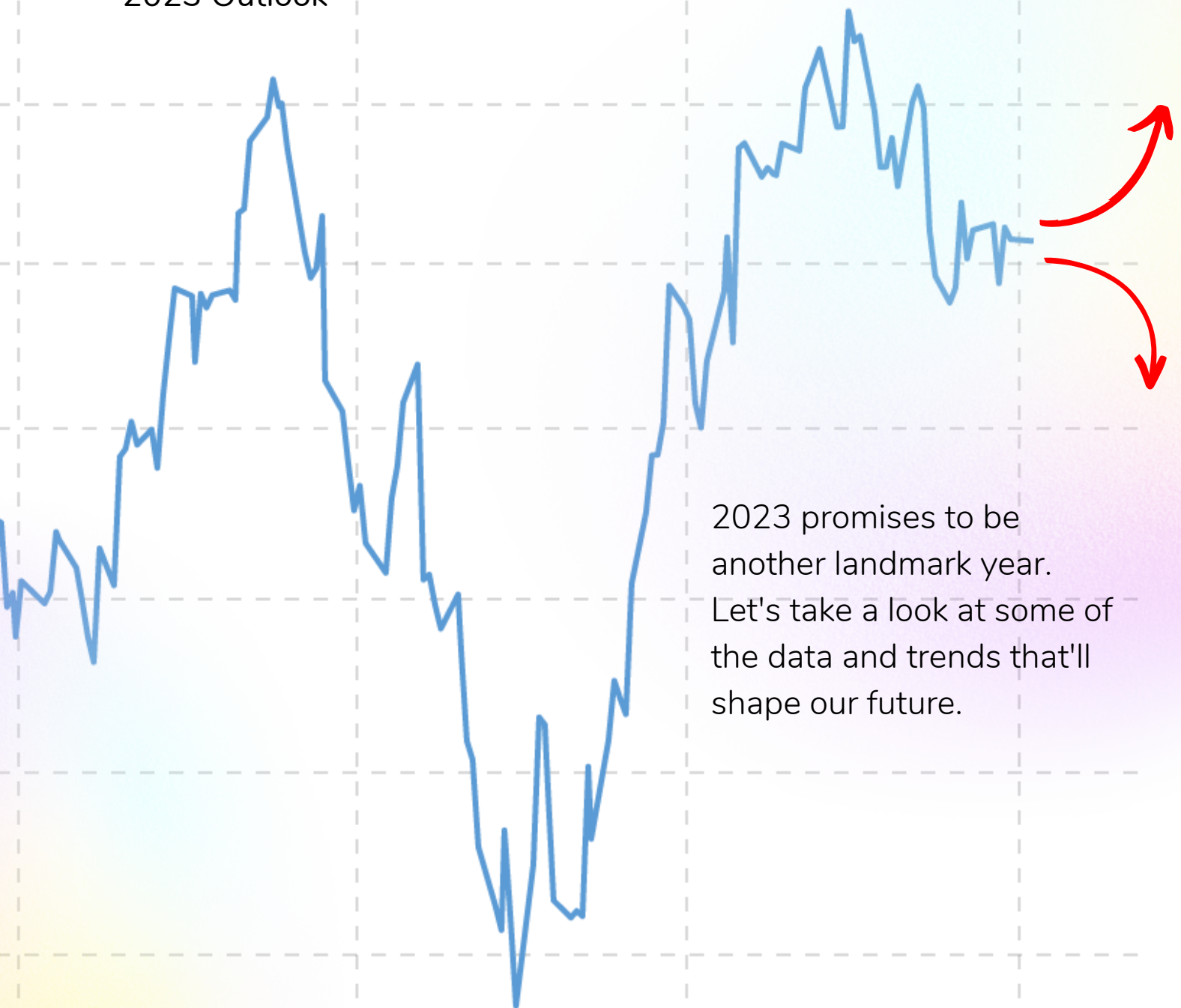


What does the future hold?

2023 Outlook



Jul

Sep

Nov

2023

The salary landscape is shifting

From compensation and inflation to remote flexibility and culture, the number of factors influencing job acceptance, satisfaction, and loyalty are growing.

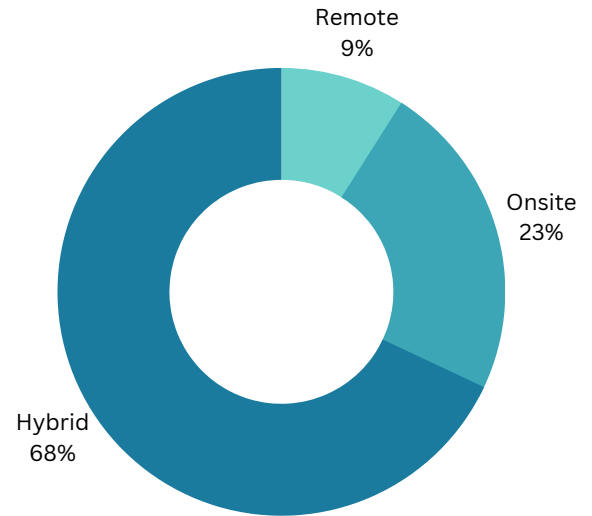
REPLENISHING THE CPA PIPELINE

The CPA shortage - stoked by **waning**
¹ **enrollment in graduate accounting programs, increased burnout, a lack of flexible benefits, and an aging F&A workforce** - is already impacting teams across industries and states.

The most forward-thinking leaders are proactively reimagining and rebranding everything from job descriptions to overtime culture, while **strategically leveraging and emphasizing remote work opportunities and flexible, wellness-focused environments** to help combat the dwindling talent pool.

BREAKING DOWN REMOTE WORK IN LOS ANGELES'S F&A SECTOR

Source: Proven Recruiting's client data



LA's most in-demand F&A jobs

**Director of Accounting/
Controller**

Salary: \$180-250K

**Senior Accounting Manager/
Assistant Controller**

Salary: \$150-190K

CFO

Salary: \$200-350K

Accounting Manager

Salary: \$115-140K

Finance Manager

Salary: \$125-160K

Tax Manager

Salary: \$120-150K

The puzzling world of F&A hiring

Growth, challenges, and some healthy unpredictability.



2
150k

The number of employed accountants and auditors in California

1
17%

drop in employed Accountants and Auditors last year

3
Increase of
55%
in Accounting Revenue over the past decade

IS THE CANDIDATE POOL DISAPPEARING?

¹ Recent years saw a monumental **17% drop in the number of employed accountants and auditors, with no corresponding decline in the number of companies desperately looking to hire** - and the gap between supply and demand is only expected to increase over the next decade. The Bureau of Labor Statistics⁴ predicts the economy will add ~136,000 accountant and auditor jobs per year, a 6% industry increase.

Why? The need for more accountants is at least in part due to colossal attrition rates; the industry can't keep a hold of its existing workforce, let alone manage to grow. **LinkedIn ranks⁵ Accounting among the industries with the highest turnover rates**, blaming burnout and stagnating compensation for the on-going exodus.

In such a frenzied market, where recruiters and competitors are constantly trying to entice your best workers or out-compensate your most promising candidates, how can you compete? **To start, you'll want to benchmark your base salaries against market standards.**

Benchmark your Finance and Accounting compensation packages

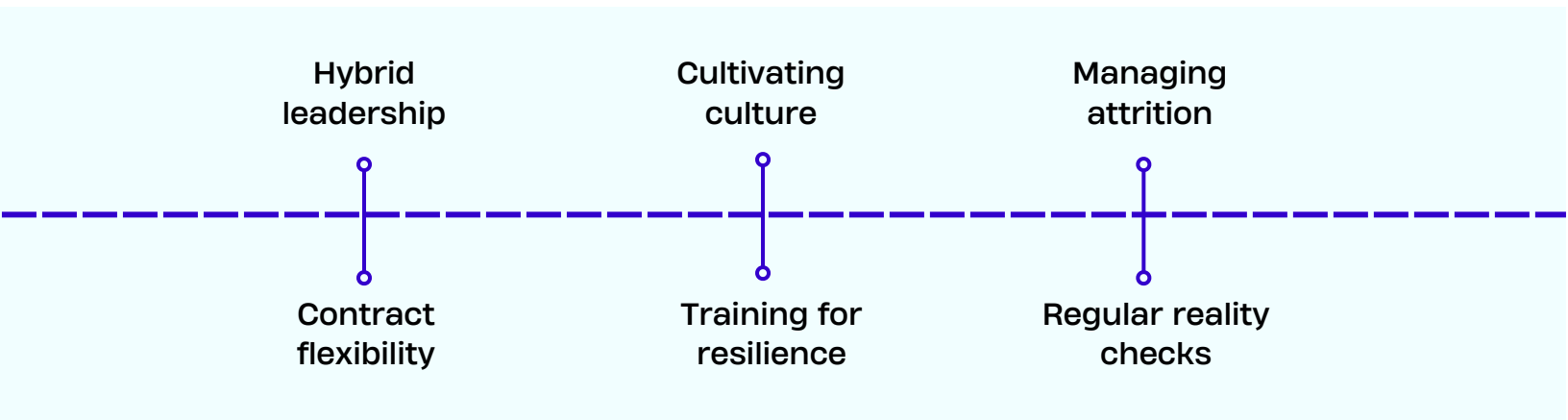
CPA shortages, labor challenges, rising inflation, candidate expectations, cash availability, market trends, company reputation - these are just some of the factors that determine compensation. It's not a clean, replicable formula; it's complex and at times frustrating, but always striving for fairness.

Now more than ever, with California mandating every job description be accompanied by a realistic salary range, it's important to establish clear, data-informed compensation brackets. To that end, we've reviewed hundreds of placements at our client companies to better understand **what the market currently demands for hard-to-hire Los Angeles-based F&A positions:**

IN-DEMAND F&A JOBS	AVG. SALARY
Staff Accountant	\$60-80K
Senior Accountant	\$90-110K
Accounting Manager	\$115-140K
Senior Accounting Manager/Assistant Controller	\$150-190K
Director of Accounting/Controller	\$180-250K
Senior Financial Analyst	\$85-135K
Finance Manager	\$125-160K
Senior Manager/Director of Finance	\$170-200K
CFO	\$200-350K
Senior Tax Accountant	\$80-110K
Tax Manager	\$120-150K
Senior Tax Manager	\$160-200K

Don't see the job you're looking for? We're happy to provide details about other fast-growing F&A positions - email us at hello@provenrecruiting.com.

Six pillars for the future of work



HYBRID LEADERSHIP

When asked about working conditions, **70% of hybrid workers reported feeling a strong sense of loyalty - outpacing both their in-office and fully remote counterparts. They're also more likely to be satisfied with their compensation.** Yet leading hybrid teams poses a unique set of challenges. The leaders who can inspire from near and far, who can create belonging despite the distance and engender inclusion despite differing work arrangements, will be those best able to promote cohesion, motivate their teams, and steer clear of unnecessary attrition.

CULTIVATING CULTURE

A recent study analyzing 1.4 million Glassdoor reviews came to an astounding conclusion - **unhealthy corporate culture is the #1 predictor of attrition.** With teammates navigating the dual challenges of in-person and remote work, it's now more important than ever to create a supportive, dynamic - fun! - framework to ensure workers are fulfilled emotionally, professionally, and socially.

MANAGING ATTRITION

That brings us to the big hitter - attrition management. **Especially when facing an unstable market, most leaders can't afford to spend their limited resources on onboarding and training new hires.** The more specialized the role, the longer the adjustment period, the more companies risk losing.

CONTRACT FLEXIBILITY

Historically, contract work has appealed to employers more than employees. This is especially true in times of economic unrest, when flexible work arrangements allow for swift responses to a changing market. Such is reflected in the numbers; **contract job openings increased 26% year-over-year on LinkedIn** as fears of a recession proliferated.

Yet something is different this time around; contract work is becoming more desirable than ever to candidates, too. In fact **70% of workers in 2022 either engaged in or considered pursuing contract work,** with that number rising to 81% for Gen Z and 77% for Millennials.

TRAINING FOR RESILIENCE

Actively preparing your team for a rocky future is not only smart business, it's a moral imperative. Your people are depending on you to guide them through the storm. According to McKinsey, that means **optimizing for self-sufficiency, promoting adaptable leaders, and strategically investing in talent.**

REGULAR REALITY CHECKS

Headlines, articles, even peer-reviewed studies often fail to accurately reflect the state of an individual company or industry. **Taking stock of your own data and historical trends is much more indicative of future success than national reporting.**

What workers want managers to know in 2023



PERFECTION IS A DISTRACTION

Finding a "perfect candidate" is just as unlikely as finding a "dream job." "Perfection" - or something vaguely like it - is usually achieved over time through growth and compromise; not right off the bat at the hiring stage. Growing together over time while learning each others' strengths and weaknesses should not only result in decreased stress, but also in a healthier partnership.

WE'RE SOCIAL ANIMALS

Whether in the office or at home, most people desire a strong social network to help pass the hours as well as a lively social calendar to build anticipation for the future. A strong sense of culture, regular team get-togethers, happy hours, and friendly competitions (think a kickball team or book club) can promote loyalty and reduce attrition.

PRODUCTIVITY REIGNS SUPREME

Leaders proclaiming the end of remote work have candidates feeling defensive; most people want to be judged not on location, hours, or perceived enthusiasm, but rather on results. Using any other metric can sow distrust and create distance between workers and their managers.

LOYALTY STARTS WITH FRIENDSHIP

People rarely feel connected to a company's mission or vision; they become attached to its people. Studies confirm that strong work friendships lead to increased productivity,¹⁰ profitability, loyalty, and job satisfaction.



So is the war for talent over?

Decidedly, no. The war rages on, with employers vying for talented professionals at an ever-frenzied rate. While pockets of opportunity will continue to arise, the nature of the market remains largely the same.

Yet this is no time to fret. With hiring moving at such an accelerated rate over the past three years, we've all been afforded the chance to experiment and iterate, honing in on the benefits and values that most resonate with workers. Employers that can put that learning into practice - incorporating remote flexibility, competitive pay, dynamic cultures, social integration, and realistic hiring triggers - will succeed at growing vital teams and outpacing their competition.

Questions?

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