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ABOUT US

We are Australia's leading Accounting and Business Support recruitment specialists. Established in 2004 we have offices in Sydney and Melbourne. AccountAbility is part of the Ambition Group.

HOW WE WORK

Conversation is our passion. We listen and we respond. Being truly connected to our clients – understanding a firm's structure and the culture of the team you are working hard to create – is key to our success, and yours.

When talking to candidates we are an extension of your business. Speed is vital to us and it shows. We fill 80% of temporary roles within 24 hours. Working as a team enables us to achieve high quality results, fast.

We recruit permanent, temporary and contract staff in Sydney and Melbourne in the following functions:



- ▶ Executive Assistant / Personal Assistant
- ▶ Office Manager
- ▶ Receptionist
- ► Team Assistant
- ► Administration Assistant / Data Entry
- ▶ Coordinator
- ► Customer Service Order Processing
- Customer Service Call Centre
- ► Customer Service Team Leader
- ▶ Outbound Sales Representative



ACCOUNTING SUPPORT

- ► Accounts Payable*
- ► Accounts Receivable*
- Assistant Accountant
- ▶ Collections*
- ▶ Payroll*
- ▶ Credit*
- Bookkeeper
- ► Accounts Clerk

*up to and including management level

Specialists in our field, we know what drives candidates in Accounting and Business Support roles to change jobs, and what companies need to do to get the people they want. Put simply, we will get you the best candidates, quickly and efficiently, whenever you need them.



WHAT YOU TELL US ABOUT THE MARKET

Our Market Trends Report offers an overview of last year's accounting and business support trends in addition to some insights into what 2021 has in store

This year we surveyed over 2000 employers and employees across Sydney and Melbourne and this, combined with a detailed analysis of the roles we have recruited in 2020 has provided us with the following results.

BUSINESS PERFORMANCE

2021 EXPECTATIONS

64% expected growth in 2021

26% expected to maintain levels of 2020

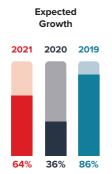
10% expected contraction

2020 FINDINGS

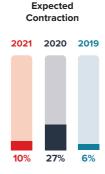
37% of companies performed better than expected

36% of companies performed as expected

27% of companies performed worse than expected



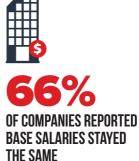




REMUNERATION



OF CANDIDATES STATED BASE SALARIES STAYED THE SAME (UP 4% ON LAST YEAR).



ACROSS ACCOUNTING & BUSINESS SUPPORT ROLES.



24% RECORDED AN INCREASE.



30% RECORDED AN INCREASE.



RECORDED A DECREASE.



RECORDED A DECREASE.

HIRING



17% OF EMPLOYERS ANTICIPATE HIRING IN THE NEXT 12 MONTHS.

The top 5 areas companies will be hiring

- ✓ 34% Accounts Payable
- ✓ 28% Accounts Receivable
- ✓ 28% Assistant Accountant
- ✓ 23% Pavroll
- ✓ 13% Customer Service

The hardest areas to recruit are



BUSINESS SUPPORT.



CUSTOMER SERVICE



ACCOUNTING SUPPORT.



PAYROLL

The top 5 frustrations for candidates during the recruitment process:

- ✓ Lack of response to an online application
- ✓ No or poor feedback following a resume being sent
- ✓ No or poor feedback following an interview
- ✓ The reality of the role is not as described during the interview.
- ✓ Poor onboarding/ induction when starting a role

41%

OF EMPLOYERS USE LINKEDIN IN THEIR MARKETING STRATEGY.

71% OF THESE EMPLOYERS STATE THEY HAVE BEEN UNSUCCESSFUL WHEN RECRUITING INTO ACCOUNTING OR BUSINESS SUPPORT THROUGH LINKEDIN.

FLEXI WORKING



OF EMPLOYEES STATED THEIR COMPANY OFFERS FLEXIBLE WORKING

If so, what do they offer?

- √ 52% working from home
- ✓ 84% flexible start/finish times
- ✓ 66% able to attend appointments
- ✓ 41% tailored to individual requirements



78% OF EMPLOYEES STATED THEIR COMPANY OFFERS FLEXIBLE OF EMPLOYEES STATED THEIR

If so, what do they offer?

- ✓ 82% working from home
- ✓ 80% flexible start/finish times
- ✓ 53% able to attend appointments
- ✓ 51% tailored to individual requirements

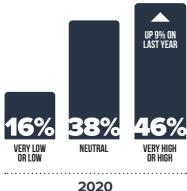


OFFFR FI FXIRI F WORKING

AS FLEXIBLE WORKING HAS BECOME COMMONPLACE OVER THE LAST YEAR. IT HAS BECOME EVIDENT THAT WITHOUT THE OPTION OF FLEXIBLE WORKING, EMPLOYERS HAVE FOUND THEIR CANDIDATE POOL SIGNIFICANTLY REDUCED. MAKING FINDING THE "RIGHT" TALENT HARDER THAN EVER.

MORALE

EMPLOYEES DESCRIBE MORALE IN THEIR BUSINESS AREA AS:



NEUTRAL OR LOW OR HIGH

2019



OF EMPLOYEES ARE HAPPY IN THEIR CURRENT ROLE.

OF THOSE THAT ARE UNHAPPY THE MAIN REASONS ARE DUE TO LACK OF CAREER PROGRESSION. COMPANY CULTURE AND SALARY. 40%

OF EMPLOYEES WORRY ABOUT LOSING THEIR JOB.

THE TOP REASONS EMPLOYEES WORRY ABOUT LOSING THEIR JOBS ARE DOWNSIZING/ REDUNDANCIES & COMPANY PERFORMANCE.

MOVING ROLES



TOP FIVE FACTORS

WHEN LOOKING FOR A NEW ROLE:











COMPANY CULTURE

STABILITY OF COMPANY LOCATION

LONG-TERM CAREER OPPORTUNITIES **BENEFITS**

WHAT IS IMPORTANT

TO EMPLOYEES TO RETAIN THEM WITHIN THE BUSINESS?







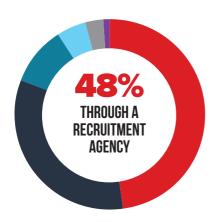




STABILITY OF COMPANY **COMPANY** CULTURE BENEFITS

STRATEGY/ DIRECTION **COMPANY** BRAND

WHERE TO FIND CANDIDATES



Candidates surveyed stated that if they were looking for their next role they would use the following medium:

33% Through a direct advertisement placed by the company

10% Through referral from a friend or colleague

5% Through a company website

3% Headhunted

1% Social media

65% OF CANDIDATES WOULD PREFER TO USE A RECRUITMENT AGENCY INSTEAD OF APPLYING DIRECTLY WHEN LOOKING FOR A NEW ROLE.



COVID-19

HOW HAVE COMPANIES REACTED TO COVID-19



OF EMPLOYEES STATED STAFFING NUMBERS HAD REDUCED IN THE LAST 12 MONTHS.

Top 4 measures/initiatives companies have implemented to help support their employees throughout COVID-19.

- ✓ 95% working from home and flexibility of hours
- ✓ 83% mental health support/ employee assistance programs
- ✓ 64% more opportunities to connect to other employees through communication platforms
- ✓ 40% increased 1:1 time with manager(s) or team



OF EMPLOYEES REPORTED THEIR COMPANY SUPPORTED THEM THROUGH COVID-19 BY PROVIDING MENTAL HEALTH SUPPORT/ EMPLOYEE ASSISTANCE PROGRAMS.

20%

OF EMPLOYEES STATED THEY HAD ACCESS TO NONE OF THE ABOVE

OVERTIME



OF EMPLOYEES ARE WORKING MORE THAN THEIR WEEKLY CONTRACTED HOURS.

WITH 39% WORKING 2-5 EXTRA HOURS AND 38% WORKING 5 OR MORE EXTRA HOURS A WEEK.

ONBOARDING



OF EMPLOYERS STATE ΤΗΕΥ ΗΔΠ Δ ΕΩΡΜΔΙ ONBOARDING PROCESS.



OF EMPLOYEES STATE THEIR COMPANY HAS A WAY OF MEASURING STAFF ENGAGEMENT IN THE FIRST 3 MONTHS OF JOINING THE BUSINESS.



OF EMPLOYERS HAVE A **COMPANY POLICY WHEREBY EMPLOYEES RECEIVE EITHER** AN ANNUAL SALARY REVIEW OR A CPI ANNUAL INCREASE. 10% UP FROM LAST YEAR

DIGITAL ONBOARDING



OF COMPANIES ARE VIRTUALLY ONBOARDING NEW EMPLOYEES. 93%

OF CANDIDATES WHO HAVE BEEN VIRTUALLY ONBOARDED SAID THE PROCESS WAS AS EXPECTED OR EXCEEDED THEIR EXPECTATIONS.

EXCEEDED EXPECTATIONS

66 It ran smoother than in person."

66 Smarter onboarding systems can identify incorrect information submitted."

DID NOT MEET EXPECTATIONS

66 Lack of human touch"

66 They were still trying to work out best practices"

MARKET OVERVIEW: ACCOUNTING SUPPORT

I think we would all agree that 2020 was not the year we expected coming into it! Huge changes globally affected us personally and professionally due to COVID-19. The market for accounting and business support professionals became the most volatile it had been in some time. However, not all functions that we recruit for were impacted equally, and what felt like a dead halt in the market circa March/April developed into an interesting turn of events for the remainder of the year.

As many companies transitioned to the work from home model, this was a natural transition for businesses who already offered WFH as an option and they thrived, quickly. Businesses who were not set-up for cloud access and remote working struggled to make this transition, and anecdotal reports would tell that they certainly took longer to find their feet and that connectivity that many craved whilst at home. Mental health became the next challenge for many businesses as employees struggled to make sense of the new world around them. As we see from our survey results, there was a dichotomy between how employers felt they had treated employees during the WFH period and how employees felt that they had been treated.



SOME BUSINESSES FOUND THAT THEY IN FACT HAD HUGE INCREASES IN THE DEMAND FOR THEIR SERVICES — FMCG, RETAIL, TECH AND CLOUD SECURITY OPERATORS BEING TOP OF THE LIST

We'll no doubt see this focus on mental health continue into 2021 when we increasingly have people disconnected from their colleagues and families, especially if they have family overseas. While some businesses have offered Employee Assistance Programs (EAP) to support their mental well being and provide a safe space to discuss any difficulties they may be facing. Businesses have also offered "mental health leave" and simply increased the oneon-one time between managers and their staff to check in. In terms of hiring, all was not lost. and roles continued to materialise once the initial shock of March wore off. Some businesses found that they in fact had huge increases in the demand for their services - FMCG, retail. tech and cloud security operators being top of the list. Of-course those in the hospitality and travel industries initially saw hard times.

However, this translated to increased workflow for roles such as payroll who had to contend with processing mass redundancies, often in industries with complex EBAs and of course the ever-changing JobKeeper! Cashflow is as important as ever and the demand for strong credit professionals has also increased, specifically in the FMCG arena. Within business support, we have seen the advent of multi-tasking increase significantly. Those who traditionally had siloed reception roles for example are having their skills used in other more pressing parts of the business. The positive news is as we enter into a new year, we have started to see an increase in job flow and as a nation we have, for the most part, well and truly adapted to this new world we're living in.

PAYROLL

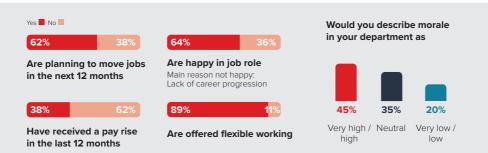
During 2020, the demand for payroll professionals has continued, despite the necessity for remote working brought about by the global pandemic. The climate around concerns regarding underpayments in the Australian payroll market has encouraged organisations to forge ahead with systems transformation that will lead to: greater transparency and accuracy in payroll processing and the agility to absorb changes to complex legislation in real time.

An evolution in the feasibility of the traditional work environment, meant increased flexibility but also an extended working day as industry professionals endeavoured to meet project delivery goals at home.

The introduction of JobKeeper added an additional layer of complexity to existing awards and enterprise agreements. To rectify and pre-empt these issues, there was an increase in consulting opportunities for senior payroll consultants to run a "health check", or comprehensive audit on systems integration and process efficiency.

As multi-national banking and professional services organisations made senior payroll appointments in Australia and returned offshored functions from overseas, the watchwords of the industry were compliance and control over the precision of adherence to payroll legislation. A newly created role emerged in the market for "remediations analysts", to interrogate payroll data for infringements and to compensate employees when required. There is also a sense of corporate responsibility to ensure employee compensation is paid accurately, given the challenging economic conditions of 2020.

Although standard hiring processes were protracted due to remote interviewing, accomplished candidates were prepared to move jobs to secure salary increases and attractive opportunities. The overarching ethos of the payroll industry was to build robust payroll functions for the post-Covid era.



SECTOR OVERVIEW: ACCOUNTING SUPPORT

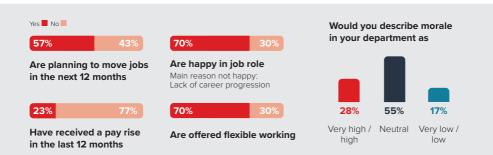
CREDIT / COLLECTIONS / ACCOUNTS RECEIVABLE

The accounts receivable market contracted quite significantly in 2020 with organisations coming to terms with accumulating debt as a result of COVID-19. Salaries remained stagnant and there have been fewer opportunities available at the senior end, which has made it very challenging for managers to move into new roles, with some having to accept positions at a lower level

There has been a recent surge in the need for accounts receivable contractors to work on special projects, which we anticipate will continue well into 2021. Some of the projects are specifically COVID-19 related where new arrangements were negotiated with customers. Organisations are now trying to finalise those agreements by collecting any outstanding debts and reconciling accounts in order to return to their original terms. There has also been an increase in the need for contractors to focus on reducing aged debt and improve cash flow so that organisations can maintain strong relationships with their suppliers.

The role of an accounts receivable professional has also changed significantly, with candidates needing to have strong financial acumen to understand how cash flow feeds into the general ledger to determine the financial health of an organisation. As a result, the experience, skills and attributes that organisations are looking for have also changed, and candidates with previous experience as an assistant accountant are highly regarded for their full understanding of the accounting cycle. Intermediate to advanced skills in Excel have become essential and candidates must have a strong customer service mindset in order to work with customers to devise mutually agreeable solutions.





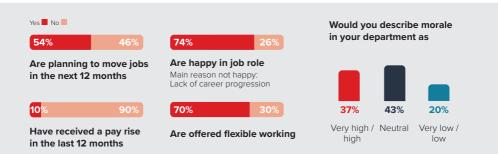
ACCOUNTS PAYABLE

Accounts payable (AP) has unfortunately been one of the roles we have seen decline in 2020 - we can insert a joke here about companies not wanting to pay their bills, but the reality is AP as a role function has had a dramatic overhaul in previous years. It is a function that many companies have offshored or automated with the advent of OCR systems and the type of roles that have been available have been quite complex, technical roles.

This has left the industry in an interesting spot as the talent pools for traditional end to end AP officers have dried up as they have either left the industry or moved into AP analyst style positions. Therefore, when a manual end to end AP role does become available, it is not that easy to find candidates. Since March we have seen a reduction in the demand for AP roles, with many businesses citing that they were pulling under-utilised staff from other departments to assist when there was a need. However, the good news is for those who are interested in expanding their skillset within AP to more analytical duties and systems improvements, businesses are open to spending money on roles that will provide efficiencies and clear ROI.



...WE CAN INSERT A JOKE HERE ABOUT COMPANIES NOT WANTING TO PAY THEIR BILLS. BUT THE REALITY IS AP AS A ROLE FUNCTION HAS HAD A DRAMATIC OVERHAUL IN PREVIOUS YEARS.



SECTOR OVERVIEW: ACCOUNTING SUPPORT

ASSISTANT ACCOUNTANTS / BOOKKEEPERS

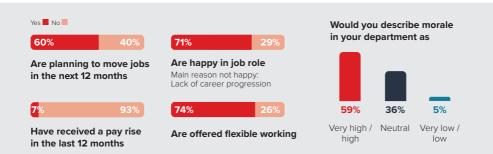
Despite some areas of the accounting support market experiencing somewhat of a decline in demand, for assistant accountants and bookkeepers this has been another buoyant year. In particular, all-rounders have been in high demand with candidates who have the ability to work across multiple areas becoming very useful during challenging times.

One of the reasons that bookkeepers have continued to be sought after candidates in 2020 can be directly linked to the necessity of remote working. Quite often, experienced Bookkeepers would already be fully set up to work from home and be able to work completely autonomously. Therefore, the need to onboard properly and train in the office was not applicable to experienced, dependable bookkeepers. This is particularly the case if they possessed a strong knowledge of end-to-end payroll, as this came in useful with any potential JobKeeper payment requirements or even possible redundancies calculations. Once again, experience using cloud-based systems and strong Excel skills are always a necessity with XERO and MYOB dominating the SME space.

The assistant accountant space has once again seemed to widen even more in terms of duties and salaries. We have seen a clear trend of duties expanding well beyond the scope of just purely transactional finance, in SME companies but also much larger corporates. It seems more so than ever clients are seeking candidates who have strong business acumen with outstanding stakeholder management skills. The ability to be technically strong and know the fundamentals of the position are essential and completely non-negotiable. This has in turn seen more of an overlap with qualified accounting roles with the lines becoming increasingly blurred for driven and high performing accounting professionals. Although there was a definite Iull in hiring of assistant accountants during the height of lockdown, the market has certainly picked up and seems to be moving back towards pre COVID-19 levels.



THE ASSISTANT ACCOUNTANT SPACE HAS ONCE AGAIN SEEMED TO WIDEN EVEN MORE IN TERMS OF DUTIES AND SALARIES



SECTOR OVERVIEW: BUSINESS SUPPORT

RECEPTION

Due to COVID-19 and the shift to working from home, there were fewer opportunities for receptionists than we have seen in previous years. Corporate organisations have amalgamated reception and switchboard handling into the role of an administrator. In contrast, industries such as health and aged care have been busier than ever, and we have seen a sharp increase in reception roles that also incorporate administration activities.



WE ARE PREDICTING A DEMAND FOR RECEPTION COVERAGE IN EARLY 2021, PARTICULARLY IN VICTORIA, WHEN OFFICES INCREASE CAPACITY AND THERE IS AN INCREASE IN VISITORS TO THESE WORKPI ACES

PERSONAL ASSISTANT / EXECUTIVE ASSISTANT

Through 2020 we have seen a reduced number of EA/PA roles across all industries compared to 2019. The demand is still there, particularly within large corporate organisations, and these roles have seen little effect as a result of COVID-19. We have however, seen an increase of long-term contracts rather than permanent in some businesses, filling the demand for the role within the business while not increasing headcount.

In SME's which may have lost a few administration support roles, executive assistants may have needed to take on additional administration tasks as well as maintaining their own tasks to cover these gaps.

For those executive assistants who found themselves starting a new role during COVID-19, they have had the extra challenge of having to create a relationship with their executives remotely. This has in turn made it more important than ever for EA/PAs to be adaptable and able to build rapport and respect with their executives and greater teams.

SECTOR OVERVIEW: RUSINESS SUPPORT

ADMINISTRATOR / TFAM ASSISTANT

Support roles such as administrator were unfortunately one of the first roles to be affected during the beginning of COVID-19. This was mainly due to the fact businesses were looking to cut costs and administration support could be seen as more of luxury to some organisations, as they would be used to offload work and certain tasks within a team.

We are already beginning to experience an increase in these roles since businesses have started returning to the office. For example, there have been a few project based administrator roles recently due to staff working from home or an increased workload which has resulted in a need for this calibre of candidate to aid the business with a backlog of work. This should hopefully finish with a boom once people return to their offices full time.

We are also noticing (and predicting for the future) an increase in part time administration support roles. As offices continue to allow flexible working less employees will be in the office.



...BUSINESSES WERE LOOKING TO CUT COSTS AND ADMINISTRATION SUPPORT COULD BE SEEN AS MORE OF LUXURY TO SOME ORGANISATIONS

OFFICE MANAGER

We have seen a decrease in office manager roles since COVID-19 hit. With the move to a working from home model in most businesses, there were a large amount of the usual office manager tasks that were no longer required. For smaller businesses in particular, support roles have become "luxury" with more senior employees having to fend for themselves.

Those industries which were less affected by COVID-19, such as telecommunications, financial services, transport and logistics and FMCG, would have seen less change in the role of office manager due to business remaining typical.

With all this being said, the market should bounce back when offices fully re-open and large portions of employees return to the office.

CUSTOMER SERVICE

For thriving industries such as telecommunications, healthcare, wine, technology and home office/furniture suppliers, there was a large increase in business from COVID-19, meaning a rise in the need for call centre agents in March. Not to mention the numerous COVID-19 help lines/contact tracing call centres that emerged.

We interestingly saw a lot of candidates step into these customer service roles with a range of different backgrounds from struggling industries especially aviation, high street retail, hospitality, and events. This was a lifeline for these candidates as they could easily transfer their skills to this type of work.

For the first time, due to the impacts of COVID-19, customer service roles have moved to the working from home model. Particularly in Victoria, with longer impacts of the virus, customer service call centre, and order processing staff have been working from home for the majority of the year. This meant that candidates from all locations and states were now able to apply for these roles, which enabled a larger pool of available candidates.

Due to these being mainly contract roles, and people moving back to their more preferred roles/industries once the pandemic has settled, questions is, will there be a demand for candidates with call centre experience once COVID-19 is over? Customer service/order processing roles maintained their presence as these were in unchanging industries such as manufacturing, transport and logistics and FMCG.



AMBITION GROUP

AccountAbility is part of the Ambition Group, a leading global boutique recruitment business operating in Australia, the UK and key financial cities in Asia.

ambition



RISK & COMPLIANCE

- Risk
- · Audit & Compliance
- · Analytics & Automation



BUSINESS TRANSFORMATION

- · Change Management
- Process Excellence
- Project Services
- Digital Transformation



SOFTWARE & ENGINEERING

- · Software Development
- · Mobile Application Development
- Test Automation & Quality Assurance



FINANCE

- · Controllership & CFOs
- · Strategy & Planning
- Superannuation
- M&A / Corporate Development
- · Group / Corporate Accounting
- · Management Reporting
- · Commercial Analysis
- Tax & Treasury



CLOUD. DEVOPS & INFRASTRUCTURE

- DevOps
- · Site Reliability Engineering
- · Cloud, Architecture & Strategy
- · Presales
- · Security & Storage
- Helpdesk / Service Desk
- · Desktop Support
- · System Administration
- Network Administration



BANKING & FINANCIAL SERVICES

- · Front Office & Business Development
- · Relationship Management
- · Sales Support
- Unit Pricing & Fund Accounting
- · Settlements / Trade Support



DIGITAL

- UX / UI
- · Digital Marketing
- · Web Design
- · SEO / SEM
- · Digital Content
- · Digital / Data Analytics
- · Social Media
- Digital Transformation



THE REAL STORY OF 2020 HAS BECOME ONE OF **CHANGE, ADAPTATION** AND FORWARD-THINKING OPTIMISM."



OUR PURPOSE IS 'BUILDING BETTER FUTURES' FOR THE ORGANISATIONS WE **WORK FOR. THIS MEANS ENABLE BUSINESS GROWTH CAREFULLY MATCHING SKILL SET AND "FIT" TO ENSURE** SUCCESS."

SALARY GUIDES

ACCOUNTING SUPPORT SALARY GUIDE

Location	Sydney		Melbourne	
Size of company	SME	Multinational/ ASX listed	SME	Multinational/ ASX listed
Salary	\$'000	\$'000	\$'000	\$'000
National Credit Manager	100 - 130	120 - 160	90 - 130	120 - 160
Credit / AR Manager	85 - 110	90 - 130	80 - 110	90 - 130
Credit / AR Supervisor	75 - 90	85 - 100	70 - 90	75 - 90
Credit / AR Officer	65 - 75	65 - 85	60 - 70	65 - 75
Collections	65 - 70	65 - 80	60 - 65	60 - 70
National Accounts Payable Manager	80 - 100	90 - 140	80 - 90	90 - 130
Accounts Payable Manager	70 - 90	80 - 120	70 - 85	80 - 110
Accounts Payable Supervisor	70 - 85	75 - 90	65 - 80	75 - 90
Accounts Payable Officer	60 - 70	65 - 75	60 - 70	60 - 75
National Payroll Manager	120 - 140	130 - 220	120 - 140	130 - 220
Payroll Manager	95 - 120	95 - 130	85 - 120	90 - 130
Payroll Senior/Supervisor	80 - 95	85 - 100	75 - 100	80 - 100
Payroll Officer	70 - 80	70 - 90	65 - 90	70 - 90
Accounts Officer	55 - 70	60 - 75	60 - 70	60 - 70
PQ Assistant Accountant	65 - 70	65 - 80	60 - 75	65 - 85
Bookkeeper	75 - 95		65 - 80	

BUSINESS SUPPORT SALARY GUIDE

Location	Sydney		Melbourne	
Size of company	SME	Multinational/ ASX listed	SME	Multinational/ ASX listed
Salary	\$'000	\$'000	\$'000	\$'000
Data Entry Officer	55 - 60	55 - 65	55 - 60	55 - 60
Receptionist	55 - 65	60 - 65	55 - 60	55 - 65
Administration Assistant	55 - 65	55 - 70	55 - 65	55 - 65
Office Manager	65 - 80	70 - 90	65 - 75	70 - 90
Executive Assistant / Personal Assistant (Manager level)	75 - 90	85 - 95	75 - 90	85 - 95
Executive Assistant / Personal Assistant (C - Suite)	75 - 110	85 - 120	75 - 110	85 - 120
Team Assistant	65 - 80	70 - 90	65 - 75	70 - 90
Customer Service - Call Centre	55 - 65	55 - 65	55 - 65	55 - 65
Customer Service - Order Processing	55 - 65	60 - 65	60 - 65	60 - 65
Project Administrator	65 - 80	65 - 80	65 - 80	65 - 80
Legal Secretary	65 - 75	65 - 80	65 - 75	65 - 80
Sales Coordinator	55 - 60	55 - 65	50 - 60	55 - 65

^{*}All salaries are exclusive of superannuation.

