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ACCOUNTING & FINANCE

ADMINISTRATIVE

CONSTRUCTION

EXECUTIVE

HUMAN RESOURCES

MARKETING

MORTGAGE

LEGAL

OPERATIONS

SALES

2022

Salary Guide
CALIFORNIA



We stand behind our work and go
ABOVE AND BEYOND



We produce **TOP**
candidates **FAST**



We **LISTEN** to our clients and
DELIVER the exact cultural/technical fit

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ABOUT THIS SALARY GUIDE

This salary guide can be used by both employers and job seekers to make a reasonable determination as to the current market salaries and see where you stand relative to your competition and peers.

Employers may see that based on the information in this salary guide, your company's current pay rate is in good standing and puts you in a competitive position as it relates to possible attrition and competitive pay to attract the best talent. An employer may find that adjustments may need to be made to meet the minimum market pay rates in certain roles in your industry.

If you are a job seeker, you can use this information in your job search to help you negotiate your next salary. It may also be an opportunity for you to see what new positions are emerging in your line of work and what the future pay in your career track may look like.

However you use this guide, remember that salary is only one factor in a much bigger picture. Finding stability and fulfillment in your work through pay, benefits, location, work environment and the team you work with should all be considered in attracting talent and finding the right job for you. Some things to consider:

Small	Mid-size	Large
Under \$50-75M	\$75-150M	\$150-250M+

The ranges presented in this guide are based on aggregated data across all industries with varied company revenue levels and employee count. Salary ranges will vary based on these factors as the jobs will have varying degrees of complexity—depending on the size and sophistication of the company. Ranges shown - Low, Med, High are based on company revenue and size of the company.

- The more specific and niche your job requirement is, the more likely it is that you will need to pay a premium for high-quality talent.
- Location and its impact on cost of living is a major variable when considering a reasonable salary and is important to take this into consideration when reviewing this guide.
- Hybrid and/or remote work schedules have value and should be considered in the total package to attract talent.

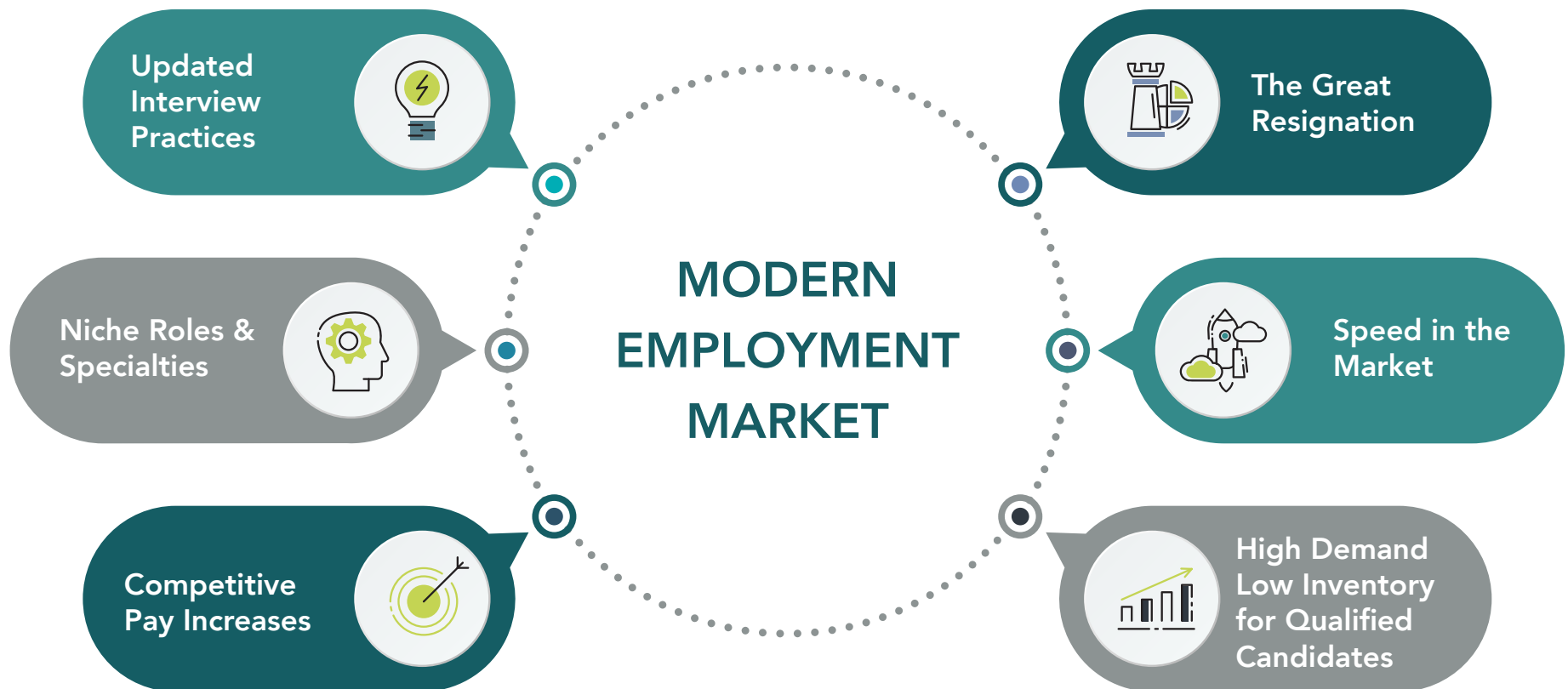
BONUSES - For managers, directors and executive levels, 98% of companies are offering bonuses in the form of equity, profit-sharing, standard bonuses. Keeping pace with the market and offering strong bonuses, will help keep a company competitive.

The salaries in this guide are primarily based on Southern California and are aggregated data from the U.S. Bureau of Labor Statistics, Salary.com, Glassdoor and the database of Boutique Recruiting.

Market Conditions

The labor market has undergone a seismic shift. More than 18 million jobs have been restored since March of 2020. In the US, a swift and significant change in demographics imposed governmental policies, and technology advancements have complicated the reevaluation of the contract between employer and worker and puts us in the tightest labor market of modern times.

To move forward and maintain a competitive position in the market it will be important to address the market conditions and focus on the forces that impact our modern employment market.



Updated Interview Practices

The modern interviewing process is much more interactive and challenging and is designed to offer employers insight into not only a candidate's skills but also their personality and personal needs. Companies can no longer secure a great candidate with a chat about experience and qualifications.

The goal is to find the best technical and cultural fit and do it as quickly as possible, right? So the "old school" interview style of Q & A won't do. Candidates are more sophisticated, better-educated and more informed than they have ever been. They don't settle for just any job. They are looking for growth potential or a specific path and have a strong interest in seeing out beyond a current potential role. They have access to information about companies and want to feel connected and purposeful in their jobs. They are a quick study so you will need to be savvy and prepared. Combine the desire for a well-defined career with a demand for work-life balance and you will clearly see that an interview, in many cases, will be the candidate interviewing the company as much as the company interviewing the candidate.

SO HOW DO YOU PREPARE AND CONDUCT A MODERN-DAY INTERVIEW?

Create a comfortable environment. Look for appropriate icebreaker questions to put the candidate at ease in the first few moments of the interview. Refraining from asking the candidate to do laborious tasks before the interview like asking them to provide extensive writing samples or undergo testing. The ultimate goal is to make sure that the interviewee leaves feeling positive and optimistic.

The interview process must be quick. If the interviewer likes the candidate, they need to move the process along quickly. Also, use video for the initial round of interviews. This will help keep speed with a fast-moving market; it will save time and money.

Understand your company's value and mission statements. It will be important to be prepared to explain the company's culture, benefits, key distinctions, or things that stand out. It is the interviewee's job to sell their company.

Ask the right questions and have them prepared in advance.

In addition to assessing the skills required to complete the job, interview questions must also give foresight into how a candidate would fit into the company's culture. Here are some questions that will help dig a little deeper and find out about a candidate's qualifications, their work-style, personal preferences, likability, and more.

EFFECTIVE INTERVIEW QUESTIONS

What specific daily habits have you developed that make you productive or successful?

Tell me about a time when thinking outside of the box helped your company to increase revenue, streamline workflow, or decrease costs?

If hired, what will you have accomplished in 1 year? What will you have accomplished in 5 years?

What does success in an organization look like?

What's one fact that's not on your LinkedIn profile?

What do you know about our company, and why do you want to work here?

What specifically did you do to prepare for this interview?

What could your current company do to be more successful?

Why are you leaving your current job?

How would your coworkers describe you?

Tell me about an achievement you are particularly proud of.

What is your biggest professional weakness? What specifically are you doing to overcome it?

What is your biggest professional strength? How specifically do you see it helping our team?

Tell me about a time when a company or role felt like a bad fit for you. What specifically made you feel that way?

Give me an example of a time when you were able to change an experience from a negative to a positive?

Describe a time when your responsibilities became overwhelming. What did you do to meet your goals?

Tell me about a time you exhibited [core value]. Describe the situation. What was the result?

Looking back at your previous positions tell me why you left each job?

What specifically motivates you to come to work everyday and do your best?

How specifically will this position help you to meet your 5-10 year goal?

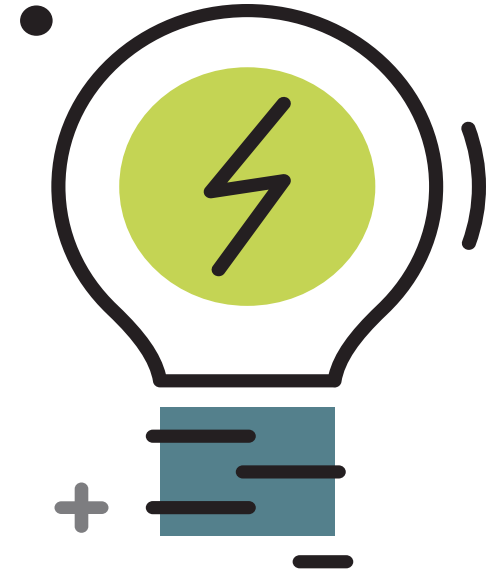
Given your past experiences what could you teach me that I don't already know?

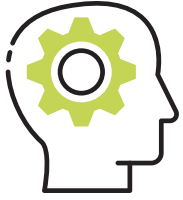
What tasks related to this position would you not enjoy?

Think of past companies. What specifically about the environment did you like?

What specifically about the Environment would you have changed?

Why should I choose you to be a part of our team and company?





Niche Roles & Specialties

A Niche position is defined as someone with a specific skill-set, narrowed industry, unique degree, or that must be local. The job market is constantly shifting and the changes are coming faster and faster. Today is very different from prior generations and the market will change even faster as technology advances. Many companies have developed niche roles and responsibilities.

WHAT TO EXPECT WITH NICHE ROLE, SPECIALTIES, or SPECIFIC LOCATION REQUIREMENTS.

- Shift in expectations about the size of the pool of candidates; it may not be as large as it has been in the past.
- Be realistic. With niche roles one and done is likely. If one candidate checks 8 out of 10 boxes, its important to move forward with that candidate without asking to see more.
- 7/10 qualifications can be the bullseye.
- A 10/10 candidate; the true bullseye, technically, culturally, location, systems, degree and work history, most likely will not be possible in this market where there is a squeeze on the supply and demand of candidates.



Competitive Pay Increases

Being competitive means an offer is equal or beats the market. Get strategic and up to speed with the market rate. Reach out to us for our 2022 Salary Guide to ensure you are competitively positioned against the competition— as it relates to hiring great talent.

PAY PERSPECTIVE ON THE REPLACEMENT OF A LONG-TERM EMPLOYEE.

If a seat has been filled in your company for many years, not only should you evaluate the market pay rate, but also consider the workload. Many employees who have filled a role for 10 or more years have most likely absorbed the job of more than two people over the years and they are grandfathered into a lower pay rate. In this case, reevaluating pay should be considered. Alternatively, getting creative and splitting up the job into two roles allows for a better likelihood of finding two great candidates instead of a needle in a haystack.

The Great Resignation

The Great Resignation is an economic trend in which employees voluntarily resign from their jobs en masse, primarily in the United States. Workers are rethinking their careers, pay, work conditions, and long-term goals. As many workplaces attempted to bring their employees back to the office in person, many workers desire the freedom to work from home and to have a flexible work environment.

Understanding this trend and making adjustments will be important and will ensure that critical roles in your company are not left vacant. Many industries know that retaining employees will become much more challenging. If they haven't already, workers may start asking questions about benefits, salaries and work style options. It's better to be prepared when answering these questions, as it shows you're thinking about the repercussions of employees abandoning their roles. Now is as good a time as ever to strengthen your employee retention strategy so you and your company don't become a victim of this exodus. Here are some actionable suggestions that will demonstrate your awareness and sensitivity to what is on your employees' minds.



- 1. Remain Flexible When Employees Choose Their Work Location**
- 2. Keep an Open Line of Communication With Your Employees**
- 3. Emphasize the Importance of Employee Mental and Physical Well-Being**
- 4. Prioritize Pay Equity and Adopt a Spirit of Transparency**
- 5. Remind Employees About Your Company's Mission & Values**
- 6. Treat Those Who Leave With Kindness**

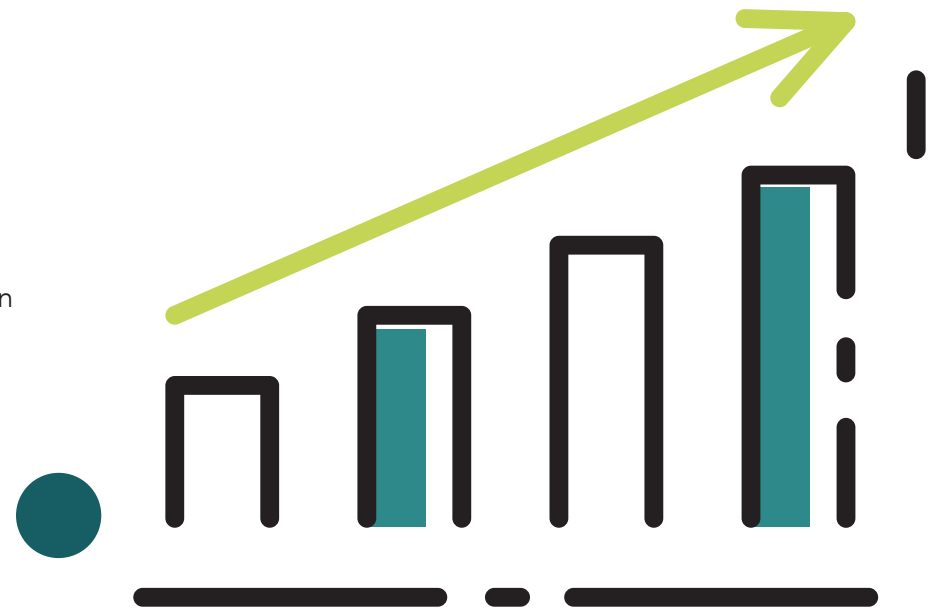
High Demand = many job openings.

Low Inventory = fewer candidates in the job market.

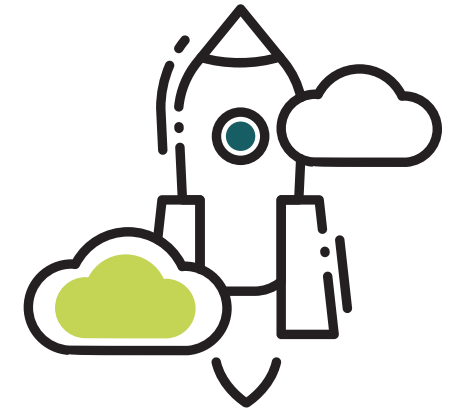
The current high demand and low inventory of workers are expected to continue into 2022. Talent shortages continue and employers are competing with a talent pool that looks much different than pre-2020. Organizations need to be relevant in the market by making bold choices about flexibility and deciding where and how work gets done; creative in how work and organizations are structured; and come to the market with strong pay that is highly competitive.

Workers are reassess their working lives and what they want from a job. Decisions about how a family operates may keep one parent at home. Wages have gone up, but for some, it's simply not enough. Seasoned workers have taken early retirement and the number of work visas has significantly declined, impacting the technical workforce.

Workers agree that there is a mismatch between what workers want and what employers are willing to provide. Companies will get passed by when it comes to securing a quality candidates if they don't make adjustments and stay current with changing times.



Speed in the Market



TREAT CANDIDATES LIKE CUSTOMERS

A smooth, expeditious interview process will be key to securing the best talent. Your speed to respond after an interview speaks volumes. It is important to showcase your interest. Keep your company competitive and be responsive. One of the best recruiting techniques is to treat interviewees the same way you treat your customers. Most likely you are responsive and respectful in order to keep a customer happy. How quickly you respond after an interview is critical to a candidate's first impression of your company and their excitement in your interest in them as potential employee. This is true whether it's a phone screening, video interview or an in-person interview. A delayed response sends a poor message to a candidate and poorly positions your company with a candidate who most likely has other offers. It is very competitive out there and most likely if you like the candidate, other companies do to.

We are seeing candidates move towards other opportunities when the hiring company has drawn-out decision-making processes or insist on going back and forth with multiple counteroffers. Delayed decisions can cost your company money and make employers vulnerable to competitors.

HOW CAN EMPLOYERS PRACTICE BETTER DECISION-MAKING HABITS WHEN HIRING?

- Create a list of five to six traits that are important to the role. As you interview candidates, give each a score on a scale of one to five on each trait.
- Take the emotion out of the process and know when to stop searching and commit to a candidate.
- If you choose not to move forward, it's important to provide honest thoughtful feedback to the recruiter so that they can fine-tune the candidate search and continue to bring you the best possible candidates.
- Delegate the decision-making process. Reduce the number of people it takes to make a decision. Long panel interviews may not be a good use of company time; trusting the front line hiring manager not only helps the hiring process, it empowers management.

ACCOUNTING & FINANCE

Salaries for accounting positions are base level only and does not include bonus structure. Low, Med, High is based on company revenue and size of the company. Niche industries will pay more in accounting roles. Please contact a Boutique Recruiting recruiter for more bonus structure information based on your industry.

JOB TITLE	Low	Med	High
	SIZE OF COMPANY / REVENUE		
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
Chief Financial Officer *	\$200,000	\$265,000	\$651,000
Chief Accounting Officer *	\$192,000	\$228,000	\$281,000
Finance Director *	\$150,694	\$181,000	\$217,000
Controller *	\$120,000	\$158,000	\$275,600
Finance Manager *	\$114,000	\$138,000	\$218,000
Accounting Manager	\$103,000	\$124,000	\$191,000
Senior Financial Analyst	\$92,000	\$112,000	\$179,000
Payroll Manager	\$93,000	\$105,000	\$121,000
Accounting Supervisor	\$82,000	\$105,000	\$145,000
Financial Analyst	\$80,000	\$97,000	\$152,000
Senior Accountant	\$77,000	\$95,200	\$125,000
Auditor	\$75,000	\$103,000	\$150,000
Accounting Analyst	\$75,000	\$90,000	\$140,000
Accounts Payable Manager	\$70,000	\$98,000	\$120,000
Staff Accountant	\$66,000	\$81,000	\$131,000

* This role has a bonus component of up to 20% of annual salary with 10% based on personal objectives and 10% tied to company performance.

ACCOUNTING & FINANCE (continued)

JOB TITLE	Low	Med	High
	SIZE OF COMPANY / REVENUE		
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
Accounts Payable	\$55,000	\$65,000	\$93,000
Accounting Assistant	\$55,000	\$65,000	\$93,000
Accounting Administrator	\$52,000	\$64,000	\$75,000
Accounting Coordinator	\$52,000	\$62,000	\$98,000
Payroll Specialist	\$50,000	\$65,000	\$76,000
Bookkeeping, Accounting, and Auditing Clerk	\$50,000	\$59,000	\$74,000
Payroll and Timekeeping Clerk	\$45,000	\$52,000	\$66,000
Accounting Clerk - Receivables/Billing/Posting	\$45,000	\$53,000	\$70,000

ADMINISTRATIVE PERSONNEL

JOB TITLE	Low	Med	High
	SIZE OF COMPANY / REVENUE		
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
Operations Manager *	\$92,200	\$108,000	\$121,000
Executive Secretaries and Executive Administrative Assistants *	\$76,000	\$97,000	\$150,000
Office Manager	\$57,200	\$85,000	\$130,000
Senior Admin Assistant	\$56,000	\$60,000	\$72,000
Administrative Assistants - (Except Legal, Medical, and Executive)	\$45,000	\$56,000	\$65,000
Customer Service Representatives	\$40,000	\$48,000	\$59,000
Office and Administrative Support	\$40,000	\$45,000	\$55,000
Receptionists and Data Entry	\$40,000	\$48,000	\$53,000

* Only base salary is stated. Bonuses are standard for this position and must be added accordingly.

CONSTRUCTION

Wages in the construction industry, more than other sectors, have climbed significantly over the last 3 years. The demand is high and the supply of workers is low. Employers in this industry must be prepared to be extra competitive with salaries and bonuses in order to secure and retain top talent. Pay ranges shown below are standard. Adjustments will need to be made for niche roles and responsibilities.

JOB TITLE	Low	Med	High
	SIZE OF COMPANY / REVENUE		
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
Chief Operations Officer *	\$350,000	\$456,000	\$591,000
Sales Manager *	\$195,000	\$245,000	\$307,000
Project Manager *	\$129,000	\$170,000	\$209,000
Safety Engineer/Manager	\$91,000	\$108,000	\$111,000
Electrical Engineer	\$90,000	\$109,000	\$131,000
Safety Engineer/Manager	\$89,000	\$91,000	\$129,000
Project Engineer/Manager	\$85,000	\$108,000	\$125,000
Civil/Structural Engineer	\$83,000	\$100,000	\$124,000
Project Estimator	\$82,000	\$98,000	\$122,000
Construction Superintendent	\$81,000	\$104,000	\$121,000
Mechanical Engineer	\$80,000	\$98,000	\$121,000
Electrical Engineer	\$79,000	\$96,000	\$135,000
Designer	\$73,000	\$84,000	\$97,000

* Only base salary is stated. Bonuses are standard for this position and must be added accordingly.

CONSTRUCTION (cont)

JOB TITLE	Low	Med	High
	SIZE OF COMPANY / REVENUE		
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
Sales Development Specialist	\$65,000	\$87,000	\$120,000
Buyer	\$64,000	\$70,000	\$88,000
Contract Admin	\$62,000	\$68,000	\$75,000
Scheduler	\$62,000	\$69,000	\$115,000
Project Accountant	\$63,000	\$74,000	\$85,000
Technician/Operator	\$50,000	\$65,000	\$80,000
Construction Admin	\$49,000	\$55,000	\$65,000

EXECUTIVE LEVEL

The pay ranges for executive level employees list on this page includes base salary, discretionary and performance-based cash bonuses, the grant-date value of stock and option awards, as well as other compensation, which typically includes benefits, perquisites, and perks.

Factors that impact executive-level salaries and bonuses can vary based on how much the responsibility is tied to the company's profitability, the particular industry, years of experience, types of experiences, and types of responsibilities (i.e., mergers and acquisitions).

JOB TITLE	Low	Med	High
	SIZE OF COMPANY / REVENUE		
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
Chief Executive Officer	\$625,000	\$827,000	\$1,066,000
Chief Financial Officer	\$220,000	\$426,000	\$541,000
Chief Operations Officer	\$265,000	\$335,000	\$438,000
Chief Technology Officer	\$226,000	\$269,000	\$315,000
Chief Marketing Officer	\$217,000	\$265,000	\$334,000
Chief Revenue Officer	\$212,000	\$336,000	\$400,000
Chief Communications Officer	\$199,000	\$244,000	\$298,000

HUMAN RESOURCES

JOB TITLE	SIZE OF COMPANY / REVENUE		
	Low	Med	High
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
Human Resources Director *	\$140,000	\$172,500	\$195,000
Regional Human Resources Manager *	\$100,000	\$123,000	\$143,000
Compensation and Benefits Managers *	\$105,000	\$137,000	\$187,000
Human Resources Managers *	\$95,000	\$113,900	\$127,000
Human Resources Supervisor	\$84,000	\$99,000	\$115,000
Compensation, Benefits, and Job Analysis Specialists	\$70,000	\$90,000	\$110,000
Technical Recruiter	\$60,000	\$99,000	\$160,000
Training and Development Specialists	\$59,000	\$70,700	\$94,000
Human Resources Generalist	\$54,000	\$70,000	\$93,000
Human Resources Recruiter	\$52,000	\$83,000	\$150,000
Human Resources Coordinator	\$51,000	\$68,000	\$84,000
Human Resources Administrator	\$48,000	\$54,000	\$61,000
Human Resources Assistants (Except Payroll and Timekeeping)	\$44,000	\$57,000	\$73,000

* This role has a bonus component of up to 20% of annual salary with 10% based on personal objectives and 10% tied to company performance.

LEGAL

JOB TITLE	SIZE OF COMPANY / REVENUE		
	Low	Med	High
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
Chief Legal Officer *	\$265,000	\$394,000	\$492,000
General Counsel	\$195,000	\$280,000	\$346,000
Partner	\$175,000	\$240,000	\$351,000
Senior Attorney	\$151,000	\$187,000	\$225,000
Legal Manager	\$92,000	\$108,000	\$125,000
Contract Manager	\$88,000	\$140,000	\$176,000
Patent Agent	\$82,000	\$95,000	125,000
Firm Administrator	\$82,000	\$95,000	\$120,000
Associate Attorney	\$60,000	\$70,000	\$82,000
Paralegal	\$60,000	\$76,000	\$110,000
Legal Secretary	\$51,000	\$63,000	\$81,000
Legal Assistant	\$42,000	\$55,000	\$65,000
Legal Receptionist/Admin Support	\$40,000	\$52,000	\$63,000

* This role has a bonus component of up to 20% of annual salary with 10% based on personal objectives and 10% tied to company performance.

MARKETING

JOB TITLE	Low	Med	High
	SIZE OF COMPANY / REVENUE		
	Under \$50-75M	Small \$75-150M	Mid-size \$150-250M+
Marketing Director *	\$120,000	\$165,000	\$200,000
Digital Acquisition Specialist	\$81,000	\$99,000	\$118,000
Digital Analytics Manager *	\$80,000	\$98,000	\$117,000
Marketing Manager *	\$75,000	\$90,000	\$130,000
PR Manager *	\$71,000	\$89,000	\$102,000
Digital Marketing Manager *	\$68,000	\$82,000	\$98,000
Digital Strategist	\$66,000	\$89,000	\$112,000
SEO Specialist	\$63,000	\$70,000	\$78,000
Web Analytics Specialist	\$61,000	\$75,000	\$102,000
Email Marketing Specialist	\$62,000	\$71,000	\$82,000
Marketing Researcher	\$52,000	\$63,000	\$75,000
Social Media Specialist	\$49,000	\$61,000	\$71,000
Community Manager	\$48,000	\$60,000	\$73,000

* This role has a bonus component of up to 20% of annual salary with 10% based on personal objectives and 10% tied to company performance.

MORTGAGE

All salaries listed are national remote pay scales. This industry is remote work-centric and since 2020 this industry has transitioned to an all remote sector. Companies need to offer remote work to be competitive.

JOB TITLE	Low	Med	High
	SIZE OF COMPANY / REVENUE		
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
Mortgage Underwriter *	\$95,000	\$140,000	\$160,000
Credit Analysts	\$92,000	\$134,000	\$176,000
Team Lead	\$73,000	\$92,000	\$120,000
Mortgage Closer **	\$72,000	\$85,000	\$98,000
Encompass Administrator	\$66,000	\$83,000	\$74,000
Compliance Implementation Specialist	\$65,000	\$75,000	\$90,000
Mortgage Loan Processor **	\$65,000	\$82,000	\$92,000
Mortgage Loan Officer Assistant	\$62,400	\$74,100	\$84,500
Technical Encompass Manager	\$61,000	\$82,000	\$110,000
Mortgage Funder	\$56,000	\$66,000	\$76,000
Senior Loan Processor	\$52,000	\$57,000	\$64,000

* Mortgage Underwriters always have a bonus component. It can be per file, per month, per quarter.

** Base salary only; bonus per close or per file of \$75 to \$350 is not included.

For more information on competitive bonus structure in the mortgage industry, contact us.

OPERATIONS

JOB TITLE	SIZE OF COMPANY / REVENUE		
	Low	Med	High
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
General Operations/Management *	\$90,000	\$122,000	\$175,000
Purchasing Managers *	\$90,000	\$135,000	\$167,000
Project Management Specialists and Business Operations Specialists	\$70,000	\$87,000	\$104,000
Operations Supervisor	\$70,000	\$63,000	\$69,000
Buyers Agent	\$65,000	\$85,000	\$110,000
First-Line Supervisors	\$65,000	\$73,000	\$88,000
Purchasing Agent	\$58,000	\$69,000	\$89,000
Procurement/Purchasing Clerks	\$40,000	\$56,000	\$67,000
Data Entry and Processing Clerk	\$40,000	\$44,000	\$51,000

* This role has a bonus component of up to 20% of annual salary with 10% based on personal objectives and 10% tied to company performance.

SALES

JOB TITLE	Low	Med	High
	SIZE OF COMPANY / REVENUE		
	Small Under \$50-75M	Mid-size \$75-150M	Large \$150-250M+
Head/VP of Sales	\$180,000	\$220,000	\$350,000
Sales Director	\$165,000	\$187,000	\$220,000
Account Manager	\$101,000	\$120,000	\$142,000
Sales Manager	\$90,000	\$121,000	\$160,000
Business Development Representative, experienced	\$68,000	\$80,000	\$95,000
Account Executive	\$65,000	\$73,000	\$90,000
Sales Assistant	\$42,000	\$47,000	\$51,000

All roles listed on this page include bonus and commission.



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