PASSPORT

to Administrative Hiring Trends

OFFICETEAM®
Specialized Administrative Staffing
A Robert Half Company
Your Passport to Administrative Hiring Trends

The 2012 Salary Guide marks the 17th year that OfficeTeam has published data on starting compensation levels in the administrative field. In that time, we’ve become the leading expert on the subject.

What does this mean for you? Put simply, the Salary Guide can be one of the most valuable resources at your disposal. Access to up-to-date salary data can help you set competitive pay levels and attract top talent to your organization. Offering an attractive compensation package is often the difference between welcoming a new employee and having him or her accept a job offer from another company.

The Salary Guide also provides insight into specialties where demand is rising, helping you recruit and retain professionals in those areas. Monitoring salary trends can be challenging in today’s market. We hope you find the Salary Guide useful in your hiring efforts. You also can visit our Salary Center (officeteam.com/salarycenter) for the OfficeTeam Salary Calculator and more information about the current hiring environment.
Getting Started With the Salary Guide

Think of the 2012 Salary Guide as a road map for your business. This valuable resource can help you determine the best direction to take when setting compensation levels for new employees, planning budgets and navigating the hiring environment.

Overview

In this year’s guide, you’ll find starting salary ranges for more than 60 administrative positions. The figures in the Salary Guide are national averages, but they can be adjusted for more than 145 markets across North America using the local variance figures found on Pages 9-11 for the United States and Page 15 for Canada.

The salary ranges represent starting compensation only since factors such as seniority and work ethic make ongoing pay difficult to measure. Bonuses, incentives and other forms of compensation, such as benefits and retirement packages, also are not taken into account.

The Most Authoritative Resource

We collect information from various sources, including:

- The thousands of interim and full-time placements made through our branch locations
- Insight from our expert staffing professionals
- Exclusive workplace research we conduct regularly among senior executives and workers
- Our own comprehensive analysis of current and future hiring trends

We publish a new guide every year to ensure our data reflect the most recent employment trends. Information from the Salary Guide is so well-regarded that the U.S. Department of Labor’s Bureau of Labor Statistics has used it when compiling the Occupational Outlook Handbook.

Your Ticket to a Great Hire

Businesses in the United States are seeking talented administrative professionals to support their new initiatives. Companies that have cut back staff are realizing they can no longer operate efficiently without hiring critical administrative personnel.

Office support professionals continue to play pivotal roles in helping businesses attract clients by providing impressive customer service and supporting key company projects. Employers look for administrative candidates who are flexible, resourceful and committed, and who can make an immediate positive impact.

Being able to adapt quickly to the corporate culture also is essential.

In addition to adding to their administrative teams, companies are hiring human resources (HR) personnel to keep pace with staffing demands. They also are using specialized staffing firms to locate skilled talent. To ensure they find just the right people for their teams, managers are paying careful attention to the screening process. It’s not uncommon for applicants to participate in multiple rounds of interviews before a hiring decision is made. As competition increases for administrative professionals, the process may involve either fewer steps or a shorter timeline so that organizations do not risk losing top contenders to other offers.
Businesses seeking added assurance that they are selecting the right person for the job are pursuing temporary-to-full-time arrangements. Bringing in a candidate on a temporary basis first allows managers to see how well the prospective employee performs in the role, boosting the chances of making a sound hiring decision.

THE HIRING FORECAST

- **A focus on cost control** – Half of managers polled in a survey by OfficeTeam and the International Association of Administrative Professionals said support staff play a role in helping their firms reduce spending. Companies are boosting efficiencies by hiring administrative professionals with the skill sets to cover multiple job functions, when necessary.

- **Emerging difficulty in finding talent** – It’s become more challenging to locate top support staff. In fact, according to a recent OfficeTeam survey, 48 percent of HR managers said it’s difficult to find skilled administrative professionals today. As a result of these challenges, employers are becoming more creative when recruiting, tapping their networks, offering employee referral bonuses and turning to specialized staffing firms for assistance.

- **A time of rebuilding** – Managers have acknowledged the toll reduced administrative staff levels have taken on day-to-day productivity, and they are refilling critical roles. Experienced executive and administrative assistants are in particularly strong demand. Growing competition for top talent is bringing staff retention to the forefront for many employers. Sixty-three percent of HR managers polled by OfficeTeam said they are concerned about losing their best support personnel to other job offers in the next year.

- **Healthcare hiring** – Strong overall growth in the healthcare industry, the move to electronic medical records and the effects of healthcare reform are fueling demand for administrative professionals throughout this sector.

THE RECRUITING CHECKLIST

Following are the key attributes hiring managers look for when evaluating applicants for administrative and office support positions:

- **Flexibility** – Many companies are in a state of transition as business demands fluctuate. They need staff who can adapt to the higher volume of projects. Managers want candidates who thrive during change and are willing to learn and take on new responsibilities.

- **Communication skills** – Administrative professionals need to be articulate and polished in their interactions with internal and external customers, both in person and on the phone. At the same time, there is greater emphasis on writing abilities as email and social media become the predominant communication tools.

- **Technical expertise** – Managers seek support staff who not only are proficient with the latest software applications but also can assist and train others. Microsoft Office skills, including Word, Excel, Outlook and PowerPoint, remain in strong demand.

- **A can-do mindset** – Employers value those who regularly exceed performance expectations. They want administrative staff members who take action when they see a problem that needs to be fixed.
### Administrative Salaries – United States

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<tr>
<th>POSITION TITLE</th>
<th>2011</th>
<th>2012</th>
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<tr>
<td>Senior Executive Assistant*</td>
<td>$42,000 - $57,750</td>
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<tr>
<td>Executive Assistant</td>
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<tr>
<td>Sales Assistant</td>
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<td>Specialized Assistant - Legal</td>
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<td>3.9%</td>
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<td>Research Administrator</td>
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<td>$28,000 - $35,000</td>
<td>4.1%</td>
</tr>
<tr>
<td>Admissions Assistant</td>
<td>$25,750 - $32,250</td>
<td>$26,750 - $33,500</td>
<td>3.9%</td>
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<tr>
<td>Project Coordinator</td>
<td>$30,250 - $39,500</td>
<td>$31,250 - $41,000</td>
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<tr>
<td>Project Assistant</td>
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<td>$28,250 - $37,750</td>
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<td>Logistics Coordinator</td>
<td>$28,750 - $38,750</td>
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<td>Dispatcher</td>
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<td>Document Control Clerk</td>
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<td>Proofreader</td>
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<td>Presentation Specialist</td>
<td>$39,000 - $50,750</td>
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<td>Office/Facilities Coordinator/Assistant</td>
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<td>Office Clerk</td>
<td>$20,250 - $26,500</td>
<td>$21,000 - $27,250</td>
<td>3.2%</td>
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<tr>
<td>Mail Assistant</td>
<td>$20,250 - $27,750</td>
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<td>2.3%</td>
</tr>
<tr>
<td>File Clerk</td>
<td>$19,750 - $32,000</td>
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<td>3.5%</td>
</tr>
<tr>
<td>Imaging/Scanning Specialist</td>
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<td>$21,500 - $26,000</td>
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<td><strong>DATA ENTRY</strong></td>
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<td>Senior Data Entry Specialist</td>
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<td>3.6%</td>
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<tr>
<td>Data Entry Specialist</td>
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<tr>
<td>Senior Order Entry Specialist</td>
<td>$25,250 - $31,250</td>
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<tr>
<td>Order Entry Specialist</td>
<td>$22,000 - $28,250</td>
<td>$22,750 - $29,000</td>
<td>3.0%</td>
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<tr>
<td>Transcriptionist</td>
<td>$26,250 - $33,000</td>
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<tr>
<td><strong>RECEPTION</strong></td>
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<tr>
<td>Front Desk Coordinator</td>
<td>$21,500 - $29,000</td>
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<td>3.5%</td>
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<tr>
<td>Receptionist</td>
<td>$21,000 - $28,500</td>
<td>$21,750 - $29,500</td>
<td>3.5%</td>
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</tbody>
</table>

**Notes for salary figures on Pages 6 and 7:**
- Add up to 10 percent for expert multilingual abilities.
- Add up to 6 percent for Certified Administrative Professional designation.
- Add up to 8 percent for Microsoft Office Specialist certification.
- **Add 10 percent or more for senior executive assistants supporting C-level executives in large companies.
- **Add up to 10 percent for customer service managers or call center managers overseeing more than 20 people.

For a glossary of job descriptions, please see Page 19.

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The Exchange Rate: Adjusting Salaries for U.S. Cities

National starting salaries can be localized for your market using the formula below and the variance index numbers on Pages 9-11. The average salary index for all U.S. cities is 100. Information in this section is supported by data provided by our domestic offices, the expertise of our local staffing professionals, independent research and our company’s ongoing surveys of senior executives.

The index figures are intended to serve as a guide for determining average starting salaries in select U.S. cities. A number of factors, such as company size, employee benefits, the candidate’s skills and current market conditions, can impact actual starting salaries.

Calculating the Local Salary

Example – Entry-level administrative assistant in Philadelphia

1. Locate the position “entry-level administrative assistant” on Page 6.
2. Locate your city’s index number on Pages 9-11. (The index number for Philadelphia is 115.0.)
3. Move the decimal point two places to the left (1.150).
4. Multiply the low end of the national starting salary range ($24,750) by the figure in step 3 (1.150) to get $28,463.
5. Repeat step 4 using the high end of the salary range ($30,500) to get $35,075.

The approximate starting salary range for an entry-level administrative assistant in Philadelphia is $28,463 to $35,075.

Local Market Variances – United States

Alabama
- Birmingham 95.0
- Mobile 86.0

Arizona
- Phoenix 105.0
- Tucson 100.0

Arkansas
- Fayetteville 95.0
- Little Rock 95.0

California
- Fresno 85.0
- Irvine 124.5
- Los Angeles 124.5
- Oakland 127.0
- Ontario 110.0
- Sacramento 101.5
- San Diego 115.0
- San Francisco 135.5
- San Jose 133.0
- Santa Barbara 121.0
- Santa Rosa 98.0
- Stockton 85.0

Colorado
- Boulder 113.3
- Colorado Springs 90.1
- Denver 102.8
- Fort Collins 92.8
- Greeley 83.8
- Loveland 90.5
- Pueblo 76.0

Connecticut
- Hartford 116.5
- New Haven 112.0
- Stamford 131.0

Delaware
- Wilmington 102.0

District of Columbia
- Washington 130.0

Florida
- Fort Myers 86.0
- Jacksonville 93.0
- Melbourne 93.0
- Miami/Fort Lauderdale 106.7
- Orlando 98.5
- St. Petersburg 94.0
- Tampa 96.0

Georgia
- Atlanta 105.0
- Macon 80.0
- Savannah 80.0

Hawaii
- Honolulu 92.0

Idaho
- Boise 86.1

Illinois
- Chicago 122.7
- Naperville 112.0
- Rockford 85.6
- Springfield 91.0

Source: U.S. Department of Labor’s Bureau of Labor Statistics and OfficeTeam. Note that city index figures are reflective of all industries and are not specific to the administrative field. Industry-specific trends may also impact salaries in your area. For more information on average salaries in your city, contact the OfficeTeam location nearest you.
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<tr>
<th>State</th>
<th>City</th>
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<td>Indiana</td>
<td>Fort Wayne</td>
<td>80.5</td>
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<tr>
<td></td>
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<td>Iowa</td>
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<td></td>
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<tr>
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</tr>
<tr>
<td>Wisconsin</td>
<td>Appleton</td>
<td>83.5</td>
</tr>
<tr>
<td></td>
<td>Green Bay</td>
<td>86.5</td>
</tr>
<tr>
<td></td>
<td>Madison</td>
<td>94.0</td>
</tr>
<tr>
<td></td>
<td>Milwaukee</td>
<td>97.0</td>
</tr>
<tr>
<td></td>
<td>Waukesha</td>
<td>96.5</td>
</tr>
</tbody>
</table>

Source: U.S. Department of Labor’s Bureau of Labor Statistics and OfficeTeam. Note that city index figures are reflective of all industries and are not specific to the administrative field. Industry-specific trends may also impact salaries in your area. For more information on average salaries in your city, contact the OfficeTeam location nearest you.
### Administrative Salaries – Canada

<table>
<thead>
<tr>
<th>POSITION TITLE</th>
<th>2011</th>
<th>2012</th>
<th>% CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Executive Assistant*</td>
<td>$50,750 - $65,250</td>
<td>$52,750 - $68,500</td>
<td>4.5%</td>
</tr>
<tr>
<td>Executive Assistant</td>
<td>$42,750 - $54,000</td>
<td>$44,750 - $56,250</td>
<td>4.4%</td>
</tr>
<tr>
<td>Senior Administrative Assistant</td>
<td>$38,000 - $48,250</td>
<td>$40,250 - $49,750</td>
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</tr>
<tr>
<td>Administrative Assistant</td>
<td>$32,000 - $40,250</td>
<td>$33,000 - $42,500</td>
<td>4.5%</td>
</tr>
<tr>
<td>Entry-Level Administrative Assistant</td>
<td>$28,500 - $35,500</td>
<td>$30,000 - $36,750</td>
<td>4.3%</td>
</tr>
<tr>
<td>Senior Office/Facilities Manager</td>
<td>$46,750 - $62,000</td>
<td>$49,000 - $65,000</td>
<td>4.8%</td>
</tr>
<tr>
<td>Office/Facilities Manager</td>
<td>$41,750 - $52,500</td>
<td>$44,250 - $54,250</td>
<td>4.5%</td>
</tr>
<tr>
<td>Marketing Assistant</td>
<td>$34,000 - $43,500</td>
<td>$35,250 - $46,000</td>
<td>4.8%</td>
</tr>
<tr>
<td>Sales Assistant</td>
<td>$33,000 - $42,000</td>
<td>$34,500 - $43,750</td>
<td>4.3%</td>
</tr>
<tr>
<td>Specialized Assistant - Legal</td>
<td>$33,000 - $40,250</td>
<td>$33,500 - $40,500</td>
<td>0.7%</td>
</tr>
<tr>
<td>Property Management Assistant</td>
<td>$33,750 - $41,000</td>
<td>$34,750 - $43,000</td>
<td>4.0%</td>
</tr>
<tr>
<td>Mortgage Assistant</td>
<td>$33,250 - $42,250</td>
<td>$34,500 - $44,500</td>
<td>4.6%</td>
</tr>
<tr>
<td>Claims Processor</td>
<td>$27,250 - $32,750</td>
<td>$28,750 - $34,000</td>
<td>4.6%</td>
</tr>
<tr>
<td>Research Administrator</td>
<td>$31,000 - $40,250</td>
<td>$32,250 - $41,750</td>
<td>3.9%</td>
</tr>
<tr>
<td>Admissions Assistant</td>
<td>$30,500 - $35,500</td>
<td>$31,500 - $37,250</td>
<td>3.8%</td>
</tr>
<tr>
<td>Project Coordinator</td>
<td>$36,750 - $45,750</td>
<td>$38,000 - $48,500</td>
<td>4.8%</td>
</tr>
<tr>
<td>Project Assistant</td>
<td>$36,000 - $42,500</td>
<td>$37,000 - $45,250</td>
<td>4.8%</td>
</tr>
<tr>
<td>Logistics Coordinator</td>
<td>$35,000 - $44,000</td>
<td>$35,750 - $46,000</td>
<td>3.5%</td>
</tr>
<tr>
<td>Dispatcher</td>
<td>$32,250 - $42,250</td>
<td>$33,250 - $44,000</td>
<td>3.7%</td>
</tr>
<tr>
<td>Document Control Clerk</td>
<td>$29,750 - $37,000</td>
<td>$30,750 - $38,500</td>
<td>3.7%</td>
</tr>
<tr>
<td>Proofreader</td>
<td>$37,750 - $51,750</td>
<td>$39,000 - $53,500</td>
<td>3.4%</td>
</tr>
<tr>
<td>Presentation Specialist</td>
<td>$35,250 - $44,500</td>
<td>$36,250 - $45,750</td>
<td>2.8%</td>
</tr>
<tr>
<td>Office Services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office/Facilities Coordinator/Assistant</td>
<td>$34,250 - $40,750</td>
<td>$35,750 - $42,000</td>
<td>3.7%</td>
</tr>
<tr>
<td>Office Clerk</td>
<td>$26,500 - $31,750</td>
<td>$28,000 - $32,500</td>
<td>3.9%</td>
</tr>
<tr>
<td>Mail Assistant</td>
<td>$25,750 - $31,250</td>
<td>$27,000 - $31,750</td>
<td>3.1%</td>
</tr>
<tr>
<td>File Clerk</td>
<td>$25,250 - $29,500</td>
<td>$26,250 - $30,500</td>
<td>3.7%</td>
</tr>
<tr>
<td>Imaging/Scanning Specialist</td>
<td>$25,750 - $30,000</td>
<td>$27,000 - $31,250</td>
<td>4.5%</td>
</tr>
<tr>
<td>Data Entry</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Data Entry Specialist</td>
<td>$31,000 - $35,750</td>
<td>$32,500 - $37,250</td>
<td>4.5%</td>
</tr>
<tr>
<td>Data Entry Specialist</td>
<td>$26,750 - $32,000</td>
<td>$28,250 - $33,250</td>
<td>4.7%</td>
</tr>
<tr>
<td>Senior Order Entry Specialist</td>
<td>$31,250 - $39,250</td>
<td>$32,750 - $41,000</td>
<td>4.6%</td>
</tr>
<tr>
<td>Order Entry Specialist</td>
<td>$28,500 - $35,000</td>
<td>$30,000 - $36,500</td>
<td>4.7%</td>
</tr>
<tr>
<td>Transcriptionist</td>
<td>$27,750 - $36,500</td>
<td>$29,250 - $38,000</td>
<td>4.7%</td>
</tr>
</tbody>
</table>

For a glossary of job descriptions, please see Page 19.

Notes for salary figures on Pages 12 and 13:
- Add up to 16 percent for expert multilingual abilities.
- Add up to 7 percent for Certified Administrative Professional designation.
- Add up to 11 percent for Microsoft Office Specialist certification.
* Add 10 percent or more for senior executive assistants supporting C-level executives in large companies.
**Add up to 10 percent for customer service managers or call center managers overseeing more than 20 people.

Values listed on Pages 12 and 13 are average national starting salaries. To calculate the appropriate salary range for your local market, please refer to Page 15 or contact an OfficeTeam staffing manager.

All salaries listed on Pages 12 and 13 are in Canadian dollars.
Destination: Canada

Companies in Canada need skilled support staff to keep up with business demands. Organizations are recruiting experienced administrative professionals who can hit the ground running. They also look for applicants who are willing to learn new skills and take on added responsibilities.

Businesses are recruiting a wide range of professionals, including executive and administrative assistants, customer service representatives, and HR assistants. Hiring managers seek applicants who are fluent in both English and French.

MUST-SEE SKILLS AND ATTRIBUTES

- **Outside-the-box thinking** – Employers want administrative professionals who can develop creative, resourceful ways of addressing projects and problems.
- **Adaptability** – The business environment is constantly changing, and employees must be open to these changes. Flexibility and a willingness to let the job description evolve along with the needs of the business are becoming key hiring criteria.
- **The right ‘fit’** – Companies are looking for candidates who will transition seamlessly to a new office environment and new coworkers. To better assess work “chemistry,” managers often ask applicants to meet with several members of the team as part of the hiring process.
- **Diverse technical skills** – In addition to Microsoft Office expertise, hiring managers seek candidates with proficiency using database management software, Microsoft Project and enterprise resource planning software such as SAP. Not-for-profit organizations look for candidates who can use fundraising and donor management systems such as Raiser’s Edge. Businesses also want administrative professionals who can monitor industry activity online and conduct competitive research as needed.
- **Proven work history** – To avoid costly hiring mistakes, employers are investing more effort up front when evaluating applicants. Many candidates go through lengthier screening processes that include panel interviews and multiple rounds of meetings. This trend may change, however, if competition for skilled applicants intensifies. A delayed hiring decision can cause employers to lose out on a top contender. Companies also are bringing in workers on an interim basis first to evaluate their performance before hiring them full time.

Calculating the Local Salary

**Example** – Senior administrative assistant in Vancouver

1. Locate the position “senior administrative assistant” on the chart on Page 12.
2. Locate your city’s index number in the chart below. (The index number for Vancouver is 103.1.)
3. Move the decimal point two places to the left (1.031).
4. Multiply the low end of the national starting salary range ($40,250) by the figure in step 3 (1.031) to get $41,498.
5. Repeat step 4 using the high end of the salary range ($49,750) to get $51,292.

The approximate starting salary range for a senior administrative assistant in Vancouver is $41,498 to $51,292.

**Local Variances**

<table>
<thead>
<tr>
<th>Province</th>
<th>Fastest-Growing Industries</th>
<th>Positions in Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alberta</td>
<td>Healthcare</td>
<td>Executive assistant</td>
</tr>
<tr>
<td></td>
<td>Oil and gas/energy</td>
<td>HR assistant</td>
</tr>
<tr>
<td>British</td>
<td>Healthcare</td>
<td>Administrative assistant</td>
</tr>
<tr>
<td>Columbia</td>
<td>Manufacturing</td>
<td>HR assistant</td>
</tr>
<tr>
<td>Manitoba</td>
<td>Financial services</td>
<td>Administrative assistant</td>
</tr>
<tr>
<td></td>
<td>Manufacturing</td>
<td>Receptionist</td>
</tr>
<tr>
<td>Ontario</td>
<td>Healthcare</td>
<td>Administrative assistant</td>
</tr>
<tr>
<td></td>
<td>Nonprofit</td>
<td>Executive assistant</td>
</tr>
<tr>
<td>Québec</td>
<td>Construction</td>
<td>Administrative assistant</td>
</tr>
<tr>
<td></td>
<td>Distribution</td>
<td>Customer service representative</td>
</tr>
</tbody>
</table>

**Example**

- Alberta
  - Calgary ........................................... 103.3
  - Edmonton ....................................... 101.6
- British Columbia
  - Fraser Valley ................................... 98.1
  - Vancouver ....................................... 103.1
  - Victoria .......................................... 95.2
- Manitoba
  - Winnipeg ......................................... 90.5
- Ontario
  - Kitchener-Waterloo .............................. 95.5
  - Ottawa ........................................... 100.5
  - Toronto .......................................... 104.8
- Québec
  - Montréal .......................................... 102.9
  - Québec City ...................................... 89.2
- Saskatchewan
  - Regina ............................................ 93.2
  - Saskatoon ........................................ 94.9
Avoiding Turbulence During the Job Interview: Six Questions to Ask

The process of adding staff can be a bumpy ride if you don’t prepare properly. Few managers have the resources to devote to a second round of recruiting if an initial hire doesn’t work out. The following interview questions can help you select the right person the first time:

1. **What would you hope to gain in this job?**
   Pay attention to whether applicants focus only on the short term or if they also mention long-term goals with your company. This can help you determine if you’re dealing with someone looking to build a career with your organization.

2. **What is the most interesting project you have worked on professionally?**
   The response to this question tells you what candidates find inspiring. Does your job align with these interests?

3. **What would have made you stay at your last job?**
   Applicants may have well-rehearsed responses to the anticipated “Why did you leave your last job?” question. By asking them to consider what they wish had been better, you may get more candid feedback.

4. **How would colleagues describe your personality?**
   You don’t necessarily want your staff to share the same personality style, but you do want to make sure applicants will work well with the team. For example, someone who is described as no-nonsense may not mesh well with a collaborative, collegial team.

5. **What’s a mistake you have made on the job?**
   Look for a willingness to admit faults and an understanding of the importance of learning from them.

6. **Who was the most challenging customer – internal or external – you have encountered and how did you make that person happy?**
   Every position involves some level of customer service. You want to get a sense of how people deal with difficult individuals and respond to pressure situations.

Writing a Five-Star Job Description

If you’re like many managers, when it’s time to fill a position, you dust off the appropriate job description, give it a cursory review and make small updates as needed. But in doing so, you’re focusing on what the role has required in the past instead of what the position should be now and in the near future. The job description you develop will serve as the foundation for your hiring activity, whether you handle the process yourself or partner with an experienced staffing firm. Make sure it accurately defines what you seek in a job candidate, or you could end up hiring the wrong person.

Here are five elements of an effective job description:

1. **Title** – Give careful thought to what you call the job. An inaccurate or overblown title can create false expectations and lead to a poor fit.

2. **Responsibilities** – Be specific when describing the day-to-day duties. If you are too vague, you may be overloaded with resumes from unqualified candidates. Also ensure the responsibilities are realistic – can one person actually do the job you’ve outlined?

3. **Necessary skills** – Be specific, and don’t overlook soft skills. Consider everything necessary to succeed in the position.

4. **Experience and education** – List true requirements, not just preferences. In general, it’s best to allow some degree of flexibility. If your scope is too narrow, you may overlook promising candidates.

5. **Salary range** – Before you start the recruiting process, establish a salary range for the position. Aim to pay slightly more than your competitors to help attract the best candidates.
Five Keys to Keeping Your Best People on Board

In any business environment, your best people are always in demand. Your role as a manager is to consistently give your employees compelling reasons to keep them from packing their bags and heading to another company. Businesses that are able to maintain continuity among their teams are positioned for the greatest success. Here are five tips for better staff retention:

1. **Know the value of ‘thank you.’** People work for much more than a paycheck. They want their jobs to be a means of attaining self-esteem, pride and professional growth. And they want to feel that their talents and contributions are appreciated.

   Take the time to acknowledge individual and group achievements. Even small actions, such as offering praise during a staff meeting or private discussion, can go a long way toward making people feel valued.

2. **Trust your team to do a good job.** Most workers place a premium on autonomy and the ability to make decisions. When you micromanage, you send the message to your staff that you don’t believe they can do the job correctly, which can undermine morale.

   Instead, empower your team to develop new solutions to problems. Being open to suggestions and acting on them whenever possible tells your employees that their opinions matter.

3. **Get to know your staff as individuals.** Are your team members satisfied with their work? Ask each of them about their career aspirations, and then try to find ways to help them achieve these goals. You could institute mentoring or continuing education programs, for example. Or you could simply touch base regularly to let people know you’re personally invested in their success and professional growth.

4. **Be sensitive to stress levels.** After a sustained period of heavy workloads, intense pressure and tight deadlines, your staff may be on the verge of burnout. When you see your employees nearing their limits, consider hiring additional full-time staff, temporary professionals or a combination of both. Doing so will ease the burden and ensure you have the necessary expertise on board for each project.

5. **Pay competitively.** Money may not be the most important factor in the decision to leave a company, but it can certainly play a major role. Strive to keep your salary levels at, or slightly above, those offered by your competitors.

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Glossary of Job Descriptions

**ADMINISTRATIVE**

**Senior Executive Assistant** – Duties include those described for executive assistant, but the position supports the most senior executives, particularly in large corporations. A premium is paid for specific industry expertise. Sensitivity to confidential matters is required.

**Executive Assistant** – Performs administrative duties for executive management. Responsibilities may include screening calls; managing calendars; making travel, meeting and event arrangements; preparing reports and financial data; training and supervising other support staff; and customer relations. Requires strong computer and Internet research skills, flexibility, excellent interpersonal skills, project coordination experience, and the ability to work well with all levels of internal management and staff, as well as outside clients and vendors. Sensitivity to confidential matters may be required.

**Senior Administrative Assistant** – Duties include those described for administrative assistant, but the position requires more work experience within each function. Supports senior-level managers and may supervise other support staff. A premium is paid for specific industry experience. Advanced computer skills and the ability to train others in system usage are preferred.

**Administrative Assistant** – Performs administrative and office support activities for multiple supervisors. Duties may include fielding telephone calls, receiving and directing visitors, word processing, creating spreadsheets and presentations, filing, and faxes. Extensive software skills are required, as well as Internet research abilities and strong communication skills. Staff in this category also may have the title of department assistant, coordinator or associate.

**Entry-Level Administrative Assistant** – Performs a variety of Internet research functions and uses word processing, spreadsheet and presentation software. Duties also include fielding telephone calls, filing and data entry. May assist with overflow work from administrative and executive assistants, and fill in for the office receptionist as needed.

**Senior Office/Facilities Manager** – Responsibilities include those described for office/facilities manager, but the position requires more extensive experience and management skills. Duties may include selecting office vendors and supervising purchasing processes, directing mailroom and maintenance staff, and coordinating regular building safety checks and ergonomics training for staff. Solid communication and staff management skills are required, as well as some accounting knowledge.

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**OFFICETEAM 2012 SALARY GUIDE**
Office/Facilities Manager – Coordinates various office support services, including purchasing and facilities management. Requires strong communication skills and some accounting knowledge. May include supervision of office administrative staff. At some companies, this role may take on HR responsibilities.

Marketing Assistant – Duties include those described for administrative assistant but supports a marketing department exclusively. May assist both full-time employees and freelance staff. Additional duties include helping with trade show and event planning, creating or updating presentation software files, tracking budgets and expenses, and communicating with external creative service providers.

Sales Assistant – Duties include those described for administrative assistant but supports a sales department exclusively. May assist sales staff based in remote locations. Additional responsibilities may include processing expense reports, coordinating the submission of proposals, planning meetings, tracking sales progress, troubleshooting minor technical problems, maintaining department database records, and serving as a liaison between traveling sales representatives and staff based in the home office.

Specialized Assistant – Legal – Duties include those described for administrative assistant but supports a corporate legal department or law firm exclusively. Additional responsibilities include assisting lawyers with screening client calls, typing business correspondence and transcribing dictation. Must have excellent computer, communication and writing skills; understand local and state or provincial rules regarding pleadings and discovery formats, deadlines, and filing requirements; be familiar with court structures, vendors and other legal resources; and have basic knowledge of legal terminology.

Property Management Assistant – Duties include those described for administrative assistant but supports a property management company exclusively. Assists with reviewing lease contracts and tracking work orders and rent increases. Responsible for administrative support and landlord/tenant relations, as well as accounts payable functions.

Mortgage Assistant – Responsible for preparing loan documents for review. May distribute signed contracts and organize loan files. Also may perform clerical, administrative and sales support duties. Strong organizational, communication and computer skills are required. Customer service, data entry and multitasking skills are preferred.

Claims Processor – Provides administrative support in a claims department. Reviews insurance claims for accuracy and completeness before processing and submitting them to the claims examiner. Strong data entry, communication and computer skills required. Thorough knowledge of the insurance industry is preferred, as is previous experience.

Research Administrator – Conducts research and gathers documentation in order to compile comprehensive reports. Extreme attention to detail and strong Internet and other computer skills required.

Admissions Assistant – Duties include those described for administrative assistant but supports an admissions department at an educational institution. Additional duties include drafting and distributing student mailings, filing student information, scheduling appointments and processing transcript requests. May assist in coordinating student orientations. Strong verbal and written communication, customer service, and data entry skills are required.

Project Coordinator – Works with internal and external parties to initiate and run major projects. Coordinates schedules and activities, placing orders for supplies and services, and tracking progress and results. Requires excellent communication skills and extensive knowledge of database and project management software. Often reports to project managers or marketing executives.

Project Assistant – Similar duties to those described for project coordinator but supports project managers who oversee multiple assignments relating to construction, real estate development or manufacturing. Advanced Microsoft Office skills required, particularly Access, Excel and Project. Must maintain accurate information and be detail-oriented.

Logistics Coordinator – Responsible for the logistical processing of customer orders, including coordination with vendors, sales staff, customer service representatives, billing representatives, warehouses and shippers. Arranges shipments. Some experience in purchasing, inventory control, transportation and warehousing functions is needed. Computer proficiency also is required.

Dispatcher – Schedules and dispatches workers, equipment or service vehicles to carry materials or passengers. Records information on each call and prepares detailed reports on all activities occurring during the shift. Communication skills and the ability to work under pressure are important.
Document Control Clerk – Responsibilities include controlling the incoming and outgoing documentation process, and maintaining files and project reports. Also may route orders, organize indexes and track shipping practices.

Proofreader – Edits copy to ensure proper grammar, spelling, syntax and style. Requires an eye for detail, an ability to use standard proofreaders’ marks, and excellent knowledge of grammar and style.

Presentation Specialist – Uses Microsoft PowerPoint and other software to create internal and external presentations for organizations. Also may edit material and provide basic instruction to presenters. Strong design sense and organizational skills required.

OFFICE SERVICES
Office/Facilities Coordinator/Assistant – Supports the office/facilities manager in various office administration duties, including facility and general maintenance services. Requires strong communication abilities, as well as computer and data entry skills.

Office Clerk – Performs basic clerical tasks. Operates standard office equipment. May require computer and data entry skills.

Mail Assistant – Sorts and distributes incoming and outgoing mail. Operates manual and electronic mailing equipment. Interacts with courier companies.

File Clerk – Performs clerical tasks, such as arranging letters, memora- nanda, invoices and other indexed documents according to an established system. Operates office equipment and completes general office work. Additional duties may include answering telephones and data entry.

Imaging/Scanning Specialist – Sorts and prepares documents for imaging. Scans and verifies documents, and indexes images. Must have knowledge of document imaging/scanning hardware and software, and experience creating electronic copies of documents. Experience with Microsoft Office and document creation software such as Adobe Acrobat is required.

DATA ENTRY
Senior Data Entry Specialist – Duties include those described for data entry specialist, but the position requires more experience. Prioritizes and batches material for data entry. Completes information analysis for procedures and reports. Must have knowledge of technical material and the ability to train and supervise others, and be capable of high-volume data entry.

Data Entry Specialist – Inputs information quickly and accurately from a variety of sources into a computer database. May take customer orders and enter them into a tracking system.

Senior Order Entry Specialist – Duties include those described for order entry specialist, but the position requires more experience. Manages order entry activities for the organization. Works with shipping and manufacturing partners to schedule shipments to customers. Resolves customer order issues and assists with training new employees. Good communication, computer, typing and alphanumeric data entry skills required.

Order Entry Specialist – Duties similar to those described for data entry specialist, but the position involves more customer interaction by phone or email. Checks inventory and provides shipping and pricing information. Tracks an order from its placement until the product is received. Good communication, computer, typing and alphanumeric data entry skills required.

Transcriptionist – Transcribes notes, reports, letters, audio recordings or case files. Distributes copies of documents as needed. Strong typing and computer skills required. In law offices, knowledge of legal terminology is preferred.

RECEPTION
Front Desk Coordinator – Manages the company’s lobby area. Greets and directs all visitors, including vendors, clients, job candidates and customers. Ensures completion of paperwork, sign-in and security procedures. Handles special administrative projects, as well as overflow work from other assistants. Depending on the size of the firm, also may answer incoming calls.

Receptionist – Greets visitors and performs general administrative duties. Handles incoming calls and may operate a switchboard. Also may assist other administrative staff with overflow work, including word processing, data entry and Internet research tasks.

CUSTOMER SERVICE/ CALL CENTER
Customer Service Manager – Hires, trains and manages members of the customer service department. Resolves escalated or difficult issues regarding client complaints and other matters. Evaluates team performance. Works closely with managers in other departments on updating policies and procedures for client service. Some employers require an associate or bachelor’s degree or several years of relevant experience.

Senior Customer Service Representative – Duties include those described for customer service representative, but the position requires
stronger work experience for each function. Additional duties may include resolving customer complaints, managing database records, drafting status reports on customer service issues and supervising staff.

**Customer Service Representative** – Receives and places telephone calls. Maintains solid customer relationships by handling questions and concerns with speed and professionalism. Performs data entry. Also may require research skills to troubleshoot customer problems. Excellent communication abilities and data entry skills are essential.

**Call Center Manager** – Hires, trains and manages call center employees. Responsible for reviewing, implementing and improving call center policies and procedures. Tracks call volume and quality and prepares reports for company management. Some employers require an associate or bachelor’s degree or several years of relevant experience.

**Senior Call Center Representative** – Duties include those described for call center representative, but the position requires more work experience. Additional responsibilities may include proactive communication with customers and clients, upselling existing accounts, managing database records and supervising staff.

**Call Center Representative** – Duties at an inbound call center include responding to customer inquiries, processing orders and routing calls to appropriate departments. Responsibilities at an outbound call center include contacting businesses or individuals, describing products or services, and obtaining customer information and leads. Handles a high volume of calls, usually leveraging an auto-dialer system. Performs data entry, maintains customer databases and logs calls. Excellent communication, customer service and alphanumeric data entry skills are required.

**HUMAN RESOURCES (HR)**

**HR Assistant** – Screens telephone calls, schedules interviews, researches the Internet to locate potential job candidates, scans resumes, assists with planning new employee orientations, compiles materials and maintains employee database records. Strong computer skills are required, as is sensitivity to confidential matters.

**HR Recruiting Specialist/Coordinator** – Duties include internal and external posting of open positions, screening candidates to ensure they meet company hiring standards, and preparing offer letters. Additional responsibilities may include overseeing applicant tracking and conducting recruiting analysis. Also may assist with other HR department projects. Strong computer, communication, interpersonal and organizational skills are required.

**Call Center Representative** – Duties at an inbound call center include responding to customer inquiries, processing orders and routing calls to appropriate departments. Responsibilities at an outbound call center include contacting businesses or individuals, describing products or services, and obtaining customer information and leads. Handles a high volume of calls, usually leveraging an auto-dialer system. Performs data entry, maintains customer databases and logs calls. Excellent communication, customer service and alphanumeric data entry skills are required.

**HR Benefits Specialist/Coordinator** – Assists with the operational management of domestic health and welfare benefit programs, 401(k) plans, the Registered Retirement Savings Plan (RRSP), and the Human Resources Information System (HRIS). Helps register employees into benefit plans, serves as the primary contact for benefit-related questions or complaints, and works directly with vendors to resolve issues. Strong computer, communication, interpersonal and organizational skills are required.

**ADMINISTRATIVE HEALTHCARE**

**Patient Registration/Admissions Clerk/Enrollment Specialist** – Interviews incoming patients prior to admission to gather demographic, insurance and emergency information. Ensures completion of paperwork, sign-in and security procedures prior to admission into the hospital system. Explains hospital policies, procedures, and security to patients. Obtains insurance authorization for medical procedures, tracks insurance file holds and provides necessary details to billing staff. The position involves heavy phone interaction and demands excellent customer service and problem-solving skills in working with physicians, nurses, financial personnel, and healthcare providers.

**Insurance Verification Clerk** – Provides support to medical billing staff. Clarifies and verifies details of insurance coverage with private or government carriers and offers information to patients before medical services are provided. Obtains insurance authorization for medical procedures, tracks physician referrals and provides necessary details to billing staff. The position involves heavy phone interaction and demands excellent customer service and problem-solving skills in working with physicians, nurses, financial personnel, and healthcare providers.

**Insurance Referral Coordinator** – Serves as a liaison between insurance and healthcare providers to ensure required referrals have been processed correctly for medical specialty visits. Must have a solid understanding of insurance procedures and a working knowledge of medical terminology and coding. Knowledge of medical billing is a plus.

**Medical Office Administrator** – Oversees the day-to-day management of a healthcare practice. Responsibilities include hiring and managing staff, developing a business plan, interacting with insurance companies, handling contracts, and attending seminars to remain current with rules and regulations. Manages all accounts receivable functions and budget for office/department.
Medical Executive Assistant – Performs administrative duties similar to those of an executive assistant but for medical executives, including C-level hospital executives, department chairs and senior administrators. Knowledge of software programs and medical terminology is required. Previous experience in project coordination and writing (for grant and proposal processes) may be necessary. Taking dictation and synchronizing handheld devices with office computers may be requested.

Medical Secretary/Administrative Assistant – Performs duties similar to those of an administrative assistant but in a hospital, medical office or healthcare-related industry, such as insurance. Familiarity with medical terminology, claims management and filing procedures often is required. This position calls for frequent interaction with vendors and patients. Sensitivity to confidential matters is required.

Medical Transcriptionist – Listens to tapes recorded by medical staff and types information exactly as stated into computer files. May use standard word processing software or customized databases. Requires solid knowledge of medical terminology, spelling and abbreviations, and exceptional typing speed (70+ words per minute) and accuracy. Some healthcare organizations may seek candidates with backgrounds in a specialized area.

Medical Front Desk Coordinator – Greets and directs all visitors, including patients, representatives, job candidates and customers. Ensures completion of paperwork, sign-in and security procedures, and scheduling of patients. In larger organizations, acts as the lead for all front desk staff (including receptionists and/or schedulers), coordinates schedules for the front desk, assists in managerial tasks and serves as the initial contact in problem resolution.

Medical Receptionist – Greets visitors, handles incoming calls, schedules appointments and performs general administrative duties in a healthcare facility. Must be familiar with medical terminology. Sensitivity to confidential matters is required.

Electronic Medical Records (EMR) Abstractor/Auditor – Extracts key data from patient records and enters a summary of this information into electronic files. Reviews scanned records to verify information has been correctly transcribed and saved.

Medical Records Clerk – Supervises plans and evaluates the work of clerical staff engaged in medical record processing activities. Duties include the initiation of medical charts, completion of insurance forms and death and birth certificates, transcription of dictated medical records, and retrieval of medical charts. Must possess strong knowledge of medical terminology and procedures, as well as the legal aspects of medical record administration.

Medical Records Scanner – Sorts and prepares medical records for conversion to electronic format. Scans records, verifies they are imaged correctly and accurately indexes images. Must have knowledge of electronic medical record imaging/scanning hardware and software, and experience creating electronic copies of documents.

Medical Records Quality Assurance Specialist – Audits medical records to ensure patient information, treatments and diagnoses are accurately classified using the ICD-9/ICD-10, CPT and/or HCPCS coding systems.

Medical Records Administrator – Maintains and updates files. Completes information processing applications in compliance with federal, state, provincial, program and regional requirements. Ensures consistent documentation and accuracy of physicians’ credentials. Strong computer skills and knowledge of medical terminology required. Those with Certified Provider Credentialing Specialist (CPCS) designation preferred.

Senior Medical Customer Service Representative – Duties include receiving and placing telephone calls. Answers questions from patients and providers with speed and professionalism. Performs data entry and uses software programs. May also require research skills to troubleshoot patient problems. Excellent communication abilities are essential.

Surgery Scheduler – Arranges patient and physician schedules for surgical procedures. Reserves operating rooms and schedules support staff. Requires strong computer skills, sensitivity to confidential information and excellent communication abilities.

Credentialing Specialist – Under supervision, coordinates the credentialing procedure by compiling and processing applications in compliance with federal, state, provincial, program and regional requirements. Ensures consistent documentation and accuracy of physicians’ credentials. Strong computer skills and knowledge of medical terminology required. Those with Certified Provider Credentialing Specialist (CPCS) designation preferred.

Dental Scheduler/Receptionist – Greets patients, schedules appointments, handles incoming calls and performs general administrative duties in a dental practice. Requires computer knowledge and excellent communication skills.
OfficeTeam: Your Travel Guide in the Hiring Process

OfficeTeam is a leading provider of administrative professionals on a temporary and temporary-to-full-time basis. In fact, we have more than 60 years of experience working with companies just like yours.

We believe there is no substitute for the personal touch when hiring. Any number of technology tools can identify potential hires, but they won’t tell you about the person behind the profile. We take time to understand the unique needs and office cultures of the businesses we serve. Then, we select professionals with skills, work styles and career goals that best align with those organizations.

Here are additional reasons OfficeTeam is different from other staffing firms and hiring resources:

• We can find a skilled professional to match your needs. We have one of the largest networks of skilled talent in the staffing industry, as well as access to job candidates that other sources don’t. Among other distinctions, our status as the exclusive Career Partner of The Wall Street Journal allows us frequent exposure to highly skilled professionals who are dedicated to their careers.

We also have a full suite of skills evaluations that measure our candidates’ proficiency in today’s most in-demand software and business processes. Many of our assessments simulate actual job duties. As a result, the professionals we place can help get the job done.

• We can lead you through the process. We guide you through every step of the hiring process, making it easier and more effective. We can help you determine your staffing needs, set compensation levels and handle hurdles along the way. Communication is our specialty.

• We can provide immediate assistance. The hiring process can often be long and drawn out, and chances are you need a new employee right away. We use the staffing industry’s most advanced technology to quickly search our extensive candidate database and identify job seekers who meet your requirements.

• We can meet any need. Our clients want choices. OfficeTeam can provide immediate access to skilled candidates at varying bill rates based on their specific expertise and experience. So, no matter your budget or requirements, we can locate a skilled professional who can assist your company.

For more information about OfficeTeam and the ways in which we can help meet your staffing needs, please call 1.800.804.8367 or visit officeteam.com.

Using Flexible Staffing Approaches to Stay on Course

As companies attempt to control costs, they often look to cut the size of their workforce. However, staff reductions commonly leave firms under-resourced once conditions improve and workloads begin to rise again.

Flexible staffing models that supplement a core full-time workforce with skilled temporary and project workers have proved to be the ideal solution for businesses hoping to avoid the cycle of hiring and layoffs that often accompanies a downturn. Using this approach, companies can convert a portion of their fixed staffing costs into a variable expense tied to actual workload highs and lows.

A Year-Round Advantage

Flexible staffing models are not simply an alternative to full-time hiring. Increasingly, firms recognize that introducing temporary and project professionals at higher skill levels can be a key component of their year-round staffing strategy.

A wisely chosen mix of temporary and full-time staff provides maximum flexibility in good times and bad. Permanent employees form the core of the workforce, and interim staff augment their efforts on an as-needed basis. Project support professionals also can provide access to skills unavailable in-house and not needed year-round.

The Extended ‘Interview’

When companies are considering making a full-time hire, they often bring in candidates first on a temporary basis. This allows them to observe performance and fit over an extended period. Managers can assess these professionals’ technical skills and their ability to mesh with the company culture and work effectively with existing staff.

The bottom line: Flexible staffing gives a company resource and cost-control options it wouldn’t otherwise have.
In addition to our annual Salary Guide, OfficeTeam offers the following resources:

- **OfficeTeam Salary Center** – This one-stop resource provides a detailed analysis of current hiring and compensation trends based on our industry-leading research. By visiting officeteam.com/salarycenter, you also can access our Salary Calculator.

- **Small Business Resource Center** – This website, roberthalf.us/smallbusinesscenter, offers guidance specific to small business owners on the topics of recruitment and retention, as well as access to free advice booklets and a library of pertinent articles.

- **Your Work Style in Color: A Colorful Approach to Working Relationships** – Workplace conflicts often arise because different people have different ways of doing things. This research guide and online survey, found at officeteam.com/workstyle, helps professionals identify their dominant work style type and offers advice on how to collaborate better with others.

- **Social media** – Follow us on Twitter, Facebook and LinkedIn for more management, career and workplace advice. Check out our YouTube channel for informative and entertaining videos about hiring and the workplace.

### Worldwide Locations

#### UNITED STATES

**ALABAMA**  
Birmingham

**ARIZONA**  
Chandler  
Phoenix  
Phoenix – West  
Tucson

**ARKANSAS**  
Fayetteville  
Little Rock

**CALIFORNIA**  
Bakersfield  
Burbank  
Carlsbad  
Cerritos  
City of Industry  
Fairfield  
Fremont  
Fresno  
Irvine  
La Jolla  
Laguna Niguel  
Long Beach  
Los Angeles  
Los Angeles – LAX  
Modesto  
Monterey  
Novato  
Oakland  
Ontario  
Orange  
Oxnard  
Palm Springs  
Palo Alto  
Pasadena  
Pleasanton  
Rancho Bernardo  
Rancho Cordova  
Riverside  
Sacramento  
San Diego  
San Francisco  
San Jose  
San Mateo  
Santa Barbara  
Santa Clara  
Santa Rosa

**COLORADO**  
Aurora  
Boulder  
Colorado Springs  
Denver  
Englewood  
Fort Collins  
Lakewood

**CONNECTICUT**  
Danbury  
Hartford  
New Haven  
Shelton  
Stamford

**DELAWARE**  
Wilmington

**DISTRICT OF COLUMBIA**  
Washington

**FLORIDA**  
Boca Raton  
Brandon  
 Coral Gables  
Fort Lauderdale  
Fort Myers  
Hialeah  
Jacksonville  
Melbourne  
Miami – Downtown  
Naples  
Orlando  
Port St. Lucie  
St. Petersburg  
Tampa  
West Palm Beach

**GEORGIA**  
Alpharetta  
Atlanta – Buckhead  
Atlanta – Galleria  
Atlanta – Midtown

**IDAHO**  
Boise

**ILLINOIS**  
Chicago  
Fairview Heights  
Gurnee  
Hoffman Estates  
Naperville  
Northbrook  
Oakbrook Terrace  
Rosemont  
Tinley Park

**INDIANA**  
Fishers  
Fort Wayne  
Indianapolis – Downtown  
Indianapolis – West  
Merrillville

**IOWA**  
Cedar Rapids  
Davenport  
Des Moines

**KANSAS**  
Overland Park

**KENTUCKY**  
Lexington  
Louisville

**LOUISIANA**  
New Orleans

**MAINE**  
Portland

**MARYLAND**  
Baltimore  
Bethesda  
Columbia  
Greenbelt  
Towson

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Boston  
Cambridge  
Malden  
Woburn

**MICHIGAN**  
Ann Arbor  
Dearborn  
Detroit  
Novi

**MINNESOTA**  
Minneapolis  
Saint Paul

**MISSISSIPPI**  
Biloxi

**MISSOURI**  
Kansas City  
St. Louis

**MONTANA**  
Butte  
Billings  
Bozeman  
Missoula  
Kalispell

**NEBRASKA**  
Lincoln

**NEVADA**  
Las Vegas

**NEW JERSEY**  
Englewood Cliffs  
Far Hills  
Morristown

**NEW MEXICO**  
Albuquerque

**NEW YORK**  
Bronx  
Buffalo  
Brooklyn  
Lehman  
Manhattan  
New York  
New York – LGA

**OHIO**  
Cleveland  
Cincinnati  
Dayton  
Mentor  
Middletown

**OKLAHOMA**  
Oklahoma City  
Tulsa

**OREGON**  
Beaverton  
Corvallis  
Portland

**PENNSYLVANIA**  
Allentown  
Bethlehem  
Dover  
Easton  
Erie  
Hershey  
Johnstown  
Lancaster  
Luzerne  
Pittsburgh  
Scranton  
Allentown – South  
Gwinnett  
Macon  
Savannah  
Honolulu  
IDAHO  
Boise  
ILLINOIS  
Chicago  
Fairview Heights  
Gurnee  
Hoffman Estates  
Naperville  
Northbrook  
Oakbrook Terrace  
Rosemont  
Tinley Park  
INDIANA  
Fishers  
Fort Wayne  
Indianapolis – Downtown  
Indianapolis – West  
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