

ASAP SURVEY RESULTS:

A Report on Administrative Professionals and Executive Assistants in North America (2020)



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A Report on Administrative Professionals and Executive Assistants in North America (2020)

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I. Introduction

The role of administrative professionals has evolved in the last decade to become quite diverse and demanding. Following a cycle of rapid growth and engagement, the American Society of Administrative Professionals (ASAP) received a record number of requests for assistance in defining the profession and providing resources for its members to use in self-advocacy. In the spring of 2020, as the COVID-19 pandemic emerged, ASAP undertook its first industry research project, the largest benchmarking survey ever of North American administrative professionals (APs) and executive assistants (EAs).

The goals of this survey were to:

1. Establish a baseline of current AP and EA responsibilities in 2020.
2. Create a foundation for documenting trends in the evolution of the profession.
3. Help individuals understand how they fit into the profession.
4. Help companies and organizations understand this diverse talent pool.
5. Identify development opportunities for ASAP to act as an advocate for the profession.
6. Help individuals in this profession identify career opportunities.

Executive and administrative professionals play a crucial role in the operations of any organization and in the support of its leadership. Those with the right knowledge and skills will bring benefits to numerous teams and help leadership to better advance corporate goals. APs and EAs are no longer just performing the tasks that secretaries performed, although those do remain core to the role in many companies. The paths individuals have followed that have led them to this profession are diverse, and the breadth of knowledge they bring with them and acquire on the job is vast.

The role of this profession is evolving rapidly, and the current snapshot of responsibilities reflects a trend that the role is impacted by economic swings, technological advances, and workplace norms. All of those will continue to shape the profession, but it is also being impacted by lesser, yet still significant shifts in management and generational leadership styles, corporate structures unique to specific industries, and even the impact of the global trends brought about by mergers and acquisitions.

Methodology

Note: All executive assistants (EAs) are considered to be administrative professionals (APs). Not all APs are EAs.

This initial survey was sent to the ASAP subscriber database of 109,456 administrative professionals. Roughly half of those are members of ASAP; the remainder are administrative professionals who have participated in a variety of professional development activities with ASAP but are not formally members. **6,050 respondents completed** and returned the survey for a 6% return response rate. The margin of error on the survey is +/- 1.2% for a **confidence level of 95%**. The survey was conducted online between April 24-May 14 of 2020.

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II. Survey Highlights

Administrative professionals are loyal and stable employees. In general, they make a career of the profession and remain with their organizations longer than the average employee. Considering the costs HR experts cite for employee turnover, APs length of tenure makes them a wise investment for training and development. Their institutional knowledge positions them as holders of intellectual capital for their organizations.

- Administrative professionals are relied upon to play a critical role in:
 - Facilitating communication across the organization.
 - Contributing to efficient, effective management of the organization.
 - Organizing work; getting things done.
 - Increasingly, making things happen that are aligned with organizational objectives.
- The primary work of the AP can be loosely grouped into five categories:
 1. Organizational communication.
 2. Task-related responsibilities.
 3. Management support.
 4. Processes and procedures.
 5. Project management.

There is *not* a definitive correlation between job title and responsibilities. In many cases, companies/organizations have standardized titles for administrative professionals, even when their job descriptions and job responsibilities differ substantially.

- More than a third of respondents are executive assistants or senior/chief EAs. Secretary and executive secretary titles made up only 2% of titles.
- 70% work in organizations that employ more than a thousand people; 44% work in companies with 10,000+ employees.
- APs often act as ad hoc managers, for both people and projects.
- Compensation is between \$50,000 and \$100,000 USD for half of administrative professionals.
- Certification continues to be a key distinguisher in the profession. Nearly a quarter (23%) of respondents hold a professional certification. PACE (offered by ASAP) and CAP (offered by IAAP) remain the primary certifications; both certifications are designed to build knowledge and competencies around the breadth of key responsibilities discussed throughout this report.

**There is
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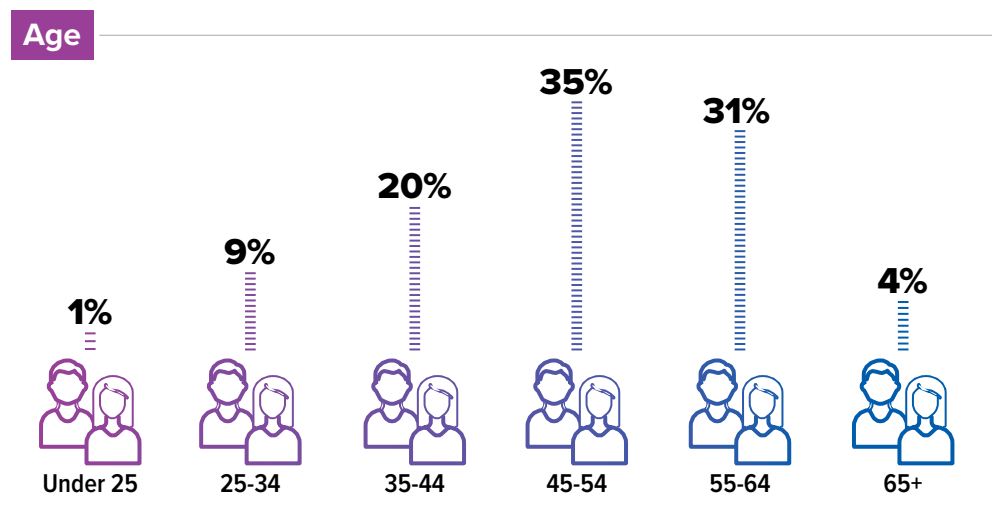
- Most APs report to and partner with senior leadership. 40% report directly to the CEO, president, other C-suite roles, exec director, EVP or SVP, dean or managing director. Another 35% report to directors, VPs or senior managers.
- Slightly more than half support 2-9 execs or managers; only 14% support one manager/executive. Juggling multiple priorities, supporting multiple people, and an increased workload are major challenges.
- 70% do not supervise or have direct reports.
- Tenure in the profession is somewhat evenly split across all four deciles presented, from under 10 to over 30 years.
- Administrative professionals are increasingly called upon to be available outside of business hours; disconnecting during their personal time is a primary challenge.
- Only a month into the pandemic, 76% were working from home.
- The top new skills needed in the 30 days preceding the survey were identified as follows:
 - Videoconferencing or remote meeting tools (Zoom, GoToMeeting, WebEx, Adobe Connect, Teams, etc.).
 - Collaboration tools (SharePoint, Teams, Slack, etc.).

When respondents reported their level of expertise in these areas, neither was viewed as a strength, although they are more proficient in videoconferencing and remote meeting tools than in the use of collaboration tools.

III. Demographics Profile

92% of Respondents Work Full Time

The U.S. Department of Labor reports 43% of all female workers and 57% of all male workers are full time. It is hard to know whether the 92% of APs represents all administrative professionals; it may be that in the general population there are more part-time workers, and this survey did not reach them, or they did not respond. It does seem likely that given other demographics such as workplace setting and size of company, the percentage of full-time APs is significantly higher than the national average for all workers.



Age

The majority of APs (55%) are between the ages of 34 and 54. 35% are 55 and older, and the largest percentage of respondents was 45 or older (70%), suggesting that organizations must consider succession planning since a significant number of workers are either in the second half of their careers or nearing retirement. Only 10% are younger than 35, which may be due to barriers to entry caused by existing staff's long tenure in the field. Unfortunately, this makes it hard for younger talent to break into it, although it would appear this is starting to change. Examination of previous research on the profession compared to this data would suggest that the average age of administrative professionals has declined over the past decade.

Participation in AP and EA events and membership in associations and communities supporting this profession provide some anecdotal evidence that the *field is starting to trend younger*. Existing industry data supports this and is aligned with overall workplace trends in North America as supported below.

- The International Association of Administrative Professionals (IAAP) membership survey conducted in 2018 found that the percentage of APs 40 and under was 32%, up from 20% in 2015. Prior surveys also found that 60% had 20+ years of experience, 15% higher than the tenure data this survey collected.

The average age of administrative professionals has declined over the last decade.

- This evolution approximately mirrors the population distribution by generation in the U.S. in general. (According to Statistica, Baby Boomers comprise 21% of the population, 20% are Generation X, 22% are Millennials, and 20% are Generation Z.)

Tenure in the Profession

- 26% have less than ten years' experience as an administrative professional.
- 29% have been in the role for 10-19 years.
- 45% have 20 or more years of experience.

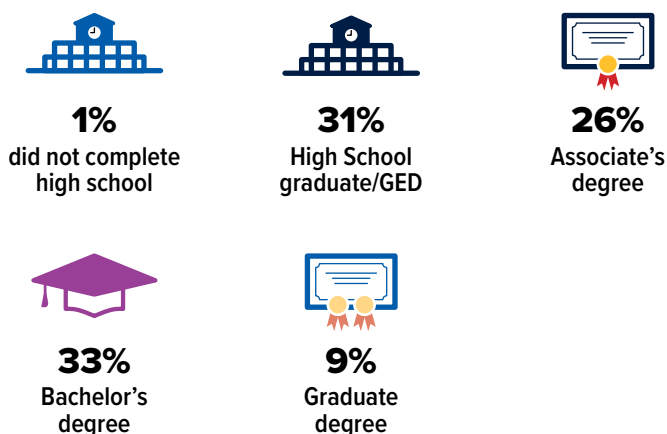
A 2018 SnackNation survey that showed more than a third of executive assistants have been at their current company/organization for more than five years (a number greater than the national average). This suggests a high degree of stability and loyalty.

Educational credentialing of administrative professionals has increased in the 21st century. In 2020:

- One-third (31%) completed high school but did not receive a post-secondary degree.
- One-quarter (26%) have an associate's/two-year degree.
- One-third (33%) have obtained a bachelors' degree.
- 9% have a graduate degree.

Note: Although not statistically significant, of the 6,050 respondents, 18 have obtained a doctorate.

Highest Level of Education



The ASAP survey shows an increase in educational attainment in the past two years. IAAP's 2018 survey of administrative professionals indicated only 5% of respondents had a graduate degree, 6% a high school diploma and 18% a two-year degree. We would conjecture that educational requirements and expectations have evolved, with organizations demanding higher educational levels from new administrative hires, with bachelors' degrees being preferred.

A note about gender: While this survey did not ask respondents about their gender identity, 99% of ASAP members and subscribers who chose to complete a gender demographic question on their account profile identify as female. Additionally, attendees at ASAP's Administrative Professionals Conference (APC) are 98-99% female-identifying each year. Other industry data has indicated that while the number of males in the profession is increasing, females still make up more than 95% of administrative professionals.

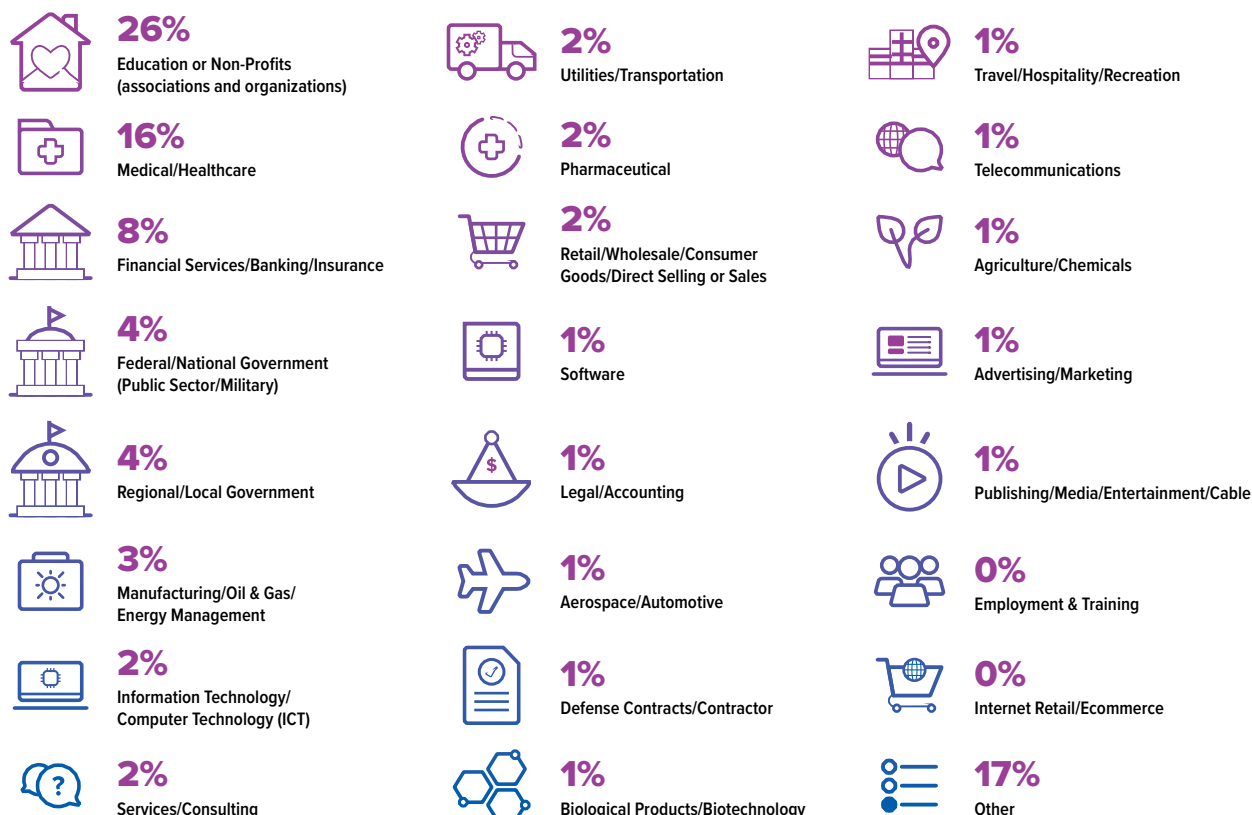
Corporate/Organization Profile:

Top industries represented

- 26% of respondents work for education/nonprofit organizations, institutions or associations.
- 16% are in the medical/healthcare field.
- 8% are in the financial/banking/insurance industries.
- 8% work for federal or local government/the public sector/military organizations.

The industry profile is likely affected by the overall economy, with stronger, more robust industries, bigger organizations with larger leadership teams, or industries with a great number of office workers employing the greatest number of administrative and executive support specialists. A full breakdown of responses provides additional context to the more varied industries.

Industries



Company/Organization Size

An important differentiator and influencer we looked at was the difference between overall company size and the number of peers at the respondent's particular corporate location. Anecdotally, the latter has been a key influencer in ASAP members' job satisfaction.

The greater the number of APs at any given location, the higher the likelihood they will have a peer community and a support system, enabling them to grow within their role. In addition, the larger the company, the more likely it is that there are better fleshed-out company policies supporting their roles and stronger definitions of the roles' responsibilities.

- 44% work for corporations that have 10,000+ employees.
- 8% work for businesses or organizations with fewer than 150 total employees, but **39% work at a location** with fewer than 150 employees.
- While 70% work in organizations that employ more than 1,000 people companywide, only **26% work in a location** with more than 1,000 people.

The data points toward the fact that larger organizations/companies are more likely to employ administrative professionals to provide management support.

- 56% of respondents work in locations where there are fewer than 10 APs.
- 26% work in organizations that employ more than 200 APs companywide, but only **5% work in a location** with more than 200 APs.

IV. Position Titles

Given the variety of industries in which administrative professionals work and the diverse functions of their executives/managers, it is no surprise that there is a significant range of titles for administrative professionals. Survey data from the World Administrators Summit (WAS) survey in **2018** (SEE APPENDIX: WAS 2018 SURVEY, JOB TITLES) found global respondents reported 25 most commonly utilized job title categories, and an IAAP survey in 2018 found that respondents reported more than 500 different job titles. Nor is it surprising that job descriptions and responsibilities are not standardized across titles. Our respondents reported their current titles as follows:

The title
“executive
assistant”
is on the
increase.

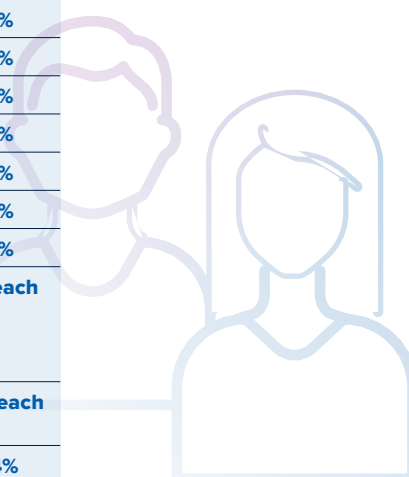
- 34% of respondents are executive assistants or senior/chief EAs.
- 32% are administrative assistants, senior/chief AAs or administrative coordinators.
- 4% were office managers.
- Other middle-manager titles ranged from team lead, business assistant/analyst, and personal assistant to project specialist, management assistant, and chief of staff.
- A variety of other (non-assistant) administrative titles were reported at about 1% each, including associates, specialists, officers, and managers/supervisors.
- Notably, secretary and executive secretary titles made up only 2% of all titles.

NOTE:

In the mid- to late-20th century, the title of secretary/executive secretary was ubiquitous; that title is much less common in 2020.

Job Title of Administrative Professional

Executive Assistant	29%
Administrative Assistant	22%
Senior Administrative Assistant	6%
Senior Executive Assistant	5%
Administrative Coordinator	4%
Office Manager	4%
Office Manager	5%
Administrative Associate	2%
Administrative Specialist	2%
Administrative Services Manager or Supervisor, Administrator or Administrative Officer, Business Assistant (including Business Administrator), Chief Executive Assistant (or Chief Administrative Assistant), Executive Secretary, Office Assistant, Operations Manager, Project Associate/Administrator/Coordinator/Specialist, Secretary, Team Lead or Team Administrator	1% each
Business Analyst, Chief of Staff, Management Assistant, Personal Assistant, Project Manager, Virtual Assistant	<1% each
Other	14%



V. The Responsibilities of the Role

The primary work of an EA or administrative professional can be loosely grouped into five categories: organizational communication; task-related responsibilities; management support; processes and procedures; and project management. Through this lens, we see that administrative professionals are relied upon to play a critical role in facilitating communication across the organization; contributing to efficient, effective management of the organization; organizing work; getting things done; and, increasingly, engaging in activities that further overall organizational objectives. Research by Robert Half indicates that administrative professionals save their executives/managers approximately eight hours each week.

Five Categories of Responsibility

Organizational Communication

A major role is organizational communication, such as generating/distributing company-wide communications, maintaining collaborative relationships among stakeholders, and preparing/issuing pertinent company correspondence.

Task-Related Responsibilities

Today's APs also manage a myriad of day-to-day tasks. Examples include mail and correspondence management, management of phone and other office system equipment, supplies inventory, maintenance of office/visitor/meeting room amenities and supplies, record-keeping, as well as routine photocopying and filing.

Management Support

APs hold critical responsibilities in a variety of management support roles on behalf of their executive and/or management team. Most administrative professionals are responsible for managing their superior's calendar, including appointments, meetings, conferences, travel, and the oversight of post-travel expense reports. In addition, APs also hold leadership roles in managing special projects for the organization. For example, these may include initiatives such as recycling, office renovations, or social events.

Processes and Procedures

At least half of APs indicate they oversee processes and procedures in the workplace. These include managing processes for paper and electronic record-keeping storage and retrieval; overseeing record-keeping for company office space, phones, credit cards, and keys; maintaining organizational charts; and seeking process improvements and improved office procedures, among others. Project Management (Including Event Coordination)

Project Management (Including Event Coordination)

Planning meetings and events has become a primary responsibility for many APs and EAs. A separate study of EAs reports that 90% are responsible for meeting and event planning. Furthermore, IAAP research shows meeting planning to have seen the greatest increase in demand for new skills in the past five years. While APs have less involvement with project management roles compared to other job duties presented in the study, they are increasingly challenged to manage a variety of projects and to lead project teams. Comparisons to past survey data show that this is one of the largest growth and opportunity areas for the profession.

APs often act as ad hoc managers of teams and projects, and to be successful, many are upskilling. In ASAP's training and professional development offerings, project management products and resources have become particularly popular in the past five years. Applications for ASAP's annual Executive Assistant Summit show that their bosses are increasingly looking to them to be stronger project leads.

Most Common Administrative Responsibilities

Across all job titles, three-quarters of respondents indicate they have responsibility for the following tasks as part of their complete position. (APs may hold duties in addition to these and often do. Note that the survey did not weigh level of importance or time spent on these duties.)

- Facilitate internal communications (e.g., distribute information and schedule meetings or presentations).
- Perform general clerical duties, including but not limited to phone systems, photocopying, faxing, mail distribution, and filing.
- Maintain collaborative relationships with customers, management, and employees.
- Compose and/or prepare correspondence.
- Answer organizational mail, email, correspondence, and requests for information.
- Coordinate executive/management schedules through planning and scheduling appointments, meetings, conferences, and teleconferences.
- Order or oversee the purchase of office products, services, and supplies; maintain inventory of office supplies.
- Plan meetings and events (e.g., conferences, board/governance meetings, executive retreats, strategic planning days).
- Coordinate expense reports post-travel.
- Organize and supervise other office projects, events, and activities (e.g., recycling programs, renovations, social events, etc.).
- Maintain office, visitor, and meeting spaces, providing needed amenities and supplies.
- Set up and manage and/or update paper or electronic filing systems, records, and reports.

NOTE:

Survey responses did not indicate a definitive correlation between job title and responsibilities. In many cases, companies/organizations have standardized titles for administrative professionals, even when their job descriptions and job responsibilities differ substantially.

NOTE:

Note: For more details on the responsibilities of this role, see [Appendix: Job Responsibilities](#).

VI. Technical Expertise or Skill Level

This ASAP survey focused on technical skills used by and expected of administrative professionals; it asked respondents to self-report their level of expertise in a variety of areas. The survey did *not* ask respondents to indicate which skills were used most often or which skills were most in demand; those elements will be explored in future surveys. What we see is that respondents' greatest level of expertise lay in the skills that are most aligned with their primary areas of responsibility; the skills with which they have the least expertise are related to developing or emerging responsibilities and will be developed based on demand.

Greatest level of expertise:

- Email and calendar management.
- Meeting and event coordination and management.
- Internet research.
- Document tools, e.g., Word, Acrobat, Google Docs.
- Travel tools, e.g., Tripit, Concur.
- Spreadsheet tools, e.g., Excel, Google Sheets.
- Minute-taking.
- Presentation software, e.g., PowerPoint, Prezi, Slides.
- Video conferencing or remote meeting tools, e.g., Zoom, GoToMeeting, WebEx, Microsoft Teams.

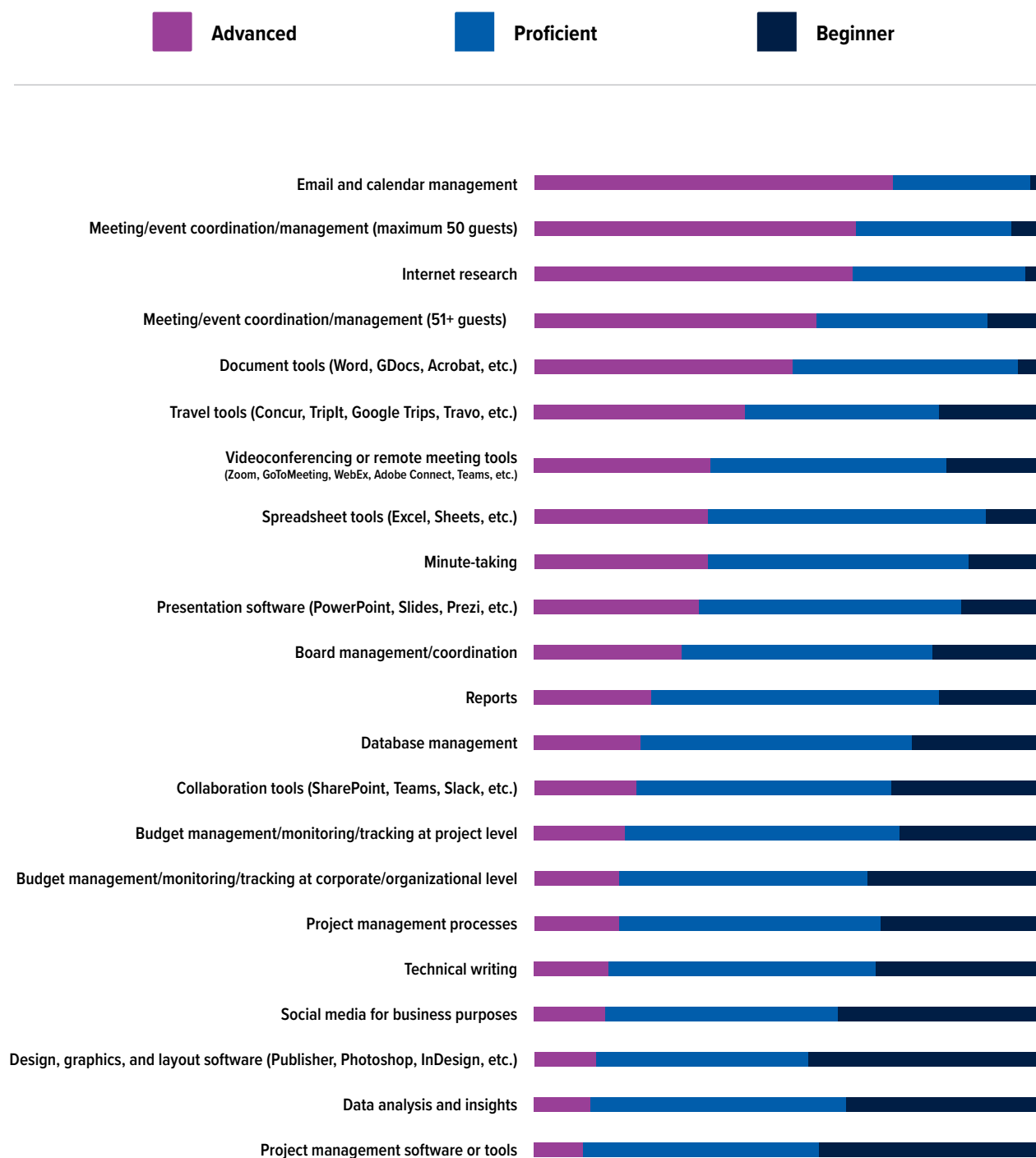
Areas of Opportunity Requiring More Training:

- Design, graphics, and layout software.
- Project management software or tools.
- Social media for business purposes.
- Data analysis and insights.
- Budget management, monitoring, and tracking at corporate or organizational level.
- Technical writing.

NOTE:

ASAP plans a follow-up report analyzing sections V and VI with data being compiled from EA boss responses to questions about skill and task needs.

Level of Expertise with Skillsets



VII. Profiles and Progression of the Role

Despite the variety within the profession of how the role is structured, utilized, and staffed, patterns emerged from the survey responses that indicate a cluster of duties and skills with three distinct profiles. Although there is currently little standardization for the roles across North America, these profiles suggest some alignment is possible.

Administrative professionals' roles fall within three distinct profiles.

1. Foundations/essentials roles:
 - Have fewer responsibilities.
 - Possess lower level of skills and expertise.
 - Have spent less time on the job.
 - Are not likely to be supervising anyone.
2. Practicing/intermediate skill roles:
 - Have increased responsibility.
 - Are not yet involved in much project management.
 - Don't often act as management surrogates.
3. Expert/advanced roles:
 - Have the highest expertise in all areas.
 - Undertake more duties in addition to existing ones, such as project management.
 - Regularly act as surrogates for the executive/manager.
 - Are more educated.
 - Are most likely to have direct reports.
 - Tend to be more highly compensated.

VII. Compensation

Slightly more than half of administrative professionals are paid hourly, and 44% are salaried. Most management positions are salaried; however, hourly pay does have the advantage in that these roles are generally considered non-exempt and organizations are therefore obligated to pay for overtime hours.

- 35% of respondents report making under \$50,000 USD yearly.
- 50% are paid \$50,000-100,000 yearly.
- 4% make more than \$100,000 a year.

When we calculated the interpolated medians of the compensation for different job titles based on salary, we found the following.

- Senior EA: \$76,666
- EA: \$64,999
- Senior AA: \$58,213
- AA: \$44,285

NOTE:

Interpolated median income by job title was calculated with “prefer not to answer” removed from base.

Annual Compensation	
Under \$30,000	6%
\$30,000 - \$39,999	12%
\$40,000 - \$49,999	17%
\$50,000 - \$59,999	17%
\$60,000 - \$69,999	14%
\$70,000 - \$79,999	10%
\$80,000 - \$100,000	9%
Over \$100,000	4%
Prefer not to answer	12%

Survey responses and data from previous years show this profession is seeing steady incremental increases in income year-over-year. As the role of executive assistants and administrative professionals continues to align with senior leadership, **compensation for the role is becoming more consistent with that of middle managers and project managers.**

In 2018, a State of the Executive Assistant report by SnackNation determined that the average executive assistant earns slightly more than \$63,000 per year. Additionally, a 2018 IAAP survey noted gradual increases in salary from 2011 to 2015, and again from 2015 to 2018.

Middle management sees a wide range of salaries in the US. For example: ZipRecruiter reports the average salary for middle management to be \$61,649; Glassdoor reports an average of \$96,894; and the Bureau of Labor Statistics reports a mean annual salary of \$86,720 for administrative services managers. In reviewing the granular data, we are seeing more and more companies align compensation to these benchmarks.

Of course, salary and overall compensation are still significantly affected by geography, company size, industry, etc., when the data is analyzed more granularly. It's also worth noting that the Bureau of Labor Statistics finds the average worker receives 32% of total compensation in benefits.

IX. Certification

Based on prior research and a survey among employers across different industries, it is apparent that administrative professionals with industry-relevant certifications such as **ASAP's PACE and IAAP's CAP** are more valuable to their employers than those who are non-certified.

This value continues throughout the career of administrative professionals. Certified administrative professionals continue to demonstrate increased capacity and accelerated performance within their organizations and are better positioned to grow in their careers. Unfortunately, 77% of respondents hold no professional certification.

Who Is Certified?

Half of those who do hold a professional certification possess either the PACE (offered by ASAP) or the CAP (offered by IAAP) credential. After those, the most common certifications are technology related: Adobe and MOS (Microsoft Office Specialist). The only other certifications of note were Certified Meeting Planner (CMP) and Project Management Professional (PMP).

We discovered that those with a certification are more likely to work for a multi-national organization. Past research by the World Administrators Summit (WAS) and World Administrators Alliance (WAA) around global alignment for the profession has shown that outside North America, industry certifications and credentials are more common, perhaps even expected (whereas in North America it may be that expectations of undergraduate degrees are the trending focus instead). ASAP's experience with PACE enrollees suggests that in North America, multi-national organizations may have stronger support systems and financial allocations in place for individuals to pursue certification as part of their role. We intend to explore this further in future research projects.

Impact of Certification on Salary

The data showed that those with a professional certification, i.e., PACE or CAP, are likely to earn a higher income than those with no certification. Those with a certification are also more likely to hold management responsibilities.

- AP/EA certification*: \$61,904 - \$64,090 (13% higher than those with no certification)
- No certification: \$54,999
- The primary titles of PACE holders are 34% executive assistant (EA) and senior EA, and 27% administrative assistant (AA) and senior AA.
- The primary titles of CAP holders were 22% EA and senior EA, and 35% AA and senior AA.

*PACE or CAP

NOTE:

Interpolated medians calculated with "prefer not to answer" removed from base

Administrative professionals who hold certifications are likely to earn more than those without.

X. Organizational Positioning and Reporting Structure

Increasingly, there is evidence that defining the role of administrative professional as a business partner to an executive or boss can bring strong benefits for both employer and employee. In this survey, we examined who this profession partners with in 2020, and how their roles align with leadership. We also examined the degree to which they directly manage people themselves.

Leadership Alignment and Level of Responsibility

- Most APs report to and partner with highly positioned and influential leaders in their organizations.
 - 40% report directly to CEO, president, other C-suite roles, executive director, EVP or SVP, dean, or managing director.
 - Another 35% report to directors, VPs, or senior managers.
- Slightly more than half support 2-9 executives or managers.
- 14% support only one manager/executive.
- Nearly 13% support more than 10 staff.

This data is consistent with other recent studies. For context, a 2018 industry data of executive assistants (EAs) found that more than half serve three or more executives, and more than three-quarters do not manage the administrative professionals to whom they can delegate.

People Management

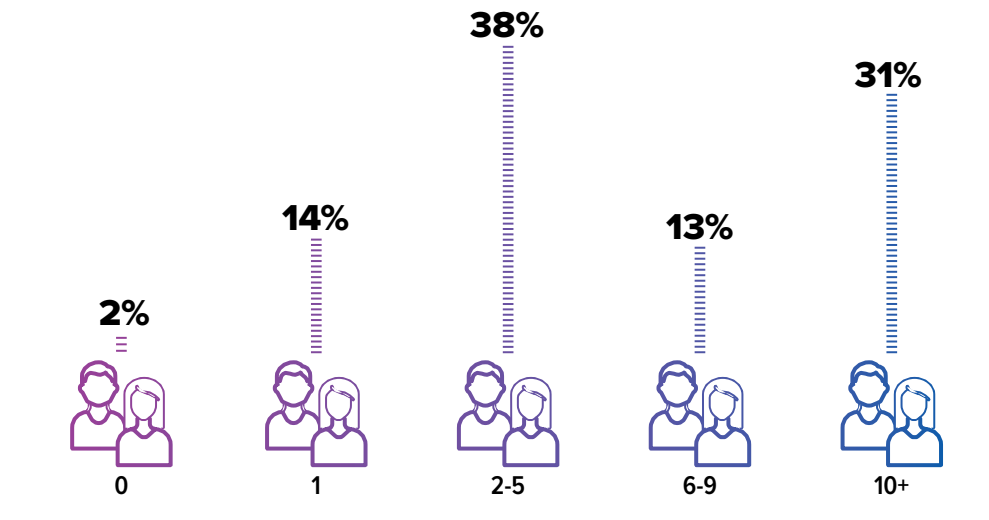
- 70% do not supervise or have direct reports.
- Of the 28% who do have direct reports, three-quarters supervise 1-4 people. Nearly one-third manage larger teams with five or more direct reports.

NOTE:

4% of respondents report to another administrative professional.

Within this context, it's easy to see why juggling multiple, competing priorities, and managing an increased workload are major challenges members report to their associations. APs are increasingly called upon to be available outside of normal business hours and note that disconnecting during their personal time is a primary concern. Despite that, APs and their managers agree that administrative staff are more valued than they were ten years ago.

Number of People Admins Support at Workplace



When considering job responsibilities that exhibit organizational influence, the majority of respondents indicate that they:

- Conduct research, compile data and/or collect and analyze information for management.
- Create, update, analyze or revise office systems and procedures.
- Set up and maintain reporting systems. Take and disseminate minutes from board, governance, or management meetings.
- Evaluate and recommend office, products, services, equipment, and software.
- Train or instruct employees (or arrange for such training) in duties, technology, and company policies.

OfficeTeam/IAAP research indicates that decision-making authority and organizational contribution for administrative professionals have increased 60% in the past five years. Additionally, one-third or more prepare written reports for executives, committees, or boards; identify and implement new technology; redesign and streamline systems; recommend improvement or cost reductions; and attend meetings in their executive's absence.

XI. 2020 Impact of COVID-19 on Training and Workplace

While the survey was conducted very early during the spread of the pandemic in North America, there was already significant impact. 76% of the respondents were currently working from home due to the COVID-19 pandemic. Approximately 5% were furloughed, out of work, or reduced to part-time as a result of pandemic.

Although anecdotal, through weekly member discussions, ASAP has observed a substantial increase in the negative impact of the pandemic on employment rates. Our 2021 survey will help clarify this.

Likely related to the impact of the pandemic on the workplace, the top new skills needed in the 30 days preceding the survey were identified as 1) Videoconferencing or remote meeting tools (Zoom, GoToMeeting, WebEx, Adobe Connect, Teams, etc.); and 2) Collaboration tools (SharePoint, Teams, Slack, etc.). When respondents reported their level of expertise in skillsets, neither of these is viewed as a strength, although they are more proficient in videoconferencing and remote meeting tools than in the use of collaboration tools.

Outside of these more urgent proficiencies, we examined which additional skills APs pursued during that time and found a mix of traditional role skills, along with project and remote work skills. Respondents expressed significant interest in document management, email and calendar management, spreadsheet tools, internet research, data analysis, minute-taking, and using Microsoft Teams. There were less frequent, but significant mentions of the need to train on COVID-19 health and safety practices and remote work or work-from-home practices. All of the training sought was for the benefit of either the executive, the company/organization, or for teammates due to significant workplace or work environment changes.

Administrative professionals are increasingly tasked with new responsibilities.

Two unique trends emerged in new skills needed as the pandemic began:

1. Those working at education/nonprofit organizations were significantly more likely to report an increased need for expertise in videoconferencing or remote meeting tools.
2. Those working in federal and other government organizations were significantly more likely to report an increased need for expertise in collaboration tools.

XII. Summary

The role of an administrative professional at any organization is becoming increasingly diverse and very demanding. With the rapid pace of change, both organizations and APs stand to benefit immensely from identifying needs for upskilling and ongoing training. The contribution of those in this role can be substantial and long-term, both to executive leadership and the organization as a whole. **Success in this profession is driven more by skills than age, degree, or background, and hiring managers should adopt an open-minded approach finding the right fit for these roles.** Being an executive assistant or administrative professional is more than a job; it's a profession. Smart organizations will allow that to inform their development of the career paths and roles of these individuals.

The job as it was 30 years ago no longer exists. But the role isn't vanishing; it's evolving.

Appendix : Job Responsibilities

Organizational Communication



88%

Facilitate internal communications (e.g. distribute information and schedule meetings or presentations)



59%

Address customer inquiries and/or resolve customer complaints



86%

Maintain collaborative relationships with customers, managers, and employees



55%

Take and disseminate minutes from board/management meetings



82%

Compose and/or prepare correspondence



40%

Create and conduct training or orientation for colleagues or subordinates



67%

Produce and/or design documents, newsletters or reports



2%

None of the above

Management Support/Assistance-related

Coordinate manager's schedule through planning and scheduling appointments, meetings, conferences and teleconferences	76%
Coordinate expense reports post-travel	74%
Organize and supervise other office activities (e.g., recycling, renovations, social events, etc.)	74%
Arrange travel and prepare travel itineraries	73%
Conduct research, compile data, and/or collect and analyze information for your manager	68%
Screen and prioritize or respond to manager's mail, email and/or voicemail	52%
Train or instruct employees in duties, technology, company policies or arrange such training	52%
Maintain physical and digital employee records	46%
Prepare written reports for executives, committees or boards of directors	43%
None of the above	2%

Appendix : Job Responsibilities (cont.)

Task Management/Coordination-related	
Perform general clerical duties including but not limited to phone systems, photocopying, faxing, mail distribution and filing	87%
Answer organizational mail, email, correspondence and requests for information	77%
Order or oversee the purchase of office products, services and supplies; maintain inventory of office supplies	75%
Maintain office, visitor and meeting space providing needed amenities and supplies	
Evaluate office products, services, equipment and software and make recommendations	51%
Budget tracking, monitoring, variance reporting	46%
Oversee the maintenance and repair of the facility, equipment, and/or electrical and mechanical systems	41%
Prepare statistical and/or financial reports	33%
Attend meetings in the manager's absence	30%
Budget creation, preparation and management	30%
Negotiate contracts and agreements with vendors	29%
None of the above	2%

Project Management-related



75%

Plan meetings and events (e.g., conferences, Board, executive retreats, strategic planning days)



35%

Identify and implement new technology and resources, redesign and streamline systems, recommend improvements or cost reductions



49%

Contribute to active company-wide non-administrative projects, on behalf of manager or as individual employee



24%

Create project timelines and attain internal buy-in



39%

Project reporting: generate progress reports, task updates and summary/outcome reports



22%

Identify and secure approval for project scope



36%

Manage outside vendors and/or project-support related business partners

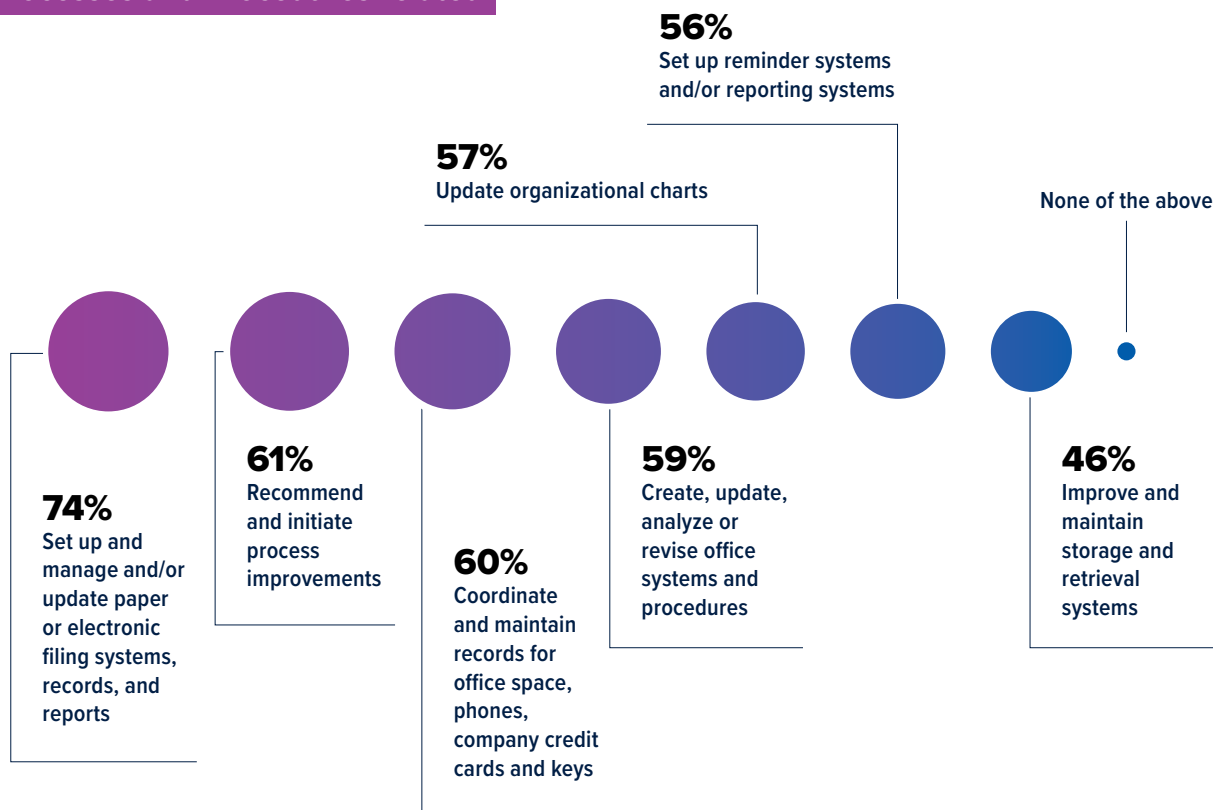


12%

None of the above

Appendix : Job Responsibilities (cont.)

Processes and Procedures-related



Processes and Procedures-related

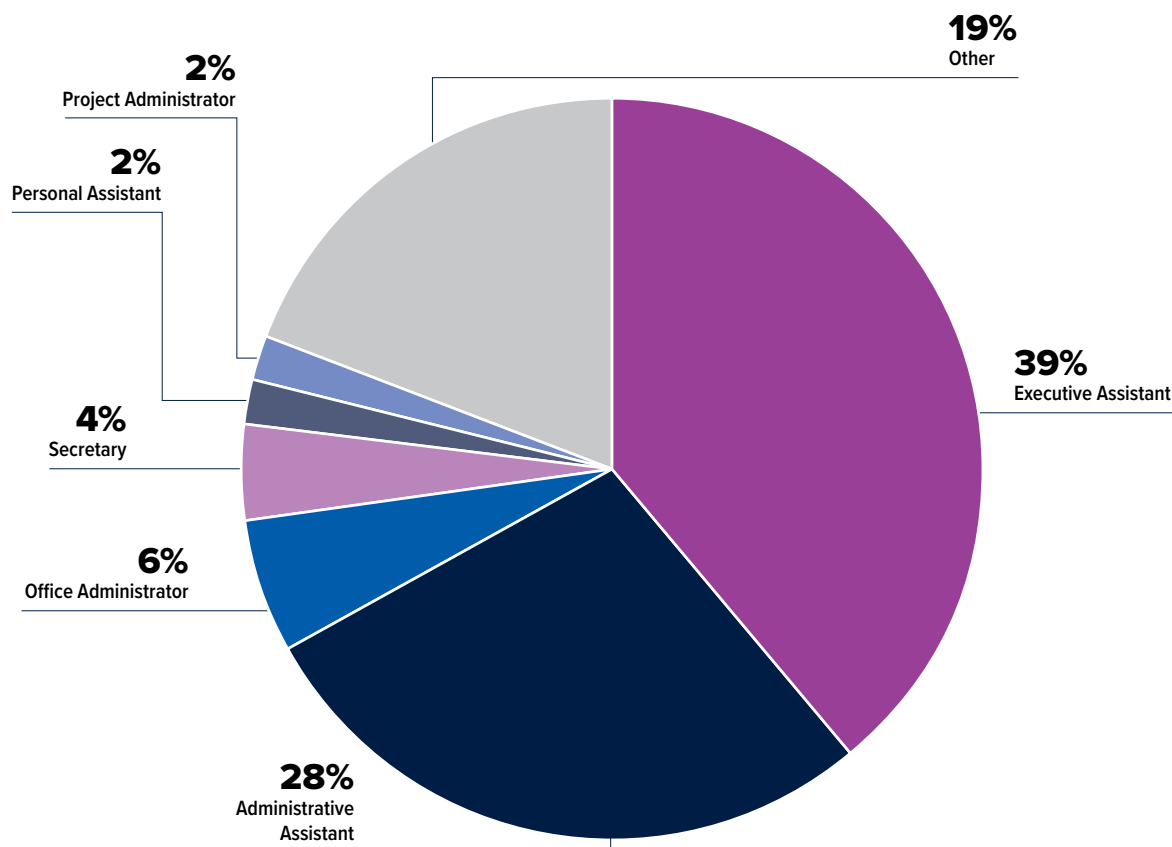
CERTIFICATIONS	# MENTIONS
Excel	21
PACE (in progress)	21
OM	20
ACEA	18
CPS	18
CWCA	17
CEAP	15
Paralegal	15
Microsoft/Office/MOS	12/14/2
Notary	12
PHR	12
Six Sigma	11

CERTIFICATIONS	# MENTIONS
SHRM	10
Word	8
PMP (in progress)	7
Medical Assistant	7
PLS	6
Legal Secretary	6
Google	5
Prince	5
Real Estate	5
APCP	3

Appendix: WAS 2018 Survey, Job Titles

Job Title Classification

The following job classification groups were generated to analyse results based on aggregated job titles. These six groups represent 81% of the respondent sample



CLASSIFICATIONS BY GROUP	JOB TITLES
Executive Assistant	executive assistant (including senior executive assistant), chief executive assistant (or chief administrative assistant)
Administrative Assistant	administrative assistant (including coordinator, specialist and associate), senior administrative assistant
Office Administrator	office administrator (includes operations assistant or operations manager)
Secretary	executive secretary, secretary
Personal Assistant	personal assistant
Project Administrator	project administrator (including coordinator, specialist and associate)