



Private Companies
Practice Section



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The 2025 National Management of an Accounting Practice (MAP) Survey Executive Summary

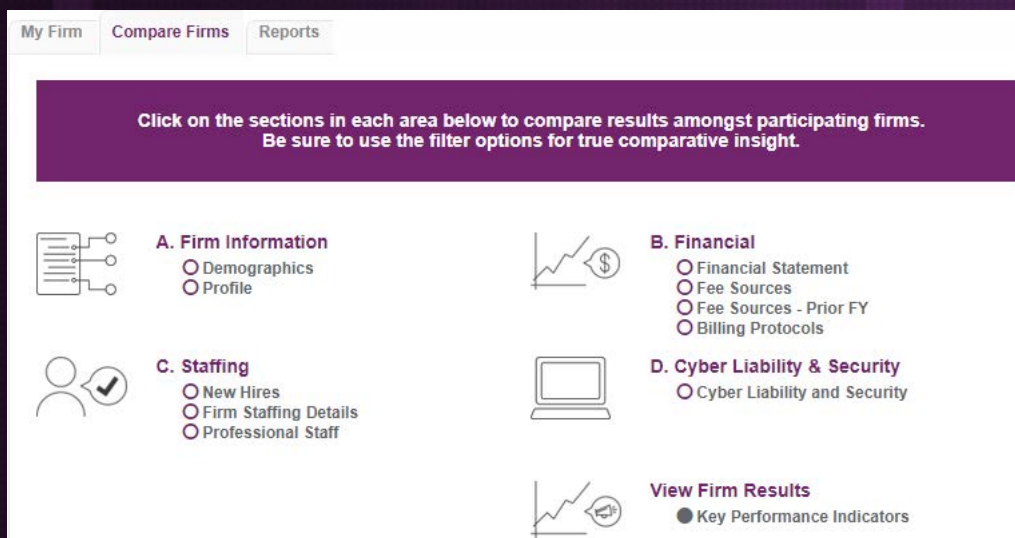
Contents

2	A powerful platform
4	About the survey and its participants
5	Meeting the challenges
6	Taking strategic steps on staffing
9	Financial results: Ongoing success in a time of new opportunities
10	Service fees: Reflecting the value
11	The view from the top
13	Firms embrace cyber liability insurance coverage
14	AI: Building confidence
14	Funding the future
15	Sizing up the competition
18	Key takeaways from the 2025 MAP Survey
19	National MAP Survey team

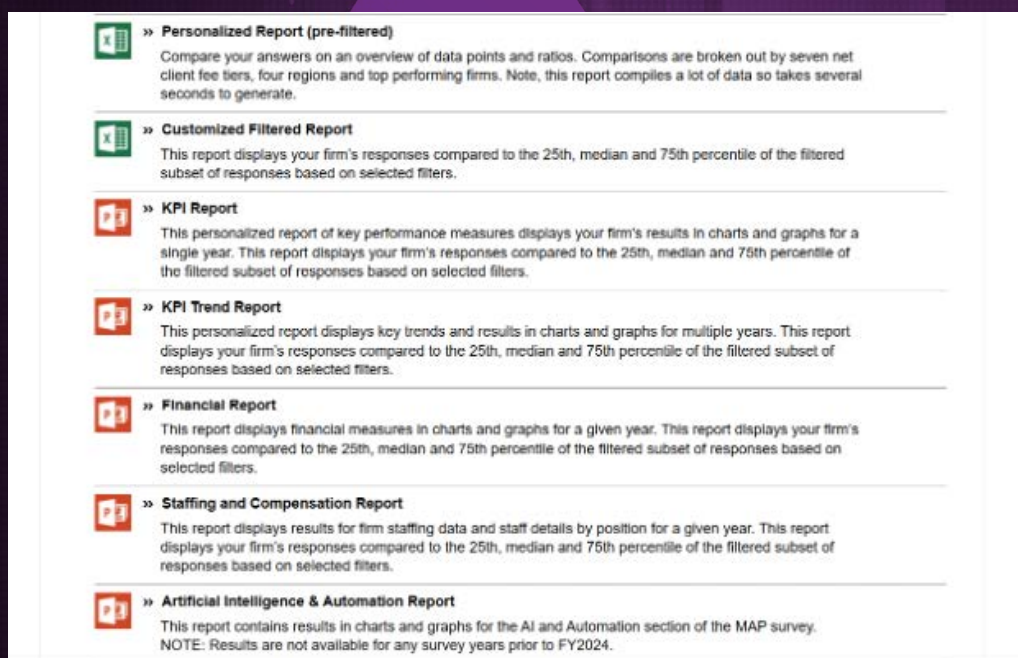
A powerful platform

Welcome to the 2025 National Management of an Accounting Practice (MAP) Survey Executive Summary from the AICPA's Private Companies Practice Section (PCPS) and CPA.com, the business subsidiary of the AICPA.

PCPS conducted the 2025 MAP Survey from May 5 through July 18, 2025. Firms were asked to provide information from fiscal year 2024 in 11 areas divided into 5 main categories. The online [MAP Survey platform](#) is powered by Dynamic Benchmarking LLC; it is unique in that it empowers users to analyze data in ways that create a custom user experience.



Through the MAP Survey platform, PCPS members and firms can access more than 70 reports. Prefiltered Excel files include the national summary, national results by firm size and region, and results for each state. Also available are PowerPoint reports for specific financial data and staffing results, in addition to key performance indicators (KPIs) and trends. The screenshot from the MAP Survey platform that follows shows some of the available reports.



By using up to 15 filters to sort their data, PCPS member firms that completed the survey can also create personalized reports.

Select and Set Filters...

Edit

Visit [Support](#) for filter and report help.

Filter	Value
Favorite	-- Choose a Favorite --
State	Any
Region	Any
Sub-Region	Any
Major Metropolitan Area	Any
Type of Entity	Any
Number of Equity Owners in Firm	Any
Number of CPAs in Firm	Any
Net Client Fees Earned	Any
Net Remaining for Owners	Any
Net Remaining per Owner	Any
Years In Business	Any
Net Client Fees Per Partner	Any
Firm's Major Revenue Service Line	Any
Firm Assn and Networks	Any

The platform’s database provides access to MAP Survey results back to the 2018 survey, which tracked fiscal year 2017 results.

Stick to the median

The National MAP Survey reports median values for most results. Because a median represents a midpoint in a data set, it is less likely to be skewed by outlier data than results reported using averages.

About the survey and its participants

The National MAP Survey is the largest benchmarking study of U.S.-based public accounting firms, providing a comprehensive picture of accounting firm financial results and practice management data. Although more than 1,400 firms participated by responding to some survey questions, a total of 1,073 firms completed the survey this year, down slightly from 1,117 in the 2023 survey. Note that all responses from firms, regardless of whether a given firm answered every question, are included in the final survey data.

The survey results include data for the public accounting profession overall as well as detailed information broken down by size and region. As in years past, most respondents — 81% this time — are in firms with net client fees (NCF) below \$5 million; this underscores the survey's relevance to smaller firms. We provide overall survey results as well as separate tallies for seven firm-size segments based on NCF. As mentioned previously, the survey platform allows for tailoring reports that are not limited to the seven firm-size segments analyzed in this report.

In addition to KPIs and other critical data points from fiscal year 2024, this year's survey for the first time provides details on artificial intelligence (AI) and automation adoption as well as other trends in the profession. In response to practitioner requests, and to provide more visibility into certain areas, we made some changes. The survey now groups together expenses for software and outsourced technology resources and breaks out data previously categorized within "other" — recruiting, learning and development, promotional marketing, and professional liability.

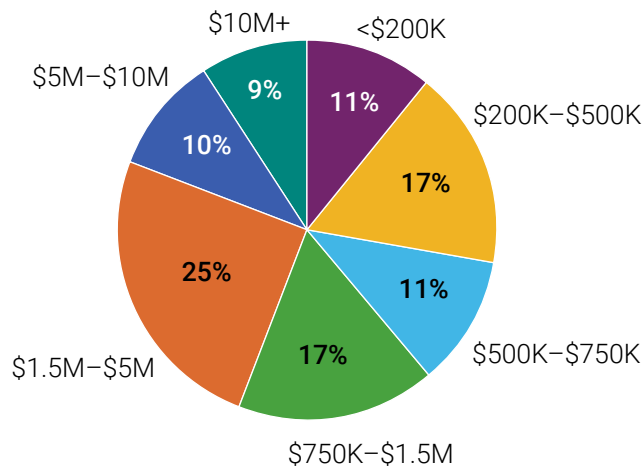
The survey offers firm leaders a unique opportunity to benchmark their own data. Those seeking growth and improvement opportunities within their firms can get a comprehensive look at the results and approaches taken by larger firms and by practices designated "top performers." The top performer designation applies to the top 25% of firms in terms of *net remaining per partner*, defined as NCF minus expenses before partner compensation is deducted.



Behind the numbers

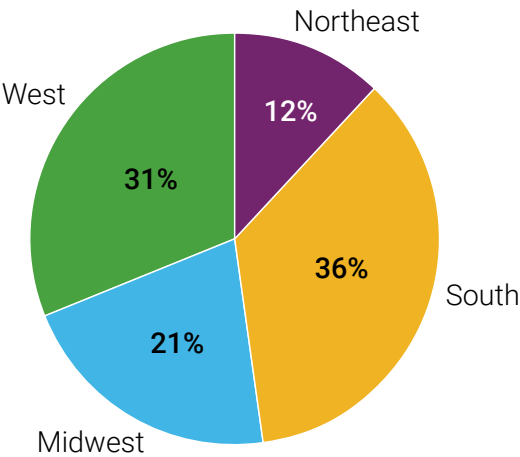
Of the seven firm-size segments represented in the survey analysis, the largest group — with 274 respondents — came from firms with \$1.5 million–\$5 million in client fees. Next came firms with \$750,000–\$1.5 million (see Exhibit 1). Firms with less than \$5 million in NCF accounted for 873 of the 1,073 respondents.

Exhibit 1: Firm participation by annual net client fees (NCF)



On a regional basis, the largest group of firms came from the South, followed by firms in the West, Midwest, and Northeast.

Exhibit 2: Firm participation by region



Survey respondents' firms have numerous years of service, with 64% in business for 21 or more years and another 29% in business more than five years. In terms of real estate, the vast majority of respondents were staying put, with 74% having no plans to change the firm footprint. While overall only 13% plan to increase their footprint, 37% of firms with NCF of \$10 million or more plan to increase their brick-and-mortar space. Smaller firms are more likely to not have office space, as 29% of firms with NCF under \$200k do not have office space; that percentage for firms with NCF over \$1.5M is close to zero.

Meeting the challenges

The 2025 MAP Survey reveals an energetic profession, with firms continuing to experience solid, steady growth. Firms are addressing staffing concerns and exploring new ways of working with clients and staff. Firms are generally optimistic about the use of new technologies, but they are taking cautious initial steps in this area.

This executive summary reviews these findings and other key data. Given the wide range of data collected and the ease of customized information searches within the platform, practitioners are encouraged to dig deeper into the results online for details that will meet their own unique needs.

Taking strategic steps on staffing

One notable finding in this year’s survey was an increase in starting salaries. In a profession where talent is a firm’s chief asset, staffing has long been a top concern. The problem has intensified in recent years amid a decline in accounting graduates and competition from fields (such as technology) that promise higher starting salaries. To identify root causes and develop potential solutions, the AICPA formed the [National Pipeline Advisory Group](#) (NPAG) in July 2023. In its report, NPAG called for the profession to make “an immediate shift in starting salaries to be competitive with other majors and professions vying for top talent.”

This year’s MAP Survey results indicate that CPA firms have taken that advice to heart. For new hires with master’s degrees, the median average initial salary jumped nearly 17% over a two-year period to \$67,750 in fiscal year 2024. Pay for those with bachelor’s degrees moved up about 11% to \$60,834. Small firms are very much involved in this effort, with increases particularly robust among firms with less than \$5 million in NCF.

The rise in compensation was seen across all positions tracked in the survey, with more significant increases for senior associates and managers, groups whose pay increases, based on past surveys (see exhibit 3), had been more modest in recent years. Perhaps indicating firms’ focus on filling the pipeline of prospective new hires, interns saw a healthy 24% rise in compensation.

“Higher starting salaries and more competitive pay across the board can help accounting firms attract and retain more talent,” said Lisa Simpson, AICPA vice president, firm services.

“The profession is making progress in this area, but we need to continue to evaluate pay compared to other career opportunities.”

Exhibit 3: Average compensation per position*

Average compensation per position	2024 fiscal year median value	2022 fiscal year median value	Change
Equity partners/owners	\$202,521	\$183,855	10%
Directors (11+ years’ exp.)	\$149,822	\$136,211	10%
Senior managers (8–10 years’ exp.)	\$111,798	\$105,000	7%
Managers (6–7 years’ exp.)	\$99,000	\$86,374	15%
Senior associates (4–5 years’ exp.)	\$77,364	\$69,472	11%
Associates (1–3 years’ exp.)	\$61,554	\$55,930	10%
Interns	\$35,586	\$28,667	24%

*Data on new professionals, paraprofessionals, and professional subcontractors is available in the survey’s detailed breakdowns.

It's important to recognize that the medians reported in exhibit 3 are affected by the fact that 81% of the respondents were firms with revenues under \$5 million.

The survey also provided insights into other considerations that have a direct impact on staffing, such as the following:

- **Using non-accountants in client-facing roles.** One way to leverage talent effectively is by expanding the range of professionals who can serve clients. Adding these roles can be a creative and sustainable way to leverage the talents of non-accounting professionals. Non-accountants may be in roles that range from administrative to leadership positions, such as a COO who brings a new skill set from working in a variety of different businesses.

Firms have embraced this strategy, with 56% of firms utilizing non-accountants in client-facing roles.

- **Right-sizing clients.** Evaluating your firm's client base and transitioning out clients that are no longer a good fit can be a key part of a strategic plan for long-term growth. This can lead to a variety of positives, including evening out workflow with fewer busy season ups and downs, managing capacity, deepening client relationships with targeted service offerings to existing clients, and increasing firm profitability. Since 2020, we've seen firms of all sizes lean into rightsizing to enable changes in their business models. This year's survey results indicate that the rightsizing trend is slowing down, perhaps indicating that past efforts have been effective. A total of 56% of firms who responded to the survey culled clients in fiscal year 2024, down from 62% in the 2023 survey, and fewer planned to increase culling in the future (20% now versus 27% in the prior survey). Given the importance of having a clearly defined strategy and an ideal client profile, firms are advised to continue to evaluate their client bases regularly to keep the commitment to working with clients that are a good strategic fit.



- **Outsourcing and offshoring.** Of responding firms, 29% utilized offshoring, little changed from the last survey. Offshoring is a more popular way to augment talent among larger firms, especially those with NCF greater than \$5 million, with 74% of firms at \$10 million or higher in NCF taking advantage of this strategy. Based on consistencies between the prior and current surveys, it appears the largest firms and top performers have started to settle into this as a long-term strategic move. For example, 46% of top performers currently utilize offshoring compared to 29% of all respondents.

Survey results show that firms primarily use outsourcing and offshoring to increase capacity, rather than as an alternative operating model. Participation in these practices was limited: 59% of respondents reported that only 1%–5% of their work is outsourced or completed by a global team, while 25% indicated this figure is between 6%–15%. The proportion of work outsourced or performed by global teams tends to be higher among larger firms.

A large share of the firms involved (72%) used the vendor model, which relies on a third party, rather than the employer-of-record model or building a wholly owned offshore facility. A total of 65% offshored to India, followed by the Philippines (33%).

As exhibit 4 shows, outsourced services are heavily tax- and accounting-oriented.

Exhibit 4: Service lines being outsourced

Outsourced service line	Among firms that outsource, percentage that outsource each service line
Individual tax	51%
Business tax	42%
Client accounting services (CAS)	38%
Audit	28%
Administrative	15%
Technology consulting	8%
Transaction advisory	3%

Varied causes for voluntary turnover. Primary reasons for firm-member departures included leaving the profession or making a career change (24%) and moving to another firm (23%). Demonstrating the impact of an aging leadership group, another 24% cited retirement, up from 15% in 2020. The turnover for career changes or firm moves increased as firm size increased, as did the percentages of people leaving due to retirement.

Although efforts to return staff to the office after the pandemic have caused challenges for some businesses, the median percentage of firm staff working remotely held steady at 20%, the same as in the previous survey. Remote-work availability did not seem to be a factor in retention; only 1% of firms reported that the lack of a remote-work option was a reason for voluntary turnover, down from 3% in the prior survey.

Financial results: Ongoing success in a time of new opportunities

The 2025 MAP Survey showed continuing growth for CPA firms in both the top and bottom lines. The survey revealed a median 6.7% increase in total NCF over the prior year, down somewhat from the 2023 survey, which reported a median growth rate over the prior year of 9.1%. (It's important to note that the increase in NCF is over one year — all other comparisons are over two years.) While the 2023 results benefited from a post-pandemic bounce in business, the 2025 results may reflect multiple factors; according to Simpson, these include strategic evaluation of the existing client base and capacity considerations when evaluating new client opportunities.

Firms saw higher revenue in audit and assurance and tax services. Growth in client accounting advisory revenue also continued from prior surveys.

Net remaining per partner/owner climbed 11.9%, from \$225,725 in fiscal year 2022 to \$252,663 in fiscal year 2024. This metric, which is NCF minus expenses and before partner compensation is taken out, is what firms consider profit on a per-partner basis. (See exhibit 5 for more detail.)

Exhibit 5: NCF and net remaining

	2025 median (all respondents)	2023 median (all respondents)	Change
Total NCF	\$1,218,598	\$1,088,840	11.9%
NCF per partner/owner	\$711,784	\$638,470	11.5%
NCF per FTE professional	\$208,128	\$189,695	9.7%
% change in NCF from prior year	6.67%	9.11%	
Net remaining per partner/owner	\$252,663	\$225,725	11.9%

On a year-over-year basis, NCF demonstrated growth at firms of all sizes, as exhibit 6 shows.

Exhibit 6: Median fees per service line

Firm revenue range	Median NCF
Less than \$200,000	\$106,301
\$200,000–\$500,000	\$330,000
\$500,000–\$750,000	\$609,852
\$750,000–\$1.5 million	\$1,049,536
\$1.5 million–\$5 million	\$2,620,966
\$5 million–\$10 million	\$6,539,639
\$10 million+	\$17,676,641

Service fees: Reflecting the value

Firms have begun to address a common long-standing practice of not setting prices that truly reflect the value of the service provided. In the 2025 survey, the median net hourly billing rate rose 6.9% over two years to \$170 from \$159. That follows a 16% jump over two years between the 2023 and 2021 surveys. While the pace has moderated, the gains over four years add up to \$33 per hour and a 24% hike since fiscal year 2020. Not only do higher fees better reflect the value of CPA firm services, but they also can support higher compensation and other strategic goals.

Exhibit 7 shows advances in billing rates per position and includes a column showing top-performer results for comparison purposes. Note that, even with recent salary increases for all firms, top performers generally remain well ahead of the overall median.

Exhibit 7: Average hourly billing rate per position

Average hourly billing rate per position	2024 overall median (in thousands)	2022 overall median (in thousands)	Change	2024 top performers (in thousands)
Equity partners/owners	\$275	\$250	10%	\$376
Directors (11+ years' experience)	\$263	\$240	10%	\$325
Senior managers (8–10 years' experience)	\$224	\$200	12%	\$260
Managers (6–7 years' experience)	\$198	\$180	10%	\$220
Senior associates (4–5 years' experience)	\$155	\$150	3%	\$173
Associates (1–3 years' experience)	\$127	\$119	7%	\$144
Interns	\$92	\$85	8%	\$100

Across the profession, firms are slowly moving away from hourly billing to value-based engagements, in an effort to reflect the expertise and outcomes provided to clients and not just the time spent. While hourly billing (used by 63% of firms) and a per-tax-form fee (40%) remained the most popular approaches, the use of value billing (30%) was up five percentage points since 2022; fixed pricing, at 29%, was up four percentage points.

The view from the top

The MAP survey breaks out the results for top-performing firms, which, as we noted earlier, are those that are among the top 25% based on net remaining per partner.

Exhibit 8 provides some key indicators for top performers. One additional differentiator is the median *firm leverage ratio* (the number of billable professionals divided by the number of equity partners). For the top performers, that number stood at 5.78; the overall

number was 3.00, an indication that top performers are more successful at delegation and potentially more efficient, scalable, and profitable.

As you review the comparison of top performers to all respondents, remember that these are the median of all respondents and that results by firm size segments may vary. Consider accessing the survey platform to compare your results to top performers in a similar revenue band.

Exhibit 8: Comparison of top performers to all respondents

	2025 median – Top performers	2025 median – All respondents
Equity owners in firm	3	2
CPAs in firm	9	2
Number of years in business		
Less than one year	0%	0%
1–5 years	3%	7%
6–10 years	6%	11%
11–20 years	18%	18%
21 or more years	73%	64%
Partner compensation and net remaining per owner		
Compensation - equity partner/owner	\$508,234	\$202,521
Net remaining per partner/owner	\$616,052	\$252,663
Net remaining per partner/owner as % of net client fees	38.4%	36.9%
Utilization per position		
Equity partners/owners	52.9%	58.1%
Directors (11+ years' exp.)	55.9%	59.4%
Senior managers (8–10 years' exp.)	63.2%	64.9%
Managers (6–7 years' exp.)	67.2%	66.9%
Senior associates (4–5 years' exp.)	69.0%	70.0%
Associates (1–3 years' exp.)	66.5%	66.0%
Interns	53.8%	47.8%
Average hourly billing rate per position		
Equity partners/owners	\$376.00	\$275.00
Directors (11+ years' exp.)	\$325.00	\$263.50
Senior managers (8–10 years' exp.)	\$260.00	\$224.50
Managers (6–7 years' exp.)	\$220.00	\$198.00
Senior associates (4–5 years' exp.)	\$172.50	\$154.50
Associates (1–3 years' exp.)	\$144.00	\$127.00
Interns	\$100.00	\$92.06

	2025 median – Top performers	2025 median – All respondents
Total NCF	\$5,299,429	\$1,218,598
Total NCF earned prior year	\$4,756,310	\$1,100,000
NCF per partner/owner	\$1,664,009	\$711,784
NCF per full time professional employee	\$259,444	\$208,128

By definition, top performers are more profitable than 75% of the responding firms; this is one indicator of their success. Clues to the reasons for their success may be found in some of the other factors that set them apart from firms overall:

- As mentioned earlier, top performers tend to be significantly more leveraged, with a higher employee-to-partner ratio.
 - They're more likely to take advantage of talent-augmentation strategies. Top performers were more likely to enhance their staffing mix by using non-CPAs in client-facing positions and planning to increase that use (20% for top performers versus 15% overall).
 - Their salary expenses as a percentage of NCF are higher.
 - They tend to bill a separate technology fee.
 - They are better at tracking efficiencies related to tech advances.
 - Top performers have stepped away from some traditional billing practices. Their use of fixed pricing had risen 18.4% since the last survey.
 - They require more up-front deposits and retainers on services.
 - They are more likely to right-size and turn down clients that don't fit an ideal client profile, which enables them to provide more CAS and advisory work.
 - They are more progressive in investing and adopting AI. Top-performing firms were more likely than the overall group to consider themselves proactive in their approach to AI and automation adoption (37% versus 24% overall).
- Although many of these factors may be attributable to firm size, even the smallest firms can gain insight from these top performers. Based on the findings, they seem more open to new ideas and to early adoption of new technologies.

Exhibit 9: Net remaining per partner results

Net remaining-per-partner results		
Net annual fees	Net remaining-per-partner (median)	Net remaining-per-partner (top performers)*
Overall	\$252,663	\$616,052
< \$750K	\$137,159	\$208,393
\$750–\$1.5M	\$233,563	\$382,345
\$1.5M–\$5M	\$331,969	\$511,684
\$5M–\$10M	\$503,098	\$683,117
\$10M>	\$646,900	\$866,906

*Top performers are defined as those firms who are among the top 25% of firms that responded on net remaining-per-partner.

Firms embrace cyber liability insurance coverage

Because CPA firms are the keepers of critical client information, the risk of cybercrime is a particularly urgent consideration, especially as new and more sophisticated threats continue to arise. Firms are clearly taking the risk seriously, with 88% purchasing cyber liability insurance and 3% planning to do so, similar to the last survey's numbers following years of significant increase. The most popular policy choices were to add an endorsement to current professional liability coverage (46%) and to buy a separate standalone policy (37%). Another 5% had a module in their current management liability package.

Although 9% had no coverage, that number has trended steadily downward since the 2016 survey, when it was 20%, indicating a growing awareness of the need for this insurance.

A firm's size played a role in whether a firm had coverage, even though smaller firms are often targeted because bad actors assume they are easy targets. As exhibit 10 shows, over 90% of firms with \$1.5 million and higher median NCF were covered, while it is slightly less for smaller firms.

Exhibit 10: Cyber liability insurance coverage by firm size

Do you have cyber liability insurance?	Results by median annual net client fees						
	<\$200K	\$200K–\$500K	\$500K–\$750K	\$750K–\$1.5M	\$1.5M–\$5M	\$5M–\$10M	\$10M+
Yes	73%	85%	78%	88%	93%	97%	100%
No	23%	12%	16%	6%	5%	2%	—
No, but plan to purchase this year	4%	3%	6%	6%	2%	1%	—

The reports indicate a dash “—” where there was not enough data collected to include in the report.

AI: Building confidence

As previously noted, the survey asked participants about attitude and actions related to AI and automation for the first time. 88% of responding firms are confident or not concerned about their ability to adapt to AI and automation over the next three years while most had not yet engaged in formal programs or begun to take full advantage of new technologies. 65% of firms characterized themselves as being proactive or keeping an open mind while 24% remain cautious and 10% are resistant or not yet having conversations about AI. Almost half (47%) were using new technologies to help with client communications or recommendations. Other uses included supporting real-time dashboards or business insights (13%) and automating cash flow forecasting, tax planning, or scenario modeling (12%).

Among the two-thirds of firms that had plans for using freed-up capacity, they ranked as follows:

- 45%** Reduce hours to improve work-life balance.
- 40%** Provide more advisory or consulting services.
- 39%** Expand client load without adding staff.
- 20%** Offer new services or niche specialization.

The biggest barrier to implementing emerging technologies was lack of time to explore or implement (41%). Distant second choices included lack of internal expertise or leadership, uncertainty about where to start, or adoption of these technologies already under way. It was encouraging to find that staff resistance or fear of change, at 6%, hardly registered as a deterrent.

Although 35% of firms didn't have a specific budget for AI and automation, 94% of firms planned to raise their overall tech spending up to 20% over that of the prior year. Most (61%) said they had raised fees to factor in higher technology investments, but 40% said they had not yet figured out how to track efficiencies due to technological advancements.

The survey reveals that top performers are a few steps ahead in adapting to new technology, something that might be both an explanation for and a result of the top-performer designation. Among top performers, 67% were either somewhat or very confident in their ability to adopt AI and automation over the next three years, compared with 56% of firms overall. 79% of top performers said their AI/automation mindset was either proactive or open compared with 65% of firms overall.

Funding the future

No discussion of current trends in public accounting would be complete without mentioning the rise of alternative practice structures — particularly as private-equity interest in CPA firms has increased. These models, which separate attest and non-attest functions to allow outside investment in a non-attest entity, have been in existence for decades but are often in the headlines now. These outside investments represent only one approach firms are considering to access capital to fund growth, invest in talent and technology, develop new service offerings, or address succession planning. Despite growing interest in alternative practice structures, 94% of reporting firms continue to operate outside of them.

Although 11% of the largest firms reported using such models, adoption among smaller firms was minimal. This trend likely reflects the composition of survey respondents, which skewed toward firms less inclined or positioned to pursue these structures.

In a new question for this year's survey about anticipated capital needs, 54% of firms that responded do not anticipate needing additional capital over the next five years, a response pattern seen across all but the \$10-million revenue band. Those that expect to seek capital are most likely to turn to bank loans/credit lines (32%) followed by internal funding (21%) and merging/selling the firm (14%).

Sizing up the competition

To help firm leaders more easily compare their results with peers of similar size, the 2025 National MAP Survey Executive Summary has grouped key metrics into three exhibits. These exhibits cover seven size groupings based on annual NCF, instead of including all sizes in different charts for financials, staffing, etc. The grouping of results in this executive summary is intended to provide a one-stop chart where firms can see key results for similarly sized firms and in one or two adjacent size groupings. **If your firm participated in the MAP Survey and is a PCPS member, use the dynamic platform capabilities to create custom charts using a variety of**

filters for a more tailored analysis of the results. This access represents the biggest value of participating in the survey as a PCPS member.

The exhibits in this section are built from excerpts of the Excel reports created for each NCF range in the MAP Survey platform. Those Excel files include breakdowns by region for each firm size and also include many more metrics, including by-position results for compensation, chargeable hours, and billing rates. PCPS members with access to the platform can dial in on even more specific data points that they might wish to analyze.

Exhibit 11: Firms with up to \$500K in NCF

	Annual net client fees	
	< \$200K	\$200K–\$500K
Firm's major revenue service line		
Advisory/consulting services	6%	3%
Audit and assurance services	3%	6%
Client accounting advisory services	12%	7%
Tax services	74%	82%
Other	4%	2%
NCF		
Total NCF	\$106,301	\$330,000
NCF per partner/owner	\$102,450	\$295,838
NCF per full-time professional employee	\$85,000	\$212,850
% change in NCF from prior year	5.23%	5.78%
Net remaining per partner/owner	\$44,761	\$160,035
Ratios and expenses		
Firm leverage ratio	1.00	1.50
Firm realization percentage	100.0%	100.0%
Utilization percentage — firmwide	48.1%	60.0%
Total expenses (leverage ratio)	42.2%	47.7%
Salary expenses (excluding owners) as a percentage of NCF	16.9%	19.7%
Office rent and other occupancy expenses as a percentage of NCF	2.3%	4.5%
Firm turnover ratio percentage	0.00%	0.00%

Exhibit 12: Firms with \$500K–\$1.5M in NCF

	Annual net client fees	
	\$500K–\$750K	\$750K–\$1.5M
Firm's major revenue service line		
Advisory/consulting services	3%	2%
Audit and assurance services	4%	8%
Client accounting advisory services	8%	14%
Tax services	83%	74%
Other	2%	3%
NCF		
Total NCF	\$609,852	\$1,049,536
NCF per partner/owner	\$580,116	\$747,204
NCF per full-time professional employee	\$179,974	\$196,790
% change in NCF from prior year	6.10%	7.12%
Net remaining per partner/owner	\$193,724	\$233,563
Ratios and expenses		
Firm leverage ratio	2.00	2.50
Firm realization percentage	100.0%	99.0%
Utilization percentage — firmwide	59.2%	58.7%
Total expenses (leverage ratio)	60.7%	64.5%
Salary expenses (excluding owners) as a percentage of NCF	28.7%	30.3%
Office rent and other occupancy expenses as a percentage of NCF	4.6%	4.6%
Firm turnover ratio percentage	0.0%	0.0%

Exhibit 13: Firms with more than \$1.5M in NCF

	Annual net client fees		
	\$1.5M–\$5M	\$5M–\$10M	> \$10M
Firm's major revenue service line			
Advisory/consulting services	2%	3%	2%
Audit and assurance services	14%	18%	33%
Client accounting advisory services	7%	—	2%
Tax services	76%	77%	63%
Other	1%	2%	—
NCF and net remaining			
Total NCF	\$2,620,966	\$6,539,639	\$17,676,641
NCF per partner/owner	\$1,025,000	\$1,578,801	\$2,146,760
NCF per full-time professional employee	\$220,153	\$246,931	\$250,382
% change in NCF from prior year	5.98%	6.00%	9.09%
Net remaining per partner/owner	\$331,969	\$503,098	\$646,900
Ratios and expenses			
Firm leverage ratio	3.50	5.50	7.40
Firm realization percentage	96.0%	92.7%	87.5%
Utilization percentage — firmwide	61.5%	60.1%	58.0%
Total expenses (leverage ratio)	66.3%	67.9%	73.4%
Salary expenses (excluding owners) as a percentage of NCF	34.4%	39.1%	41.1%
Office rent and other occupancy expenses as a percentage of NCF	4.0%	3.9%	3.7%
Firm turnover ratio percentage	3.00%	8.00%	12.00%

Key takeaways from the 2025 MAP Survey

One way to **incorporate the key MAP Survey takeaways** you'd like to focus on over the next year is by including them in your firm's three-to-five-year plan. [The PCPS Strategic Planning Toolkit](#) can make this more manageable and straightforward.

- **Firms are taking positive steps to address compensation** — especially starting salaries — but should continue to evaluate where they stand. Firms have made what seem like concerted efforts to enhance entry-level and early-career salaries to boost competitiveness and attract strong candidates. Lower starting salaries compared to those in other majors and professions have long been seen as a challenge in recruiting students into the accounting talent pipeline.

Related resource: [PCPS Employee Compensation Toolset](#)

- **Firms are taking advantage of staffing-augmentation strategies.** Larger firms and top performers are putting non-CPA professionals into client-facing roles, part of a broader shift to multidisciplinary service models that better align with changing client needs and expectations. Additionally, firms may want to consider seasonal or project-based vendor partnerships.

Related resources: [PCPS Transforming Your Business Model](#) [Talent resources](#); [PCPS Outsourcing for CPA Firms Toolkit](#); [PCPS Non-CPA Workstream Toolset](#); [Special | Governance Series: The Rise of Non-CPA Leaders in Public Accounting](#)

- **Firms have adjusted fees and are moving slowly toward fixed-pricing models.** The good news: Firms have made big strides in addressing pricing for their services. At the same time, if they haven't already done so, firms should consider accelerating their shift away from hourly billing and adopting fixed pricing or value based structures that clarify the value of CPA services and can drive stronger client relationships and employee satisfaction.

Related resources: [PCPS Pricing Tool](#); [“Why Firms Should Review Their Pricing.”](#); [Overcoming pricing objections tool](#).

- **Firms are recognizing the importance of preparing people for advisory roles.** This is an important step that will allow firms to embrace technology to reduce manual work and free up capacity and enhance early-staff productivity. Utilization and chargeable hours have declined for entry-level staff with one to three years' experience, which suggests several issues, including a lack of clearly set goals and expectations as well as a failure to delegate appropriately or to upskill (or both). Accelerated development programs can boost fulfillment for junior professionals and enable more senior team members to deepen their level of client responsibility.

Related resources: [Analysis of a Tax Return for Financial Planning Opportunities](#); [AICPA Personal Finance Scorecard](#); [Reimagining Your Tax Practice Webcast Series](#); [CPA.com AI Initiative](#).

- **Firm investment in automation and AI should be a priority.** Top-performing firms are significantly increasing their spending on automation and artificial intelligence. Small firms in particular can enhance their productivity and competitiveness by using technology to minimize manual and redundant work and broaden their client service.

Related resources: [PCPS Technology Toolkit](#) [Building Automations](#); [CPA.com AI Initiative](#).

- **Steps to safeguard data and focus on cyber resilience are essential.** Protecting client information and ensuring business continuity in an increasingly digital and threat-prone environment is critical. While many firms have recognized the need for cyber liability insurance, those that have not yet invested in cyber liability insurance should learn more.

Related resources: [Cyber Security: How We Protect Aon and Clients](#); [Cyber Liability Insurance for CPA Firms | AICPA](#)

Additional ideas can be found at [Transforming Your Business Model](#), where you can explore the success stories of practitioners through articles, podcasts, and videos and access downloadable tools that have been developed to support these initiatives.

National MAP Survey team

PCPS

The Private Companies Practice Section is a voluntary add-on firm membership section of the AICPA that supports CPA firms in the everyday intricacies of running a practice. PCPS provides targeted and customizable practice management resources in the areas of business model transformation, business development, human resources, benchmarking, and succession planning to more than 4,000 firms of all sizes nationwide. The PCPS Executive Committee, made up of CPA volunteer practitioners, steers the development of resources and programs to help improve the quality of services and operating success of PCPS member firms. The PCPS Executive Committee promotes the importance of firm practice management by regularly endorsing this survey.

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Dynamic Benchmarking, LLC

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