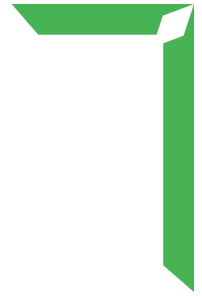


2013

Benchmarking
Survey



iaap
Leading
Administrative Professionals



In 2013, members of the International Association of Administrative Professionals and approximately 20,000 non-members were asked to participate in a benchmarking survey designed to gather current data on job titles, key responsibilities, average salaries, job satisfaction, technology usage, training needs and other key issues relating to today's administrative professionals. A total of 3,394 people submitted their survey responses—a 10 percent response rate and an increase of less than one percent over the number of 2011 survey respondents.

IAAP has been conducting benchmarking surveys since the early 1990s. Though specific questions have changed since then, in many cases the association now has data going back 20 years. No other organization can claim the same longitude of data related to administrative professionals.

This survey has become an important resource for businesses and organizations. The results are used by administrative professionals, their managers and executives, human resource departments, experts, educators and members of the news media to help set standards for compensation, benefits, professional development, workload, techniques and technology in offices around the world¹.

The outcomes of this year's survey will also play a vital role in IAAP's programs and services. IAAP depends on the results for a 360-degree perspective on administrative professionals. It tells the association what its stakeholders need to succeed as professionals and employers, and how programs and services should be delivered. If there are challenges

forming across the profession, the survey results provide an early warning and prompt IAAP to help develop solutions. If there are noteworthy trends, the association can use the results to help members maintain their relevance in an always-evolving profession.

At its most fundamental level, this survey is important because it recognizes and quantifies the enormous impact administrative professionals have on the modern economy.

At its most fundamental level, this survey is important because it recognizes and quantifies the enormous impact administrative professionals have on the modern economy. The scope and value of their work is rarely commented on by the business media or even by the companies, organizations and governments that employ these professionals. All told, they represent nearly 23 million office and administrative support professionals in the U.S. alone². They work in every major public and private sector. They are a significant point-of-contact for customers, clients, contractors, co-workers, managers, executives and shareholders. There are very few tasks in most offices that don't in some way cross their desks.

Administrative professionals have a vital role in the success of their employers, yet their value is little understood. Quantifiable data can only help increase the effectiveness and efficiency of their work and how they are trained and managed. That's why IAAP conducted the 2013 Administrative Professionals Skills Benchmarking Survey and produced this report.

key findings

Demographics

With nearly 3,400 respondents, the results of this study are statistically rigorous and represent a broadly accurate portrait of mid-career administrative professionals, particularly in North America.

The respondents also represent a wide range of industries and companies, which is indicative of their impact on local, regional, national and international economies.

Approximately two-thirds of the respondents are IAAP members, and another 17 percent have been members in the past. Fifty percent of the respondents are 41-55 years old and 98 percent live in the U.S., its territories or Canada. They are also overwhelmingly female (98 percent), which is in line with U.S. Bureau of Labor Statistics data³. Ninety-three percent work full time.

The respondents also represent a wide range of industries and companies, which is indicative of their impact on local, regional, national and international economies. About one in three works for an international company and about one in four works for an employer with just one location. Employees with companies or organizations that operate at the state/province, regional or national levels are each represented by about 15 percent of the survey respondents.

Approximately 60 percent of them work for mid-sized to large companies with 1,000 or more employees. Healthcare accounted for the largest single group of respondents in terms of their employer's industry (15 percent); that was followed in the top five by education/training/college/university (15 percent), government (12 percent), manufacturing (seven percent) and insurance (six percent).

Job Responsibilities and Workload

In 2011, IAAP noted a resurgence of the "secretary" job title after decades of decline. The number of admins with "secretary" in their titles jumped from eight percent in 2009 to nearly 15 percent in 2011 and actually increased again slightly in 2013. An increase over four years suggests that the revival of the "secretary" job title is a long-term trend rather than a one-time statistical anomaly. More research is required to uncover the cause of this trend.

In general, the survey results suggest that the diversity and prestige of positions held by administrative professionals continue to increase. The top three titles were "Administrative Assistant" (25.3 percent), "Executive assistant to Director/Senior level staff but less than the C-Suite" (25 percent) and "Executive assistant to the Owner/President/Founder/C-Suite" (19.7 percent). Though it remains the most common title, "Administrative Assistant" has started to experience a long-term decline, from a peak of nearly 30 percent in 2009. The number of executive assistants has roughly doubled during that same period.

In 2009, a year into the recession, administrative professionals experienced a marked increase in the number of managers and/or executives they were expected to support. The number who supported one to two executives decreased from 54 to 45 percent in 2009 compared to 2005; the number who supported five to 10 managers/executives increased from 11 to 18 percent. This year, for the first time since 2005, the number of administrative professionals who support three to 11 executives decreased to below 50 percent. The most obvious cause is the improved economy. It's possible that companies and organizations have started to reemploy their administrative support during this recovery.

This year, for the first time since 2005, the number of administrative professionals who support three to 11 executives decreased to below 50 percent.

This continues to be a profession that is primarily focused on providing support services, but there are great opportunities for those who want to take on supervisory roles. It is certainly true that administrative professionals universally make important decisions that significantly impact their supervisors and employers.

Approximately one in four administrative professionals has supervisory responsibilities, a rate basically unchanged from the past few years. Most of those who do fall into this category supervise one to two other employees.

Administrative professionals have definitely become important digital gatekeepers in many offices. Fifty-two percent of the survey respondents at least sometimes receive and organize e-mail that is sent to their supervisors. Approximately 76 percent manage their supervisor's calendar. For about 33 percent of those who manage their supervisor's calendar, that includes personal events, reminders and appointments.

Fifty-one percent of the survey respondents troubleshoot and/or train co-workers in software applications such as Microsoft Office. That's actually a decline from a high of 59 percent in 2009. It's possible that companies have been able to hire more IT staff during the economic recovery and take these training/troubleshooting responsibilities off the desks of administrative professionals.

About two-thirds of the respondents make and/or recommend purchasing decisions for their employers. These decisions are worth on average approximately \$20,000 a year.

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approximately \$20,000 a year. To put these figures in perspective, that means IAAP's approximately 18,000 professional members are responsible for more than \$240 million in corporate purchasing annually. The top five types of purchases are for office supplies, filing equipment, caterers, business travel and paper supplies.

It's worth noting that several categories traditionally purchased by administrative professionals — such as courier services and gift baskets — decreased significantly, while other types of purchases increased. For instance, the largest increase was in the percentage of administrative professionals who make purchases for business meetings, which jumped from 48 percent in 2011 to 56 percent in 2013. Twenty-seven percent of the respondents make purchases related to logistics, a new category added to this year's survey.

The increasing importance of supervisory skills for administrative professionals can be observed in their evolving tasks.

When asked which tasks have become more prominent in the last two years, "general office management/coordination/supervision" was the most popular answer. It was, in fact, the only answer marked by a majority of the respondents. Rounding out the top five were travel planning, meeting planning, project management and software training/troubleshooting. About 68 percent have seen their authority and autonomy increase at work since 2008, and 81 percent indicated they are making a greater impact for their employer compared to five years ago.

The training needs self-identified by administrative professionals also reveal the degree to which their jobs demand technology and management skills. Technology applications topped the list, followed by computer software applications, website/social media management, project management and supervisory/management/human resources skills. Two obvious themes present themselves in this list: three out of the five responses involve technology and management.

If there was any question about the role of administrative professionals as technology-savvy leaders, this data provides a clear answer.

Compensation/Benefits

The rebound in salaries for administrative professionals measured in the 2011 survey continued in 2013. Salaries generally shifted up the scale, so that the average annual base salary for survey respondents was \$50,732. That was a six percent increase from the average two years ago. Salaries were largely stagnant between 2009 and 2011, so this increase bodes well for the state of the profession when it comes to compensation. It is apparent administrative professionals have benefited from improvements to the overall economy.

The salary figures noted here are reinforced by data collected on pay raises. Fifty-seven percent of the respondents received a raise less than one year ago; another 23 percent were given a raise one to two years ago. Raises averaged less than five percent.

Salaries within the profession have managed to outpace the cost of living by about 13 percent over 21 years.

This year's average salary suggests a three percent annual increase, which is in line with the modest

inflation rate in North America over the last several years⁴. In fact, merit and cost-of-living were the two most common reasons cited for annual raises by the survey respondents. Any increase is welcome considering the layoffs and stagnant wages experienced by many professionals during the economic recession. Again, compensation is on the mend for administrative professionals.

Looking at salaries over the long term, the average salary for an administrative professional in 1992 was \$27,147. Adjusted for inflation, that figure is worth \$45,073 in 2013. That means that salaries within the profession have managed to outpace the cost of living by about 13 percent over 21 years, or slightly less than one percent a year.

About 30 percent of the respondents are normally expected to be available to their employers outside of regular office hours. Approximately 60 percent of those who fall in this category receive no extra compensation for working this additional time. In addition, though the number of respondents who qualify for overtime or flex time increased one percent each compared to 2011, the number who don't qualify for any overtime, comp time, bonuses or flex time also increased, to 18 percent.

This trend was even more pronounced for benefits. The number of respondents who qualify for benefits

decreased by at least two percent in 14 of the 21 categories measured. The health care, pension plan, tuition/education assistance, short- and long-term disability and credit union categories decreased by at least four percent. The number of administrative professionals who qualify for optical benefits decreased by 10 percent compared to the 2011 survey.

Professional Development

The data cited earlier in this report regarding job responsibilities and workload make it clear that professional development is critical as the need increases for technology and leadership skills. Additional results lead to the conclusion that employers have opportunities to increase and improve professional development for administrative professionals.

Most administrative professionals do appear to be receiving at least some professional development. Approximately two-thirds say their employers provide in-house training along these lines. An even higher portion of employers, three-fourths, will pay for administrative professional training provided by outside vendors. Both of these figures are still less than the 80 percent of respondents who said their employer provides training in 2009.

Two-thirds of the respondents get 10 or fewer hours training, whether provided in-house or by vendors.

The data is less encouraging when it comes to the amount of professional development provided to the survey respondents. Two-thirds get 10 or fewer hours of this type of training, whether provided in-house or by vendors. Nearly one in five receive no professional development. It is IAAP's position that 10 hours of training is simply too little to be adequate for an administrative professional in the contemporary office. This is an area where improvements can and should be made.

Of course, one of the qualities that define a career-minded administrative professional is the active pursuit of their own career education and professional development. Approximately 90 percent of the respondents have some sort of post-secondary education. That figure has remained consistent for the last several years. Forty-five percent have at least an associate's degree. That's an increase of three percentage points compared to 2011 data.

About 45 percent of the survey respondents are satisfied with their post-secondary educational achievements, while the remainder plan to pursue additional education. In 2011, only 35 percent indicated that their post-secondary education was complete. The number of administrative professionals who are currently enrolled in classes and working towards an academic degree declined slightly in 2013. One reason may be that the economic recovery has removed some of the motivation to attend a technical program, college or university. It's also possible, given the increase in the number of respondents with post-secondary academic degrees, that the respondents may have achieved their educational goals in the interim since the 2011 survey.

One of the best ways for someone in this profession to prove their commitment to skills development is by attaining a Certified Administrative Professional certification from IAAP. This certification is widely recognized as a mark of excellence across the industry. A full 35 percent of the survey respondents hold a CAP certification. That level of participation by CAP certification holders reinforces the legitimacy of this survey as the authoritative profile of career-minded administrative professionals.

Office Technology

The data from this and previous benchmarking surveys suggest that the pace of technological change is increasing for administrative professionals. "Keeping up with changing technology" was the top choice when survey respondents were asked to identify the most significant issue they and their colleagues will face in the next five years. Nearly half the respondents do at least some of their work using virtual or Cloud-based applications.

In the big picture, the results from this survey paint a positive portrait of the state of technology used by administrative professionals. Nearly 90 percent of the survey respondents say their employers are somewhat or highly innovative. That's a slight uptick from the 2011 survey. There is room for improvement, however, when it comes to technology.

Cellphones, smartphones and tablets are only rarely provided by employers to their administrative professionals. IAAP is concerned that employers may be creating a kind of digital divide within their office teams by not providing mobile tools. For example, only one-third of the respondents manage office calendars on external devices such as smartphones or tablets. This is low given the proliferation of mobile tools among other groups of office professionals.

On the software side of office technology, it's no surprise that 99 percent of administrative professionals use a Windows-based operating system. Only three percent use a Mac OS. Totals in this case add up to more than 100 because respondents could choose all options that apply. Apple is used more often when it comes to software applications, garnering nearly six percent. Microsoft still dominated with 99 percent, and Adobe software is used by 56 percent of the respondents.

Nearly 90 percent of the survey respondents say their employers are somewhat or highly innovative.

Word processing, spreadsheet, email and presentation software are used by at least 80 percent of administrative professionals. Virtual meeting software like WebEx and GoToMeeting and desktop publishing software like InDesign each earned significant though minority marks of 46 percent and 40 percent respectively.

A faster, more powerful computer is the number one item on the technology wish list for administrative professionals. That's followed by a tablet, additional or upgraded software, smartphone and a larger computer monitor.

Workplace Culture

The state of the workplace for administrative professionals can perhaps be summarized by one statistic: only eight percent of the survey respondents indicated that they want to leave the profession. More than 60 percent say their top career goal is to remain administrative professionals or advance their careers within their current companies.

The impression that overall workplace culture is in a healthy condition is reinforced by the fact that a majority of the respondents work for employers with less than five percent annual turnover within their administrative professional staff. In addition, the data shows that administrative professionals are generally satisfied in their current positions.

Being an effective communicator is the most important quality for these office team leaders, according to our survey respondents. The other qualities of a highly-rated supervisor/manager include being approachable; knowing his or her job and having a clear vision for success; and being well organized and giving clear directions.

It is significant that 20 percent of the survey respondents have delayed retirement due to the economy. Extrapolated out to the 22 million administrative and office support professionals in the U.S., as counted by the federal Bureau of Labor Statistics⁵, that represents about four million individuals in North America. Given the inflow of younger people into the profession, this could present a potential problem as delayed retirement causes a kind of jobs pile-up in the profession.

Being an effective communicator is the most important quality for these office team leaders, according to our survey respondents.

For administrative professionals who are seeking a new or better job, salaries and benefits are, not surprisingly, the most important factors. However, that was nearly neck-in-neck with having a good working relationship with supervisors and co-workers. Those top two factors were followed closely by self-satisfaction, geographic location and the opportunity to learn and grow. That's a shift from the recession-era 2009 and 2011 surveys, when compensation was markedly more important than any other factor for job seekers. In 2013, three out of the top five factors were more qualitative than quantitative, and all five were closely clumped. The point is that quality of work has regained some stature for administrative professionals during the economic recovery.

Conclusion

IAAP's 2013 benchmarking survey reveals that administrative professionals are technologically savvy and fully integrated members of their office team. They have a significant impact on the success of their employers and wield considerable economic clout. These professionals also require their own support and training resources in order to succeed in an evolving industry.

The results gleaned from the 2013 survey data suggest that technology, management and project skills continue to become more important for administrative professionals. These three categories are among the most important when it comes to the training needs of these vital office team members. IAAP will be tailoring its education programs and services in order to meet these needs.

Technology, management and project skills continue to become more important for administrative professionals.

At present, too many administrative professionals receive too little training from their employers. Again, IAAP is able to fill that gap. In addition to the high-quality educational programs and services available through the association's headquarters, the simple and inexpensive step of joining an IAAP chapter and attending local meetings will, in many cases, provide the additional career training needed.

As a grassroots professional association since 1942, IAAP has long recognized the critical role played by its members. This survey reinforces the value of administrative professionals within the international economy. Taken as a whole, the data proves that this often-overlooked group of employees provide critical support services around the world. IAAP encourages all businesses and organizations to integrate their administrative professionals as full members of their office teams and provide them the training and support they require to succeed.

¹ Here are just a few examples: Harford Community College Business Management Certificate program - http://www.harford.edu/Catalog/OnlineCatalog/Program_Preview.asp?ID=BMPC; HR New & Views - <http://www.hrnblog.com/tag/administrative-professionals-day/>; American Management Association State of the Profession report - <http://www.amanet.org/training/articles/State-of-the-Profession-April-2010.aspx>; *Association Now* magazine - <http://associationsnow.com/2013/04/study-administrative-professionals-need-more-tech-training/>; *Business Management Daily* - <http://www.businessmanagementdaily.com/31381/should-you-decide-or-ask-the-boss>; CNN - http://money.cnn.com/2013/01/31/news/economy/secretary-women-jobs/index.html?source=cnn_bin; *The New York Times* - http://www.nytimes.com/2012/10/07/jobs/administrative-assistants-on-the-workplaces-front-lines.html?_r=2&

² U.S. Bureau of Labor Statistics website, retrieved June 27, 2013 http://www.bls.gov/emp/ep_table_101.htm

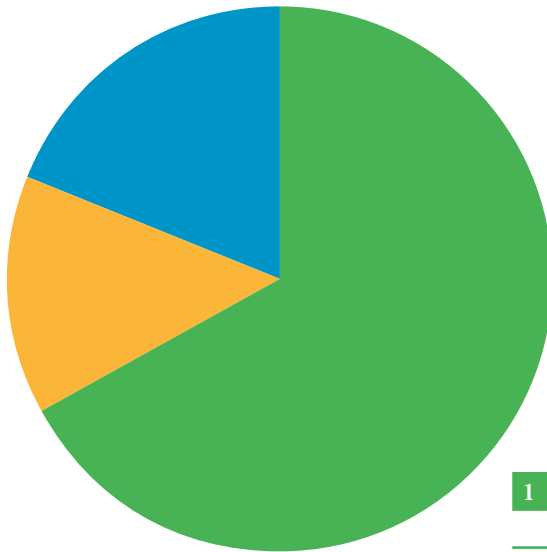
³ U.S. Bureau of Labor Statistics, retrieved July 15, 2013 <http://www.bls.gov/cps/cpsaat11.pdf>

⁴ US Inflation Calculator website, retrieved July 5, 2013 <http://www.usinflationcalculator.com/inflation/current-inflation-rates/>

⁵ U.S. Bureau of Labor Statistics website, retrieved June 27, 2013 http://www.bls.gov/emp/ep_table_101.htm

IAAP Member Status

- Yes
- No
- I was but my membership lapsed

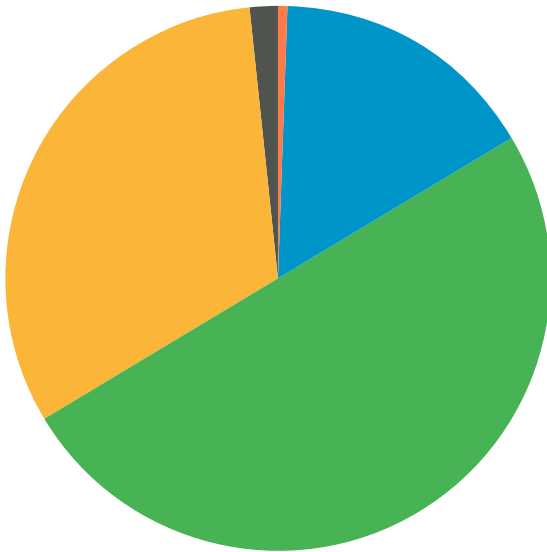


1 Are you an IAAP member?

Answer Options	Response Percent
Yes	69.2%
No	13.1%
I was but my membership lapsed	17.6%

Age Range

- Under 25
- 26-40
- 41-55
- 56-70
- Over 70



2 Age range?

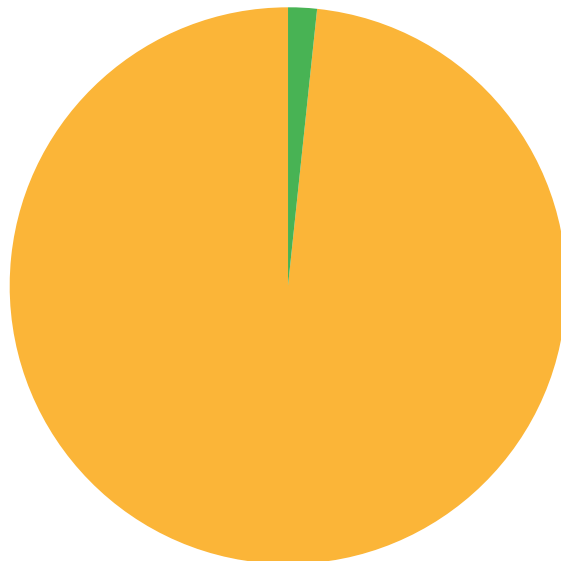
Answer Options	Response Percent
Under 25	0.6%
26-40	16.0%
41-55	49.9%
56-70	31.9%
Over 70	1.5%

3 Gender

Answer Options	Response Percent
Male	1.9%
Female	98.1%

Gender

- Female
- Male



4 What is your geographic location?

Answer Options	Response Percent
Alabama	1.6%
Alaska	0.1%
Alberta	1.1%
Arizona	1.1%
Arkansas	0.4%
British Columbia	1.1%
California	4.4%
Colorado	1.4%
Connecticut	0.9%
Delaware	0.8%
Florida	4.5%
Georgia	3.9%
Guam	0.0%
Hawaii	0.5%
Idaho	0.5%
Illinois	5.2%
Indiana	1.6%
Iowa	1.3%
Jamaica	0.9%
Kansas	1.1%
Kentucky	0.8%
Louisiana	0.6%
Maine	0.7%
Manitoba	0.2%
Maryland	2.1%
Massachusetts	1.6%
Michigan	3.2%
Minnesota	3.3%
Mississippi	0.5%
Missouri	3.1%
Montana	0.1%
Nebraska	0.8%
Nevada	0.5%

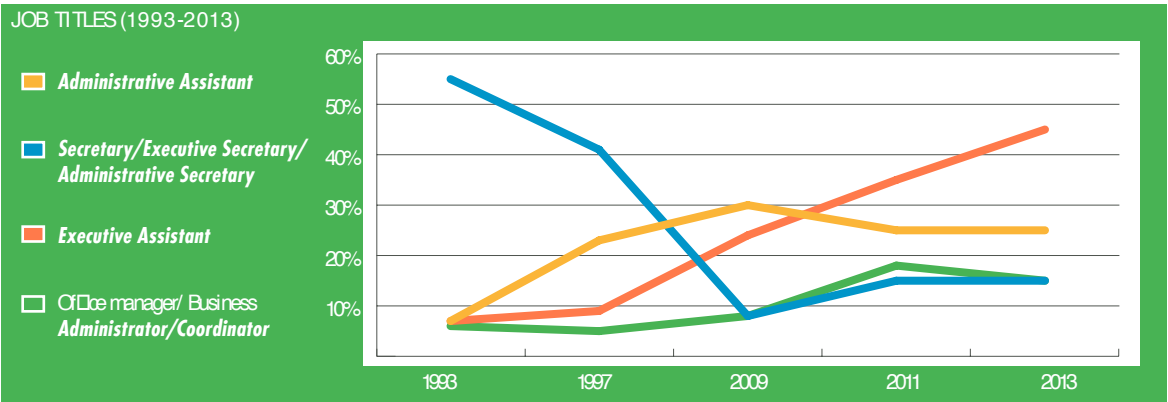
Answer Options	Response Percent
New Hampshire	0.4%
New Jersey	2.5%
New Mexico	0.3%
New Brunswick	0.1%
Newfoundland and Labrador	0.4%
New York	2.6%
North Carolina	2.2%
North Dakota	0.2%
Nova Scotia	0.6%
Ohio	5.4%
Oklahoma	0.9%
Ontario	2.9%
Oregon	1.0%
Outside North America	0.9%
Pennsylvania	2.9%
Prince Edward Island	0.0%
Puerto Rico	0.5%
Québec	0.1%
Rhode Island	0.2%
Saskatchewan	0.3%
South Carolina	1.2%
South Dakota	0.1%
Tennessee	5.5%
Texas	8.3%
Utah	0.3%
Vermont	0.0%
Virginia	4.2%
Virgin Islands	0.1%
Washington	1.6%
Washington, D.C.	0.7%
West Virginia	0.3%
Wisconsin	3.2%
Wyoming	0.1%

5 Employment Status

Answer Options	Response Percent
Full time (minimum 37 hours per week)	92.6%
Part time (less than 37 hours per week)	3.8%
Full time via temporary agency	0.6%
Part time via temporary agency	0.6%
Retired	2.4%

6 Which of the following best describes your job title?

Answer Options	Response Percent
Executive assistant to the Owner/President/Founder/C-Suite	19.7%
Executive assistant to Director/Senior level staff but less than the C-Suite	25.0%
Secretary, Administrative Secretary or Executive Secretary	15.0%
Office Manager	6.1%
Business Administrator	3.3%
Administrative Assistant	25.3%
Coordinator	5.6%



7 Do you have a Certified Administrative Professional certification?

Answer Options	Response Percent
Yes	35.8%
No	64.2%

8 Do you hold any of the following Certified Administrative Professional certification specialties? (mark all that apply)

Answer Options	Response Percent
Organizational Management	18.8%
Technology Applications	1.7%
Does not apply	80.2%

9 Do you... (select one)

Answer Options	Response Percent
...telecommute? (work mostly at employer's office and spend a portion of your average week working from home)	12.2%
...work remotely? (always work from a location other than your employer's office)	1.0%
...work as a virtual assistant? (independent contractor who works remotely)	0.8%
None of the above	86.0%

10 Have you transitioned from a traditional office to working remotely in the last five years?

Answer Options	Response Percent
Yes	59.4%
No	40.6%

11 Have you transitioned from a traditional office to working as a virtual assistant in the last five years?

Answer Options	Response Percent
Yes	71.4%
No	28.6%

12 How many years have you been/were you in an office/administrative support position?

Answer Options	Response Percent
5 years or less	6.5%
6-15 years	26.3%
16-25 years	29.8%
26-40 years	37.5%

13 Have you delayed retirement due to the economy?

Answer Options	Response Percent
Yes	20.4%
No	79.6%

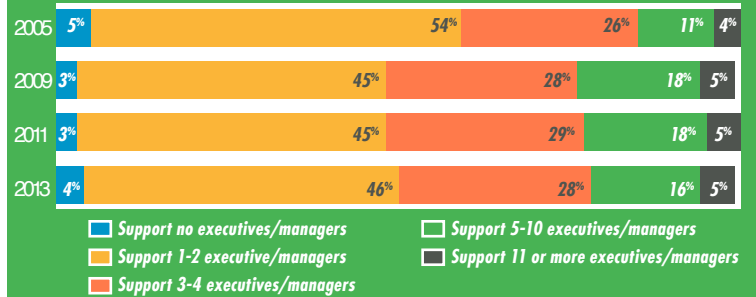
14 My number one career goal is to: (select best option)

Answer Options	Response Percent
Remain in the administrative professional field	42.4%
Move into management	7.2%
Advance career within my company	18.9%
Change careers outside of the administrative profession	7.9%
Work as self-employed virtual assistant	4.5%
Own my own business outside of the administrative profession	5.1%
Retire	14.1%

15 How many executives or managers do you support?

Answer Options	Response Percent	Response Count
0	4.1%	137
1-2	46.2%	1546
3-4	27.9%	934
5-10	16.4%	548
11+	5.3%	178

EXECUTIVE SUPPORT (2005-2013)



16 What best describes the industry where you are employed?

Answer Options	Response Percent
Accounting	2.4%
Advertising/marketing/public relations	0.6%
Agricultural	1.0%
Construction	1.2%
Education/training/College/University	14.6%
Engineering/architecture	3.4%
Environmental	0.7%
Finance/banking	5.5%
Government	12.4%
Healthcare	14.9%
Insurance	6.3%
Legal	1.6%
Media/publishing	0.8%
Manufacturing	7.0%
Non-profit	6.1%
Pharmaceutical	1.9%
Real estate	1.0%
Retail	1.2%
Service	3.3%
Sales	1.3%
Personnel/human resources	1.9%
Technology	3.4%
Telecommunications	1.0%
Transportation	1.2%
Utilities (oil/gas/electric...)	5.4%

17 Which one of the following best describes the scope of your company?

Answer Options	Response Percent
One location	23.4%
State/province-wide	16.0%
Regional	14.2%
Nationwide	13.3%
International	33.0%

18 Approximately how many employees does your parent company have?

Answer Options	Response Percent
25 or less	6.1%
26-100	8.3%
101-500	15.4%
501-999	8.7%
1,000-4,999	21.5%
5,000-9,999	11.8%
10,000 or more	28.1%

19 Approximately how many administrative support employees are employed at your particular branch or office?

Answer Options	Response Percent
5 or less	35.1%
6-10	16.3%
11-25	15.2%
26-50	9.4%
51-100	7.7%
101-250	7.4%
251-500	4.1%
501-1,000	2.2%
1,001 or more	2.5%

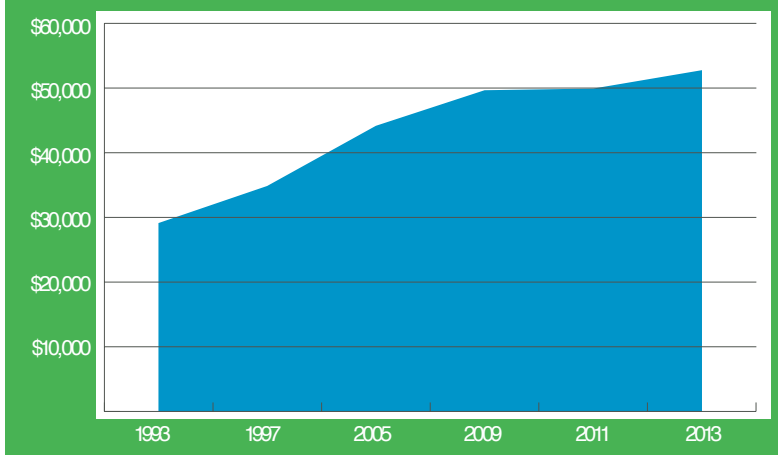
20 Estimate the annual level of turnover among administrative professionals in your organization.

Answer Options	Response Percent
0-5%	55.2%
6-10%	13.6%
11-15%	4.6%
16-25%	3.1%
30% or higher	1.9%
Unsure	21.7%

21 Please indicate your current annual base salary income (in US dollars).

Answer Options	Response Percent
Less than \$15,000	1.8%
\$15,000 - \$24,999	3.9%
\$25,000 - \$29,999	5.2%
\$30,000 - \$34,999	8.1%
\$35,000 - \$39,999	10.3%
\$40,000 - \$44,999	13.7%
\$45,000 - \$49,999	11.7%
\$50,000 - \$54,999	13.2%
\$55,000 - \$59,999	9.0%
\$60,000 - \$64,999	8.2%
\$65,000 - \$69,999	4.6%
\$70,000 +	10.3%

AVERAGE SALARIES FOR ADMINISTRATIVE PROFESSIONALS (1993-2013)



22 What is the total annual value of your employee benefits (overtime pay, bonuses, health insurance, retirement, etc.)?

Answer Options	Response Percent
Less than \$1,000	5.0%
\$1,000 - \$2,999	7.6%
\$3,000 - \$4,999	8.5%
\$5,000 - \$6,999	9.2%
\$7,000 - \$8,999	4.6%
\$9,000 - \$10,999	6.9%
\$11,000 - \$12,999	4.1%
\$13,000 - \$14,999	3.3%
\$15,000 - \$16,999	3.9%
\$17,000 - \$18,999	1.5%
\$19,000 - \$20,999	2.6%
\$21,000 +	8.4%
Unsure	34.5%

23 When was your last salary increase?

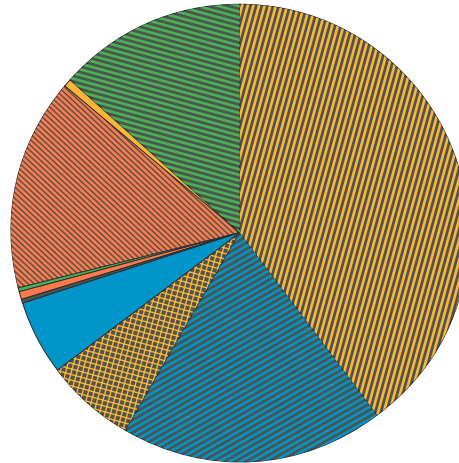
Answer Options	Response Percent
Less than one year ago	57.4%
One to two years ago	22.6%
More than two years ago	12.8%
Have not received an increase	7.2%

24 The amount of your last salary increase was?

Answer Options	Response Percent
Less than 5%	75.7%
5 to 10%	14.7%
More than 10%	2.4%
Does not apply	7.2%

25 What is the most important factor which contributed to your last salary increase?

Answer Options	Response Percent
Merit	39.9%
Cost of living	18.7%
Greater responsibility	6.3%
Promotion	5.3%
New technical skills	0.3%
CAP certification attainment	0.6%
Other certification attainment	0.2%
Annual/automatic	15.0%
Continuing education	0.6%
Does not apply	13.2%



26 How are your wages paid?

Answer Options	Response Percent
Hourly	56.5%
Salary	43.5%

27 How many hours per week do you work?

Answer Options	Response Percent
15-20	1.6%
21-26	0.7%
27-31	1.0%
32-36	3.6%
37-42	71.5%
43+	21.6%

28 Are you normally expected to be available for your employer outside of regular office hours?

Answer Options	Response Percent
Yes	31.1%
No	68.9%

29 Has this expectation increased in the last five years?

Answer Options	Response Percent
Yes	59.5%
No	40.5%

30 Do you receive additional compensation for the extra time you work outside of regular office hours?

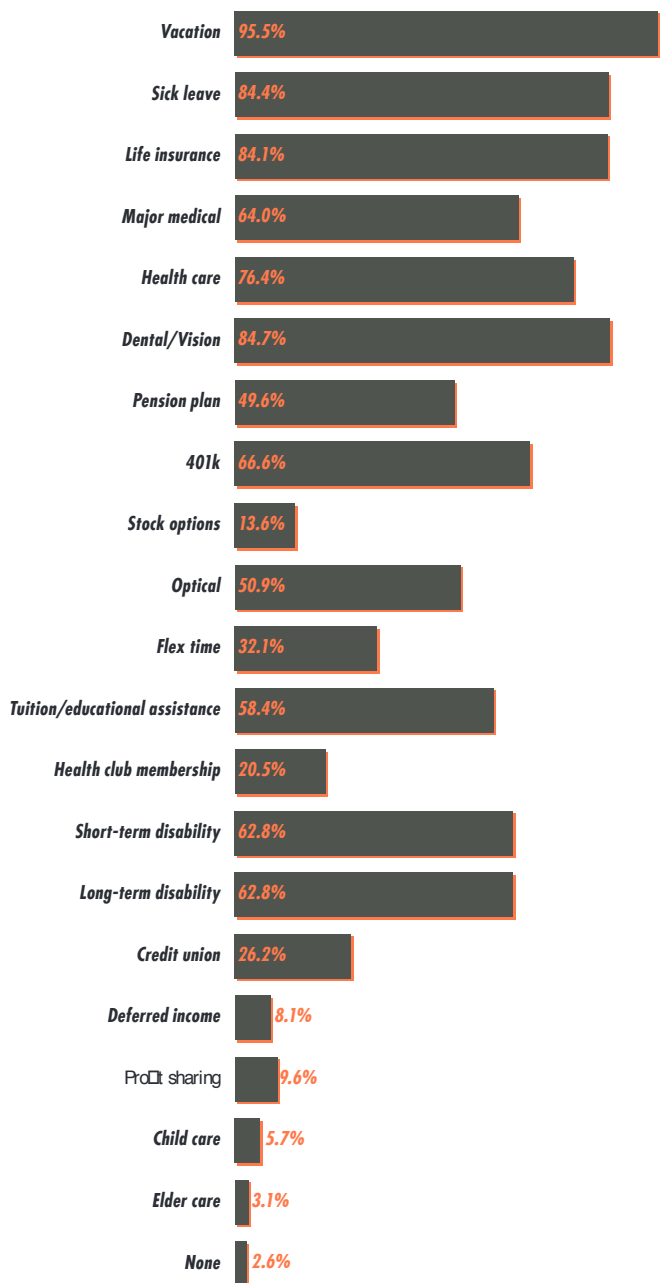
Answer Options	Response Percent
Yes	43.1%
No	56.9%

31 Are you eligible for: (check all that apply)

Answer Options	Response Percent
Overtime	53.1%
Comp time	29.4%
Bonus	31.5%
Flex time	34.8%
None	18.7%

32 Which of the following benefits do you currently receive? (check all that apply)

Answer Options	Response Percent
Vacation	95.5%
Sick leave	84.4%
Life insurance	84.1%
Major medical	64.0%
Health care	76.4%
Dental/Vision	84.7%
Pension plan	49.6%
401k	66.6%
Stock options	13.6%
Optical	50.9%
Flex time	32.1%
Tuition/educational assistance	58.4%
Health club membership	20.5%
Short-term disability	62.8%
Long-term disability	62.8%
Credit union	26.2%
Deferred income	8.1%
Profit sharing	9.6%
Child care	5.7%
Elder care	3.1%
None	2.6%



33 Does your employer provide in-house professional development seminars, conferences and training?

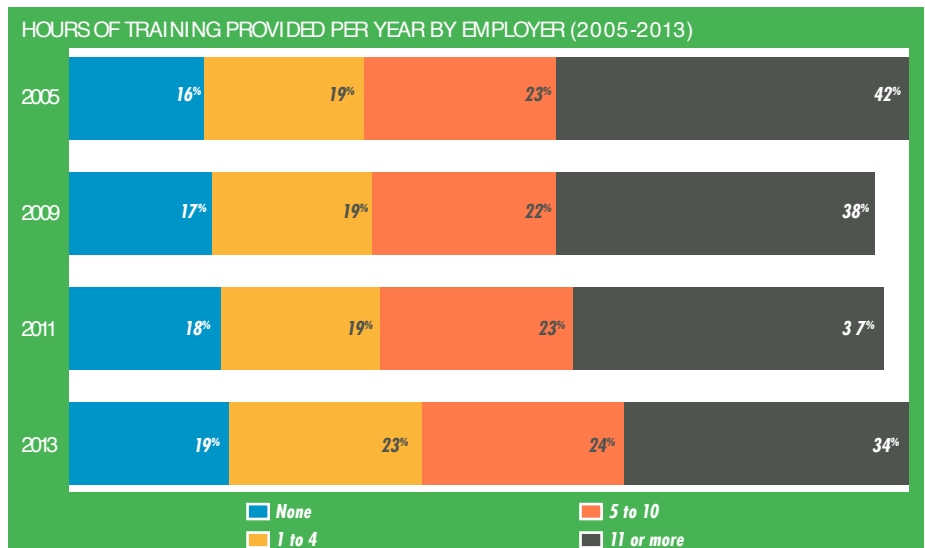
Answer Options	Response Percent
Yes	66.4%
No	33.6%

34 Does your employer cover the cost of professional development seminars, conferences and training from outside vendors?

Answer Options	Response Percent
Yes	75.2%
No	24.8%

35 How many hours of training per year are provided by your employer? (On-site and off-site)

Answer Options	Response Percent
1-4	23.2%
5-10	24.2%
11+	34.0%
None	18.6%



36 Rate your need for training in the following areas (1 being least; 5 being greatest)

Answer Options	1	2	3	4	5	Rating Average
Computer software applications	549	554	758	624	620	3.07
IT systems/hardware/system networks	1014	580	626	488	397	2.57
Technology applications, such as Cloud-based and virtual tools	562	486	696	678	683	3.14
Project management	641	645	840	578	401	2.82
Supervisory/management skills/human resources	739	664	787	585	330	2.71
Writing and grammar skills	991	770	683	399	262	2.41
Public speaking/presentation skills	777	667	805	562	294	2.66
Negotiating	960	648	759	465	273	2.50
Time management	972	740	680	430	283	2.46
Another language	1628	413	359	239	466	2.20
Teamwork	1218	673	650	327	237	2.26
Organizational skills	1105	653	616	412	319	2.42
Meeting and special event planning	1047	657	679	445	277	2.44
Website/social media management	738	517	742	622	486	2.87

37 How do these factors rate when seeking a job (1 being least; 5 being greatest)

Answer Options	1	2	3	4	5	Rating Average
Geographic location	95	79	302	671	1958	4.39
Good working relationship with my supervisor and co-workers	52	34	181	797	2041	4.53
Business hours	91	136	555	1062	1261	4.05
Self-satisfaction	43	42	246	880	1894	4.46
Opportunity to learn, grow	46	45	295	947	1772	4.40
Corporate culture, atmosphere	75	99	463	1066	1402	4.17
Good salary, benefits	37	19	156	837	2056	4.56
Variety of duties, challenges	48	53	364	1135	1505	4.29
Status, recognition	226	387	987	913	592	3.41
Opportunity for advancement	107	209	658	1030	1101	3.90
Paid educational courses	162	374	812	874	883	3.63
Business success of the employer	81	116	531	1011	1366	4.12

38 Do you have supervisory responsibilities?

Answer Options	Response Percent
Yes	24.8%
No	75.2%

41 Do you manage your supervisor's calendar?

Answer Options	Response Percent
Always	51.9%
Sometimes	24.3%
Seldom/Never	23.8%

39 How many full-time staff do you supervise?

Answer Options	Response Percent
1-2	12.7%
3-4	4.7%
5+	4.2%
None	19.9%
Does not apply	58.5%

42 If Always or Sometimes, does this include personal items?

Answer Options	Response Percent
Yes	33.5%
No	66.5%

40 Do you receive and organize e-mail that is addressed to your supervisor?

Answer Options	Response Percent
Always	18.9%
Sometimes	33.4%
Seldom/Never	47.7%

43 Do you manage calendars on any external devices besides your desktop (i.e. smartphone, tablet, etc)?

Answer Options	Response Percent
Yes	31.3%
No	68.7%

44 At work, I commonly use the following computer operating system: (choose all that apply)

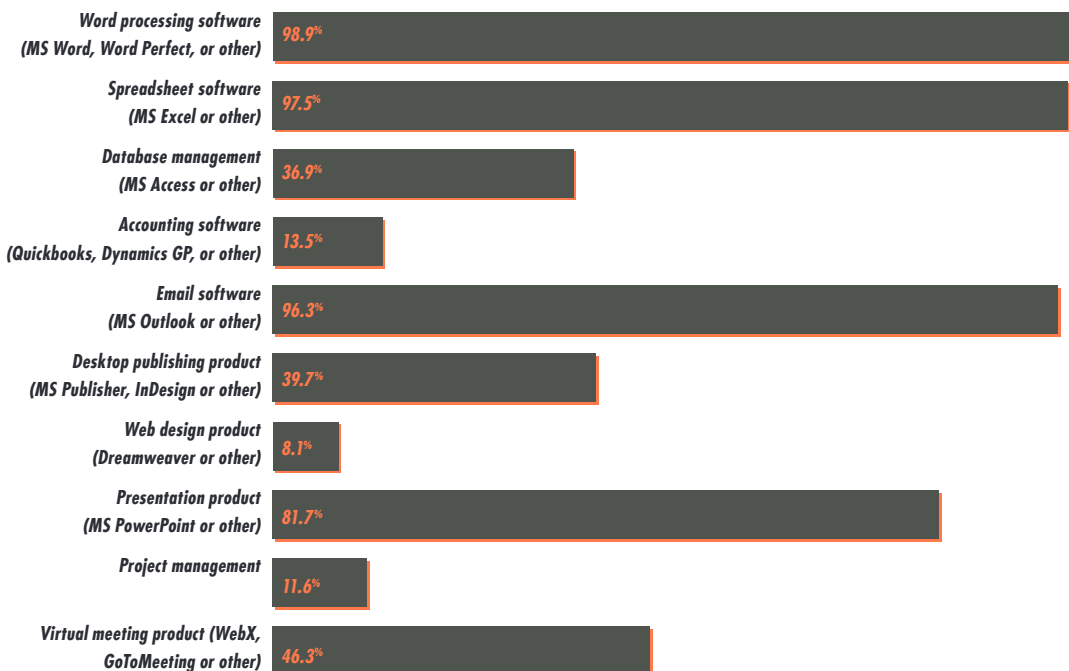
Answer Options	Response Percent
Windows	98.6%
Mac OS	3.4%
Linux	0.5%
Other (please specify)	2.3%

45 At work, I commonly use the following software: (choose all that apply):

Answer Options	Response Percent
Microsoft	99.3%
Apple	5.7%
Adobe	56.3%
Other (please specify)	8.6%

46 Which of the following applications do you use at work? (check all that apply)

Answer Options	Response Percent
Word processing software (MS Word, Word Perfect, or other)	98.9%
Spreadsheet software (MS Excel or other)	97.5%
Database management (MS Access or other)	36.9%
Accounting software (Quickbooks, Dynamics GP, or other)	13.5%
Email software (MS Outlook or other)	96.3%
Desktop publishing product (MS Publisher, InDesign or other)	39.7%
Web design product (Dreamweaver or other)	8.1%
Presentation product (MS PowerPoint or other)	81.7%
Project management	11.6%
Virtual meeting product (WebX, GoToMeeting or other)	46.3%



47 Approximately what portion of your tasks involve virtual and/or Cloud-based applications?

Answer Options	Response Percent
None	56.2%
1-25 percent	36.5%
26-50 percent	4.3%
51-75 percent	1.8%
76-100 percent	1.1%

48 Do you troubleshoot and/or train co-workers in software applications such as Microsoft Office and/or Adobe products?

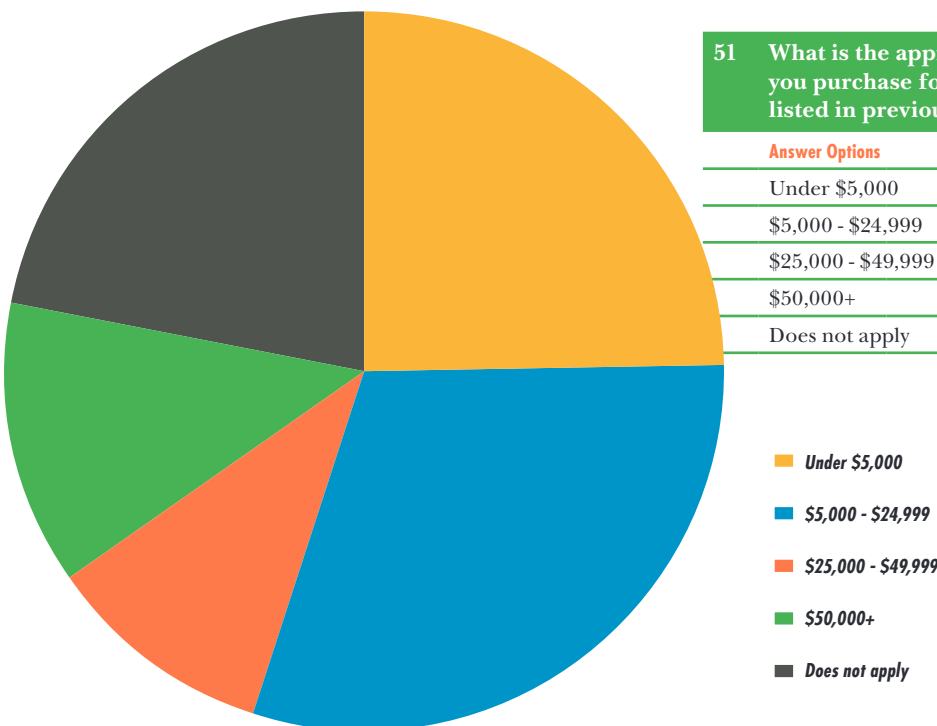
Answer Options	Response Percent
Yes	50.9%
No	49.1%

49 Do you recommend or are you responsible for making purchasing decisions for your company or office?

Answer Options	Response Percent
Recommend	18.6%
Purchase	12.1%
Both	35.3%
Neither	33.9%

50 What type of office equipment, supplies, and/or services do you recommend or initiate purchasing? (check all that apply)

Answer Options	Response Percent
Desk supplies (staplers, pens, etc.)	74.9%
Filing equipment/supplies	68.7%
Airline, travel, hotel reservations, and car services	58.1%
Meeting/conference locations and special event services	55.5%
Caterers	62.6%
Logistics	26.7%
Paper supplies	56.4%
Printing/ mailing services	40.6%
Desks, chairs, office furniture	36.6%
Copiers, supplies	36.9%
Personal computers/computer supplies	23.8%
Temporary help	19.3%
Computer software/hardware	22.8%
Telephone equipment, services	18.9%
Equipment leasing	9.1%
Wireless equipment	14.4%
Videoconferencing/web-based remote meeting services	14.5%
scanners, digital cameras, printers	27.1%
Vending items	9.9%
Training	22.4%
Flowers/gift baskets/corporate gifts	51.3%
Courier services	22.4%
Does not apply	16.3%



51 What is the approximate total value of the products/services you purchase for your company annually? (includes all items listed in previous question.)

Answer Options	Response Percent
Under \$5,000	24.9%
\$5,000 - \$24,999	30.2%
\$25,000 - \$49,999	10.3%
\$50,000+	12.6%
Does not apply	21.9%

- Under \$5,000
- \$5,000 - \$24,999
- \$25,000 - \$49,999
- \$50,000+
- Does not apply

52 Which of the following tasks that you may perform at work have become more important in the previous two years? (check all that apply)

Answer Options	Response Percent
Project management - more long-term projects	38.6%
Software training/troubleshooting	33.2%
Software adaptor (adapting software to particular company needs)	12.5%
Web site design, social media or content management	17.8%
Negotiating (contracts, clients and vendors)	13.6%
Online purchasing	34.4%
Storage and retrieval of information and file security (could be e-info, tapes, digital files, videos, paper, multi-formats)	30.4%
Meeting planning (includes negotiating hotel contracts, scheduling catering, preparing for Web and video conferencing)	47.4%
Travel planning (includes online research, booking, tracking, preparing the traveler, securing needed info such as maps, phone numbers, alternatives, emergency numbers)	48.5%
Desktop publishing (developing brochures, flyers, annual reports, and other items that are sent directly or electronically to the printer)	21.3%
Team leader dealing with virtual members (from other facilities, traveling execs, or with outside business partners)	13.7%
General office management/coordination/supervision	53.8%
Main liaison to corporate manager/VIP	22.9%
Planning virtual/remote meetings	26.9%

53 Has the level of authority and autonomy to which you are assigned decision-making responsibility increased in the past five years?

Answer Options	Response Percent
Increased significantly	23.6%
Increased some	44.7%
Stayed the same	25.7%
Decreased	6.0%

54 Overall, has the contribution you make within your organization as an administrative professional increased or decreased over the last five years?

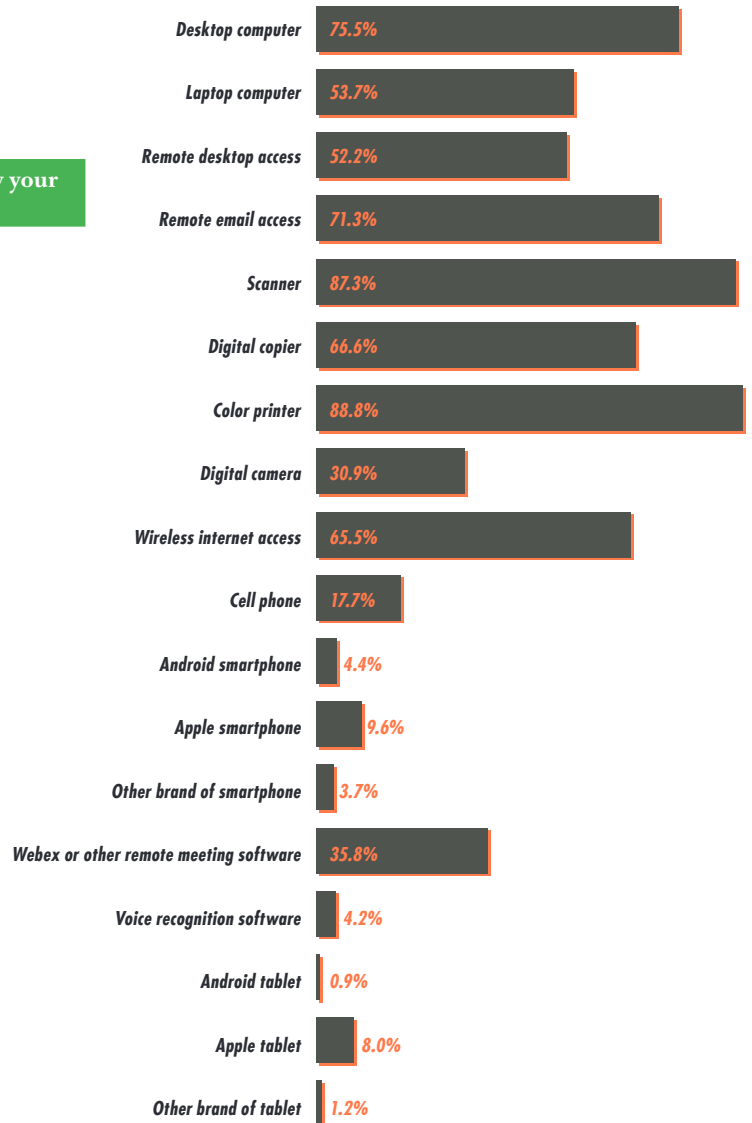
Answer Options	Response Percent
Increased significantly	41.5%
Increased some	39.1%
Stayed the same	14.0%
Decreased	5.4%

55 In general, does your employer provide sufficient tools and resources to allow you to do your job effectively?

Answer Options	Response Percent
Yes	89.2%
No	10.8%

56 Which of the following technological tools are provided by your employer for your access/use? (check all that apply)

Answer Options	Response Percent
Desktop computer	75.5%
Laptop computer	53.7%
Remote desktop access	52.2%
Remote email access	71.3%
Scanner	87.3%
Digital copier	66.6%
Color printer	88.8%
Digital camera	30.9%
Wireless internet access	65.5%
Cell phone	17.7%
Android smartphone	4.4%
Apple smartphone	9.6%
Other brand of smartphone	3.7%
Webex or other remote meeting software	35.8%
Voice recognition software	4.2%
Android tablet	0.9%
Apple tablet	8.0%
Other brand of tablet	1.2%



57 What employer-provided technology tools would you most like to have at work that you don't currently have/utilize? (check all that would be useful in your current work role)

Answer Options	Response Percent
Faster/more powerful computer	42.3%
Larger computer monitor	19.2%
Additional software/upgraded software	31.9%
Scanner	5.0%
Color printer	6.9%
Digital camera	3.4%
Laptop	12.9%
Wireless internet access	7.7%
Cell phone/smartphone	19.3%
CD burner	5.8%
Digital copier	3.0%
Corporate intranet	3.0%
Netbook	5.4%
Tablet	35.2%

58 Post-secondary education achieved:

Answer Options	Response Percent
None	10.9%
Business/Technical School/College - Certificate (9-12 month program)	6.5%
Business/Technical School/College - 1-year program	4.0%
Business/Technical School/College - 2-year program	7.0%
Junior/Community College - Some credit classes	9.7%
Junior/Community College - Associate degree	15.2%
College/University - Some credit classes	16.2%
College/University - Bachelor's degree	22.6%
College/University - Some post-graduate	3.6%
College/University - Master's degree	4.2%
College/University - Doctorate	0.0%

59 What is your ultimate post-secondary education goal:

Answer Options	Response Percent
I've achieved all I'd like to	45.2%
Business/Technical School/College - Certificate (9-12 month program)	4.6%
Business/Technical School/College - 1-year program	1.5%
Business/Technical School/College - 2-year program	2.5%
Junior/Community College - Some credit classes	2.0%
Junior/Community College - Associates degree	6.0%
College/University - Some credit classes	3.5%
College/University - Bachelor's degree	19.6%
College/University - Some post-graduate	2.2%
College/University - Master's degree	10.8%
College/University - Doctorate	2.1%

60 Are you currently enrolled in educational courses that will satisfy obtaining an academic degree?

Answer Options	Response Percent
Yes	10.4%
No	89.6%

**61 Please indicate your current level of job satisfaction in your current position?
(1 being least; 5 being greatest)**

Answer Options	1	2	3	4	5	Rating Average
Choose one:	130	200	660	1105	842	3.79

62 What will be the most significant issue affecting the administrative profession in the next five years?

Answer Options	Response Percent
Generational differences within the workplace	8.5%
Supporting multiple executives or department needs	7.2%
Keeping up with changing technology	27.0%
Need for more managerial training	3.5%
Increased workload	13.4%
Balancing work and family	5.8%
Doing more with less resources/cost reductions	23.8%
Corporate downsizing	8.2%
Corporate off-shoring/outsourcing	2.6%

63 What are the most significant challenges you face at work? (1 being least; 5 being greatest)

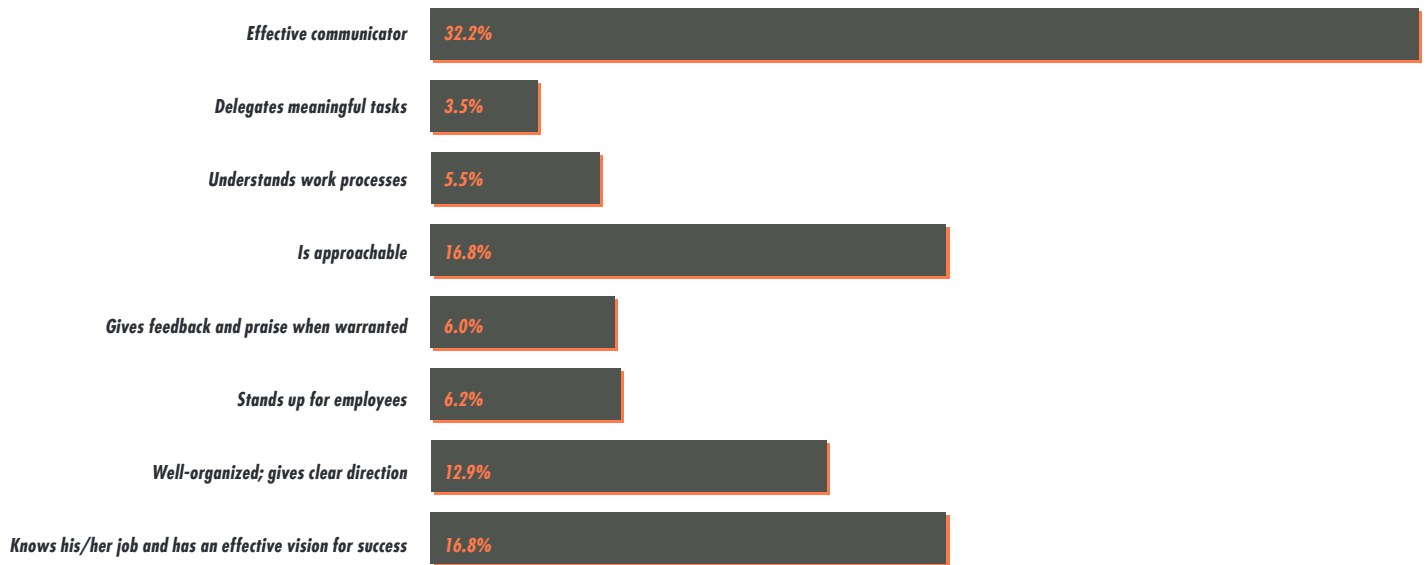
Answer Options	1	2	3	4	5	Rating Average
Juggling multiple priorities	410	335	620	811	761	3.40
Working multiple supervisors	983	531	554	498	371	2.57
Assisting a variety of people	532	523	730	674	478	3.01
Working for difficult supervisor	1513	475	379	273	297	2.10
Understanding and using technology	811	698	713	483	232	2.53
Volume of work - not enough time to complete	573	587	709	603	465	2.93
Lack of equipment/facilities to do job well	1462	740	454	183	98	1.88
Adapting to organizational changes (downsizing, new management, business environment, generational differences)	717	579	678	549	414	2.78
Work/life balance	599	565	802	572	399	2.87

64 Rate the level of effective communication between you and your immediate supervisor/manager?

Answer Options	Response Percent
Very satisfied	52.8%
Somewhat satisfied	34.8%
Not very satisfied	7.7%
Not at all satisfied - manager/supervisor is a very poor communicator	4.7%

65 Which one of the following qualities do you think are most important in a manager/supervisor/boss?

Answer Options	Response Percent
Effective communicator	32.2%
Delegates meaningful tasks	3.5%
Understands work processes	5.5%
Is approachable	16.8%
Gives feedback and praise when warranted	6.0%
Stands up for employees	6.2%
Well-organized; gives clear direction	12.9%
Knows his/her job and has an effective vision for success	16.8%



66 How would you rate your immediate manager/supervisor on how well he or she utilizes your current job skills and abilities. (1 being least; 5 being greatest)

Answer Options	1	2	3	4	5	Rating Average
Choose one:	180	292	621	1022	822	3.69

67 Rate your organization in terms of adapting to industry change and level of innovation.

Answer Options	Response Percent
Highly innovative - quickly adapts to changing industry trends	39.7%
Somewhat innovative	49.1%
Low innovation - mostly satisfied with status quo	11.2%