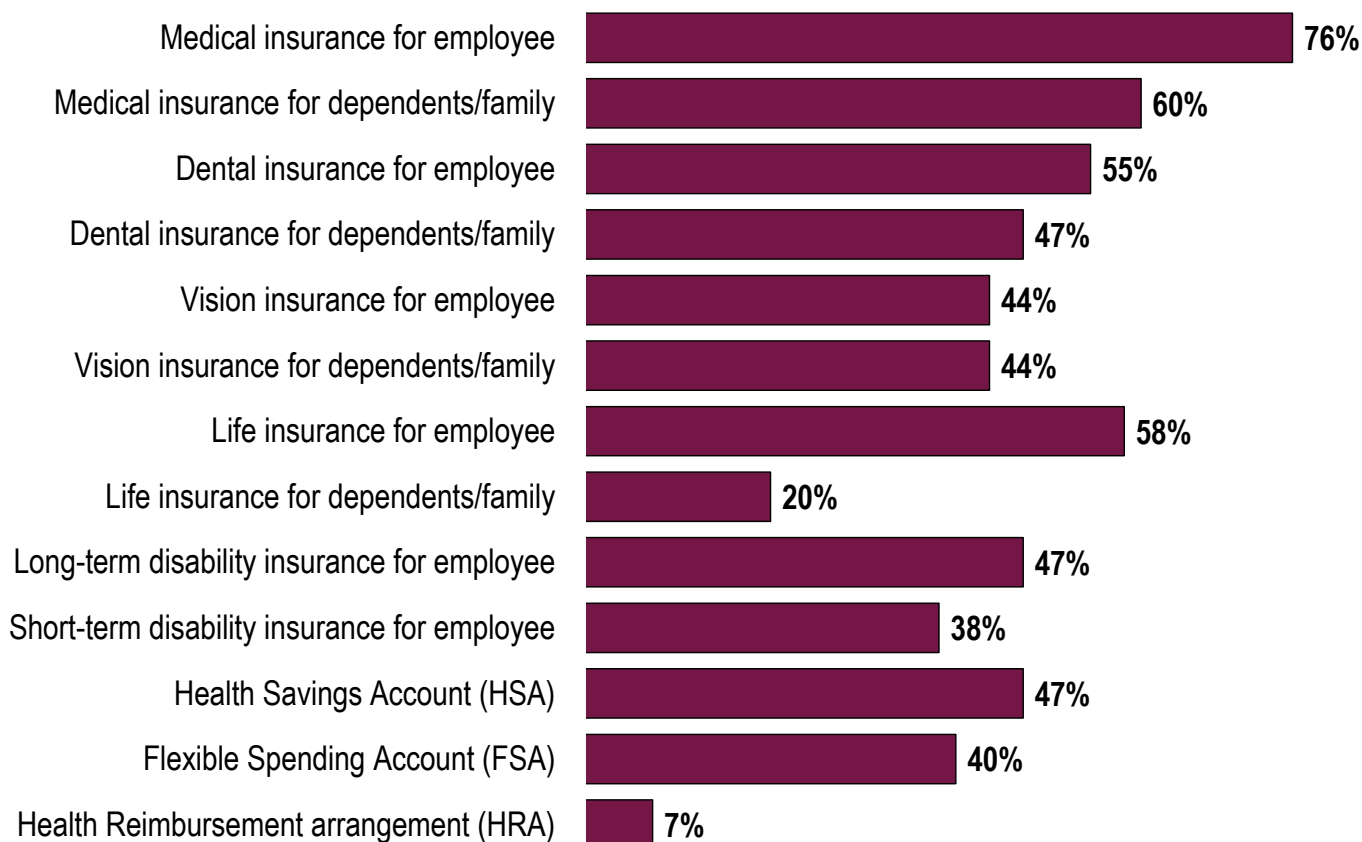


- By category, 81% of firms reported a value for PTO, 9% each reported vacation and family leave, 6% sick time, and 32% reported other paid days off.
- PTO (8%), vacation and sick time (4% each) are sometimes offered by firms on an unlimited basis.
- A mean of 69 hours and median 40 hours of unused PTO are allowed to carry forward into the next year.
- Participating firms indicate giving a mean of 8.6 and median of 8.0 holidays per year.
- Few indicated what was included in other paid days off: only 4% indicated bereavement leave, 2% CPA studying/test taking and 2% other purposes.

Insurance Available to Accountants

The most common insurance available to accountants on staff is medical insurance for employees (76%) and dependents/family (60%).

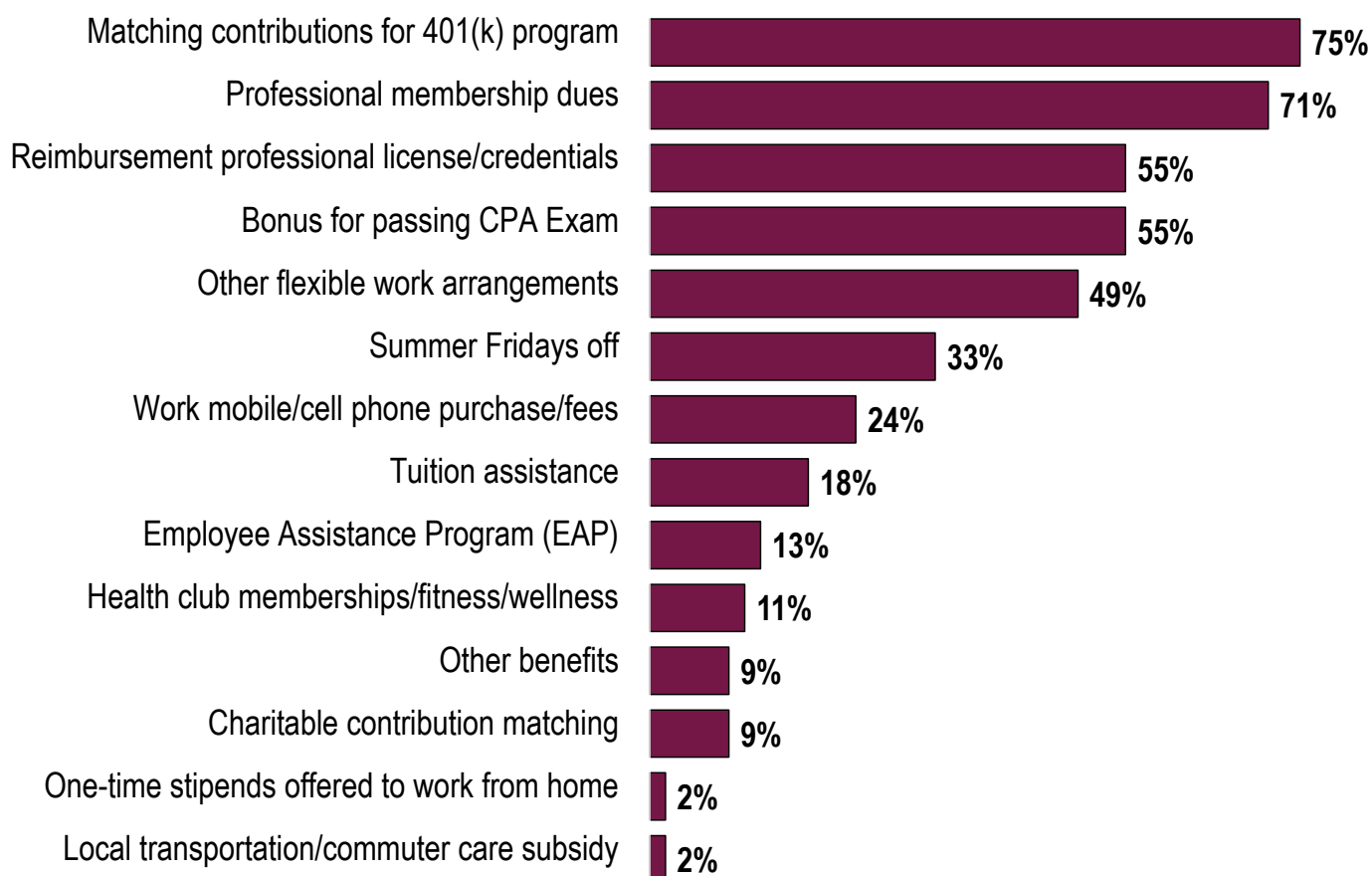
- We rechecked figures since they seem low, but as they are much more likely in the highest range of staff (88%/94%) and revenue (92%/100%), this probably represents non-responses from a few respondents.
- In descending order, life insurance for employees (58%), dental insurance for employees (55%) and dependents/family (47%), long-term (47%) and short-term disability insurance employee (38%), and vision insurance for employee and family (44% each) are available.
- The one form of insurance offered less often is life insurance for dependents/family, by 20%.
- Participating firms are roughly split between offering Flexible Spending Accounts (47%) and Health Savings Accounts (40%), with just 7% reporting a health reimbursement arrangement.



Financial/Other Benefits

Matching contributions for 401(k) type retirement programs (offered by 75%) and professional membership dues (71%) are the most common non-insurance benefits.

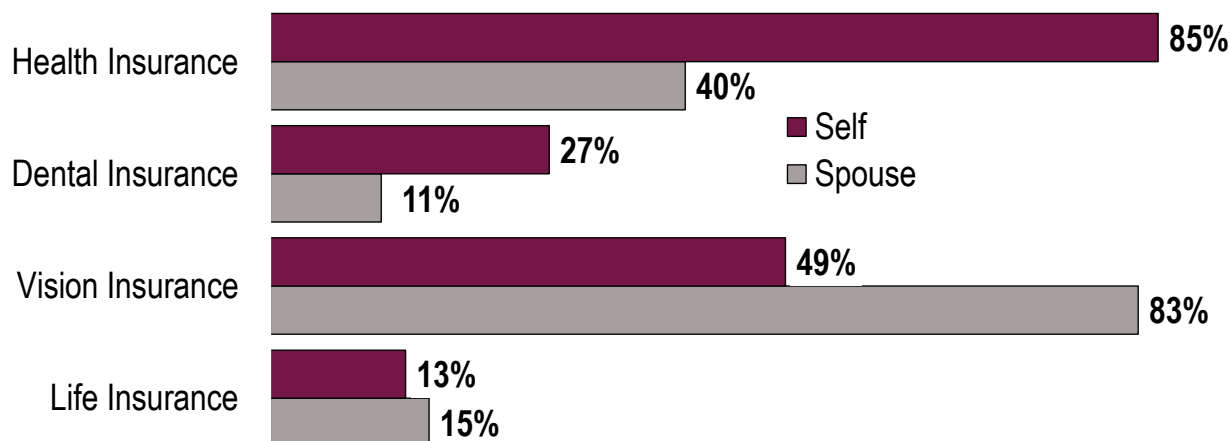
- Only reimbursement for acquiring/or maintaining professional license/credentials and a bonus for passing the CPA exam (55% each) are also offered by a majority.
- Almost half offer other flexible work arrangements (49%) and one-third offer summer Fridays off.
- Work mobile/cellular phone purchase/monthly fees (24%), tuition assistance (18%), Employee Assistance Program (13%), and health club membership/fitness/wellness (11%), and charitable contribution matching (9%) are offered by fewer.
- Other benefits were reported by 9%, including variations on these categories such as summer half Fridays off and 34-hour summer schedules, emergency PTO, Business Mileage Reimbursement, 3% Safe harbor contributions for all employees, and an Employee Benevolence Fund.



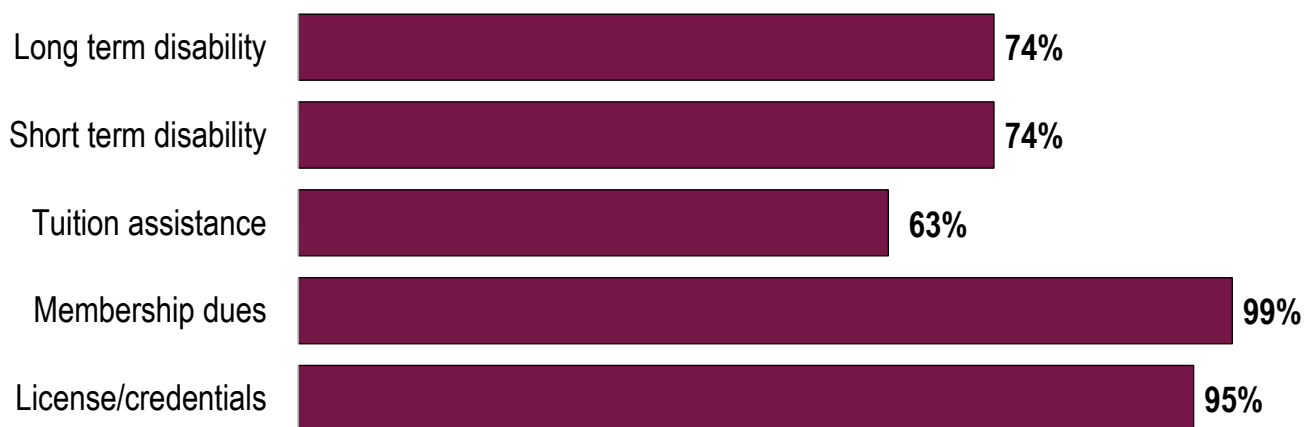
Premium Covered by Employer

The mean percent of premium covered by firms that offer each insurance benefit is highest for health insurance for the employee (85%), and spouse vision insurance (83%) which was far higher than for the employee (49%) because far fewer fund the former in their benefits mix.

- The average premium covered for spouse health insurance (40%) is also relatively low.
- Employers cover a mean of 27% of the employee's and 11% of the spouse's dental insurance premium, and a similar 13% and 15% of the life insurance premium for the employee and spouse, respectively.



The mean percentage of membership dues (99%), license/credentials (95%) are quite high compared to the insurance programs generally offered to both employee and spouse, and for the long-term and short-term disability (74% each) and tuition assistance (63%) offered only to the employee.

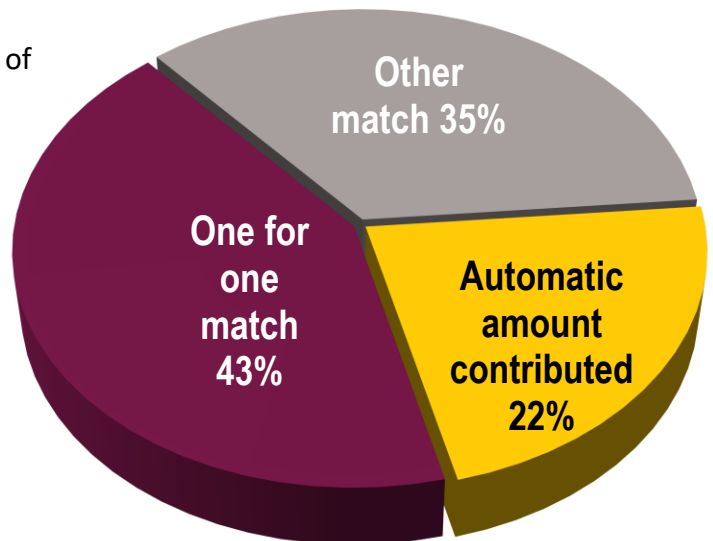


Interestingly, medians paint an almost contradictory picture compared to the means above—higher average coverage paid by the employer for employee health insurance (94%), long-term and short-term disability (100%), and similar values for employee vision insurance, membership dues, and license/credentials.

Retirement Contributions

The average 401k employer match is a mean maximum of 4.6% and a median of 3.0% of employee salary.

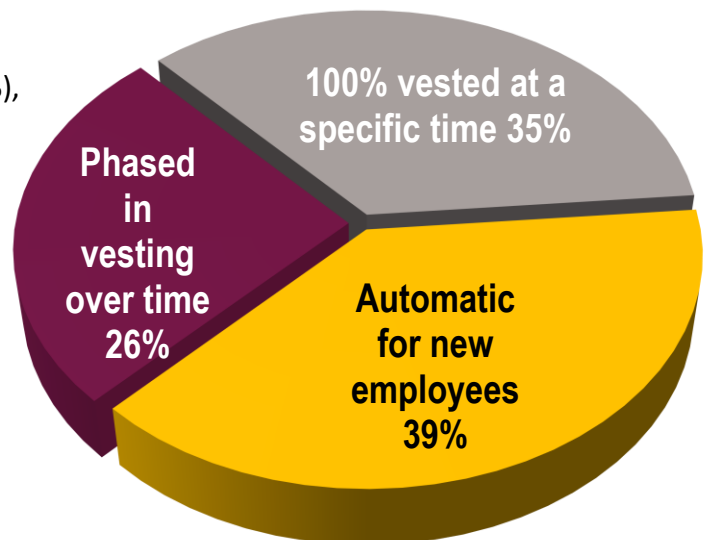
- The contribution structure is sometimes a one-for-one match (43%) or an automatic amount contributed to employees (22%) or 35% indicate some other match.
- Other matches are generally variations on matching such as 25% of the first 6% or 8% contributed, 100% of the first 3% of employee deferral followed by 50% of the next 2%, a 50% match of the employee's deferral, safe harbor contribution, or a match with some discretionary match above the automatically matched level.



Vesting Schedule

The typical vesting schedule includes automatic for new employees (39%) or 100% vested at a specific time (35%), or phased in vesting over time (26%).

- Five firms vest over 6 years under a graduated schedule, three after first year, two each over 3 or 5 years, one each over 2, 4, or 7 years, and three are vested immediately as Simple IRAs or as a safe harbor plan.

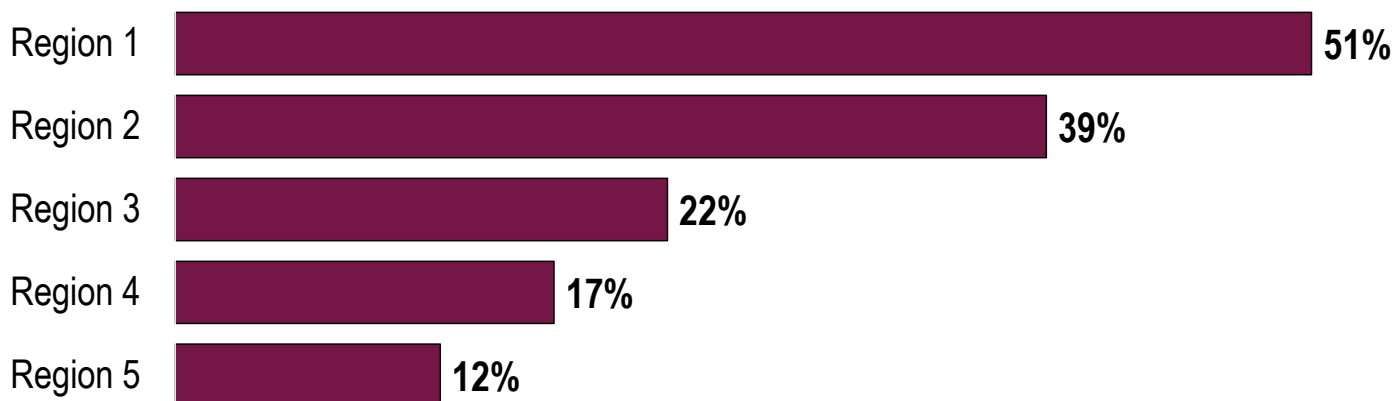


Profile

Locations

Participating firms are most likely to operate within State in Region 1 (51%) or Region 2 (39%), with fewer in Region 3 (22%), Region 4 (17%), and Region 5 (12%).

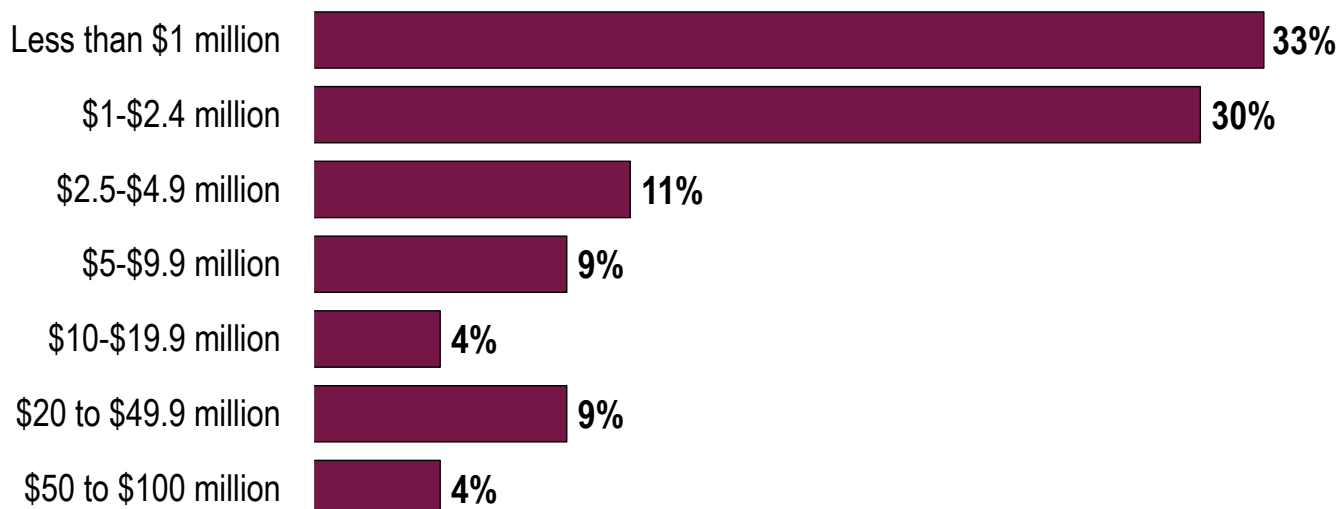
- Several indicated other areas such as nationwide or in x states and countries that we recoded for being out of scope.
- Some (15%) indicated operating in more than one region and were excluded from our regional analysis of compensation in the next section (since we could not determine where their positions were staffed).



Annual Revenue

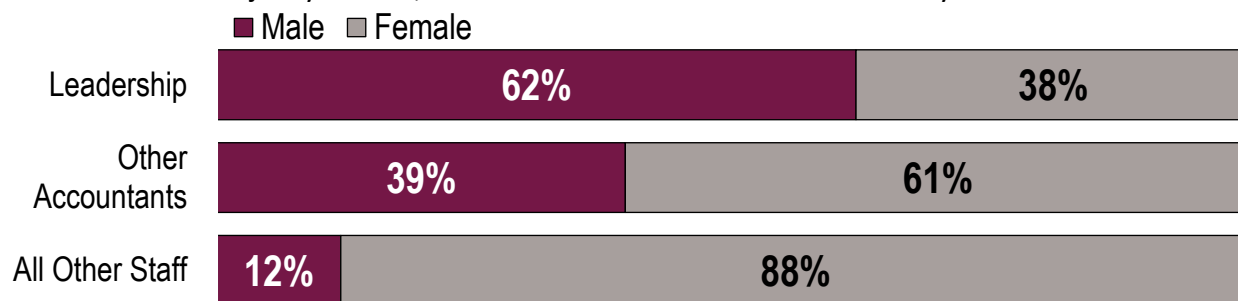
Most respondents are either under \$1 million (33%) or between \$1-\$2.4 million (30%).

- There are clusters in the ranges of \$2.5-\$4.9 million (11%), \$5-\$9.9 million (9%), \$10-\$19.9 million (4%), \$20-\$49.9 million (9%), and \$50 to \$100 million (4%) while none indicate being larger.
- This question had more non-respondents than other profile questions, so we allocated some records based on FTE into the three broader revenue categories we used to analyze compensation in the next section.

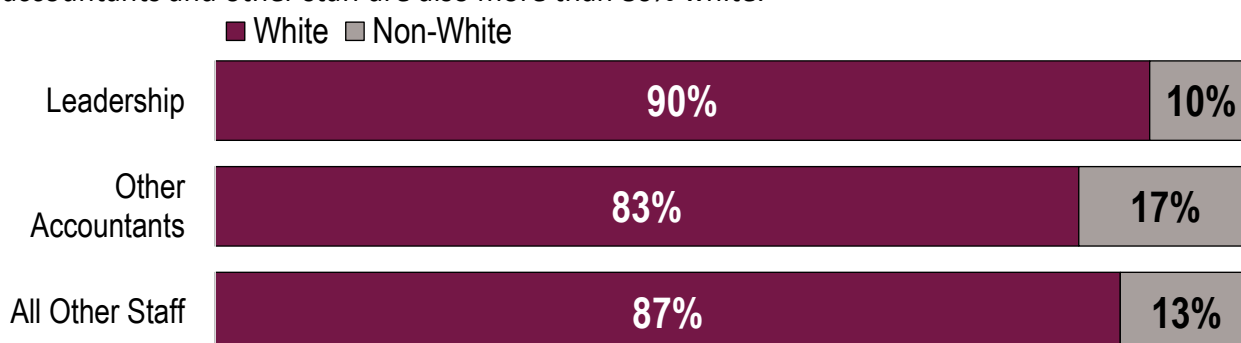


Staff Demographic Profile

The gender profile of most leadership shows leadership (partners, managers) are majority male, while other accountants are majority female, and all other staff are almost exclusively female.

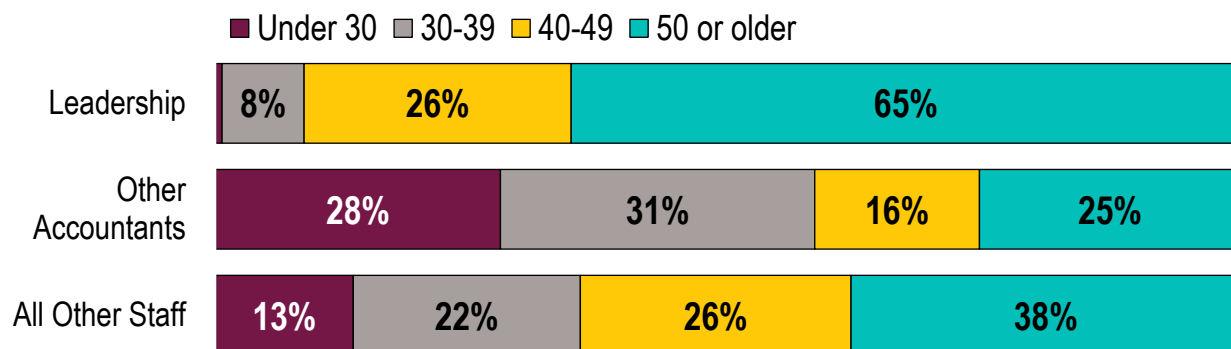


The ethnic profile shows that slightly more of the leadership is white, while a large majority of other accountants and other staff are also more than 80% white.

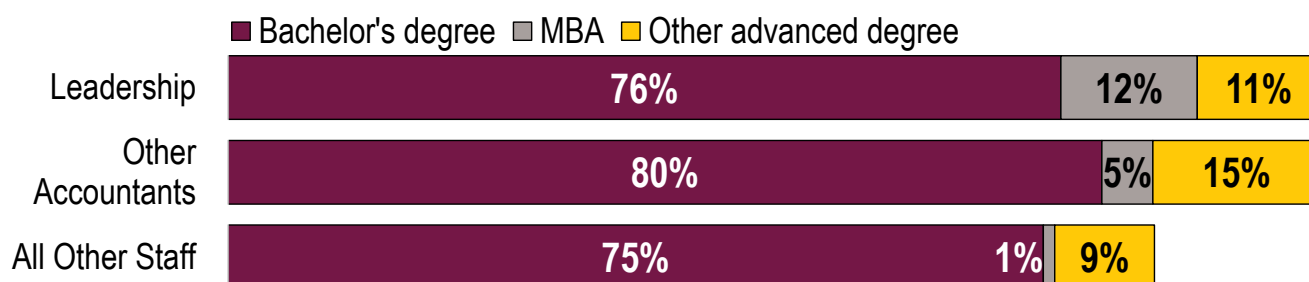


The age profile shows a majority of leadership is 50 or older, with almost all others in their 40s.

- In contrast, a many other accountants (28%) and staff (13%) are under 30, with slightly more in their 30s among other accountants (31%) and staff (22%); 25% and 38%, respectively, are 50 or older.



The education profile shows some holding MBAs or other advanced degrees among leadership and other accountants, and a few other staff, but at least 75% in each category have a Bachelor's as highest attainment.



Diversity Activities

When asked if their firm has any programs and/or practices to actively recruit/retain employees of diverse ethnic and cultural backgrounds, 31 firms or 58% of valid responses indicate none.

Eleven firms (21%) indicated yes to diversity programs or practices related to staffing.

- Increased presence at historically diverse schools; engaged a consultant to ensure we are doing all we can to attract and retain our diverse population.
- Involved with college associations such as NABA (National Association of Black Accountants) to recruit a diverse range of candidates. We have founded a women's council and contracted consultants to seek to improve diversity retention and recruiting.
- We have broadened our net to include HBC's. We have had meetings with department chairs at the schools and continue to hire diverse individuals
- We are committed to fostering a culture of inclusion through valuing the differences of our clients, vendors and our current and prospective team members. We have incorporated diversity initiatives into our recruiting plans to broaden the diversity of our candidacy pool for qualified applicants. We actively recruit at colleges that serve predominately underrepresented minority populations.
- We have started working closely with a third party to educate and inform our staff on unconscious bias. We've formed an internal Employee Resource Group to specifically address DEI issues. While they're in their inaugural year they've already helped us to identify changes to our recruiting process to help mitigate potential unconscious bias or disparate impact. We've supported NABA and some of our new initiatives include working with career services at VUU and VSU for entry-level recruiting. Our biggest focus in the DEI space is creating platforms for diverse voices to be heard. We put an emphasis on collaboration and communication and encourage an open-door policy to facilitate conversation from all levels and positions.
- Formalized our DEI Committee, Unconscious Bias training, Diversity, Equity & Inclusion survey, CEO Action Pledge, and reaching out to historically black colleges and universities for recruiting.
- We provided mandatory Unconscious Bias training to our employees; recruitment focus on NABA and other minority student groups; our DEI Committee is working with our recruitment lead to identify additional ways we can attract and retain diverse talent.

Eight firms (15%) occupied a middle ground, describing diversity of their staff or other evidence of inclusion.

- We are discussing how that should change and what that might look like. We are beginning with a seminar on unconscious bias in January 2021 for the whole firm.
- We talk with all qualified applicants and always employed a diverse group of employees from different ethnic/cultural backgrounds.
- We currently have employees that require sponsorship for work Visas. We recruit at a variety of colleges in the state to promote the firm and continue to look for the most qualified candidates no matter what the background or ethnicity.
- We do not have a substantial recruitment function being that we add an employee about every 2-3 years if that. We typically use a recruiter and public job postings to attract new employees. We do not have anything that is specific to diversity but we do not have anything that excludes diverse candidates. Our office is accommodating to people of all backgrounds observing only national holidays and no cultural aspects based off of certain religious, political or gender preferences.
- Our firm is woman and minority owned three out of the four employees is a minority.
- We have people of color working here and almost half the staff are women.
- We try to see what our people want and do what we can to meet their needs.

Firm Actions to Influence Employee Retention and Recruitment

Work from home (28 comments)

- Working remotely, offer ability to work from home as much as possible, including providing all necessary equipment. Made the work from home option more accessible.
- We moved everyone home March 2020. People still came into the office, but on a skeleton staff (2 at most at a time). We communicated with staff about how they could come back and discussed with each person individually how they wished to come back in the office.
- We went to a largely virtual environment this year in terms of COVID. While our office is open with safety protocols, we've not pressured staff to come to the office and have put many technological tools in place to help facilitate productivity. Allowed staff flexibility to work remotely from home. Allow remote workplace. Enhancement of remote equipment. Allowed work from home. Offer an extremely flexible work environment. Allow virtual working and made sure everyone has the tools for video conferencing including workflow tools like zoom. Being able to work remotely as needed.
- Firm is paperless and encourages remote working. Telework/telecommuting has been a primary element. Made significant increases in offering/permitting remote work. Provided equipment to work remotely. Provided for work-from-home opportunities. We allowed employees to work remotely. We went from in-office environment to remote in a week. Everyone that would like to is permitted to work from home.

Flex work schedule (25)

- Flex time, work schedule, in working with personal situations, flexibility with work schedule, hours/leave, reduced schedules upon request. Allow 4-day workweeks. 32 hours in summer. Flex remote work schedule. Single offices for every staff member to socially distance.
- Gone to totally flexible work schedule including working from home or in the office and we have made efforts to shield our employees from in person meetings with clients. Implemented flexible schedules to facilitate employee demands for childcare and home schooling.
- We have been very flexible with all the staff about their schedule.

Benefits (21)

- Benefits. 3% safe harbor 401k contribution. Flexible benefits such as health insurance and retirement. Provide competitive benefits. Expanded benefits. Increased certain fringe benefits.
- Added 3 new benefits for our full-time staff—FSA and company-paid short- & long-term disability. Retirement plans. Fridays off during off season. Continuation of paying for a large portion of health insurance premiums.
- Our firm pays 100% of each employees and their family's health insurance, employees life insurance, cancer policy insurance and contribute 10% of gross wages to a SEP IRA account for each employee. Gift cards. We are looking at perks for employees due to the lack of firm social events and interactions. Extra leave time to make up for extra "tax season" hours. Liberal flex time policies.
- We've communicated that Fall 2021 we will offer a higher limit to group life insurance death benefits which will help more employees cover 3x their salary.
- Unlimited PTO has been in place since 2016.

Compensation (14)

- Revisited compensation compared to market. Pay well. Increased Bonus amounts. Increased salaries. Have not cut wages. Paid out our tax season bonuses. We try and keep salaries above average. Salary continuation. Competitive package and incentives. Consistent compensation.

- Everyone was paid and we kept salaries at current level. Giving raises this December. We are continually assessing total rewards programs (including base and incentive pay, performance bonuses, benefits, etc.)

Nothing (9)

- Nothing specific to COVID, we do not solicit additional work as we are at full capacity. Not an issue for us. Small firm and our staff have worked for us for many years. Self-employed. All partners, no retention efforts. No layoffs or staff reductions.

Communications (9)

- Effective performance feedback. Frequent staff meetings and emails to keep staff in the loop. Regular communication. Pulse surveys. We have subsets meeting on a regular basis, managers with partners, audit practice, tax practice, partners meet 3x/week with one another scheduling managers meet frequently with their assigned people. Managing partner holds a brief, weekly Zoom call with the whole firm. Started firm-wide video meetings to keep everyone informed while adding in a little fun. Surveyed population to ensure an accurate pulse on feelings, safety, engagement.

Culture/Networking/Development (9)

- Create a family work environment. Firm atmosphere. Created social groups that meet virtually. Virtual happy hours. We check in frequently with our new hires, have buddy and recognition and rewards program.
- We've recently enhanced our talent development program to transition our traditional management program to a coaching model. We view the relationships and customized development as key to influencing our engagement. Put a lot of emphasis on development.
- Retention has been a result of small closely knit staff with ability to work on challenging assignments due to client base. Maintained our policy of being a good firm to work.

Office Safety Precautions (6)

- Provided PPE, including masks and gloves. Safe workplace. We have implemented social distancing, require face masks when clients are in the office. We try to keep the number of clients in the office to a minimum. We allowed our employees to work 100% remotely. All have been very appreciative of that except for a few who wanted to be in our office. We have been able to arrange that as well and all have remained healthy. We have stepped up our regularly interactions with our people. Instituted a mask policy. Trying to do our best to keep everyone safe and working.

Bonus (4)

- Bonus pool. Profit sharing bonuses for all employees. We are increasing year-end bonuses to the staff for covering this shortfall. Try to be generous with year-end bonus.

Recruitment (4)

- College recruiting virtually. As a small firm we are struggling to find another experienced staff member and have been a person down since January. Hire college interns part time and train for full time. Moved recruitment and on boarding to virtual setting.

Other COVID (3)

- All employees working remotely with full technology set-up, continued full comp without disruption during COVID. We compiled and offered resources to help with mental and family/life strain the pandemic has caused.
- With the onset of COVID pandemic, we have sought to be highly communicative with people and very focused on each individual's well-being.



State Association

2020 COMPENSATION & BENEFITS SURVEY FINDINGS

**Compensation Analysis
by Job Category**

Accountant I

	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$51,476	\$51,121	\$52,000	\$58,712	\$1,721	\$1,500	2.8%
Location							
Region 1	\$45,600	\$47,174	\$51,500	\$54,400	\$2,337	\$2,258	3.7%
Region 2	\$59,583	\$53,487	\$55,500	\$65,250	\$1,673	\$1,050	2.0%
Region 3	\$50,533	\$52,651	\$54,400	\$58,033	\$596	\$596	10.0%
Region 4	\$41,500	\$45,957	\$45,000	\$50,000	\$1,060	\$1,060	0.0%
Full-time Staff							
1-5 FTE	N/A	\$44,125	\$45,750	N/A	\$1,025	\$1,025	2.0%
6-15 FTE	\$30,800	\$42,857	\$43,614	\$38,300	\$2,000	\$1,500	1.5%
> 15 FTE	\$54,233	\$56,807	\$56,692	\$61,433	\$1,721	\$1,825	3.3%
Revenue							
< \$1 MM	N/A	\$45,700	\$46,500	N/A	\$1,025	\$1,025	2.0%
\$1-\$4.9 MM	\$45,150	\$46,110	\$45,000	\$50,150	\$2,071	\$2,000	1.5%
\$5+ MM	\$53,423	\$56,602	\$56,583	\$61,346	\$1,589	\$1,355	3.3%
Specialties							
Tax only	\$48,300	\$44,183	\$44,800	\$49,300	\$977	\$775	0.0%
Tax & Audit	\$43,750	\$47,322	\$47,686	\$51,700	\$1,709	\$1,500	2.0%
Tax & other	\$54,864	\$56,091	\$58,150	\$62,973	\$2,101	\$2,250	3.8%

Accountant II

	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$56,994	\$57,256	\$60,500	\$65,856	\$2,640	\$2,494	3.9%
Location							
Region 1	\$57,125	\$56,761	\$58,167	\$66,500	\$3,177	\$3,578	6.1%
Region 2	\$64,660	\$64,425	\$67,875	\$71,260	\$3,469	\$3,439	3.4%
Region 3	\$50,700	\$54,574	\$54,380	\$58,345	\$892	\$892	10.0%
Region 4	\$43,750	\$44,647	\$46,045	\$58,000	\$2,108	\$2,108	0.0%
Full-time Staff							
6-15 FTE	\$45,760	\$47,869	\$45,000	\$45,760	\$2,313	\$1,750	2.0%
> 15 FTE	\$57,858	\$62,537	\$62,775	\$67,402	\$2,803	\$3,128	4.3%
Revenue							
\$1-\$4.9 MM	\$57,880	\$50,982	\$45,380	\$66,880	\$2,313	\$1,750	2.0%
\$5+ MM	\$56,846	\$61,439	\$62,550	\$65,686	\$2,803	\$3,128	4.3%
Specialties							
Tax only	\$52,880	\$53,630	\$53,630	\$54,380	\$2,374	\$2,374	N/A
Tax & Audit	\$53,100	\$53,177	\$52,045	\$59,433	\$2,635	\$2,494	2.4%
Tax & other	\$59,206	\$59,747	\$64,017	\$70,548	\$2,731	\$2,688	4.5%

Cells are omitted if they have an insufficient number of firms reporting data for specific positions in the survey.

Accountant III

	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$61,139	\$66,299	\$66,325	\$75,283	\$2,743	\$2,600	4.2%
Location							
Region 1	\$59,433	\$63,300	\$62,068	\$67,654	\$2,523	\$2,490	5.5%
Region 2	\$65,040	\$69,403	\$71,800	\$79,670	\$3,561	\$3,100	3.1%
Region 3	\$61,453	\$67,254	\$70,706	\$80,129	\$1,940	\$920	8.0%
Region 4	\$46,500	\$57,600	\$57,600	\$67,250	\$1,669	\$1,669	0.0%
Full-time Staff							
1-5 FTE	\$65,000	\$64,576	\$62,000	\$73,000	\$4,133	\$3,200	6.0%
6-15 FTE	\$56,051	\$61,066	\$61,158	\$63,271	\$2,813	\$2,800	4.0%
> 15 FTE	\$63,131	\$70,763	\$72,085	\$81,616	\$2,271	\$2,065	4.1%
Revenue							
< \$1 MM	\$52,000	\$60,296	\$60,600	\$60,000	\$2,333	\$2,600	4.5%
\$1-\$4.9 MM	\$59,505	\$64,388	\$66,325	\$69,473	\$3,248	\$3,000	4.3%
\$5+ MM	\$63,603	\$70,813	\$72,419	\$82,483	\$2,375	\$2,380	4.1%
Specialties							
Tax only	\$57,000	\$56,893	\$55,000	\$68,667	\$2,019	\$2,000	0.0%
Tax & Audit	\$61,617	\$64,921	\$62,420	\$71,763	\$3,222	\$2,630	3.4%
Tax & other	\$62,112	\$69,856	\$70,875	\$79,195	\$2,746	\$3,000	5.1%

Supervisor/Manager I

	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$74,120	\$75,110	\$79,910	\$104,836	\$4,156	\$4,080	5.3%
Location							
Region 1	\$68,417	\$76,102	\$75,000	\$102,847	\$4,533	\$4,080	6.9%
Region 2	\$85,020	\$86,535	\$82,875	\$103,400	\$4,594	\$5,000	4.5%
Region 3	\$71,968	\$68,655	\$73,250	\$126,819	\$4,074	\$5,000	7.9%
Region 4	\$48,000	\$69,266	\$69,266	\$102,000	\$2,805	\$2,805	0.0%
Full-time Staff							
1-5 FTE	N/A	\$60,000	\$65,000	N/A	\$4,500	\$4,500	N/A
6-15 FTE	\$75,000	\$72,875	\$73,250	\$85,000	\$5,000	\$5,000	4.9%
> 15 FTE	\$74,032	\$78,986	\$82,875	\$106,820	\$3,833	\$3,403	5.5%
Revenue							
< \$1 MM	N/A	\$60,000	\$65,000	N/A	\$4,500	\$4,500	N/A
\$1-\$4.9 MM	\$75,000	\$75,100	\$75,000	\$85,000	\$5,000	\$5,000	4.9%
\$5+ MM	\$74,032	\$78,601	\$81,750	\$106,820	\$3,833	\$3,403	5.5%
Specialties							
Tax only	\$82,000	\$85,667	\$85,667	\$90,000	\$6,113	\$6,113	0.0%
Tax & Audit	\$66,200	\$77,415	\$75,000	\$102,347	\$5,148	\$5,000	4.8%
Tax & other	\$75,453	\$72,779	\$77,500	\$111,027	\$3,387	\$4,000	6.2%

Cells are omitted if they have an insufficient number of firms reporting data for specific positions in the survey.

Supervisor/Manager II

	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$86,556	\$91,948	\$92,700	\$121,118	\$4,133	\$2,500	2.2%
Location							
Region 1	\$87,625	\$89,946	\$94,400	\$113,360	\$6,037	\$6,782	4.4%
Region 2	\$95,000	\$99,263	\$106,000	\$128,460	\$3,364	\$2,500	2.1%
Region 3	\$80,575	\$93,452	\$93,452	\$174,899	\$8,484	\$8,484	N/A
Region 4	\$64,500	\$70,363	\$63,000	\$85,750	\$2,497	\$2,497	0.0%
Full-time Staff							
1-5 FTE	N/A	\$85,000	\$85,000	N/A	\$1,650	\$1,650	N/A
6-15 FTE	\$81,667	\$80,147	\$78,532	\$90,333	\$3,000	\$2,500	0.0%
> 15 FTE	\$88,023	\$102,361	\$105,875	\$130,354	\$5,010	\$4,888	2.9%
Revenue							
< \$1 MM	N/A	\$77,500	\$77,500	N/A	\$2,075	\$2,075	N/A
\$1-\$4.9 MM	\$84,250	\$83,747	\$83,750	\$97,750	\$3,167	\$2,500	0.0%
\$5+ MM	\$87,581	\$102,030	\$105,750	\$131,504	\$5,010	\$4,888	2.9%
Specialties							
Tax only	\$93,000	\$91,792	\$87,500	\$119,000	\$4,843	\$4,843	0.0%
Tax & Audit	\$76,750	\$81,775	\$85,000	\$95,185	\$3,569	\$2,747	3.2%
Tax & other	\$90,653	\$95,589	\$103,877	\$134,350	\$4,253	\$2,500	2.2%

Senior Manager

	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$98,954	\$104,181	\$107,250	\$131,190	\$9,253	\$7,007	6.5%
Location							
Region 1	\$82,500	\$95,728	\$95,250	\$114,367	\$6,231	\$6,250	7.9%
Region 2	\$116,511	\$116,723	\$110,120	\$136,783	\$13,031	\$10,000	5.2%
Region 3	\$101,575	\$94,701	\$87,050	\$147,500	\$12,581	\$14,743	12.4%
Region 4	\$81,425	\$98,919	\$87,307	\$136,715	\$2,379	\$2,379	0.0%
Full-time Staff							
1-5 FTE	\$100,000	\$96,560	\$99,000	\$120,000	\$20,000	\$8,000	2.0%
6-15 FTE	\$92,055	\$89,587	\$80,000	\$104,169	\$6,285	\$5,000	8.7%
> 15 FTE	\$101,183	\$118,036	\$109,500	\$140,943	\$8,997	\$8,820	5.5%
Revenue							
< \$1 MM	N/A	\$92,080	\$88,000	N/A	\$5,000	\$5,000	2.0%
\$1-\$4.9 MM	\$97,722	\$95,683	\$89,300	\$107,981	\$10,259	\$5,000	8.7%
\$5+ MM	\$99,712	\$118,914	\$109,500	\$145,473	\$8,997	\$8,820	5.5%
Specialties							
Tax only	\$101,333	\$91,600	\$90,800	\$105,000	\$5,214	\$6,004	N/A
Tax & Audit	\$88,150	\$93,489	\$88,557	\$110,250	\$7,650	\$3,757	8.2%
Tax & other	\$101,648	\$111,235	\$108,750	\$144,538	\$8,037	\$7,500	5.7%

Cells are omitted if they have an insufficient number of firms reporting data for specific positions in the survey.

Director	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$105,520	\$130,160	\$120,547	\$171,923	\$13,300	\$8,500	10.4%
Location							
Region 1	\$92,855	\$105,488	\$106,000	\$139,375	\$10,083	\$5,000	7.6%
Region 2	\$145,000	\$183,890	\$187,000	\$242,500	\$13,568	\$10,854	10.0%
Region 3	\$103,101	\$117,773	\$122,152	\$138,389	\$33,221	\$33,221	40.0%
Region 4	\$90,000	\$96,881	\$96,000	\$220,000	\$2,988	\$2,988	0.0%
Full-time Staff							
6-15 FTE	\$99,198	\$134,486	\$113,205	\$115,934	\$15,321	\$7,000	18.7%
> 15 FTE	\$109,133	\$133,768	\$135,867	\$203,916	\$11,278	\$11,707	4.2%
Revenue							
\$1-\$4.9 MM	\$99,198	\$139,533	\$114,500	\$115,934	\$15,321	\$7,000	18.7%
\$5+ MM	\$109,133	\$129,082	\$128,855	\$203,916	\$11,278	\$11,707	4.2%
Specialties							
Tax only	\$105,000	\$144,083	\$144,083	\$205,000	\$11,707	\$11,707	N/A
Tax & Audit	\$104,200	\$122,323	\$119,250	\$164,861	\$16,571	\$11,463	18.9%
Tax & other	\$106,945	\$134,634	\$125,000	\$172,369	\$10,724	\$7,000	4.0%
Partner	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$187,007	\$210,780	\$197,900	\$291,629	\$67,274	\$25,000	7.7%
Location							
Region 1	\$207,273	\$216,943	\$188,504	\$283,966	\$101,772	\$50,000	1.6%
Region 2	\$215,210	\$239,681	\$235,000	\$324,389	\$21,380	\$15,000	10.0%
Region 3	\$121,925	\$188,454	\$200,000	\$291,985	\$56,639	\$56,639	26.4%
Region 4	\$122,000	\$157,042	\$181,992	\$247,600	N/A	N/A	0.0%
Full-time Staff							
1-5 FTE	\$141,000	\$131,127	\$143,000	\$227,500	\$67,350	\$37,500	10.0%
6-15 FTE	\$213,281	\$240,963	\$213,333	\$296,270	\$31,968	\$18,000	11.8%
> 15 FTE	\$159,643	\$215,684	\$200,000	\$296,536	\$190,690	\$190,690	0.0%
Revenue							
< \$1 MM	\$93,000	\$107,891	\$100,000	\$100,667	\$55,475	\$19,700	5.0%
\$1-\$4.9 MM	\$227,117	\$256,910	\$245,000	\$320,125	\$38,754	\$25,000	14.8%
\$5+ MM	\$138,124	\$206,510	\$188,504	\$301,456	\$190,690	\$190,690	0.0%
Specialties							
Tax only	\$183,417	\$204,686	\$150,000	\$369,447	\$33,333	\$25,000	N/A
Tax & Audit	\$286,145	\$289,278	\$213,333	\$328,766	\$100,226	\$106,277	30.0%
Tax & other	\$149,553	\$185,868	\$188,504	\$247,863	\$70,647	\$16,500	1.3%

Cells are omitted if they have an insufficient number of firms reporting data for specific positions in the survey.

Paraprofessionals/ Bookkeepers	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$47,452	\$52,345	\$52,000	\$63,770	\$1,815	\$1,135	2.7%
Location							
Region 1	\$44,233	\$49,859	\$51,734	\$54,969	\$3,142	\$3,125	5.5%
Region 2	\$60,850	\$62,991	\$58,000	\$71,970	\$481	\$481	N/A
Region 3	\$43,472	\$39,996	\$36,800	\$70,720	\$750	\$750	2.5%
Region 4	\$38,320	\$44,536	\$44,300	\$57,211	\$1,135	\$1,135	0.0%
Full-time Staff							
1-5 FTE	\$32,400	\$50,767	\$33,300	\$34,200	\$3,700	\$3,700	N/A
6-15 FTE	\$42,293	\$38,671	\$40,279	\$49,011	\$1,700	\$1,700	2.6%
> 15 FTE	\$50,228	\$59,578	\$56,560	\$70,483	\$1,540	\$895	2.8%
Revenue							
< \$1 MM	\$39,200	\$44,220	\$33,300	\$42,100	\$3,125	\$3,125	5.3%
\$1-\$4.9 MM	\$46,256	\$48,338	\$50,667	\$58,383	\$850	\$850	1.3%
\$5+ MM	\$50,263	\$59,977	\$58,000	\$72,555	\$1,540	\$895	2.8%
Specialties							
Tax only	\$93,000	\$93,000	\$93,000	\$93,000	\$481	\$481	N/A
Tax & Audit	\$41,140	\$57,391	\$51,783	\$70,380	\$1,990	\$1,135	3.1%
Tax & other	\$44,709	\$48,543	\$51,334	\$60,233	\$1,977	\$2,333	2.5%

Human Resources	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$48,326	\$77,981	\$79,100	\$118,940	\$4,255	\$3,682	4.2%
Location							
Region 1	\$50,500	\$70,942	\$71,825	\$83,850	\$2,867	\$2,134	5.0%
Region 2	\$43,930	\$91,968	\$91,968	\$168,000	\$7,320	\$7,320	10.0%
Region 3	\$47,000	\$61,125	\$61,125	\$86,000	\$3,682	\$3,682	0.0%
Full-time Staff							
6-15 FTE	\$56,000	\$65,000	\$65,000	\$64,000	\$3,000	\$3,000	6.5%
> 15 FTE	\$46,408	\$83,086	\$82,000	\$132,675	\$5,118	\$5,639	3.7%
Revenue							
\$1-\$4.9 MM	\$56,000	\$74,000	\$70,000	\$64,000	\$3,000	\$3,000	6.5%
\$5+ MM	\$46,408	\$81,972	\$82,000	\$132,675	\$5,118	\$5,639	3.7%
Specialties							
Tax & Audit	\$47,000	\$67,042	\$61,125	\$86,000	\$2,050	\$1,267	0.8%
Tax & other	\$48,658	\$83,081	\$85,968	\$127,175	\$5,910	\$5,820	5.9%

Cells are omitted if they have an insufficient number of firms reporting data for specific positions in the survey.

IT

	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$45,214	\$74,708	\$80,423	\$124,900	\$4,862	\$4,896	2.5%
Location							
Region 1	\$41,500	\$70,460	\$69,250	\$134,200	\$3,472	\$3,000	4.1%
Region 2	\$47,736	\$82,781	\$82,781	\$122,400	\$9,000	\$9,000	
Region 3	\$36,500	\$77,911	\$77,911	\$125,000	\$4,896	\$4,896	0.0%
Full-time Staff							
> 15 FTE	\$45,214	\$74,708	\$80,423	\$124,900	\$4,862	\$4,896	2.5%
Revenue							
\$5+ MM	\$45,214	\$74,708	\$80,423	\$124,900	\$4,862	\$4,896	2.5%
Specialties							
Tax & Audit	\$36,500	\$67,206	\$67,206	\$125,000	\$2,906	\$2,906	0.8%
Tax & other	\$48,119	\$77,708	\$82,000	\$124,867	\$6,167	\$6,500	3.6%

Marketing

	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$53,132	\$74,295	\$67,500	\$97,566	\$3,566	\$2,743	3.1%
Location							
Region 1	\$40,000	\$58,575	\$57,150	\$12,200	\$3,978	\$3,978	6.1%
Region 2	\$69,628	\$135,262	\$135,262	\$168,064	N/A	N/A	N/A
Region 3	\$47,250	\$76,250	\$76,250	\$118,000	\$2,743	\$2,743	0.0%
Full-time Staff							
> 15 FTE	\$53,132	\$74,295	\$67,500	\$97,566	\$3,566	\$2,743	3.1%
Revenue							
\$5+ MM	\$53,132	\$74,295	\$67,500	\$97,566	\$3,566	\$2,743	3.1%
Specialties							
Tax & Audit	\$47,250	\$64,375	\$64,375	\$118,000	\$2,737	\$2,737	2.6%
Tax & other	\$55,093	\$78,262	\$67,500	\$90,755	\$5,225	\$5,225	3.5%

Cells are omitted if they have an insufficient number of firms reporting data for specific positions in the survey.

Finance

	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$55,528	\$81,025	\$73,416	\$137,490	\$6,297	\$3,407	3.0%
Location							
Region 1	\$55,000	\$65,362	\$65,362	\$110,000	\$3,718	\$3,718	6.0%
Region 2	\$54,080	\$76,604	\$76,604	\$140,459	\$20,000	\$20,000	N/A
Region 3	\$47,750	\$73,416	\$73,416	\$92,500	\$3,407	\$3,407	0.0%
Full-time Staff							
> 15 FTE	\$55,528	\$81,025	\$73,416	\$137,490	\$6,297	\$3,407	3.0%
Revenue							
\$5+ MM	\$55,528	\$81,025	\$73,416	\$137,490	\$6,297	\$3,407	3.0%
Specialties							
Tax & Audit	\$47,750	\$66,636	\$66,636	\$92,500	\$3,197	\$3,197	2.5%
Tax & other	\$58,120	\$90,618	\$76,604	\$152,486	\$8,363	\$4,450	3.5%

General Administration

	Mean Lowest Salary	Mean Average Salary	Median Average Salary	Mean Highest Salary	Mean Bonus	Median Bonus	Mean Target %
Total	\$37,860	\$51,625	\$48,515	\$64,477	\$1,893	\$1,792	3.2%
Location							
Region 1	\$40,269	\$45,949	\$43,794	\$68,063	\$2,318	\$2,423	5.5%
Region 2	\$37,409	\$62,412	\$56,000	\$70,233	\$2,058	\$2,375	2.3%
Region 3	\$39,194	\$41,446	\$41,755	\$54,436	\$1,152	\$1,354	4.0%
Region 4	\$29,509	\$36,889	\$34,522	\$50,820	\$1,771	\$1,771	0.0%
Full-time Staff							
1-5 FTE	N/A	\$49,200	\$55,000	N/A	\$2,417	\$2,500	5.0%
6-15 FTE	\$35,917	\$42,573	\$41,600	\$47,996	\$1,825	\$1,750	3.1%
> 15 FTE	\$39,205	\$61,922	\$50,000	\$75,887	\$1,782	\$1,500	3.0%
Revenue							
< \$1 MM	\$20,800	\$45,433	\$41,800	\$41,600	\$2,783	\$2,500	7.4%
\$1-\$4.9 MM	\$38,165	\$43,959	\$42,697	\$51,309	\$1,715	\$1,750	2.7%
\$5+ MM	\$39,230	\$65,230	\$54,914	\$81,251	\$1,782	\$1,500	3.0%
Specialties							
Tax only	\$34,600	\$65,866	\$40,800	\$46,000	\$1,475	\$1,625	0.0%
Tax & Audit	\$41,008	\$53,517	\$53,500	\$68,244	\$2,023	\$1,896	2.7%
Tax & other	\$37,320	\$47,681	\$48,463	\$66,706	\$1,974	\$1,500	3.9%

Cells are omitted if they have an insufficient number of firms reporting data for specific positions in the survey.



State Association



2020 COMPENSATION & BENEFITS SURVEY FINDINGS

Survey Instrument

AAA 2020 Compensation & Benefits Survey

This survey is **completely confidential** and designed to collect and report data regarding your firm's compensation levels and benefits for staff located in State. The goal of this survey, which should take 20-30 minutes to complete, is to gather and provide you with competitive salary and benefit information, so that you can make informed decisions regarding your individual compensation and benefits. We are working with a third-party research firm to protect the confidentiality of your firm's data. Note that participants will receive a free copy of the report. Thank you for participating in this Survey. The deadline to complete the survey is **December 2**.

Staffing

1. How many full-time equivalent (FTE) staff do you have as of October 30, 2020?
Define FTE as persons working at least a full-time schedule. _____
 How many staff have you hired between October 2019 and October 2020? _____
 How many staff have you lost between October 2019 and October 2020? _____
2. What has your firm done to influence employee retention and recruitment, including any COVID -related issues?

3. Does your firm have any programs and/or practices to actively recruit/retain employees of diverse ethnic and cultural backgrounds?

4. What are your primary areas of company focus—i.e. accounting for at least a quarter of your billings?
(check all that apply; response required)
☐ Audit
☐ Tax
☐ Consulting
☐ Business/asset valuation
☐ Outsourced accounting/bookkeeping
☐ Forensic/litigation support
☐ Other *(please describe)* _____
5. In what regions of State do you operate? *(check all that apply)*
☐ Region 1 ☐ Region 2 ☐ Region 3 ☐ Region 4 ☐ Region 5
☐ Other *(please describe)* _____

Compensation

1. For full-time staff with a general, audit, or tax focus, and by position/years of experience, tell us:
 - 1) Total full time equivalent (FTE) staff are in each category
 - 2) Average current annualized, lowest, and highest **salary** paid for staff in each category
 - 3) Average **bonus awarded** within the past 12 months, and the average target bonus percentage

	Annual Current Salary in Your Firm			Bonus Paid		
	FTE Staff	Lowest Paid	Mean Pay	Highest Paid	Mean	Avg. Target %
Associate/Staff Accountants						
Accountant I: 0-1.9 years .	_____	\$ _____	\$ _____	\$ _____	\$ _____	_____
Accountant II: 2-2.9 years	_____	\$ _____	\$ _____	\$ _____	\$ _____	_____
Accountant III: 3-4.9 years	_____	\$ _____	\$ _____	\$ _____	\$ _____	_____
Supervisor/Manager						
5-6.9 years.....	_____	\$ _____	\$ _____	\$ _____	\$ _____	_____
7-9.9 years.....	_____	\$ _____	\$ _____	\$ _____	\$ _____	_____
Senior Manager						
10-14.9 years.....	_____	\$ _____	\$ _____	\$ _____	\$ _____	_____

Director

15+ years \$ _____ \$ _____ \$ _____ \$ _____

Partner \$ _____ \$ _____ \$ _____ \$ _____

Support Staff **FTE** **Lowest Paid** **Mean Pay** **Highest Paid** **Mean** **Avg. Target %**

Paraprofessionals/

Bookkeepers..... \$ _____ \$ _____ \$ _____ \$ _____

Human Resources \$ _____ \$ _____ \$ _____ \$ _____

IT..... \$ _____ \$ _____ \$ _____ \$ _____

Marketing..... \$ _____ \$ _____ \$ _____ \$ _____

Finance \$ _____ \$ _____ \$ _____ \$ _____

General Administration*.. \$ _____ \$ _____ \$ _____ \$ _____

*if you have staff who are split across a variety of functional area, please list them here.

1b. What would you estimate to be the overall annual percentage change in annual salary for staff:

From October 2019 to October 2020 %

Anticipated in the coming year (October 2020 to October 2021) %

2. What are the most common titles for staff in these positions? *[display if FTE > 0]*

Accountant I: 0-1.9 years _____

Accountant II: 2-2.9 years _____

Accountant III: 3-4.9 years _____

Supervisor/Manager: 5-6.9 years _____

Supervisor/Manager: 7-9.9 years _____

Senior Manager: 10-14.4 years _____

Director: 15+ years..... _____

3. What would you estimate to be the percentage differential in pay for accountants based on specialization and education? Please divide average pay for the former category by the latter in each case below, so the response might be +10% if tax specialists are paid an average of 10% more than audit specialists, or minus (-10%) if tax specialists are paid 10% less than audit specialists. *[if A3 > 0]*

Tax specialists compared to audit specialists %

Audit specialists compared to consulting/valuation specialists %

Tax specialists compared to consulting/valuation specialists %

CPAs compared to non-CPAs %

Tax specialists compared to generalists %

Audit specialists compared to generalists %

Consulting/valuation specialists compared to generalists %

4. Do you offer non-retirement plan related profit sharing to staff? ☐ Yes ☐ No ☐ Sometimes

4b. If so, what is your approximate profit sharing per staff person?

☐ 0-2.9% ☐ 3.0%-6.9% ☐ 7.0%-10% ☐ >10%

4c. How do you determine the profit sharing percentage or amount?

☐ Individual achievement of personal goals

☐ Group achievement of company goals

☐ Set amount per person

☐ Other (please describe) _____

5. What is the estimated average weekly hours:

Worked by accountants in your firm in the non-busy season? _____

Worked by accountants in your firm in the busy/tax season? _____

Official workweek: (e.g., 35, 37.5, 40 hours)? _____

5b. Which staff positions are generally eligible to receive overtime pay if they work more than the official workweek?

(check all that apply)

- ☐ Accountant I 0-1.9 years [
- ☐ Accountant II 2-2.9 years
- ☐ Accountant III 3-4.9 years
- ☐ Supervisor/Manager 5-6.9 years
- ☐ Supervisor/Manager 7-9.9 years
- ☐ Senior Manager 10-14.9 years
- ☐ Director 15+ years
- ☐ Administrative staff

Benefits

1. Do you have a paid time off (PTO) system, so that vacation, sick and personal time are banked for the employee to use as their need arises?

☐ Yes ☐ No

2. How many total holidays do you give staff a year? _____

3. How many days of vacation and other paid time off do you offer the average employee per year at each of the following experience ranges? Please include in other: emergency time, jury time, and other special conditions. Use a decimal if appropriate. Exclude holidays.

	Vacation	Sick Leave	Paid Family Leave	Other Paid Days Off	Total Leave, all Categories
0-4.9 years.....	_____	_____	_____	_____	_____
5-9.9 years.....	_____	_____	_____	_____	_____
10-14.9 years.....	_____	_____	_____	_____	_____
15+years.....	_____	_____	_____	_____	_____

[Display Paid time off instead of vacation & sick if C1.1]

What kinds of leave are included in your "other paid days off" above?

- ☐ Bereavement leave
- ☐ CPA or other credential pursuit (studying/test taking)
- ☐ Continuing professional education (conference/seminar)
- ☐ Volunteering and charitable activities
- ☐ Other (please describe) _____

3b. If you offer unlimited leave in any category, please check them below:

- ☐ Vacation time
- ☐ Sick leave
- ☐ Paid time off
- ☐ Paid family leave
- ☐ Continuing professional education

3c. How many total hours of unused leave are employees allowed to carry forward into the next year?

	Total Hours	or Unlimited
Vacation time	_____	<input type="checkbox"/>
Sick leave	_____	<input type="checkbox"/>
Paid time off.....	_____	<input type="checkbox"/>
Paid family leave ...	_____	<input type="checkbox"/>

3e. What exceptions, if any, have you granted employees due to the pandemic?

4. Which best describes your current work from home policies and strategy: what practices had you considered and/or implemented pre-COVID, which are you doing now due to COVID, and which do you plan to do post-COVID?

(check all that apply)

	Implemented Pre-COVID	Considered Pre-COVID	Doing Now Due to COVID	Plan to do Post-COVID	Haven't Done
Permit full work from home today (no office visits).....	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permit most time working at home, some time in office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Permit some time (1-2 days) working at home, more time in office..	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Require periodic videoconferences in lieu of staff meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Which of the following do you make available to your accountants on staff? (check all that apply; response required)

Insurance

- ☐ Medical insurance for employee (e.g., HMO/PPO/HSA)
- ☐ Medical insurance for employee dependents/family
- ☐ Dental insurance for employee
- ☐ Dental insurance for employee dependents/family
- ☐ Vision insurance for employee
- ☐ Vision insurance for employee dependents/family
- ☐ Life insurance for employee
- ☐ Life insurance for employee dependents/family
- ☐ Long-term disability insurance for employee
- ☐ Short-term disability insurance for employee
- ☐ Health Savings Account (HSA)
- ☐ Health Reimbursement arrangement (HRA)
- ☐ Flexible Spending Account (FSA)

Financial/Other Benefits

- ☐ Matching contributions for a 401(k) style program
- ☐ Charitable contribution matching
- ☐ Tuition assistance
- ☐ Bonus for passing CPA Exam
- ☐ Local transportation/commuter care subsidy
- ☐ Work mobile/cellular phone purchase/monthly fees
- ☐ Employee Assistance Program (EAP)
- ☐ Child care allowances
- ☐ Professional membership dues
- ☐ Summer Fridays off
- ☐ One-time stipends offered to work from home
- ☐ Other flexible work arrangements
- ☐ Reimbursement for acquiring/or maintaining professional license/credentials
- ☐ Health club memberships or fitness/wellness programs
- ☐ Other benefits (please describe) _____

6. What is the average employer coverage of the cost of these benefits (such as percent of premium, dues, or tuition paid) for full time employees? Response should be between 0% and 100%.

	Self/Employee Coverage	Spouse/Family (if extended to them)
Health Insurance	_____ %	_____ %
Dental Insurance	_____ %	_____ %
Vision Insurance	_____ %	_____ %
Life Insurance	_____ %	_____ %

Long term disability %
 Short term disability %
 Tuition assistance..... %
 Membership dues %
 License/credentials %

6b. What is your elimination period in days for short term disability before an employee is paid? _____

7. Do you offer flexible work hours? ☐ Yes ☐ No

7b. Is this offered:

☐ Year round ☐ Seasonal, summer ☐ Seasonal, other

☐ Please describe: _____

8. What is your average 401k employer match for employees? (maximum percent of employee salary) _____ %

8b. What structure is your contribution? (check one)

- ☐ Automatic amount contributed to employees
☐ One for one match of employee contribution
☐ Other match of employee contribution (please describe) _____

8c. Which best describes your vesting schedule? (check one)

- ☐ Automatic for new employees
☐ Phased in vesting over time
☐ 100% vested at a specific time

8d. Please describe how vesting occurs over years of employee experience (e.g., x% in first year, fully vested in Y years)

Staff/Organization Profile

1. What is your firm size in annual revenue? (please use drop-down menu)

Less than \$1 million	\$2.5-\$4.9 million	\$10-\$19.9 million	\$50 to \$100 million
\$1-\$2.4 million	\$5-\$9.9 million	\$20 to \$49.9 million	More than \$100 million

2. What proportion of your staff have the following characteristics:

	Leadership (partners, managers)	Other Accountants	All Other Staff (Support/Admin, HR, Consultants)
Gender:			
Male:	_____ %	_____ %	_____ %
Female:.....	_____ %	_____ %	_____ %
Ethnicity:			
White:	_____ %	_____ %	_____ %
non-White:	_____ %	_____ %	_____ %
Age:			
Under 30	_____ %	_____ %	_____ %
30-39	_____ %	_____ %	_____ %
40-49	_____ %	_____ %	_____ %
50 or older.....	_____ %	_____ %	_____ %
Highest Education:			
Bachelor's degree	_____ %	_____ %	_____ %
MBA	_____ %	_____ %	_____ %
Other advanced degree:	_____ %	_____ %	_____ %

Thank you for participating in the State Society of CPAs 2020 Compensation & Benefits Survey



State Association

2020 COMPENSATION & BENEFITS SURVEY FINDINGS

