



EST10 Salary Guide | Q3 2020/2021

The Black Swan

“
*Each man should frame life
so that at some future hour
fact and his dreaming meet.*

Victor Hugo



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Director's Note

2020 presented Australia and the world with unforeseeable difficulties and challenges. Whilst we are not through the other side, a positive future is in sight and we believe 2021 has promise!

For EST10, 2020 was one of our toughest years. I am grateful however for many of those challenges. It provided an opportunity for reflection, introspection and ultimately posing the forever essential question of our purpose and connection to society.

It awakened our dreams and welcomed inspiration, creativity, and the necessity to establish relevant changes within our business.

As a recruitment business, the nature of our job is to distinguish between fact and fiction. We used this habitual

skill to recognise and discern what was working for us and, you, our clients & candidates, and of course, what was not working.

We collected and captured the signs and emerging patterns relevant to our industry and the future employment landscape.

By accepting the outer circumstances instead of 'fighting' them, we learned we always have a choice, even in the most challenging moments.

Personally, and collectively, our resilience and endurance have been flexed, tested, and strengthened. It has provided me an immense appreciation for history and all that was endured before us.

COVID-19 was and still is a black swan event, a theory developed in 2007 by Professor Nassim Taleb. An outlier event, with extreme consequences, that in hindsight we might have predicted. This black swan event has transformed the world we live in.

We have already seen positive signs and indicators and have faith this year will present Australia with strong recovery opportunities.

A vaccine is in production and with that, the hope of borders opening and international travel.

We have entered the year knowing we have made it through last year and with gratitude for the kindness, compassion, and wisdom we have acquired.

"We were all born with wings. In times of doubt: spread them."

Kevin Myers



Roxanne Calder

Managing Director





Market Insights

This guide will share our available information and analytics. We hope it helps you to understand the current market and emerging opportunities.

Economy

In June 2020, Australia entered a recession, reported as the deepest since the Great Depression in the early 1930s. Technically we may be out of the recession, however, unpredictability remains.

In September, economists forecasted a 'modest expansion in GDP¹', a prediction that has been reflected, with the September quarter seeing a rise in GDP by 3.3%. A positive sign, however, set against a fall of 7% the previous quarter, the figures demonstrate a 3.8% overall decline through the year.

To what the next few months might look like, The Reserve Bank of Australia predicts 'GDP is not expected to return to its pre-pandemic level until the end of 2021²'.

According to economists, a good indicator of the real impact of the recession is the rate of unemployment.

Unemployment rate

The most recent unemployment rate released for December is 6.6%. A figure still somewhat higher than the pre-COVID rate of 5.1% but an improvement on the July peak of 7.5%.

Underemployment is another critical measure; it includes part-time workers who want more hours or full-time workers who did not work full-time hours.

¹ <https://www.msn.com/en-au/money/markets/what-does-being-in-a-recession-mean-and-what-does-it-mean-for-me/ar-BB18C8XF>

² <https://www.rba.gov.au/publications/smp/2020/nov/economic-outlook.html>

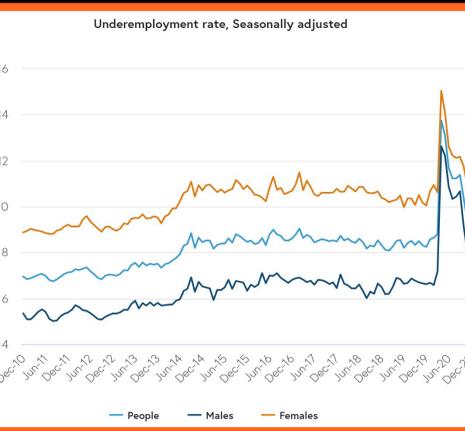
Underemployment has returned close to its pre-COVID rate, 8.5% for December 2020 compared to 8.2% for December 2019³.

permanent positions.

In over 50% of cases, the permanent roles secured were not the original temporary position candidates were employed in.

Candidate availability in the temp market has also shifted. With restrictions on travel remaining, there are fewer Working Holiday Visa candidates available. However, people who would ordinarily focus on permanent employment are open to temporary assignments or short-term contract roles. We have also seen an increase in candidate flexibility when considering different roles.

This provides employers with a wonderful opportunity to leverage some of these talented individuals' expertise and experience.



Changes in the temp market

We continue to see an increase in the demand for temporary staff and candidates being converted to

Full-time and part-time employment

As new norms and habits have been established, we have seen a swing towards part-time opportunities being sought instead of full-time work.

In seasonally adjusted terms, in December 2020:

- » Full-time employment increased by 35,700 to 8,761,400 people, and part-time employment increased by 14,300 to 4,149,300 people
- » Over the year to December 2020, full-time employment decreased by 75,900 people and part-time employment increased by 12,000 people
- » The part-time share of employment over the past 12 months increased 0.3 percentage points to 32.1%³

To note: It is estimated that one in five of Australia's highly skilled expat community has returned home in 2020, with the trend continuing in 2021. In October of 2020 - the federal government said 398,000 Australians had returned since mid-March⁴.

³ <https://www.abs.gov.au/statistics/labour/employment-and-unemployment/labour-force-australia/latest-release>

⁴ <https://www.foreignminister.gov.au/minister/marise-payne/media-release/more-flights-helping-australians-return>

Advice for Job Seekers

The job market is gradually improving; however, volatility still exists, as outbreaks emerge and restrictions change. If you are looking for a new role and have carefully considered it, now could be the time to make a move.

There has been a shift in the mindsets of employers and job seekers. Employers increasingly ask for a 'values' match as well as competency for the job. Some of the key attributes we hear mentioned as important are loyalty, trustworthiness, and integrity. We share this with you in encouraging you to be 'you' at interview. Transparency is key for everyone in today's new world.

Emerging jobs in the administration space are becoming increasingly skills driven and this trend is here

to stay. We suggest job seekers take responsibility for their own skill development and become 'skill-aware'. This includes understanding technology.

This awareness may be confronting at first. It includes an accurate assessment of your weakness and strengths, proactiveness in acquiring new skills, and being realistic about skills that may have been relevant in the past but are not necessarily transferable or useful for your job or industry in the future.

'Working from home' has continued to be more of a norm, which will remove geographical distances and open up opportunities.



Remain flexible

Be open to what your role may look like today, tomorrow and in the future. Evolve with the change and contribute to the navigation of it. Future proof your employability. The days of following set 'job descriptions' have gone. Job descriptions will be evolving, creating their own story and entity.

Think big picture

If looking for a new job, know what it is you are looking for - well before starting the job application process. This will help you with your decision making. Being reactive and with a short-term view will not serve you now. Continue to dig deep in evaluating your decisions on all levels; whether to leave a job and whether to accept a job offer.

Advice for Hiring Managers

There has been a dramatic increase in confidence levels for hiring. Salary levels have also increased, particularly for the more senior positions.

As businesses get back in the 'game', they will need to accept the changes and offer the same flexibility they expect from candidates.

Along with offering competitive salaries, an efficient recruitment process will assist in securing your candidate. Understanding the candidate/job seeker psychology is critical, with job security being number one on their agenda right now.

We have seen delays between interviewing to offering and issuing contracts, resulting in candidates accepting alternative job offers. To

note, until a candidate has a contract and letter of offer, they do not feel secure - despite any verbal offers.

Last year, we witnessed an unprecedented number of offers being withdrawn - despite contracts being issued. As such, I am sure you can understand the sentiment of candidates on this issue. In addition, as our recommendation, ensure the start date occurs as soon as possible!

Is it a market for employers?

Like a broken record, the availability of 'talent' remains a challenge. 'Job Seekers' does not correlate to availability of talent.

From mid-December, there has been an increase in job vacancies for administration professionals. Add to

this, the reluctance of people to leave secure roles, unlike pre-COVID times, bringing a further constriction for talent supply.

Pre-COVID, we were already experiencing a severe tightening of the talent pool; however, candidates were more likely to leave their jobs for

other opportunities - this is less likely now and becoming a more formidable proposition.

Another consideration to take into account is exceptional candidates who are available, commonly receive multiple offers.

Best practice

- » Secure approvals before starting your hiring process
- » Work with one agency exclusively - multi-listing is so 2020
- » Prepare contracts and pencil in all interviews in advance
- » Interview all candidates within 2-3 days of shortlist presentation
- » Multiple interviews to be on the same day or within 3 days
- » Consider 'wildcard' candidates
- » Offer on the same day as the final interview or the day after
- » Provide an offer, pending references
- » Issue contract ASAP - no later than 24 hours from offer

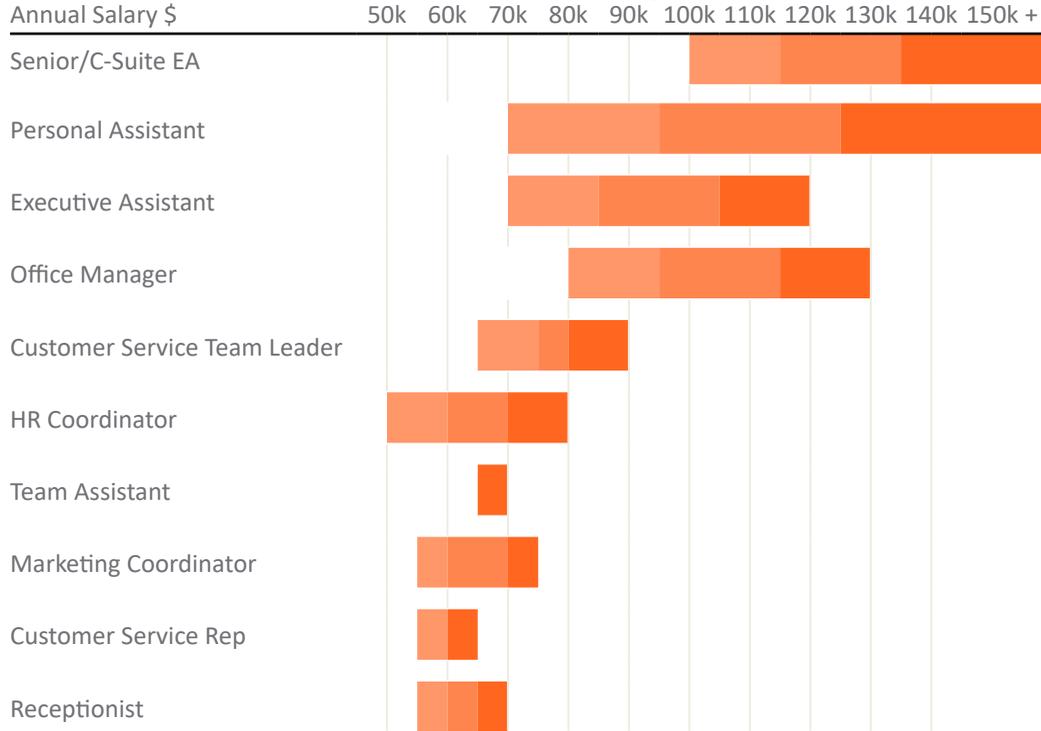


Salaries and Skills...

“*Build your skills, not your resume.*
Sheryl Sandberg

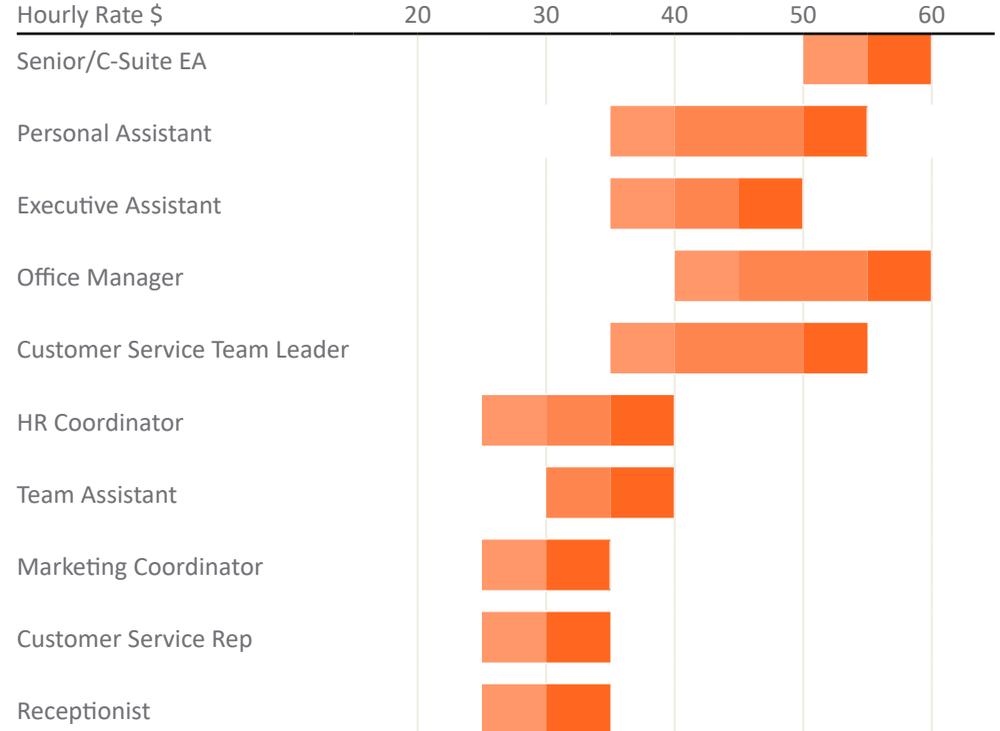


Permanent Salary Ranges



Temporary Salary Ranges

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Skills and Qualities Required



	Resilience	Extreme discretion	High EQ	Strong communication	Ability to juggle conflicting priorities	Strategic thinker	Tech-savvy	Project management skills	Strong time management	Problem-solving approach	Leadership	Conflict resolution
Senior/C-Suite EA	●	●	●	●	●	●						
Personal Assistant		●			●			●		●		
Executive Assistant	●		●	●	●		●					
Office Manager							●	●	●	●		●
Customer Service Team Leader				●							●	●
HR Assistant		●		●			●					
Team Assistant				●			●					
Marketing Coordinator							●					
Customer Service Rep				●				●				
Receptionist			●									

	Negotiation	Interpersonal skills	Stakeholder management	Highly analytical	Detail-oriented	Team player	Quick thinker	Understanding of customer profiles	Mastery of language	Investigative research skills	Adept multi-tasker	Innovative and creative	Patience	Adaptability	Understanding of CRM	Ability to work autonomously	Strong customer service skills	Impeccable presentation	Willingness to learn and assist	
Senior/C-Suite EA																				
Personal Assistant	●										●									
Executive Assistant			●																	
Office Manager																				
Customer Service Team Leader	●	●													●					
HR Assistant				●	●															●
Team Assistant						●	●				●									●
Marketing Coordinator			●		●			●	●	●	●	●								●
Customer Service Rep													●	●	●		●			●
Receptionist	●															●	●	●	●	●

Position Descriptions...

“ *A skilled worker, regardless of the job description, remains a treasure.*
Madeleine M. Kunin ”

Executive Assistant



An Executive Assistant is the professional deputy. They keep everything running smoothly and make the Executive's life easier.

The Executive Assistant role can vary depending on the size of the company and the level of the Executives they are supporting.

In a small to medium company, this salary bracket can encompass an EA at Managing Director or C-Suite level. However, in a larger organisation, the candidate is more likely to support at Executive General Manager level and have multiple executives.

The support provided may be a mixture of both personal and professional, with varying degrees of access to diary and inbox.

Duties include:

- » Diary and travel management
- » Meeting coordination
- » Expense and invoice processing
- » Email management
- » Stakeholder liaison
- » Answering and fielding calls
- » Taking minutes and typing
- » Query resolution

Senior/C-Suite Executive Assistant

Executive Assistants (EA) make their C-Suite Executive look fabulous by organising and simplifying their work-life. At the most senior level, an Executive Assistant works in partnership with their C-Suite Executive.

As well as full access to their diary and emails, the Executive will lean on their EA for strategic support. Adopting a Business Manager or Chief of Staff role is not unusual. Often the role will incorporate project work - both managing and assisting, possible HR functions, as well as managing junior administration staff.

This role will vary depending on the Executive; however, trust at this level is always the common denominator.

Duties include:

- » Complex diary and travel management
- » Inbox management
- » Board meeting attendance
- » Research and reports
- » Stakeholder liaison
- » Handling of confidential files
- » Project management
- » Strategic support for the CEO and chair

Personal Assistant



A Personal Assistant (PA) makes an Executive's household and life run like a dream! PA's take care of your personal/home administration including household management and staff.

Personal Assistant's look entirely after personal duties supporting people such as high net worth individuals (HNWI), entrepreneurs, celebrities and their households.

Some CEOs will have an EA, as well as a PA, as they provide two distinct services. PA roles are demanding often requiring an individual to be on-call 24/7 and will take care of all varied aspects. Discretion, understanding boundaries and confidentiality are all key for these positions.

Duties include:

- » Household management
- » Running personal errands
- » Event organisation
- » Management of properties, cars, boats, art, etc.
- » Project management
- » Family coordination
- » Travel arrangements
- » Banking/investments management

Office Manager

Office Managers are the go-to person in the office. No matter the problem, an Office Manager knows how to fix it (or know the right people to call!).

With companies making cost reductions and watching their headcount, we have seen the Office Manager role growing and absorbing Executive Assistant, Administration Assistant and, in some cases, Reception duties.

Office Manager positions can also vary depending on the needs of the business. This can move to encompass some aspects of HR, accounting, IT, OHS and facilities management duties. Therefore, a successful Office Manager will ensure business-wide effectiveness and efficiency through a proactive and reactive approach.

Duties include:

- » Policy creation and implementation
- » Organising the office
- » Research and reporting
- » Stakeholder liaison
- » HR functions, IT and facilities
- » Project management
- » Team event organisation
- » Management of junior support staff

Customer Service Team Leader



A Customer Service Team Leader is the motivator and cheerleader for the team, keeping morale high and supporting Customer Service Reps.

The Team Leader manages teams of up to 50 people, with calls mostly inbound and servicing customers.

Communication and interpersonal skills are key to successfully managing team performance and resolving customer enquiries. Leading by example is a must, from providing excellent customer service to accurate information sharing, updating systems and on-time reporting.

New challenges include managing communication across platforms and navigating a work from home environment.

Duties include:

- » Coordination of the customer service team
- » Management of customer escalations
- » Hiring and training of new staff
- » Monitoring and evaluation of team performance
- » Process improvement
- » Providing customer support
- » Action and implementing SOPs
- » Overseeing day-to-day operations

Human Resources Coordinator

Human Resources (HR) Coordinators are the 'people people'! They want everyone to love their job and to keep your teams happy.

Due to the growing availability of HR technology, there has been a shift in the functionality of the role with many companies opting for a Recruitment Coordinator or even a strong Team Assistant to take on some of the HR tasks.

For companies still preferring to hire HR Coordinators, the roles are more administrative and focus on coordination as opposed to strategy and the technical side of HR.

An HR Coordinator must be highly organised, comfortable with working to tight deadlines and a people person.

Duties include:

- » Compilation of personnel data and preparation of reports
- » Coordination of recruitment activities
- » Receiving and answering queries
- » Assisting with onboarding
- » Liaising with internal stakeholders
- » Arranging internal and external training
- » Processing of job and entitlement applications
- » Storing and retrieving files

Team Assistant

Team Assistants (TA) make great jugglers - supporting a team, they look after multiple people with conflicting interests - without dropping the ball.

In recent years, we have seen an upward trend in the number of people a TA supports, and this has not changed.

This role is the true steppingstone to becoming a successful Executive Assistant while learning to prioritise and maintain expectations of multiple people and communicating effectively.

The typical breakdown of a TA position will see 20% of the time focused on the senior individual in the team, with the remaining 80% spread across the remaining members.

Duties include:

- » Diary and email management
- » Travel coordination
- » Processing expenses and invoices
- » Taking minutes and typing
- » Formatting presentations
- » Research and reporting
- » Providing ad hoc team support
- » General administration



Marketing Coordinator

Making the organisation look great, Marketing Coordinators ensure your brand message is on point and the right people know your name.

Marketing support roles can vary in titles (Assistant, Coordinator, Executive), salaries and duties depending on the company.

In small or medium-sized businesses, the role can be more focused on profile, measuring market performance and revenue generation. Contrastingly, marketing support roles in larger businesses can be geared towards a specific area of marketing.

Regardless, candidates must be able to speak the language of the brand. They need to understand the vision and ensure all activities are aligned.

Duties include:

- » Research and reporting
- » Management of website/blog/social media
- » Content creation
- » Monitoring of the market
- » Coordination of print collateral
- » Sending email campaigns
- » Providing support for business projects and events
- » Organising events

Customer Service Representative



Customer Service Representatives are the relationship builders of a business - they are the glue that keeps a business connected to its customers.

Customer Service roles vary depending on the company and team; from processing customer orders and assisting customer queries, to handling complaints. Within the role, it is essential to communicate effectively, listen well and identify when an issue may need to be escalated.

Traditionally, the roles were primarily phone-based and situated in an office environment. Recently we have seen a shift in these roles. Representatives can utilise technology to work from home and communicate with customers across a range of platforms.

Duties include:

- » Resolving customer queries
- » Providing technical or product support
- » Making and receiving customer calls
- » Updating databases
- » Sending and receiving emails
- » Processing invoices and orders
- » Following up with suppliers and/or couriers
- » Providing exceptional customer service

Receptionist

The Face of the Company, Director of First Impressions or Concierge - whatever the title may be, the role is to make everyone entering the company feel welcome.

In regular times, 'reception' has always been a pivotal part of an office, especially for those companies with a client-facing nature such as finance and professional services. With remote working, we have seen a dramatic decrease in the demand for new roles and vacancies.

For some industries, the role of the Receptionist has manifested differently. Their Receptionists have adapted, learnt more administrative skills and become the 'go-to' person for basic administration duties.

Duties include:

- » Meeting and greeting clients
- » Maintaining the reception area
- » Distribution of mail and deliveries
- » Answering and transferring calls
- » Fielding queries
- » Receiving and resolving complaints
- » Ad hoc administration
- » Accepting deliveries





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